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

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March 4, 2025

The Honorable Ronald D. Kouchi President of the Senate and Members of the Senate Thirty-Third State Legislature State Capitol, Room 409 Honolulu, Hawai'i 96813 The Honorable Nadine K. Nakamura Speaker and Members of the House of Representatives Thirty-Third State Legislature State Capitol, Room 431 Honolulu, Hawai'i 96813

Aloha Senate President Kouchi, House Speaker Nakamura, and Members of the Legislature:

Pursuant to HRS section 27-43.6, which requires the Chief Information Officer to submit applicable independent verification and validation (IV&V) reports to the Legislature within ten days of receiving the report, please find attached the report the Office of Enterprise Technology Services received for the State of Hawai'i, Department of Human Services, Systems Modernization Project.

In accordance with HRS section 93-16, this report may be viewed electronically at http://ets.hawaii.gov (see "Reports").

Sincerely,

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

Attachments (2)



Hawaii Department of Human Services Systems Modernization Project

Final IV&V Status Report for Reporting Period: January 1 – 31, 2025

Submitted: February 14, 2025



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
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Executive Summary

Executive Summary



In January, the ASI published and conducted stakeholder reviews of the revised Draft Project Schedule. The schedule continues to be built with high-level activities and tasks that add 18 months to the previously approved schedule. The addition of time to the schedule has an immediate impact on the IV&V findings – specifically, three IV&V Findings and two IV&V Preliminary Concerns were retired. The ASI plans to continue the stakeholder reviews with the goal of finalizing the schedule in February 2025. DHS agreed to change the Software Development Life Cycle (SDLC) from an Agile to Waterfall Methodology. This change may have positive or negative impacts on the project. Waterfall provides a very structured approach to developing a new system whereas Agile allows the project team to 'adjust the design' as it is being developed. DHS will formally approve designs before the ASI starts Development with any subsequent design changes requiring a change order, which may involve additional DHS funds to develop that functionality. Clear communication with the project team will be necessary to avoid unnecessary change requests.

In the Project Reset Kick-off meeting on January 23, 2025, the ASI published a list of process improvements they plan to implement to reduce the risk of future schedule delays. Some examples include onboarding subject matter experts (SMEs) in release management, data conversion, functional development, testing, and solution architecture, creating new technical review boards, and adding quality checks and software to the testing process. The ASI stated they would provide the details of the process improvements at the first Project Status Meeting in February. All these actions represent positive steps. After publication, the project team will verify the changes are included in the revised schedule, ensuring adequate time for thorough and precise reviews, designs, and development activities.

As the project team completes the initial re-start planning activities and implements the process improvements, it will be critical for the team to communicate and execute the plan and schedule while adjusting to achieve the planned outcomes of a quality BES solution. DHS and the ASI have never waivered in their support of this project and demonstrate this once again as the project moves forward with the restart.

Nov	Dec	Jan	Category	IV&V Observations
Н	н	Н	Project Management	The ASI delivered a draft schedule for DHS and Stakeholder review. The revised schedule adds 18 months, with a Pilot Go-Live planned for 07/13/2026 and is intended to mitigate project risks by allowing the project team more time to complete the work.

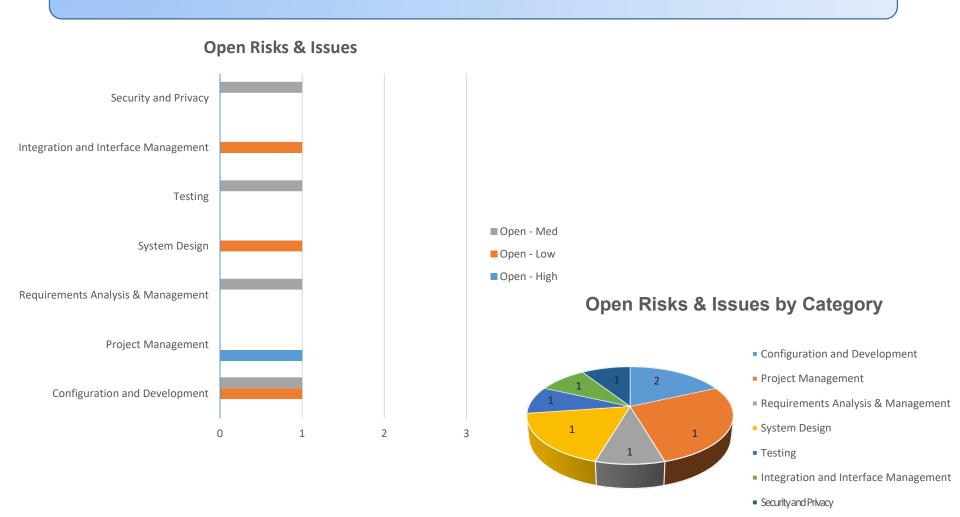
Executive Summary



Nov	Dec	Jan	Category	IV&V Observations	
L	۵	L	System Design	The ASI held 18 JAD sessions in this reporting period, with increased collaboration leading to DHS program and policy SMEs feeling confident in the resulting initial designs (per the DHS PMO). Additionally, with the change to Waterfall SDLC, design session participants have been informed that once designs have been finalized and approved it will require a change request (likely for cost) to modify the designs.	
M	M	M	Configuration and Development	The ASI plans to enhance development quality and efficiency by addressing issues like development quality, testing quality, and technical debt. Their strategies include switching from Agile to Waterfall methodologies, improving development discipline, increasing testing comprehensiveness, and onboarding more subject matter experts.	
L		L	Integration and Interface Management	The ASI and DHS agreed to perform interface technical testing as partner resources become available, during either SIT or UAT, providing validation that all interfaces will be ready for pilot.	
Н	Н	M	Testing	V&V is awaiting the RCA report and details on the shift from Agile to Waterfall nethodologies to understand the testing process implications, with some initial process mprovements already started by ASI to improve unit testing.	
Н	Н	M	Security and Privacy	ASI has rewritten most SSP responses to meet NIST 800-53 requirements and developed new security policies for BES. The Security Plan of Action and Milestones (POAM) has 190 open Critical and High-finding, with 82 from Tenable Nessus Configuration scans needing immediate attention.	
M	M	M	Requirements Analysis & Management	The ASI is mitigating issues found with requirements in Jira and shared the next steps to resolve them at the last CCB meeting on 1/21/2025. The ASI plans to review a draft set of Requirements Traceability Matrix (RTM) reports at the next CCB meeting on 2/5/2025.	

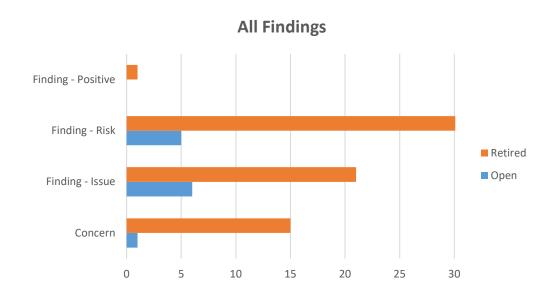


As of the January 2025 reporting period, PCG is tracking 8 open findings (4 risks, 4 issues) and has retired a total of 81 findings. Of the 8 open findings, 1 is High, 4 are Medium, and 3 are Low.





The following figure provides a breakdown of the 88 IV&V findings (positive, risks, issues, concerns) by status (open, retired).





Findings Opened During the Reporting Period

#	Finding	Category
	None	



Findings Retired During the Reporting Period

#	Finding	Category
86	Issue - Limited collaboration between the ASI and DHS in the design process could lead to BES usability issues and functionality gaps in the applications, not meeting critical business needs for DHS and State clients. IV&V observed an improved level of collaboration in the JAD sessions held this month, with a more balanced level of participation from both ASI and DHS. With one recommendation being closed due to correlation with Agile SDLC (which will no longer be followed) and the other open recommendation being met, IV&V is retiring this finding.	System Design
89	Issue—The current mitigation approach to completing the development of the remaining Epics is condensed and aggressive, which may increase the likelihood of schedule delays, quality issues, and a higher volume of testing defects. At the end of the month, the ASI was working with all stakeholders to finalize and baseline a new preject schedule, which will add approximately 18 months to the last approved schedule. The	Project Management
	project schedule, which will add approximately 18 months to the last approved schedule. The proposed new schedule, which will adhere to a Waterfall SDLC and more rigid sequencing of work (for example, all design completed and signed off before development begins and no changes to designs without a change order), will mitigate the focus of this risk (overlapping development, testing cycles); therefore, IV&V is retiring this finding.	r roject management
88	Risk – Implementing a Core Solution for go-live carries inherent risks that may impact overall Project success and reduce user adoption.	
	With the scope of the Pilot and Statewide implementations now planned to include all contract requirements for a fully functional BES solution, not a Minimum Viable Product (MVP), IV&V is retiring this finding as it is no longer a current risk to the BES project.	Project Management



Preliminary Concerns Investigated and Retired During the Reporting Period

#	Finding	Category
	Delays in providing the required deliverables to FNS could extend the review time needed and delay FNS's concurrence to start the pilot.	
98	At the end of the month, the ASI was working with all stakeholders to finalize and baseline a new project schedule, which will add approximately 18 months to the last approved schedule. With this added time, IV&V is retiring this preliminary concern since additional time was added to the draft schedule with plans to provide DHS and FNS time to review the required project artifacts.	Project Management
	The inconsistent Data Conversion status reporting and potential impact of several new Change Requests to Data Conversion may create a risk to the BES Project causing schedule and/or budget challenges.	Data
103	Due to progress made by ASI regarding data conversion specific to this finding, which has included 1) providing a clear plan for resolving balancing report with stakeholders 2) providing consistent reporting of status for remaining mapping work 3) introducing a comprehensive status page for all data conversion work in the project status meeting on 1/29/2025, IV&V is retiring this preliminary concern.	Management and Conversion



Project Management

#	Key Findings	Criticality Rating
	Issue – A BES Project schedule based on inaccurate estimations diminishes effective planning and resource management, which could result in late deliverables, cost increases, and a late go-live.	
74	At the end of the month, the ASI was working with all stakeholders to finalize and baseline a new project schedule. The Draft Schedule published by the ASI includes 18 additional months to complete the project. Once the schedule is finalized, IV&V will monitor the stability of the schedule - looking for any recurrence of task completion being delayed as observed in prior schedules (potentially putting critical project milestones at risk if significant delays). One key aspect of the revised schedule is the identification of the tasks to implement the actions from the Root Cause Analysis to minimize the risk of another future schedule delay. The ASI did publish a high-level report on the Root Cause Analysis. However, it was not clear how these changes were planned in the revised schedule.	Н

Recommendations		Progress
 Monitor, evaluate and revise scheduling estimates for and resources available to do the remaining work. 	r accuracy based on the project teams past performance	In Process
 Any work required to address findings from Root Cauvalidate completion for DHS. 	use Analysis should be included in the revised schedule to	In Process
Elaborate the schedule to include the detailed work a tracking and visibility of possible issues and delays a	•	New



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.	L
	No material update for this reporting period.	

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



Configuration and Development

#	Key Findings	Criticality Rating
70	Risk – Insufficient configuration management could lead to development confusion and reduce the effectiveness of defect resolution. No material update for this reporting period.	L

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



Configuration and Development

#	Key Findings	Criticality Rating
80	Issue – Development delays have negatively impacted the project schedule and delayed go-live. The ASI conducted a project restart kickoff on 1/23/2025 where they intend to implement several development (and other) process improvements to increase the quality and efficiency of development. Key issues they intend to address include development quality, testing quality, and accumulated technical debt. Mitigation strategies include implementing switching development methodologies from agile to waterfall, improving development discipline and structure, increasing the comprehensiveness of testing, and bolstering their domain knowledge by onboarding additional subject matter experts.	M

Recommendations	Progress
 ASI effectively track and regularly provide DHS (potentially via the weekly DDI status meeting) with an accurate velocity (e.g., story points per day/week/month) and assure that the current velocity is accurately and consistently reflected in the project schedule. 	In Process
• The ASI should provide DHS with the time needed to effectively evaluate the software demonstrations (demos) and elicit productive design discussions with DHS attendees during each demo.	In Process
 ASI regularly reports estimated story points for the total remaining project work to reach go-live and presents a dynamic burn-down chart to track the progress. 	In Process
The ASI should consider enhancing the depth of developer unit testing.	Completed



Integration and Interface Management

#	Key Findings	Criticality Rating
93	Risk – Due to the lack of physical and technical (Transport Layer) testing of the interfaces and transfer failure, conditions may exist with data format, boundaries, and dependencies. These failures may result in intermittent and hard-to-isolate problems or errors.	
	Interface technical testing will occur during SIT and UAT, depending on the interface partner's resource availability. Interfaces requiring technical testing during this project phase are EDRS, HYCF, DOH, DF PARIS, BEER, IRS, IVR, HANA, DoTax, FNS, ACF, ECF, and EDM. IV&V will continue to monitor the	PS,

Recommendations	Progress
API interfaces should be tested for failure conditions during connection and transfer operations.	In Process
FTP and file interfaces should be tested for data and file integrity.	In Process
 Test data fields for system impacts resulting from data that is poorly formatted, out of range, or other unexpected data transmission errors. 	In Process



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	As of January 27, 2025, there are 131 defects ready to be retested from the previous UAT. According to the revised schedule shared by ASI, the next UAT is scheduled to start in mid-January 2026. The priority of this finding has been downgraded from High to Medium. IV&V is still waiting for the Root cause analysis (RCA) report and details of the methodology shift from Agile to Waterfall to fully comprehend the implications for the testing process.	M

Recommendations	Progress
 DHS and ASI revisit the testing approach to prioritize completion of remaining test activities and conduct comprehensive System Integration testing (SIT) to minimize defect leakage to User Acceptance Testing (UAT). 	In Progress
 ASI assesses the potential impact of the large number of unresolved defects on future development efforts, ensuring a more robust and efficient development process. 	In Progress
 ASI develop and implement a revised testing approach to improve the completeness and thoroughness of future testing cycles. 	In Progress



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).	
82	The ASI has rewritten most of the System Security Plan (SSP) responses to meet the requirements of NIST 800-53. They also have worked on writing new security policies for BES. Of the 19 policies to be written at the BES Division level, 6 have been turned over to DHS for review and approval, and 7 have been written and go through internal review before submission to DHS. DHS is determining the process to review and approve division-level policies. BES currently has 190 open Critical and High-finding POAMs; 82 are from Tenable Nessus Configuration scans. The 82 critical and high Nessus Configuration findings should be prioritized, reviewed, or implemented immediately. Once the remediations from the configuration scans are implemented, the system may break down and require additional development to run in a more secure environment. Due to the current progress and the schedule sent for review in mid-January, there is significantly more time to complete the remaining task. Therefore, this issue has been lowered to a medium finding.	M

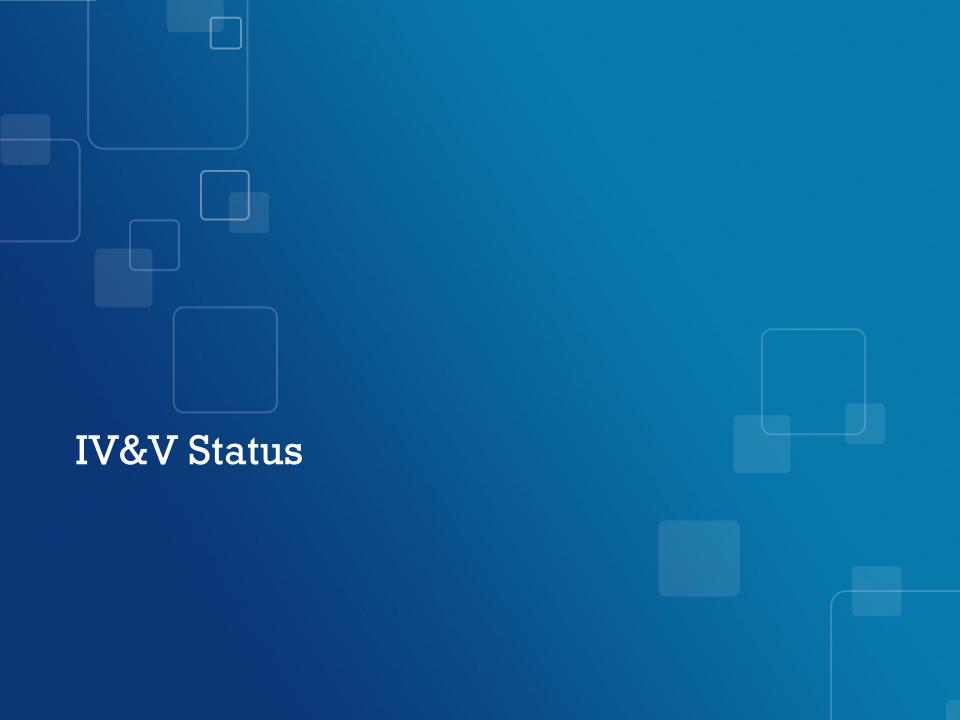
Recommendations	Progress
Collaborate and communicate with SSP authors about when reliable and correct documentation will be available.	In Process
 Include the Secure Enclave within the work breakdown structure along with the known tasks related to the IRS Assessment to continue receiving FTI in BES. 	Not Started



Requirements Analysis & Management

#	Key Findings	Criticality Rating
	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.	
94	At the CCB meeting on 1/21/2025, the ASI shared their progress on addressing issues with the functional requirements in Jira. This effort is a pre-requisite to providing a comprehensive and accurate set of Requirements Traceability Matrix (RTM) reports. The ASI plans to review the current RTM reports at the next CCB meeting on 2/5/2025, which may provide DHS with clarity on requirements coverage per the current BES contract.	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 has been fully met.	In Process



IV&V Engagement Status



IV&V Engagement Area	Nov	Dec	Jan	Comments
IV&V Budget				
IV&V Schedule				
IV&V Deliverables				PCG submitted the final December IV&V Monthly Status Report.
IV&V Staffing				
IV&V Scope				

		Engagement Status Legend	
withi	engagement area is n acceptable meters.	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 January reporting period:
 - Completed December Monthly Status Report
 - Ongoing Review the BES Project Artifacts and Deliverables
 - Ongoing Attend BES Project meetings, (see <u>Additional Inputs</u> pages for details)
 - Ongoing Review available ASI contracts and contract amendment documentation
- Planned IV&V activities for the February reporting period:
 - Ongoing Observe BES Design and Development sessions as scheduled
 - Ongoing Observe Bi-Weekly Project Status meetings
 - Ongoing Observe Weekly 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-05 Project Schedule	1/10/2025	N/A
CF55a Manage BES-SSP Application TDA – Case Management Module	1/24/2025	V0.2

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
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
UAT Testing Dashboard	N/A	N/A
Waterfall Methodology Plan	N/A	N/A

Additional Inputs



Meetings and/or Sessions Attended/Observed:

- 1. IV&V Team Meeting 1/6/2025, 1/9/2025, 1/13/2025, 1/26/2025, 1/21/2025, 1/23/2025, 1/27/2025, 1/30/2025
- 2. IV&V/ASI December Pre-draft Review 1/14/2025
- 3. HI DHS BES December Draft IV&V Report Review 1/8/2025
- 4. Bi-Weekly DHS BES PMO/IV&V Check-in 1/2/2025, 1/16/2025, 1/30/2025
- 5. Bi-Weekly DHS and IV&V Touch Base 1/7/2025, 1/21/2025
- 6. Weekly BES Infrastructure meeting 1/10/2025, 1/17/2025, 1/24/2025, 1/31/2025
- 7. Weekly Client BES 2023 Project Status Meeting 1/8/2025, 1/15/2025, 1/22/2025,1/29/2025
- 8. Security Touchpoint 1/8/2025, 1/15/2025, 1/22/2025, 1/29/2025
- 9. (External) Bi-Weekly Client BES Implementation Schedule Review Meeting 1/29/2025
- 10. (Externa(I) Weekly Interfaces Touchpoint 1/8/2025, 1/13/2025, 1/27/2025
- 11. (External) Bi-weekly BES CCB Meeting 1/8/2025, 1/22/2025
- 12. (External) Readiness Working Group Meeting 1/28/2025
- 13. eWorld/IV&V Mid-Month Check-in 1/17/2025
- 14. (External) BES Snow Touchpoint 1/22/2025
- 15. (External) Pre-Design CR2024-017 Correspondence Enhancements 1/6/2025
- 16. IV&V and DHS PMO Review Findings for December 2/6/2025
- 17. (External) Pre-Design CR2024-017 Correspondence Enhancements 2/6/2025
- 18. (External) CR2024-024 Interview Enhancement Pre-design JAD meeting UAT-3105 1/7/2025
- 19. (External) JAD Day 2 CR2024-019 Display Deleted Records 1/8/2025
- 20. (External) JAD Day 2 CR2024-024 Interview Enhancements 1/8/2025
- 21. (External) JAD Day 1 CR2024-020 Eligibility Enhancements 1/9/2025
- 22. (External) JAD Day 1 CR2024-021 Inquiry Enhancements 1/9/2025
- 23. (External) JAD Day 2 CR2024-017 Correspondence Enhancements 1/10/2025
- 24. (External) JAD Day 3 CR2024-024 Interview Enhancements 1/10/2025
- 25. (External) JAD Day 3 CR2024-019 Display Deleted Records 1/13/2025
- 26. (External) JAD Day 2 CR2024-020 Eligibility Enhancements 1/13/2025
- 27. (External) JAD Day 1 CR2024-025 Other Enhancements 1/17/2025

Additional Inputs (Continued)



Meetings and/or Sessions Attended/Observed:

- 28. (External) JAD Day 3 CR2024-014 HARI Notices Conversion 1/21/2025
- 29. (External) JAD Day 2 CR2024-025 Other Enhancements 1/21/2025
- 30. (External) JAD Day 3 CR2024-017 Correspondence Enhancements 1/23/2025
- 31. (External) BES Implementation Reset Kickoff Workshop/Meeting 1/23/2025
- 32. (External) JAD Day 2 CR2024-016 Application Enhancements 1/24/2025
- 33. (External) JAD Day 4 CR2024-017 Correspondence Enhancements 1/24/2025
- 34. (External) BI-05 Project Schedule Response Review Meeting 1/27/2025
- 35. (External) BES Batch Job Schedule Review 1/30/2025
- 36. (External) JAD Day 3 CR2024-025 Other Enhancements 1/30/2025
- 37. (External) JAD Day 5 CR2024-017 Correspondence Enhancements 1/31/2025
- 38. (External) BI-05 Project Schedule Response Review Meeting cont'd 1/31/2025





Appendix A – IV&V Criticality Ratings

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

Appendix B – Findings Log



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

Appendix C – Acronyms and Glossary



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



Appendix C – Acronyms and Glossary

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



Appendix C – Acronyms and Glossary

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

Appendix D – Background Information



Systems Modernization Project

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

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

Systems Modernization IV&V Project

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

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

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

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

Appendix D – Background Information



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

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

PCG's Eclipse IV&V® Technical Assessment Methodology

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

IV&V Assessment Categories for the BES Project

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

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

Ending Slide



Solutions that Matter

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and schedule for the Pilot and State-Order (Fig. 1976) 2023. The P	The BI-21 RTM deliverable has been reviewed and discussed multiple
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32 Due to the back of physicial and incidential facility of the back of physiciality of the back of physicial and incidential facility of the back	CCB meeting. Draft reports of the BI-21
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failure, conditions may exist with data Management may have a fault or exception. Since the Project has not established and tested for data and file integrity. 4. Test data fields for system impacts requiring technical testing during this project phase are EDRS, HYCF, DOH.	06/14/2024
format, boundaries, and dependencies. tested the fault scenarios, we do not know how the system may react. resulting from data that is poorly formatted, out of range, or other DPS, PARIS, BEER, IRS, IVR, HANA, DoTax, FNS, ACF, ECF, and EDM. IVV will	As mentioned at the
These failures may result in intermitted and continue to monitor them: 17/31/7024 The initial set of tecting was	As mentioned at the May pre-meet, a
hard-to-isolate grioblems or errors	technical Interface
race conditions. 5. [redundant with #4] Interface records and files should be integrated into the recast schedule discussions. Successful results, including	team plan does exist
tested for format, length, or other physical formatting errors. grantful registry, and the physical formatting errors. the other physical formatting errors. the other physical formatting errors.	to address PCG's
short indisc, Invasculate files, is are recommended prior to commencement of Streams, Invasculate files, in reform the file file file file file file file fil	recommendations for this finding.5/11/2024
after the project team completes the replanning and determines the	
approach, requirements/functionality, and schedule for the Pilot and	
Statewise 1810.0. 109/J00/20124 - The 7 Intelligence 1810.0. 109/J00/20124 - The 7 Intelligence 2810.0. 109/J00	As mentioned at the pre-meet, a technical
required for the statewide release. BESL1, will be required with the revised	pre-meet, a technical Interface team plan
approach to merge. This finding is being kept open at a low priority until all	does exist to address
19 interfaces are completed. 08/22/2024 - All tests except those related to	PCG's
the Well-Sirago Lodino: instruction consists and the second consists of the second consists	recommendations for this finding.
require minimating, a large stress service use the department of the service of t	uns mang.
has prepared the test scripts for the 12 interfaces included in the Plot	
release. This first round of test scripts reside in the Jira tool and are being	
executed to be complete by mid-by-day-the of Client for a formation in Central or of Information in Central or of Information in Central Organization (SCF)27/2024 -	
(U) I will set requires up to profess place facilities and the set of the set	
interface testing details, including the Transport Layer, are planned to be	
discussed in June.	
83 Gaps in test coverage and slower than: Kalsi, Nettu : Finding - 6/2/2023 Testing After examining the Project's R11 QA Databbarrds, R11 Traceability identifying defects early is vital for effective testing, as it is more efficient OPEN - DHS and AS revisit the testing approach to prioritize completion of UAT 4 Med Open 1/29/2015- As of January 27, 2015, there are 131 defects ready to be	
expected progress in testing may result in Issue Dashboards, and Test Repository, pages in testing coverage may exist and the and cost-effective to address issues during the early testing stages. If there remaining test activities and conduct comprehensive System integration retested from the previous URT. According to the revised schedule shared	
schedule delay if subsequent test phases progress of testing might be lagging. Concerning the size progress of testing might be lagging. Concerning the size progress or incomplete testing in the early stage, it can result in testing (ST) in minimize defect leakage to bore Acceptance Testing (ST). In minimize defect leakage to bore Acceptance Testing (ST) in minimize defect leakage to bore Acceptance Testing (ST). by AS, the next LLT is scheduled to start in mini Sunaury XDE. The priority uncover a highline minimized testing start in minimized priority in the source of the scheduled to start in minimized testing start in minimized priority in the source of the scheduled defects of the scheduled defects of the scheduled start in the scheduled scheduled defects.	
uncover a higher volume of defects and user that not all opics and use cases in R11 have associated and excess or are more defects leaking into subsequent testing phases, necessitating more. All assesses the potential impact of the large number of unresolved defects of this finding has been downgraded from the substitute of the finding has been downgraded from the finding has be	2/13/2025 Per
uneversited and not all defects have been resolved as the project. As development projects a straight from April to the project lifewile increases throughout throughout the project lifewile increases throughout the project lifewile increases throughout the project lifewile increases throughout throughout throughout throughout through the project lifewile increases through the project lifewile increases th	Hemant (eW Test
commences System Internation Testing (STI) The ASI has plans to complete of encountering significant delays, extensions or the introduction of defects, approach to improve the completeness and thoroughness of future testing	Lead): " there is no
the NT exit criteria by lane 15, 2023, about 2 weeks after 9T begins. into the production environment during the final testing stage, known as cycles. CLOSED - The ASI should determine the root cause of the failure to defects that have been resolved, in advance of any DKS testing, INV awaits	change in the
Final Acceptance Testing (FAT). Identify simple defective. Improvement the RCA report and the details of the possible Design, Development, and processes to confirm may have taken a supplied before entiring. In the META report and the details of the possible Design, Development, and processes to confirm may have taken a supplied before entiring. If the META report and the details of the possible Design, Development, and processes to confirm may have taken a supplied before entiring. The majority of the design of the META report and the details of the possible Design, Development, and processes to confirm may be a supplied to the design of	testing process for R0.13 as far as
(Closed 4/30/2024) - DHS and ASI monitor INT/ST closely for both breadth changes to the testing process that the ASI is proposing. 11/26/2024- The	waterfall methodology
and death of testing to ensure the system is adequately tested (Closed recent UAT testing cycle ended, but did not complete, on November 15.	is concerned." We
10/3/2/224) - As utilities for between KTA Testing gause to address and 2004, with a total of 55 falled tests cases in the real-time environment and resolve outstanding 57 address and you fine loss in the Far Armony and the size of the S	are notplanning to have any phased in
reacher contracting ST direction and agoly the fines in the FAT environment, 117 failed sets cause in the time travel environment. There was a total of enursing that these defects do not need when FAT resumes, organizing 279 unrequired addicts, that has discovered seal ballship to the contraction of the contraction	functionalities with
	R0.13.
10/30/2024) NOT COMPLITED - The Project team reviews the SIT out new functionality on top of the current unstable system may lead to project	12/11/2024
criteria and revises them as needed to ensure UAT/FAT begins with the best delays or failure. While ASI has committed to resolving the outstanding	Please revisit the first
system possible, (\$131,702.4) - OHS should request that the ASI develop a defects, the NV team has added a recommendation on the testing approach. Generally Ancien Plans to address the fillular of any text exhaust (NUIL. NIT) 1091,102024 - AN OF ORDERON 3, 2024, APP System benefited a study of 1918.	two recommendations as these should reflect
to canture defects that collect into ST (1997/67/07/4) defects with 373 defects ctill unrevolved comordine 123 High Severity 177	an "In Process"
Medium Severity, and 73 low severity defects. The ASI resolved and moved	progress status.
to UAX 175 defects during the two-week UAX resulting gause. Despite this	11/13/2024
progras, and All-ST part from the first program of	DHS reviews and
unresolved. This poses significant risks, potentially compromising system	approves all SIT tests
reliability, performance, and quality. Unresolved defects and incomplete	to ensure full coverage
testing may lead to undiscovered issues, impacting overall system integrity.	of functionality. The
82 The lack of technical documentation may Health, Dustin Finding - 4/27/2023 Security and In April, the AS/IOHS system security plan (ISSP) authors began writing Once the system architecture and design have been completed; the SSP NEW INEX recommends prioritizing the 82 Critical and High finding POAMs Prior to the start of 3 4 Med Open 1/27/2025 - The ASI has rewritten most of the System security Plan (ISSP)	09/9/2024
lead to incorrect implementation statements (scue Privacy implementation statements Currently the technical documentation statements of the State Configuration scans implementation statements. A full draft as a result of the Tenable Nessus Configuration scans implementation statements.	SSA accepted DHS plan
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Finding	Identified					Analyst	Finding			
ID Title Reporter Type 80 Development delays have negatively Fors, Michael Finding -	Date Category 6/30/2022 Configuration and	Observation d ASI had previously reported development activities have been slowed as	Significance If the ASI is unable to achieve a velocity that enables them to meet planned	Recommendation OPEN • ASI effectively track and regularly provide DHS (notentially via the	Event Horizon Impact Immediate 2	Probability Priority 3 Med	Status	Status Update 1/31/2025 - The ASI conducted a project restart kickoff on 1/23/2025	Client Comments	Vendor Comments
impacted the project schedule and delayed Issue	Development	they have been unable to achieve and/or maintain their expected	milestones, schedule delays may lead to a delayed system on-live date	weekly DDI status meeting) with an accurate velocity (e.g., story points per	minedate 3	3 3 11100	Орен	where they intend to implement several development (and other) process		
go-live.		development velocity. Previously, the development team was challenged	Failure to achieve a level of accuracy in estimating development tasks could	day/week/month) and assure that the current velocity is accurately and				improvements to increase the quality and efficiency of development. Key		
		with accurately estimating development task level of effort (i.e., story	lead to a project schedule that is flawed and unrealistic. Previously, DHS	consistently reflected in the project schedule • ASI regularly report				issues they intend to address include development quality, testing quality,		2/13/2025 Perhaps
		points) and the project has been challenged with producing a project schedule that accurately reflects realistic timelines (see Finding #74). The	ASI RAs lacking the expertise required to create optimal designs and system	estimated story points for the total remaining project work to reach go-live and present a dynamic burndown chart to track the progress. COMPLETE				and accumulated technical debt. Mitigation strategies include implementing switching development methodologies from asile to waterfall, improving		for the next MSR we should review the
		ASI continues to be challenged with finding qualified resources in a timely	specifications that developers could consume without requiring extensive	CLOSED • DHS request the ASI strategically add the right project team				development discipline and structure, increasing the comprehensiveness of		outstanding
		manner.	clarification from the ASI BA/SA team. DHS and IVV observed instances	resources to effectively increase velocity. Note that adding additional junior				testing, and bolstering their domain knowledge by onboarding additional		recommendations to
			where ASI BAs/SAs have presented less than optimal designs and left it to	resources may not be as effective as staffing additional expert-level development, analysis, and other resources that can lead and mentor junior				subject matter experts. 12/31/2024 - The ASI continues to make efforts to enhance development quality and efficiency. They have recently onboarded		ensure progress status is reflected accurately.
			contributed to unproductive design sessions (see Finding #61). It remains	resources + ASI reviews the development process and identifies and				a senior development manager to help address ongoing development		09/09/2024
			unclear if scope creep has contributed to these delays.	mitigates the challenges preventing them from incorporating Epic demo				challenges and course-correct where necessary. Additionally, the ASI has		
				activities into the project schedule. (9/29/23 - ASI will not be doing this,				reportedly added two new development leads focused on quality assurance, as well as a new release manager. 11/30/2024 - The ASI continues to		Vic confirmed that 50
				with DHS approval) ASI consider taking steps to increase code quality,				as well as a new release manager. 11/30/2024 - The ASI continues to struggle with a high number of defects, which frustrates and creates more		developers have been added to project.
				including enhancing the depth of developer unit testing, tracking and proactively preventing leakage, and enforcing effective coding standards				work for DHS UAT testers. Because of this, DHS has elected to closeout UAT	·	added to project.
				and good governance. The ASI should consider enhancing the depth of				testing for the time being. 10/31/24 - With the recent departure of the		
				developer unit testing.				ASI's recently hired development quality lead, the ASI hired two technical		05/11/2024
								resources to mitigate code quality challenges that have created project delays. 9/26/24 - The ASI has recently taken steps to increase the code		As discussed at pre-
								quality and productivity of their development team by adding senior		meet, the
								development resources including a development quality lead and a new		development team has been primarily focused
								development manager. They hope to refocus the development team to be more disciplined in their coding practices and unit testing so as to reduce		on fixing BES 1.0
								coding defects. The ASI has reported they currently have 84 developers (37		defects. DDI work for
								off-shore and some part-time) working on BES and plan to add 50 more off-		BES 1.1 and 1.2 are
								shore developers at some point in order to expedite development. The ASI has acknowledged that coding defects have hampered the projects	•	forthcoming.
74 A BES Project schedule based on inaccurate Molina, Brad Finding -	11/29/2021 Project	DHS and the ASI have tried multiple times to rework the schedule with	If estimates for project schedule activities are not accurate, this can lead to	OPEN - Monitor, evaluate and revise scheduling estimates for accuracy	Immediate 3	3 4 High	Open	1/31/2025 - At the end of the month, the ASI was working with all		
estimations diminishes effective planning Issue	Management	results that have not yielded improvement. Concerns with the structure,		based on the project teams past performance and resources available to do		-		stakeholders to finalize and baseline a new project schedule. The Draft		
and resource management, which could		estimating practices, and ability to manage to the schedule persist. The use	rushed activities, and general frustration which can lead to schedule delays,	the remaining work Any work required to address findings from Root Cause Analysis should be included in the revised schedule to validate				Schedule published by the ASI includes 18 additional months to complete the project. Once the schedule is finalized IVV will months the stability of		11/13/2024
result in late deliverables, cost increases, and a late go-live.		of multiple tools to track resources obfuscate resource management. Previous IV&V findings focused on specific schedule components such as	low quality output, scope changes, and budget issues.	Cause Analysis should be included in the revised schedule to validate completion for DHS Elaborate the schedule to include the detailed work				the project. Once the schedule is finalized, IVV will monitor the stability of the schedule - looking for any recurrence of task completion being delayed		11/13/2024 I'm not sure the reader
		resource management and critical path analysis, all of which were		and tasks required behind milestones, allowing better tracking and visibility				as observed in prior schedules (potentially putting critical project milestones		will know the "Option
		addressed and closed.		of possible issues and delays at the task level. COMPLETE ASI conduct a				at risk if significant delays). One key aspect of the revised schedule is the		2" reference and I
				Root Cause Analysis (RCA) with DHS and IVV to determine why the BES project continues to experience schedule delays ASI Project Management				identification of the tasks to implement the actions from the Root Cause Analysis to minimize the risk of another future schedule delay. The ASI did		don't see any subsequent references
				project continues to experience schedule delays ASI Project Management works with the development teams to evaluate the accuracy of development	t			Analysis to minimize the risk of another future schedule delay. The ASI did publish a high-level report on the Root Cause Analysis. However, it was not		subsequent references in the finding's details.
				velocity and adjust accordingly to reduce risk in the revised BES project				clear how these changes were planned in the revised schedule.		Consider removing the
				schedule. •ASI provides Burndown charts that provide visibility into the				12/31/2024 - The ASI has not yet published a draft schedule, nor has the ASI		latter half of the
				remaining work ASI provide details on how Velocity measures were used to calculate the remaining development workASI conduct a Root Cause				and DHS agreed upon the software development life cycle (Agile vs. Waterfall) that will be used for the duration of the project. It is also		sentence "to support Option 2."
				Analysis (RCA) with DHS and IVV to determine why the BES project continue	5			unknown to IVV how the ASI estimated the remaining work, not only the		09/9/2024
				to experience schedule delays. DHS and the ASI agree to a revised schedule				development but all remaining deliverables and those that must be revised		
				against which project deliverables can be managed. (2/28/2023 - complete)			due to the delay. 11/30/2024—The ASI has indicated that a revised project		Numbr of defects,
				ASI host a weekly meeting with DHS and IVV to review all changes to the project schedules (Primary and DDI). (8/31/2023-complete) CLOSED ASI pla	_			schedule will be provided to DHS and IVV for review by the second week of December. DHS and the ASI made progress on Change Requests (CRs) that		phased in epics, also outstanding CR. CR
				and execute Epic development so that Epic demos can occur earlier in the				will be included in the BES solution. This CR planning needs to be finalized to		pushing schedule out
				release schedule and allow time for possible revisions. (12/31/2023 No				complete the schedule. 10/31/2024 - This finding will be reevaluated by the		beyond Sept. Phased
				done) As requested by DHS, add key milestones to the project schedule, suc	h			IVV team after the project team completes the replanning and determines		epics should be in this
				as Sprint and Epic demos, to show key progress towards completion of Epics. (9/29/23 ASI says that they will not do this.) Confirm current				the approach, requirements/functionality, and schedule for the Pilot and Statewide reliquit 09/30/2024 - The project did not meet the Pilot Go Live		week. Optimistic for getting defects and
				assumption that a delay with the current go-live date will not result in major	r			date as the schedule was not realistic for the planned work to be performed		epics addressed by
				implications. (6/29/23) Leverage velocity and burn down charts to adjust				and new functionality was requested by DHS via change requests (12		end of September. But
				development tasks estimates if needed. Leverage velocity and burn down charts to adjust development tasks estimates if needed. (4/30/2023 - ASI				overall). No updated schedules were published in September, as the ASI worked through revising the schedule to align with the new project direction		should include all three of the issues.
	10/28/2021 System Design	Current ASI infrastructure plans include a significant number of	If the level of effort to implement and manage the complexities of the RFS	ASI develop a process to closely monitor cloud and other product changes	: Next several 2	2 2 Inw	Onen	1/31/2025 - No material undate 12/31/2024 - No material undate		tilles of the lands.
which could be difficult to implement and Risk	10/28/2021 System Design	Current ASI infrastructure plans include a significant number of sophisticated components that make up a complex cloud infrastructure.	infrastructure is not accurately accounted for and staffed by the ASI, the	 ASI develop a process to closely monitor cloud and other product changes (software updates/new releases), manage changes, and regression test once 	Next several 2 e months	2 2 Low	Open	1/31/2025 - No material update. 12/31/2024 - No material update. 11/30/2024 - This finding will be reevaluated by the IVV team after the		2/13/2025 Perhaps
73 The planned BES infrastructure is complex Fors, Michael Finding - which could be difficult to implement and lead to schedule/cost impacts.	10/28/2021 System Design	sophisticated components that make up a complex cloud infrastructure.	infrastructure is not accurately accounted for and staffed by the ASI, the	 ASI develop a process to closely monitor cloud and other product changes (software updates/new releases), manage changes, and regression test once 	Next several 2 e months	2 2 Low	Open	1/31/2025 - No material update. 12/31/2024 - No material update. 11/30/2024 - This finding will be reevaluated by the IVV team after the project team completes the re-planning and determines the approach		2/13/2025 Perhaps for the next MSR we
which could be difficult to implement and Risk	10/28/2021 System Design	sophisticated components that make up a complex cloud infrastructure. Further, the Project Team has yet to finalize components that will make up the BES infrastructure and the additional costs and time to configure, test,	infrastructure is not accurately accounted for and staffed by the ASI, the project could be met with unexpected costs and schedule delays. Delays in finalizing the components being implemented could exacerbate this risks	 ASI develop a process to closely monitor cloud and other product changes (software updates/new releases), manage changes, and regression test one changes/updates are applied. The project team work to establish strong governance over the utilization and maintenance of the various system 	Next several 2 e months	2 2 Low	Open	1/31/2025 - No material update: 12/31/2024 - No material update: 11/30/2024 - This finding will be reevaluated by the IVV team after the project team completes the re-planning and determines the approach, requirements/functionality, and schedule for the Pilot and Statewide rollout.		2/13/2025 Perhaps for the next MSR we should review the
which could be difficult to implement and Risk	10/28/2021 System Design	sophisticated components that make up a complex cloud infrastructure.	infrastructure is not accurately accounted for and staffed by the ASI, the project could be met with unexpected costs and schedule delays. Delays in finalizing the components being implemented could exacerbate this risks and lead to further delays. Complex platforms often present system	 ASI develop a process to closely monitor cloud and other product changes (software updates/new releases), manage changes, and regression test one changes/updates are applied. The project team work to establish strong governance over the utilization and maintenance of the various system tools/components. ASI allot time in the schedule to conduct proof of 	Next several 2 e months	2 2 Low	Open	1/31/2025 - No material update. 12/31/2024 - No material update. 11/30/2024 - This finding will be revaluated by the IVY team after the project team completes the re-planning and determines the approach, requirements/functionality, and schedule for the Pilot and Statewide rollout. 10/31/24 - This finding will be revaluated by the IVV team after the project.		2/13/2025 Perhaps for the next MSR we
which could be difficult to implement and Risk	10/28/2021 System Design	sophisticated components that make up a complex cloud infrastructure. Further, the Project Team has yet to finalize components that will make up the BES infrastructure and the additional costs and time to configure, test,	Infrastructure is not accurately accounted for and staffed by the ASI, the project could be met with unexpected costs and schedule delays. Delays in finalizing the components being implemented could excertable this risks and lead to further delays. Complex platforms often present system maintenance and operations challenges as system changes can hold the increased potential for system failure (i.e., due to the significant number of	• AS develop a process to closely monitor cloud and other product changes (confivure updates/new releases), manage changes, and regression set on changes/updates are applied. • The project team work to establish strong governance over the utilization and maintenance of the various system tools/component. • ASI allot time in the schedule to conduct proof of concepts to assure infrastructure components work as expected. • ASI maintain a deallot schedule for DevOps implementation tasks to avoid maintain a deallot schedule for DevOps implementation tasks to avoid.	Next several 2 e months	2 2 Low	Open	1/31/2025 - No material update. 12/31/2024 - No material update. 11/30/2024 - His finding will be revolutated by the Pt team after the project team completes the replanning and determines the approach, requirements/functionality, and schedule for the Pilot and Statewide rollout. 10/31/24 - This finding will be reevaluated by the IVV team after the project team completes the replanning and determines the approach, requirements/functionality, and schedule for the Pilot and Statewide rollout.		2/13/2025 Perhaps for the next MSR we should review the outstanding recommendations to ensure progress status
which could be difficult to implement and Risk	10/28/2021 System Design	sophisticated components that make up a complex cloud infrastructure. Further, the Project Team has yet to finalize components that will make up the BES infrastructure and the additional costs and time to configure, test,	Infrastructure is not accurately accounted for and staffed by the AS, the project could be met with unexpected costs and schedule delays. Delays in finalizing the components being implemented could exacerbate this risks and lead to further delays. Complex platforms often present system maintenance and operations childrenges as system changes can hold the increased potential for system failure (i.e., due to the significant number of "moving parts") and increase the level of time and effort to resolve	• ASI develop a process to closely monitor cloud and other product changes (coftware updates/new releases), manage changes, and regression test one changes/updates are applied. • The project team work to establish strong governance over the utilization and maintenance of the various system took/components. • ASI allot time in the schedule to conduct proof of concepts to savine infrastructure components work as expected. • ASI	s Next several 2 e months	2 2 Law	Open	1/31/2025 - No material update. 1/23/1/2024 - No material update. 1/3/2024 - No material update. 1/3/2024 - No material update. 1/3/2024 - No material update personal mater be project team completes the re-planning and determines the approach, requirements/functionality, and schedule for the Rivit and Satewade rollout. 10/31/24 - This finding will be revaluated by the NY seam after the project team completes the replanning and determines the approach, requirements/functionality, and schedule for the Rivit and Satewade rollour requirements/functionality, and schedule for the Rivit and Satewade rollour requirements/functionality and schedule for the Rivit and Satewade rollour requirements/functionality and schedule for the Rivit and Satewade rollours.		2/13/2025 Perhaps for the next MSR we should review the outstanding recommendations to
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which could be difficult to implement and lead to schedule/cost impacts. To loadificient configuration management fors, Michael Finding could lead to inheritation produced and could be configuration management.	8/23/2021 Configuration an	sphistocated components that make up a complex close infrastructure. Further, the Project ream has yet for finite components that will make up the BS infrastructure and the additional costs and time to configure, test, and implement the planned complex environment remain unclear. In the BS Infrastructure are the planned complex environment remain unclear. In the BS Infrastructure are the planned complex environment remain unclear. In the BS Infrastructure are the planned complex environment remain unclear. In the BS Infrastructure are the planned complex environment remain unclear. In the BS Infrastructure are the planned complex to the planned complex to the planned to the planned complex to the planned to the planned complex to the planned to the planned to the planned complex to the planned to the planned to the planned complex to the planned to the planned to the planned complex to the planned to t	infrastructure is not security excounted for and staffed by the ASI, the project could be me with unsequenced could and schedule delays. Delays in final time the components being implemented could exacertate this risk infrastructure and project could be me the components being implemented could exacertate this risk infrastructure and operations challenges as system changes can hold the increased potential for system failure (i.e., due to the significant number of "money gars") and increase the level of time and effort to receive any experience of the system failure (i.e., due to the significant number of removing pars") and increase the level of time and effort to receive components of their legacy counterparts. For remain is an immature state compared to their legacy counterparts. Google Coud failed to clearly communicate a change that let to take it is altered to the counterparts of the remain system failure because. Google Coud failed to clearly communicate a change that let to take it is altered to the system failure because. Google Coud failed to clearly communicate a change that let not claim grow any other failures are critically only in the production failures all critical provides the project team with accurate, dynamic and finally information on some of the configuration with accurate, dynamic and finally information on some different failures are included in the configuration plan individual provides the project team with accurate, dynamic and finally information on some different failures are included in the configuration plan individual provides the project team with accurate, dynamic and fin	* A 60 develop a process to closely montest cloud and other product changing (collections update, before inclination, management), and regression text or general results of the collection of the services of the vertices of the vertices system or contribution and manifestence of the vertices system or contribution of the contribution of concepts to assure infrastructure components work as expected. * A 61 concepts to assure infrastructure components work as expected. * A 62 concepts to assure infrastructure components work as expected. * A 63 concepts to assure infrastructure components work as expected. * A 63 concepts to assure infrastructure components work as expected. * A 63 concepts to assure infrastructure components work as expected. * A 64 concept to the concept to th	e months			2/31/2022 - No material update. 12/31/2024 - No material update. 12/31/24 - No material update of the second update o		2/13/12/23 Ferbiss of the control of the peak of this was should review the recover progress status is reflected accurately. If the should be recovered accurately again, which is not being referenced the peak per the current project schedule, the time place is scheduled to the scheduled to school de tercicided. Trying to work with school de tercicided. Trying to work with understand the details and are available. 10/13/12/02/3 - We - We provided a

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