MEMORANDUM

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TO: Members, Legislative Post Audit Committee
FROM: Katrin Osterhaus, IT Audit Manager
DATE: December 12, 2023
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 primary contract with IDEMIA July 8, 2021, to upgrade the state's automated fingerprinting system. KBI also signed a separate contract with "Mission Critical Partners, LLC (MCP)" for periodic Independent Verification & Validation.

We have been updating the committee, after receiving the MCP quarterly reports. We have recently received the third quarter 2023 report (July 1 - September 30, 2023). We are presenting information on the project status over time to provide additional context and perspective.

Based on our review of the MCP reports since project inception:

- **the ABIS project is satisfactory in Scope and Cost**. MCP measures the project based on 12 risk areas with 5 risk criteria each. We have continuously evaluated the contractors' scores in terms of project scope, cost, schedule, and quality. As shown in the far-right column of **Figure 1** on the next page, we determined the project is in satisfactory status with regard to Scope and Cost for the 3rd quarter of 2023. The project scope appears appropriate. The project has successfully managed 7 change orders through this quarter. Requirements are appropriate given the type of project.

  The projects' approximate $5.5 million cost appears similar to other states' modernization projects. Project funding is secured through a one-time legislative appropriation of $6.8 million. Project manager and IV&V contract extension expenditures resulting from schedule delays will increase the project cost. KBI officials expressed no concerns for the project to remain well within the funding appropriated for the project. As the figure shows, the relevant risk criteria across these 2 areas have generally been low over time.

- **the ABIS project has persistently high-risk ratings in Schedule and Quality.** As shown in the far-right column of **Figure 1** below, the project had high risk rankings with regard to its Schedule performance for the third quarter of 2023. Specifically, the project's original go-live date was January 2023, with several recast schedules since then. During this reporting period, the schedule was again revised to account for missed deadlines. The new go-live date is January 25, 2024. Some stakeholders expressed skepticism, while others indicated this is a manageable project deadline.

  Several quality criteria continued to receive high risk scores during this reporting period, but other criteria risk scores were downgraded, as shown in the figure. For example, risk scores for project management approach and intergroup coordination remained elevated, but project manager authority and project management relationships scores showed improvements. These positive changes are due the contractor's project manager being replaced during this quarter. The new project manager appears to be more available and proactive on this project. This has resulted in a better work relationship between the parties and improved morale across KBI stakeholders.

Figure 1. The ABIS project is satisfactory in Scope and Cost, but has persistently high risk ratings in Quality and Schedule.

	2022 QTR 2	2022 QTR 3	2022 QTR 4	2023 QTR 1	2023 QTR 2	2023 QTR 3
The Project Scope is in Satisfactory Status						
Project Scope Size	1	1	1	1	1	1
Change Control Management	1	3	1	1	1	1
Requirements Diversity	1	1	1	1	1	1
The Project Cost is in Satisfactory Status						
Budget Size	1	1	1	1	1	1
Achievable Benefits	1	1	1	1	1	1
Economic Justification	1	1	1	1	1	1
Cost Controls	3	1	1	1	1	1
The Project Schedule is in Unsatisfactory Status						
Work Plan	4	5	5	5	5	5
Available Resources	4	5	5	5	5	5
Elapsed Time	3	4	4	4	4	4
Schedule Performance	3	4	5	5	5	5
The Project Quality is in Caution Status						
User Communication	4	4	4	4	3	3
Project Manager Authority	4	4	4	4	4	3
Project Management Approach	5	5	4	4	4	4
Project Management Relationships	5	4	3	3	5	3
Intergroup Coordination	4	4	4	4	4	4
Hardware Implementation	3	3	4	4	4	4
Technical Documentation	5	5	5	5	5	4

Source: MCP reports for 6 quarterly review periods (April 1, 2022-June 30, 2022 through July 1-Sept. 30, 2023)

MCP summarized the project status for the quarter ending September 30 2023 as follows:

The project has experienced a renewed level of optimism this period, largely related to gains in the areas of project management, reporting, and collaborative problem-solving. By all accounts, the assignment of a new IDEMIA project manager (PM) has been well-received, and the new PM appears to be a good fit organizationally with the KBI counterparts. While still early in the IDEMIA PM transition, gains are noted in the areas of resource management, status reporting, meeting protocols, and collaboration relative to long-standing issues (resourcing, schedule, documentation, communication, etc.).

IV&V concurs that this new optimism is not misplaced and has verified several project health gains over the review period. Further, it is clear that the KBI project team has been actively addressing long-standing IV&V recommendations for improvement and that these efforts are resulting in positive gains echoed by stakeholders this period.

While gains of late are well-received and are expected to continue, there remain areas of issue for the project team to continue addressing. These include full completion of key documentation, related deliverables (and agreement on what successful content is), user roles and privilege definition, custom reports, and interface development.

MCP Recommendations

4 recommendations were continued from the 2nd quarter 2023 report and 1 recommendation was dropped because it was completed. The recommendations in the third quarter 2023 report are as follows:

(1) Together, the KBI and IDEMIA should work toward a more useful method of managing and optimizing the use of scarce team member resources.

(2) KBI and IDEMIA should prioritize and execute project schedule updates.

(3) Project managers from both parties should set up weekly KBI/IDEMIA small team checkpoint calls/videoconferences to confirm workstream activity and action item progress, address questions, and promote collaboration.

(4) Together, the KBI and IDEMIA should set a standard process for the development, review, and completion of upcoming key deliverables.