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December 18, 2023

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 \$ystems Modernization Project

Final IV&V Status Report for Reporting Period: November 1 – 30, 2023

Submitted: December 15, 2023



Solutions that Matter

Overview

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



Solutions that Matter

Executive Summary



Executive Summary



At the end of November, the Epic Demos for Release12 have not been conducted and it is unclear whether development changes will be required based on DHS feedback. With development scheduled to end next month, IV&V is concerned that the Epic Demos may uncover functional limitations that cannot be corrected in the remaining development time.

The ASI has planned System Integration Testing (SIT) to informally start in December. DHS approval of the SIT test cases is a key component of the entry criteria for SIT. To mitigate the risk of starting SIT before development is complete and before all SIT tests are developed, the ASI would need to execute all SIT tests after both are done.

DHS and the ASI started weekly meetings with the Food and Nutrition Service (FNS) in November. This is a positive step as FNS needs to approve the Project's entry into Final Acceptance Testing (FAT) they must receive timely information on the SNAP System Integrity Review Tool (SIRT) progress and status of the Project.

IV&V opened a new project risk about implementing a Core Solution for go-live. Some BES functionality deferred to post-golive in the last two releases may increase risks related to user adoption/buy-in and may result in workarounds. Additionally, FNS must approve the functionality in BES before the pilot. Completing the postponed scope while supporting BES in production could also result in resource challenges for both the ASI and DHS.

Sep	Oct	Nov	Category	IV&V Observations
M	М	M	Project Management	IV&V opened a new risk this month focused on the Project's intent to go live with a Core Solution. The deferral of some contractual requirements to post-go-live releases may require manual workarounds that impact user buy-in. Mitigation needs to be closely managed.

Executive Summary

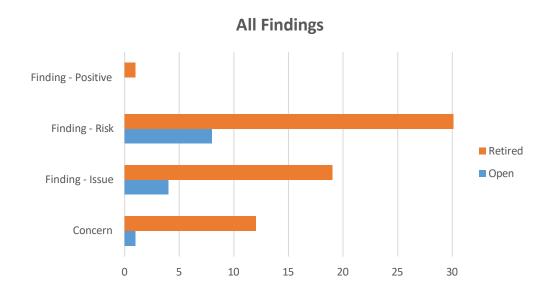


Sep	Oct	Nov	Category	IV&V Observations
М	М	M	System Design	The ASI has 9 Sprint and 28 Epic Demo's outstanding at the end of November 2023. This is a significant amount of BES functionality that DHS will be verifying to meet contract and design requirements. There is a risk to the project if DHS identifies defects that cannot be resolved prior to Pilot, meaning DHS will need to define workarounds until the ASI can resolve the defects in production.
м	М	Z	Configuration and Development	Interface development delays are expected to result in an overlap of development and integration testing with the start of SIT. This is not a recommended practice but was proposed so that the start of SIT is not delayed. Interface functionality will be delivered to DHS to validate before SIT is complete.
М	М	M	Integration and Interface Management	The ASI communicated challenges in testing interfaces with the interface partners. They are developing an Interface Test Plan and will share it with DHS in December.
Н	н	H	Testing	Planning continues for ASI-led SIT and DHS-led FAT. IV&V has two concerns: 1) Formal SIT starting before development is completed and 2) the training approach for new DHS FAT testers, neither of which aligns with software development best practices.
M	M	Ŧ	Security and Privacy	Many sections of the Security Plan are not ready for a formal review by DHS/IV&V. Specifically, the Secure Enclave design and implementation and some technical documentation are incomplete. Considering the required level of effort and limited time prior to Pilot, this is now a high risk to the project.

As of the November 2023 reporting period, PCG is tracking 12 open findings (8 risks, 4 issues) and has retired a total of 68 findings. Of the 12 open findings, 2 are High, 6 are Medium, and 4 are Low.



The following figure provides a breakdown of the 80 IV&V findings (positive, risks, issues, concerns) by status (open, retired).





Findings Retired During the Reporting Period

#	Finding	Category
	None	



Findings Opened During the Reporting Period

#	Finding	Categor	У	
	Risk - Implementing a Core Solution for go-live carries inherent risks that may impact overall project success and reduce user adoption. Medium			
88	Observation: The project has elected to implement a Core Solution at go-live to meet their stated timeline. This version is generally referred to in Agile software development as a Minimum Viable Product (MVP), which is a simplified version of a product that 1) offers functionality that meets the core needs of 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.	Project Management		
	Significance : Introducing an MVP product entails inherent risks, such as potential challenges in securing user buy-in. This can result in limited user adoption, user dissatisfaction, and negative publicity, particularly considering the financial investment made for the delivery of limited functionality.			
Red	commendations		Progress	
	ncrease OCM efforts to effectively manage user, general public, and legislative expectations for BES v It go-live.	/ersion	In process	
	Prioritize feedback from users and FNS to ensure the solution meets their core needs and so users are on what features they are, and are not, getting.	e clear	In process	
C	Actively monitor, assess, and address potential challenges throughout the development process includ code quality, cutting scope to meet development milestones, insufficient user validation of demonstrat unctionality, and fully defined workarounds to accommodate for the missing functionality.		In process	
١	DHS carefully assesses whether the advantages of a timely release outweigh the advantages of going vith a system that provides more comprehensive functionality, requires fewer workarounds, and increa user satisfaction.		In process	



Preliminary Concerns Investigated During the Reporting Period

#	Finding	Category
	Preliminary Concern – The current approach to Final Acceptance Testing (FAT) may not be complete, which increases the likelihood of missed deadlines.	
	DHS planning for FAT has continued through November, however, there are concerns related to FAT preparation:	
84	 DHS confirmed over 60 FAT resources will be running tests, the majority without FAT/UAT experience or BES familiarity. However, as of the 11/30 schedule, there are no tasks for FAT test team training. 	Testing
	 FAT planning is reliant on knowing the complete scope of BES functionality to be included in Go-Live. The DHS request for the complete scope of what is in and out of scope for Go-Live has not been answered. 	
	 The ASI has provided open BES Demo environments and Learning Management System modules as an aid to the DHS FAT test team, but it is unclear if this approach to training will provide an adequate understanding of BES for test case development and overall testing. 	

Recommendations	Progress
Conduct comprehensive FAT planning, including what is in and out of scope for Go-Live.	In process
DHS and ASI collaborate to define the magnitude of training support the ASI will provide for FAT.	In process

Project Management

#	Key Findings	Criticality Rating
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.	
	IV&V continues to have concerns about certain architecture components that have yet to be clearly defined, and the extent to which the functionality of these components has been widely communicated. Comprehensive details about the secure enclave, disaster recovery, and time travel have yet to be broadly communicated.	L

Recommendations	Progress
 The ASI should continue to update the BI-12 System Architecture Deliverable with additional details as they become available and with any finalized architectural changes. 	In process
 DHS should continue to ask the ASI to perform due diligence in any recommendation for foundational architecture change decisions and continue to review with appropriate DHS stakeholders (e.g., KOLEA) to assure a common understanding of the implications of these decisions. 	In process
 The Project should continue to ensure communication between development leads and architecture leads to assure optimal collaboration on possible architecture changes that could impact decisions in each area. 	In process

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. Additional development and testing sprints were added to the schedule, supporting IV&V's concern that the effort required for completing the core solution for BES continues to be under-estimated; potentially resulting in missed implementation milestones. The additional development sprints for interfaces will overlap with Integration Testing (INT) and the start of SIT in order to meet the Pilot and Go-Live dates.	М
Recommendations		Progress
• N	Ionitor, evaluate and revise scheduling estimates for accuracy.	In Process
• 4	SI plan and execute Epic development so that Epic demos can occur earlier in the release schedule and	
	llow time for possible revisions.	Not Started

- ASI hosts a weekly meeting with DHS and IV&V to review all changes to the project schedules (Primary and DDI).
- ASI provide details on how Velocity measures were used to develop estimations for development effort in new version of DDI schedule

In Process



Project Management

#	Key Findings	Criticality Rating
	Risk – The Lead Project Manager position remains vacant which may slow down the pace of the project and/or cause project delays/rework.	
37	DHS has filled the Project Manager position with the promotion of the Assistant Project Manager. In addition, two temporary (<90 days) positions have been filled to support the BES Project and the Project Manager. DHS leadership is directly providing project management support while planning to recruit for the Assistant Project Manager position. IV&V will monitor this concern and assess the impact of these staffing changes.	L

Recommendations	Progress
DHS works to fill the Assistant Project Manager position as soon as possible.	In Process
DHS brings in temporary help to support the BES Project	Completed
DHS Leadership look for ways to assist with project tasks to help with the Project Manager's workload.	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.	
	Two of the 23 MOA/MOUs (DLIR and DoTAX) are not signed and remain outstanding. DHS continues efforts to complete these agreements to minimize further impact on the project. This finding is now an issue due to the realized impact to the project.	
	The SSA interface requires documentation 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 to the April 1st pilot. Although the SSA has informally stated that they can complete the review within the shorter timeframe, a risk exists to the availability of the SSA data.	M
	The interface testing team was organized in November, but planning has not begun, and meetings have not commenced. Interface testing remains 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 December.	

Recommendations	Progress
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 miscommunications 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. The ASI has yet to provide a detailed list of configuration items to DHS and IV&V. IV&V has restated this request to the ASI so that the level of detail is clear.	L

R	ecommendations	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
•	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



Configuration and Development

#	Key Findings	Criticality Rating
80	Risk – Development delays could negatively impact the project schedule and delay go-live. 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 added to address the delays, and these sprints resulted in a planned overlap of development and INT with SIT. IV&V remains concerned that additional development delays could require further reduction of scope and system features.	M

Recommendations	Progress
 DHS request the ASI strategically add the right project team resources to effectively increase very adding additional junior resources may not be as effective as staffing additional expert-level de analysis, and other resources that can lead and mentor junior resources. 	-
 ASI effectively track and regularly provide DHS (potentially via the weekly DDI status meeting) velocity (e.g., story points per day/week/month) and assure that the current velocity is accurate consistently reflected in the project schedule. 	
• The ASI should provide DHS with the time needed to effectively evaluate the software demonst and elicit productive design discussions with DHS attendees during each demo.	trations (demos) In process
ASI regularly reports estimated story points for the total remaining project work to reach go-live dynamic burn-down chart to track the progress.	and presents a Not started



System Design

#	Key Findings	Criticality Rating
	Risk – The planned BES infrastructure is complex which could be difficult to implement and maintain and could lead to schedule/cost impacts.	
73	Some components of the BES system infrastructure have yet to be finalized and tested, it remains unclear how or if the added complexity will impact project schedules and budgets going forward. The ASI has reported that they are close to finalizing the Secure Enclave infrastructure to house FTI data. The ASI appears to be making progress on DR plans and designs.	

F	ecommendations	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
86	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.	M
	As of the end of November, the ASI has nine 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 defer the functionality to post-Pilot, creating additional unplanned work for DHS.	

Recommendations	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. 	Not Started
 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
	Risk - The Americans With Disabilities Act (ADA) Section 508 compliance tool has not been installed timely for the Project, which may cause significant rework.	
67	 Approximately 150 ADA-related defects remained outstanding at the end of November. With minimal time remaining for development work and the possibility of more ADA defects identified as development continues, IV&V has requested reporting on; functionality to be developed that needs to be ADA-tested functionality developed that needs to be ADA-tested functionality developed that has been ADA-tested The ASI has confirmed this information will be provided in the November reporting period, however, the ADA metrics for the month of November have not yet been delivered. If considerable progress is not available for DHS to verify, the risk criticality rating may increase to High in December. 	M

Recommendations	Progress
The ADA tool meets contractual and project requirements.	In process
The ASI communicates a plan for ADA test execution.	In process
 The ASI communicates how the tool will be used to report compliance and non-compliance and how non- compliance will be addressed/corrected 	In process
The ASI 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.	
	During November, the ASI continued to create and update the SIT test cases. As reported last month, until this is completed 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, the peer review process implemented by the ASI has resulted in improved quality and completeness of the test cases.	Н
83	There is additional concern related to the entry criteria for Release 12 SIT. SIT test cases, as part of BI-20, are scheduled for completion on 12/18 but the schedule reflects a 12/4 start date for SIT. DHS is reviewing SIT scripts as they are written, but the full magnitude of SIT test scripts will be unclear until the delivery of BI-20 on 12/18. Scope for SIT includes retests of Release 0.11 functionality and defect corrections which is part of regression testing. This should be clearly defined and specified to avoid improper entry to SIT before Release 12 development is complete. A SIT Go/No-Go decision meeting on 12/29/2023 was added to the BES Schedule. If this is the formal start to SIT, testing done before this SIT period would need to be rerun.	

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	



Security and Privacy

#	Key Findings	Criticality Rating
82	Risk – The lack of technical documentation may lead to incorrect implementation statements or delay the System Security Plan (SSP). During November, the ASI and DHS Security SMEs focused on the design of the secure enclave. The Security SMEs have considered the "assured workload" service from Google for applying security controls for the secure enclave. IV&V is concerned about whether the entire system will be built and documented in time for a third-party security assessment to occur in early 2024. Considering the level of effort outstanding and time remaining before Pilot, IV&V is raising the Criticality Rating to "High.	Н
82	delay the System Security Plan (SSP). During November, the ASI and DHS Security SMEs focused on the design of the secure enclave. The Security SMEs have considered the "assured workload" service from Google for applying security controls for the secure enclave. IV&V is concerned about whether the entire system will be built and documented in time for a third-party security assessment to occur in early 2024. Considering the level of effort	Ŧ

Recommendations	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 December 15th, 2023. This will allow the SSP authors to update controls with changes from Design through Implementation. 	Not Started





IV&V Engagement Status

IV&V Engagement Area	Sep	Oct	Nov	Comments
IV&V Budget				
IV&V Schedule				
IV&V Deliverables				PCG submitted the final October IV&V Monthly Status Report.
IV&V Staffing				Erik Torring has joined the IV&V team, assuming the responsibilities of Ryan Tan, who is departing the project.
IV&V Scope				

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

IV&V Activities



- IV&V activities in the November reporting period:
 - Completed October 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 December 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	11/08/2023, 11/14/2023, 11/22/2023, 11/28/2023	N/A
BI-5 Project Schedule - BES 2023 DDI	11/08/2023, 11/14/2023, 11/22/2023, 11/28/2023	N/A
BI-10	11/16/2023	N/A
BI-13	11/06/2023	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 11/2/2023, 11/6/2023, 11/9/2023, 11/13/2023, 11/16/2023, 11/20/2023, 11/22/2023, 11/27/2023
- 2. IV&V September 2023 Pre-Draft MSR Findings Review 11/3/2023
- 3. HI DHS BES September Draft IV&V Report Review –11/16/2023
- 4. Bi-Weekly DHS and IV&V Touch Base 11/9/2023, 11/22/2023
- 5. Weekly BES Infrastructure meeting 11/3/2023, 11/10/2023, 11/17/2023
- 6. DHS/IV&V Check-in 11/14/2023, 11/28/2023
- 7. Weekly Client BES 2023 Project Status Meeting 11/1/2023, 11/8/2023, 11/15/2023, 11/22/2023, 11/29/2023
- 8. Security Touchpoint 11/1/2023, 11/8/2023, 11/15/2023, 11/22/2023, 11/29/2023
- 9. Weekly Data Conversion Workgroup 11/16/2023
- 10. PMO End of Day Huddle 11/2/2023, 11/7/2023, 11/9/2023, 11/14/2023, 11/16/2023, 11/21/2023, 11/28/2023
- 11. (External) Weekly Interfaces Touchpoint 11/6/2023, 11/13/2023, 11/20/2023
- 12. (External) UI Standards Monthly Review 11/1/2023
- 13. (External) Readiness Working Group Meeting- 11/1/2023, 11/14/2023, 11/21/2023, 11/29/2023
- 14. (External) Bi-Weekly Client BES 2023 Schedule Review/Status 11/22/2023
- 15. (External) BES System Security Plan Controls 11/7/2023, 11/21/2023
- 16. (External) Bi-weekly BES CCB Meeting 11/1/2023, 11/15/2023, 11/29/2023
- 17. Epic 228 Absent Parents and Case Management Sprint Demo 11/2/2023
- 18. (External) BES 2023 Test Automation Approach Cont'd 11/13/2023





Appendices



Appendix A – IV&V Criticality Ratings

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

Appendix B – Findings Log



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

Appendix C – Acronyms and Glossary



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

Appendix C – Acronyms and Glossary

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

Appendix C – Acronyms and Glossary



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

Appendix D – Background Information



Systems Modernization Project

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

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

Systems Modernization IV&V Project

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

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

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

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

Appendix D – Background Information



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

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

PCG's Eclipse IV&V® Technical Assessment Methodology

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

IV&V Assessment Categories for the BES Project

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

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

Ending Slide



Solutions that Matter

HIDHS Monthly IV Status Report Final - November 2023

ID Title	Findin Reporter Type	g Identified Date Category	Observation	Similirance	Recommendation	Event Horizon	Impact Probabilit	Analyst v Priority	Finding	Status Hodate	Client Comments	Vendor Comments
88 Implementing a Core Solution for going carrier lower in risks that may impact overall project success and reduce user adoptor.	Ruk	11/30/2023 Project Management	version of a product that 1) offer in functionality that meets the core needs of the needs. T ₂ can accelerate the imminifier tops (m, m, and 2) allows the project to get real-world feedback from users to refine future product development.	challenges in securing user bays. This can result in limited user adoption, user disastricticus, and engelve publicly, prosticulary considering the financial investment make for the delivery of limited functionality. A security of the security of the security of the security of the security of the security of the security of the security of the function of the security of the security of the security of the function of the security of the security of the security of the security of the security of the security of the security of the MVP advances may lead to disset backfords the project for the deliver the security of the security of the security of the point of the security of the security of the security of the deliver the security of the security of the security of the deliver the security of the security of the security of the advances features can be bailt in the system. User could become features take precedence. Others any lose confidence take the features alternating ACM effects both by the XI and City Statistical the landered effective to a system with intered functionality.	development militations, insufficient user validation of demonstrated functionality, and Mylefield evolvariands the accommodate for the missing functionality. I OHE carefully assess whether the advances of object which release advances the advances of object with a system that problem none comprehensive functionality, requires fever worksmands, and increases user satisfactors.	Now	3	3 Med	Open			12/15/2023-Above already addressed by DHS/loc Campos.Ensure recommendations reflect "In Progress" or "In Process".
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.	Molina, Brad Finding - : Risk	10/31/2023 Project Management	this risk by recruiting the PM position (an offer has been extended) and	The BES project is moving into a critical stage, with a level of work that requires multiple recursors as planed by DDK. Key activities include :- design and development for the final release being completed - preparations for final system and liver testing for al developed functionalisties - preparation for operational readiness for the PioL and State rollout of the BES colucion. It is ritual that the new/open puttions created by DH Sare filled and available for work ASAP to avoid negative impacts on the project.	OPEN - DES works to fill the Assistant Project Manager position as soon as possible - OHS taken has been for your to assist with project takes to hel with the Project Manager's workload. Completed - DHS brings in temporary help to support the BES Project	p	2	2 Low		11.30-2023 - DHS has filled the Project Manager position with the promotion of the Austicatin Project Manager. In addition, two temporary (less than 90 day) positions have been filled to support the BES Project and management support while planning to recruit for the Austant Project Manager position. INV will monitor this concern and assess the impact of these staffing changes.		
86 Linited collaboration between the AL 31 DHS in the design process could lead is usability issues and functionality game applications and ork meeting straid business needs for this and State desk business needs for this and State desk	n the	R/1/2023 System Design	During the UAT process for release 11, there has been a high level of concerns raised by the Ho Stessters regreding the usability of the HS system, challenges with the user interface, mixing functionality, and basic tores hypord bases the based in other appetent in undern applications. Based and related 5 of design enrors ² , although the Relass 11 JUAT or you was testing a partially build prevention, agenderation and the design effects was attributable to functionality developed for Relates 11.	provide all functionality found in current applications – but really should provide additional capabilities, greatly enhanced user interface, and overall improved usability from current systems. Should the solution fall short of	 Include a wolfer mough audience in la design and dense sessions to windler Mass and the Sinchuskan derivative angelenergical and system walking Perform Spectra and Epic dense in alignment with development spectra completion (Janon Custon)/measurements a how or activative and the angelenergical and the session of the session of the session of the requirements) review during Epic denses, not just the terms that was additudgistant, alignment with the focusing on specific tituated (pages that might not be againsmit when focusing on specific guinter review process to ensure that designs align with DHS expectations. 		4	3 Med		11/10/2023. As of the rend of Normiene, the Ad Na nois spiral demons to executed and 18 Equicon. Depending on the Norman Norman Norman Norman III (Norman Norman Norman Norman Norman Norman Norman Norman Norman Norman Norman Norman Norman Norman Norman Pacification (Norman Norman Norman Norman Norman Norman Norman Norman Norman Norman Norman Norman Norman Norman Norman Norman Norman Norman Norman Norman Norman Norman Norman Norman Norman Norman Norman Norman Norman Norman Norman Norman Norman Norman Norman Norman Norman Norman Norman Norman Norman Norman Norman Norman Norman Norman Norman Norman Norman Norman Norman Norman Norman Norman Norman Norman Norman Norman Norman No		10/11/2023- 10/11/2023- bit 65:740-those bit 65:740-those bit 65:740-those bit 65:740-those bit 65:740-those bit 65:740-those bit 75:740-those compter, feedback and adoutdegment. Vic - fort fer and reporting parted. We want to keep the participant functional States. We are getting 0ff-se- way comments for and functional comments from aff that were not involved in deta12/11/2023
84 The current approach to Final Acceptant Testing (FAT) may not be complete, with increases the likelihood of missed deadl increases the likelihood of missed deadl	ch	6/29/2023 Testing	the Project appears unprepared for Release 11 UAT. For example, new testing processes, including a Teams Issue Tracker, are not fully developed. While basic workflow understanding exists, test team members raised many	Without a derived and developed UAT approxch and resource plan, here is a portimal rive dis metaling UAT intentions. However, the R11L UAT phase does not fail within the origin plant does the project, and a delayed completion of the origin control of the origin plant does the origin pl	planning, including what is in and out of scope for Go-Live DHS and ASI collaborate to define the magnitude of training support the ASI will provide for FAT_COMPLETED - Conduct lessons learned session to incorporate into	UAT/PAT	3	1 Hgh		11/10/2023 - Oris glanning for ATA states accontinued through Neomember, however, there are accors melled to FAT granual control of ATA/DAT one of ATA and the according to the states of the according to the according to the according to the according to the according to the according to the according to the according to the according to the according to the according to the according to the according to the according to the according to the according to the according to the according to the according to the according to the according to the according to the according to the according to the according to the according to the according to the according to the according to the according to the according to the according to the according to the according to the according to the according to the according to the according to the according to the according to the according to the according to the according to the according to the according to the according to the according to the according to the according to the according to the according to the according to the according to the according to the according to the according to the according to the according to the according to the according to the according to the according to the according to the according to the according to the according to the according to the according to the acc		22/15/2023 - Weekly FA F Taning Restings Subce starly November. There are current FAT theory present and the subce starly November Subcession and the subcession of tally represent all the detailed items discussed and tracked on subcession and tracked o
82 Gapain the to coverage and show that seported programs. In toching many multi- schedule delays if subsequent test phase uncover a higher volume of defects and feedback than initially anticipated.	es	6/2/2023 Testing	progress of testing might be lagging. Concerning testing coverage, it appears that not all epics and use cases in R11 have associated test cases or are testing the correct use cases. In terms of progress, some test cases remain unexecuted, and not all defects have been resolved as the project	stending defects surply a wal for effective storing, as in increar efficient and cost-offictive taskets issues charge the early stating range. If there is slow progress or incomplete testing in the early stating range of the early states, it can result in our defective tasking more extensive and rigoroux testing efforts. Insufficient testing coverage or slower estensive and rigoroux testing efforts. Insufficient testing coverage or slower in the one anticipated progress throughout the places, necessitizing more estensive and rigoroux testing efforts. Insufficient testing coverage or slower into the production environment during the final testing stage, known as Real Acceptance Testing (PAT).	simple defects in INT and STI and implement effective improvement processes to confirm early testing is adequate before entering UAT/FAT. DHS and ASI monitor INT/SIT closely for both breadth and depth of testing to ensure the system is adequately tested The Project team reviews the SIT exit criteria and reviess them as needed to ensure UAT/FAT Explicit with th	UAT 9	4	4 High	Opan	The STORE - During theoremism is the Storemismet the creaters are during the model of the storemismet the storemismet the complexed bit complexed bit is a storemismet to the storemismet of the storemism		when those gets data 12/15/20/23 - The SP that started on 12/4 is internal to eVery define SF that started is SF that started is SF that started is Very define the SP Very define the SP Very define the SP Very define the SP Far Janoing meeting Far Janoing meeting Far Janoing meeting Far Janoing meeting Far Janoing meeting Very define the SP Very d

HIDHS Monthly IV Status Report Final - November 2023

Keporter	Type	Date Category	Observation	Significance	Recommendation	Event Horizon	Impact Probabi	ility Priority	Status	Status Update	Client Comments	Vendor Comments
82 The lack of technical documentation may Heath, Dustin	Finding -	4/27/2023 Security and	In April, the ASI/DHS system security plan (SSP) authors began writing	Once the system architecture and design have been completed, the SSP	- Determine when the infrastructure design baseline will be completed	In December 15th,	4	4 High	Open	11/30/2023 - During November, the ASI and DHS Security SMEs focused on		
lead to incorrect implementation statements	Risk	Privacy	implementation statements. Currently, the technical documentation	authors may need to edit or rewrite implementation statements. A full draft	Progress - Determine when documentation will be created, updated, and	2023 when the full				the design of the secure enclave. The Security SMEs have considered the		12/15/2023 -
or delay the System Security Plan			supporting the SSP is unavailable, outdated, or in a draft form. During April,		available for the SSP authors In Progress - Collaborate and communicat	e SSP is scheduled				"assured workload" service from Google for applying security controls for		Security: Executive
			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 sSP is a large technical document with hundreds of controls and control	with SSP authors about when reliable and correct documentation will be available in the Program - Perform a full review of all SSP controls for	for completion and				the secure enclave. IV&V is concerned about whether the entire system will be built and documented in time for a third-party security assessment to		Summary:
			of how the system should be designed from the SSP author's perspective	SSP is a large technical document with nundreds of controls and control enhancements, and each one requires an implementation statement of how	content and accuracy that have been written as drafts prior to December	sharing with				be built and documented in time for a third-party security assessment to occur in early 2024. Considering the level of effort outstanding and time		The design and implementation of the
			instead of how the system is actually designed. The SSP authors need to	the control or enhancement has been met.	15th, 2023. This will allow the SSP authors to update controls with changes	Federal partners				remaining before Pilot, IV&V is raising the Criticality Rating to "High.		Secure Enclave (BI-12
			know and use documentation such as System Architecture and Design,		from Design through Implementation - Not Started					10/26/2023 - Throughout the month of October, both the ASI and DHS		is being commingled
			network topology, dataflow, ports and protocols, tools used for logging, etc.							Security SMEs have focused on the design of the secure enclave (to store		with the System
										federal tax information and other sensitive data). A significant amount of work remains for both the System Security Plan and the development of		Security Plan (BI-13). The purpose of the
										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 purpose of the security plan is to
										the end of November 2023. And much of this work requires a logical		describe the controls
										approach in that certain activities must be completed prior to the start of		in scope (for BES and
										follow-on activities. • The secure enclave is in the design phase. • The		Secure Enclave) and
										Security SMEs are writing over twenty (20) policies and procedures that will		describe the current
										be artifacts to the System Security Plan (SSP), planned to be completed by the end of November 2023. • There are over twelve (12) additional		state of implementation.
										documents, including documented plans to support the SSP and required		Further, the SSP is (b)
										submissions to federal regulators, most of these documents are planned to		design) a living
										be completed by the end of November 2023. The ESI and ASI have stated		document that will b
										they are confident the work can be completed on-time. 9/28/2023 - At		periodically revised t
										the beginning of September, the DHS Security SME completed draft implementation statements for all IRS-specific controls, and the base list of		reflect changes in the implementation status
										draft control implementation statements was also completed. The bulk of		(progress and
										the month focused on designing the Secure Enclave. The Secure Enclave is		maturation of securit
										an environment used to receive, store, and access regulated data, such as Federal Tax Information (FTI). The ASI has presented a draft diagram of the		capabilities). The SSP is complete,
												The SSP is complete,
80 Development delays could negatively impact Fors, Michael the project schedule and delay go-live.	Finding -	6/30/2022 Configuration and	ASI had previously reported development activities have been slowed as they have been unable to achieve and/or maintain their expected	If the ASI is unable to achieve a velocity that enables them to meet planned milestones, schedule delays may lead to a delayed system go-live date.	OPEN • DHS request the ASI strategically add the right project team resources to effectively increase velocity. Note that adding additional junior	Immediate	3	3 Med	Open	11/30/23 - The ASI reported delays in interface design and development, and unplanned development effort required to unwind EBT functionality		10/31/2023 - Vic -
the project schedule and delay go-live.	MSK	Development	they have been unable to achieve and/or maintain their expected development velocity. Previously, the development team was challenged	milestones, schedule delays may lead to a delayed system go-live date. Failure to achieve a level of accuracy in estimating development tasks could	resources to effectively increase velocity. Note that adding additional junior resources may not be as effective as staffing additional expert-level					and unplanned development effort required to unwind EBT functionality deferred to post-go-live due to a missing requirement for PIN issuance.		10/31/2023 - Vic - mixed bag here. We
			with accurately estimating development task level of effort (i.e., story	Failure to achieve a level of accuracy in estimating development tasks could lead to a project schedule that is flawed and unrealistic. Previously, DHS	development, analysis, and other resources that can lead and mentor junior					Additional development sprints were added to address the delays, and these		are mentioning design
			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	resources. Request the ASI effectively track and regularly provide DHS					sprints resulted in a planned overlap of development and INT with SIT. IVV		misunderstandings.
			schedule that accurately reflects realistic timelines (see Finding #74). The	ASI BAs lacking the expertise required to create optimal designs and system	(potentially via the weekly DDI status meeting) with an accurate velocity					remains concerned that additional development delays could require further		MF - improve the
			ASI continues to be challenged with finding qualified resources in a timely	specifications that developers could consume without requiring extensive clarification from the ASI BA/SA team. DHS and IVV observed instances	(e.g., story points per day/week/month) and assure that the current velocity	(reduction of scope and system features. 10/25/23 - The ASI has noted gaps		design
			That I RT .	clarification from the ASI BA/SA team. DHS and IVV observed instances where ASI BAs/SAs have presented less than optimal designs and left it to	is accurately and consistently reflected in the project schedule. • ASI provide					in communication (design misunderstandings) between ASI BAs and DHS SMEs; DHS project management is working with the ASI to determine the		communications. Rama - I am trying to
				DHS (who may lack software or UI design expertise) to improve, which has	demonstrations (demos) and elicit productive design discussions with DHS					best way to address this. The DHS SMEs have suggested that design		understand what
				contributed to unproductive design sessions (see Finding #61). It remains	attendees during each demo. • ASI regularly report estimated story points					decisions/communications would be more productive if more than a few		development delays,
				unclear if scope creep has contributed to these delays.	for the total remaining project work to reach equive and presents a dynamic					SMEs were included in the live demos. If these communication challenges		two months left in
					burn-down chart to track the progress. COMPLETE CLOSED • ASI reviews					continue, it could lead to development delays. While the ASI added 5		DDI.
					the development process and identifies and mitigates the challenges					developers to focus on ADA defects, it remains unclear if addressing ADA requirements will incur further development delays. 9/28/23 - DHS SMEs		Vic - we wil evaluate
					preventing them from incorporating Epic demo activities into the project schedule. (9/29/23 - ASI will not be doing this, with DHS approval)					requirements will incur further development delays. 9/28/23 - DHS SMEs have expressed concerns that the ASI appears to be cutting corners in order		the draft.
					schedure. (9/29/25 - Asi will hot be doing this, with DHS approval)					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		
										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		
										design and slow the design feedback loop. If critical refinements are discovered late into the development lifecycle, it may necessitate last-		
										discovered late into the development intecycle, it may necessitate last- minute revisions and could potentially result in schedule delays.		
										Alternatively, if the project elects to go-live with a system that falls short of		
										users expectations, user buy-in may prove to be a challenge. The ASI		
										continues to identify functionality and scope that they would like to defer to post go-live. It remains unclear if this is due to development delays or the		
74 A BES Project schedule based on inaccurate Molina. Brad	d Fieder	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	CORD Manifest and an instantial data and a set of the s	Internet at a		2 Med	Open	11/30/2023 - Additional development and testing sprints were added to the		
estimations diminishes effective planning	losue	Management	results that have not yielded improvement. Concerns with the structure,	constant schedule changes, resources not being available when needed,	plan and execute Epic development so that Epic demos can occur earlier in	inimediace	-	2 1460	open	schedule, supporting IVV's concern that the effort required for completing		
and resource management, which could			estimating practices, and ability to manage to the schedule persist. The use									
		-		rushed activities, and general frustration which can lead to schedule delays,	the release schedule and allow time for possible revisions. ASI provide					the core solution for BES continues to be under-estimated; potentially		11/17/2023 -
result in late deliverables, cost increases,		-	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.	details on how Velocity measures were used to develop estimations for					the core solution for BES continues to be under-estimated; potentially resulting in missed implementation milestones. The additional development		As mentioned in our
		-	of multiple tools to track resources obfuscate resource management. Previous IV&V findings focused on specific schedule components such as		details on how Velocity measures were used to develop estimations for development effort in new version of DDI schedule COMPLETE DHS and the					the core solution for BES continues to be under-estimated; potentially resulting in missed implementation milestones. The additional development sprints for interfaces will overlap with Integration Testing (INT) and the start		As mentioned in our pre-meet, the only
result in late deliverables, cost increases,		-	of multiple tools to track resources obfuscate resource management. Previous IV&V findings focused on specific schedule components such as resource management and critical path analysis, all of which were		details on how Velocity measures were used to develop estimations for development effort in new version of DDI schedule COMPLETE DHS and the ASI aree to a revised schedule asainst which project deliverables can be					the core solution for BES continues to be under-estimated; potentially resulting in missed implementation milestones. The additional development sprints for interfaces will overlap with Integration Testing (INT) and the start of STI in order to meet the Pilot and Go-Live dates. 10/31/2023 - The BES		As mentioned in our pre-meet, the only significant revisions
result in late deliverables, cost increases,		-	of multiple tools to track resources obfuscate resource management. Previous IV&V findings focused on specific schedule components such as		details on how Velocity measures were used to develop estimations for development effort in new version of DDI schedule COMPLETE DHS and the					the core solution for BES continues to be under-estimated; potentially resulting in missed implementation milestones. The additional development sprints for interfaces will overlap with Integration Testing (INT) and the start		As mentioned in our pre-meet, the only
result in late deliverables, cost increases,		-	of multiple tools to track resources obfuscate resource management. Previous IV&V findings focused on specific schedule components such as resource management and critical path analysis, all of which were		details on how Velocity measures were used to develop estimations for development effort in new version of DDI schedule COMFLETE DHS and the SAI agree to a revised schedule against which project deliverables can be managed. (2/28/2023 - complete) ASI host a weekly meeting with DHS and WY to review all channees to the correct schedules (Primary and DDI).					the core solution for BES continues to be under-estimated; potentially resulting in missed implementation milestones. The additional development sprints for interfaces will overlap with integration Testing (INT) and the start of ST in order to meet the Pilot and Go-Live dates. 10/31/2023 - The BES project schedule continues to have significant revisions after being re-		As mentioned in our pre-meet, the only significant revisions made to the schedules
result in late deliverables, cost increases,		-	of multiple tools to track resources obfuscate resource management. Previous IV&V findings focused on specific schedule components such as resource management and critical path analysis, all of which were		details on how Velocity measures were used to develop estimations for development effort in new version of DDI schedule COMPLETE DHS and the ASI agree to a revised schedule against which project deliverables can be managed. [2/28/2023 - complete) ASI host a weekly meeting with DHS and the schedule against the schedule against weekly meeting with DHS and the schedule against a schedule against weekly meeting with DHS and the schedule against against a schedule against schedule against details against schedule against schedule against details against details details details details details details details details details details details details details details details details details details details details details details details details details details details details details details details details details details details details details details details details details details details details details details details details details details details details details details details details details details details details details details details details details details details details details details details details details details details details details details details details details details details details details details details details details details details details details details details details details details details details details details details details details details details details details details details details details details details details details details details details details details details details details details details details details details details details details details details details details details details details details details details details details details details details details details details details details details details details details details details details details details details details detail					the core solution for EIS continues to be under-estimated; potentially resulting in mixed implementation milestones. The additional development sprints for interfaces will overlap with integration Testing (INT) and the start of STI in order to meet the Pilot and Go-luke dates. 10/31/2023 The BES project schedule continues to have significant revisions after being re- baselined. including delays to takis (a training tak was delayed over a		As mentioned in our pre-meet, the only significant revisions made to the schedules were with the
result in late deliverables, cost increases,		-	of multiple tools to track resources obfuscate resource management. Previous IV&V findings focused on specific schedule components such as resource management and critical path analysis, all of which were		details on how Wilocity measures were used to develop estimations for development effort in new version of DDI scheduic GOMPHET TEN-S and the ASI agree to a reviced schedule against which project deliverables can be managed, [27/2023 - completed ASI host a weekly meeting with DPS and IV to review all changes to the project schedules (Primary and DDI). (03/12023 - completed ASI host a weekly meeting with DPS and the project schedules, tuch as Sprint and Epic demos, to show key progress howards completion of Epics (9/27)32 All surg with the Will ned do this.					the core solution for EE continues to be under-estimated, patentially realing in mission implementation milescience. The additional development sprints for interfaces will overlap with integration Testing (WT) and the start of ST in order to meet the Pilot and Go-bue dess. 1031;JO223 - The UES project tabelies continues to have significant environment and being re- bandeds, including data to table (1 at brains) tables and down a schedule for spossible estimation issues that could introduce risk in meeting with the solution of the solution of the ST and the basis pre- verbalishes provide estimation issues that could introduce risk in meeting with the solution of the ST and ST and ST and ST and ST and ST and ST and ST and ST and ST and ST and ST and ST and ST and ST and ST and ST and ST and ST and ST and ST and ST and ST and ST and ST and ST and ST and ST and ST and ST and ST and		As mentioned in our pre-meet, the only significant revisions made to the schedule were with the refinement of trainin dates. I also mention dates will continue to
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HIDHS Monthly IV Status Report Final - November 2023

	Finding Reporter Type	Identified Date Category	Observation	Significance	Recommendation	Event Horizon Im	ipact <u>Probability</u>	Analyst / Priority	Finding Status	Status Update Client Comments	Vendor Comments
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	11/30/23 - The ASI has yet to provide a detailed list of configuration items	
could lead to development confusion and reduce the effectiveness of defect resolution	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	5.				to DHS and IVV. IVV has restated this request to the ASI so that the level of	
	n		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					detail is clear. 10/26/23 - The ASI provided broad information on the	10/31/2023 - Vic - We provided a
			selecting LM tools (e.g., LMDB), and building out the LM intrastructure. The projects Security Plan has yet to be finalized which may include additional	Management that may reduce errors and should provide the project team with accurate, dynamic and timely information on some of the configuration	ASI work to clarify/solidify plans for the potential use of configuration					configuration items being tracked but have yet to provide detailed configuration items for IVV review. The ASI has deprioritized some	listing, working on a
			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					configuration management activities, which it intends to perform in	plan to implement.
			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					preparation for Maintenance and Operation (M and O). 9/28/23 - The ASI	MF - Broad categories
				management of the configuration items, reporting and audit features.	configuration management activities and assure defined CM steps and plans					gained DHS' approval on the items that will be tracked and monitored as	Vic - we are working
					are being followed, are effective, and are achieving DHS objectives for CM. 7/31/2022					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	on the details now. This will become more
					11341000					material update. 6/30/23 - No material update. 5/31/2023 - The ASI	important and we
										continues to make progress with its utilization of the ServiceNow	work to get ahead of
										Configuration Management (CM) tool. They have recently performed an initial import of Google Cloud Platform server details into the ServiceNow	the M&O plan. 10/11/2023
										Configuration Management Database. *** Continued work. Setup in	10/11/2025
										ServiceNow, will be building up instances. Ongoing support and main.	IV&V requested the
										Dont' think still a risk, IVV to discuss. 4/30/2023 - The ASI finalized the	list last month and is
										ServiceNow (SN) modules they will utilize for the project. 3/31/2023 - The ASI is currently evaluating which Service Now (SN) modules will be the best	waiting on the ASI to respond - Please
										It for the project and for DHS point forward. Details of exactly how they'll	see the following list
										be using SN and the level of configuration management they intend to	of configuration
										perform has yet to be determined. 2/28/2023 - The new ASI intends to	management items
										utilize ServiceNow (SN) for most configuration management tracking. Details of exactly how they'll be using SN and its multitude of modules and	which are/will be managed in
										canabilities remain unclear 1/31/2023 - Activity in the reporting period	ServiceNow
										concentrated on project restart tasks, and IVV will reassess this finding once	Incident Response
										related project activity has begun. 12/31/2022 - No material update in the reporting period as the work stoppage continued and the new ASI conducted	Change/Configuration Management
67 The Americans With Disabilities Act (ADA)	Torrios Elk Ending	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	The ADA tool meets contractual and project requirements. The ASI	As soon as possible	3	3 Med	Open	11/30/2023 - Approximately 150 ADA-related defects remained outstanding	management
Section 508 compliance tool has not been	Risk	1/11/1011 Hours	successfully completed the ASI confirmed that there is currently no working	compliant to obtain State and Federal funds for the development of the BES.	communicates a plan for ADA test execution. (Complete) - The ASI	and prior to final	-	5 1145	open	at the end of November. With minimal time remaining for development	
installed timely 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- compliance and how non-compliance will be addressed/corrected.	solution				work and the possibility of more ADA defects identified as development	10/31/2023 -
cause significant rework.			performed. This risk has been discussed with the ASI over the past several	technology accessible to people with disabilities (e.g., color blindness,		acceptance.				continues, IV&V has requested reporting on; - functionality to be developed	Rama - Trip to India set up a dedicated
			months, but there have been evidence of results to-date. The ASI did state that they are coding to some of the ADA requirements and are using a desk-	vision and hearing disabilities), in a way that is comparable to the access available to others. Part of the system acceptance criteria for BES is to meet	(Complete) - The ASI provides DHS/IV&V reports from the ADA tool execution and explain how to interpret the results. (Complete)					that needs to be ADA-tested - functionality developed that needs to be ADA- tested - functionality developed that has been ADA-tested The ASI has	ADA team. Dev
			top tool for ADA compliance as an interim solution. IVV has not received	"all applicable State and federal policies, laws, regulations, and Standards, e including without limitation the Electronic and Information Technology Accessibility Standards associated with Section 508 of the Rehabilitation	execution and explain now to interpret the resolus. (Comprete)					tested - functionality developed that has been AUA-tested line ASI has confirmed this information will be provided in the November reporting	extension for
			any data to demonstrate the desk-top tool results nor if it provides coverage							period, however, the ADA metrics for the month of November have not yet	developers to use to
			for all ADA compliance items.							been delivered. If considerable progress is not available for DHS to verify,	check code. Team
				Act., which was verified in the ASI proposed Technical Requirements Approach that states "The system compiles with DHS branding standards as						the risk criticality rating may increase to High in December. 10/31/2023 - The ADA compliance tool was installed in August 2023 and uncovered	brought in bugs, examined every screen
				defined by DHS and adheres to W3C level 2 accessibility guidelines, sub-						The ADA compliance tool was installed in August 2023 and uncovered approximately 300 ADA-related defects. About 200 defects remained open	examined every screen 5 developers and
				parts of Section 508 of the Americans with Disabilities Act (ADA),						at the end of October. Considering the high number of defects and minimal	scrum master. New
				nondiscrimination safeguards in 45 CFR 85.". If the Hawaii guidelines						time remaining for development work, the ASI reevaluated ADA processes	branch of updates, wil
				(https://www.hawaii.edu/access/uh-guidelines-for-accessibility/), FNS Guidelines from the 901 Handbook, and contractual obligations to adhere to						for efficiencies and improved preventative measures. As a result, the ASI	bring into build
				Guidelines from the 901 Handbook, and contractual obligations to adhere to the Section 508 compliance guidelines (https://section508.gov/) there may						plans to use the Usablenet browser extension to find ADA defects in real time during development. The ASI will address these defects during	pipeline. New developers are
				be a significant amount of rework to the solution.						time during development. The ASI will address these detects during development to minimize the number of ADA defects released into	validating as-built, old
										subsequent testing environments. Additionally, the ASI will dedicate 5 ADA-	developers are using
										focused developers and a Scrum master to address the existing ADA defects	plug-in to check their
										and anticipates having sufficient time to address the defects without	code when submitting.
										Impacting the Project. 9/30/2023 - Formal ADA testing began ahead of schedule. The ASI reports continued use of UsableNet and Is addressing	Viv - This week's statu:
										issues the tool is identifying. The ASI created and shared a high-level ADA	report had process
										testing approach and implemented the process. It is too early to determine	improvements.
										if adopting and using the tool after a significant portion of the system was	Rama - We are
										developed will reveal numerous ADA defects that will impact project	confident that we can fix all of the defects
63 The lack of early planning and coordination		1/21/2021 Integration and	The following planning and execution items have not yet been addressed		OPEN 5. Complete all MOAs and obtain formal approvals. 6. Confirm testing	(Q3 2023	4	2 Med	Open	timelines or resources. 8/30/2023 - ADA testing started August 1, 2023, and 11-30-2023 - Two of the 23 MOA/MOUs (DLIR and DoTAX) are not signed	
	Mark Issue	Interface	and documented by the ASI Connectivity is planned to utilize a presently	the tasks and activities to successfully implement data sharing. A clearly	dates with interface partners in writing. 7. Complete early proof of concept					and remain outstanding. DHS continues efforts to complete these	10/31/2023 - Good
schedule delays.		Management	active and sufficient communication with interface partners for coordination, design, and testing activities (Unit Test, SIT, UAT) Interface	f planning, and execution activities along with milestone dates can minimize the risk of potential delays. In addition, after planning has been completed, interface partners will have to be available during interface implementation	Interfaces to avoid unexpected delays due to external organization miscommunications or their own internal delays in assisting the BES project.					agreements to minimize further impact on the project. This finding is now an issue due to the realized impact to the project. The SSA interface requires	10/31/2023 - Good and accurate as of the
					8. ASI and DHS conduct a root cause analysis to determine the reason FDDs were changed without DHS knowledge. COMPLETE 1. Establish a					documentation to be submitted 120 days before the pilot's data usage. This	end of October.
										SSA documentation is expected to be ready by December 15th, 107 days	Met with DoTAX (Cory)
			planning and execution tasks and activities, including those for interface	to ensure that the interfaces are properly developed and tested before	communication plan for each interface partner for the duration of the BES					prior to the April 1st pilot. Although the SSA has informally stated that they	to get appendix
			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 partners' contacts. COMPLETED 3/31/2022 3. Define a release schedule for					can complete the review within the shorter timeframe, a risk exists to the availability of the SSA data. The interface testing team was organized in	details. Sent to Scott M. to finalize updates,
					each interface to include milestone dates, coordination, and execution and					November, but planning has not begun and meetings have not commenced.	then send to AG.
					share with the interface partners. COMPLETED 01/04 4. Determine which					Interface testing remains unscheduled and is a growing concern as the Pilot	DoTAX is one of the
					deliverable will include the details associated with the planned connectivity					date approaches. The ASI in internally reviewing the Interface Test Plan and	interfaces that will
					and detailed technical designs of all interfaces. COMPLETED 01/04					will share it with DHS in December. 10-26-2023 - Two out of 23 MOA/MOU are outstanding; the ASI is reporting an agreement was reached with DLIR	overlap SIT. They are busy in the tax season.
										are outstanding; the Asi is reporting an agreement was reached with DLIR and it is ready for signature; the DoTAX MOU does have some challenges	busyin the tax season.
										and is currently being addressed by the &SLand DHS. The Functional Design	Vic - Rama has
										of all 23 Interfaces was completed and approved by DHS. Nine of the twenty-	updates, Pushback
										three Interface Control Documents were completed, reviewed, and approved	from OIT about sample files.
										by DHS. 09-29-2023 - The Memorandums of Agreement and the Memorandums of Understanding (MOAs and MOUs) are being reviewed. 7	Rama - set up a batch
										of 28 MOAs, including the DLIR interface, have expired or will expire by the	team for end-to-end
										end of 2024. DHS/ASI has yet to provide a target date for resolving the	coverage. We met
										expiring MOAs and MOUs. IVV will continue to monitor MOA and MOU	with Ryan S. and OIT about sample files. We
										items. The DHS concern that the ASI was changing Functional Design Documents (FDDs) without DHS knowledge has been reviewed and resolved	asked for masked
										through meetings with DHS and the ASI. The review and completion of the	PROD files for ease of
										Interface Control Documents (ICDs) are in progress, with 4 of 25 ICDs	use. OIT said no. We are creating a batch
					(IDEA) . The ASI continue to make undates to the BL12 System Autobacture	ACAD	3	2 Low	0.000	outstanding. The progress of the ICDs and interface Epics will continue to be 11/30/23 - IW continues to have concerns about certain architecture 06/30/2020 - Combined application is still planned. App still not finalize	are creating a patch
78 Upperhisturged/or signification	n Forr Michael Dinet	5/39/2010 Project	Throughout the last reserval years since project jultistics, a lattered and per-			~~~	2	* 10W	Span	components that have yet to be clearly defined, and the extent to which the DHS. From Arch perspective, we are building in Liferay. Future Integrati	on 11/17/2023 -
29 Uncertainty and/or a lack of communication around long-term architecture decisions	n Fors, Michael Finding - Issue	5/28/2019 Project Management	Throughout the last several years since project initiation, platform and BES system architecture decisions have not always been clearly communicated	The current project architecture and design should be as representative and inclusive of all known future solution plans as soon as details become	Deliverable with additional details as they become available and with any					functionality of these components has been widely communicated of the postals is still to be determined but is not more complex than	
around long-term architecture decisions could impact the project budget, schedule.	n Fors, Michael Finding - Issue	5/28/2019 Project Management	system architecture decisions have not always been clearly communicated and socialized to all relevant project stakeholders. For example, the ASI and	inclusive of all known future solution plans as soon as details become available. These architecture plans and future state designs and capabilities	Deliverable with additional details as they become available and with any finalized architectural changes - DHS should continue to ask the ASI to						Both the Secure
around long-term architecture decisions	n Fors, Michael Finding - Issue	5/28/2019 Project Management	system architecture decisions have not always been clearly communicated and socialized to all relevant project stakeholders. For example, the ASI and DHS had not broadly communicated their decision implementing two Siebel	inclusive of all known future solution plans as soon as details become available. These architecture plans and future state designs and capabilities should be thoroughly vetted by a broad base of relevant stakeholders and	Deliverable with additional details as they become available and with any finalized architectural changes - DHS should continue to ask the ASI to perform due diligence in any recommendation for foundational architecture					functionality of these components has been widely communicated. of the portals is still to be determined, but is not more complex than Comprehensive details about the secure enclave, disaster recovery, and time originally planned for data sharing. If change is made to Adobe, this wo	Both the Secure uld Enclave and DR
around long-term architecture decisions could impact the project budget, schedule.	n Fors, Michael Finding - Issue	5/28/2019 Project Management	system architecture decisions have not always been clearly communicated and socialized to all relevant project stakeholders. For example, the ASI and DHS had not broadly communicated their decision implementing two Siebel instances (one for KDLEA, one for RES) in a timely manner, and the decision	inclusive of all known future solution plans as soon as details become available. These architecture plans and future state designs and capabilities should be thoroughly vetted by a broad base of relevant stakeholders and available experts and broadly communicated to relevant stakeholders as	Deliverable with additional details as they become available and with any finalized architectural changes - DHS should continue to ask the ASI to perform due dilgence in any recommendation for foundational architecture change decisions and continue to review with appropriate DHS stateholders					travel have vet to be broadly communicated. 10/26/23 - The ASI completed require a CR.	Infrastructure are
around long-term architecture decisions could impact the project budget, schedule.	n Fors, Michael Finding - Issue	5/28/2019 Project Management	system architecture decisions have not always been clearly communicated and socialized to al relevant project takeholders. For example, the ASD DHK had not broadly communicated their decision implementing two Siebe instances (one KNDEA, one for BSL) in a timely ammer, and the decision was not immediately reflected in the project change log or the project decision los. Further, the details of the taitonale for this decision or the name and the simulated the simulation of the site of the s	Inclusive of all income future solution plans as soon as details become souliable. These architecture plans and future state designs and capabilities should be thoroughly vetted by a broad base of relevant takeholders and souliable experises and broady communicated to relevant takeholders as soon as possible. Architecture plans and changes that are not effectively communicated can lead to confusion and revoirs. The resumple	Deliverable with additional details as they become available and with any finalized architectural changes - DHS should continue to ask the ASI to perform due dilignce in any recommendation for foundational architecture change decisions and continue to review with appropriate DHS stakeholders to assure a common understanding or the indications of these decisions.					travel have yet to be broadly communicated. 10/26/23 - The ASI completed require a CR. another iteration of the Bi-12 System Architecture Deliverable, however, some elements of their architecture may not have been fully described. For	Both the Secure uld Enclave and DR Infrastructure are works in progress. Why does IV&V
around long-term architecture decisions could impact the project budget, schedule.	n Fors, Michael Finding - Issue	5/28/2019 Project Management	system architecture decisions have not always been clearly communicated and socialized to all relevant project stakeholders. For example, the ASI and DHS had not broadly communicated their decision implementing two Sielde instances (one for KDLRA, one for BES) in a timely manner, and the decision was not immediatly reflected in the project change (og or the project decision log. Further, the details of the rationale for this decision or the plan for integrating the two instances were not immediately and/or broadly decision based of the bost instances were not immediately and/or broadly decision based of the bost instances were not immediately and/or broadly decision based of the bost instances were not immediately and/or broadly decision based of the bost instances were not immediately and/or broadly decision based of the bost instances were not immediately and/or broadly decision based of the bost instances were not immediately and/or broadly decision based of the bost instances were not immediately and/or broadly decision based of the bost instances were not immediately and/or broadly decision based based of the decision of the decision of the decision of the decision of the decision decision based based of the decision of the decision of the decision of the decision decision based of the decision of the decision of the decision decision based of the decision of the decision decision based of the decision decision decision based of the decision decision decision decision decision decision decision decision decision decision decision decision decision decision decision decision decision decision decision decision decision decision decision decision decision decision decision decision decision decision decision decision decision decision decision decision decision decision decision decision decision decision decision decis	Inclusive of all income future solution plans as soon as details become available. These architecture plans and future state designs and capabilities should be throughly vetted by a brand base of relevant stakeholders as available experts and broadyl communicated to relevant stakeholders as soon as possible. Architecture plans and changes that are not effectively communicated can lead to confusion and rework. For example, if infrastructure bods, governance for these tools, and important	Deliverable with additional details as they become available and with any finalized architectural changes - DHS should continue to ask the ASI to perform due dilgence in any recommendation for foundational architecture change decisions and continue to review with appropriate DHS takeholders to assure a common understanding of the implications of these decisions. The Project should continue to ensure communication between development leads and architecture leads to assure optimal collaboration					trave have yet to be broadly communicated. 10/26/23 - The AS completed require a CR. another iteration of the II-12 System Architecture Deliverable, however, some elements of their architecture memory been fully described. For example, details of the size of the scale on the distance recovery	Infrastructure are works in progress. Why does IV&V continue to report
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around long-term architecture decisions could impact the project budget, schedule.	n Fors, Michael Finding - Issue	5/28/2019 Freiert Management	system architecture decisions have not always been clearly communicated and socialized to all relevant project stakeholders. For example, the ASI and DHS had not broadly communicated their decision implementing two Sielde instances (one for KDLRA, one for BES) in a timely manner, and the decision was not immediatly reflected in the project change (og or the project decision log. 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3