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DEPT. COMM. NO. 398

STATE OF HAWAI'I | *KA MOKU'ĀINA O HAWAI'I*
DEPARTMENT OF ACCOUNTING AND GENERAL SERVICES | *KA 'OIHANA LOIHELU A LAWELAWE LAULĀ*

OFFICE OF ENTERPRISE TECHNOLOGY SERVICES | *KE'ENA HO'OLANA 'ENEHANA*

P.O. BOX 119, HONOLULU, HAWAII 96810-0119

April 2, 2026

The Honorable Ronald D. Kouchi
President of the Senate
and Members of the Senate
Thirty-Third State Legislature
State Capitol, Room 409
Honolulu, Hawai'i 96813

The Honorable Nadine K. Nakamura
Speaker and Members of the
House of Representatives
Thirty-Third State Legislature
State Capitol, Room 431
Honolulu, Hawai'i 96813

Aloha Senate President Kouchi, House Speaker Nakamura, 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 http://ets.hawaii.gov (see "Reports").

Sincerely,

Christine M. Sakuda
Chief Information Officer
State of Hawai'i

Attachments (2)

Hawaii Department of Human Services Systems Modernization Project

Draft IV&V Status Report
for Reporting Period December 1 – 31, 2025

Submitted: January 15, 2026

PUBLIC CONSULTING GROUP

Solutions that Matter

Overview

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

PUBLIC CONSULTING GROUP
Solutions that Matter

Executive Summary

Executive Summary

The BES project achieved a major milestone on December 12, 2025; the System Integration Testing (SIT) for the core BES solution was completed. DHS and the ASI successfully met all planned exit criteria, meaning the BES application is ready for the next phase of testing. However, due to the changes introduced by HR1 and other DHS requirements, the project is now working on five new Change Requests that are required to be included in the BES Pilot. The BES project team is aggressively moving forward, as evidenced by the ASI delivering draft Change Requests, an updated DDI Project Schedule, and updated M&O Project Schedule to DHS for review and approval. The proposed extension of the schedule is 4 months. The following table provides a high-level view of the specific changes to the BES Project Schedule major implementation milestones.

Previous DHS Approved Schedule	Revised Draft Schedule
SIT Completion (BES Core) **12/12/2025**	SIT Completion (Change Requests) **04/03/2026**
User Acceptance Testing(UAT) Completion **05/22/2026**	UAT Completion **09/04/2026**
Pilot Implementation Completion **10/12/2026**	Pilot Implementation Completion **01/15/2027**
Statewide Go-Live **10/19/2026**	Statewide Go-Live **02/16/2027**

As these new Change Requests navigate through the DDI processes and are integrated within the BES Core System, the project team continued to develop training materials, plan Organizational Change Management (OCM) activities and tasks, and prepare for the Pilot Implementation. Other significant pieces of work are also in progress, including BES System Performance Testing, Stress Testing, processes, calculations, and reports to support Service Level development, reporting, and Disaster Recovery.

Continued on the next page

Executive Summary

Currently, the IV&V team considers the primary areas of risk for the project as Requirements Management and Project Management.

Requirements Management: The risk to the project is that, as the RTM is developed, there may be requirements that are not included in the BES system, which may have downstream impacts to key functionality, requiring new workarounds or causing a project schedule delay.

- An interim Requirements Management Matrix report was presented to DHS on December 12th, 2025. However, DHS raised concerns about the usability of the report to enable validation that all contractual requirements have been developed and successfully tested through the Software Development Life Cycle. IV&V notes that RTMs have been considered a standard IT Project deliverable for years, and several user-friendly tools are available. The ASI committed to improving the usability of the report and presenting a revised version at the next Change Control Board (CCB) meeting in January 2026.
- The project team has conducted 22 requirement review sessions from June to December 2025. The requirements have not been fully documented and mapped – which is required to provide a complete RTM to DHS for validation of the BES solution that has been delivered in alignment with the completed SIT for BES Core and Change Request approved functionality.

Project Management:The risk to the project is that revised DDI and M&O schedules do not clearly and comprehensively define resource requirements for the remaining work. If this occurs, DHS and the ASI may be unable to plan and align staffing and dependencies, increasing the likelihood of milestone slippage, cost overruns, and delays in delivering the final BES solution.

- DHS and IV&V will be validating that the revised DDI and M&O schedules provide precise resource requirements for the remaining work on the project, enabling both DHS and the ASI to effectively plan and allocate resources to meet the target dates in the schedules.

This is a long-term, complex project; IV&V does not underestimate the value of positive team morale and the impact it can have on achieving milestones. We highly recommend that the ASI and DHS leadership team continue to recognize significant accomplishments and build upon the positive outcomes.

Executive Summary

Oct	Nov	Dec	Category	IV&V Observations
			System Design	The ASI continued to perform design work for the five Change Requests that are part of the extended DDI effort beyond the core BES functionality. Should any new requirements be released by the Federal Government that impact the CRs or the BES Core Functionality designs, it may impact the overall DDI schedule, resource needs, or project costs.
M	M	M	Configuration and Development	Development for five change requests, including the required changes to support the HR1 bill are a key focus in the revised/extended project schedule drafted by the ASI. Responsibility of the Configuration Management Plan was shifted from the DDI to the BES Maintenance and Operations team.
			Integration and Interface Management	At the end of the reporting period, the ASI reported Technical interface testing as 65% complete, with the remaining testing expected to be completed by April 3, 2026. IV&V notes, this Interface Testing is being managed outside of the System Integration Testing, as agreed upon by DHS and the ASI.
M	M	M	Testing	The SIT 0.13 phase met its exit criteria on December 12, 2025. 21% of E2E tests (11 of 52) remain failed. The ASI stated they will continue rerunning failed tests and resolving as many outstanding defects as possible prior to the next formal testing cycle for CRs.
M	M	M	Security and Privacy	Progress continues to be made on the Security and Privacy findings; however, there are still findings that are not resolved within the target timeframes as defined in the Security Plan.
M	M	M	Requirements Analysis & Management	With SIT completed for the core BES solution, the ASI presented a preliminary Requirements Traceability Matrix (RTM) to DHS on December 12, 2025, but due to usability issues raised by DHS the ASI agreed to revise the RTM and review a revised version with DHS in January 2026. DHS needs a useable RTM to confirm that all contractual requirements have been developed and successfully tested for the core BES solution and any subsequent approved Pilot Change Requests.
M	M	M	Project Management	The ASI provided the revised DDI and M&O schedules to accommodate the added work for HR1 required changes and CRs from DHS. DHS and IV&V will review the schedules and provide feedback during the formal deliverable review planned to be initiated in January 2026.

IV&V Findings and Recommendations

IV&V Findings and Recommendations

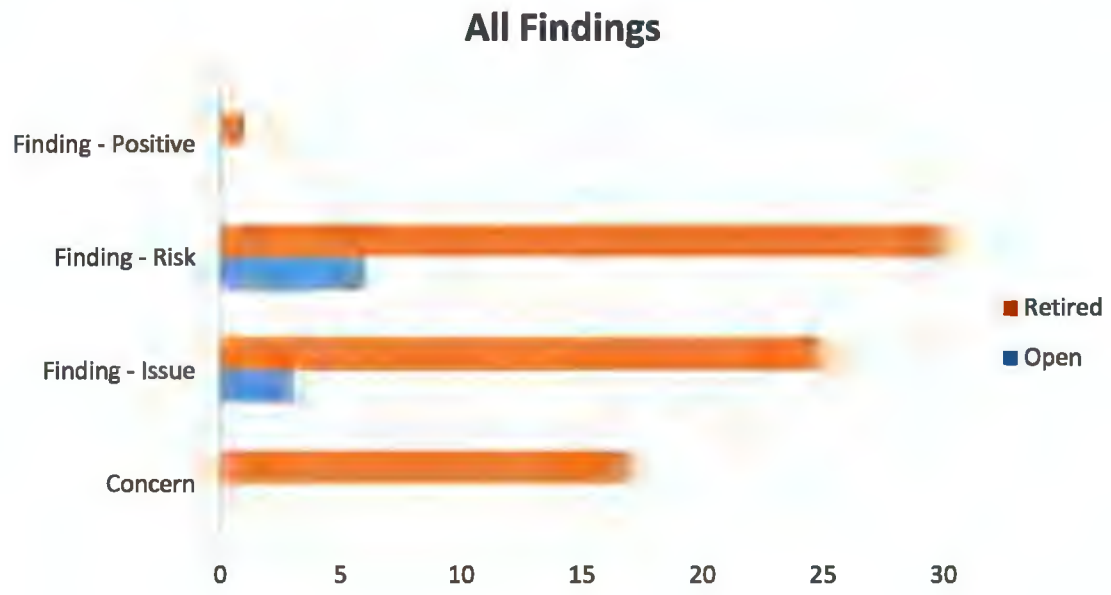
As of the December 2025 reporting period, PCG is tracking 9 open findings (6 risks, 3 issues) and has retired 85 findings. Of the 9 open findings, 6 are Medium, and 3 are Low.





IV&V Findings and Recommendations

The following figure provides a breakdown of the 94 IV&V findings (positive, risks, issues, concerns) by status (open, retired).



IV&V Findings and Recommendations

Findings Opened During the Reporting Period

#	Finding	Category
NA		

IV&V Findings and Recommendations

Findings Retired During the Reporting Period

#	Finding	Category
NA		

IV&V Findings and Recommendations

Project Management

#	Key Findings	Criticality Rating
109	**Risk - Lack of a current BES Maintenance & Operations (M&O) Schedule may Impact the ability of DHS and the ASI to manage the M&O work effectively** The ASI provided a revised M&O schedule on December 15, 2025, and received initial DHS approval on December 16, 2025, with the understanding that DHS and IV&V may provide feedback that require adjustments during the official deliverable review and approval in January 2026. IV&V will review the revised schedule and evaluate the criticality rating of this finding.	M

Recommendations	Progress
• Update the M&O schedule to reflect current project timelines, resource commitments, and operational readiness activities based on estimates developed by the staff that will perform that work.	In Process
• Establish a formal process for periodic review and validation of the M&O schedule with all relevant stakeholders.	In Process
• Ensure the M&O schedule is integrated into the overall DDI project schedule and implementation readiness plans to show overlap of resource needs, tasks and activities	In Process
• Maintain alignment between development, operations, and DDI project management teams by creating cross-functional meetings that include team members from each silo to ensure consistent, timely communication thereby aiding in the change management processes.	In Process

IV&V Findings and Recommendations

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.** DHS and the ASI continue to assess new tools for use in the BES infrastructure. IV&V is seeking information as to whether the new tools will result in an overall environment that is easier to maintain and/or less costly. IV&V is concerned that the Development progress on the Secure Enclave reported in the weekly infrastructure meeting has been unchanged at 97% since the end of September. Progress has been reported on the Secure Enclave infrastructure. This is out of sync with the updated project schedule that reports the Secure Enclave Epic 275 development at 100% complete. The ASI stated that the Secure Enclave is complete as reported on the project schedule, and the status progress reported in the infrastructure meeting relates to work needed to build out the production and disaster recovery environments. The ASI is updating the reporting to eliminate this confusion.	

Recommendations	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 infrastructure tasks to avoid unexpected delays that could delay project milestones and the critical path.	In Process

IV&V Findings and Recommendations

Configuration and Development

#	Key Findings	Criticality Rating
70	**Risk – Insufficient configuration management could lead to development confusion and reduce the effectiveness of defect resolution.** On December 19, 2025, DHS agreed to have the configuration management plan included in the overall M&O implementation plan. IV&V is working with the ASI to clarify any updates to BI-6 System DDI Plan or related artifacts (such as decision log) that formally documents this approval. IV&V will continue to monitor the development of the configuration management plan to confirm all required content will be defined and implemented prior to the Pilot implementation when BES M&O capability will go live.	

Recommendations	Progress
• ASI adhere to plans for configuration management as documented in BI-6 DDI Plan, Section 5.2 and clarify details and/or any changes with DHS.	In Process
• ASI validate plans for configuration management with DHS and agree on a meaningful set of configuration items or settings they will track.	In Process

IV&V Findings and Recommendations

Configuration and Development

#	Key Findings	Criticality Rating
80	**Issue – Development delays have negatively impacted the project schedule and delayed go-live.** A revised project schedule has been released to incorporate five new change requests. Development has begun on one CR, with the remaining four scheduled to start in January 2026. IV&V will continue to monitor progress against the updated schedule and evaluate whether emerging delays could impact overall project milestones. IV&V will monitor data from the ASI that documents any impacts to functionality already developed and tested to understand regression testing activities.	M

Recommendations	Progress
• ASI provides DHS with the time needed to effectively evaluate the software demonstrations (demos) and elicit productive design discussions with DHS attendees during each demo.	Closed
• The ASI closely monitor progress on development efforts and create a mitigation strategy to avoid delays	In Process
• ASI provides DHS software demonstrations (demos) of new BES functionality as part of the DDI process.	New

IV&V Findings and Recommendations

Integration and Interface Management

#	Key Findings	Criticality Rating
93	**Risk – Due to the lack of physical and technical (Transport Layer) testing of the interfaces and data transfer failure, conditions may exist with data format, boundaries, and dependencies. These failures may result in intermittent and hard-to-isolate problems or errors.** Technical interface testing continues with approximately 65% of planned tests completed (134 of 204) across 31 shared and BES-specific interfaces. Due to ASI resource constraints, the revised ASI plan is to complete the remaining tests by the end of the next System Integration Testing (SIT) cycle on April 3, 2026. The ASI noted that the technical interface tests were not included in the SIT exit criteria. IV&V will request DHS to consider adding these tests in the full SIT testing process and calculations used to determine if the SIT exit criteria was met or not. IV&V notes that postponing the completion of these tests to the end of the next SIT phase could lead to late defect discovery, which reduces the time available for remediation and retesting before UAT, possibly impacting system quality and compliance readiness.	

Recommendations	Progress
• API interfaces should be tested for failure conditions during connection and transfer operations.	In Process
• FTP and file interfaces should be tested for data and file integrity.	In Process
• Test data fields for system impacts resulting from data that is poorly formatted, out of range, or other unexpected data transmission errors.	In Process
• Prioritization of remaining interface tests should continue, especially failure-condition scenarios to minimize potential impacts on schedule and system readiness.	In Process

IV&V Findings and Recommendations

Testing

#	Key Findings	Criticality Rating
83	**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.** The SIT 0.13 phase met its exit criteria on December 12, 2025; however, DHS and IV&V continue to observe quality concerns. While planned scripted tests were nearly all successful, 21% of E2E tests (11 of 52) remain failed — primarily within Eligibility Determination and SSP, indicating persistent defects in core functionality. As technical interface testing was excluded from the SIT exit criteria, deferring its completion to the next extended SIT cycle may introduce schedule delays, quality gaps and compliance challenges during subsequent formal testing phase transitions. Key defect concentrations remain in Eligibility Determination, SSP Case Management, SSP ADA Compliance, and Claim Setup and Maintenance, and several reintroduced defects remain unresolved, raising concerns about recurring issues and additional rework in future cycles. The ASI has indicated that they will continue resolving outstanding defects and retesting prior to the next formal testing cycle.	M

Recommendations	Progress
• DHS and ASI revisit the testing approach to prioritize completion of remaining test activities and conduct comprehensive System Integration testing (SIT) to minimize defect leakage to User Acceptance Testing (UAT).	Completed
• ASI test team provide a visual of progress of test case execution compared to current testing schedule.	In Process

IV&V Findings and Recommendations

Security and Privacy

#	Key Findings	Criticality Rating
106	**Risk – Critical and high vulnerability and configuration scan findings are not remediated within the documented timeframes, potentially impacting the project schedule and causing delays.** As of December 31st, 2025, BES had 22 critical findings in an open or in-progress state outside the 15-day remediation timeframe, and 7 critical findings were within the timeframe. BES had 98 high-rated findings in an open state outside the 30-day remediation timeframe, and 36 high-rated findings were within the timeframe. In addition to the critical and high POAM findings listed above, 14 critical and 33 high findings from 2024 remain deferred and are part of Oracle Cloud Infrastructure, which Oracle is responsible for patching on a quarterly basis .	M

Recommendations	Progress
• Implement an escalation process to involve senior leadership if deadlines are missed.	In Process

IV&V Findings and Recommendations

Requirements Analysis & Management

#	Key Findings	Criticality Rating
94	**Risk - The lack of an effective way to validate BES requirements could lead to project delays and unfulfilled user needs if DHS later identifies unmet contractual requirements.** DHS and the ASI held an additional working session to continue reviewing contract requirements that remain untraced or unfulfilled. Since beginning this effort in June 2025, they have conducted twenty-two working sessions. As of July 17, 2025, 741 of the project's 2,971 requirements were identified as improperly mapped. An additional 69 untraced requirements were recently discovered and must also be addressed. At the end of December, 227 requirements remain unreconciled. On December 12, 2025, the ASI delivered an interim Requirements Traceability Matrix (RTM) to DHS covering general, technical, and operational requirements, allowing DHS more time to review it before the final version is due on April 2, 2026. During that meeting, the ASI proposed deferring certain reporting requirements, but DHS objected, noting these requirements are still active. Work remains to complete requirement mapping and finalizing the RTM, which does not yet meet industry standards for full traceability. Completing this effort is critical for DHS to ensure all BES functionality and components have been properly developed and validated across all testing phases. Any overlooked or misunderstood requirements may result in rework, new development, or schedule delays.	M

Recommendations	Progress
• Develop a document that provides DHS with a feasible and effective way to map contract requirements to passed test cases, and, per the BI-19 (Complete and Final Test Plan),"Maps the implementation, functional and technical requirements to the test cases and test scripts".	In Process
• Ensure test scripts thoroughly and comprehensively test the system to assure each requirement is met.	In Process
• Develop a deliverable that provides an audit trail for changes to the requirements from the contract such as obsoleted requirements, when that decision was made, and the change requests.	In Process
• Weekly reporting on clean-up efforts in JIRA regarding incorrect statuses of epics, use case, and requirements.	In Process

IV&V Findings and Recommendations

Requirements Analysis & Management

#	Finding	Category
108	**Issue - Unplanned federally mandated system requirements could lead to project delays and increase the project budget.** The State of Hawaii is part of a lawsuit, along with 20 other states and the District of Columbia, challenging USDA guidance implementing HR 1 requirements, including timing to implement these changes. One action the ASI is taking to mitigate this risk includes contingency in the revised DDI schedule to account for possible new requirements being introduced that must be in place prior to implementation of BES solution. Any revisions to overall timing of DDI schedule may also require updates to impacted tasks in the M&O schedule.	

Recommendations	Progress
• Build in contingency in schedule to account for possible new requirements being introduced that must be part of the initial implementation of BES.	In Process
• Pursue all communication channels that could provide early, and validated, information on possible requirements being sent out to the States.	In Process

IV&V Status

IV&V Engagement Status

IV&V Engagement Area	Oct	Nov	Dec	Comments
IV&V Budget				
IV&V Schedule				
IV&V Deliverables				PCG submitted the final November IV&V Monthly Status Report.
IV&V Staffing				Scott Morrill has offboarded from the IV&V team, Katja Mezina has joined the IV&V team as his replacement.
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 December reporting period:
  - Completed – November Monthly Status Report
  - Ongoing – Review the BES Project Artifacts and Deliverables
  - Ongoing – Attend BES Project meetings (see Additional Inputs pages for details)
  - Ongoing – Review available ASI contracts and contract amendment documentation
- Planned IV&V activities for the January reporting period:
  - Ongoing – Observe BES Design and Development sessions as scheduled
  - Ongoing – Observe Bi-Weekly Project Status meetings
  - Ongoing – Observe Weekly Architecture meetings
  - Ongoing – Observe Weekly Security meetings
  - Ongoing – Monthly IV&V findings meetings with the ASI
  - Ongoing – Monthly IV&V Draft Report Review with DHS, ETS, and ASI
  - Ongoing – Participate in Bi-Weekly DHS and IV&V Touch Base meetings
  - Ongoing – Review BES artifacts and deliverables

Deliverables Reviewed

Deliverable Name	Deliverable Date	Version
BI-05 Project Schedule	12/03/2025, 12/09/2025, 12/16/2025, 12/24/2025, 12/30/2025	N/A
BI-02 Project Status Report	12/03/2025, 12/09/2025, 12/16/2025, 12/24/2025, 12/30/2025	N/A

Additional Inputs – Artifacts

Artifact Name	Artifact Date	Version
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
R0.13 SIT Defect Dashboard	N/A	N/A
Interface Dashboard – Confluence page	N/A	N/A
Jira Requirements Details	N/A	N/A
Jira Testing Lists	N/A	N/A
BES R0.13 System Testing Results - CRs and Pending Epics	N/A	N/A
BES R0.13 System Testing Results - Core	N/A	N/A
Batch Defect Dashboard	N/A	N/A
Reporting Defect Dashboard	N/A	N/A

Additional Inputs

Meetings and/or Sessions Attended/Observed:

1. IV&V Team Meeting – 12/1/2025, 12/8/2025, 12/15/2025, 12/22/2025, 12/29/2025
2. IV&V/ASI October Pre-draft Review – 12/5/2025
3. HI DHS BES November Draft IV&V Report Review – 12/12/2025
4. BI-Weekly DHS BES PMO/IV&V Check-in – 12/18/2025
5. Bi-Weekly DHS and IV&V Touch Base – 12/9/2025
6. Weekly BES Infrastructure meeting – 12/5/2025, 12/12/2025, 12/19/2025
7. Weekly Client BES 2023 Project Status Meeting – 12/3/2025, 12/10/2025 12/17/2025
8. Security Touchpoint – 12/3/2025, 12/10/2025, 12/17/2025
9. (Externa(l) Weekly Interfaces Touchpoint – 12/1/2025, 12/22/2025
10. (External) Bi-weekly BES CCB Meeting – 12/12/2025
11. (External) CIA Current Monthly Checkpoint – 12/2/2025
12. (External) BES M&O Working Group – 12/17/2025
13. (External) Weekly BES Testing Workgroup Meeting – 12/4/2025, 12/11/2025, 12/18/2025
14. (External) BES Readiness/BI-29 Updates – 12/1/2025, 12/15/2025
15. (External) BES: FNS Connect – 12/4/2025
16. (External) BES: OCM and Communications – 12/1/2025
17. (External) BES DDI & M&O HR1 Project Schedule Updates Review Meeting – 12/15/2025

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.
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
- Data Management and Conversion
- Security and Privacy
- Testing
- OCM and Knowledge Transfer
- Pilot Test Deployment
- Deployment



Solutions that Matter