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May 17, 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: April 1 – 30, 2024

Submitted: May 14, 2024



Solutions that Matter

Overview

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

Executive Summary



In April, the ASI's efforts to implement the Go-to-Green plan and complete BES 1.0 continued. IV&V's observations during this reporting period fall into the areas of testing, development, security, and the overall progression of the schedule:

- The System Integration Testing (SIT) failure rate for Epics ranges from 51% to 83%, with the highest being eligibility client correspondence, at 83%. There are over 800 defects found in SIT, possibly impacting the Project's ability to enter Final Acceptance Testing (FAT).
- Velocity charts (identifying how much work is delivered in each sprint) show that planned work has not been completed in the past five sprints (sprints 28 to 32) due to the need to address defects from SIT and Integration (INT) testing.
- The Independent Security Assessment team has requested 60 documents supporting the System Security Plan (SSP), highlighting the risk of the SSP and supporting documentation not being completed for federal reviews.
- The schedule variances are increasing, with some task completion dates delayed twenty days or more, potentially revealing unexpected complexity and an increased level of effort

The ASI and DHS continue to collaborate as the project moves into a critical stage in May, with FAT for BES 1.0 scheduled to start on May 13th.

Feb	Mar	Apr	Category	IV&V Observations
H	H	(E)	Project Management	The schedule approved for the Go-to-Green is aggressive. As the team executes to the schedule, there are a growing number of tasks that are not meeting the planned finish dates.

Executive Summary



Feb	Mar	Apr	Category	IV&V Observations
M	M	M	System Design	The ASI returned to the live Sprint Demo format (instead of recording), leading to improved collaboration and refinement of the design for Epic 209.
M	(M)	Configuration and Development The restructuring of the development teams as part of the Go-to-Green plan appears to impacting productivity and potentially code quality, with velocity showing growing gaps between planned versus actual work completed and more defects in SIT.		
H	H	M	Integration and Interface Management	With the interface test plan now published, IV&V has retired our related 'High' criticality finding #63. A 'Medium' criticality finding has been opened regarding the interface test schedule and the test case coverage (which should include negative and out-of-bounds testing).
H	H	H	Testing	DHS and IV&V are concerned with the number of defects in SIT. In particular, the high defect percentage for eligibility client correspondence (146 failures out of 176 tests) is 83%. This could challenge the ASI's ability to meet the exit criteria for SIT.
H	B	н	Security and Privacy	The Independent Security Assessment has identified incomplete documentation supporting the SSP, which may impact the start date of the BES Pilot.

As of the April 2024 reporting period, PCG is tracking 10 open findings (4 risks, 6 issues) and has retired a total of 75 findings. Of the 10 open findings, 4 are High, 4 are Medium, and 2 are Low. **Open Risks & Issues** Security and Privacy Integration and Interface Management Testing Open - Med Open - Low System Design Open - High **Open Risks & Issues by Category** Project Management Configuration and Development Configuration and Development Project Management System Design 2 3 0 1 Testing Integration and Interface Management

Security and Privacy

The following figure provides a breakdown of the 87 IV&V findings (positive, risks, issues, concerns) by status (open, retired).





Findings Retired During the Reporting Period

#	Finding	Category
63	The lack of early planning and coordination with interface partners may result in schedule delays. BES interfaces have been defined and documented, and the functional interface test plans have been defined. Since all IV&V recommendations have been accomplished, this finding is being retired.	Integration and Interface Management



Preliminary Concerns Investigated During the Reporting Period

#	Finding	Category
	A lack of documented negative tests (e.g., invalid inputs, boundary testing, and deviations from the normal flow) may result in DHS being unable to confirm this testing occurred.	
95	Observation: The ASI test lead confirmed that while negative and alternate path testing is not formally documented in SIT, error path testing will occur during ad hoc and end-to-end testing after SIT. The test lead also confirmed that documentation (other than defect logging) will not be generated during ad hoc testing.	Testing
	Significance: Without supporting documentation of planned negative tests and testing outcomes, it will be unclear whether a full range of testing has been completed to ensure the application's overall quality and robustness. This could result in defect leakage into FAT, possibly causing delays to FAT and Go-Live.	



Preliminary Concerns Investigated During the Reporting Period

#	Finding	Category
1	The lack of an effective way to validate requirements could lead to unmet user needs and project delays if DHS identifies application requirements that were not met during SIT.	
94	Observation: The Requirements Traceability Matrix (RTM) (BI-21) plays a vital role in ensuring the system's compliance with contractual commitments by associating each requirement with passed test case(s). However, the approved project schedule shows the RTM completed on 6/26/24, which falls after the Core SIT exit decision on 5/10/24. The ASI provided the BI-22a System Integrity Review Tool (SIRT) to DHS on April 26, 2024, but withdrew the deliverable due to DHS concerns. This BI-22a deliverable may help DHS validate requirements.	Requirements Analysis & Management
	Significance: It is unclear to DHS and IV&V how the ASI will trace requirement coverage for SIT completion. DHS may be unable to make an informed decision on SIT exit criteria.	
	This could lead to DHS starting Final Acceptance Testing (FAT) and then realizing that not all requirements have been fully met, resulting in delays.	



Findings Opened During the Reporting Period

#	Finding	Category
	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. Medium.	
93	Observation: Aside from the functional testing accomplished during epic testing, specific data flow testing is usually part of an interface definition.	Integration and Interface Management
	Significance : This testing is essential before initial deployment to prevent unexpected and difficult-to-resolve issues, such as scrambled or missing data – or the system may have a fault or exception. Since the Project has not established and tested the fault scenarios, we do not know how the system may react.	Management
Rec	ommendations	Progress
• А	PI interfaces should be tested for failure conditions during connection and transfer operations	Not Started
• A	PI interfaces should be tested for race conditions	Not Started
• F	TP and file interfaces should be tested for data and file integrity	Not Started
	est data fields for system impacts resulting from data that is poorly formatted, out of range, or other nexpected data transmission errors	Not Started
• Ir	nterface records and files should be tested for format, length, or other physical formatting errors	Not Started

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	Several tasks have been delayed in the project schedule - some (i.e., data conversion) more than 20 days. Additionally, the HANA/BES integration (Epic 209), scheduled to enter SIT on April 15, was in development at the end of the month. IV&V is concerned that under-estimated level of effort on tasks in an aggressive schedule could impact go-live dates.				
Rec	ommendations	Progress			
	Ionitor, evaluate and revise scheduling estimates for accuracy based on the project teams past performance nd resources available to do the remaining work.	In Process			
	SI conducts a Root Cause Analysis (RCA) with DHS and IV&V to determine why the BES Project continues o experience schedule delays.	Not Started			
	SI Project Management works with the development teams to evaluate the accuracy of Velocity and adjust coordingly to reduce risk in the revised BES project schedule.	In Process			

Project Management

#	Key Findings	Criticality Rating
88	Risk – Implementing a Core Solution for go-live carries inherent risks that may impact overall Project success and reduce user adoption. No material update in this reporting period.	М

Recommendations		
•	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
•	Actively monitor tester and pilot feedback and track users' biggest pain points. Pain points can then be prioritized based on negative impact and project leadership can decide if fixing or changing poor designs can be implemented prior to go-live.	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. IV&V has yet to receive a detailed, comprehensive list of configuration items the ASI will be tracking.	Ŀ	
Re	Recommendations		
	ASI adhere to plans for configuration management as documented in BI-6 DDI Plan, Section 5.2 and clarify details and/or any changes with DHS.	In process	
	ASI validate plans for configuration management with DHS and agree on a meaningful set of configuration items or settings they will track.	In process	
	DHS and ASI work to clarify/solidify plans for the potential use of configuration management tools and DHS work to fund and procure a CM tool, as required, to avoid any negative impacts to the Project.	In process	

Configuration and Development

#	Key Findings	Criticality Rating
80	Issue – Development delays could negatively impact the project schedule and delay go-live. The ASI reported a decline in velocity, as the last 5 sprints show significant drops in actual vs. planned completed work. The ASI has reported that the lack of productivity resulted from many bugs, leading to rework. IV&V remains concerned that inadequate unit testing might contribute to this issue, potentially causing avoidable rework and increased technical debt, thereby impeding overall productivity. In the most recent sprint (#32), the development team completed 36 out of 63 story points, resulting in a 43% shortfall. Continued shortfalls will increase the likelihood of development delays affecting the go-live.	М
Reco	ommendations	Progress
• AS	SI effectively track and regularly provide DHS (potentially via the weekly DDI status meeting) with an accurate locity (e.g., story points per day/week/month) and assure that the current velocity is accurately and nsistently reflected in the project schedule.	In process
	ne ASI should provide DHS with the time needed to effectively evaluate the software demonstrations (demos) In 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 namic burn-down chart to track the progress.	Not started
• Th	e ASI should consider enhancing the depth of developer unit testing.	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 this reporting period.	t
R	ecommendations	Progress
•	ASI develop a process to closely monitor cloud and other product changes (software updates/new releases), manage changes, and regression test once updates are applied.	In process
•	The project team work to establish strong governance over the utilization and maintenance of various tools/components.	In process
•	ASI allot time in the schedule to conduct proof of concepts to assure infrastructure components work as expected.	In process
•	ASI maintain a detailed schedule for DevOps implementation tasks to avoid unexpected delays that could delay project milestones and the critical path.	In process

System Design

#	Key Findings	Criticality Rating
86	Issue – Limited collaboration between the ASI and DHS in the design process could lead to BES usability issues and functionality gaps in the application and not meeting critical business needs for DHS and State clients.	М
	IV&V commends the ASI and DHS team for reverting to conducting four live sprint demos in support of Epic 209. These proved to enable timely, efficient collaboration.	
Rec	commendations	Progress
• 1	commendations nclude a wide enough audience in all design and demo sessions to validate FNS and DHS functional and echnical requirements and system usability.	Progress In Process
• ti • F	nclude a wide enough audience in all design and demo sessions to validate FNS and DHS functional and	



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	Defects not detected during INT that leaked into SIT were comprised of low-level errors such as a button not being displayed, missing punctuation, duplicate fields, and data elements being out of order on a screen. The rising number of unresolved defects (see below) creates a risk that SIT exit could be delayed. The potential of additional defect leakage into FAT could delay FAT completion, delay the go- live date, and/or result in a BES solution that does not meet customer/client needs.	
	Statistics as of the end of April:	
	 566/570 (99%) of SIT core and interface test cases executed, and 348/356 (98%) of core correspondence test cases executed 	
	A total of 416 SIT defects (1 Critical, 29 High, 189 Medium, 197 Low severity) were unresolved	
Recor	nmendations	Progress
• Moi	nitor INT/SIT closely for both breadth and depth of testing to ensure the system is adequately tested.	In process
	should determine the root cause of the failure to identify simple defects in INT and SIT and implement otive 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 Epics is condensed and aggressive and may increase the likelihood of schedule delays, quality issues, and a higher volume of testing defects.	
	The eight Epics expected to enter SIT in a phased approach are delayed and have not done so by the end of April. SIT is scheduled to end for these Epics on May 23, 2024.	
89	Of 348 executed core correspondence SIT tests, 177 (51%) failed, with the Eligibility Client Correspondence type comprising 83% of those failures. The high proportion of failed SIT correspondence tests supports IV&V's ongoing concern that overlapping testing phases and BES releases compromise test execution quality. IV&V is also concerned that the high number of SIT defects detected within a single correspondence type indicates its complexity and increases the risk that FAT testers (the final testers before Go-Live) are at risk of encountering similarly high defect counts that diminish their enthusiasm for the testing process and their advocacy of the application to other end users.	

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

Security and Privacy

#	Key Findings	Criticality Rating
	Issue – The lack of technical documentation may lead to incorrect implementation statements or delay the System Security Plan (SSP).	
	This risk is now realized, resulting in a finding type change from a risk to an issue. DHS and the ASI continue to work on documents the security assessment team requested. Some of these documents have not been written yet or are in draft form.	
82	The Security Assessment Team requested approximately sixty (60) documents and received two documents and six lists of system inventory.	
	Each document requested is related to implementation responses in the System Security Plan (SSP) regarding how each security or privacy control is met. Failure to provide these documents to the assessment team will result in an assessment finding and a corresponding Plan of Action and Milestone (POAM) for remediation. A large number of findings or a small number of critical or high findings may result in a federal agency not providing access to their data used in determining eligibility status.	
Red	commendations	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 vailable.	In process
s r	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 egulators. This will allow the SSP authors to update controls with changes from Design through molementation	In process

IV&V 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	•			



HI Systems Modernization Independent Verification & Validation Monthly Report: April 2024

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 <u>Additional Inputs</u> pages for details)
 - Reviewed available ASI contracts and contract amendments 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 M&O 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	04/03/2024, 04/10/2024, 04/17/2024, 04/24/2024	N/A
BI-5 Project Schedule - BES 2023 DDI	04/03/2024, 04/10/2024, 04/17/2024, 04/24/2024	N/A
BI-22a System Integrity Review Tool	04/29/2024	N/A
M & O Project Schedule	04/25/2024	N/A

Additional Inputs – Artifacts



Artifact Name	Artifact Date	Version
BES 2023 Design Kanban board	N/A	N/A
FNS Handbook 901	01/2020	V2.4
NIST Special Publication 800-53 Security and Privacy Controls for Information Systems and Organizations	12/20/2020	Rev.5
SNAP_System_Integrity_Review_Tool	Sept 2022	N/A
Interface Dashboard – Confluence page	N/A	N/A
BES 2023 Implementation Planning – Confluence page	N/A	N/A
R0.12 Epic Assignment	N/A	N/A
UAT Testing Dashboard	N/A	N/A
R0.12 Epic and Sprint Demo Recordings	N/A	N/A
ADA dashboard	N/A	N/A
Jira Requirements Details	N/A	N/A
Jira Testing Lists	N/A	N/A

Additional Inputs



Meetings and/or Sessions Attended/Observed:

- 1. IV&V Team Meeting 4/1/2024, 4/2/2024, 4/4/2024, 4/8/2024, 4/10/2024, 4/11/2024, 4/15/2024, 4/18/2024, 4/23/2024, 4/24/2024, 4/25/2024, 4/26/2024, 4/29/2024
- 2. IV&V March 2024 Pre-Draft MSR Findings Review 4/4/2024
- 3. HI DHS BES January Draft IV&V Report Review 4/11/2024
- 4. Bi-Weekly DHS and IV&V Touch Base 4/2/2024, 4/9/2024, 4/16/2024, 4/30/2024
- 5. Weekly BES Infrastructure meeting 4/5/2024, 4/12/2024, 4/19/2024, 4/26/2024
- 6. DHS/IV&V Check-in 4/11/2024
- 7. Weekly Client BES 2023 Project Status Meeting 4/3/2024, 4/10/2024, 4/17/2024, 4/24/2024
- 8. Security Touchpoint 4/3/2024, 4/10/2024, 4/17/2024, 4/24/2024
- 9. Weekly Data Conversion Workgroup 4/4/2024, 4/11/2024, 4/18/2024, 4/25/2024
- 10. (External) Review BES Enhancement Lifecycle 4/5/2024
- 11. (Externa(I) Weekly Interfaces Touchpoint 4/1/2024, 4/8/2024, 4/15/2024, 4/29/2024
- 12. (External) Readiness Working Group Meeting 4/2/2024, 4/16/2024, 4/23/2024, 4/30/2024
- 13. (External) Bi-Weekly Client BES 2023 Schedule Review/Status 4/10/2024, 4/24/2024
- 14. (External) Bi-weekly BES CCB Meeting 4/3/2024, 4/17/2024
- 15. (External) BES: FNS Connect 4/11/2024, 4/25/2024
- 16. (External) IV&V Draft March MSR Feedback Review Meeting- 4/10/2024
- 17. (External) C!A Current Weekly Checkpoint- 4/2/2024, 4/23/2024, 4/30/2024
- 18. [External] BES M&O Project Schedule Review- 4/12/2024
- 19. eWorld/IV&V Mid Month Check-in 4/18/2024
- 20. (External) BES M&O Project Status Meeting 4/8/2024, 4/15/2024, 4/29/2024

Appendices



Appendix A – IV&V Criticality Ratings

 Criticality Rating
 Definition

 H
 A high rating is assigned if there is a possibility of substantial impact to product quality, scope, cost, or schedule. A major disruption is likely, and the consequences would be unacceptable. A different approach is required. Mitigation strategies should be evaluated and acted upon immediately.

 M
 A medium rating is assigned if there is a possibility of moderate impact to product quality, scope, cost, or schedule. Some disruption is likely, and a different approach may be required. Mitigation strategies should be evaluated and implemented as soon as feasible.

 Image: Comparison of the evaluated of 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
PMO	Project/Program Management Office
PMP	Project Management Plan
QA	Quality Assurance
QM	Quality Management
RFP	Request for Proposal
ROM	Rough Order of Magnitude
RMP	Requirements Management Plan
RTM	Requirements Traceability Matrix
SEI	Software Engineering Institute
SLA	Service-Level Agreement
SME	Subject Matter Expert



Appendix C – Acronyms and Glossary

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

Appendix D – Background Information



Systems Modernization Project

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

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

Systems Modernization IV&V Project

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

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

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

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

Appendix D – Background Information



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

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

PCG's Eclipse IV&V® Technical Assessment Methodology

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

IV&V Assessment Categories for the BES Project

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

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



Solutions that Matter

HI DHS Monthly IV Status Report

Status Report	
Final - April 2024	

e Reporter	Туре	Date Category		and a set of the set o		Impact Probability Priority		States openite Cit	ient Comments	
ck of documented negative tests (e.g., Hackett, lid inputs, boundary testing, and Donna	Concern	4/30/2024 Testing	The ASI test lead confirmed that while negative and alternate path testing is not formally documented in SIT, error path testing will occur during ad hoc	Without supporting documentation of planned negative tests and testing	Since the ASI cannot perform negative and alternate path testing for all test 5/2/2024 cases, DHS should be involved in determining the subset of tests that should	0 0 NA	Open			5/11/20
tions from the normal flow) may result			and end-to-end testing after SIT. The test lead also confirmed that	completed to ensure the application's overall quality and robustness. This	cases, DHS should be involved in determining the subset of tests that should be covered					5/11/20 Here is t
S being unable to confirm this testing			documentation (other than defect logging) will not be generated during ad	could result in defect leakage into FAT possibly causing delays to FAT and	be covered.					testing
red			hoc testing	Go-Live.						that the
										execut
										Invalid
										Inform
										Enter i inform
										incorre
										securit
										wrong
										invalid
										verify t
										respon
										Result
										should
										and pr
										to cor
										Missin
										Inform Submit
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k of an effective way to validate Hackett,	Concern	4/25/2024 Requirements	The Requirements Traceability Matrix (RTM) (BI-21) plays a vital role in	It is unclear to DBS and INV how the ASI will trace requirement coverage for	Develop a document that provides DHS with a feasible and effective way 5/10/2024	0 0 NA	Open			incom
ements could lead to unmet user Donna		Analysis &	ensuring the system's compliance with contractual commitments by	SIT completion. DHS may be unable to make an informed decision on SIT ex	it to map requirements to passed test cases, and, per the BI-19 (Complete and	0 0 NA	open			5/11/
and project delays if DHS identifies ation requirements that were not met		Management	associating each requirement with passed test case(s). However, the approved project schedule shows the RTM completed on 6/26/24, which	criteria. This could lead to DHS starting Final Acceptance Testing (FAT) and then realizing that not all requirements have form that and	Final Test Plan), "Maps the functional and technical requirements to the test cases and test scripts". • Ensure test scripts thoroughly and					The Bi delive
ation requirements that were not met SIT			approved project schedule shows the RTM completed on 6/26/24, which fails after the Core SIT exit decision on 5/10/24. The ASI provided the BI-22a		cases and test scripts". • Ensure test scripts thoroughly and comprehensively test the system to assure each requirement has been fully					deliver
			Tails after the Core SiT exit decision on 5/10/24. The ASI provided the Bi-22a System Integrity Review Tool (SIRT) to DHS on April 26, 2024, but withdrew	uninys.	met.					discus
			the deliverable due to DHS concerns. This BI-22a deliverable may help DHS							times
			validate requirements.							CCB m
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the lack of physical and technical Reynolds, of the interfaces and data transfer Mark	Finding - Risk	4/29/2024 Integration and Interface	Aside from the functional testing accomplished during epic testing, specific data flow testing is usually part of an interface definition.	This testing is essential before initial deployment to prevent unexpected an difficult-to-resolve issues, such as scrambled or missing data – or the corter	d Not Started 1. API interfaces should be tested for failure conditions during 2024 2nd Qtr m connection and transfer operations. 2. API interfaces should be tested for	4 2 Med	Open			5/11/
conditions may exist with data		Management	and the second of a stating part of an interface definition.	may have a fault or exception. Since the Project has not established and	m connection and transfer operations. 2. API interfaces should be tested for race conditions. 3. FTP and file interfaces should be tested for data and file					As me
t, boundaries, and dependencies.				tested the fault scenarios, we do not know how the system may react.	integrity. 4. Test data fields for system impacts resulting from data that is					pre-m
failures may result in intermittent and				,, ,, ,, ,, ,, ,, ,, ,, ,, ,, ,, ,, ,, ,,	poorly formatted, out of range, or other unexpected data transmission					Interfa
to-isolate problems or errors					errors. 5. Interface records and files should be tested for format, length, or					does e
					other physical formatting errors.					PCG's
										recorr this fi
										uns m
urrent approach to complete Hackett.		12/21/2023 Testing								
	Finding -	12/21/2023 Testing	Ten of the Epics scheduled for completion before Release 0.12 SIT will not 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 gans in SIT, leading to further quality issues. This	OPEN - Develop Contingency Plans if the mitigation plan continues to see Now s slippage affecting INT and ST - Develop a Bisk Mitigation Plan to address	4 5 High	Open	4/30/2024 - The eight Epics expected to enter SIT in a phased approach are delayed and have not done so by the end of April. SIT is scheduled to end		04/10
opment of the remaining epics is Donna	Finding - Issue	12/21/2025 Testing	the 10 Epics and test them as they are completed. Additionally, Release 0.12	Overlapping development and testing introduces potential quality issues. Insufficient INT may create gaps in SIT, leading to further quality issues. Thi may increase the risk of significant delays or introduce defects into the	OPEN - Develop Contingency Plans if the mitigation plan continues to see Now s slippage affecting INT and STL - Develop a Risk Mitigation Plan to address challeness of manazing multiple test environments, multiple code bases and	4 5 High		delayed and have not done so by the end of April. SIT is scheduled to end for these Foirs on May 23, 2024. Of 348 executed core correspondence SIT		
opment of the remaining epics is Donna insed and aggressive and may increase	Finding - Issue	12/21/2023 Testing	the 10 Epics and test them as they are completed. Additionally, Release 0.12	Overlapping development and testing introduces potential quality issues. Insufficient INT may create gaps in SIT, leading to further quality issues. Thi may increase the risk of significant delays or introduce defects into the production environment.	OPEN - Develop Contingency Plans if the mitigation plan continues to see Now s slippage affecting INT and STT Develop a Risk Mitigation Plan to address challenges of managing multiple test environments, multiple code bases and versioning within and across Releases The ASI provides comprehensive INT	4 5 High		delayed and have not done so by the end of April. SIT is scheduled to end for these Foirs on May 23, 2024. Of 348 executed core correspondence SIT		eWorl
apment of the remaining epics is Donna meed and aggressive and may increase selihood of schedule delays, quality	Finding - Issue	12/21/2023 Testing	Ten of the Epics scheduled for completion before Release 0.12 SIT will not be ready. To avoid SIT delays, the current approach is to begins SIT without the 10 Epics and test them as they are completed. Additionally, Release 0.12 development that was extended two weeks from the scheduled end date has been extended for another ten business days.	Overlapping development and testing introduces potential quality issues. Insufficient IVIs for may create gaps in STI, leading to further quality issues. Thi may increase the risk of significant delays or introduce defects into the production environment.	OPEN-Develop Contingency Plans If the mitigation plan continues to see Now sippage affecting INT and SIT Develop a Risk Mitigation Plan to address challenges of managing multiple test environments, multiple code bases and versioning within and across Releases The ASI provides comprehensive INT results and SIT scenarios for incomplete Epics to Differ or relevel/approval	4 5 High		delayed and have not done so by the end of April. SIT is scheduled to end		eWorl follow
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opment of the remaining epics is Donna ensed and aggressive and may increase xelihood of schedule delays, quality	Finding - Issue	12/21/2023 Testing	the 10 Epics and test them as they are completed. Additionally, Release 0.12 development that was extended two weeks from the scheduled end date has	Overlapping development and testing introduces potential quality issues. Insufficient INT may create again in Try deading to further quality issues. This may increase the risk of significant delays or introduce defects into the production environment.	challenges of managing multiple test environments, multiple code bases and versioning within and across Releases The ASI provides comprehensive INT results and SIT scenarios for incomplete Epics to DHS for review/approval ahead of SIT execution The ASI release a detailed schedule of events, including development completion, INT start, and SIT start for each epic	4 5 High		delayed and have not done so by the end of April. ST is scheduled to end for these Epics on May 23, 2024. Of 348 executed core correspondence ST tests, 177 (51%) failed, with the Eligibility Client Correspondence type comprising 83% of those failures. The high proportion of failed ST correspondence tests supports IV&V's ongoing concern that overlapping testing phases and BES releases compromise test execution quality. V&V is		eWorl follow entry o docum 19 for
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imited collaboration between the ASI and Molina, Brad		Date Category	Observation	Significance	Recommendation	Event Horizon Impact Prob	ability Priority	Status	Status Update	Client Comments	Vendor G
	Finding -	8/1/2023 System Design	During the UAT process for release 11, there has been a high level of concerns raised by the DHS testers regarding the usability of the BFS system.	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	OPEN - Include a wide enough audience in all design and demo sessions to validate ENS and DHS functional and technical requirements and purses	Now 4	3 Med	Open	04/30/2024 - IV&V commends the ASI and DHS team for reverting to conducting four live sprint demos in support of Epic 209. These proved to	10/11/2023 Jessica - Our SMEs are providing their feedback. This is one of the items that I clarified with IV&V, that there are feedback given no	e of
bility issues and functionality gaps in the	13300		challenges with the user interface, missing functionality, and basic screen	provide all functionality found in current applications - but really should	usability Perform Sprint and Epic demos in alignment with development				enable timely, efficient collaboration. 03/31/2024 - Due to a high number	feedback means design is ok. I rec'd an emal back from Joe F. that IV&V	04/10/20
lications and not meeting critical			layout issues that would not be expected in a modern application. Based on defect reporting from the UAT process, a large majority of the defects are	provide additional capabilities, greatly enhanced user interface, and overall	sprint completion (demo functionality/requirements as they are developed)				of questions and concerns from DHS during Epic demo 261 (Approvals and	wants to meet with our reviewer to validate this.	eWorldES
ications and not meeting critical ness needs for DHS and State clients.			defect reporting from the UAT process, a large majority of the defects are	improved usability from current systems. Should the solution fall short of	to get early feedback on work products Perform comprehensive (demo all				Supervision), the ASI committed to hosting another demo to address all the		with the c
			related to "design errors". Although the Release 11 UAT cycle was testing a	expectations, there may be challenges in DHS staff adoption; lack of	requirements) review during Epic demos, not just the items that were				feedback. Changes raised late in the design process could require code		finding up
				confidence in the solution providing the accurate information needed to	added/updated, allowing DHS to provide early feedback on possible				changes, potentially causing schedule delays or the resulting solution not		demo atte
			attributable to functionality developed for Release 11.	provide benefits to HI citizens; reduction in ability for DHS to provide the same level of needed services to clients, resulting in bad publicity for DHS	issues/gaps that might not be apparent when focusing on specific				meeting the business need. DHS staff attending Epic demos should be prepared with an understanding of the agreed upon designs and policy		involved v demos or
				same level of needed services to clients, resulting in bad publicity for DHS and the state.	recorded Sprint review process to ensure that designs align with DHS				requirements relevant to the Epic so that feedback is efficient and on point.		sesssions
					expectations. (closed 3/31/2024)				02/29/2024 - One demo (Epic Demo 211) was held in February as the ASI		
									02/29/2024 - One demo (Epic Demo 211) was held in February as the ASI focused on developing a Go-to-Green Plan for the Project. DHS also raised		providing feedback.
									concerns in Readiness meetings regarding a gap in design where eligibility is	5	are involv
									not forced to run when critical benefit data is modified on a case – which		get-go. Di
									could also point to a gap in collaboration on key design decisions.		having int
									01/31/2024 - DHS viewed Sprint demos for Epics 247 and 284 on January 9, 2024, where several concerns/issues were raised, resulting in necessary bug		conversal reading d
									fixes. User experience issues that should have been raised during the sprint	6	documen
									demos were brought up during the Epic Demo for Epic 240 (repayment		should be
									agreements), that the ASI is not considering at this time. As of the end of		internal r
									January, the ASI was developing a Go-to-Green Plan to mitigate several		discuss p
									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 the sprint and epic demos will not be completed by the end of the Release		10/31/20
									0.12 DDI phase. IVV shares this concern, as issues discovered during the		Vic - Con with BES
									demos will require additional design, development, and testing for the		live demo
									impacted epic, potentially pushing out the schedule. 11/30/2023 - As of the		as record
									end of November, the ASI has nine Sprint demos to execute and all 28 Epic		but we ad
	Finding -	6/2/2023 Testing	After examining the Project's R11 QA Dashboards, R11 Traceability	Identifying defects early is vital for effective testing, as it is more efficient	OPEN - DHS and ASI monitor INT/SIT closely for both breadth and depth of	UAT 4	4 High	Open	4/30/2024 -Defects not detected during INT that leaked into SIT were		
ted progress in testing may result in Donna	Issue		Dashboards, and Test Repository, gaps in testing coverage may exist and the	and cost-effective to address issues during the early testing stages. If there	testing to ensure the system is adequately testedDHS should request that				comprised of low-level errors such as a button not being displayed, missing		
ule delays if subsequent test phases			progress of testing might be lagging. Concerning testing coverage, it appears	s is slow progress or incomplete testing in the early stages, it can result in	the ASI develop a Corrective Action Plan to address the failure of prior test				punctuation, duplicate fields, and data elements being out of order on a screen. The rising number of unresolved defects (see below) creates a risk		04/10/20
er a higher volume of defects and user ack than initially anticipated.			that not all epics and use cases in R11 have associated test cases or are testing the correct use cases. In terms of progress, some test cases remain	more defects leaking into subsequent testing phases, necessitating more extensive and rigorous testing efforts. Insufficient testing coverage or slowe	phases (Unit, INT) to capture detects that rolled into SIT CLOSED - The ASI				screen. The rising number of unresolved defects (see below) creates a risk that SIT exit could be delayed. The potential of additional defect leakage into		All test so phased in
eco como officially anticipated.			unexecuted, and not all defects have been resolved as the project	than-anticipated progress throughout the project lifecycle increases the risk	INT and SIT and implement effective improvement processes to confirm				that SIT exit could be delayed. The potential of additional defect leakage into FAT could delay FAT completion, delay the go-live date, and/or result in a		phased in going thr
			commences System Integration Testing (SIT). The ASI has plans to complete	of encountering significant delays, extensions, or the introduction of defects	early testing is adequate before entering UAT/FAT (Closed 4/30/2024) NOT				BES solution that does not meet customer/client needs. Statistics as of the		same rev
			the INT exit criteria by June 16, 2023, about 2 weeks after SIT begins.	into the production environment during the final testing stage, known as	COMPLETE - The Project team reviews the SIT exit criteria and revises them				end of April: 566/570 (99%) of SIT core and interface test cases executed,		We will n
				Final Acceptance Testing (FAT).	as needed to ensure UAT/FAT begins with the best system possible.				and 348/356 (98%) of core correspondence test cases executed A total of		that are i
					(3/31/2024)				416 SIT defects (1 Critical, 29 High, 189 Medium, 197 Low severity) were		and appr
									unresolved 3/31/2024 - DHS and the ASI entered into BES 1.0 SIT on		The nine
									3/15/2024 without approved test scripts for several Epics that will be phased into SIT after testing begins. The phased introduction of test scripts		reference There we
									can negatively impact testing and reduce the time available to identify and		SIT Client
									fix defects within scheduled timeframes. IVV review of test scripts shows		Correspo
									that quality could be improved by adding additional details or steps to the		scripts no
									test scripts to verify test coverage. 2/21/2024 - Entry into Release 12 SIT is		by DHS w
									delayed, the ASI is currently rescheduling the start date. A complete Release	2	decision which we
									12 SIT script package continues to be developed with 301 test scripts approved and ready for SIT and 886 test scripts pending review or in draft		
									approved and ready for SIT and 886 test scripts pending review or in draft		by DHS. e not awar
									status. With a large number of test scripts pending and an undetermined SIT entry date, the risk of further delays remains high. Without the continuation		in test co
									of the comprehensive peer review of SIT test scripts, the risk of testing gaps		recomm
									remains high. 1/31/2024 - Due to development delays and testing defects,		provide r
									entry into SIT has been delayed to an undetermined date. Approved and fina	d	supportin
									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		Nicole an
									complete SIT script package before the SIT Go/No-go decision, the risk of		meet to
			a state exclusion of the sector of the						introducing gaps in test coverage in SIT remains. 12/21/2023 - The ASI		test scrip
ck of technical documentation may Heath, Dustin o incorrect implementation statements	Finding -	4/2//2023 Security and Privacy	In April, the ASI/DHS system security plan (SSP) authors began writing implementation statements. Currently, the technical documentation	authors may need to edit or rewrite implementation statements. A full draf	Determine when the infrastructure design baseline will be completed. Determine when documentation will be created, updated, and available for	Prior to the start of 4 the third-party	5 High	Open	4/30/2024—This risk is now realized, resulting in a finding type change from a risk to an issue. DHS and the ASI continue to work on documents the		5/11/202
av the System Security Plan		,	supporting the SSP is unavailable, outdated, or in a draft form. During April.	of the SSP is scheduled to be published August 15th . 2023, and the final SSF	the SSP authors Collaborate and communicate with SSP authors about	assessment.			security assessment team requested. Some of these documents have not		
			decisions on what tools support the SSP controls are still being decided on.	(ready for federal partner review) is scheduled for September 15, 2023. The	when reliable and correct documentation will be available Perform a full				been written yet or are in draft form. The Security Assessment Team		Feedback
			Implementation statements are currently being written from the perspective	SSP is a large technical document with hundreds of controls and control	review of all SSP controls for content and accuracy that have been written as				requested approximately sixty (60) documents and received two documents		provided
			of how the system should be designed from the SSP author's perspective	enhancements, and each one requires an implementation statement of how	drafts prior to the start of the third-party assessment and submission of the				and six lists of system inventory. Each document requested is related to		Rolla at p
				the control or enhancement has been met.	SSP package to federal regulators. This will allow the SSP authors to update				implementation responses in the System Security Plan (SSP) regarding how		"My cond
									each security or privacy control is met. Failure to provide these documents		Security i
			know and use documentation such as System Architecture and Design,		controls with changes from Design through Implementation.						
			instead of how the system is actually designed. The SSP authors need to know and use documentation such as System Architecture and Design, network topology, dataflow, ports and protocols, tools used for logging, etc.		controls with changes from Design through implementation.				to the assessment team will result in an assessment finding and a corresponding Pipe of Action and Milectone (PDMA) for remediation. A		
			know and use documentation such as System Architecture and Design,		controls with changes from Design through Implementation.				corresponding Plan of Action and Milestone (PDAM) for remediation. A		context p
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HI DHS Monthly IV Status Report

Stat	tus Rep	ort	
Final	- April 3	2024	

	pe Date Category	Observation	Significance	Recommendation	Event Horizon Impact Probabil	Analyst Finding Ity Priority Status	Status Update Cli	ent Comments Ver
ES Project schedule based on inaccurate Molina, Brad Findin		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		Immediate 3	4 High Open	4/30/2024 - Several tasks have been delayed in the project schedule - some	
mations diminishes effective planning Issue	Management	results that have not yielded improvement. Concerns with the structure,	constant schedule changes, resources not being available when needed,	based on the project teams past performance and resources available to do			(i.e., data conversion) more than 20 days. Additionally, the HANA/BES	
resource management, which could				the remaining work ASI conduct a Root Cause Analysis (RCA) with DHS and			integration (Epic 209), scheduled to enter SIT on April 15, was in	5/1
It in late deliverables, cost increases,		of multiple tools to track resources obfuscate resource management.	low quality output, scope changes, and budget issues.	IVV to determine why the BES project continues to experience schedule			development at the end of the month. IV&V is concerned that under-	
a late go-live.		Previous N&V findings focused on specific schedule components such as		delays ASI Project Management works with the development teams to			estimated level of effort on tasks in an aggressive schedule could impact go-	Asi
		resource management and critical path analysis, all of which were		evaluate the accuracy of Velocity and adjust accordingly to reduce risk in the			live dates 3/31/2024 - The BES Project Schedule that aligns with the Go to	me
		addressed and closed		revised BES project schedule. NOT COMPLETED - ASI provide details on how			Green plan was published by the ASI during this reporting period. The	VIC
				Velocity measures were used to calculate the remaining development work.			overlap of Integration Testing (INT) and SIT, and adding functionality into SIT	exp
				COMPLETE DHS and the ASI agree to a revised schedule against which			after it has started may lead to more delays as seen in prior schedules.	cup
				project deliverables can be managed. (2/28/2023 - complete) ASI host a			2/29/2024 - The Project has experienced many delays, the most recent of	mo
				weekly meeting with DHS and IVV to review all changes to the project			which was a four-week delay announced the end of January and the draft	mis
				schedules (Primary and DDI). (8/31/2023-complete) CLOSED ASI plan and				
							Go-to-Green Plan is adding another six months. 1/31/2024 - At the start of	to t
				execute Epic development so that Epic demos can occur earlier in the release schedule and allow time for possible revisions. (12/31/2023 No			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	pla
								dat
				done) As requested by DHS, add key milestones to the project schedule, such			not start as planned. The project status report indicated "Red" in most	bei
				as Sprint and Epic demos, to show key progress towards completion of			categories and the ASI reported they were developing a Go-to-Green Plan.	day
				Epics. (9/29/23 ASI says that they will not do this.) Confirm current			Further delays may be imminent. IVV has raised the criticality rating of this	04/
				assumption that a delay with the current go-live date will not result in major			finding to "High". 12/31/2023 - With 10 epics for release 0.12 in	Ples
				implications. (6/29/23) Leverage velocity and burn down charts to adjust			development, another development and integration testing sprint was	des
				development tasks estimates if needed. Leverage velocity and burn down			added to the schedule. IVV remains concerned that under-estimated effort	issu
				charts to adjust development tasks estimates if needed. (4/30/2023 - ASI			and resulting elongation of schedule could impact implementation	The
				using Jira) Using the available tools, review the current estimates to			milestones. 11/30/2023 - Additional development and testing sprints were	is n
				complete each activity compared to past actual hours (1/31/2023 - new ASI -			added to the schedule, supporting IVV's concern that the effort required for	soft
				Not Started) Update as necessary and provide the DHS/ASI Project Managers			completing the core solution for BES continues to be under-estimated;	pro
				with reports and data that accurately reflect the DHS/ASI resource needs			potentially resulting in missed implementation milestones. The additional	5
				along with over/under allocations of staff for the duration of the Project			development sprints for interfaces will overlap with Integration Testing (INT)	into
				(1/31/2023 - new ASI - Not Started) Develop mitigation and contingency			and the start of SIT in order to meet the Pilot and Go-Live dates.	stal
				plans that are tracked/managed by DHS/ASI for all tasks that are behind			10/31/2023 - The BES project schedule continues to have significant	star
nned BES infrastructure is complex Fors, Michael Findin	e = 10/28/2021 System Derion	Current ASI infrastructure plans include a significant number of	If the level of effort to implement and manage the complexities of the REC	 ASI develop a process to closely monitor cloud and other product changes. I 	Next several 2	2 Low Open	4/30/24 - No material update in this reporting period. 3/31/24 - During a	pa
ould be difficult to implement and Risk		sophisticated components that make up a complex cloud infrastructure.		 Asi develop a process to closely monitor cloud and other product changes in (software updates/new releases), manage changes, and regression test once in 		- Low Open	4/S0/24 - No material opdate in this reporting period. S/S1/24 - During a recent Change Control Board (CCB) meeting the ASI presented DHS with a	11/
schedule/cost impacts.				updates are applied. • The project team work to establish strong governance			for-cost change request (CR) to the design of the Secure Enclave (the	Aga
			finalizing the components being implemented could exacerbate this risks				addition of roles). In the CCB, it was clear that DHS and the ASI were not in	
		and implement the planned complex environment remain unclear.	and lead to further delays. Complex platforms often present system				agreement regarding the funding of this change request. 2/29/24 - No	the
			maintenance and operations challenges as system changes can hold the	concepts to assure infrastructure components work as expected. • ASI			material update in the reporting period. 1/23/24 - No material update in	sch
			increased potential for system failure (i.e., due to the significant number of				the reporting period. IVV continues to monitor this finding. 12/31/23 - No	is s
			"moving parts") and increase the level of time and effort to resolve	unexpected delays that could delay project milestones and the critical path.			material update in the reporting period. IVV continues to monitor this	sub
			infrastructure and application-level bugs. Further, some components				finding. 11/30/23 - Some components of the BES system infrastructure	of t
			remain in an immature state compared to their legacy counterparts. For				have yet to be finalized and tested, it remains unclear how or if the added	Pilo
			example, the project recently experienced a system failure because Google				complexity will impact project schedules and budgets going forward. The	202
			Cloud failed to clearly communicate a change that led to failure in another				ASI has reported they are close to finalizing the Secure Enclave	
			component (i.e., Nexus). Google Cloud is generally viewed as a less mature				infrastructure to house FTI data. The ASI appears to be making progress on	10/
			product offering, compared to their rivals (Amazon Web Services, Microsoft				DR plans and designs. 10/30/23 - The ASI continues to have productive	Vic
			Azure). IV&V remains concerned that this could lead to failures at critical				discussions with DHS during their weekly Architecture calls. The ASI has yet	not
			points in the project (including post-go live production failures) that could				to finalize their plans and technical architecture for conducting Disaster	this
			be difficult to resolve and lead to project disruption. If DHS intends to				Recovery (DR). The cloud technology being implemented offers some	10/
							benefit and can simplify some elements of DR. However, it remains unclear	10/
			eventually reduce M&O outsourcing costs turning over M&O tasks to State				if the complex infrastructure (with the multitude of components being	
			employees, they could face challenges supporting tools they may not be					
			familiar with in a complex infrastructure environment.				employed) will impact their ability to test and perform DR. 9/28/23 - The	Pies
							ASI has experienced turnover of their Enterprise Architect position; this does	you
							not appear to have had a material impact on the overall infrastructure build.	finc
							The ASI continues to make progress in the build-out of their infrastructure	and
							and is confident that the automation they've implemented will simplify	doc
							many maintenance tasks Given that, they remain confident they will be able	bei
							to meet infrastructure milestones without hindering development. The ASI	Sec
							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	
ient configuration management Fors, Michael Findin	e - 8/23/2021 Configuration :	nd The BI-6 DDI Plan Deliverable, Section 5.2 establishes the framework for the	Configuration Management is a set of processes and procedures that	OPEN • ASI adhere to plans for configuration management as documented	ASAP 2	2 Low Open	4/30/24 - IVV has yet to receive a detailed, comprehensive list of	
	Development	Configuration Management Plan, however, it remains unclear if sufficient		in BI-6 DDI Plan, Section 5.2 and clarify details and/or any changes with DHS.	-		configuration items the ASI will be tracking. 3/31/24 - Responsibility for the	
uld lead to development confusion and Risk	opinient	progress has been made toward establishing CM processes and governance		ASI validate plans for configuration management with DHS and agree on a			Configuration Management Plan (CMP) reverted to the ASI (previously, the	10/
				 As variable prans for configuration items or settings they will track. DHS and 			DHS Security Contractor was updating the CMP for related security	10/
			with accurate, dynamic and timely information on some of the configuration				controls). The ASI is resuming this scope of work at a time when its	vic. listi
							controls). The Asi is resuming this scope of work at a time when its resources are stretched and may lead to CMP and configuration	121 pla
		considered and a desistance that sould increase CS4. The second state					resources are stretched and may lead to CMP and configuration management quality challenges. 2/29/24 - No material update in this	
		requirements or decisions that could impact CM. The project currently	items. However, it is critical that DHS/ASI agree to the full list of items that					MF
		requirements or decisions that could impact CM. The project currently relies on Github for tracking of some configurations.	are included in the configuration plan along with the details regarding the	Configuration Management Activities that would provide oversight of				
		requirements or decisions that could impact CM. The project currently relies on Github for tracking of some configurations.		Configuration Management Activities that would provide oversight of configuration management activities and assure defined CM steps and plans			reporting period. 1/23/24 - No material update in the reporting period.	Vic
		requirements or decisions that could impact CM. The project currently relies on Github for tracking of some configurations.	are included in the configuration plan along with the details regarding the	Configuration Management Activities that would provide oversight of configuration management activities and assure defined CM steps and plans are being followed, are effective, and are achieving DHS objectives for CM.			reporting period. 1/23/24 - No material update in the reporting period. 12/31/23 - The project will utilize the DHS contractor currently assisting	oni
		requirements or decisions that could impart CM. The project currently relies on Github for tracking of some configurations.	are included in the configuration plan along with the details regarding the	Configuration Management Activities that would provide oversight of configuration management activities and assure defined CM steps and plans			reporting period. 1/23/24 - No material update in the reporting period. 12/31/23 - The project will utilize the DHS contractor currently assisting with security activities to update the Configuration Management Plan	on This
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