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DEPT. COMM. NO. 401

STATE OF HAWAIʻI | *KA MOKUʻĀINA O HAWAIʻI*
DEPARTMENT OF ACCOUNTING AND GENERAL SERVICES | *KA ʻOIHANA LOIHELU A LAWELAWE LAULĀ*

OFFICE OF ENTERPRISE TECHNOLOGY SERVICES | *KEʻENA HOʻOLANA ʻENEHANA*

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

May 15, 2026

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

The Honorable Nadine K. Nakamura
Speaker and Members of the
House of Representatives
Thirty-Third State Legislature
State Capitol, Room 431
Honolulu, Hawaiʻi 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 Hawaiʻi, Department of Human Services, Systems Modernization Project for April 2026.

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 Hawaiʻi

Attachments (2)

Hawaii Department of Human Services Systems Modernization Project

Final IV&V Status Report
for Reporting Period April 1 – 30, 2026

Submitted: May 14, 2026

PUBLIC CONSULTING GROUP

Solutions that Matter

Overview

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

PUBLIC CONSULTING GROUP
Solutions that Matter

Executive Summary

Executive Summary – 1

The project started User Acceptance Testing (UAT) for BES 1.0 on April 20, 2026, which will continue until September 4, 2026. All efforts on the project are focused on preparing for the Pilot go live implementation, which is currently scheduled to start in six months on October 12, 2026. Limited development work for Change Requests (CRs) (4) is being performed in parallel, with the plan to add this functionality to UAT after completing System Integration Testing (SIT). Additionally, the project team was busy with readiness activities including OCM, training, and concluding Pilot Maintenance and Operations (M&O) UAT for ServiceNow.

The primary risks for the BES project are related to:

Maintenance and Operations Planning: Although the ServiceNow UAT ended, a significant amount of work remains to finalize ServiceNow tools and processes prior to Pilot. Additionally, completing definition of governance, help desk support, and related documentation continue to be delayed, with some tasks delayed by 106 days in the latest, published Pilot M&O schedule. All these efforts are also impacted by resource challenges for DHS, which are involved with other areas such as UAT and readiness activities. It is critical this work begins to stabilize with the schedule as M&O is live for BES on day one of Pilot.

Requirements: The final Requirements Traceability Matrix deliverable (RTM) was sent out for review, but DHS could not use the reports to validate that all contractual requirements have been delivered and tested for BES 1.0. The ASI is focused on resolving these final issues to allow DHS and IV&V to confirm that BES 1.0 contains all the scope expected to meet the State's expectation for BES.

Testing: With UAT started, IV&V is monitoring the ASI's efforts to mitigate concerns related to batch processing and Time Travel test management, which caused significant challenges during the last BES 1.0 UAT.

System Integrity Review Tool (SIRT): FNS started providing feedback to DHS regarding deliverables they provided that were required for SIRT during the reporting period. DHS, the ASI and FNS will move to weekly meetings in May to enable consistent discussions on Pilot preparations, leading to the required concurrence from FNS to move into Pilot.

Although risks still exist that could impact the project, IV&V recognizes significant progress by the ASI in mitigating concerns of findings resulting in two findings being retired this month regarding development and interface testing. Addressing the concerns outlined above will allow the project team to build confidence that BES 1.0 will be ready for Pilot start in just six months.

Feb	Mar	Apr	Category	IV&V Observations
N/A	N/A	M	Project Management	The development of the BES 1.0 Pilot M&O capability has a significant amount of work to be completed prior to Pilot. IV&V is concerned about ongoing delays to tasks in the M&O schedule and looks for stability in completing tasks on time to be prepared the start of Pilot on October 12, 2026.

Executive Summary – 2

Feb	Mar	Apr	Category	IV&V Observations
M	M	M	Configuration and Development	The ASI continued development work on four Change Requests (CRs), with the latest completion date for a CR being 07/07/2026. The delivery of the Configuration Management Plan did not occur in April as scheduled, which is concerning to both DHS and IV&V due to the criticality of defined configuration management during Pilot go live.
L	L	L	Integration and Interface Management	The ASI completed all Physical interface testing in April, with all 190 test cases having been executed successfully, leading to the retirement of an open finding for this area.
L	L	L	Testing	As UAT began, IV&V is focused on three key areas of testing: batch stability, regression coverage, and Time Travel. These areas caused issues in past UAT cycles, particularly the management of the Time Travel environment.
M	M	M	Security and Privacy	The ASI and DHS security teams continue to remediate open findings from vulnerability and configuration security scans.
M	M	M	Requirements Analysis & Management	Although the final Requirements Traceability Matrix (RTM) was delivered to DHS, limitations in its use prevent DHS from confirming that all requirements have been met. DHS concerns need to be addressed to gain the confidence from DHS that the BES solution aligns with contract requirements.
M	M	M	OCM and Knowledge Transfer	The project has seen progress regarding OCM/Readiness, with consistent collaboration between the ASI and Change Champions as an example. Having all the OCM activities coordinated in conjunction with other project work, and having clear indicators of overall DHS readiness, will bring confidence that the project is ready for Pilot and Statewide Go live.
L	L	L	System Design	As the BES project team prepares for Pilot, IV&V will monitor for a clear Infrastructure management plan from the ASI for supporting BES.

IV&V Findings and Recommendations

IV&V Findings and Recommendations – chart 1

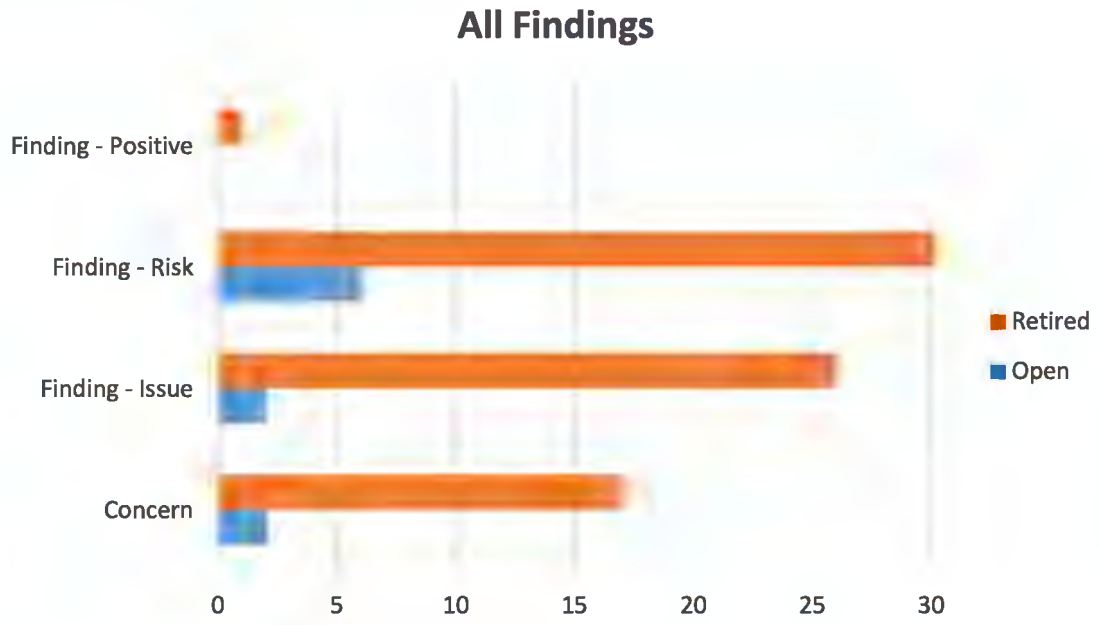
As of the April 2026 reporting period, PCG is tracking 8 open findings (6 risks, 2 issues) and has retired 88 findings. Of the 8 open findings, 6 are Medium, and 2 are Low.





IV&V Findings and Recommendations – chart 2

The following figure provides a breakdown of the 98 IV&V findings (positive, risks, issues, concerns) by status (open, retired).



IV&V Findings and Recommendations – 3

Findings Opened During the Reporting Period

#	Finding	Category
	None	

IV&V Findings and Recommendations – 4

Findings Retired During the Reporting Period

#	Finding	Category
93	**Due to the lack of physical and technical 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.** The ASI resolved the issue with the remaining physical and technical interface tests, with all 190 interface tests now passing. Currently, the ASI and DHS have not raised concerns regarding test instability. IV&V will retire this finding and continue to monitor interface-related test execution as UAT progresses.	Integration and Interface Management

IV&V Findings and Recommendations – 5

Findings Retired During the Reporting Period

#	Finding	Category
	Development delays have negatively impacted the project schedule and delayed go-live.	
80	IV&V has observed that the ASI has been meeting development milestones for the Chage Request (CR) efforts. The persistent development delays that were seen during primary system development has not carried forward into CR development. The ASI has met development delivery dates, so IV&V is retiring this finding. ASI development will continue to be monitored by IV&V.	Configuration and Development

IV&V Findings and Recommendations – 5

Preliminary Concerns Investigated During the Reporting Period

#	Finding	Category
112	**Preliminary Concern - Insufficient Time Travel environment preparation could lead to UAT execution and testing timelines** IV&V has not received evidence from the ASI regarding the planning and management approach for the time travel environment during UAT. The Time Travel environment is a specialized environment that simulates system behavior at different points in time, to validate date-dependent functionality such as eligibility and renewals (e.g., six months after benefits are approved and an EBT card is issued). While time travel-specific testing activity has not yet begun, time travel tests are planned and increased usage is anticipated. Without defined coordination and execution procedures in place, the project may face disruption to UAT execution, comparable to what was encountered in previous UAT cycles.	Testing

IV&V Findings and Recommendations – 6

Preliminary Concerns Investigated During the Reporting Period

#	Finding	Category
113	**Preliminary Concern - Batch failure support model may lead to UAT testing delays and constraints** The ASI has recruited an onshore batch engineer this month to support troubleshooting of batch job failures and plans to onboard two additional onshore batch engineers to provide increased coverage. IV&V has requested a defined support model that the development team will follow and will provide an update next month. IV&V will continue to monitor this preliminary concern, as a lack of a defined support model may impact timely resolution of batch issues during UAT.	Testing

IV&V Findings and Recommendations – 7

Project Management

#	Key Findings	Criticality Rating
114	**Risk – Incomplete BES M&O operational processes and procedures prior to UAT and Pilot may leave the project unprepared for statewide implementation.** The project team completed the first UAT cycle for ServiceNow, the ticketing system for BES M&O work, during the reporting month, with good collaboration between the ASI and DHS to work though initial ramp up and defect management. With the focus on this UAT cycle, many of the open tasks on the M&O schedule have had their finish dates delayed; some of them significantly (106 days for "Request BESSD SN data refresh from Pacxa/Speridian") per the schedule published on 4/24. The scope of work that needs to be completed prior to Pilot, including ServiceNow data catalog work, completion of governance artifacts (BM-04, Release Management Plan, etc.), Help desk documentation, and related job aids could put Pilot readiness at risk. Therefore, IV&V is moving this finding from a preliminary concern to a risk.	M

Recommendations	Progress
• Establish explicit M&O readiness exit criteria aligned to UAT completion and pilot authorization, including verified completion of defined operational processes, documented results of operational simulations, confirmed staffing readiness, validated and reliable test outcomes, and evidence of effective governance execution.	New
• Confirm that ServiceNow roles, groups, and access management processes are fully defined, provisioned, and tested prior to UAT exit. This includes validating role-based access for DHS and ASI operational staff and group ownership and approval processes	In Process
• Confirm scenario-based operational simulations as part of UAT, which should cover from ticket initiation in ServiceNow, change approvals, cross team handoffs (help desk, infrastructure, security, vendor escalation), and Secure Enclave operational response scenarios.	In Process

IV&V Findings and Recommendations – 8

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.** The Infrastructure Management Plan was planned to be delivered to DHS on April 21,2026 and has not been received as of the end of the reporting period. With UAT underway, and the approaching Pilot, IV&V observes the ASI tracking and maintaining of the infrastructure with information in various locations but is concerned about the lack of comprehensive and consolidated documentation for the BES infrastructure. UAT Batch Process defects were reported as resulting from incorrect environment configuration. This also raises IV&V concerns about the ASI maintenance of the BES infrastructure.	

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 – 9

Configuration and Development

#	Key Findings	Criticality Rating
	Risk – Insufficient configuration management could lead to development confusion and reduce the effectiveness of defect resolution.	
70	DHS and IV&V could not review and verify the Configuration Management Plan in the reporting period. The plan was scheduled to be delivered on April 13,2026, then was pushed back to April 20, 2026, but as of the end of the reporting period DHS and IV&V had not received the plan for review. Given that UAT is now in progress and Pilot starts in 6 months, IV&V is raising this finding to a medium criticality rating.	M

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 – 10

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. With UAT starting in April, IV&V is evaluating defect trends, reopened issues, and batch stability in coordination with the ASI. IV&V awaits evidence from the ASI regarding recent batch job performance and execution results.	
83	Access to UAT-supporting components (Audit Log, Case Activity History, EDM, and Secure Enclave) remains pending, which may limit validation of all BES functionality. The ASI continues to add core functionality from the prior SIT phase to the automated regression coverage and running manual regression test where there are gaps in automation, whereas industry best practices typically expect this baseline to be established prior to UAT. In addition, with additional change requests (CRs) planned for later implementation in UAT, evidence of passing test coverage in lower environments, followed by expanded automation regression coverage and consistent successful execution, will be critical to validate that existing functionality continues to work as intended.	

Recommendations	Progress
• ASI to continue to strengthen regression testing by retesting CR-impacted modules and previously resolved defects to reduce the risk of reintroduced issues.	Completed
• ASI to assess whether strengthened merge discipline and enhanced code reviews are associated with a measurable reduction in reintroduced defects over this SIT cycle.	In Progress
• DHS to review the subset of functional SIT test cases currently being executed to confirm that coverage is sufficient to mitigate the risk of defects escaping into UAT.	Completed
• ASI should integrate remaining SIT-related Change Requests (CRs) and upcoming completed CRs into the automated regression suite as early as possible to ensure impacted areas are covered.	New

IV&V Findings and Recommendations – 12

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 April 30th, 2026, BES had 26 critical findings in an open or in-progress state outside the 15-day remediation timeframe, and 6 critical findings were within the timeframe. BES had 117 high-rated findings in an open state outside the 30-day remediation timeframe, and 9 high-rated findings were within the timeframe. In addition to the critical and high POAM findings listed above, 10 critical and 31 high findings from 2024 remain deferred and are part of Oracle Cloud Infrastructure, which Oracle is responsible for patching quarterly.	M

Recommendations	Progress
• IV&V recommends that the Security Team enhance its Vulnerability Assessment and Prioritization Program to strengthen the agency's ability to manage cyber risk. A key component of this program is the reclassification of vendor-provided vulnerability ratings based on the agency's mission, operational environment, and the criticality of each affected system. This ensures that remediation priorities reflect the agency's unique risk exposure rather than generic severity scores.	In Progress

IV&V Findings and Recommendations – 13

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.** The Requirements Traceability Matrix (RTM) deliverable (BI-21) was sent to DHS on April 7, 2026, for review. DHS could not complete their validation of contractual requirements with this deliverable - with the largest gap being the inability to confirm if a requirement had been met by the BES solution. Additionally, IV&V was unable to confirm all updates to the requirements via approved methods (Decision logs, Controlled Correspondence), as some records were missing. These issues will need to be resolved so DHS and IV&V can validate that all requirements have been met prior to Pilot.	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 – 14

Requirements Analysis & Management

#	Finding	Category
108	**Issue - Unplanned federally mandated system requirements could lead to project delays and increase the project budget.** No new federally mandated requirements or concerns were raised this reporting.	

Recommendations	Progress
• Pursue all communication channels that could provide early, and validated, information on possible requirements being sent out to the States.	In Process

IV&V Findings and Recommendations – 14

OCM and Knowledge Transfer

#	Finding	Category
111	**Risk –Insufficient Organizational Change Management (OCM) Planning and Execution Increases Risk to BES User Adoption and Deployment Success** IV&V has observed growing momentum regarding OCM/Readiness for the project, resulting from strong collaboration between DHS and the ASI. Indication of progress on DHS readiness for Pilot can be seen via the engagement with Change Champions, both in current meetings and clarification that will come from the Change Champions readiness surveys being developed. This level of progress should only increase moving forward to allow DHS leadership to be confident that organization prepared for the BES pilot and eventual Statewide implementation.	M

Recommendations	Progress
• Develop and maintain a detailed OCM activity schedule that is integrated with the overall BES master schedule, including testing, training, pilot, and go live phases	In Process
• Define and document DHS and ASI OCM roles, responsibilities, decision authority, and handoffs to support effective execution and accountability.	Completed
• Identify key OCM artifacts (e.g., change impact assessments, communications plans, stakeholder engagement plans, readiness assessments, adoption metrics) and ensure they are produced, reviewed, and actively used to guide decision-making.	In Process
• Establish measurable OCM performance indicators and provide regular status reporting to DHS leadership to support early identification of readiness gaps and corrective action.	In Process

IV&V Status

IV&V Engagement Status

IV&V Engagement Status				
IV&V Engagement Area	**Feb**	**Mar**	**Apr**	**Comments**
IV&V Budget				
IV&V Schedule				
IV&V Deliverables				PCG submitted the final March IV&V Monthly Status Report.
IV&V Staffing				
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 April reporting period:
  - Completed – March 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 May 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	04/02/2026, 04/08/2026, 04/15/2026, 04/23/2026, 04/29/2026	N/A
BI-02 Project Status Report	04/02/2026, 04/08/2026, 04/15/2026, 04/23/2026, 04/29/2026	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 – 4/6/2026, 4/13/2026, 4/20/2026, 4/27/2026
2. IV&V/ASI January Pre-draft Review – 4/6/2026
3. HI DHS BES January Draft IV&V Report Review – 4/14/2026
4. BI-Weekly DHS BES PMO/IV&V Check-in – 4/9/2026, 4/23/2026
5. Bi-Weekly DHS and IV&V Touch Base – 4/28/2026
6. Weekly BES Infrastructure meeting – 4/17/2026, 4/24/2026
7. Weekly Client BES 2023 Project Status Meeting – 4/1/2026, 4/8/2026, 4/15/2026, 4/22/2026, 4/29/2026
8. Security Touchpoint – 4/1/2026, 4/8/2026, 4/15/2026, 4/22/2026, 4/29/2026
9. (External) Bi-weekly BES CCB Meeting – 4/1/2026, 4/15/2026, 4/29/2026
10. (External) C!A Current Monthly Checkpoint – 4/7/2026
11. (External) BES M&O Working Group – 4/22/2026
12. (External) BES Readiness/BI-29 Updates – 4/6/2026
13. eWorld/IV&V Mid-Month Check-in –
14. (External) BES: FNS Connect – 4/30/2026
15. (External) BES Data Conversion - Defect Triage – 4/1/2026, 4/8/2026
16. (External) BES M&O ServiceNow UAT Kick-off and System Demo – 4/1/2026, 4/8/2026
17. BES M&O ServiceNow UAT Kick-off and System Demo #2 – 4/6/2026
18. (External) BES M&O ServiceNow UAT Check-in #2 – 4/15/2026
19. (External) BES M&O ServiceNow UAT Check-in #3 – 4/17/2026
20. (External) BES Initial Performance Baseline Information Review Meeting – 4/2/2026
21. (External) BES UAT Planning Meeting – 4/2/2026, 4/9/2026, 4/16/2026
22. (External) JAD CR2026-052 BES ACF 2025 Changes – 4/2/2026
23. (External) BES 1.0 UAT Go/No-Go Meeting – 4/6/2026

Additional Inputs

Meetings and/or Sessions Attended/Observed (Cont.):

24. (External) Training Status Updates – 4/9/2026
25. (External) JAD Day 1 CR2026-048 TANF S-Code Payment Indicator Implementation – 4/9/2026, 4/13/2026
26. (External) BES Mass Change Planning Meeting – 4/13/2026
27. (External) Training Status Updates – 4/16/2026, 4/30/2026
28. (External) JAD Day 1 CR2026-047 BES-SSP/FAQ Page – 4/16/2026
29. (External) Daily UAT Touchpoint Meeting – 4/20/2026 to 4/30/2026
30. (External) JAD CR2026-050 BES OP Drug-Alcohol Treatment Updates – 4/28/2026, 4/30/2026
31. (External) JAD CR2026-051 BES Expedited SNAP Updates – 4/29/2026
32. (External) BES: Change Champions Touchpoint – 4/24/2026

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 a slight impact on 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 – 1

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 – 2

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 – 3

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 – 1

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