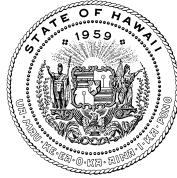


JOSH GREEN, M.D.
GOVERNOR
KE KIA'ĀINA



KEITH A. REGAN
COMPTROLLER
KA LUNA HO'OMALU 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 LAWELAWÉ LAULĀ
OFFICE OF ENTERPRISE TECHNOLOGY SERVICES | KE'ENA HO'OLANA 'ENEHANA
P.O. BOX 119, HONOLULU, HAWAII 96810-0119

May 7, 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, Child Welfare Services Branch, HI-THRIVE Modernization Project.

In accordance with HRS section 93-16, this report may be viewed electronically at <http://ets.hawaii.gov> (see "Reports").

Sincerely,

A handwritten signature in blue ink, appearing to read "CSakuda".

Christine M. Sakuda
Chief Information Officer
State of Hawai'i

Attachments (2)



HI THRIVE IV&V MONTHLY STATUS DASHBOARD

December 2024

IV&V Monthly Executive Summary

This IV&V Monthly Activity Report (MAR) covers the December 01 – 31 2024 reporting period.

December 2024 IV&V Summary

- Technical Project Management IV&V Focus Area is subjectively YELLOW for this period due to lack of an approved Project Schedule. The Project is reporting Green for the November period.
- The Support Focus Area is Green due to efficient HI THRIVE PMO processes in place and managed.
- All other IV&V Focus Areas are Blue for not enough data to report.

IV&V Observations:

- Three new active High Observations
- One new Medium Observation.
- One new Low Observation.
- One existing active Low Observation.

During the December 2024 reporting period IV&V continued Vendor Deliverable and DED artifact review and collaborative involvement with the HI THRIVE PMO. The IV&V team has continued to observe acceptable Vendor management from the HI THRIVE PMO and acceptable processes for associated project management tasks.

The SI Vendor has continued the development of contract defined deliverables through the reporting period and the IV&V and HI THRIVE Teams have provided adequate assessments to quality and conformity of those deliverables to contract and best practices. The results of the artifact reviews have demonstrated that contract defined Vendor deliverable submissions have consistently not met expected levels of quality or conformity contract expectations. IV&V has observed that the HI THRIVE PMO is consistently providing appropriate feedback to the Vendor for improvement of timing and quality of deliverables, including Controlled Correspondence for performance improvement. Contributing factors to the lack of deliverable quality can be attributed to misunderstandings by the Vendor on contract deliverable definitions and HI THRIVE deliverable expectations. IV&V has developed an observation on contract language disagreements and acknowledges that the HI THRIVE PMO is working internally with Stakeholders to manage this item to closure.

IV&V has continued to observe Vendor project activities fall behind dates that were planned/proposed at the execution of the project. The HI THRIVE CCWIS Project continues to not have an approved SI-5 Project Work Plan and Schedule, four months after contract execution. IV&V acknowledges that the HI THRIVE PMO is actively working with the Vendor to achieve approval of the schedule and a version 5 of the SI-5 deliverable is currently under review by the team. IV&V believes that a significant risk to the HI THRIVE PMO's ability to plan resources, assess project health, and assess viability of planned Go-Live dates exists without an actionable approved schedule in place. The development and acceptance of multiple SI Vendor and IV&V deliverables are tied to an approved SI-5 Vendor schedule and are subsequently delayed day for day until approval is achieved.

IV&V is currently unable to contractually develop an IVV.4 IV&V Initial Report with baseline quality, schedule, and other health metrics without an approved schedule. IV&V is contractually unable to develop an IVV.1 IV&V Management Plan and Schedule without an approved Vendor schedule. As a result, without the baseline health metrics from the Initial Report the following monthly report does not include objective project health metrics. IV&V anticipates an approved SI-5 Vendor Project Schedule in the January reporting period and subsequently an approved IVV.1 Management Plan and IVV.4 Initial Report in the February 2025 reporting period.

The HI THRIVE PMO and the IV&V Team are continuing to collaborate on the improvement and increase in rigor of existing Project Management Office processes and reporting to ensure that adequate controls and measurements are in place and understood by all project participants to improve opportunities for project success.

IV&V will continue monitoring SI Vendor artifact quality and conformance to contract and best practices in the January 2025 reporting period.

IV&V Active Observations Summary						
IV&V Observation Number	Observation Title	IV&V Recommendation	Priority	Observation Type	Status	Date Identified
2.5.1	Limited HI THRIVE PMO Risk and Issue Management Processes	"Recommendation 2.5.1.1 IV&V recommends that the HI THRIVE PMO develop more robust and mature processes for risk and issue management that includes criteria for risks and issues being managed at the workstream level and for workstream and for risks and issues being elevated to project-wide management."	Low	Risk	In Progress	11/01/24
2.04	Incomplete Meeting Minutes Documentation	" The IV&V team recommends implementing the following measures to improve the quality of meeting minutes: Recommendation 2.0.4.1 Comprehensive Decision and Action Item Tracking: Ensure that all decisions and action items discussed during the meeting are explicitly recorded in the minutes, including assigned owners, due dates, and next steps. Recommendation 2.0.4.2 Meeting-Specific Descriptions: Write unique and concise descriptions for each meeting that clearly state its purpose, agenda, and expected outcomes, avoiding repetitive content from previous minutes. Recommendation 2.0.4.3 Validation Process: Establish a validation process where meeting participants review meeting minutes to ensure accuracy and completeness before finalization. "	Low	Issue	Open	12/01/24
1.1.3	Project Operating without an approved schedule	"Recommendation 1.1.3.1 IV&V Recommends PMO establish a hard-date and communicate to the Vendor when the SI-5 schedule must be accepted or the Vendor will receive IV&V Monthly 12-2024	High	Risk	Open	12/01/24
IVV.5-7-10		TMS-Inc. George Conley				

		performance management actions or a Corrective Action Plan."				
1.1.4	Contract requirements for timing Vendor Schedule approvals creates future risks to project.	<p>"Recommendation 1.1.4.1 IV&V Recommends that for future HI THRIVE Project contracts, work orders, or work associated with change requests to the existing contract that all schedule and work plan activities are completed and approved by DHS prior to actual Design, Development, Testing, Release, or other substantial work of the Vendor or obligation of State resources supporting those activities commencing.</p> <p>Recommendation 1.1.4.2. IV&V Recommends that the criteria surrounding a project event (Release etc) is fully described and documented for future schedules and/or deliverables that are dependent on those project events."</p>	High	Risk	Open	12/01/24
2.4.1	HI THRIVE Deliverable Expectation Document Management Processes may create risks to future deliverables.	<p>"Recommendation 2.4.1.1 IV&V recommends that the HI THRIVE PMO request the IV&V team to review all project DEDs provided to the Vendor in their entirety for completeness in order to provide feedback prior to Vendor DED/Deliverable development. (i.e Section 6 and other template specific elements). Recommendation 2.4.1.2 IV&V recommends that the HI THRIVE PMO ensure that the Vendor follows all required change management processes for updates, additions, and deletes of HI THRIVE DED preconfigured template data.</p> <p>Recommendation 2.4.1.3 IV&V recommends that HI THRIVE Team update HI THRIVE PMO A.8 CCWIS Project Deliverable Review and Approval Process to include a standard definition of each of the sections of the HI THRIVE DEDs, the processes for their development, the processes and triggers for change management, and the processes for their review to ensure that clarity in development, delivery, review, and approval project DEDs is consistent."</p>	Medium	Risk	Open	12/01/24
2.0.3	Definition of Release/Initial Release	<p>Recommendation 2.0.3.1 IV&V Recommends that the HI THRIVE Core Team document the approved verbiage and criteria associated with the definition of "Release" and "Initial Release" in the Decision Log as part of the Decision 216.</p>	High	Risk	Open	11/29/24






Project and Focus Area Health Summary

This area provides stoplight indicators of overall IV&V assessed Project Health and also individual Technical Process Areas that are evaluated by the IV&V Team during the reporting period.

















The IV&V Project and Focus Area Health assessments have not formally started, pending the approval of SI-5 Vendor Project Schedule, SI-4 Project Management Plan and the subsequent development of the IVV.1 IV&V Management Plan that documents the metrics, processes, and data used to measure and report on the Project Health attributes. IV&V assumed the SI-5 Vendor Project Schedule would be approved in the December 2024 reporting period, however approval is now estimated in January 2025 and the IVV.1 Management Plan and supporting process approval occurring in February 2025, allowing IV&V to start a baseline Project Health assessment.

IV&V is currently performing a subjective (versus objective) assessment of Health based on the data observed to date, however no defined metrics have been created or approved for review at this time. The project is operating without an approved and actionable Vendor schedule and Vendor deliverables are rejected on a consistent basis due to quality and errors.

IV&V Monthly Overall Project Health

Overall Project Status	Monthly Budget Health	Monthly Quality Health	Monthly Schedule Health	Monthly Scope Health
				

IV&V Monthly Project Health by Focus Area

IV&V Focus Area	Previous Month's Health	Current Month's Health	Comments
1.0 Technical Project Management			Red due to no approved Vendor Project Schedule.
2.0 Support Process IV&V			Support process area has shifted to Yellow due to continued rejections of SI-5 Schedu
3.0 Solution Architecture			
4.0 Continuous Delivery			
5.0 Product Increment Planning			
6.0 Development IV&V			
7.0 Implementation IV&V			
8.0 Project Closure			

IV&V Monthly Project Health Legend

GREEN	YELLOW	RED	BLUE
Satisfactory – No corrective actions necessary. All life cycle activities conform to requirements. Implemented processes are satisfactory. Risks or issues may exist and contain appropriate mitigation or resolution steps and the project is adequately addressing them. The current technical risk to the project and software quality is low. <10% Variance	Caution – There may be a need for corrective action now or quite soon. Some life cycle activities are not in alignment with requirements. Some processes may require process improvements. Risks or issues are often not identified or contain stale mitigation or resolution steps. The current technical risk to the project and software quality is moderate. > 10% and < 20% Variance	Critical – Escalated for immediate action. Many life cycle activities are not in alignment with requirements. Many processes require corrective action. Risk mitigation is not effective, or issue resolution is not timely. Critical processes are not effective and are resulting in delays or rework. The current technical risk to the project and software quality is significant. >20% Variance	Not enough data is available to make a determination about project health.

Observations Active During Reporting Period

This section provides detail on all IV&V Observations that were opened, closed, or active and their type Risk, Issue, or Neutral.

IV&V Observations Active During the Month

Observation Title	IV&V Observation Description	IV&V Impact Description	IV&V Recommendation	IV&V Ongoing Update	State Initial Response	Observation Type	Priority
Limited HI THRIVE PMO Risk and Issue Management Processes	<p>"Observation 2.5.1 The Risk Management Plan and Issue Management Plan deliverables do not have the detail of processes or activities that are necessary for managing risks and issues in a complex development project. The existing ""plans"" are more of an instruction for forms for reporting individual risks and issues.</p> <p>IV&V observes that there are some references to risk and issue management steps in the Communications Plan, there is not a clear link between those steps and the instructions for the associated forms and also the Project Management Plan. successful risk and issue management in a project the magnitude of HI THRIVE requires a more robust and better documented process."</p>	"Impact 2.5.1 Without a more robust and better documented process for risk and issue management risks and issues impactful to project success may not be surfaced in a timely manner. "	"Recommendation 2.5.1.1 IV&V recommends that the HI THRIVE PMO develop more robust and mature processes for risk and issue management that includes criteria for risks and issues being managed at the workstream level and for workstream and for risks and issues being elevated to project-wide management."	<p>December Update: IV&V and HI THRIVE will table this item until January after the holidays.</p> <p>November Update: IV&V met with the Hi Thrive Team on November 21, 2024 to discuss IV&V& Observations and the Limited HI THRIVE Risk and Issue Management Processes. IV&V acknowledged the work that the HI THRIVE Team has invested so far in the PMO Management and Support Processes and described that what was there served as a good baseline but some processes may need additional definition in addition to ensuring that there are clear expectations of what processes the Vendor will develop and/or support.</p> <p>The outcome was to establish a meeting between HI THRIVE and IV&V at a later date after the Thanksgiving holidays to discuss Project Management and Supporting Plans (Risk, Issue, Communication, etc.) and areas that may need either refinement or clarification of Vendor roles in the</p>	<p>"November Update: The HI THRIVE team acknowledges the IV&V observation 2.5.1 regarding the Risk and Issue Management Plans and agrees that robust and well-documented processes are critical for effective risk and issue management in a complex IT project such as HI THRIVE (CCWIS). The HI THRIVE core team is committed to [OPTION 2] collaborating with IV&V to further refine and clarify the processes and expectations around risk and issue management, including the roles of the vendor and the State.</p> <p>To that end, the HI THRIVE core team wishes to continue collaboration with IV&V and will facilitate a meeting to review HI THRIVE project artifacts (Risk, Issue, Communication, and other related plans). During this meeting, we will discuss whether additional refinements are needed to ensure these processes sufficiently support the project's success.</p> <p>Michael Armstrong will be facilitating mitigation efforts and response to IV&V Observation 2.0.1. Contract Management and common expectations."</p>	Risk	Low

				<p>processes.</p> <p>IV&V will work the HI THRIVE Core Team to determine attendance and timing. IV&V will publish this Observation the November IV&V Report.</p> <p>This is considered by IV&V a low risk item that if not resolved may increase the risk of miscommunication or misidentification of risk/issue trigger events and ownership. IV&V does not believe that the future discussion or implementation of possible process changes would be resource intensive and should reduce resource loading for the PMO team during the life of the project.</p> <p>IV&V working with HI THRIVE PMO to schedule a discussion time for the PMO Plans.</p>			
Incomplete Meeting Minutes Documentation	"Observation 2.0.4 The CCWIS SI Vendor meeting minutes during December 2024 provided a lack of critical details, including decisions and action items discussed during the meetings. Additionally, the descriptions of the meetings are copied from previous meeting minutes and fail to adequately explain the specific purpose of the meeting, leading to inconsistencies and reduced clarity. This finding was supported by HI CCWIS Contract Template T-6 Requirements Approach and Section 3.1.3 Project Kickoff and Planning 6th paragraph, deliverable SI-8 Meeting Minutes and Recordings, and WBS 1.8.2 Conduct Meeting and Record Minutes. Based on the contract requirements for Meeting Minutes by the Cardinality Vendor IV&V would expect a greater level of detail, traceability, and actionability of items	"Impact 2.0.4 The incomplete and repetitive nature of the meeting minutes presents several issues: 1. Missed Follow-Up Actions: Key follow-up activities may be overlooked without clear documentation of decisions and action items, delaying progress and reducing accountability. 2. Loss of Traceability: Inadequate documentation of meeting outcomes diminishes the ability to track decisions and their impact on project objectives. 3. Stakeholder Confusion: Stakeholders may struggle to understand the context and objectives of the	" The IV&V team recommends implementing the following measures to improve the quality of meeting minutes: Recommendation 2.0.4.1 Comprehensive Decision and Action Item Tracking: Ensure that all decisions and action items discussed during the meeting are explicitly recorded in the minutes, including assigned owners, due dates, and next steps. Recommendation 2.0.4.2 Meeting-Specific Descriptions: Write unique and concise descriptions for each meeting that clearly state its purpose, agenda, and expected outcomes, avoiding repetitive content from previous minutes. Recommendation 2.0.4.3 Validation Process: Establish a validation process where meeting participants review meeting minutes to ensure accuracy and completeness before finalization. "HI THRIVE IV&V Monthly 12-2024	Not necessary for December.	HI THRIVE PMO to populate.	Issue	Low

	and accountability of items recorded from the Vendor meetings to ensure usability by future readers and value to the State of Hawaii."	Objectives of the meetings, leading to misalignment and ineffective participation in future discussions. 4. Reduced Documentation Value: Repetitive and generic descriptions undermine the utility of meeting minutes as a reference for project planning and execution. "	Initialization.				
Project Operating without an approved schedule	"Observation 1.1.3 HI THRIVE Project does not have an approved SI-5 Schedule and Work Plan. Contract execution was 9/1/24, current date without schedule 12/31: approximately 4 months without a defined plan for project execution, resource planning, or metrics on schedule performance of vendor is not acceptable project best practice. Not having an approved schedule 4 months after the start of the project creates situation where there is insufficient data to determine when future tasks will start, complete, and ultimately if the Go-Live is at risk due to no schedule. The Vendor has submitted the schedule multiple times with less than acceptable quality or detail. IV&V is currently reviewing a version 5 of the schedule for quality and conformance. IV&V believes that if the current schedule does not meet quality or conformance then the HI THRIVE PMO should pursue performance management improvement actions with the Vendor up to and including a Corrective Action Plan. Based on the foundational nature that an approved actionable schedule provides IV&V would expect a greater attention to detail and a greater level of detail to be included in contract required Vendor schedules. "	"Impact 1.1.3 Inability to adequately plan future commitments, risk to timely delivery of subsequent deliverables, and/or inability to determine risks to Go-live timing."	"Recommendation 1.1.3.1 IV&V Recommends PMO establish a hard-date and communicate to the Vendor when the SI-5 schedule must be accepted or the Vendor will receive performance management actions or a Corrective Action Plan. "	Not necessary on initial observation.	HI THRIVE PMO to populate.	Risk	High
Contract IV&V Rate for	"Observation 1.1.4 The project	"Impact 1.1.4 Not	HI THRIVE IV&V Monthly 12-2024	Not necessary for initial	HI THRIVE PMO to populate	Risk	TMS-Inc. George Conley

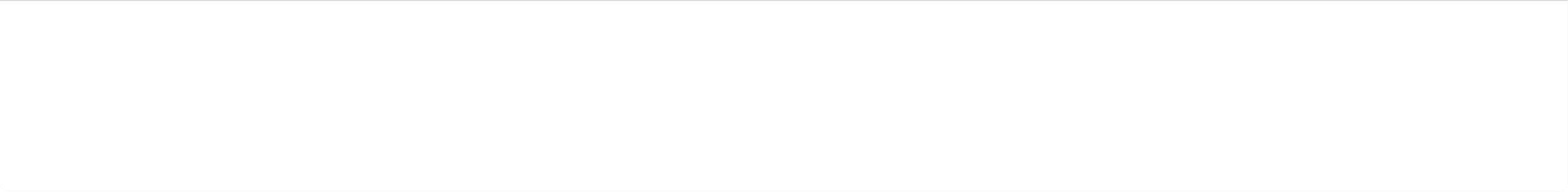
Contract requirements for timing Vendor Schedule approvals creates future risks to project.	Observation 1.1.4 The project contract requires SI-5 Project Work Plan and Schedule to be submitted for approval 30 days after a release starts. There is not a requirement for approval of the schedule prior to work starting for a release. Not having a defined time for approval for an initial schedule or updated schedules tied to SDLC phases or start of work for a release can create risks for the project by allowing work to start before understanding and/or approving the magnitude of what is necessary to perform the work. Definition of Release has not been documented, this could possibly delay the expected submission or approval of current or future project schedules due to disagreements on when the schedule is required or when other deliverables dependent on the schedule are required. IV&V observes that while the HI THRIVE Team has described a sufficient expectation for what a Release is, but there is insufficient documented detail in PMO or contract documents to support that expectation. Not having a documented description of the criteria/activities for the start or finish of a release creates a risk that the Project Schedule may not be delivered within expected contract timeframes associated with current or future releases. IV&V has created a separate Observation related to definition of release that recommends that the definition of release be added to Decision Log 216. IV&V believes that any work started prior to approval of an actionable schedule is a risk creating event. "	Impact 1.1.4 Not requiring an approved schedule prior to work commencing on a release or implementation activity places the State of Hawaii at risk of obligating resources, encumbering funds, and performing project activities without an adequate understanding of the total cost of work, the impact of the resource allocations, or the future dependencies on unknown tasks."	Recommendation 1.1.4.1 IV&V Recommends that for future HI THRIVE Project contracts, work orders, or work associated with change requests to the existing contract that all schedule and work plan activities are completed and approved by DHS prior to actual Design, Development, Testing, Release, or other substantial work of the Vendor or obligation of State resources supporting those activities commencing. Recommendation 1.1.4.2. IV&V Recommends that the criteria surrounding a project event (Release etc) is fully described and documented for future schedules and/or deliverables that are dependent on those project events."	Not necessary for initial observation.	HI THRIVE PMO to populate.	Risk	High
HI THRIVE Deliverable Expectation Document Management Processes may create risks to future deliverables IV.5-7-10	"Observation 2.4.1 IV&V has observed that the HI THRIVE PMO does not manage Deliverable Expectation Document processes in a	"Impact 2.4.1 Risk 1: If the preconfigured template has information or data requirements that are	"Recommendation 2.4.1.1 IV&V recommends that the HI THRIVE PMO request the IV&V team to review all project DEDs provided to the Vendor in a monthly	No response necessary	HI THRIVE PMO to populate.	Risk	Medium

document processes in a manner that is consistent with best practices for other government project management organizations of the complexity and size.	requirements that are insufficient or incorrect, the State is accepting liability for the Vendor to create a deliverable exactly as the State requested even if it is deficient by best practice or usability. This is due to the Vendor delivering exactly what the State defined in the template. Risk 2: Not requiring IV&V to review the Section 6 preconfigured template of the DED for applicability of best practice, conformity Federal/State/Contract guidelines, and completeness of requested data/information increases the risk that the Vendor will be unaware of deficiencies in the DED before developing a deliverable that may be insufficient for project success."	provided to the Vendor in their entirety for completeness in order to provide feedback prior to Vendor DED/Deliverable development. (i.e Section 6 and other template specific elements). Recommendation 2.4.1.2 IV&V recommends that the HI THRIVE PMO ensure that the Vendor follows all required change management processes for updates, additions, and deletes of HI THRIVE DED preconfigured template data.			
HI THRIVE processes for Deliverable Review are contained in PMO document A.8 CCWIS Project Deliverable Review and Approval Process, definition for a Deliverable Expectation Document is set in the Cardinality Vendor Contract DHS-CCWIS-24-04A - Cardinality Full Contract. The A.8 process document does not set clear definition for what sections, to what level of detail, or to what standards that a DED is expected to be reviewed in the DED review process for either HI THRIVE PMO or the IV&V Team.		Recommendation 2.4.1.3 IV&V recommends that HI THRIVE Team update HI THRIVE PMO A.8 CCWIS Project Deliverable Review and Approval Process to include a standard definition of each of the sections of the HI THRIVE DEDs, the processes for their development, the processes and triggers for change management, and the processes for their review to ensure that clarity in development, delivery, review, and approval project DEDs is consistent."			
The definition of a DED in the Vendor contract: ""The CCWIS Vendor shall develop DEDs in a template that shall be provided by DHS after selection, and CCWIS Vendor deliverables shall adhere to the information within the DED. The CCWIS Vendor shall not perform any work on any deliverable until the DED has been approved in writing by DHS. As each deliverable is submitted, the CCWIS Vendor shall include a copy of the associated DED.""					
The Cardinality contract does not provide a clear definition of what portions of a DED are expected to be updated or changed during the Vendor update and submission process of the DED. The contract is unclear in the Vendor expectations for DED creation, the contract implies that the Vendor will be expected to create original content within the confines of the DED template as part of the DED creation.					
IVV.5-7-10		HI THRIVE IV&V Monthly 12-2024			TMS-Inc. George Conley

IVV.5-7-10	<p>The current DED template contains 13 sections: 1 RFO Deliverable Information 2 Project Contact Information 3 Deliverable Review Information 4 DED Approvals 5 DED Revision History 6 DED Summary 7 Resources 8 Risks and Mitigations 9 Associated Deliverables 10 References 11 Glossary</p> <p>IV&V has observed that Sections 1 is developed from the contract and 2-5 are standard DHS contact information related to review and approval. HI THRIVE PMO has stated that this section is not expected to be changed or deviated by the Vendor from what was written by the State. That section 6 has been populated by the HI THRIVE PMO with a template of what the Vendor is expected to adhere to in the development of the Deliverable is not to be changed or deviated by the Vendor without an approved change management process. That the sections 7-11 will be updated by the Vendor depending on the needed content for the DED. That the DED upon approval will be merged into the deliverable starting with section 6 and everything from section 6 on will be the final deliverable. That the Cardinality Vendor has made changes to HI THRIVE DED preconfigured templates on an inconsistent basis without requesting change management approval or providing context for changes.</p> <p>IV&V believes that forcing the Vendor to conform to DHS preconfigured template for content in section 6 and also not requiring IV&V to provide feedback on the preconfigured template prior to DED</p>		HI THRIVE IV&V Monthly 12-2024			TMS-Inc. George Conley
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	<p>development and acceptance places the State of Hawaii at Risk of deficient Vendor deliverables. Preconfigured template content should be concise, meet contract requirements, and all government requirements associated with a CCWIS project.</p> <p>IV&V has observed in other CCWIS project of similar or greater complexity a DED process that required the Vendor to provide a clear and final recommendation of what content will be developed in the deliverable and described in the DED prior to approval. This description would include a Table of Contents, concise description of each chapter/section in the TOC, description of how/when the deliverable would be maintained/updated, and references to any contract/RFP/Governmental guidelines that were necessary for the development and approval of the deliverable. The current deliverable review process allows for the Vendor to request changes, but is unclear of what constitutes a change to the DED.</p>						
Definition of Release/Initial Release	<p>"Observation 2.0.3 IV&V has observed in multiple meetings in November that Release and Initial Release lack definition and shared agreement between the State of Hawaii and the Vendor Cardinality.</p> <p>Initial Release and Release in general is not clearly defined in the contract. The IV&V Team and the HI THRIVE Team have had discussions related to what a Release and the Initial Release should consist of and have agreed on common language. To further those discussions the HI THRIVE Decision Log entry 216 on 12/20/24 stated: ""HI AG</p>	<p>Impact 2.0.3 Lack of agreement of the definition of contractual events can put the State of Hawaii at risk of providing payment for services/products that may be insufficient or non-conforming to the executed contract, could result in delay of anticipated deliverables, and/or place constituents at a public safety risk when the System goes live due to missing requirements and</p>	<p>Recommendation 2.0.3.1 IV&V Recommends that the HI THRIVE Core Team document the approved verbiage and criteria associated with the definition of "Release" and "Initial Release" in the Decision Log as part of the Decision 216.</p>	<p>December 24 IV&V update: HI THRIVE Team to update the Decision Log based on the AG, ACF, and internal conversation. TBD January timeframe.</p>	HI THRIVE PMO to populate.	Risk	High
IVV.5-7-10			HI THRIVE IV&V Monthly 12-2024			TMS-Inc. George Conley	

	<p>On 12/20/24 stated. HI AG confirmed the HI THRIVE Project Core team's understanding of the definition of ""initial release"" is clear and no contract changes are required.""</p> <p>IV&V has not seen the official description that was communicated and validated through the HI AG of what a ""Release"" or ""Initial Release"" from the HI THRIVE Team documented or communicated to the Cardinality Vendor.</p> <p>IV&V expected the ""approved"" language and understanding to be included in the Decision Log to memorialize the HI THRIVE PMO, ACF, and HI AG definition of Release and Initial Release. Using the Decision Log to memorialize the verbiage would ensure that all current and future parties involved in the HI THRIVE Project have a clear understanding of the terminology.</p>	requirements and functionality.					
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Project Level IV&V Risk, Issues, and Decisions

These 2 sections provide a list of all IV&V Risks, Issues, and Decisions that have been escalated to the HI THRIVE Project Risk, Issue, or Decision Reports. If any section is blank there are no identified Project Level IV&V Risks, Issues, or Decisions. IV&V Observations that are not elevated to Project Level Risks or Issues are being managed at the project tactical level and will only be raised to the Project Level upon failure of mitigation efforts or uncontrolled increase in severity.

IV&V Project Risks & Issues - Active in Month

ID	Created	Summary	Description	Owner	Status	Closed Date	Risk Score

IV&V Project Decisions - Made this Month

ID	Summary	Description	Decision Maker	Decision Date

IV&V Activity Status

The 5 activity sections provide a summary of IV&V budget, planning, and task activities for the reporting period. IV&V work plan and schedule information is not available in the December 2025 reporting period with subsequent development dependent on the approval of the SI-5 Project Schedule.

IV&V Monthly Budget Summary

Development Project Costs	Total Contract Amount	Actual To Date	Remaining on Contract	Quarter 1 Oct - Dec Total	Quarter 2 Jan - March Total	Quarter 3 Apr - Jun	July	August	Sept	Quarter 4 July - Sept	Reason for Variance or Action Plan to Correct
	Total Contract Amount	Actual To Date FFY 2025	Remaining on Contract	Q1 Oct - Dec 2024	Q2 Jan - March 2025	Q3 April - Jun 2025	July 2025	August 2025	Sept 2025	Q4 July - Sept 2025	Reason for Variance
Contractor: TMS IV&V	\$2,095,322	\$201,529	\$1,893,793	\$201,529	\$0	\$0	\$0		\$0	\$0	

IV&V Monthly Project Summary

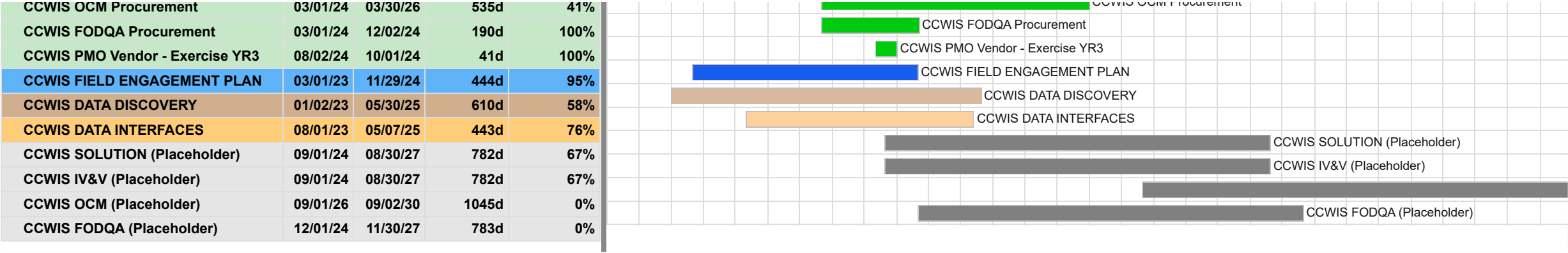
Year/Month	Monthly Summary
2024 - 12	<p>PROJECT PLAN SUMMARY: IVV.1 IV&V Management Plan is under development but dependent on approval of SI-5 Vendor Project Schedule.</p> <p>WORK COMPLETED: IVV.5, IVV.7, IVV.10 Deliverables IVV.8 DED Feedback Reviews SI-3, SI-4, SI-7 IVV.9 Deliverable Feedback Reviews SI-5 (re-review)</p> <p>WORK IN PROGRESS: IVV.1 Under Development. Re-Review of SI-5</p> <p>UNPLANNED OR AD-HOC WORK: No unplanned work.</p> <p>PLANNED WORK NOT ACCOMPLISHED: IV&V anticipated SI-5 to be approved to allow for completion of IVV.1 in the December reporting period.</p> <p>ACTIVITIES PLANNED FOR THE NEXT REPORTING PERIOD: Development of IVV.4, IVV.5, IVV.7, IVV.10 for the Initial Report and the ongoing Monthly reporting. Development of IVV.1 upon approval of SI-5 Review of Vendor artifacts SI-5, SI-3, SI-10, SI-4, SI-7, SI-14 and others as delivered.</p>

IV&V Plan Milestones - This/Next Month

[illegible]

HI THRIVE Comprehensive Project Plan Summary

[illegible]



IV&V Calendar and Meetings Attended

This area provides a summary of IV&V out of office dates, ongoing meetings, and scheduled ad-hoc meetings.

IV&V Monthly Calendar

Resource	Start Date	End Date	Days	Forward Contact	Nov										
					O.	Nov 3	Nov 10	Nov 17	Nov 24	Dec 1	Dec 8	Dec 15	Dec 22		
General Election Day	11/05/24	11/05/24		N/A		General Election Day									
Veteran's Day	11/11/24	11/11/24		N/A			Veteran's Day								
Thanksgiving Break	11/28/24	11/29/24		N/A					Thanksgiving Break						

IV&V Monthly Meeting Register

Meeting Name	Type	Purpose / Topics Discussed	Meeting Minutes	Minutes Approved	Feedback & Follow-ups	Mandatory Attendance	Optional Attendance	Date - Time
No Additional Meetings Held								11/01/24 - 10:00 - 11:00 AM HST

IV&V Recurring Meeting Register

Meeting Name	Purpose / Topics Discussed	Type	Mandatory Attendance	Optional Attendance	Cadence (Frequency)	Meeting Length (Minutes)
IV&V Observations	Weekly Check-In with TMS (IV&V) vendor to discuss weekly observations and if applicable adhoc items	Recurring	Core Team PMO IV&V Vendor		Weekly Tuesdays 9:00-9:30 am HST & Thursdays 10:00 - 10:30 am HST	30
IV&V Review of Monthly Report	Review of all observations for the month and discussion of items to be included in the Monthly Report that will be distributed to ACF/ETS/DHS Executive Leadership/HI THRIVE project team	Recurring	Core Team PMO IV&V Vendor		3rd day of the first week of the following month	60
IVV.5-7-10	Weekly meeting to discuss technical topics relating to	HI THRIVE IV&V Monthly 12-2024				TMS-Inc. George Conley

HI THRIVE Core, OET, & Cardy Technical Meeting	the HI THRIVE project. Agenda will be created for each meeting with topics for discussion and sent to attendees before hand. Agenda topics may include architecture, access and controls, interfaces, standards and protocols, etc. Security will be discussed in a separate meeting.	Recurring	Executive Core Team PMO SME - System IV&V Vendor		Every Wednesday 12:00 - 12:50 pm HST	60
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Project Meeting Register with IV&V Attendance						
Meeting Name	Purpose / Topics Discussed	Type	Mandatory Attendance	Optional Attendance	Meeting Date	Meeting Length (Minutes)
User Discovery/Configuration Session Overview	Meeting will focus on reviewing the "training slides" presented at the start of User Discovery/Configuration sessions for the HI THRIVE configuration sessions. Purpose is to make sure the CORE team understands what information is presented, questions asked of participants and the plan for resolution/actions after the sessions. Can also answer questions regarding SI-10.	Topic	Core Team PMO SME - Business SME - System Training	IV&V Vendor	11/14/24	90
TMS/HI Weekly Check-In Kickoff	-Discuss the purpose and details of these recurring meetings. -Outline the agenda for our weekly check-ins and schedule through the year. -Recommendation for Controlled Correspondences -Discuss how IV&V reporting plays into actionable outcomes	Topic	Core Team PMO IV&V Vendor		11/18/24	60
HI/TMS Smartsheet Walkthrough	Conduct walk-through of current project processes within Smartsheet	Topic	Core Team PMO IV&V Vendor		11/19/24	60
Configuration/Sprint Overview	Walk the HI THRIVE Core team through Cardinality's definition of Configuration and Sprint flow in preparation for the Disc/Configuration Sessions and future sprints starting. Review of how changes are made to the system, workflows, etc. Lead by our Tech Leads for the project.	Topic	Core Team PMO SME - Business SME - System Training	IV&V Vendor	11/20/24	90
TMS/HI THRIVE	Discuss roadblocks to IV&V DED approval	Ad Hoc	Core Team PMO IV&V Vendor		11/20/24	30
PMO/IV&V Smartsheet Working Session	ANSA and TMS to walk-through Smartsheet capabilities and begin developing observation and status reporting workspaces	Ad Hoc	PMO IV&V Vendor		11/22/24	60
DHS/TMS Smartsheet Corrections	Walk through Observations sheet and associated reports for feedback and updates	Ad Hoc	PMO IV&V Vendor		11/26/24	30

IV&V Scope and Purpose

This report documents observations that the Technology Management Solutions, Inc. (TMS) Independent Verification and Validation team (IV&V) made on the HI THRIVE Comprehensive Child Welfare Information System (CCWIS) Project during the current reporting period.

The objective of the IV&V efforts is to review and/or test selected HI THRIVE Project processes and products to assure that the associated systems meet functional and non-functional requirements, and are successfully implemented within the processes, time frames, and constraints identified in the HI THRIVE Project contracts. The IV&V team determines whether project staff members are following planned processes, and whether contractor work meets project requirements. The IV&V team provides independent technical review and verification of project deliverables, independent testing and auditing of project deliverables against requirements, and a special emphasis on deliverable quality assurance and reviews of information security control.

The TMS IV&V team approach encourages these positive outcomes:

- 1. Collaborative identification and communication of successes and recommended improvements.
- 2. Detection and correction of errors early in the project life cycle.
- 3. Reduction in development risks, costs and adverse schedule impacts.
- 4. Enhancement of project products’ quality, integrity, and security.
- 5. Increased visibility into and greater understanding of the project and processes.

IV&V evaluations will include:

- 1. Review of content quality
- 2. Review of conformance to standards and best practices
- 3. Quality assessments of work products
- 4. Quality assessments of work practices
- 5. Process improvement identification
- 6. Recommendations for deficiency remediation

For the detailed scope and approach of the IV&V reviews, assessments and evaluations refer to the IV&V Deliverable: IVV.1 IV&V Management Plan and the IV&V guiding process document IEEE 1012-2016 Standard for System, Software, and Hardware Verification and Validation.