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

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November 26, 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: October 1 – 31, 2025

Submitted: November 17, 2025



Overview

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



Executive Summary

Executive Summary



The BES project team began design work on the new change requests (CRs) that are needed to align to the FNS Policy mandates. DHS and the ASI continue discussions on prioritizing deferred functionality for future enhancement work. The project team continues to execute System Integration Testing (SIT), while ramping up work in Organizational Change Management (OCM), Implementation Readiness, and Training to prepare for the Pilot and Statewide go-live.

The IV&V team identifies the current primary areas of risk for the project as Requirements Management, Testing, and Project Management.

Requirements Management:

- Significant work remains for both the ASI and DHS to complete their work to finalize all requirement refinement work, with 392 requirements still not mapped at the end of the reporting period.
- Additional work required to complete the revised SIRT documentation required by FNS is impacting requirements work overall and delaying the planned interim delivery of the RTM (November 3rd) for at least two weeks.

Testing:

- The Velocity of testing continued to slow down in the reporting period
- DHS remains concerned about the progress in testing, with many test cases being blocked from execution

Project Management:

• The ASI and DHS agreed to delay the start of User Acceptance Testing (UAT) to provide additional time to complete work on the new federally mandated Change Requests for the One Big Beautiful Bill (OBBB), also delaying SIT, Pilot, and the Statewide implementation. A new project schedule or funding solution that reflects these delays had not been finalized as of the end of the reporting period.

Aug	Sept	Oct	Category	IV&V Observations
		M	Project Management	The additional, federally mandated requirements that must be included in BES solution have impacted the project and will require a revised schedule to include this new work. Other schedules on the project, such as Maintenance and Operations (M&O) work, are also impacted, which is causing challenges in planning M&O work with DHS.

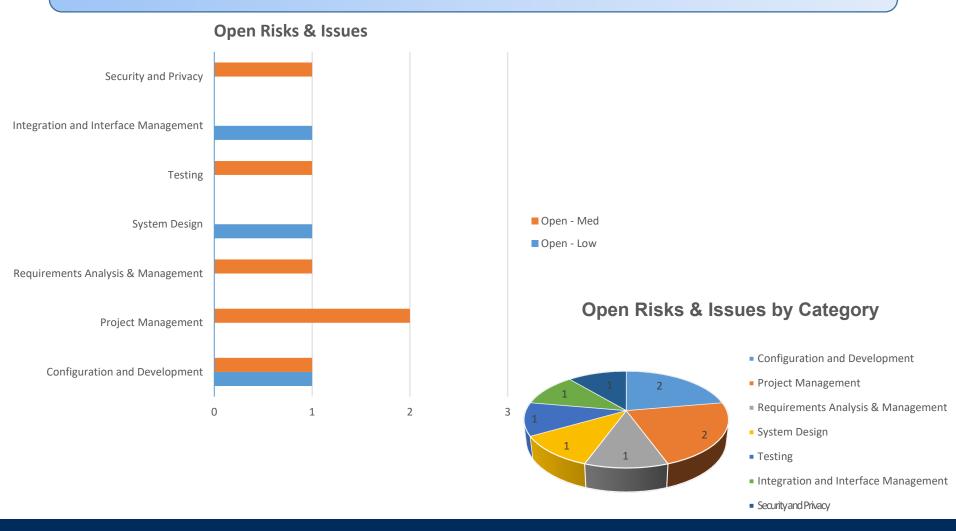
Executive Summary



Aug	Sept	Oct	Category	IV&V Observations
L		ها	System Design	The ASI hosted a second meeting to review the Online Help process, presenting changes made to the process based on the feedback from DHS. With the revised process, DHS provided its approval to proceed with implementing the Online Help leveraging Claude AI. It will be a considerable effort to develop the online help pages and then integrate with the BES application, but the ASI is confident they will have completed it by the start of UAT. Additionally, JAD sessions have started for the new change requests, with good collaboration between the ASI and DHS.
M	M	M	Configuration and Development	DHS and the ASI agreed to delay the start of UAT, Pilot and Statewide Implementation to allows time to complete development of all change requests. IV&V is working with the ASI to get clarification on completing implementation of configuration management, which must be in place when the Pilot starts.
L		L	Integration and Interface Management	The execution of technical interface testing made solid progress during the reporting period. If the ASI can keep this pace up and maintain the same low ratio of defects to executed test cases, the ASI is confident they can complete this testing by the end of SIT.
M	M	M	Testing	About 30% of remaining SIT tests are blocked in critical areas such as Eligibility and SSP, which also account for the largest share of unexecuted tests. Furthermore, only one-third of end-to-end (E2E) tests have passed, signaling potential issues with overall system readiness and stability.
M	M	M	Security and Privacy	BES had 11 critical findings in an open or in-progress state outside the 15-day remediation timeframe, and 1 critical finding was within the timeframe. BES had 27 high-rated findings in an open state outside the 30-day remediation timeframe, and 29 high-rated findings were within the timeframe.
M	M	M	Requirements Analysis & Management	The ASI's interim RTM delivery, originally scheduled for 11/3/25, is delayed by up to two weeks due to prioritization of the System Integration Report Tool (SIRT) project revision and 392 requirement still needing to be mapped to use cases. This delay reduces the time available for the project team to review and validate the BES system includes all contractually required functionality.

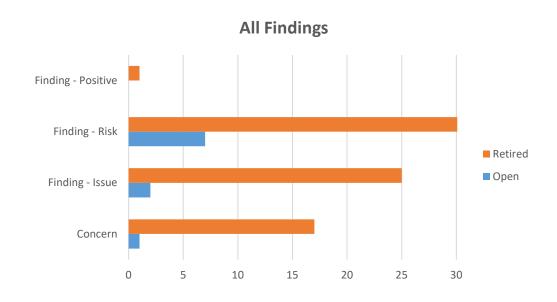


As of the October 2025 reporting period, PCG is tracking 9 open findings (7 risks, 2 issues) and has retired 84 findings. Of the 9 open findings, 6 are Medium, and 3 are Low.





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





Findings Opened During the Reporting Period

#	Finding	Category
	Risk: Medium - The US Federal Government Shutdown may delay the BES project	
	Observation:	
	The BES Project relies on collaboration, funding, guidance, and approvals from Food and Nutrition Services (FNS). FNS staff are furloughed and unavailable to provide critical input, oversight, and decision-making support. Additionally, DHS priorities may change due to other critical and time-sensitive federal and State Policy changes that may require team members to be reassigned to other DHS mission-critical work.	
110	Significance:	Project Management
	The absence of FNS on the BES Project may lead to:	
	• Inability to confirm federal policy interpretations which may result in incorrect or incomplete requirements.	
	• Possibility that the BES system may not meet FNS expectations, potentially jeopardizing FNS concurrence to enter Pilot and funding.	
	Rework once the government reopens, increasing costs and resource strain.	

Recommendations	Progress
Document all assumptions made in the absence of FNS input to facilitate future validation	New
 Identify alternative paths or temporary solutions to maintain progress while minimizing rework. 	New
Continue to communicate with State Executive leadership to communicate and gain support for decisions.	New
 Establish and maintain a list of FNS questions/updates, allowing DHS to quickly bring FNS current on project status and expedite items requiring FNS input when the government reopens. 	New



Findings Opened During the Reporting Period

Risk: Medium - Lack of a current BES Maintenance & Operations (M&O) Schedule may Impact the ability of DHS and the ASI to manage the M&O work effectively Observation: The project team is executing without a current Maintenance & Operations (M&O) schedule that aligns with the planned pilot and statewide go-live implementation timelines. The aged M&O schedule does not reflect recent changes in milestones, resource assignments, or operational readiness activities necessary for a smooth transition to production. Additionally, DHS is unable to determine when resources are needed for DDI activities that may overlap with M&O tasks, which may lead to resource constraints. The ASI has stated multiple times that the schedule is being updated, per DHS's repeated requests over the last couple of months. Additionally, ASI leadership of M&O has changed multiple times, which may also impact maintenance of the M&O schedule once reestablished. 109 Project Manage Significance: Failure to execute to a current M&O schedule may result in: Inability for DHS and/or the ASI to effectively manage staff resources for both the DDI and M&O activities and tasks Inadequate planning and preparation of the operations teams for pilot and go-live support. Missed or delayed execution of critical readiness activities such as environment setup, training, UAT testing, and support planning. Increased probability of service disruptions, user dissatisfaction, and stakeholder impact during implementation.	gement



Findings Opened During the Reporting Period

#	Finding	Category
109	Risk - Lack of a current BES Maintenance & Operations (M&O) Schedule May Impact the ability to manage the M&O work effectively - Continued	Project Management

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



Findings Retired During the Reporting Period

#	Finding	Category
	Issue – The lack of technical documentation may lead to incorrect implementation statements or delay the System Security Plan (SSP). IV&V is retiring this finding based on the review of the updated System Security Plan (SSP),	
82	published on September 30th, 2025. As a result of additional documentation becoming available over the past year and completing the SSP Control Implementation validation, the ASI Security Team was able to fully update the SSP. The update reflects changes in the system and removes inaccuracies introduced during the early stages of SSP authoring, such as the system's design.	Security and Privacy



Preliminary Concerns Investigated During the Reporting Period

#	Finding	Category
108	Preliminary Concern - Unplanned federally mandated system requirements could lead to project delays and increase the project budget. The Food and Nutrition Services (FNS) organization is now unable to provide some interpretations on the required policy mandates due to the government shutdown, but DHS/ASI are continuing to move forward with those changes that are fully defined.	Requirements Analysis & Management



System Design

#	Key Findings	Criticality Rating
	Risk – The planned BES infrastructure is complex, which could be difficult to implement and maintain, and could lead to schedule/cost impacts.	
73	Some defects reported during SIT have root causes in the stability of the BES infrastructure. The ASI states that the issues with shared resources and Bindplane software that occur in testing environments should not be present in production. However, IV&V has not yet been provided with artifacts or project documentation to validate that these issues will not materialize in UAT or Production environments.	L

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. Additional information was requested from the ASI regarding progress in defining and implementing configuration management for BES, but as of the end of the reporting period no additional status information was provided.	

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	It remains unclear if any development issues may delay the project, however additional work for change request (CR) 2025-040 ABAWD and SNAP Work Requirements updates will not be completed until 1/26/2026, which is after the planned start for User Acceptance Testing (UAT). To avoid phasing-in this functionality after UAT has started, the ASI and DHS have agreed to delay the start of UAT - which will push out go-live for Pilot and statewide implementation.	M

Recommendations	Progress
 ASI provides DHS with the time needed to effectively evaluate the software demonstrations (demos) and elicit productive design discussions with DHS attendees during each demo. 	In Process
 IV&V recommends the project closely monitor progress on the customer correspondence CR and create a mitigation strategy to avoid delays. 	In Process



Integration and Interface Management

#	Key Findings	Criticality Rating
93	Risk – Due to the lack of physical and technical (Transport Layer) testing of the interfaces and data transfer failure, conditions may exist with data format, boundaries, and dependencies. These failures may result in intermittent and hard-to-isolate problems or errors. The ASI is executing physical and technical test scripts, with most tests passing. The ASI is planning to	L
	complete all Interface testing by the end of the overall SIT testing cycle.	

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	Approximately 30% of the outstanding SIT tests are blocked in key areas of Eligibility and SSP, which also represent the highest areas of remaining unexecuted tests. Additionally, only a third of end-to-end (E2E) tests have passed, raising concerns about system readiness, integrations between the BES Modules (Case Management, Application Management, Financial Management), and stability.	M
	Defects continue to be concentrated in problematic areas of Reports and SSP, which also represent the top areas of reopened defects this month.	

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 Process
ASI test team provide a visual of progress of test case execution compared to current testing schedule.	In Process



Security and Privacy

;	#	Key Findings	Criticality Rating
		Risk – Critical and high vulnerability and configuration scan findings are not remediated within the documented timeframes, potentially impacting the project schedule and causing delays.	
1	06	As of October 31st, 2025, BES had 11 critical findings in an open or in-progress state outside the 15-day remediation timeframe, and 1 critical finding was within the timeframe. BES had 27 high-rated findings in an open state outside the 30-day remediation timeframe, and 29 high-rated findings were within the timeframe. In addition to the critical and high POAM findings listed above, 14 critical findings and 33 high findings from 2024 are listed as deferred, which are part of the Oracle Cloud Infrastructure that Oracle is responsible for patching on a quarterly basis.	M

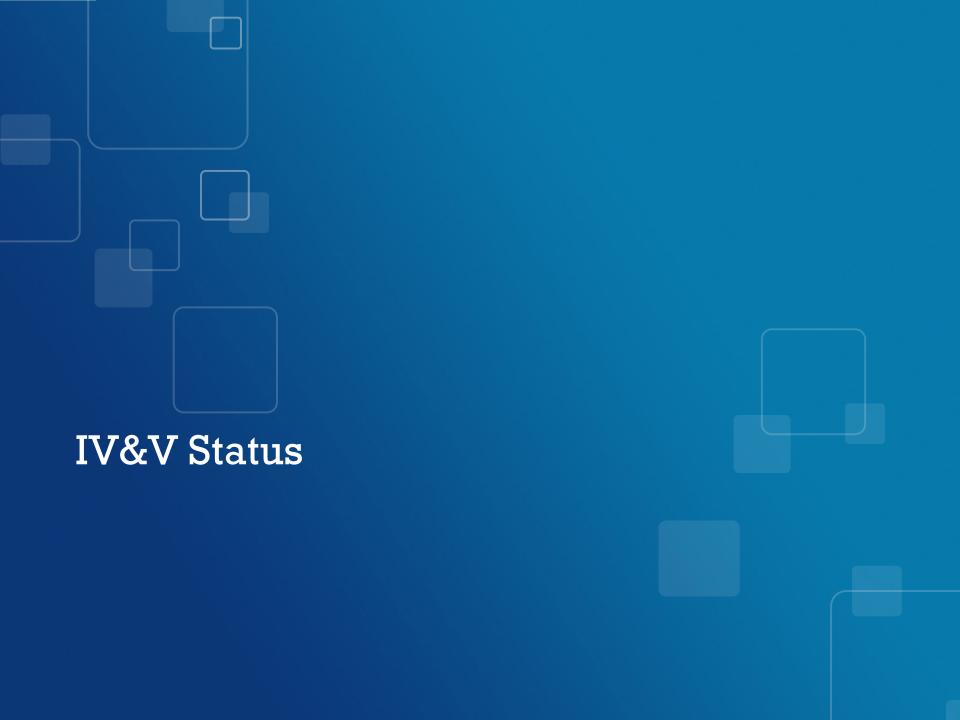
Recommendations	Progress
Implement an escalation process to involve senior leadership if deadlines are missed.	In Process



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	DHS and the ASI conducted five additional collaborative working sessions to continue reviewing contract requirements that remain untraced or unfulfilled. The objective is to ensure all project requirements are accurately mapped, supporting complete and reliable traceability within the JIRA tool used to generate the Requirements Traceability Matrix (RTM) deliverable. The ASI reported as of July 17, 2025, out of the 2,971 requirements for the project, a total of 741 unmapped requirements were identified that were not mapped properly. Of these unmapped requirements, 349 have been reconciled, with 392 that remain outstanding, primarily within the categories of Implementation, and Maintenance & Operations (M&O) requirements. The ASI planned to deliver an interim RTM on 11/3/25. The ASI reported that due to the System Integrity Review Tool (SIRT) project revision taking priority, it has caused delays, and the interim RTM will be delayed by up to two weeks. Any potential delays will minimize the time the project team has to review the RTM to verify that all necessary BES functionality and supporting components have been developed and will be validated during current and future testing phases.	M

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



IV&V Engagement Status



IV&V Engagement Area	Aug	Sept	Oct	Comments
IV&V Budget				
IV&V Schedule				
IV&V Deliverables				PCG submitted the final September IV&V Monthly Status Report.
IV&V Staffing				
IV&V Scope				

		Engagement Status Legend	
w	he engagement area is vithin acceptable arameters.	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 October reporting period:
 - Completed September 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 November reporting period:
 - Ongoing Observe BES Design and Development sessions as scheduled
 - Ongoing Observe Bi-Weekly Project Status meetings
 - Ongoing Observe Weekly Architecture meetings
 - Ongoing Observe Weekly Security meetings
 - Ongoing Monthly IV&V findings meetings with the ASI
 - Ongoing Monthly IV&V Draft Report Review with DHS, ETS, and ASI
 - Ongoing Participate in Bi-Weekly DHS and IV&V Touch Base meetings
 - Ongoing Review BES artifacts and deliverables

Deliverables Reviewed



Deliverable Name	Deliverable Date	Version
BI-05 Project Schedule	10/01/2025, 10/08/2025, 10/15/2025, 10/22/2025, 10/29/2025	N/A
BI-02 Project Status Report	10/01/2025, 10/08/2025, 10/15/2025, 10/22/2025, 10/29/2025	N/A

Additional Inputs – Artifacts



Artifact Name	Artifact Date	Version
FNS Handbook 901	01/2020	V2.4
NIST Special Publication 800-53 Security and Privacy Controls for Information Systems and Organizations	12/20/2020	Rev.5
R0.13 SIT Defect Dashboard	N/A	N/A
Interface Dashboard – Confluence page	N/A	N/A
Jira Requirements Details	N/A	N/A
Jira Testing Lists	N/A	N/A
BES R0.13 System Testing Results - CRs and Pending Epics	N/A	N/A
BES R0.13 System Testing Results - Core	N/A	N/A
Batch Defect Dashboard	N/A	N/A
Reporting Defect Dashboard	N/A	N/A

Additional Inputs



Meetings and/or Sessions Attended/Observed:

- 1. IV&V Team Meeting 10/6/2025, 10/14/2025, 10/20/2025, 10/27/2025
- 2. HI DHS BES June Draft IV&V Report Review 10/14/2025
- 3. Weekly BES Infrastructure meeting 10/3/2025, 10/10/2025, 10/17/2025, 10/24/2025, 10/31/2025
- 4. Weekly Client BES 2023 Project Status Meeting 10/1/2025, 10/8/2025, 10/15/2025, 10/22/2025, 10/29/2025
- 5. Security Touchpoint 10/1/2025, 10/8/2025, 10/15/2025, 10/22/2025, 10/29/2025
- 6. (Externa(I) Weekly Interfaces Touchpoint 10/6/2025, 10/20/2025, 10/27/2025
- 7. (External) Bi-weekly BES CCB Meeting 10/1/2025, 10/8/2025, 10/15/2025, 10/22/2025, 10/29/2025
- 8. (External) C!A Current Monthly Checkpoint 10/7/2025
- 9. (External) BES M&O Working Group 10/1/2025, 10/8/2025, 10/15/2025, 10/22/2025
- 10. (External) Weekly BES Testing Workgroup Meeting 10/2/2025, 10/9/2025, 10/16/2025, 10/23/2025, 10/30/2025
- 11. (External) BES Readiness/BI-29 Updates 10/6/2025, 10/20/2025
- 12. eWorld/IV&V Mid-Month Check-in 10/20/2025
- 13. (External) BES: OCM and Communications 10/6/2025, 10/20/2025
- 14. (External) BES Data Conversion DC Validation Issue Huddle 10/1/2025, 10/10/2025
- 15. (External) BES Deferred Epics Discussion Meeting cont'd 10/6/2025, 10/20/2025, 10/27/2025
- 16. (External) 2nd BES Online Help Prototype(s) Review Meeting 10/15/2025
- 17. (External) JAD Day 1 CR2025-036 Alien SNAP Eligibility Changes 10/3/2025
- 18. (External) JAD Day 2 CR2025-036 Alien SNAP Eligibility Changes 10/15/2025
- 19. (External) JAD CR2025-040 ABAWD and SNAP 10/21/2025
- 20. (External) JAD CR2025-040 ABAWD and SNAP Work Requirements 10/23/2025





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

	Identified						Analyst.	Finding			
ID Tatle Reporter Type 110 The US Federal Government Shutdown may Molina, Brad Finding - delay the BES project Risk	Date Category 10/29/2025 Project Management	Observation The ES Project relies on collaboration, funding, guidance, and approvals from Food and Nutrition Services (FRS). FRS staff are furfuoghed and unavailable to provide critical injust, oversight, and decision-making support Additionally, IDS priorities may change due to other critical and time-sensitive federal and state Policy changes that may require team members to be reassigned to other DSR mission or Other DSR mission critical work.		Recommendation • Document all assumptions made in the absence of FNS input to facilitate • Document all assumptions made in the absence of FNS input to facilitate future validation. • Identify alternative paths or temporary solutions to maintain progress while minimizing revort. • Continue to communicate with State Executive leadership to communicate and pain support for decisions. • Establish and maintain a list of FNS questions/updates, allowing CHS to quickly bring FNS current on project status and expedite	Event Horizon Innow	pact Probabili 3	Analyst ty Priority 3 Med	Status Open	Status Update	Client Comments	Vendor Comments
109 Medium - Lock of a current BES Molina, Brad Finding - Maintenance & Operations (M&O) Schedule Risk May Impact the ability of DrS and the AS to manage the M&O work effectively.	10/28/2025 Project Management	The project team is executing without a current Maintenance & Operations (M&O) schedule that aligns with the planned pilot and statewide go-live implementation inmelines. The aged M&O schedule does not reflicent central trainings in milestones, resource assignments, or operational readiness activities necessary for a smooth trainition to production. Additionally, DMS	Failure to execute to a current M&O schedule may result in: Inability for DHS and/or the AS to effectively manage staff resources for both the DDI and M&O activities and tasks. Inadequate planning and operations the DDI operation team for plan and go leve support. Messed or deleyed position team for plan and go leve support. Messed or deleyed position team for staffing and so goper princing team for planning, browness probability of arenic and estinguishing user dissurations, and staffinged some dissurations and trailed of the planning team of the p	Items requiring FNS input when the government reopens. Update the M&O schedule to reflect current project timelines, resource commitments, and operational readiness activities based on estimates developed by the staff that will perform that work. Establish a formal process for periodic review and validation of the M&O schedule with all relevant stakeholders. Ensure the M&O schedule in the regretated into the	now	3	3 Med	Open			
Whicheart federally mediated system	9/5/2025 Requirements Analysis & Management Management	As part of the OBBA, there are several new SNM requirement of which some are awaiting file implementation globace. Examples include: because it is considered as the control of the control observation for work requirements, prior ABANO walvers, new exemption classes, and stander until productions. The report is currently the Systems integration Test (STI) phase, and the new requirements have yet to be fully defined, developed, and tested.	"Waterfall" software development life cycle to reduce the risk of future schedule delays. The Waterfall approach requires all requirements to move through the development as a single set of program code, processes, and		now	3	2 Med	Open	10/J0/2023. The food and furthfulfoun Service (JRS) expositions in see whale to provide some interpretations on the required policy mediates due to the government shadown, but DRG/R/DI are continuing to more forwards with those changes that are fully defined. ONI/J0/2023 As of the end of the reporting period, IRS was still swattery clarifications from the Food and the reporting period, IRS was still swattery clarifications from the Food and Eligibility mandates.		
106. Critical and high violence alfully and configuration and individual recommendated within the documented timeframes. Health, Dustin Finding - room on Finding - room	3/28/2025 Security and Philosopy	The ES system does not currently remodate critical whoreabilities and compliance scows within 55 days, and hybridalities are not remodated within 30 days as required by the BES Vulnerability Managemen Procedures document.	compliance rhiss if vulnerabilities are not remodiated within the required interfame. Priority critical view receives actions are necessary to ensure the timefame. The removal receives a removal vulnerability resolution and suffiguent the EES system environment prior to region (live. the remodiated or ricks and log places compliance same can can can remove the removal vulnerability of the vu	owns each styp. Ratio Configuration scan result failures an flow they impact the security of the Staystem (Circuit, July, Medium, and Louy) instead of simple psis/failure results. In Junuary 2025, 32 critical and regif results of the Staystem (Circuit and regif results) and the Staystem (Circuit) and the Staystem (Circuit) and the Staystem (Circuit) and the Staystem (Configuration on the business operation of how the hosts are used.	the BS assessment or the next hind- party assessment.				11A/2023—A set Of Cotober 11st, 12CS, 8ES had 11 citized findings in an open or in progress size aboutable the 12-bit yeardeduction timerforms, and 1 citized finding was within the timerforms. BES had 27 high rated findings were within the timerforms. BES had 27 high rated findings were within the findings were within the timerforms. It is addition to the critical and recommendation of the control of the critical and set of the control of the critical and set of the control of the		9/12/2025 The number of critical/high issues being reported seem elevated compared to delevated compared to separate seems appears the numbers appears the numbers appears the numbers of the number o
94 The Last of an effective way to validate BES Morrill, Scott. Finding - requirements could lead to project delays and unfulfilled use needs if ONO later describes usuned coreax hall repairments.	4/25/2024 Requirements Analysis & Management Management	ensuring the system's compliance with contractual commitments by associating each repriment with passed less cruel; I, however, the approved project schedule above the RTM completed on \$7,427.49, which is a state the Cost of the red occusion on \$7,024.49 the log to provide the size of the state of the Cost of the Cost of the Size of the Cost of the Size of the Siz		effective way to map contract requirements to passed text case, and, per the B132 (Complies and from Iter Rain). Wages the implementation, functional and texthical requirements to the text cases and text crops: A functional and texthical requirements to the text cases and text crops: A function set of text in the period of the second of			3 Med		sessions to confine reviewing contract requirements that remain untraced or unfailfulful. He digitation is to result as illustrative requirements. The contract requirements are not unfailfulful the digitation is to result as illustrative requirements. The contract requirements from the reprinct a fail bit of 2005, and of the 2.7711 requirements for the project, a total of 741 unmapped requirements. The contractive requirements, 354 hours between consciously and provided and fail to unmapped requirements, 354 hours between consciously and the contractive requirements, 354 hours between consciously and an area of the contractive requirements, 354 hours between consciously and an area of the contractive requirements, 354 hours between consciously and an area of the contractive requirements, 354 hours between contractive requirements to deliver an interior mTM on 11/1/15. The ASI respected that due to the System interprity Review on 11/1/15. The ASI respected that due to the System interprity Review on 11/1/15. The ASI respected by the system interior of the interior mTM on 11/1/15. The ASI respected by the system is uncontracted by the other interior mTM on 11/1/15. The ASI respected by the system is uncontracted by the interior mTM on 11/1/15. The ASI respected by the system is uncontracted by the interior mTM on 11/1/15. The ASI respected by the system is uncontracted by the interior mTM on 11/1/15. The ASI respected by the interior mTM on 11/1/15. The ASI respected by the interior mTM on 11/1/15. The ASI respected by the interior mTM on 11/1/15. The ASI respected by the interior mTM on 11/1/15. The ASI respected by the interior mTM on 11/1/15. The ASI respected by the interior mTM on 11/1/15. The ASI respected by the interior mTM on 11/1/15. The ASI respected by the interior mTM on 11/1/15. The ASI respected by the interior mTM on 11/1/15. The ASI respected by the interior mTM on 11/1/15. The ASI respected by the interior mTM on 11/1/15. The ASI respected by the interior mTM on 11/1/15. The ASI respected by the		9/9/2024 include information on incide information on incide information on incide information on incide information on incident
33 Out to the lack of physical and reclinical meginds, Rick testing of the insertinces and data streeter Mark Evan Rick from Section 1997. The section of th	4/39/204 integration and Management Management	Adde from the functional testing accomplished during egic testing, specific data flow testing is usually part of an interface definition.	difficult to resolve issues such as resambled or mission data - or the sustain	in Process. "Ad Interfaces should be texted for failure conditions during the text of the process of the proces	ot .	3	2 Low	Open	10/13/2025. The ASI is executing physical and technical test scripts, with out tests paging from XR. Six is planning to consigned and inserface testing by when tests paging from XR. Six is planning to consigned and inserface testing by the inferface test cases are established in Jira, but the board has not yet the inferface test cases are established in Jira, but the board has not yet second, making an instal step boraust. Timely YRM access is needed to been made available to 10 VIX. The first inferface test CESAPACRIS was executed, making an instal step boraust. Timely YRM access is needed to helder the second or an extra step of the product of the contract of the second or an extra step of the contract of the second or an extra step of the product of the second or an extra step of the product of the second or an extra step of the product of the second or an extra step of the product of the second or an extra step o		06/14/2024 As mentioned at the May pre-ment, a technical interface team plan does exist to address PCG's recommendations for this fineling, 3/11/2024 As mentioned at the pre-ment, a technical interface team plan for the pre-ment of

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Part		Finding						Analyst	Finding			
Marked Park	ID Title	Reporter Type	Date Category	Observation	Significance	Recommendation Event Horizon II	Impact Probability	Priority	Status	Status Update	Client Comments Ven	endor Comments
The state of the s	expected progress in testing may result in	Issue	0/2/2025 Testing	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	remaining test activities and conduct comprehensive System Integration	• •	4 Meu		key areas of Eligibility and SSP, which also represent the highest areas of		
Septiminary Control and Contro				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	testing (SIT) to minimize defect leakage to User Acceptance Testing (UAT).						
Seguent and the seguent and th	uncover a higher volume of defects and user feedback 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 slower	ASI test team provide a visual of progress of test case execution compared to current testing schedule CLOSED ASI assesses the potential impact of the				tests have passed, raising concerns about system readiness, integrations between the BES Modules (Case Management, Application Management.		
Part				unexecuted, and not all defects have been resolved as the project	than-anticipated progress throughout the project lifecycle increases the risk	large number of unresolved defects on future development efforts, ensuring				Financial Management), and stability. Defects continue to be concentrated	inclu	clusion of ADA in the
Part				commences System Integration Testing (SIT). The ASI has plans to complete	of encountering significant delays, extensions, or the introduction of defects	a more robust and efficient development process - ASI develop and				in problematic areas of Reports and SSP, which also represent the top areas		
Part				the INT exit Criteria by June 16, 2025, about 2 weeks after 51 begins.	Final Acceptance Testing (FAT).	thoroughness of future testing cycles The ASI should determine the root				(scripted tests) by the end of October: however, approximately 80% of end-		
A CONTRACTOR CONTRACTO						cause of the failure to identify simple defects in INT and SIT and implement				to end (F2F) tests remain uneversited. The timely execution of these	For 5	or SIT, we only have
Mary Company						effective improvement processes to confirm early testing is adequate before entering ITAT/FAT (Closed 4/30/2024) - DHS and ASI monitor INT/SIT closely				remaining tests is essential for detecting integration issues, validating system stability and reinforcing stakeholder confidence. Mid-month, the	SS A	5 ADA related defects lentified so far out of
Service of the control of the contro						for both breadth and depth of testing to ensure the system is adequately				ASI added additional SIT tests related to the HANA Integration, bringing the	which	hich 35 defects are
Separate transport of the control of												
Part						environment, ensuring that these defects do not recur when FAT resumes.				confidence in completing all tests on schedule. Key integration areas with pending execution include HANA Integration. Eligibility, and Mass Change.		
Part						optimizing testing efficiency and reducing potential defect rediscovery.				IVV notes a decline in test execution velocity compared to the prior month,	ADA	DA be removed from
Part						(Closed 10/30/2024) NOT COMPLETED - The Project team reviews the SIT				which may compress the schedule to meet the October completion target. Additionally, the Reports area shows a potable volume of blocked tests and	the I	e list.
## Company of the Com						best system possible. (3/31/2024) - DHS should request that the ASI develop				unresolved defects, with approximately 50% of these defects created during	4/11	/11/2025
Part						a Corrective Action Plan to address the failure of prior test phases (Unit, INT)				the month. 8/31/25 – SIT testing continues to progress. While execution		
Part						to capture defects that rolled into SIT (09/26/2024)				of EZE tests is underway, a substantial portion remains outstanding while blocking defects are being addressed. Timely execution of these tests will	Wha	that is needed to ose the testing
Part										enable prompt detection of critical integration issues, validate system	risk	sk? Let's discuss at
Part										stability, and reinforce stakeholder confidence. Recent trends indicate that	Mid-	lid-month.
Part											3/13	/13/2025
Applied to specify the properties of collisions of the properties										severity and high-priority defects being resolved by month end. To date in	Our	ur eWorld Test
A Part of the control							3 3	s Med	Upen	10/30/2025 - It remains unclear if any development issues may delay the project, however additional work for change request (CR) 2025-040 4RAWD	10/1	0/11/2025
Service of the servic				development velocity. Previously, the development team was challenged	Failure to achieve a level of accuracy in estimating development tasks could	with DHS attendees during each demo. • The project closely monitor				and SNAP Work Requirements updates will not be completed until	Plea	lease elaborate -
Set of the control of					lead to a project schedule that is flawed and unrealistic. Previously, DHS	progress on development efforts that are complex and/or require a						
Part				purious and one project has been chainenged with producing a project schedule that accurately reflects realistic timelines (see Finding #74). The	ASI BAS lacking the expertise required to create optimal designs and system	Substantial level of errort and create a mitigation strategy to avoid delays. COMPLETE CLOSED • ASI regularly report metrics that accurately track the				and DHS have agreed to delay the start of UAT - which will push out go-live	tunc UAT	AT is being
A company of the comp				ASI continues to be challenged with finding qualified resources in a timely	specifications that developers could consume without requiring extensive	total amount of remaining work to reach go-live and present a dynamic				for Pilot and statewide implementation. 9/30/2025 - The ASI has indicated	refe	ferenced here?
Mary Company				manner.		burndown chart to clearly display progress to stakeholders. (closed				its intent to leverage Al-based tools to support unit testing, which may	7/10	/15/2025
Mary Company					DHS (who may lack software or UI design expertise) to improve, which has	the weekly DDI status meeting) with an accurate velocity (e.g., story points				planned introduction of additional functionality during UAT could add	Per	er our Development
The format of the control of the con					contributed to unproductive design sessions (see Finding #61). It remains	per day/week/month) and assure that the current velocity is accurately and				complexity to the development lifecycle and hinder overall productivity.	Lead	sad: "We had cleared
Septimber 19 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1					unclear if scope creep has contributed to these delays.	consistently reflected in the project schedule (closed 2/28/2025) • DHS request the ASI strategically add the right project team resources to				8/31/2025 -The ASI is reporting System Integration Testing (SIT) is progressing as planned. INV continues to monitor for potential development.	the c	e entire backlog
A TAMES AND						effectively increase velocity. Note that adding additional junior resources				delays and/or code quality issues that may impact the effectiveness and	50+	0+ defects
Separate sep												
Part										introduce new functionality during UAT which may slow defect repairs, rework and add additional complexity for developers to manage resulting in		
All Departed in Processing of the Control of the Co						challenges preventing them from incorporating Epic demo activities into the				the least impact to the project and project team. 7/30/2025 - The ASI	were	ere raised post
And for former printings, projecting and projectin						project schedule. (9/29/23 - ASI will not be doing this, with DHS approval) •				appears to be making good progress with System Integration Testing (SIT). It	6/1/	/1/2025. everything
And provided for securing the securing											OID V	u was completed.
The particular state of the sta						and enforcing effective coding standards and good governance. • The ASI				been meaningful improvement in ASI's code quality. While the ASI stated		
Part						should consider enhancing the depth of developer unit testing.				that unresolved defect counts were low enough to meet the criteria (below	r de s	(a. a. (a.o.a.r.
We departed in inflant-contact regions are contact to the property of the contact to the contact to										the inclusion of defects that existed prior to INT that were not answered by		
March Company of the wide the strategy of the properties of the strategy o												
The property of the property										the end of June. The level of defects could elevate development and system		
The second secon										stability risks, which could lead to slowed development and unexpected	dela	elays" is still an
And the first the day the process of	73 The planned BES infrastructure is complex F	Frasca, Joe Finding -	10/28/2021 System Design		If the level of effort to implement and manage the complexities of the BES		2 2	2 Low		stability risks, which could lead to slowed development and unexpected orolect delays. 5/31/2025 - DHS stated that the ASI had not accounted for 10/31/2025 - Some defects reported during ST have root causes in the	dela Issur	elays" is still an sue and is a carry-
And the first the day the process of	which could be difficult to implement and	Frasca, Joe Finding - 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	(software updates/new releases), manage changes, and regression test once months	2 2	2 Low	Open	stability risks, which could lead to slowed development and unexpected orolect delays. 5/31/2025 - DHS stated that the ASI had not accounted for 10/31/2025 - Some defects reported during SIT have root causes in the stability of the BES infrastructure. The ASI states that the issues with shared	dela Issai 2/13	elays" is still an sue and is a carry- /13/2025 Perhaps
A service of growth of the property of the pro	which could be difficult to implement and	Frasca, Joe Finding - 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	(software updates/new releases), manage changes, and regression test once months	2 2	2 Low	Open	stability risks, which could lead to slowed development and unexpected croinct. delaw. 5/31/2025 - DH5 stated that the 851 and not accounted for 10/31/2025 - Some defects reported during SIT have root causes in the stability of the BES infrastructure. The ASI states that the issues with shared resources and Bindplane software that occur in testing environments should	dela Issue 2/13 for t	elays" is still an sue and is a carry- /13/2025 Perhaps or the next MSR we
water and the control of the second of the control plant. Where the control plant is a second of the control plant is a second of the control plant. Where the control plant is a second of the control plant is a second of the control plant is a second of the control plant. Where the control plant is a second of the control plant is a second of the control plant. Where the control plant is a second of the control plant is a second of the control plant. Where the control plant is a second of the control plant. Where the control plant is a second of the control plant is a second of the control plant. Where the control plant is a second of the control plant. Where the control p	which could be difficult to implement and	Frasca, Joe Finding - 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	(software updates/new releases), manage changes, and regression test once months changes/updates are applied. * The project team work to establish strong governance over the utilization and maintenance of the various system	2 2	2 Low	Open	stability risks, which could lead to slowed development and unexpected or oriect delaw. 3/1/2025 1981 stated that the &8/1 abn oft accounted for 10/31/2025 Some defects reported during STI have root causes in the stability of the Bis infrastructure. The ASI states that the issues with shared resources and Bindplane software that occur in testing environments should not be present in production. However, IVP has not yet been provided with	dela Issou 2/13 for t sho.	elays." is still an sue and is a carry- /13/2025 Perhaps or the next MSR we sould review the
white the sear of program of the pro	which could be difficult to implement and	Frasca, Joe Finding - 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 and lead to further delays. Complex platforms often present system maintenance and operations challenges as system changes can hold the	(software updates/new releases), manage changes, and regression test once months changes/updates are applied. *The project team work to establish strong governance over the utilization and maintenance of the various system tools/components. *AS allot time in the schedule to conduct proof of concepts to assure infrastructure components work as expected. *ASI	2 2	2 Low	Open	stability risks, which could lead to alowed development and unexpected consect delsies. 37(12075 - 1905) tasted but he 681 band no seconted for 10/18/12075 - 50me defects reported during 91T have root causes in the stability of the 815 irrificativature. The 815 states that the issues with shared resources and Bindplane software that occur in testing environments should not be present in production. However, IV has not yet been provided with artifacts or project documentation to validate that these issues will not materialize in URI or Production in Provincers. 8/18/12075 - Voirs appears	offs Issaud Issaud	elays" is still an sue and is a carry- /13/2025 Perhaps in the next MSR we hould review the utstanding scommendations to
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