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March 22, 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: January 1 – 31, 2024

Submitted: February 14, 2024



Solutions that Matter

Overview

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

Executive Summary



Executive Summary



In January, the System Integration Testing (SIT) Phase was delayed to accommodate additional development sprints and avoid an overlap of Development and Integration Testing (INT) testing phases. Taken in combination with other factors that are causing delays, the Project moved from "Green" to "Red" during this reporting period.

To course correct, the ASI is developing a "Go-to-Green" Action Plan for DHS and IV&V review to validate that the root causes of the delays are fully understood and addressed.

Throughout these events, DHS and ASI Leadership continue to collaboratively manage the Project to achieve a solution that meets the core requirements.

Nov	Dec	Jan	Category	IV&V Observations
		H	Project Management	Corrective actions taken by the ASI in early January did not address the project schedule challenges. Ongoing development has resulted in additional delays and the late August BES Go-live date is at risk. As a result, this category was raised to "High" during this reporting period.
M			System Design	Two Sprint demos delivered in January led to defects identified by DHS. These, along with other defects, require rework and impacts the ASI's ability to conduct future demos. Further rework may be required as DHS' review of the outstanding Epics continues.

Executive Summary

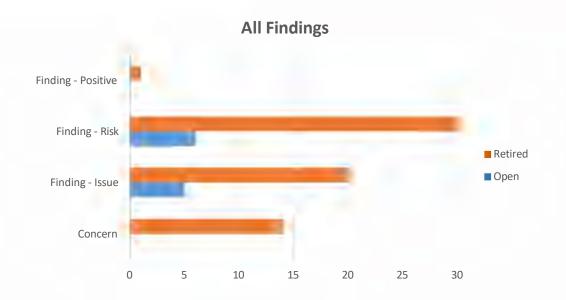


Nov	Dec	Jan	Category	IV&V Observations
M	(<u>M</u>)	M	Configuration and Development	Adding sprints for development and INT has impacted downstream activities. IV&V remains concerned that the full development effort to complete BES is unknown and may lead to additional delays.
M	M	H	Integration and Interface Management	Although the interface agreements were completed between DHS and its partners, delays in getting the agreements in place resulted in delays to interface designs, development, and testing, which is impacting the schedule.
H	H	H	Testing	Corrective actions taken to avoid an overlap between development and INT with SIT were not realized and the Project is now reporting further delays. SIT is on hold until a yet-to-be- determined date. The development of SIT test scripts is ongoing.
H	H	H	Security and Privacy	The DHS Security lead is developing the outstanding documentation that supports the System Security Plan (SSP), while the ASI continues work on the secure enclave. IV&V remains concerned with the amount of outstanding work to complete these activities and the impact on the Independent Security Controls Assessment of BES.

As of the January 2024 reporting period, PCG is tracking 11 open findings (6 risks, 5 issues) and has retired a total of 73 findings. Of the 11 open findings, 4 are High, 5 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
91	 Preliminary Concern – Transitioning KOLEA M&O activities to a new vendor may cause delays for the BES go-live and/or the delivery of critical features. DHS confirmed that they are comfortable with the new KOLEA M&O vendor as they have been a reliable vendor in the past for DHS. The ASI is also confident in the KOLEA transition to this vendor. Based on the DHS and ASI feedback, IV&V is retiring this preliminary concern. 	Pilot Test Deployment
67	Risk - The Americans With Disabilities Act (ADA) Section 508 compliance tool has not been installed timely for the Project, which may cause significant rework. Since the ASI installed the Usablenet tool, established 60 User Journeys to review BES for compliance, and is reporting ADA compliance progress, IV&V is retiring this finding. IV&V will continue to monitor ADA testing for any potential risks or issues.	Testing



Preliminary Concerns Investigated During the Reporting Period

nding	Category
one	



Findings Opened During the Reporting Period



Project Management

#	Key Findings	Criticality Rating		
	Issue – A BES Project schedule based on inaccurate estimations diminishes effective planning and resource management, which could result in late deliverables, cost increases, and a late go-live.			
74	At the start of January, a 4-week schedule delay to SIT was reported by the ASI to avoid an overlap of INT and SIT. On January 31, 2024, the ASI reported that SIT would not start as planned. The project status report indicated "Red" in most categories and the ASI reported they were developing a Go-to-Green Plan. Further delays may be imminent. IV&V has raised the criticality rating of this finding to "High".			
_		_		
Rec	ommendations	Progress		
	ommendations Ionitor, evaluate and revise scheduling estimates for accuracy.	Progress In Process		
• N • A				

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 recently transitioned the OCM leadership role to a new resource. OCM activities will be crucial in reducing the risk associated with implementing the Core Solution and effectively managing user, public, and legislative expectations. The effect of this transition is unclear to IV&V.		
Re	commendations	Progress	
	Increase OCM efforts to effectively manage user, general public, and legislative expectations for BES version at go-live.	In process	
	Prioritize feedback from users and FNS to ensure the solution meets their core needs and so users are clear on what features they are, and are not, getting.	In process	
	Actively monitor, assess, and address potential challenges throughout the development process including code quality, cutting scope to meet development milestones, insufficient user validation of demonstrated functionality, and fully defined workarounds to accommodate for the missing functionality.	In process	
,	DHS carefully assesses whether the advantages of a timely release outweigh the advantages of going live with a system that provides more comprehensive functionality, requires fewer workarounds, and increases user satisfaction.	In process	



Integration and Interface Management

Criticality **Key Findings** # Rating Risk – Changes required to incorporate the Federal Tax Offset Program (TOP) interface within the Secure Enclave may not occur before the BES Pilot. Due to the unanticipated classification of FNS TOP data as Federal Tax Information (FTI), data collection 90 Μ and retention must be redesigned and placed in the Secure Enclave. This modification cannot be completed before FAT testing, currently planned for March 1, 2024, placing the incorporation of this functionality into the Pilot at risk. Recommendations Progress Complete the interface functional redesign to utilize the Secure Enclave. In process Modify existing TOP test plans to validate the proper handling of FTI information and integration to the ٠ In process balance of the BES system. Work with FNS and IRS regarding the timeline for having TOP data and the tax offset functionality available ٠ In process to BES System users. Once the new design is complete, estimate the Level of Effort and tasks/activities required through

 Once the new design is complete, estimate the Level of Effort and tasks/activities required through implementation to provide the Project Management Team with options as Pilot planning/activities are underway.



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. The final two MOA/MOUs were signed. Interface development is behind schedule and will require workarounds when FAT begins. The ASI faces challenges with interface partners that lack test environments. The interface testing team has not scheduled meetings, nor published test plans and schedules to coordinate with the interface partners.		
Recommendations			
• [OHS to complete all MOAs and obtain approval.	Complete	
• (Confirm testing dates with interface partners in writing.	In process	
	Complete early proof of concept interfaces to avoid unexpected delays due to external organization niscommunications or their own internal delays in assisting the BES project.	Not started	

Configuration and Development

#	Key Findings	Criticality Rating
70	Risk – Insufficient configuration management could lead to development confusion and reduce the effectiveness of defect resolution. No material update in the reporting period.	t
Red	commendations	Progress
	ASI adhere to plans for configuration management as documented in BI-6 DDI Plan, Section 5.2 and clarify letails and/or any changes with DHS.	In process
	ASI validate plans for configuration management with DHS and agree on a meaningful set of configuration tems 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 vork 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. 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.	М
Reco	ommendations	Progress
ve	SI effectively track and regularly provide DHS (potentially via the weekly DDI status meeting) with an accurate elocity (e.g., story points per day/week/month) and assure that the current velocity is accurately and ensistently reflected in the project schedule.	In process
	ne 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
	SI regularly reports estimated story points for the total remaining project work to reach go-live and presents a mamic 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. No material update in the reporting period. IV&V continues to monitor this finding.	Ŀ
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

with DHS expectations.

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. DHS viewed Sprint demos for Epics 247 and 284 on January 9, 2024, where several concerns/issues were 86 Μ raised, resulting in necessary bug fixes. User experience issues that should have been raised during the sprint demos were brought up during the Epic Demo for Epic 240 (repayment agreements), that the ASI is not considering at this time. As of the end of January, the ASI was developing a Go-to-Green Plan to mitigate several delays, including demos. 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 • functionality/requirements as they are developed) to get early feedback on work products. 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 In Process when focusing on specific functionality. ASI and DHS re-evaluate the effectiveness of the recorded Sprint review process to ensure that designs align In Process

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	Due to development delays and testing defects, entry into SIT has been delayed to an undetermined date. Approved and final SIT test scripts remain incomplete for twenty-five Epics. With the lack of a complete SIT script package before the SIT Go/No-go decision, the risk of introducing gaps in test coverage in SIT remains.		
Recommendations		Progress	

•	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

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.	
00	To mitigate the INT and SIT overlap and incomplete SIT test scripts, the ASI moved the start of SIT to February 2nd, with "Informal" SIT continuing in January.	н
89	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 February 2nd SIT entry date and stated that a new mitigation approach 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'.	

Recommendations	Progress
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	The DHS and ASI security teams continue to work on the secure enclave and documentation that supports the SSP. Documents scheduled for completion by 1/31/24 include the secure enclave SSP additions, Incident Response Plan (IRP), Privacy Impact Analysis (PIA), Configuration Management Plan, and Continuous Monitoring Plan. Other procedural documents will be completed by the end of February 2024.	
	As the Independent Security Controls Assessment is dependent on the completion of some of these documents and artifacts, incomplete documentation may result in assessment findings.	
	Early in January, the ASI reported a working production environment would be available on February 5th for the Independent Security Controls Assessment of BES.	

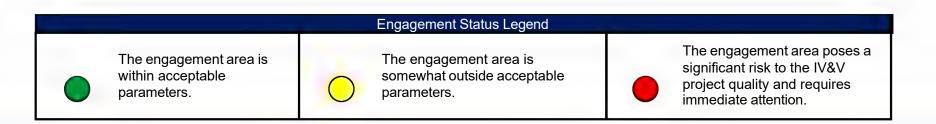
Recommendations	Progress
Determine when the infrastructure design baseline will be completed.	In process
Determine when documentation will be created, updated, and available for the SSP authors.	In process
 Collaborate and communicate with SSP authors about when reliable and correct documentation will be available. 	In process
 Perform a full review of all SSP controls for content and accuracy that have been written as drafts prior to 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	Nov	Dec	Jan	Comments
IV&V Budget				
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 December IV&V Monthly Status Report.
IV&V Staffing				
IV&V Scope	•			PCG submitted a statement of work to DHS for an Independent Security Controls Assessment of BES.



IV&V Activities



- IV&V activities in the January reporting period:
 - Completed December 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 February 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	01/03/2024, 01/10/2024, 01/17/2024, 01/24/2024, 01/31/2024	N/A
BI-5 Project Schedule - BES 2023 DDI	01/03/2024, 01/10/2024, 01/17/2024, 01/24/2024, 01/31/2024	N/A
BI-29 DED	1/26/2024	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

Additional Inputs



Meetings and/or Sessions Attended/Observed:

1. V&V Team Meeting - 1/5/2024, 1/8/2024, 1/11/2024, 1/16/2024, 1/22/2024, 1/23/2024, 1/25/2024, 1/29/2024 2. V&V September 2023 Pre-Draft MSR Findings Review – 1/9/2024 3. HI DHS BES September Draft IV&V Report Review – 1/12/2024 4. Bi-Weekly DHS and IV&V Touch Base – 1/9/2024, 1/23/2024 5. Weekly BES Infrastructure meeting - 1/5/2024, 1/12/2024, 1/19/2024, 1/26/2024 6. DHS/IVV Check-in - 1/4/2024, 1/18/2024 7. Weekly Client BES 2023 Project Status Meeting – 1/3/2024, 1/10/2024, 1/17/2024, 1/24/2024, 1/31/2024 8. Security Touchpoint - 1/10/2024, 1/17/2024, 1/24/2024 9. Weekly Data Conversion Workgroup – 1/4/2024, 1/11/2024, 1/16/2024, 1/25/2024 10. PMO End of Day Huddle - 1/25/2024 11. Sprint demo watch party for Epics 247 Correspondence and 284 Renewal & SMRF – 1/9/2024 12.(External) Weekly Interfaces Touchpoint - 1/8/2024, 1/22/2024, 1/29/2024 13.(External) Readiness - Working Group Meeting - 1/2/2024, 1/9/2024, 1/16/2024, 1/23/2024, 1/30/2024 14.(External) Bi-Weekly Client BES 2023 Schedule Review/Status – 1/3/2024, 1/17/2024, 1/31/2024 15.(External) Bi-weekly BES CCB Meeting – 1/10/2024, 1/24/2024 16.(External) BES: FNS Connect – 1/4/2024, 1/11/2024 17.(External) BI-26 Training Course Catalog Response Review Meeting- 1/8/2024 18.(External - Pre-design) TANF Data Extract - Epic 209 – 1/31/2024 19.(External) FAT Kick-Off Meeting – 1/18/2024 20.FAT Touchpoint Meeting with IM – 1/31/2024 21.(External - Epic Demo) Epic 240 Repayment Agreements – 1/26/2024 22.(External) BES M&O Requirements Mapping Review Meeting - 1/26/2024 23.(External - Pre-design) TANF Data Extract - Epic 209 – 1/10/2024

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: Criticality 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: Criticality is assigned if there is a possibility of slight impact to product quality, scope, cost, or schedule. Minimal disruption is likely, and some oversight is most likely needed to ensure that the risk remains low. Mitigation strategies should be considered for implementation when possible.

Appendix B – Findings Log



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

Appendix C – Acronyms and Glossary



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

Appendix C – Acronyms and Glossary

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

Appendix C – Acronyms and Glossary

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

Appendix D – Background Information



Systems Modernization Project

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

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

Systems Modernization IV&V Project

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

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

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

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

Appendix D – Background Information



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

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

PCG's Eclipse IV&V® Technical Assessment Methodology

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

IV&V Assessment Categories for the BES Project

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

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



Solutions that Motter

HI DHS Monthly IV Status Report Final - January 2024

	Finding	Identifie d						Analyst	Finding		
a result of the transition of the Federal Reporter Reporter	Type Finding -	Date Category 12/21/2023 Integration and	Observation The IRS clarified policy that requires TOP data to be migrated to and	Significance Adherence to federal requirements necessitates a new solution for the	Recommendation OPEN - Complete the interface functional redesign to utilize the Secure	Event Horizon Impac now	t Probability 3	Priority 4 Med	Status Open	Status Update Client Comments 01/31/24 - Due to the unanticipated classification of FNS TOP data as	Ven
	Risk	Interface	accessed from the secure enclave per IRS Publication 1075 requirements.	storage and retrieval of TOP data. The redesign may impact the go-live	Enclave - Modify existing TOP test plans to validate the proper handling of					Federal Tax Information (FTI), data collection and retention must be redesigned and placed in the Secure Enclave. This modification cannot be	
plementations are required, likely		Management		deivery.	FTI information and integration to the balance of the BES system Work with FNS and IRS regarding the timeline for having TOP data and the tax offset functionality available to BES System users Once the new design is					reensigned and placed in the secure indow. I nic modification cannot be completed before FAT testing, currently planned for March 1, 2024, placing the incorporation of this functionality into the Pilot at risk.	
sulting in missing functionality during FAT sting and Pilot releases.					offset functionality available to BES System users Once the new design is complete, estimate the Level of Effort and tasks/activities required through					the incorporation of this functionality into the Pilot at risk.	
sting and Pilot releases.					implementation to provide the Project Management Team with options as						
e current approach to complete Torring. Erik	finder	12/21/2023 Testing	The of the Fairs sub-shield for an exclusion before Balance O 13777 will not	Construction development and institute interdiscon extential availability incom	Rict planning/activities are underway	. New		5 High	Open	1/31/2024 -To mitigate the INT and SIT overlap and incomplete SIT test	
elopment of the remaining R0.12 epics is	Issue	12/21/2023 Testing	be ready. To avoid SIT delays, the current approach is to begin SIT without	Overlapping development and testing introduces potential quality issues. Insufficient INT may create gaps in SIT, leading to further quality issues. This I may increase the risk of significant delays or introduce defects into the as production environment.	 Develop Contingency Plans if the mitigation plan continues to see slippage affecting INT and SIT. The ASI provides comprehensive INT results and SIT 	e NOW	4	5 High	Upen	scripts, the ASI moved the start of SIT to February 2nd, with "Informal" SIT	
ndensed and aggressive and may increase likelihood of schedule delays, quality			the 10 Epics and test them as they are completed. Additionally, Release 0.12 development that way extended two weeks from the scheduled and date b	2 may increase the risk of significant delays or introduce defects into the	scenarios for incomplete Epics to DHS for review/approval ahead of SIT					continuing in January. Despite this attempt, continued development delays and code quality issues led to adding 2 integration testing sprints, further	
es, and higher volume of testing defects.			been extended for another ten business days.	as production environment.		e				and close quarty issues to counting a metga abort teoring spinits, in over extending integration testing, additionally, on January 31, 2024, the ASI announced the delay of the February 2nd SIT entry date and stated that a	
					mitigation plan The ASI should evaluate if Epics entering SIT late might require retesting functionality that had already been tested.					announced the delay of the February 2nd SIT entry date and stated that a new mitigation approach to meet the August Go-Live date was under	
					require retesting functionality that had already been tested.					development. IV&V has undated this finding to an "issue" and the Criticality	
lementing a Core Solution for go-live Fors, Michael	al Einding -	11/20/2022 Broject	The project has elected to implement a Core Solution at an live to meet their	r Going live with a limited version of a software product entails inherent risks,	Increase OCM effects to effectively manage user essential public and	Now	3	2 Mod	Open	Rating to 'High'. 01/23/23 - The ASI recently transitioned the OCM leadership role to a new	
ies inherent risks that may impact	Risk	Management	stated timeline. This version is generally referred to in Agile software	such as potential challenges in securing user buy-in. This can result in	legislative expectations for the Core Solution approach			5 11100	open		12/
rall project success and reduce user otion.			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	limited user adoption, user dissatisfaction, and negative publicity, particularly considering the financial investment made for the delivery of	from users and FNS to ensure the Core Solution meets their core needs and so users are clear on what features they are, and are not, getting in the					implementing the Core Solution and effectively managing user, public, and legislative expectations. The effect of this transition is unclear to IW.	aire
			users, 2) can accelerate the timeline for go-live, and 3) allows the project to	limited functionality. A compressed timeline may compromise the quality of designs, user interface sophistication, and lead to an uptick in software bugs of	released product. • Actively monitor, assess, and address potential					12/31/23 - Delays in some planned activities (e.g., epic demos, interface designs) and the development of the secure enclave are causing milestones	Car
			get real-world feedback from users to refine future product development.	designs, user interface sophistication, and lead to an uptick in software bugs of and suboptimal code. Further, this approach may expose the project to regulatory compliance risks, such as last-minute objections from regulatory	hallenges throughout the core solution development process including code quality, cutting scope to meet development milestones, insufficient					designs, and the development of the secure enclave are causing milestones to be missed. IVV remains concerned about potential quality impacts due to the need to accelerate efforts to compensate for missed milestones. Delays	rec
				regulatory compliance risks, such as last-minute objections from regulatory	user validation of demonstrated functionality, and fully defined					the need to accelerate efforts to compensate for missed milestones. Delays	2
				bodies like FNS, which could find certain system elements non-compliant with their standards and delay the go-live date. Misalignment between	workarounds to accommodate for the missing functionality.	У				in some planned activities (e.g., epic demos, interface designs) and the development of the secure enclave is causing milestones to be missed. IVV	
				stakeholder expectations and the Core Solution may lead to dissatisfaction	assess whether the advantages of a timely release outweigh the advantages of going live with a system that provides more comprehensive functionality,					a) some parmete bescher er (16,5,5,5) er bescher internet bescher giver van den development of the secure enclose is causing mitestoores to be missed. IVV remains concerned about potential quality impacts due to the need to accelerate efforts to compensate for missed mitestores.	
				or a lack of support for the project and could negatively impact future project funding request. Implementing a limited Core solution typically requires the cutomer to implement multiple workarounds until automated features can be built into the system. Users could become impatient if these	requires fewer workarounds, and increases user satisfaction.					accelerate efforts to compensate for missed milestones.	
				requires the customer to implement multiple workarounds until automated							
				features can be built into the system. Users could become impatient if these features are further delayed when hus fiver and other features take							
				features are further delayed when bug fixes and other features take precedence. Others may lose confidence that the features or system							
				improvements will ever be implemented. Going live with a solution that is missing functionality that stakeholders were expecting typically requires an							
				increase in OCM efforts both by the ASI and DHS staff to temper							
				stakeholders' reactions to a system with limited functionality.							
ed collaboration between the ASI and Molina, Brad in the design process could lead to BES	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 invested in , the BES solution, with the expectation that the new system will at minimum	 Include a wide enough audience in all design and demo sessions to validate ENS and DES functional and technical requirements and system usability. 	Now	4	3 Med	Open	01/31/2024 - DHS viewed Sprint demos for Epics 247 and 284 on January 9, 10/11/2023 Jessica - Our SMEs are providing their feedback. This is 2024 where coveral concerns for users raised concerns here the linear that linear the field with RMA that there are feedback given on	ne of
ility issues and functionality gaps in the	DOUR		challenges with the user interface, missing functionality, and basic screen	provide all functionality found in current applications – but really should	Perform Sprint and Epic demos in alignment with development sprint					2024, where several concerns/issues were raised, resulting in necessary bug the items that I clarified with IV&V, that there are feedback given, no fixes. User experience issues that should have been raised during the sprint feedback means design is ok. I rec'd an email back from Joe F. that N	N 10
cations and not meeting critical			lawout issues that would not be expected in a modern application. Based on	provide additional capabilities, greatly enhanced user interface, and overall	completion (demo functionality/requirements as they are developed) to get						Và
earmeeur for pris and searc clients.			related to "design errors". Although the Release 11 UAT cycle was testing a	improved usability from current systems. Should the solution fall short of expectations, there may be challenges in DHS staff adoption; lack of	requirements) review during Epic demos, not just the items that were					agreements), that the ASI is not considering at this time. As of the end of January, the ASI was developing a Go-to-Green Plan to mitigate several	D.
			partially build system, a significant amount of design defects was attributable to functionality developed for Release 11.	confidence in the solution providing the accurate information needed to provide benefits to HI citizens: reduction in ability for DHS to provide the						delays, including demos. 12/31/2023 - DHS opened a new high-severity project risk, which then escalated to an issue, on December 4, 2023, since	as bu
			attributable to functionality developed for Nerease 11.	same level of needed services to clients, resulting in bad publicity for DHS	Issues/gaps that might not be apparent when focusing on specific functionality ASI and DHS re-evaluate the effectiveness of the recorded Sprint review process to ensure that designs align with DHS expectations.					the sprint and epic demos will not be completed by the end of the Release	JF
				and the state.	Sprint review process to ensure that designs align with DHS expectations.					0.12 DDI phase. IVV shares this concern, as issues discovered during the demos will require additional design, development, and testing for the	Vic
										impacted epic, potentially pushing out the schedule. 11/30/2023 - As of the	an
										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	ad
										demos. Depending on the outcome, this could cause the ASI to extend development while testing is occurring or defer the functionality to post-	Vk
										Pilot, creating additional unplanned work for DHS. 10/31/2023 - IVV notes positive progress this month in that the DHS SMEs are providing more	re
										positive progress this month in that the UHS SMRs are providing more feedback to the ASI on the BSS deals. The ENP RM has requested Sprint demo process updates to ensure that DHS staff who provided feedback are	w: fe
										demo process updates to ensure that DHS staff who provided feedback are aware of the resolution of their comments. The ASI has also noted gaps in	Po
										aware or the resolution of their comments. In e.As has also noted gaps in communication (design misunerstandings) between the ASI Business Analysts and DHS SMEs. DHS SMEs have suggested that communications	SN W
										Analysts and DHS SMEs. DHS SMEs have suggested that communications would be clearer if they were included in live demos. IV&V respectfully	w
										requests that DHS and the ASI re-evaluate the Sprint Demo process as part	co
										of the overall evaluation of communication. 9/31/2023 - The DHS PMO reported that DHS SMEs have provided minimal feedback to the ASI on the	th
										four recorded Sprint demonsthic month. This supports IMP's concern that the	
in test coverage and slower-than- Torring, Erik					And a second state of the second s		4	4 High	0000	new process will reduce collaboration to confirm that designs are in 12 1/0214 - Due to development doi:v: not perform that designs are in 12 1/0214 - Due to development doi:v: not perform that designs are in	Ple
	Finding -	6/3/3032 Testing	After examining the Project's P11 OA Darbhoards, P11 Tracephility					4 mg.	Open	1/31/2024 - Due to development delays and testing defects, entry into SIT has been delayed to an undetermined date. Approved and final SIT test	
cted programs in terting may result in	Finding - Issue	6/2/2023 Testing	After examining the Project's R11 QA Dashboards, R11 Traceability Dashboards, and Test Repository, gaps in testing coverage may exist and the	Identifying defects early is vital for effective testing, as it is more efficient e and cost-effective to address issues during the early testing stages. If there	rimple defects in INT and SIT and implement effective improvement	UAT					
ni fluxer una pointer in terting	Finding - Issue	6/2/2023 Testing	Dashboards, and Test Repository, gaps in testing coverage may exist and the progress of testing might be lagging. Concerning testing coverage, it appears that not all exists and use cases in 811 have associated test cases or are	 and cost-effective to address issues during the early testing stages. If there s is slow progress or incomplete testing in the early stages, it can result in more defects leaking into subsequent testing induses, pressitating more 	simple defects in INT and SIT 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	UAT				scripts remain incomplete for twenty-five Epics. With the lack of a complete SIT script package before the SIT Go/No-go decision, the risk of introducing	
cted progress in testing may result in lule delays if subsequent test phases ver a higher volume of defects and user	Finding - Issue	6/2/2023 Testing	Dashboards, and Test Repository, gaps in testing coverage may exist and the progress of testing might be lagging. Concerning testing coverage, it appears that not all exists and use cases in 811 have associated test cases or are	 and cost-effective to address issues during the early testing stages. If there s is slow progress or incomplete testing in the early stages, it can result in more defects leaking into subsequent testing induses, pressitating more 	simple defects in INT and SIT 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	UAT				raz dam sense se a la declaramenta dam capacita da construita da la construit Construita da la construita da	the
ted progress in testing may result in ule delays if subsequent test phases ver a higher volume of defects and user	Finding - Issue	6/2/2023 Testing	Dashboards, and Test Repository, gaps in testing coverage may exist and the progress of testing might be lagging. Concerning testing coverage, it appears that not all exists and use cases in 811 have associated test cases or are	 and cost-effective to address issues during the early testing stages. If there s is slow progress or incomplete testing in the early stages, it can result in more defects leaking into subsequent testing induses, pressitating more 	simple defects in INT and SIT 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	UAT					th
cted progress in testing may result in lule delays if subsequent test phases ver a higher volume of defects and user	Einding - Issue	6/2/2023 Testing	Dashboards, and Test Repository, gaps in testing coverage may exist and the progress of testing might be lagging. Concerning testing coverage, it appears that not all exists and use cases in 811 have associated test cases or are	and cost-effective to address issues during the early testing stages. If there is is low progress or incomplete testing in the early stages, it can result in more defects leaking into subsequent testing phase, necessitating more extensive and rigorous testing efforts. Insufficient testing coverage or slower than-anticipated progress throughout the project life-point encoders and effects and effects and effects on the introduction of defects into the orden control and income encoders take, how and set in the testing coverage or defects into the procet life-point stage. Note that the encoder of the encoders of the	simple defects in INT and SIT 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	D				gaps in text coverage in ST remains. 12/21/2023 - The ASI delivered the Bi- 20 (Release OL 28 ST est Stream Caracity, Cases, and Script) to DNF for review and approval. However, 28 Epics did not include ST text scripts, which the SC approach to movide a conditionary undertake when the droft hardman	thi int at st
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cted progress in testing may result in lule delays if subsequent test phases ver a higher volume of defects and user	Finding - Issue	6/2/2023 Testing	Dashboards, and Test Repository, gaps in testing coverage may exist and the 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 an testing the covered use cases. In terms of progress, some test cases remain unexecuted, and not all defects have been resolved as the project commences System Integration testing (ST). The ASI has plans to complete	and cost-effective to address issues during the early testing stages. If there is is low progress or incomplete testing in the early stages, it can result in more defects leaking into subsequent testing phase, necessitating more extensive and rigorous testing efforts. Insufficient testing coverage or slower than-anticipated progress throughout the project life-point encoders and effects and effects and effects on the introduction of defects into the orden control and income encoders take, how and set in the testing coverage or defects into the procet life-point stage. Note that the encoder of the encoders of the	simple defects in INT and SIT 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	UAT				ppo in text coverage in ST remains. 12/21/2023 - The AS delivered the Bi- DO (Releves 10.2128 - Text Scaranic), Casa, and Scientyal DOHS for review and approval. However, 28 lipsica dir not include ST first scropps, which the AS proposed is provide a continuous application when the data becomes available. This approach pose a runk to the Projects at the deliverable formula for a give production to text ST in the rung 1.9 of 2012 - runk of the formula for a give production to text ST in the runk of the deliverable formula for a give production to text ST in the runk of the deliverable formula for a give production to text ST in the runk of the deliverable for the deliverable for text ST in the start for the deliverable for the deliverable for text ST in the deliverable for the deliverable for the deliverable for text ST in the deliverable for the deliverable for the deliverable for text ST in the deliverable for text ST is the deliverable for the deliverable for text ST in the deliverable for the deliverable for the deliverable for the deliverable for text ST is the deliverable for the deliverable for the deliverable for the deliverable for the deliverable for text ST is the deliverable for text ST is the deliverable for the deliverable for the deliverable for text and the deliverable for text and the deliverable for the deliverable for text and text a	tha int ar st SIT eV tes alr
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Reporter	Type Date Category	Observation	Significance	Recommendation	Event Horizon Impact	Probability Priority Status	Status Update	Client Comments Veni
evelopment delays could negatively impact Fors, Michael Fi		on and ASI had previously reported development activities have been slowed as	If the ASI is unable to achieve a velocity that enables them to meet planned		Immediate 3	3 Med Open	01/23/24 - Ongoing development delays are still affecting the Project,	
the project schedule and delay golue. Rik	Risk Developmen		milestones, schedule delays may lead to a delayed system go-live date.	(potentially via the weekly DDI status meeting) with an accurate velocity			requiring additional development and INT Sprints and postponing Sprint and	10/3
		development velocity. Previously, the development team was challenged with accurately estimating development task level of effort (i.e., story	Failure to achieve a level of accuracy in estimating development tasks could	(e.g., story points per day/week/month) and assure that the current velocity is accurately and consistently reflected in the project schedule. • ASI provide			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	mix
		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	is accurately and consistently reflected in the project schedule. • ASI provide DHS with the time needed to effectively evaluate the software			announced at the end of January. 12/31/23 - The ASI reported development	are
		schedule that accurately reflects realistic timelines (see Finding #74). The	ASI BAs lacking the expertise required to create ontimal designs and system	demonstrations (demos) and elicit productive design discussions with DHS			delays related to 10 epics but has also produced a mitigation plan to	ME
		ASI continues to be challenged with finding qualified resources in a timely	specifications that developers could consume without requiring extensive	attendees during each demo. • ASI regularly report estimated story points			manage these delays and stay on track for go-live. IVV remains concerned	desi
		manner.	clarification from the ASI BA/SA team. DHS and IVV observed instances	for the total remaining project work to reach go-live and presents a dynamic			that any additional delays might push out the project schedule and	com
			where ASI BAs/SAs have presented less than optimal designs and left it to	burn-down chart to track the progress. COMPLETE CLOSED • DHS request			implementation milestones. 11/30/23 - The ASI reported delays in interface	Ram
			DHS (who may lack software or UI design expertise) to improve, which has contributed to unproductive design sessions (see Finding #61). It remains	the ASI strategically add the right project team resources to effectively increase velocity. Note that adding additional junior resources may not be as			design and development, and unplanned development effort required to unwind EBT functionality deferred to post-go-live due to a missing	und
			contributed to unproductive design sessions (see Finding #51). It remains unclear if scope creep has contributed to these delays.	increase velocity. Note that adding additional junior resources may not be as effective as staffing additional expert-level development, analysis, and other			unwind EBT functionality deterred to post-go-live due to a missing requirement for PIN issuance. Additional development sprints were added	deve two
			unclear it scope creep has contributed to these delays.	resources that can lead and mentor junior resources. • ASI reviews the			to address the delays, and these sprints resulted in a planned overlap of	DOL
				development process and identifies and mitigates the challenges preventing			development and INT with SIT. IVV remains concerned that additional	Vic-
				them from incorporating Epic demo activities into the project schedule.			development delays could require further reduction of scope and system	the c
				(9/29/23 - ASI will not be doing this, with DHS approval)			features. 10/25/23 - The ASI has noted gaps in communication (design	
							misunderstandings) between ASI BAs and DHS SMEs; DHS project	
							management is working with the ASI to determine the best way to address this. The DHS SMEs have suggested that design decisions/communications	
							this. The UHS SMEs have suggested that design decisions/communications would be more productive if more than a few SMEs were included in the live	
							demos. If these communication challenges continue, it could lead to	
							development delays. While the ASI added 5 developers to focus on ADA	
							defects, it remains unclear if addressing ADA requirements will incur further	
							development delays. 9/28/23 - DHS SMEs have expressed concerns that the	
							ASI appears to be cutting corners in order to increase their development	
							velocity and meet development milestones. Though the project has elected to minimize score creen. SMFs remain concerned that the ASI is pushing	
							back on some important design refinements. They have noted that the	
S Project schedule based on inaccurate Molina, Brad Fi	Finding - 11/29/2021 Project	DHS and the ASI have tried multiple times to rework the schedule with	If estimates for project schedule activities are not accurate, this can lead to	OPEN - Monitor, evaluate and revise scheduling estimates for accuracy	Immediate 3	4 High Open	1/31/2024 - At the start of January, a 4-week schedule delay to SIT was	
	Issue Managemen		constant schedule changes, resources not being available when needed,	ASI provide details on how Velocity measures were used to develop			reported by the ASI to avoid an overlap of INT and SIT. On January 31, 2024,	
resource management, which could			rushed activities, and general frustration which can lead to schedule delays,				the ASI reported that SIT would not start as planned. The project status	11/1
it in late deliverables, cost increases,		of multiple tools to track resources obfuscate resource management.	low quality output, scope changes, and budget issues.	conduct a Root Cause Analysis (RCA) with DHS and IVV to determine why the			report indicated "Red" in most categories and the ASI reported they were	As n
a late go-live.		Previous IV&V findings focused on specific schedule components such as resource management and critical path analysis, all of which were		BES Project Schedule continues to be impacted by unanticipated work. COMPLETE DHS and the ASI agree to a revised schedule against which			developing a Go-to-Green Plan. Further delays may be imminent. IV&V has raised the criticality rating of this finding to "High". 12/31/2023 - With 10	pre-
		resource management and critical path analysis, all of which were addressed and closed.		COMPLETE DHS and the ASI agree to a revised schedule against which project deliverables can be managed. (2/28/2023 - complete) ASI host a			raised the criticality rating of this finding to "High". 12/31/2023 - With 10 epics for release 0.12 in development, another development and integration	
				weekly meeting with DHS and IVV to review all changes to the project			testing sprint was added to the schedule. IVV remains concerned that under	wer
				schedules (Primary and DDI). (8/31/2023-complete) CLOSED ASI plan and			estimated effort and resulting elongation of schedule could impact	refir
				execute Epic development so that Epic demos can occur earlier in the			implementation milestones. 11/30/2023 - Additional development and	date
				release schedule and allow time for possible revisions. (12/31/2023 No			testing sprints were added to the schedule, supporting IVV's concern that	date
				done) As requested by DHS, add key milestones to the project schedule, such	1		the effort required for completing the core solution for BES continues to be	
				as Sprint and Epic demos, to show key progress towards completion of Epics (9/29/23 ASI says that they will not do this) Confirm current			under-estimated; potentially resulting in missed implementation milestones The additional development sprints for interfaces will overlap with	i. furti proj
				epics. (9/29/25 Asi says that they will not do this.) Contirm current assumption that a delay with the current go-live date will not result in major			Ine additional development sprints for interfaces will overlap with Integration Testing (INT) and the start of SIT in order to meet the Pilot and	proj
				implications. (6/29/23) Leverage velocity and burn down charts to adjust			Go-Live dates. 10/31/2023 - The BES project schedule continues to have	Your
				development tasks estimates if needed. Leverage velocity and burn down			significant revisions after being re-baselined, including delays to tasks (a	
				charts to adjust development tasks estimates if needed. (4/30/2023 - ASI			training task was delayed over a hundred days due to schedule refinement).	
				using Jira) Using the available tools, review the current estimates to			IVV continues to monitor the schedule for possible estimation issues that	10/3
				complete each activity compared to past actual hours (1/31/2023 - new ASI	-		could introduce risk in meeting key milestones of the project. 9/31/2023 -	Vic -
				Not Started) Update as necessary and provide the DHS/ASI Project Managers	s		The ASI re-baselined both the Primary and DDI BES Implementation	revis
				with reports and data that accurately reflect the DHS/ASI resource needs along with over/under allocations of staff for the duration of the Project			schedules, adding 8 weeks to release 0.12 and addressing DHS and IV&V's concerns that the prior schedules were underestimating the effort required	you Brac
				(1/31/2023 - new ASI - Not Started) Develop mitigation and contingency			to complete the remainder of the Project. As the ASI requested to shift the	thes
				plans that are tracked/managed by DHS/ASI for all tasks that are behind			Portal functionality after statewide implementation, IV&V remains	Vic
				schedule or are at risk of being behind schedule which includes resource			concerned other requirements may also be delayed. This may cause	has
				management. (1/28/2023 - new ASI) Discuss, validate and address			downstream impacts on UAT planning and execution, Training,	refir
planned BES infrastructure is complex Fors, Michael Fi		sign Current ASI infrastructure plans include a significant number of		additional concerns within the project processes that may cause the project		2 Low Open	Organizational Change Management, and Operational readiness to plan for	knov
h could be difficult to implement and Fi	Inding - 10/28/2021 System Desi	sign Current ASI infrastructure plans include a significant number of sophisticated components that make up a complex cloud infrastructure.	If the level of effort to implement and manage the complexities of the BES infrastructure is not accurately accounted for and staffed by the ASI, the	ASI develop a process to closely monitor cloud and other product changes (software updates/new releases), manage changes, and regression test once	Next several 2	2 Low Open	1/23/24 - No material update in the reporting period. IVV continues to monitor this finding. 12/31/23 - No material update in the reporting period.	11/1
to schedule/cost impacts.	index.	Further, the Project Team has yet to finalize components that will make up	project could be met with unexpected costs and schedule delays. Delays in	updates are applied. • The project team work to establish strong governance			IVV continues to monitor this finding. 11/30/23 - Some components of the	Agai
		the BES infrastructure and the additional costs and time to configure, test,	finalizing the components being implemented could exacerbate this risks	over the utilization and maintenance of the various system			BES system infrastructure have yet to be finalized and tested, it remains	refe
		and implement the planned complex environment remain unclear.	and lead to further delays. Complex platforms often present system	tools/components. • ASI allot time in the schedule to conduct proof of			unclear how or if the added complexity will impact project schedules and	the
			maintenance and operations challenges as system changes can hold the	concents to assure infrastructure components work as expected + AS			budgets going forward. The ASI has reported they are close to finalizing the	sche
			increased potential for system failure (i.e., due to the significant number of	maintain a detailed schedule for DevOps implementation tasks to avoid			Secure Enclave infrastructure to house FTI data. The ASI appears to be	is so
			"moving parts") and increase the level of time and effort to resolve infrastructure and application-level bugs. Further, some components	unexpected delays that could delay project milestones and the critical path.			making progress on DR plans and designs. 10/30/23 - The ASI continues to	subr
			remain in an immature state compared to their legacy counterparts. For				have productive discussions with DHS during their weekly Architecture calls. The ASI has yet to finalize their plans and technical architecture for	. of th Pilot
			example, the project recently experienced a system failure because Google				conducting Disaster Recovery (DR). The cloud technology being	2024
			Cloud failed to clearly communicate a change that led to failure in another				implemented offers some benefit and can simplify some elements of DR.	
			Cloud failed to clearly communicate a change that led to failure in another component (i.e., Nexus). Google Cloud is generally viewed as a less mature					10/3
			product offering, compared to their rivals (Amazon Web Services, Microsoft				multitude of components being employed) will impact their ability to test and perform DR. 9/28/23 - The ASI has experienced turnover of their	Vic -
			Azure). IV&V remains concerned that this could lead to failures at critical				and perform DR. 9/28/23 - The ASI has experienced turnover of their	notu
			points in the project (including post-go live production failures) that could				Enterprise Architect position; this does not appear to have had a material	this
			be difficult to resolve and lead to project disruption. If DHS intends to				impact on the overall infrastructure build. The ASI continues to make progress in the build-out of their infrastructure and is confident that the	10/1
			eventually reduce M&O outsourcing costs turning over M&O tasks to State				automation they've implemented will simplify many maintenance tasks	
			employees, they could face challenger runnarting tools they move the				Given that, they remain confident they will be able to meet infrastructure	Piea
			employees, they could face challenges supporting tools they may not be familiar with in a complex infrastructure environment.					
			employees, they could face challenges supporting tools they may not be familiar with in a complex infrastructure environment.				milestones without hindering development. The ASI has also stated that	
			employees, they could face challenges supporting tools they may not be familiar with in a complex infrastructure environment.				milestones without hindering development. The ASI has also stated that maintaining the system post-go-live will not require excessive effort and	your findi
			employees, they could face challenges supporting tools they may not be familiar with in a complex infrastructure environment.				milestones without hindering development. The ASI has also stated that maintaining the system post-go-live will not require excessive effort and that achieving the SLAs will be possible. IVV remains concerned that some	and
			employees, they could face challenges supporting tools they may not be familiar with in a complex infrastructure environment.				milestones without hindering development. The ASI has also stated that maintaining the system post-go-live will not require excessive effort and that achieving the SLAs will be possible. IVV remains concerned that some planned elements of the infrastructure have yet to be thoroughly	and docu
			employees, they could face challenges supporting tools they may not be familiar with in a complex infrastructure environment.				milestones without hindering development. The ASI has also stated that maintaining the system post-go-low will not require execusive effort and that achieving the SLAs will be possible. IVV remains concerned that some planned elements of the infrastructure have yet to be thoroughly architected, documented, and/or conceptually tested via proof of concept	and docu bein
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			familiar with in a complex infrastructure environment.				milistones without hindering development. The AI has also stated that minitaling the system post-goi-leve will not require excessive effort and that achieving the SLAx will be possible. IVV remains concerned that some planned elements of the infrastructure have yet to be throughly architected, documented, and/or conceptually tested via proof of concept (e.g., the scure network and distater revore yenvironment). 37/123 - The ASI has reported progress in the build out of Chronicit, their event logging to 1. The weekly Architectury of Instructure coordination meeting appear	and docu bein
		on and The BI 4 COI Plan Deliverable, Section 5.2 establishes the framework for the	familiar with in a complex infrastructure environment.		ASAP 2	2 Low Open	milicitones without hindering development. The ASI has also stated that minimizing the space possible will be require sensitive effort and that achieving the SLAs will be possible. In Viremains concerned that com- plianced elements of the infrastructure tare yet to be thoroughly architecture, documental, and/or conceptually tested is a proof of concep- tually tested and the space of the space of the space of the Ab has responder appression in the Sulid of a Chronicis, their event paging tool. The weekly Architecture/Infrastructure coordination meeting appear 12/2/24 - to matter the proof concerning tested as provide 20 and 2	and docu bein
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HI DHS Monthly IV Status Report Final - January 2024

		Finding	dentified						Analyst	Finding			
Title	Reporter	Туре	Date Category	Observation	Significance	Recommendation	Event Horizon	Impact Probal	ility Priority	Status	Status Update	Client Comments	Vendor Commen
The lack of early planning and coordination R	Reynolds, F	nding -	1/21/2021 Integration and	The following planning and execution items have not yet been addressed	DDI project often underestimate the time needed to effectively manage all	OPEN 6. Confirm testing dates with interface partners in writing. 7.	Prior to FAT	5	4 High	Open	01-31-2024 - The final two MOA/MOUs were signed. Interface development		
	Mark Is	sue	Interface	and documented by the ASI Connectivity is planned to utilize a presently	the tasks and activities to successfully implement data sharing. A clearly	Complete early proof of concept interfaces to avoid unexpected delays due					is behind schedule and will require workarounds when FAT begins. The ASI		
schedule delays.			Management	undefined ETS API Gateway; however, there is no evidence that details have	defined communication plan and schedule that includes the coordination,	to external organization miscommunications or their own internal delays in					faces challenges with interface partners that lack test environments. The		10/31/2023 - G
				been determined or documented in this regard There is little evidence of	planning, and execution activities along with milestone dates can minimize	assisting the BES project. CLOSED 8. ASI and DHS conduct a root cause					interface testing team has not scheduled meetings, nor published test plans		and accurate a
			active and sufficient communication with interface partners for	the risk of potential delays. In addition, after planning has been completed,						and schedules to coordinate with the interface partners. 01-04-2024 - Due		end of October.	
			coordination, design, and testing activities (Unit Test, SIT, UAT) Interface	interface partners will have to be available during interface implementation						to the number of open issues that could potentially impact interface		Met with DoTAX	
				planning and execution tasks and activities, including those for interface	to ensure that the interfaces are properly developed and tested before	interface partner for the duration of the BES DDI activities. COMPLETED					development (e.g., incomplete agreements, unavailable test regions, and		to get appendix
				partners, are neither resident nor managed within the Project Schedule.	deploying the system to production.	10/29 2. Identify and document all interface partners' contacts. COMPLETED					interface/batch testing schedules yet to be defined) IVV has raised the		details. Sent to
						3/31/2022 3. Define a release schedule for each interface to include					criticality rating to High. 11-30-2023 - Two of the 23 MOA/MOUs (DLIR and		M. to finalize up
						milestone dates, coordination, and execution and share with the interface					DoTAX) are not signed and remain outstanding. DHS continues efforts to		then send to AG
						partners. COMPLETED 01/04 4. Determine which deliverable will include					complete these agreements to minimize further impact on the project. This		DoTAX is one of
						the details associated with the planned connectivity and detailed technical					finding is now an issue due to the realized impact to the project. The SSA		interfaces that v
						designs of all interfaces. COMPLETED 01/04 5. Complete all MOAs and					interface requires documentation to be submitted 120 days before the		overlap SIT. The
						obtain formal approvals. COMPLETED 01/31/2024					pilot's data usage. This SSA documentation is expected to be ready by		busy in the tax s
											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		Vic - Rama has
											timeframe, a risk exists to the availability of the SSA data. The interface		updates. Pushba
											testing team was organized in November, but planning has not begun and		from OIT about
											meetings have not commenced. Interface testing remains unscheduled and		sample files.
											is a growing concern as the Pilot date approaches. The ASI in internally		Rama - set up a
											reviewing the Interface Test Plan and will share it with DHS in December. 10		team for end-to
											26-2023 - Two out of 23 MOA/MOU are outstanding; the ASI is reporting an		coverage. We m
											agreement was reached with DLIR and it is ready for signature; the DoTAX		with Ryan S. ar
											MOU does have some challenges and is currently being addressed by the ASI		about sample fi
											and DHS. The Functional Design of all 23 Interfaces was completed and		asked for mask
											approved by DHS. Nine of the twenty-three Interface Control Documents		PROD files for e
											were completed, reviewed, and approved by DHS. 09-29-2023 - The		use. OIT said no
											Memorandums of Agreement and the Memorandums of Understanding		are creating a b

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