



MEMORANDUM

Legislative Post Audit

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TO: Members, Legislative Post Audit Committee
FROM: Katrin Osterhaus, IT Audit Manager
DATE: April 22, 2022
SUBJECT: Automated Biometric Identification System ABIS IT Project - Update

Our primary aim in monitoring IT projects is to identify when a project is at risk of failure due to scope, schedule, cost, or quality problems. By communicating our concerns to the agency, legislators, and other stakeholders we hope to help improve the project's health. Our secondary objective is to evaluate whether monitored IT projects have adequately planned for security controls.

We have monitored the Kansas Bureau of Investigation's Automated Biometric Identification System (ABIS) project since January 2020. KBI signed a separate contract with "Mission Critical Partners" for periodic Independent Verification & Validation (IV&V). This update covers the November 2021-February 2022 period. It summarizes the main findings from the second IV&V report issued to KBI March 3, 2022, as follows:

Project Scope is in Satisfactory status.

The contract with IDEMIA contains the detailed scope for the project. During this IV&V reporting period, KBI formally accepted the contractor's Project Management Plan, as well as the Work Breakdown Structure (WBS). However, because that WBS did not meet state requirements, the KBI is in the process of taking over developing and managing this project document. This means there still is no officially baselined and accepted WBS. This could create a risk or disagreement between KBI and the contractor about work in scope that is not planned, and work that is planned but not in scope.

During this IV&V reporting period, a second change order is near completion. The first change order successfully used the accepted change control management process between KBI and IDEMIA. Overall, we believe the scope (and actions related to changing scope) is in satisfactory status.

Project Cost is in Satisfactory status.

The project budget is set at approximately \$5.5 million. This includes the main and IV&V contract, as well as other internal costs (e. g. project manager, hardware platform, and KITO fees). The first change order reduced the project cost by about \$330,000. The change order currently in progress will not affect the project cost.

The ABIS contract has an 18-month warranty from the time the system is deployed. After the warranty period, the contract allows KBI to get maintenance support for about \$100,000 a year for up to 15 years.

During this IV&V reporting period no budget issues were noted.

Project Quality (security, management, oversight) is in Caution status.

The signed contract for the ABIS project included security and governance requirements for the system. We are not aware of any changes that would affect the security planning of the project.

During this IV&V reporting period, KBI was credited for having taken steps to address several recommendations from the first report related to project delivery activities and project management. For example, regularly scheduled weekly meetings helped KBI officials make strategic decisions on ownership of certain project management tools. However, we consider the project quality to continue to be in caution status. That's because the latest IV&V report listed the "Progress Monitoring" Area needing corrective action in the near term. Several key decisions were identified as still outstanding.

A second item in the IV&V report was listed as needing immediate corrective action. This dealt with technical documentation. According to subsequent project status reports and input from KBI officials for this update, this was resolved in February, shortly after the IV&V report was produced.

Project Schedule is in Caution status.

The contract with IDEMIA was signed July 2021, to continue through January 2023. The first IV&V report noted the project suffered from a slow start. The latest IV&V report estimates the project is 3-5 months behind the original schedule. This is in large part because of delays with initial deliverables estimated at 6-8 weeks. The Requirements Definition Document mentioned above was not yet finalized and about 3 months behind schedule.

The Kansas Information Technology Office has not yet approved a final Work Breakdown Structure for this project. As described earlier, this deliverable is now in KBI's control. As a result, the overall planned project duration was not yet known at the time the IV&V report was issued.

Recommendations

The latest IV&V's report added a new recommendation related to creating standard processes to develop, review, and complete key deliverables. The report concluded KBI has either fully or partially addressed 6 recommendations, and accepted the risk associated with 2 recommendations from the initial report.