

JOSH GREEN, M.D.  
GOVERNOR  
KE KIA ĀINA



**DEPT. COMM. ROOM 402**

KEITH A. REGAN  
COMPTROLLER  
KA LUNA HO'OMĀLU HANA LAULĀ

CHRISTINE M. SAKUDA  
CHIEF INFORMATION OFFICER  
LUNA 'ENEHANA

**STATE OF HAWAII | KA MOKU'ĀINA O HAWAII'**  
**DEPARTMENT OF ACCOUNTING AND GENERAL SERVICES | KA 'OIHANA LOIHELU A LAWELAWE LAULĀ**  
**OFFICE OF ENTERPRISE TECHNOLOGY SERVICES | KE'ENA HO'OLANA 'ENEHANA**  
P.O. BOX 119, HONOLULU, HAWAII 96810-0119

March 14, 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: February 1 – 28, 2025

*Submitted: March 14, 2025*

# Overview

---

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



Solutions that Matter



# Executive Summary

# Executive Summary



DHS finalized and approved the BES revised project schedule. The Pilot Implementation is planned to start on 7/13/2026, with the Statewide Implementation planned for 10/19/2026. Several months were added to the project schedule to allow the project team to complete development and fully test the BES solution, driving towards delivery of a quality product before starting the Pilot. The ASI also developed and presented an Improvement Plan to DHS to remediate some of the challenges faced by the Project Team. Extending the schedule and implementing actions outlined in the Improvement Plan are positive developments. IV&V maintains cautious optimism, recognizing that the outcomes of some Improvement Plan activities and the accuracy of revised estimates may not manifest in the short term. Key areas of performance that will be continuously reviewed are:

- **Testing:** The remaining defects raised during User Acceptance Testing (UAT) for BES 1.0 continue to be resolved by the ASI.
- **Schedule:** The initial review of the revised schedule has identified several tasks with inaccurate estimates, prompting concerns about the overall accuracy of the estimates. IV&V also remains concerned about the schedule's level of detail, which may obscure delays in tasks affecting project critical path.
- **Security:** Good progress has been made in addressing documentation requirements. However, ongoing delays in remediating security vulnerabilities add risk to the project, potentially impacting development and the overall project schedule.
- **Contractual Alignment:** The ASI continues to struggle with providing DHS visibility into which contractual requirements have been met by completed functionality and which still need to be developed. The ASI is addressing issues with requirements to enable the creation of a Requirements Traceability Matrix (RTM) to meet this critical need for DHS.
- **Legislation:** The project team, including IV&V, is monitoring changes at the federal level, including potential changes to the BESSD programs and budget reductions that may impact DHS and the BES project.

The BES Project team has a revised schedule, updated the Software Development Methodology employed from Agile to Waterfall, and made other process improvements. Now, it is a matter of executing the plan to include early risk identification, define and execute mitigation plans, and address issues as they are identified.

Dec	Jan	Feb	Category	IV&V Observations
H	H	H	Project Management	The Project Schedule was approved by DHS and set as the baseline. During the first project review of the schedule, several task's planned complete dates were changed including one task reported to have a 44-day change - raising concerns on the overall stability of the schedule, critical path impacts and estimates of the tasks as the schedule was developed.

# Executive Summary



Dec	Jan	Feb	Category	IV&V Observations
L	L	L	System Design	To avoid potential project delays, the ASI switched from MongoDB to GCP Cloud Firestore for the Secure Enclave's non-relational database component, continuing the infrastructure build-out.
M	M	M	Configuration and Development	The ASI reported progress in constructing their configuration management database within ServiceNow by importing multiple configuration items (CIs). They also submitted an Improvement Plan to DHS, addressing software development challenges through team reorganization, rigorous practices, thorough testing, peer reviews, and adding senior skilled resources.
L	L	L	Integration and Interface Management	The ASI focused on developing comprehensive test scripts in preparation for interface testing cycles.
H	M	M	Testing	As of the February 26th status report, UAT defects are being actively resolved by the vendor, with 147 ready to be retested by DHS. System Integration Testing (SIT) is scheduled to commence in mid-June.
H	M	M	Security and Privacy	The ASI and DHS are collaboratively working on the NIST 800-53R5 Security Policies for the BES System, with 12 drafts ready for internal review.
M	M	M	Requirements Analysis & Management	The project team met on 2/20/2025 and identified several action items for the ASI to resolve. Once these actions are complete, DHS and IV&V can evaluate to determine if the RTM can provide its intended purpose of tracing of all contract requirements through final DHS acceptance testing.

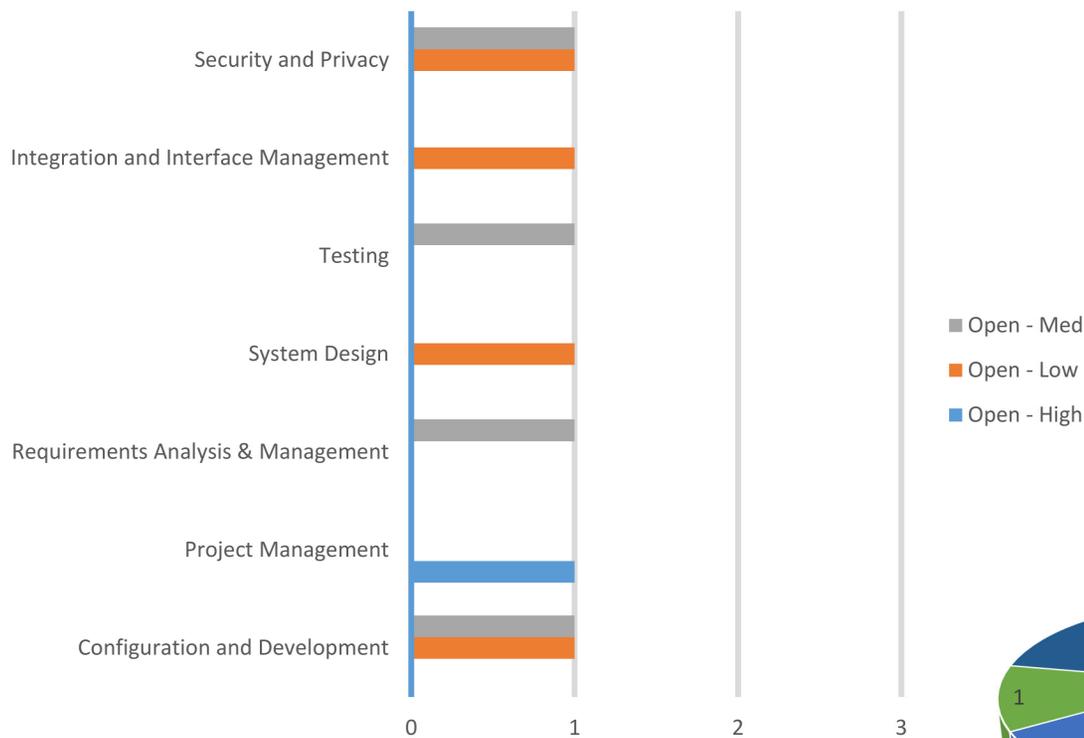
# IV&V Findings and Recommendations

# IV&V Findings and Recommendations

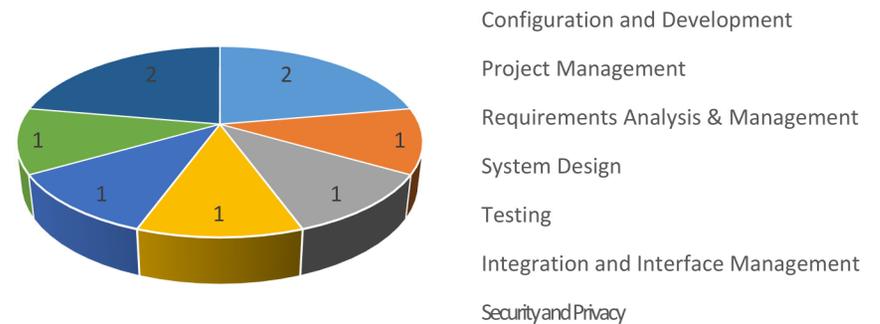


As of the February 2025 reporting period, PCG is tracking 9 open findings (5 risks, 4 issues) and has retired a total of 81 findings. Of the 9 open findings, 1 is High, 5 are Medium, and 3 are Low.

**Open Risks & Issues**



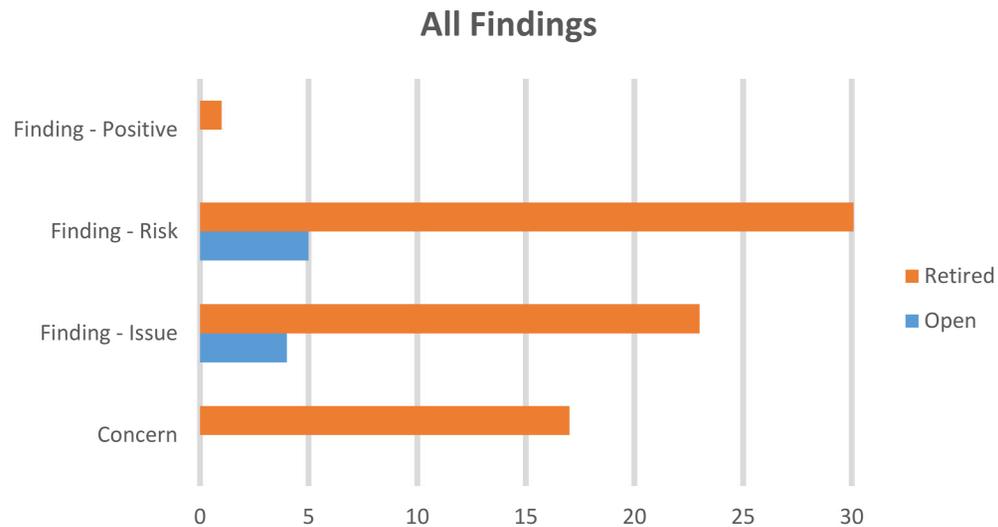
**Open Risks & Issues by Category**



# IV&V Findings and Recommendations



The following figure provides a breakdown of the 90 IV&V findings (positive, risks, issues, concerns) by status (open, retired).



# IV&V Findings and Recommendations



## Findings Opened During the Reporting Period

#	Finding	Category
106	<p><b>Medium Risk. Critical and high vulnerability and configuration scan findings are not remediated within the documented timeframes, potentially impacting the project schedule and causing delays.</b></p> <p><b>Observation:</b> The BES system does not currently remediate critical vulnerabilities and compliance issues within 15 days, and high vulnerabilities are not remediated within 30 days as required by the BES Vulnerability Management Procedures document.</p> <p><b>Significance:</b> The BES system faces elevated cybersecurity, operational, financial, and compliance risks if vulnerabilities are not remediated within the required timeframe. Prompt corrective actions are necessary to ensure timely vulnerability resolution and safeguard the BES system environment prior to going live. Un-remediated critical and high Nessus compliance scans can significantly hinder system development efforts by introducing security risks, compliance failures, and operational roadblocks. This lack of remediation of system configuration findings increases technical debt, disrupts development workflows, and diverts resources from core project objectives.</p>	Security and Privacy

Recommendations	Progress
<ul style="list-style-type: none"> <li>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.</li> </ul>	New
<ul style="list-style-type: none"> <li>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.</li> </ul>	New
<ul style="list-style-type: none"> <li>Implement an escalation process to involve senior leadership if deadlines are missed.</li> </ul>	New

# IV&V Findings and Recommendations



## Findings Retired During the Reporting Period

#	Finding	Category
	None	

# IV&V Findings and Recommendations



Preliminary Concerns Investigated and Retired During the Reporting Period

#	Finding	Category
	None	

# IV&V Findings and Recommendations



## Project Management

#	Key Findings	Criticality Rating
74	<p><b>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.</b></p> <p>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 completion dates; with one significant change of 44 days. Although none of these changes directly added risk to the schedule, IV&amp;V remains concerned that underestimated tasks could start to impact the critical path and delay implementation dates.</p>	

Recommendations	Progress
<ul style="list-style-type: none"> <li>Monitor, evaluate and revise scheduling estimates for accuracy based on the project teams past performance and resources available to do the remaining work.</li> </ul>	In Process
<ul style="list-style-type: none"> <li>Any work required to address findings from Root Cause Analysis should be included in the revised schedule to validate completion for DHS.</li> </ul>	In Process
<ul style="list-style-type: none"> <li>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.</li> </ul>	In Process

# IV&V Findings and Recommendations



## System Design

#	Key Findings	Criticality Rating
73	<p><b>Risk – The planned BES infrastructure is complex which could be difficult to implement and maintain and could lead to schedule/cost impacts.</b></p> <p>The project continues to build out of some infrastructure components for the Secure Enclave. The ASI recently elected to switch from MongoDB to GCP Cloud Firestore (which is already IRS 1075 Assured Workloads compliant) for the Secure Enclave non-relational database component. This to avoid potential project delays.</p>	

Recommendations	Progress
<ul style="list-style-type: none"> <li>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.</li> </ul>	In Process
<ul style="list-style-type: none"> <li>The project team work to establish strong governance over the utilization and maintenance of various tools/components.</li> </ul>	In Process
<ul style="list-style-type: none"> <li>ASI allot time in the schedule to conduct proof of concepts to assure infrastructure components work as expected.</li> </ul>	In Process
<ul style="list-style-type: none"> <li>ASI maintain a detailed schedule for DevOps implementation tasks to avoid unexpected delays that could delay project milestones and the critical path.</li> </ul>	In Process

# IV&V Findings and Recommendations



## Configuration and Development

#	Key Findings	Criticality Rating
70	<p><b>Risk – Insufficient configuration management could lead to development confusion and reduce the effectiveness of defect resolution.</b></p> <p>The ASI has reported progress in constructing their configuration management database within ServiceNow, having recently imported multiple configuration items (CIs).</p>	

Recommendations	Progress
<ul style="list-style-type: none"><li>• 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.</li></ul>	In Process
<ul style="list-style-type: none"><li>• ASI validate plans for configuration management with DHS and agree on a meaningful set of configuration items or settings they will track.</li></ul>	In Process

# IV&V Findings and Recommendations



## Configuration and Development

#	Key Findings	Criticality Rating
80	<p><b>Issue – Development delays have negatively impacted the project schedule and delayed go-live.</b></p> <p>The ASI recently submitted an Improvement Plan to DHS that included improvements to address their software development challenges. They have reported ongoing improvements because of their</p> <ul style="list-style-type: none"> <li>• reorganization of the development team,</li> <li>• implementing more rigorous software development and release practices,</li> <li>• thorough unit testing and peer reviews, and</li> <li>• the addition of senior skilled resources.</li> </ul>	

Recommendations	Progress
<ul style="list-style-type: none"> <li>• ASI effectively track and regularly provide DHS (potentially via the weekly DDI status meeting) with an accurate velocity (e.g., story points per day/week/month) and assure that the current velocity is accurately and consistently reflected in the project schedule.</li> </ul>	Closed
<ul style="list-style-type: none"> <li>• 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.</li> </ul>	In Process
<ul style="list-style-type: none"> <li>• ASI regularly reports estimated story points for the total remaining project work to reach go-live and presents a dynamic burn-down chart to track the progress.</li> </ul>	In Process

# IV&V Findings and Recommendations



## Integration and Interface Management

#	Key Findings	Criticality Rating
93	<p><b>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.</b></p> <p>The remaining interface test scripts are being prepared to ensure comprehensive testing of all interfaces, including the retesting of previously performed tests to validate accuracy and maintain up-to-date results.</p>	

Recommendations	Progress
<ul style="list-style-type: none"><li>• API interfaces should be tested for failure conditions during connection and transfer operations.</li></ul>	In Process
<ul style="list-style-type: none"><li>• FTP and file interfaces should be tested for data and file integrity.</li></ul>	In Process
<ul style="list-style-type: none"><li>• Test data fields for system impacts resulting from data that is poorly formatted, out of range, or other unexpected data transmission errors.</li></ul>	In Process

# IV&V Findings and Recommendations



## Testing

#	Key Findings	Criticality Rating
83	<p><b>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.</b></p> <p>As of the February 26th status report, the vendor is actively resolving UAT defects. Currently, 147 defects (34 high, 82 medium, 31 low) 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 development delays may delay testing and potentially push back the go-live date, impacting the project schedule.</p>	

Recommendations	Progress
<ul style="list-style-type: none"> <li>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).</li> </ul>	In Progress
<ul style="list-style-type: none"> <li>ASI assesses the potential impact of the large number of unresolved defects on future development efforts, ensuring a more robust and efficient development process.</li> </ul>	In Progress
<ul style="list-style-type: none"> <li>ASI develop and implement a revised testing approach to improve the completeness and thoroughness of future testing cycles.</li> </ul>	In Progress

# IV&V Findings and Recommendations



## Security and Privacy

#	Key Findings	Criticality Rating
82	<p><b>Issue – The lack of technical documentation may lead to incorrect implementation statements or delay the System Security Plan (SSP).</b></p> <p>The ASI and DHS have been collaboratively working on the NIST 800-53R5 Security Policies per the NIST 800-53R5 control family that will be used for the BES System. Drafts for each policy have been created, with 12 ready for internal review. DHS has reviewed several of the policies and provided additional instruction as to how they should be structured. The ASI has dropped MongoDB from the Secure Enclave after evaluating IRS Publication 1075 compliant alternatives and is converting to Google Firestore. Considering that a majority of the documentation and artifacts are completed or nearing completion and the extended schedule, IV&amp;V has changed the criticality of this issue to low.</p>	

Recommendations	Progress
<ul style="list-style-type: none"> <li>Collaborate and communicate with SSP authors about when reliable and correct documentation will be available.</li> </ul>	In Process
<ul style="list-style-type: none"> <li>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.</li> </ul>	In Process

# IV&V Findings and Recommendations



## Requirements Analysis & Management

#	Key Findings	Criticality Rating
94	<p><b>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.</b></p> <p>The ASI continues to work on delivering an RTM that DHS can use. The key outstanding items from the Mid-Month project team meeting on 2/20/25 between ASI and IV&amp;V include:</p> <ul style="list-style-type: none"> <li>• Use Cases and Requirements in Jira need to be updated as they have the incorrect status.</li> <li>• There are Use Cases in Jira which have been obsoleted but still have active requirements that need to be updated.</li> <li>• There are Epics in Jira which are completed but need to be updated to the correct status.</li> </ul> <p>The ASI stated fixing these key outstanding items will them to produce a comprehensive and usable RTM.</p>	

Recommendations	Progress
<ul style="list-style-type: none"> <li>• 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".</li> </ul>	In Process
<ul style="list-style-type: none"> <li>• Ensure test scripts thoroughly and comprehensively test the system to assure each requirement has been fully met.</li> </ul>	In Process
<ul style="list-style-type: none"> <li>• 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.</li> </ul>	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 January IV&V Monthly Status Report.
IV&V Staffing				
IV&V Scope				

Engagement Status Legend		
	The engagement area is within acceptable parameters.	
		The engagement area is somewhat outside acceptable parameters.
		The engagement area poses a significant risk to the IV&V project quality and requires immediate attention.

# IV&V Activities



- IV&V activities in the February reporting period:
  - Completed – January Monthly Status Report
  - Ongoing – Review the BES Project Artifacts and Deliverables
  - Ongoing – Attend BES Project meetings, (see [Additional Inputs](#) pages for details)
  - Ongoing – Review available ASI contracts and contract amendment documentation
- Planned IV&V activities for the March reporting period:
  - Ongoing – Observe BES Design and Development sessions as scheduled
  - Ongoing – Observe Bi-Weekly Project Status meetings
  - Ongoing – Observe Weekly M&O Project Status meetings
  - Ongoing – Observe Weekly Architecture meetings
  - Ongoing – Observe Weekly Security meetings
  - Ongoing – Monthly IV&V findings meetings with the ASI
  - Ongoing – Monthly IV&V Draft Report Review with DHS, ETS and ASI
  - Ongoing – Participate in Bi-Weekly DHS and IV&V Touch Base meetings
  - Ongoing – Review BES artifacts and deliverables

# Deliverables Reviewed



Deliverable Name	Deliverable Date	Version
BI-05 Project Schedule	2/12/2025 2/26/2025	N/A
CR2024-019 - BES 1.0 Display Deleted Records History Enhancements	2/21/2025	V0.2
BI-17 Validated Results of Data Conversion Testing	2/25/2025	V0.1
CR2024-024 - BES 1.0 Interview Enhancements	2/25/2025	V0.2
CR2024-025 - BES 1.0 Other Enhancements	2/26/2025	V0.2

# Additional Inputs – Artifacts



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

# Additional Inputs



## Meetings and/or Sessions Attended/Observed:

- 1.IV&V Team Meeting – 2/3/2025, 2/6/2025, 2/10/2025, 2/13/2025, 2/18/2025, 2/20/2025, 2/24/2025, 2/26/2026, 2/27/2025
- 2.IV&V/ASI January Pre-draft Review – 2/6/2025
- 3.HI DHS BES January Draft IV&V Report Review – 2/14/2025
- 4.Bi-Weekly DHS BES PMO/IV&V Check-in – 2/13/2025, 2/28/2025
- 5.Bi-Weekly DHS and IV&V Touch Base – 2/4/2025
- 6.Weekly BES Infrastructure meeting – 2/7/2025, 2/14/2025, 2/21/2025, 2/28/2025
- 7.Weekly Client BES 2023 Project Status Meeting – 2/5/2025, 2/12/2025, 2/26/2025
- 8.Security Touchpoint – 2/5/2025, 2/12/2025, 2/19/2025, 2/26/2025
- 9.(External) Bi-Weekly Client BES Implementation Schedule Review Meeting – 2/12/2025, 2/26/2025
- 10.(External) Weekly Interfaces Touchpoint – 2/3/2025, 2/10/2025, 2/24/2025
- 11.(External) Bi-weekly BES CCB Meeting – 2/5/2025, 2/19/2025
- 14.eWorld/IV&V Mid-Month Check-in – 2/20/2025
- 15.(External) BES: FNS Connect – 2/6/2025
- 17.IV&V and DHS PMO Review Findings for December – 2/6/2025
- 18.(External) JAD Day 3 CR2024-013 DHS Application Packet - Multiple Correspondence – 2/6/2025
- 19.(External) CR2024-015 Limit BES Automatic Data Population from SSP Response Review Meeting – 2/13/2025
- 20.(External) BI-05 Project Schedule Response Review Meeting - cont'd – 2/3/2025
- 21.(External) Pre-Design CR2024-017 Correspondence Enhancements – 2/6/2025
- 22.(External) JAD CR2024-026 BES-SSP/PAIS Implementation Meeting – 2/19/2025
- 23.(External) BES Batch Job Schedule Day 2 – 2/24/2025
- 24.(External) CR2024-014, CR2024-020, CR2024-021 Response Review Meeting – 2/25/2025
- 25.(External) Final Approval for CR2024-017 BES 1.0 Correspondence Enhancements – 2/27/2025



# Appendices



# Appendix A – IV&V Criticality Ratings

Criticality Rating	Definition
	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.
	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.
	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**



