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

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

April 16, 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 <u>http://ets.hawaii.gov</u> (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: March 1 – 31, 2025

Submitted: April 15, 2025



Solutions that Matter

Overview

- Executive Summary
- IV&V Findings and Recommendations
- <u>IV&V Engagement Status</u>
- <u>Appendices</u>
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 - <u>B Risk Identification Report</u>
 - <u>C Acronyms and Glossary</u>
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Solutions that Matter

Executive Summary



Executive Summary



March 2025 was the second month of the most recent BES Project Restart. IV&V notes improvement in the Project Management and Security and Privacy categories. Within Project Management, the project team executed the planned schedule (with a few adjustments), and evidence shows the ASI and DHS teams focused on the security and privacy work by remediating critical and high-rated findings. The project team also completed all Joint Application Design (JAD) sessions for the remaining functionality planned for the BES Pilot.

Challenging areas include:

- Development: The current schedule for the Customer Correspondence development work is planned to be completed one week before the start of System Integration Testing (SIT); this does not leave much time for the project team to resolve anomalies.
- Testing: Progress in resolving defects carried over from the last User Acceptance Testing (UAT) cycle has slowed due to blockers delaying completion. IV&V is concerned that the completion of all UAT defects before SIT may be at risk, which may cause DHS rework and schedule delays.
- Security: The ASI made good progress in March, completing the IV&V recommendation for rating security scans and making positive progress in remediating critical and high-rated findings. IV&V is concerned that some newly written policies might not be approved by DHS in time for the IRS submission planned for late April 2025, which could impact receiving IRS concurrence to move forward.
- Requirements Analysis and Management: The ASI continues to struggle with creating a standard Requirements Traceability Matrix report that provides validation to DHS and Federal oversight agencies that all contractual requirements have been fulfilled in the BES solution.
- DHS and the ASI are well aware of the above concerns, and in addition to monitoring each of them, they are also working on mitigation plans should they be needed.

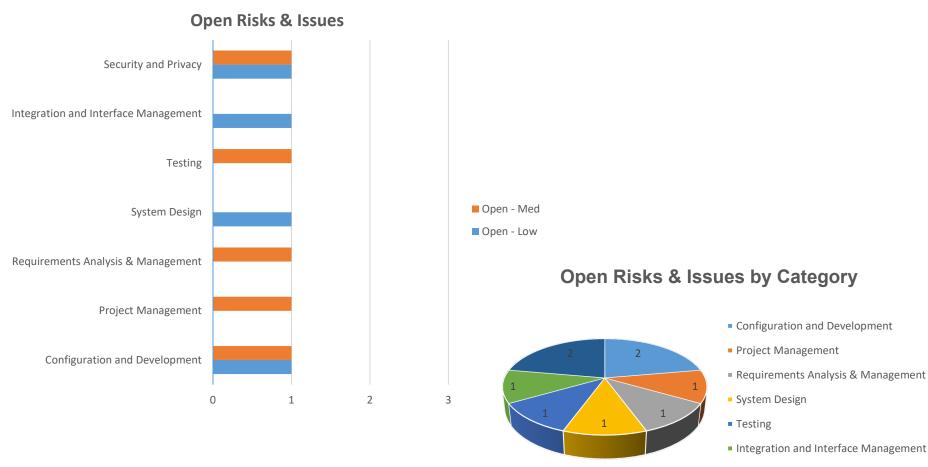
| Jan | Feb | Mar | Category | IV&V Observations |
|-----|-----|-----|-----------------------|--|
| Н | н | M | Project Management | The project schedule has remained stable with minor changes, leading IV&V to lower the criticality rating for this category (and related finding) to Medium. However, the development phase, scheduled to finish just one week before System Integration Testing (SIT), will be closely monitored as a-potential risk to the project schedule. |

Executive Summary

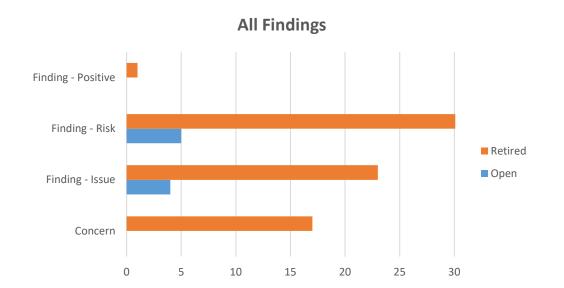


| Jan | Feb | Mar | Category | IV&V Observations |
|-----|-----|-----|--|---|
| L | L | L | System Design | This month, the final Joint Application Design sessions planned for BES were completed, along with the DHS validation of the related functional design updates. |
| M | M | M | Configuration and Development | The ASI continues to make progress updating the Configuration Management Plan (CMP) and completed all JAD sessions for the remaining Pilot scope of work. However, IV&V is concerned about potential delays in the customer correspondence functionality and recommends close monitoring and a mitigation strategy. The ASI has stated they are planning to add more resources to support this effort in the near term. |
| | L | L | Integration and Interface Management | The ASI is currently preparing test scripts to comprehensively test all interfaces during the SIT and UAT phases before the Pilot. This process involves conducting regression testing and retesting previously validated scripts to ensure compatibility with newly developed code that supports all requirements. |
| M | M | М | Testing | IV&V is concerned about the slow pace of defect resolution for last year's UAT, only 3 high- priority, 1 medium-priority, and 3 low-priority defects were resolved during the month. All UAT defects must be resolved for SIT to start. |
| M | M | M | Security and Privacy | The security infrastructure toolset is being evaluated and updated while the project team continues to work on the security policies, which must be fully approved prior to the next IRS Security Review at the end of April 2025. Unapproved policies may result in IRS corrective action plans. |
| M | M | M | Requirements Analysis & Management | The ASI continues to work on developing an RTM that will provide DHS the traceability of each contract requirement (Functional, Technical and other) through testing and vice-versa. |

As of the March 2025 reporting period, PCG is tracking 9 open findings (5 risks, 4 issues) and has retired 81 findings. Of the 9 open findings, 5 are Medium, and 4 are Low.



The following figure provides a breakdown of the 90 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 |
|---|---------|----------|
| | None | |



Preliminary Concerns Investigated and Retired During the Reporting Period

| # | Finding | Category |
|---|---------|----------|
| | None | |

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 | The BES project schedule was relatively stable this month (minor changes were made), with a few tasks delayed while others were completed earlier than planned. IV&V is updating the criticality rating from High to Medium. However, we continue to monitor the minimal slack time between the completion of development and the beginning of System Integration Testing. | M |
| | | |
| Reco | ommendations | Progress |

| | FIUGLESS |
|--|------------|
| Monitor, evaluate and revise scheduling estimates for accuracy based on the project teams past performance and resources available to do the remaining work. | Completed |
| Any work required to address findings from Root Cause Analysis should be included in the revised schedule to validate completion for DHS. | In Process |
| Elaborate the schedule to include the detailed work and tasks required behind milestones, allowing better tracking and visibility of possible issues and delays at the task level. | Completed |
| ASI develop a mitigation plan for minimal amount of slack time between development completion and start of SIT. | 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. No material update in the 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 dela project milestones and the critical path. | ay 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. | | |
| | The ASI has reported progress in updating the project Configuration Management Plan (CMP). | | |

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



In Process

Closed

New

Configuration and Development

productive design discussions with DHS attendees during each demo.

dynamic burn-down chart to track the progress.

mitigation strategy to avoid delays.

•

| # | Key Findings | Criticality Rating |
|-----------------|--|-----------------------|
| 80 | Issue – Development delays have negatively impacted the project schedule and delayed go-live. The ASI completed the JAD sessions for the BES Pilot. The Change Request (CR) for customer correspondence functionality was identified as requiring substantial effort and is scheduled for completion by the end of the development phase. IV&V continues to express concern that, based on past performance, any disruptions affecting correspondence may leave the project with minimal time to respond without extending the pilot go-live date. | M |
| Recommendations | | |
| • A | ASI provides DHS with the time needed to effectively evaluate the software demonstrations (demos) and elicit | In Drococc |

ASI regularly reports estimated story points for the total remaining project work to reach go-live and presents a

IV&V recommends the project closely monitor progress on the customer correspondence CR and create a

HI Systems Modernization Independent Verification & Validation Monthly Report: March 2025



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 technical testing subtests have begun to be written. Each interface will have a script to test failure conditions such as malformed fields and files. | L |

| 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 |
|----|---|-----------------------|
| 83 | Issue – Gaps in test coverage and slower-than-expected progress in testing may result in schedule delays if subsequent test phases uncover a higher volume of defects and user feedback than initially anticipated. | |
| | As of March 26th, the ASI is addressing previous testing cycle defects, with 154 defects (37 high, 83 medium, 34 low) in "Ready for UAT" (fix complete, not deployed to UAT environment) status and 26 defects (15 high, 3 medium, 8 low) "In UAT" (fix deployed to UAT environment) status. | |
| | A comparison with last month's progress reveals the ASI closed 3 high-priority, 1 medium-priority, and 3 low-priority defects. Unless the ASI's performance increases, this may result in a situation where the defects are not resolved prior to the start of the next testing cycle, continuing this risk to the project. IV&V is concerned the pace of defect resolution may delay the next testing cycle and impact the project's go-live date. IV&V emphasizes the need for immediate attention to accelerate defect resolution to avoid project delays. | 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 | Last month, IV&V reported that the ASI has dropped MongoDB from the Secure Enclave after evaluating IRS Publication 1075-compliant alternatives and is converting to Google Firestore. However, the ASI has also replaced IBM Filenet in the Secure Enclave with Google Firestore. The ASI and DHS have continued working on the NIST 800-53R5 Security Policies. In addition to the 6 policies the ASI had submitted to DHS and received feedback 14 other policies were updated based on the feedback and are currently waiting internal review prior to submission to DHS. DHS has a Safeguard Security Report (SSR) due to the IRS at the end of April. The policies that are being written for the BES System need to be reviewed and approved by DHS and the process for system level policies is being worked on by DHS. However, IV&V is concerned that the newly written policies will not be approved prior to the IRS SSR submission. | L |

| Recommendations | | |
|-----------------|---|------------|
| • | 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. | 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. | |
| 106 | The ASI completed the IV&V recommendation to rate the criticality of configuration scans and made progress on remediating findings that are rated critical and high. At the time of this writing, BES had 20 critical findings open or in progress outside the 15-day remediation timeframe, and one critical finding was within the timeframe. BES had 22 high-rated findings open or in progress outside the 30-day remediation timeframe, and five high-rated findings were within the timeframe. It should be noted that remediation on some single POAM items in the list may require patching or configuration changes on multiple hosts (from development environments to production environments) and are listed as in progress while these changes are being applied across multiple hosts. | M |
| | | |

| Recommendations | Progress |
|--|-------------|
| Rate Configuration scan result failures and how they impact the security of the BES system (Critical, High, Medium, and Low) instead of simple pass/failure results. In January 2025, 82 critical and High-finding POAMs were listed due to the Tenable configuration scan results. The POAMs for configuration scans are now listed as "failed"; due to the binary nature of the scan engine and does not rate the criticality of the system configuration on the business operation of how the hosts are used. | Completed |
| Update the BES Vulnerability Management Procedures document with the Jira ticketing process and workflow from vulnerability and configuration scan remediation with who owns each step. | In Progress |
| Implement an escalation process to involve senior leadership if deadlines are missed. | In Progress |



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 | The ASI hosted a Requirements Traceability Matrix (RTM) report walkthrough meeting on 3/21/25 with DHS and IV&V to provide updates on the creation of their report. This report was for functional requirements only. ASI stated they would work on producing an RTM that will provide DHS the traceability of each contract requirement (Functional, Technical and other) through testing and vice-versa. | 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 has been fully 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. | Not Started |
| • | Provide weekly updates about the clean-up efforts in JIRA regarding incorrect statuses of epics, use case, and requirements. | New |

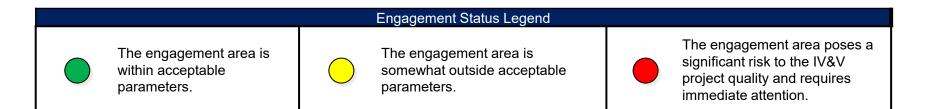




IV&V Status

IV&V Engagement Status

| IV&V Engagement Area | Dec | Jan | Feb | Comments |
|----------------------|-----|-----|-----|--|
| IV&V Budget | | | | |
| IV&V Schedule | | | | |
| IV&V Deliverables | | | | PCG submitted the final February IV&V Monthly Status Report. |
| IV&V Staffing | | | | |
| IV&V Scope | | | | |



IV&V Activities



- IV&V activities in the March reporting period:
 - Completed February 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 April 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 | 3/13/2025 3/26/2025 | N/A |
| CR2024-009 HAWI Notices Conversion | 3/13/2025 | V0.1 |
| BI-02 Project Status Report | 3/5/2025, 3/12/2025, 3/19/2025, 3/26/2025 | NA |
| | | |
| | | |
| | | |

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 3/3/3025, 3/5/2025, 3/10/2025, 3/12/2025, 3/24/2025, 3/26/2025, 3/31/2025
- 2. IV&V/ASI January Pre-draft Review 3/5/2025
- 3. HI DHS BES February Draft IV&V Report Review 3/13/2025
- 4. Bi-Weekly DHS BES PMO/IV&V Check-in 3/13/2025
- 5. Bi-Weekly DHS and IV&V Touch Base 3/4/2025, 3/19/2025
- 6. Weekly BES Infrastructure meeting 3/7/2025, 3/14/2025, 3/21/2025
- 7. Weekly Client BES 2023 Project Status Meeting 3/12/2025
- 8. Security Touchpoint 3/5/2025, 3/12/2025, 3/19/2025
- 9. (Externa(I) Weekly Interfaces Touchpoint 3/3/2025, 3/10/2025, 3/24/2025, 3/31/2025
- 10. (External) Bi-weekly BES CCB Meeting 3/5/2025, 3/19/2025
- 11. (eWorld/IV&V Mid-Month Check-in 3/20/2025
- 12. (External) BES: FNS Connect 3/6/2025
- 13. (External) Day 2 Final Approval for CR2024-017 BES 1.0 Correspondence Enhancements 3/3/2025
- 14. (External) CR2024-019, 024, & 025 FD Comment Review Meeting 3/5/2025
- 15. (External) Testing Related Follow-up meeting 3/13/2025
- 16. (External) CR2025-028 HYCF/DPS Interfaces AND CR2025-029 DOH Update frequency to quarterly for DOM and DOB request/response 3/14/2025
- 17. (External) JAD CR2024-013 DHS Application Packet Multiple Correspondences 3/19/2025
- 18. (External) BES RTM Report Walkthrough Meeting 3/21/2025, 3/27/2025
- 19. OPA Discussion and Walkthrough 3/28/2025
- 20. (External) BI-17 Deliverable Comments Review Meeting 3/31/2025







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

Appendix C – Acronyms and Glossary

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

Appendix C – Acronyms and Glossary

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

Appendix D – Background Information



Systems Modernization Project

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

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

Systems Modernization IV&V Project

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

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

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

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

Appendix D – Background Information



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

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

PCG's Eclipse IV&V® Technical Assessment Methodology

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

IV&V Assessment Categories for the BES Project

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

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

Ending Slide



Solutions that Matter

HI DHS Monthly IV Status Report Final - March 2025

| | | Finding | Identified | | | | | An | alyst Finding | | | |
|--|-----------------------|------------------|--------------------------------------|--|---|---|--|---------------------|---------------|--|-----------------|---|
| ID Title | Reporter | Туре | Date Category | Observation The BES system does not currently remediate critical vulnerabilities and | Significance | Recommendation | Event Horizon Impa 30 days prior to | act Probability Pri | ority Status | Status Update 03/31/2025 – The ASI completed the IVV recommendation to rate the | Client Comments | Vendor Comments |
| 106 Critical and high vulnerability and configuration scan findings are not remediated within the documented timeframes. | Heath, Dustin Fi | inding - isk | 2/28/2025 Security and Privacy | compliance issues within 15 days, and high vulnerabilities are not remediated within 30 days as required by the BES Vulnerability Management | | Update the BES Vulnerability Management Procedures document with the Jira ticketing process and workflow from vulnerability and configuration | the IRS assessment or the next third- | 3 3 Me | ed Open | GU1212025 - The AB complete the MV recommendation is rate the comparison of the second secon | | |
| | | | | | | Rate Configuration scan result failures and how they impact the security of the BES system (Critical, High, Medium, and Low) instead of simple pass/failure result. In January 2025, Excitical and High finding POMs were listed due to the Tenable configuration scan results. The POMs for configuration scans are now listed as "faile"; due to the bismary nature of the scan engine and does not rate the criticality of the system configuration and has bismare continued. | | | | Isted as in progress while these changes are being applied across multiple hosts. | | |
| 94 The lack of an effective way to validate BES requirements could lead to project delays | S Morrill, Scott Fi | | 4/25/2024 Requirements Analysis & | | It is unclear to DHS and IVV how the ASI will trace requirement coverage for SIT completion. DHS may be unable to make an informed decision on SIT exit | IN PROGRESS • Develop a document that provides DHS with a feasible and effective way to | 45422 | 3 3 Me | d Open | 3/26/25 - The ASI hosted a Requirements Traceability Matrix (RTM) report walkthrough meeting on 3/21/25 with DHS and IVV to provide updates on | | 9/9/2024 |
| and unfulfilled user needs if DHS later identifies unmet contractual requirements. | i. | | Management | associating each requirement with passed test case(s). However, the approved project schedule shows the RTM completed on 6/26/24, which fails after the Core STT exit decision on 5/10/24. The ASI provided the BI-22a System Integrity Review Tool (SIRT) to DHS on April 26, 2024, but withdrew | criteria. | 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". | | | | the creation of their report. This report was for functional requirements only. ASI stated they would work on producing an RTM that will provide DHS the traceability of each contract requirement (Functional, Technical and other) through testing and vice-versa. | s | Include information on interim version provided prior to FAT. |
| | | | | the deliverable due to DHS concerns. This BI-22a deliverable may help DHS validate requirements. | | Ensure test scripts thoroughly and comprehensively test the system to assure each requirement has been fully met. | | | | 2/26/2025 - The ASI continues to work on delivering an RTM that DHS can use. The key outstanding items from the Mid-Month project team meeting | | 7/12/2024 |
| | | | | | | Develop a deliverable that provides an audit trail for changes to the requirements from the contract such as obsoleted requirements, when that | | | | on 2/20/25 between ASI and IVV include Use Cases and Requirements in Jira need to be updated as they have the | | I'm not sure if this is worth noting but |
| | | | | | | decision was made, and the change requests. | | | | Incorrect status. There are Use Cases in Jira which have been obsoleted but still have active | | eWorldES did deliver an "Interim" BI-21 |
| | | | | | | Brovide weekly updates about the clean-up efforts in JIRA regarding incorrect statuses of epics, use case, and requirements. | | | | requirements that need to be updated. There are Epics in Jira which are completed but need to be updated to the | | RTM to satisfy the requirement criteria |
| | | | | | | | | | | correct status. The AGI stated fixing these key outstanding items will them to produce a comprehensive and usable RTM. 1/31/2025. the AGI shared their 1/31/2025. | | for entering into BES 1.0 FAT. |
| | | | | | | | | | | 1/31/2025 - At the CLB 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 | | 06/14/2024 |
| | | | | | | | | | | enores a pre-requiring 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 | e | The BI-21 RTM deliverable has been |
| | | | | | | | | | | provide DHS with clarity on requirements coverage per the current BES contract | | reviewed and discussed multiple |
| | | | | | | | | | | 12/31/2024 - The ASI hosted a meeting to review usage of the RTM, but all | | times at the bi-weekly CCB meeting. Draft |
| 93 Due to the lack of physical and technical | Reynolds, Fi | inding - | 4/29/2024 Integration and | Aside from the functional testing accomplished during epic testing, specific | This testing is essential before initial deployment to prevent unexpected and | In Process | 2024 2nd Qtr | 3 2 Lov | w Open | attendees agreed more work was needed to provide a usable report for both 3/31/2025 - The technical testing subtests have begun to be written. Each | h | reports of the BI-21 |
| testing of the interfaces and data transfer failure, conditions may exist with data format, boundaries, and dependencies. | | lsk | Interface Management | data flow testing is usually part of an interface definition. | difficult-to-resolve issues, such as scrambled or missing data - or the system may have a fault or exception. Since the Project has not established and tested the fault scenarios, we do not know how the system may react. | * API interfaces should be tested for failure conditions during connection | | | | interface will have a script to test failure conditions such as malformed fields and files. | | 06/14/2024 As mentioned at the |
| These failures may result in intermittent an hard-to-isolate problems or errors | nd | | | | | * FTP and file interfaces should be tested for data and file integrity. | | | | 2/26/2025—The remaining interface test scripts are being prepared to ensure comprehensive testing of all interfaces, including the retesting of | | May pre-meet, a technical Interface |
| | | | | | | * Test data fields for system impacts resulting from data that is poorly formatted, out of range, or other unexpected data transmission errors. | | | | previously performed tests to validate accuracy and maintain up-to-date results. | | team plan does exist to address PCG's recommendations for |
| | | | | | | Removed * (Not applicable—No transactional interfaces, therefore no race | | | | 1/30/2025—Interface technical testing will occur during SIT and UAT, depending on the interface partner's resource availability. Interfaces | | this finding.5/11/2024 |
| | | | | | | (Not applicable—No transactional interraces, therefore no race conditions) API interfaces do not require race condition testing. | | | | requiring technical testing during this project phase are EDRS, HYCF, DOH, DPS, PARIS, BEER, IRS, IVR, HANA, DoTax, FNS, ACF, ECF, and EDM. IVV will continue to monitor them. | | As mentioned at the pre-meet, a technical |
| | | | | | | (Redundant with other recommendations) Testing for format, length, and other physical formatting errors in interface | | | | 12/31/2024—The initial set of testing was successful. Test planning and | | Interface team plan does exist to address |
| | | | | | | records and files is covered under existing test cases. | | | | execution for the other interfaces should be integrated into the recast schedule discussions. Successful results, including graceful rejection of invalid interface data (such as misnamed SFTP files or short fields/truncated files), are recommended prior to commencement of ST testing. | 1 | PCG's recommendations for this finding. |
| | | | | | | | | | | 10/31/2024—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 | L | |
| | | | | | | | | | | 09/30/2024—The 7 interfaces used in the planned Pilot release, BES1.0, have been completed. However, the other 12 releases required for the statewide release. BES1.1. will be required with the revised approach to | | |
| 83 Gaps in test coverage and slower-than- expected progress in testing may result in schedule delays if subsequent test phases | Kalsi, Neetu Fi Is | inding - isue | 6/2/2023 Testing | | Identifying defects early is vital for effective testing, as it is more efficient and cost-effective to address issues during the early testing stages. If there is slow progress or incomplete testing in the early stages, it can result in | - DHS and ASI revisit the testing approach to prioritize completion of | UAT | 4 4 Me | ed Open | 3/26/2025- As of March 26th, the ASI is addressing previous testing cycle defects, with 154 defects (37 high, 83 medium, 34 low) in "Ready for UAT" (fix complete, not deployed to UAT environment) status and 26 defects (15 | | |
| uncover a higher volume of defects and use feedback than initially anticipated. | ter | | | that not all epics and use cases in R11 have associated test cases or are testing the correct use cases. In terms of progress, some test cases remain | more defects leaking into subsequent testing phases, necessitating more extensive and rigorous testing efforts. Insufficient testing coverage or slowe | testing (SIT) to minimize defect leakage to User Acceptance Testing (UAT). r - ASI assesses the potential impact of the large number of unresolved | | | | high, 3 medium, 8 low) "In UAT" (fix deployed to UAT environment) status. A comparison with last month's progress reveals the ASI closed 3 high- | | 3/13/2025 |
| | | | | unexecuted, and not all defects have been resolved as the project commences System Integration Testing (SIT). The ASI has plans to complete | than-anticipated progress throughout the project lifecycle increases the risk of encountering significant delays, extensions, or the introduction of defects | defects on future development efforts, ensuring a more robust and efficient development process | : | | | priority, 1 medium-priority, and 3 low-priority defects. Unless the ASI's performance increases, this may result in a situation where the defects are | | Our eWorld Test Lead is inquiring what |
| | | | | the INT exit criteria by June 16, 2023, about 2 weeks after SIT begins. | into the production environment during the final testing stage, known as Final Acceptance Testing (FAT). | ASI develop and implement a revised testing approach to improve the completeness and thoroughness of future testing cycles. | | | | not resolved prior to the start of the next testing cycle, continuing this risk to the project. Jv&V is concerned the pace of defect resolution may the start of the sta | | is needed to close this issue? |
| | | | | | | CLOSED | | | | delay the next testing cycle and impact the project's go-live date. IVV emphasizes the need for immediate attention to accelerate defect resolution to excide an each defect. | n | 2/13/2025 Per Hemant (eW Test |
| | | | | | | CLOSED - The ASI should determine the root cause of the failure to identify simple defects in INT and SIT and implement effective improvement processes to | | | | to avoid project delays. Additionally, IVV conducted a sampling of the defects currently in "Ready for UNT" characterize to reader comments and conservation in lice. Breliming any | ır. | Hemant (eW Test Lead): " there is no change in the |
| | | | | | | detects in INT and SIT and implement effective improvement processes to confirm early testing is adequate before entering UAT/FAT (closed 4/30/2024) | | | | UAT [®] status by reviewing comments and screenshots in Jira. Preliminary findings indicate that the defect's resolution appears satisfactory. However, to ensure thoroughness. IVV will verify with ASI that repression testing has | | change in the testing process for R0.13 as far as |
| | | | | | | - DHS and ASI monitor INT/SIT closely for both breadth and depth of testing to ensure the system is adequately tested (Closed 10/30/2024) | | | | been completed to catch any potential defects that may have arisen during the test case completion. This additional step aims to provide confidence | | waterfall methodology is concerned." We |
| | | | | | | ASI utilize the two-week FAT testing pause to address and resolve outstanding SIT defects and apply the fixes in the FAT environment, ensuring | | | | the test case compression. This additional step alms to provide completion that the system is stable, reliable, and ready for client for UAT. | | are notplanning to have any phased in |
| | | | | | | that these defects to not recur when FAT resumes, optimizing testing efficiency and reducing potential defect rediscovery. (Closed 10/30/2024) | , | | | 2/26/2025 -As of the February 26th status report, the vendor is actively resolving UAT defects. Currently, 147 defects (34 high, 82 medium, 31 low) | | functionalities with R0.13. |
| | | | | | | NOT COMPLETED | | | | are ready for UAT testing, while 63 defects are in progress. Looking ahead, System Integration testing (SIT) is scheduled to commence in mid-June. Any | | 12/11/2024 |
| | | | | | | The Project team reviews the SIT exit criteria and revises them as needed to ensure UAT/FAT begins with the best system possible. (3/31/2024) | | | | development delays may delay testing and potentially push back the go-live date, impacting the project schedule. | | Please revisit the first two recommendations |
| | | | | | | DHS should request that the ASI develop a Corrective Action Plan to address the failure of prior test phases (Unit, INT) to capture defects that | | | | | | as these should reflect an "In Process" |

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| e lack of technical documentation may Heath, Dustin Finding - | | | Significance | Recommendation | Event Horizon Impac | t Probability Priority | Status | Status Update | Client Comments | Vendo |
|---|----------------------------|--|--|---|-----------------------|------------------------|--------|---|-----------------|--|
| | 4/27/2023 Security and | In April, the ASI/DHS system security plan (SSP) authors began writing | | In Progress | Prior to the start of | 2 2 Low | Open | 3/31/2025— Last month, IVV reported that the ASI has dropped MongoDB | | |
| id to incorrect implementation statements Issue delay the System Security Plan | Privacy | implementation statements. Currently, the technical documentation | authors may need to edit or rewrite implementation statements. A full draft of the SSP is scheduled to be published August 15th , 2023, and the final SSP | Collaborate and communicate with SSP authors about when reliable and | the third-party | | | from the Secure Enclave after evaluating IRS Publication 1075-compliant alternatives and is converting to Google Firestore. However, the ASI has also | | 3/13/3 We po |
| delay the system security Plan | | supporting the SSP is unavailable, outdated, or in a draft form. During April, | (ready for federal partner review) is scheduled for September 15, 2023. The | correct documentation will be available. | assessment. | | | atternatives and is converting to Google Firestore. However, the ASI has also replaced IBM Filenet in the Secure Enclave with Google Firestore. The ASI | | follow |
| | | Implementation statements are currently being written from the perspective | SSP is a large technical document with hundreds of controls and control | with the known tasks related to the IRS Assessment to continue receiving FTI | | | | and DHS have continued working on the NIST 800-53R5 Security Policies. In | | schedu |
| | | of how the system should be designed from the SSP author's perspective | enhancements, and each one requires an implementation statement of how | in BES. | | | | addition to the 6 policies the ASI had submitted to DHS and received | | relates |
| | | instead of how the system is actually designed. The SSP authors need to | the control or enhancement has been met. | | | | | feedback 14 other policies were updated based on the feedback and are | | Enclav |
| | | know and use documentation such as System Architecture and Design, | | COMPLETE | | | | currently waiting internal review prior to submission to DHS. DHS has a | | showe |
| | | network topology, dataflow, ports and protocols, tools used for logging, etc. | | Determine when the infrastructure design baseline will be completed. (06/30/2024) | | | | Safeguard Security Report (SSR) due to the IRS at the end of April. The policies that are being written for the BES System need to be reviewed and | | schedu |
| | | | | Perform a full review of all draft SSP controls for content and accuracy | | | | approved by DHS and the process for system level policies is being worked | | enclav out)Al: |
| | | | | prior to the start of the Independent Security Controls Assessment of BES | | | | on by DHS. However, it does not appear the newly written policies will be | | mentic |
| | | | | and submission of the SSP package to federal regulators. This will allow the | | | | approved prior to the IRS SSR submission | | tied to |
| | | | | SSP authors to update controls with changes from Design through | | | | | | Jira:[B |
| | | | | Implementation. (9/26/2024) | | | | 2/28/2025-The ASI and DHS have been collaboratively working on the NIST | | Secure |
| | | | | Begin monthly Plan of Action and Milestone update meetings between DHS | | | | 800-53R5 Security Policies per the NIST 800-53R5 control family that will be | | Jira foi |
| | | | | Security and the ASI Security teams to inform each other of progress and | | | | used for the BES System. Drafts for each policy have been created, with 12 | | projec |
| | | | | updates made against each POAM. (10/31/2024) | | | | ready for internal review. DHS has reviewed several of the policies and provided additional instruction as to how they should be structured. The ASI | | task:A |
| | | | | CLOSED - Moved to Risk #106 | | | | has dropped MongoDB from the Secure Enclave after evaluating IRS | | the p chang |
| | | | | IV&V recommends prioritizing the 82 Critical and High finding POAMs | | | | Publication 1075 compliant alternatives and is converting to Google | | Starte |
| | | | | as a result of the Tenable Nessus Configuration scans. Implementing the | | | | Firestore. Considering that a majority of the documentation and artifacts | | Proce |
| | | | | security configurations later in development may cause the system to | | | | are completed or nearing completion and the extended schedule, IV&V | | to sy |
| | | | | become unfunctional, and require additional development time to fix. | | | | has changed the criticality of this issue to low. | | discu |
| | | | | | | | | 1/27/2025 - The ASI has rewritten most of the System Security Plan (SSP) | | recor |
| | | | | | | | | 1/27/2025 - The ASI has rewritten most of the System Security Plan (SSP) responses to meet the requirements of NIST 800-53. They also have worked | | if you infor |
| | | | | | | | | on writing new security policies for BES. Of the 19 policies to be written at | | like t |
| pment delays have negatively Fors, Michael Finding - | 6/30/2022 Configuration an | d ASI had previously reported development activities have been slowed as | If the ASI is unable to achieve a velocity that enables them to meet planned | OPEN | Immediate | 3 3 Med | Open | 3/31/2025 - The ASI completed the JAD sessions for the BES Pilot. The | | 11100 |
| ted 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 go-live date. | ASI provides DHS with the time needed to effectively evaluate the software | | | | Change Request (CR) for customer correspondence functionality was | | |
| L | | development velocity. Previously, the development team was challenged | Failure to achieve a level of accuracy in estimating development tasks could lead to a project schedule that is flawed and unrealistic. Previously, DHS | demonstrations (demos) and elicit productive design discussions with DHS | | | | identified as requiring substantial effort and is scheduled for completion by | | |
| | | with accurately estimating development task level of effort (i.e., story | lead to a project schedule that is flawed and unrealistic. Previously, DHS | attendees during each demo. | | | | the end of the development phase. IVV continues to express concern that, | | 2/13 |
| | | points) and the project has been challenged with producing a project | had indicated, and IVV agreed, that some of these delays were due to some | The project closely monitor progress on development efforts that are | | | | based on past performance, any disruptions affecting correspondence may | | for t |
| | | schedule that accurately reflects realistic timelines (see Finding #74). The | ASI BAs lacking the expertise required to create optimal designs and system | | | | | leave the project with minimal time to respond without extending the pilot go-live date. | | sho |
| | | ASI continues to be challenged with finding qualified resources in a timely manner | specifications that developers could consume without requiring extensive clarification from the ASI BA/SA team. DHS and IVV observed instances | so acegy to avoid derays. | | | | go-nve care. | | outs |
| | | | | COMPLETE | | | | 2/28/2025 - The ASI recently submitted an Improvement Plan to DHS that | | ensu |
| | | | DHS (who may lack software or UI design expertise) to improve, which has | | | | | included improvements to address their software development challenges. | | is re |
| | | | contributed to unproductive design sessions (see Finding #61). It remains | | | | | They have reported ongoing improvements because of their reorganization | | 09/0 |
| | | | unclear if scope creep has contributed to these delays. | ASI regularly report metrics that accurately track the total amount of | | | | of the development team, implementing more rigorous software | | |
| | | | | remaining work to reach go-live and present a dynamic burndown chart to | | | | development and release practices, thorough unit testing and peer reviews, | | Vic |
| | | | | clearly display progress to stakeholders. (closed 3/31/2025) • ASI effectively track and regularly provide DHS (potentially via the weekly | | | | and the addition of senior skilled resources. | | deve add |
| | | | | Asi effectively track and regularly provide DHS (potentially via the weekly DDI status meeting) with an accurate velocity (e.g., story points per | | | | 1/31/2025 - The ASI conducted a project restart kickoff on 1/23/2025 | | 900 |
| | | | | day/week/month) and assure that the current velocity is accurately and | | | | where they intend to implement several development (and other) process | | |
| | | | | consistently reflected in the project schedule (closed 2/28/2025) | | | | improvements to increase the quality and efficiency of development. Key | | 05/3 |
| | | | | DHS request the ASI strategically add the right project team resources to | | | | issues they intend to address include development quality, testing quality, | | |
| | | | | effectively increase velocity. Note that adding additional junior resources | | | | and accumulated technical debt. Mitigation strategies include implementing | | As d |
| | | | | may not be as effective as staffing additional expert-level development, | | | | switching development methodologies from agile to waterfall, improving | | mee |
| | | | | analysis, and other resources that can lead and mentor junior resources. | | | | development discipline and structure, increasing the comprehensiveness of | | devi |
| | | | | ASI reviews the development process and identifies and mitigates the challenges preventing them from incorporating Epic demo activities into the | | | | testing, and bolstering their domain knowledge by onboarding additional subject matter experts. | | beer on f |
| | | | | project schedule. (9/29/23 - ASI will not be doing this, with DHS approval) | | | | subject matter experts. | | defe |
| | | | | ASI consider taking steps to increase code quality, including enhancing the | | | | | | BES |
| | | | | depth of developer unit testing, tracking and proactively preventing leakage, | | | | 12/31/2024 - The ASI continues to make efforts to enhance development | | fort |
| | | | | and enforcing effective coding standards and good governance. | | | | quality and efficiency. They have recently onboarded a senior development | | |
| Project schedule based on inaccurate Molina, Brad Finding - | | | | OPEN | Immediate | 3 3 Med | Open | 3/31/2025 - The BES project schedule was relatively stable this month | | |
| | Management | | constant schedule changes, resources not being available when needed, rushed activities, and general frustration which can lead to schedule delays, | - Monitor, evaluate and revise scheduling estimates for accuracy based on | | | | (minor changes were made), with a few tasks delayed while others were completed earlier than planned. IV&V is updating the criticality rating | | |
| | | estimating practices, and ability to manage to the schedule persist. The use | | the project teams past performance and resources available to do the | | | | from High to Medium. However, we continue to monitor the minimal slack | | |
| ource management, which could | | | low quality output scope changes and budget issues | | | | | | | 3/1 |
| ource management, which could n late deliverables, cost increases, | | of multiple tools to track resources obfuscate resource management. | low quality output, scope changes, and budget issues. | remaining work. | | | | time between the completion of development and the beginning of System | | |
| ource management, which could I late deliverables, cost increases, | | | low quality output, scope changes, and budget issues. | Any work required to address findings from Root Cause Analysis should be included in the revised schedule to validate completion for DHS. | | | | time between the completion of development and the beginning of System Integration Testing. | | The |
| ource management, which could I late deliverables, cost increases, | | Previous IV&V findings focused on specific schedule components such as resource management and critical path analysis, all of which were | low quality output, scope changes, and budget issues. | Any work required to address findings from Root Cause Analysis should be included in the revised schedule to validate completion for DHS. Elaborate the schedule to include the detailed work and tasks required | | | | Integration Testing. | | The proj revi |
| ource management, which could I late deliverables, cost increases, | | Previous IV&V findings focused on specific schedule components such | low quality output, scope changes, and budget issues. | Any work required to address findings from Root Cause Analysis should be included in the revised schedule to validate completion for DHS. Elaborate the schedule to include the detailed work and tasks required behind milestones, allowing better tracking and visibility of possible issues | | | | Integration Testing. 2/28/2025 - The ASI received final approval from DHS on the revised | | The proj revi stak |
| ource management, which could I late deliverables, cost increases, | | Previous IV&V findings focused on specific schedule components such as resource management and critical path analysis, all of which were | low quality output, scope changes, and budget issues. | Any work required to address findings from Root Cause Analysis should be included in the revised schedule to validate completion for DHS. Elaborate the schedule to include the detailed work and takk required behind milestones, allowing better tracking and visibility of possible issues and delays at the task level. | | | | Integration Testing. 2/28/2025 - The ASI received final approval from DHS on the revised schedule, which was baselined and shared to project team on 2/12/2025. | | The proj revi stak |
| ource management, which could I late deliverables, cost increases, | | Previous IV&V findings focused on specific schedule components such as resource management and critical path analysis, all of which were | low quality output, scope changes, and budget issues. | Any work required to address findings from Root Cause Analysis should be included in the revised schedule to validate completion for MFS. Elaborate the schedule to include the detailed work and tasks required behind mitestores, allowing better tracking and visibility of possible issues and delays at the task level. AS develop a mitigation plan for lask of tasks time between development | | | | Integration Testing. 2/28/2025 - The ASI received final approval from DHS on the revised schedule, which was baselined and shared to project team on 2/12/2025. The first schedule review for the re-baselined schedule was held on | | The proj revi stak fees wer |
| urce management, which could late deliverables, cost increases, | | Previous IV&V findings focused on specific schedule components such as resource management and critical path analysis, all of which were | low quality output, scope changes, and budget issues. | Any work required to address findings from Root Cause Analysis should be included in the revised schedule to validate completion for DHS. Elaborate the schedule to include the detailed work and takk required behind milestones, allowing better tracking and visibility of possible issues and delays at the task level. | | | | Integration Testing. 2/28/2025 - The ASI received final approval from DHS on the revised schedule, which was baselined and shared to project team on 2/12/2025. The first schedule review for the re-baselined schedule was held on 2/26/2025, with seven1 tasks showing a delayed finith state and others with | | The proj revi stak feeo wer upd |
| ource management, which could I late deliverables, cost increases, | | Previous IV&V findings focused on specific schedule components such as resource management and critical path analysis, all of which were | fow quality output, scope changes, and budget issue. | Any work required to address findings from Root Cause Analysis should be included in the revised schedule to validate completion for MFS. Elaborate the schedule to include the detailed work and tasks required behind mitestores, allowing better tracking and visibility of possible issues and delays at the task level. AS develop a mitigation plan for lask of tasks time between development | | | | Integration Testing. 2/28/2025 - The ASI received final approval from DHS on the revised schedule, which was baselined and shared to project team on $2/12/2025$. The first schedule review for the re-baselined schedule was held on 2/26/2025, with several tasks showing a delayed finish date and others with earlier comeletion date: with one similaritant chance of 4 days. Althout | | The proj revi stak feed wer upd acco |
| urce management, which could late deliverables, cost increases, | | Previous IV&V findings focused on specific schedule components such as resource management and critical path analysis, all of which were | low quality output, scope changes, and budget issues. | Any work required to address findings from Root Cause Analysis should be included in the revised schedule to validate completion for MFS. Elaborate the schedule to include the detailed work and tasks required behind mitestores, allowing better tracking and visibility of possible issues and delays at the task level. AS develop a mitigation plan for lask of tasks time between development | | | | Integration Testing. 2/28/2025 - The ASI received final approval from DHS on the revised schedule, which was baselined and shared to project team on 2/12/2025. The first schedule review for the re-baselined schedule was held on 2/26/2025, with seven1 tasks showing a delayed finith state and others with | | The proj revi stali feeo wer upd acci IV& |
| urce management, which could late deliverables, cost increases, | | Previous IV&V findings focused on specific schedule components such as resource management and critical path analysis, all of which were | | -Any work required to address findings from foot Cause Analysis should be included in the revised schedule to validate completion for GHS. - Elaborate the schedule to include the detailed work and tasks required beind michanoses, advanced genetic tracking and while of possible issues and delays at the task lead. - Ald develop a migration gain for fact of stack time between development completion and task of SH. COMPLETE | | | | Integration Testing. 2/32/0235 - The ASI received final approval from DHS on the revised schedule, which was baselined and shared to project team on 2/12/2025. The first schedule review for the re-baselined schedule was held on 2/32/0235, with seven lasks showing a delayed finish data and others with earlier competion dates; with one significant change of 44 days. Although more of these changes directly added ratio the schedule, NKRmy, V | | The pro revi stal fee we upd acc IV& the det |
| urce management, which could late deliverables, cost increases, | | Previous IV&V findings focused on specific schedule components such as resource management and critical path analysis, all of which were | | -Any wark required to address findings from foot Cause Analysis should be included in the revised-table to validate comparison for OLS. -Biobort the activative in include the detailed werk and tasks required address at the state in the state and and obtaining of possible states -Ad detailed and and at and of ALS. -Comparison of the state of t | | | | Integration Testing. 2/28/2025 - RAF received final approval from DHS on the revised schedule, which was baselined and shared to project team on 2/12/2025. The first checke review for the re-baselined checked with dia //2/2025, with sweet loads schedule as a divert with /2/2025, with sweet loads schedule as a divert /2/2025, with swe | | The pro stai fee wer upd acc IV& the det wat |
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| unce management, which could tail deliverable, cost increase, a go live. | 10/28/2021 System Design | Previous NRampU findings focused on specific schedule components such as renource management and critical path analysis, all of which were addressed and cloud. | If the level of effort to implement and manage the complexities of the BLS infrastructures is not accurately accounted for and staffed by the AS, the species could for much imagecide close and schedule delays. Delays in and lead to theme delays. Complex platform often present system maintanance and potential for system failure (i.e., due to the significant number to decommong particulation) and increase the wind in them accurated potential for system failure (i.e., due to the significant number to decommong particulation). The optimizer accurate the system maintanance and potential for system failure (i.e., due to the significant number to decommong particulation). The optimizer compared to their lapsort components remain in an immation static compared to their lapsort to the size is a manage, the poper concession. Goage Could a presently to the size is a managed, the poper concession. Goage Could a presently the Services. Microards Azurd, Nakamp V remains concerned to this production failure (1) tat could be difficult to reade and last to poper production failure) that could be difficult to reade and last to poper production failure). That could be difficult to reade and last to poper production failure). That could be difficult to reade and last to poper production. | -Any wark required to address thinking from host Cause Analysis should be included in the revised checken to validate completion for DTS. -Biodraft the schedule to include completion for DTS. -Biodraft the schedule is no include the detailed work and tasks required and address at the task include the include cause of the detailed work and tasks required and details at the schedule is no include the detailed work and tasks required and details at the schedule is no include the detailed work and tasks required and details at the schedule is no include the details work and tasks required and details at the schedule is no include the details. The details work and tasks required and details at the schedule is and tasks in the between development completion and start of site. COMPLIFIE COMPLIFIE CO | Next several months | 2 2 Low | | Integration Teaching: 2012/2012 - The Shore of their agencies from Disk on the result Scheduk, which was backlined and shared to project tamo in 2/12/2012 the fract schedule cryster for the backlined schedule was hidd on 2/16/2012, whit sweet lasks shored in a project tamo in 2/12/2012 their schedule cryster for the backlined schedule was hidd on cryster and the schedule of the the schedule of the schedule of the schedule cryster and the schedule of the schedule of the schedule schedule cryster and the schedule of the schedule of the schedule cryster and the schedule of the schedule of the schedule schedule cryster and the schedule of the schedule of the schedule schedule cryster and the schedule of the schedule of the schedule schedule cryster and the schedule of the schedule of the schedule schedule cryster and schedule as any schedule cryster schedule. The schedule schedule cryster and schedule are project schedule in the schedule cryster and schedule are project schedule. The schedule schedule cryster and schedule are project schedule in the schedule cryster and schedule are project schedule. The schedule schedule cryster and the schedule schedule schedule in the schedule schedule schedule schedule schedule schedule in the schedule schedule schedule schedule schedule schedule in the schedule schedu | | The projoin review of the stability of t |

8/22/24 - The ASI continues to make progress in building out the finalized

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| | | Finding | Identified | | | | | | | Analyst | Finding | | |
|---|---------------|-----------|------------|--------------------|--|--|--|---------------|-------------|------------------|---------|--|-----------------------------------|
| ID Title | Reporter | Туре | | Category | Observation | Significance | Recommendation | Event Horizon | Impact Prob | ability Priority | Status | Status Update Client Comments | Vendor Comments |
| 70 Insufficient configuration management | Fors, Michael | Finding - | 8/23/202 | 1 Configuration an | The BI-6 DDI Plan Deliverable, Section 5.2 establishes the framework for the | | OPEN | ASAP | 2 | 2 Low | Open | 3/31/2025 - The ASI has reported progress in updating the project | |
| could lead to development confusion and | | Risk | | Development | Configuration Management Plan, however, it remains unclear if sufficient | | ASI adhere to plans for configuration management as documented in BI-6 | | | | | Configuration Management Plan (CMP). | |
| reduce the effectiveness of defect resolution | an | | | | progress has been made toward establishing CM processes and governance | | DDI Plan, Section 5.2 and clarify details and/or any changes with DHS. | | | | | | |
| | | | | | | e Management that may reduce errors and should provide the project team | •ASI validate plans for configuration management with DHS and agree on a | | | | | 2/28/2025 - The ASI has reported progress in constructing their | 9/9/2024 |
| | | | | | projects Security Plan has yet to be finalized which may include additional | with accurate, dynamic and timely information on some of the configuration | | | | | | configuration management database within ServiceNow, having recently | Still in progress. Plan |
| | | | | | requirements or decisions that could impact CM. The project currently | items. However, it is critical that DHS/ASI agree to the full list of items that | | | | | | imported multiple configuration items (CIs). | to update |
| | | | | | relies on Github for tracking of some configurations. | are included in the configuration plan along with the details regarding the | | | | | | | Configuration |
| | | | | | | management of the configuration items, reporting and audit features. | •BHS and ASI work to clarify/solidify plans for the potential use of | | | | | 1/31/2025 - No material update. | Management Plan list |
| | | | | | | | configuration management tools. | | | | | 12/31/2024 - No material update. | of items. Two |
| | | | | | | | •Identify the DHS POC for the Configuration Management Activities that | | | | | 11/30/2024 - This finding will be reevaluated by the IVV team after the | documents, |
| | | | | | | | would provide oversight of configuration management activities and assure defined CM steps and plans are being followed, are effective, and are | 6 | | | | project team completes the re-planning and determines the approach, requirements/functionality, and schedule for the Pilot and Statewide rollout. | management plan (end of week). |
| | | | | | | | defined LM steps and plans are being followed, are effective, and are achieving DHS objectives for CM. 7/31/2022 | | | | | requirements/functionality, and schedule for the Pilot and Statewide rollout. | (end of week), Configuration |
| | | | | | | | achieving DHS objectives for CM. 7/31/2022 | | | | | 10/31/24 - This finding will be reevaluated by the IVV team after the project | Management |
| | | | | | | | | | | | | team completes the realianting and determines the approach. | procedures (more |
| | | | | | | | | | | | | requirements/functionality, and schedule for the Pilot and Statewide rollout. | detailed). Working |
| | | | | | | | | | | | | | with Mark M on what |
| | | | | | | | | | | | | 9/26/24 - The ASI had recently stated they plan to update their | should be included. |
| | | | | | | | | | | | | Configuration Management Plan (CMP) list of configuration items (CIs) and | Trying to work with |
| | | | | | | | | | | | | CMP procedures by 9/20/24 but has since experienced some delays in | folks who really |
| | | | | | | | | | | | | completing these activities. | understand the details |
| | | | | | | | | | | | | | and are available. |
| | | | | | | | | | | | | 8/22/24 - IVV has yet to receive a detailed, comprehensive list of | |
| | | | | | | | | | | | | configuration items the ASI will be tracking. | |
| | | | | | | | | | | | | 7/26/24 - No material update for this reporting period. | 10/31/2023 - |
| | | | | | | | | | | | | 6/20/24 - No material update for this reporting period. | Vic - We provided a |
| | | | | | | | | | | | | 5/31/24 - IVV has yet to receive a detailed, comprehensive list of | listing, working on a |
| | | | | | | | | | | | | configuration Items the ASI will be tracking. | plan to implement. |

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