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STATE OF HAWAIʻI | *KA MOKUʻĀINA O HAWAIʻI*
DEPARTMENT OF ACCOUNTING AND GENERAL SERVICES | *KA ʻOIHANA LOIHELU A LAWELAWE LAULĀ*

OFFICE OF ENTERPRISE TECHNOLOGY SERVICES | *KEʻENA HOʻOLANA ʻENEHANA*

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

July 9, 2025

The Honorable Ronald D. Kouchi
President of the Senate
and Members of the Senate
Thirty-Third State Legislature
State Capitol, Room 409
Honolulu, Hawaiʻi 96813

The Honorable Nadine K. Nakamura
Speaker and Members of the
House of Representatives
Thirty-Third State Legislature
State Capitol, Room 431
Honolulu, Hawaiʻi 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 Hawaiʻi, 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 Hawaiʻi

Attachments (2)

Hawai'i Department of Human Services

Child Welfare Services

HI THRIVE (Comprehensive Child Welfare Information System)

IV&V MONTHLY STATUS DASHBOARD June 2025 Final v1

IV&V Monthly Executive Summary

This IV&V Monthly Activity Report (MAR) covers the June 01 – 30 2025 reporting period.

IV&V Project Health Metrics

- Budget RED, Quality RED, Schedule YELLOW, Scope GREEN,

IV&V Focus Area Health

IV&V Technical Project Management Health

- Technical Project Management IV&V Focus Area has continued as for this period due to multiple baselined tasks and contract deliverables that are showing as late to finish or late to start.
- The HI THRIVE PMO is reporting RED for the June Monthly Schedule Scorecard.

IV&V Support Focus Area Health

- The Support Focus Area maintains YELLOW due to poor deliverable quality and continued SI Vendor Deliverable rejections during June.
- The HI THRIVE PMO is reporting YELLOW for June Monthly Quality Scorecard as well.

All other IV&V Focus Areas are Blue for not enough data to report.

IV&V Observations:

Opened

- One Medium Observation 6.2.2.1 Ineffective Jira Configuration and Setup for HI THRIVE. The initial default setting of the Cardinality JIRA setup is sound, with some easily corrected defects before full deployment of the project instance. Cardinality should to fix these defects, configure sprint boards, clean up unused fields, and enable the basic zero-cost automation and notifications before commencing sprint activity. The HI THRIVE Team is currently reviewing the details of this observation, however agree with the summary as written.

Closed

- One Medium Observation 2.3.1 Incomplete and Unmonitored Pre-Work Configuration Action Items. Actions are recorded on Sharepoint but the process and timing for updates by the Vendor is inconsistent. The Vendor has scheduled Configuration Changes Review meetings to review and document the final list of owners, configuration changes, workflows, and notifications required for user discovery closeout.

June 2025 Executive Summary

During the June 2025 reporting period IV&V continued Vendor Deliverable artifact review and collaborative involvement with the HI THRIVE PMO. The SI Vendor continued the development and updates of contract defined deliverables through the reporting period and the HI THRIVE Team have provided adequate performance delivery expectations, assessments of quality and conformity to contract and best practices. The results of the reviews have continued to demonstrate that Vendor deliverable submissions do not meet expected levels of quality or conformity to contract expectations. IV&V has observed that the HI THRIVE PMO is consistently providing appropriate feedback to the Vendor for improvement of timing and content of deliverables. The SI Vendor while improving on some deliverable management activities continue to be unable to consistently provide deliverables and work products that are acceptable on first or subsequent review passes due to mismatches between Vendor understanding and HI THRIVE expectations. IV&V continues to observe that the HI THRIVE PMO Vendor management practices are acceptable for the associated project management tasks, however the Vendor has not been able to demonstrate a consistent ability to meet contract obligations.

Vendor Contract deliverables require an average 3.1 iterative updates and reviews prior to HI THRIVE approval and incur an average of 1.9:1 rejections per deliverable. The updates and rejections have degraded from the previous month. The HI THRIVE Project Team has developed Issue 8 related to deliverable quality and is continuing to work with the Vendor to manage this item to closure.

Although the SI-Vendor is now operating under an approved baselined schedule (SI-5) IV&V continues to observe a consistent pattern of missed deliverable and milestone dates. IV&V has identified 109 active project tasks that are late to finish and there are 132 project tasks that are late to start out of approximately 900 tasks in active phases (14% of active tasks have an issue). While this is an improvement from the previous reporting period, IV&V questions the rigor applied and the ability by the Vendor to manage the schedule and associated project tasks accurately. IV&V strongly believes the HI THRIVE PMO and Executive Stakeholders should carefully assess the patterns and historical delivery performance of the SI-Vendor to determine if any additional performance or contract management steps are necessary to ensure the success of the HI THRIVE Project.

IV&V recommends that the HI THRIVE Team request that the SI-Vendor provide reporting on the schedule weekly, showing all late to finish tasks and all late to start tasks and all tasks that are at risk of either within a defined future timeframe (e.g. next 4 weeks).

The IVV1 IV&V Management Plan was approved and the IVV4 IV&V Initial Report was delivered and approved during the 6/25 reporting period. IV&V is now providing a baseline quality, schedule, and other health metrics and monthly reports against that baseline.

IV&V Active Observations Summary

IV&V Observation Number	Observation Title	IV&V Observation Description	IV&V Recommendation	State Ongoing Update	Priority	Owner	Date Identified
2.3.1	Observation 2.3.1 Incomplete and Unmonitored Pre-Work Configuration Action Items	Observation 2.3.1 Incomplete and Unmonitored Pre-Work Configuration Action Items The IV&V team has identified that a significant number of Pre-Work Configuration Action Items assigned to the SI-Vendor remain incomplete or show no evidence of recent progress. These items are prerequisites for the commencement of configuration sessions and are critical to maintaining the project schedule. The SI-Vendor has documented over 150 action items in a master tracking spreadsheet; however, the tool lacks key project management features such as real-time updates, status visibility, and clear ownership for each task. This observation is substantiated by the SI-8 Meeting Minutes and associated recordings. The current process does not include a structured reporting mechanism or dashboard to monitor task status or escalate overdue items. Furthermore, action items are not being regularly reviewed, updated, or discussed in project meetings, resulting in limited accountability and visibility into progress. This approach is inconsistent with best practices defined in PMI's PMBOK Guide and IEEE 1012-2016, Section 7.3, both of which emphasize the importance of a documented verification and validation plan supported by tracking mechanisms to monitor task completion and follow up on open issues.	~~IV&V Recommendations:~~ ~~Rec. 2.3.1.1 – Implement a Real-Time Tracking Tool~~ ~~The IV&V team recommends that the HI THRIVE PMO and the SI-Vendor implement a real-time tracking tool to document and manage Pre-Work Configuration Action Items. This will enable timely updates, status visibility, and accountability for each task.~~ ~~Rec. 2.3.1.2 – Establish Weekly Status Reporting~~ ~~The HI THRIVE PMO and SI-Vendor should provide weekly reporting that clearly reflects the current status of each action item, highlights overdue tasks, and demonstrates ongoing progress toward completion.~~ ~~Rec. 2.3.1.3 – Conduct Regular Reviews and Updates~~ ~~The IV&V team recommends that the action items be reviewed, updated, and discussed during recurring project meetings. These updates should be shared with the broader project team and key stakeholders to ensure alignment and facilitate timely issue resolution.~~ ~~Rec. 2.3.1.4 – Align with Industry Standards~~ ~~To improve oversight and tracking of Pre-Work Configuration Action Items, the HI THRIVE PMO and SI-Vendor should reference relevant guidance from IEEE 1012-2016 and the PMI PMBOK Guide, both of which emphasize the need for structured verification and validation processes supported by progress monitoring and task follow-up mechanisms.~~	May State Update: Cardinality has scheduled Configuration Changes Review meetings to review the final list of configuration changes, workflows, and notifications required for user discovery closeout. As a part of these sessions, each configuration item will be reviewed with state staff with decision authority, confirming the resolution steps proposed by Cardinality. Cardinality will document the decision with who approved, what was approved, and additional details on the change.	Medium	Michael Armstrong	04/15/25
6.2.2.1	6.2.2.1 Ineffective Jira Configuration and Setup for HI THRIVE	On June 16, 2025, the IV&V team assessed Cardinality AI HI-THRIVE's current Jira configuration implementation for managing the HI DHS HI THRIVE CCWIS	Recommendation 6.2.2.1 IV&V General recommendation with detailed recommendations in the observation document. The initial default setting of the Cardinality JIRA setup is sound, with some easily corrected defects before full deployment of the project instance. Cardinality needs to fix these defects, configure sprint boards, clean up unused fields, and enable		Medium	marmstrong@dhs.hawaii	06/16/25

		COTS solution. The IV&V team submitted a formal Task and Activity Report (TAR) to the DHS HI THRIVE PMO on June 17, 2025. The TAR is related to the IV&V Statement of Work tasks in Section 6, Implementation. The Cardinality AI HI-THRIVE Jira setup shows gaps in the following areas: - Observation 6.2.2.1.1 JIRA Project Basics - Observation 6.2.2.1.2 Issue Types and Workflows - Observation 6.2.2.1.3 Fields and Screens - Observation 6.2.2.1.4 Permission and Access Control - Observation 6.2.2.1.5 Sprint Boards - Observation 6.2.2.1.6 Notifications - Observation 6.2.2.1.7 Automation Rules - Observation 6.2.2.1.8 Dashboards and Reports - Observation 6.2.2.1.9 Jira integration and Add-ons - Observation 6.2.2.1.10 Governance IV&V will add a link to the detailed observation.	the basic zero-cost automation and notifications before commencing sprint activity. There are 29 individual recommendations for Jira updates in the Observation.				

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 Team set the metrics Baseline in the 5/25 reporting period, 8 months after Vendor contract execution, due to the late approval of SI-5 Vendor Project Schedule. IV&V is now reporting monthly against the Baseline for Project Health.

Project Health is showing significant risks due to inconsistent delivery of Vendor Deliverables to HI-THRIVE expectations and inconsistent management of project schedule and tasks.

IV&V Monthly Overall Project Health

Overall Project Status	Monthly Budget Health	Monthly Quality Health	Monthly Schedule Health	Monthly Scope Health
🔴	🔴	🔴	🟡	🟢

Monthly Project Health Detail

Project Health Area	Baseline Health	6/25 Health	Details and Comments
Health Overall	🔴	🔴	34% Indicators are normalized and averaged across each area
Budget Overall	🔴	🔴	33% EV/Schedule performance drives this Red
Cost Variance Ratio	🟢	🟢	0.36 Any value greater than or equal to Zero is GREEN.
Schedule Performance Indicator	🔴	🔴	61% EV= 824,458 Planned Value = 1,346,154 SPI = 61%
Quality Overall	🔴	🔴	72% Late deliverable acceptance rate drives Red.
Deliverable Quality	🟢	🟡	10.21% PMO metrics >3 revisions/deliverable is YELLOW
Deliverable Schedule Variance	🔴	🔴	132.89% Rejections of planned deliverables
Requirements Process Quality	🔵	🔵	These areas will be measured once Sprints start.
Design Process Quality	🔵	🔵	These areas will be measured once Sprints start.
Sprint Process Quality	🔵	🔵	These areas will be measured once Sprints start.
Test Process Quality	🔵	🔵	These areas will be measured once Sprints start.
Schedule Overall	🟢	🟡	15% Milestone Variance drives YELLOW
Milestone Variance	🟢	🟡	15.28% Multiple items are consistently later than planned
Schedule Variance	🟡	🟡	14.38% Multiple items are consistently later than planned
Scope Overall	🟢	🟢	0 No changes to scope that impact budget
Change Request Ratio	🟢	🟢	0 No defined scope changes

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	🟡	🟡	Some Deliverables and Tasks not in date compliance.
2.0 Support Process IV&V	🟡	🟡	Continued Yellow due to rejections of Deliverables.
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	🔵	🔵	

Project Health Metric Legend

Budget	Quality	Schedule	Scope
Baseline Cost Variance Ratio (CVR)	Baseline Deliverable Quality (DQ)	**Approved Baseline 4/1-5/31:**	Baseline Change Request Ratio (CRR)
Baseline Schedule Performance Index (SPI)	Baseline Deliverable Schedule Variance (DSV)	Baseline Schedule Variance (SV)	
		Baseline Milestone Variance (MV)	

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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. Initial Observations remain Neutral (not issue or risk) until formal agreement is reached with HI THRIVE Project Team.

IV&V Observations Active During the Month

Observation Title	IV&V Observation Description	IV&V Impact Description	IV&V Recommendation	State Ongoing Update	IV&V Ongoing Update	Status
Observation 2.3.1 Incomplete and Unmonitored Pre-Work Configuration Action Items	Observation 2.3.1 Incomplete and Unmonitored Pre-Work Configuration Action Items The IV&V team has identified that a significant number of Pre-Work Configuration Action Items assigned to the SI-Vendor remain incomplete or show no evidence of recent progress. These items are prerequisites for the commencement of configuration sessions and are critical to maintaining the project schedule. The SI-Vendor has documented over 150 action items in a master tracking spreadsheet; however, the tool lacks key project management features such as real-time updates, status visibility, and clear ownership for each task. This observation is substantiated by the SI-8 Meeting Minutes and associated recordings. The current process does not include a structured reporting mechanism or dashboard to monitor task status or escalate overdue items. Furthermore, action items are not being regularly reviewed, updated, or discussed in project meetings, resulting in limited accountability and visibility into progress. This approach is inconsistent with best practices defined in PMI's PMBOK Guide and IEEE 1012-2016, Section 7.3, both of which emphasize the importance of a documented verification and validation plan supported by tracking mechanisms to monitor task completion and follow up on open issues.	2.3.1 Impacts 1. If key Pre-Work Configuration Action Items remain incomplete, there is a significant risk that configuration sessions will be delayed, potentially impacting the overall project timeline. 2. Limited Stakeholder Visibility The absence of a real-time tracking and reporting mechanism limits the ability of project leadership and stakeholders to assess the current status of action items, including which tasks are complete, overdue, or at risk. This lack of transparency impairs effective decision-making and oversight. 3. Increased Risk of Rework and Misalignment Without regular follow-up, discussion, and accountability, unresolved action items may result in misaligned deliverables or incomplete configurations. This increases the likelihood of rework, which can consume additional resources and further delay project milestones.	~~IV&V Recommendations:~~ ~~Rec. 2.3.1.1 – Implement a Real-Time Tracking Tool~~ ~~The IV&V team recommends that the HI THRIVE PMO and the SI Vendor implement a real-time tracking tool to document and manage Pre-Work Configuration Action Items. This will enable timely updates, status visibility, and accountability for each task.~~ ~~Rec. 2.3.1.2 – Establish Weekly Status Reporting~~ ~~The HI THRIVE PMO and SI Vendor should provide weekly reporting that clearly reflects the current status of each action item, highlights overdue tasks, and demonstrates ongoing progress toward completion.~~ ~~Rec. 2.3.1.3 – Conduct Regular Reviews and Updates~~ ~~The IV&V team recommends that the action items be reviewed, updated, and discussed during recurring project meetings. These updates should be shared with the broader project team and key stakeholders to ensure alignment and facilitate timely issue resolution.~~ ~~Rec. 2.3.1.4 – Align with Industry Standards~~ ~~To improve oversight and tracking of Pre-Work Configuration Action Items, the HI THRIVE PMO and SI Vendor should reference relevant guidance from IEEE 1012-2016 and the PMI PMBOK Guide, both of which emphasize the need for structured verification and validation processes supported by progress monitoring and task follow-up mechanisms.~~	May State Update: Cardinality has scheduled Configuration Changes Review meetings to review the final list of configuration changes, workflows, and notifications required for user discovery closeout. As a part of these sessions, each configuration item will be reviewed with state staff with decision authority, confirming the resolution steps proposed by Cardinality. Cardinality will document the decision with who approved, what was approved, and additional details on the change.	June IV&V Mitigation Update: The IV&V team has reassessed the previous recommendations tied to the identified risk and determined that the conditions no longer present a direct risk to project success. As a result, these recommendations are no longer valid from a risk management perspective and may be considered closed for risk tracking purposes. However, the underlying issues identified may still contribute to inconsistencies in traceability and documentation. IV&V advises the project team to continue monitoring these areas through quality assurance and traceability validation activities to ensure the integrity of deliverables and maintain alignment with project scope and federal reporting standards. May IV&V Ongoing Update: IV&V Agrees with the State description and approach by the Vendor to remediate this Observation. IV&V will continue to monitor the outputs of the Vendor and the subsequent updates to the Configuration Change documentation and evaluate this Observation in the June reporting period. April IV&V Ongoing Update: IV&V acknowledges the HI THRIVE Team response to the IV&V Observation 2.3.1 and acknowledges that a system (Excel on Sharepoint) is being used to record the action items. IV&V has observed that while the information has been recorded in the Sharepoint there has been minimal observable updates from the Vendor on the Master Tracking spreadsheet and that multiple other working spreadsheets spread across multiple folders contain more up to date information than the Master. IV&V continues to observe a lack of consistency in processes for how the Master Spreadsheet is updated and maintained and it is also not clear if the Vendor intends for it to be the "source of truth" or actual master record. IV&V shared these observations with the HI THRIVE Team in late April and the Team agreed that additional discussion with the Vendor was needed to clarify the process and timing for updates and to ensure that the Master Spreadsheet is the source of truth and updated on a timely basis. IV&V agrees with the HI THRIVE actions to engage the Vendor to further define this process and manage the remaining tasks with more rigor. Ultimately updates and completion of action items will be reflected in the SI-14 Design deliverable, however the time remaining to complete those updates is getting shorter as the start of Sprints dependent on that data is in 6/2024 and there are no consistent observable due dates or owners for many of the items in the Spreadsheet. Without due dates assigned it would appear that there is not a priority for managing and completing the required tasks.	In Progress
6.2.2.1 Ineffective Jira Configuration and Setup for HI THRIVE	On June 16, 2025, the IV&V team assessed Cardinality AI HI-THRIVE's current Jira configuration implementation for managing the HI DHS HI THRIVE CCWIS COTS solution. The IV&V team submitted a formal Task and Activity Report (TAR) to the DHS HI THRIVE PMO on June 17, 2025. The TAR is related to the IV&V Statement of Work tasks in Section 6, Implementation. The Cardinality AI HI-THRIVE Jira setup shows gaps in the following areas: - Observation 6.2.2.1.1 JIRA Project Basics - Observation 6.2.2.1.2 Issue Types and Workflows - Observation 6.2.2.1.3 Fields and Screens - Observation 6.2.2.1.4 Permission	Impact 6.2.2.1 Without an effective Jira configuration, the project risks: • Gaps in verifying that CCWIS requirements are fully implemented and tested. • Difficulty tracking progress of hybrid sprints and fixed-phase milestones. • Weak alignment between development work and COTS configuration tasks. • Incomplete or unclear management progress reporting for State and ACF oversight.	Recommendation 6.2.2.1 IV&V General recommendation with detailed recommendations in the observation document. The initial default setting of the Cardinality JIRA setup is sound, with some easily corrected defects before full deployment of the project instance. Cardinality needs to fix these defects, configure sprint boards, clean up unused fields, and enable the basic zero-cost automation and notifications before commencing sprint activity. There are 29 individual recommendations for Jira updates in the Observation.			Open

	and Access Control - Observation 6.2.2.1.5 Sprint Boards - Observation 6.2.2.1.6 Notifications - Observation 6.2.2.1.7 Automation Rules - Observation 6.2.2.1.8 Dashboards and Reports - Observation 6.2.2.1.9 Jira integration and Add-ons - Observation 6.2.2.1.10 Governance IV&V will add a link to the detailed observation.					

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 Monthly Budget Summary

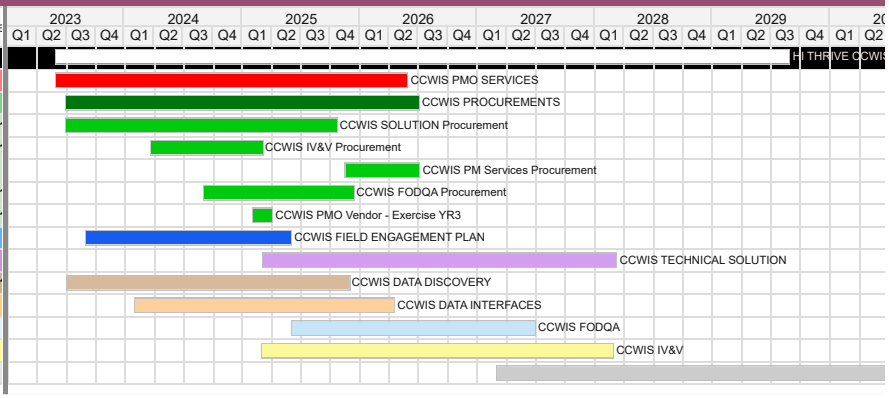
Development Project Costs	Total Contract Amount	Actual To Date	Remaining on Contract	Quarter 1 Oct - Dec Total	Quarter 2 Jan - March Total	Quarter 3 Apr - Jun	July	August	Sept	Quarter 4 July - Sept	Reason for Variance or Action Plan to Correct
	Total Contract Amount	**Actual To Date FFY 2025**	**Remaining 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	$746,312	$1,349,010	$201,529	$192,277	$352,506	$0		$0	$0	

IV&V Monthly Project Summary

Year/Month	Monthly Summary
2025 - 6	PROJECT PLAN SUMMARY: IVV1 IV&V Management Plan was approved. IVV4 Initial Report was delivered and approved. WORK COMPLETED: May IVV.5, IVV.7, IVV.10 Report Deliverables Submitted Deliverable Re-Review: SI-9, SI-11, SI-12, SI-24 Deliverable Review SI-13, SI-14, SI-15, SI-16, SI-17, SI-20, SI-30 IV&V Submission: IVV 5-7-10, IVV4 WORK IN PROGRESS: June/July IVV.5, IVV.7, IVV.10 Report Deliverables Review of DEDs and Deliverables UNPLANNED OR AD-HOC WORK: No unplanned work. PLANNED WORK NOT ACCOMPLISHED: ACTIVITIES PLANNED FOR THE NEXT REPORTING PERIOD: July IVV.5, IVV.7, IVV.10 Review of Vendor artifacts as delivered.

HI THRIVE Comprehensive Project Plan Summary

Summary Task / Milestone	Start Date	End Date	Duration	% Complete
HI THRIVE CCWIS Project	**12/01/22**	**02/28/29**	**1617d**	
CCWIS PMO SERVICES	**12/01/22**	**11/28/25**	**750d**	
CCWIS PROCUREMENTS	**12/30/22**	**01/02/26**	**752d**	
CCWIS SOLUTION Procurement	**12/30/22**	**04/21/25**	**577d**	
CCWIS IV&V Procurement	**09/18/23**	**09/01/24**	**238d**	
CCWIS PM Services Procurement	**05/15/25**	**01/02/26**	**158d**	
CCWIS FODQA Procurement	**03/01/24**	**06/10/25**	**320d**	
CCWIS PMO Vendor - Exercise YR3	**08/02/24**	**10/01/24**	**41d**	
CCWIS FIELD ENGAGEMENT PLAN	**03/01/23**	**11/29/24**	**437d**	
CCWIS TECHNICAL SOLUTION	**09/03/24**	**09/10/27**	**743d**	
CCWIS DATA DISCOVERY	**01/02/23**	**05/30/25**	**604d**	
CCWIS DATA INTERFACES	**08/01/23**	**10/16/25**	**553d**	
CCWIS FODQA	**12/02/24**	**12/29/26**	**515d**	
CCWIS IV&V	**09/01/24**	**08/30/27**	**782d**	
CCWIS OCM (Placeholder)	**09/01/26**	**09/02/30**	**1045d**	

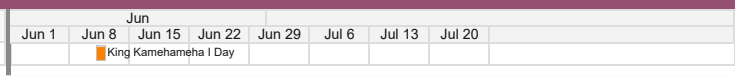


IV&V Calendar and Meetings Attended

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
King Kamehameha I Day	06/11/25	06/11/25		N/A



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								06/01/25 - 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		Thursday of the 1st week of the following month 9:00 - 9:50 am HST	50
HI THRIVE Core, OET, & Cardy Technical Meeting	Meeting to discuss technical topics relating to 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 11:00 - 11:50 am HST	50
TMS IV&V - Mark Choi	Discuss CCWIS technical topics with Mark Choi	Recurring	Executive IV&V Vendor	Core Team PMO	Every other Friday 07:30 - 08:00 AM HST	30

Project Meeting Register with IV&V Attendance

Meeting Name	Purpose / Topics Discussed	Type	Mandatory Attendance	Optional Attendance	Meeting Date	Meeting Length (Minutes)
SI-9 V.3 IV&V Comments review	Address any outstanding IV&V comments from the V3 submission of SI-9	Topic	Core Team PMO IV&V Vendor Technical Vendor		06/03/25	30
Configuration Changes Review (Case Management)	Review the final list of configuration changes, workflows, and notifications one more time in preparation for the user discovery closeout	Topic	Core Team PMO SME - Business SME - System IV&V Vendor Technical Vendor		06/03/25	240
Integration of Outlook	1. Notifications: Confirm cost associated (each notification has a cost associated with it) 2. Provide DHS with cost details, including pricing breakdown w/functionality, other associated costs 3. Functionality: Two-way - integration discussion	Topic	Core Team PMO IV&V Vendor Technical Vendor		06/03/25	30
SI-15 Deliverable (Comments Review)	Review of Comments for SI-15 Deliverable.	Topic	Core Team PMO IV&V Vendor Technical Vendor		06/03/25	30
SI 21 DED (Data Mapping Document) Review	Clarify outstanding questions on the SI 21 (Data Mapping Document) DED.	Topic	Core Team PMO IV&V Vendor Technical Vendor		06/04/25	30
Configuration Changes Review (Program Development)	Review the final list of configuration changes, workflows, and notifications one more time in preparation for the user discovery closeout	Topic	Core Team PMO SME - Business SME - System IV&V Vendor Technical Vendor		06/04/25	120
Configuration Changes Review (Licensing)	Review the final list of configuration changes, workflows, and notifications one more time in preparation for the user discovery closeout	Topic	Core Team PMO SME - Business SME - System IV&V Vendor Technical Vendor		06/04/25	120
Configuration Changes Review (IV E Eligibility, External Portals, Reporting/BI)	Review the final list of configuration changes, workflows, and notifications one more time in preparation for the user discovery closeout	Topic	Core Team PMO SME - Business SME - System IV&V Vendor Technical Vendor		06/05/25	240
SI 25 DED Review	Clarify outstanding questions on the SI 25 (Test Cases) DED.	Topic	Core Team PMO IV&V Vendor Technical Vendor		06/06/25	30
Amazon Connect Security Review - CTI	AGENDA: • Conduct walk-through of AWS Connect Security documentation (attached) • Q&A • Decision on CTI for HI THRIVE or determine if additional information is needed	Topic	Executive Core Team PMO SME - System IV&V Vendor Technical Vendor		06/06/25	30
Binti Data Discussion Regroup	AGENDA: Discuss HI Data in Binti for data migration extract	Topic	Core Team PMO SME - System IV&V Vendor Technical Vendor		06/06/25	30
SI 30 - Stakeholder Matrix (Regroup)	Review the updated matrix - SI_30_Stakeholder_Analysis_Report_v09.xlsx.	Topic	Core Team PMO SME - Business IV&V Vendor Technical Vendor		06/06/25	60
SI 12 (RTM Matrix) - Review before Resubmission	Review the feedback received and the changes made to the SI-12 document before resubmitting the deliverable	Topic	Core Team PMO IV&V Vendor Technical Vendor		06/09/25	30
Sprint 0 (Planning Sprint - Kick Off) I/II	• Welcome and Level-Setting (15 min): Introductory remarks & overview of session objectives. • Agile & Scrum 101 (15 min): Introduction to Agile principles and Scrum framework. • Configuration Lifecycle Overview (30 min): Explanation of the configuration lifecycle and its role in project delivery. • Sprint Lifecycle (30 min): Detailed walkthrough of sprint phases, from planning to review. • Working Session (20 mins): HI THRIVE's Roles in Sprints (20 min): Interactive discussion on team roles and contributions during sprints. • Q&A and Day 2 Prep (10 min)	Topic	Core Team PMO SME - Business SME - System IV&V Vendor Technical Vendor		06/10/25	180
SI-14 - Deliverable Walkthrough & Review	Review comments and feedback on SI-14 (complete document, all modules)	Topic	Core Team PMO SME - Business IV&V Vendor		06/09/25	150
Sprint 0 (Planning Sprint - Kick Off) II/II	• Day 1 Recap (10 min): Summary of key takeaways from the morning session. • Backlog Management & Sprint Planning (25 min): Managing the backlog and preparing for upcoming sprints. • JIRA Walkthrough and Simulation (50 min): Step-by-step simulation of using JIRA o Review of Intake module user stories as an example • Collaboration Cadence (15 min): Overview of how teams can collaborate regularly and effectively. • Q&A + Close Out (10 min): Final questions and a wrap-up for the day.	Topic	Core Team PMO SME - Business SME - System IV&V Vendor Technical Vendor		06/12/25	180
SI-24 Test Plan Deliverable Resubmission	Review changes addresses from SI-24 Test Plan Deliverable before	Topic	Core Team PMO SME - System		06/13/25	25

SI-24 Test Plan Deliverable Resubmission	resubmission	Topic	SME - System IV&V Vendor Technical Vendor		06/13/25	25
SI-16 HI THRIVE Architecture Doc Deliverable	Preview the SI-16 System Architecture Deliverable prior to the initial submission	Topic	Core Team PMO SME - System IV&V Vendor Technical Vendor		06/13/25	50
JIRA Office Hours (Optional)	support for anyone who needs help logging into the HI THRIVE JIRA	Ad Hoc	Core Team PMO SME - Business SME - System IV&V Vendor Technical Vendor		06/16/25	60
CTI Demo (HI THRIVE System)	in-depth AWS Connect walkthrough (CTI)	Topic	Core Team PMO SME - Business SME - System IV&V Vendor Technical Vendor		06/17/25	60
Discuss SI-14 Review & Feedback	Review the insights from TMS on SI-14	Topic	Core Team PMO IV&V Vendor		06/17/25	60

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.