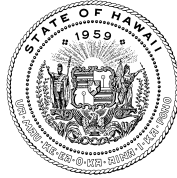


JOSH GREEN, M.D.
GOVERNOR
KE KIA'ĀINA



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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

October 15, 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,

A handwritten signature in blue ink, appearing to read "CSK", written over a horizontal line.

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

Attachments (2)

Hawai'i Department of Human Services

Child Welfare Services

HI THRIVE (Comprehensive Child Welfare Information System)

IV&V MONTHLY STATUS DASHBOARD August 2025 Final v1



IV&V Monthly Executive Summary

This IV&V Monthly Activity Report (MAR) covers the August 01 – 31 2025 reporting period.

IV&V Project Health Metrics

IV&V Project Health Metrics are based on the HI THRIVE PMO Metrics and Best Practice Metrics developed by IV&V and approved in the IV&V Management Plan.

- Schedule has slipped due to late tasks and planned Go-Live is greater than 75 days beyond Baseline 8/26 date.
- Budget **RED**, Quality **RED**, Schedule **YELLOW**, Scope **GREEN**

IV&V Focus Area Health

IV&V Focus Area Health are metrics derived from the conformance to the eight IV&V technical focus areas: Technical Project Management, Support, Architecture, Continuous Delivery, Product Increment Planning, Development, Implementation, and Project Closure.

IV&V Technical Project Management Health

- Technical Project Management IV&V Focus Area has changed to RED from YELLOW due to the GO-Live date slipping 75 days due to multiple baselined tasks and contract deliverables that are late to finish or late to start.
- The HI THRIVE PMO is reporting YELLOW for the August 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 August.
- The HI THRIVE PMO is reporting YELLOW for August Monthly Quality Scorecard as well.

IV&V Architecture Focus Area Health

- The Architecture Focus Area is observed for the first time this reporting period and is rated as GREEN with the approval of the SI-16 System Architecture Deliverable.

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

IV&V Observations:

No New Observations Opened OR Closed This Reporting Period.

Active

- One Medium Observation 6.2.2.1 Ineffective Jira Configuration and Setup for HI THRIVE. The Vendor agreed to make updates to the JIRA implementation and IV&V will review and analyze those updates for conformance after SPRINT initiation. SPRINTs started in August and this Observation will be reviewed in September for conformance.

August 2025 Executive Summary

During the August 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.

There has been no improvement of the iterations necessary for Deliverable Approvals. Vendor Contract deliverables require an average 3.3 iterative updates and reviews prior to HI THRIVE approval and incur an average of 2.2:1 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. The Vendor has accrued 338 late deliverable days for deliverables that are active and currently not approved and 604 late deliverable days for deliverables that have already been approved. The Vendor contract includes a Liquidated Damages clause of \$1000 per calendar day for any deliverables that are approved late after the baseline planned approval date. This would create a maximum of \$942,000 in LDs from the Vendor if there are associated estimated impacts to State resources due to the deviations.

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 a total of 350 active tasks (tasks that have previous start dates and are unfinished and/or tasks that are expected to start within 30 days). Out of those 350 active project tasks; 14 active project tasks are late to finish and 294 baseline project tasks are late to start. The current late deliverables and tasks have shifted the planned Go-Live from 8/26 to 11/26 a move of greater than 75 days; IV&V believes that shift of the Go-Live would incur estimated impacts to State resources to accommodate the new Implementation date.

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.

At this time the State of Hawaii has not provided any official performance management communications or requested a Corrective Action Plan from the Vendor for deviations in contract expectations, however the Vendor has requested two Change Requests that further reduce their contractual burdens.

- Draft Change Request to re-Baseline the Project Schedule, IV&V is reviewing that Change Request at this time. Initial observation of the Re-Baseline CR has shown that the Vendor is requesting to extend the implementation contract beyond the current contract extension limits and to reset the timing of all Deliverables and Milestones; IV&V believes this may require a re-solicitation for any contract time after the maximum extension period. IV&V supports a thorough re-planning of the schedule to define actionable tasks and accurate dates, however any updates to the schedule should fall within the current maximum contract terms and extensions.
- Draft Change Request to change the timing and payment schedule for the SI-14 Design and Configuration Deliverable, IV&V is reviewing that Change Request at this time. Initial observation of the SI-14 CR has shown that the Vendor is requesting a 25% "Good Faith" payment prior to deliverable approval and second 25% upon conditional approval 30 days after Sprint 1 completes; IV&V strongly recommends against payment for unapproved/uncompleted services. IV&V supports the Vendor providing a thorough and detailed SI-14 Design and Configuration Deliverable that describes how Contract and ACF CCWIS functionality will be implemented, however payments should be tied to approved and delivered value.

IV&V continues to recommend that the HI THRIVE Team request a Corrective Action Plan from the Vendor that formalizes their intended actions improve deliverable quality, deliverable timing, adherence to planned schedule dates, and minimize or prevent further slippage to the Go-Live.

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
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 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	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 28 individual recommendations for Jira updates in the Observation.		Medium	marmstrong@dhs.hawaii	06/16/25

		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					
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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	7/25 Health	8/25 Health	Details and Comments
Health Overall					Negative Trend 19% 8/25, 18% 7/25, 15% 6/25, 12% BL
Budget Overall					Positive Trend 63% 8/25, 66% 7/25, 55% 6/25, 50% BL
Cost Variance Ratio					Cost Variance is less than 1 and negligible change.
Schedule Performance Indicator					Negative Trend 21% 8/25, 19% 7/25, 61% 6/25, 63% BL
Quality Overall					Negative Trend 41% 8/25, 34% 7/25, 29% 6/25, 23% BL
Deliverable Quality					Negative Trend 12% 8/25, 10% 7/25, 10% 6/25, 9% BL
Deliverable Schedule Variance					Negative Trend 232% 8/25, 191% 7/25, 133% 6/25, 118 BL
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					Negative Trend 15% 8/25, 14% 7/25, 12% 6/25, 9% BL
Milestone Variance					Negative Trend 14% 8/25, 12% 7/25, 15% 6/25, 5% BL
Schedule Variance					Negative Trend 16% 8/25, 16% 7/25, 15% 6/25, 13% BL
Scope Overall					0 No changes to scope that impact budget
Change Request Ratio					0 No defined scope changes
Overall stats were updated					due to faulty calculation, base data is unchanged

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			8/25 schedule shows Go-Live new delay of 75 days.
2.0 Support Process IV&V			Continued Yellow due to rejections of Deliverables.
3.0 Solution Architecture			SI-16 System Architecture Approved
4.0 Continuous Delivery			Sprints started late 8/25. Reporting starts 9/25.
5.0 Product Increment Planning			Sprints started late 8/25. Reporting starts 9/25.
6.0 Development IV&V			Sprints started late 8/25. Reporting starts 9/25.
7.0 Implementation IV&V			Sprints started late 8/25. Reporting starts 9/25.
8.0 Project Closure			No data.

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)	

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
6.2.2.1 Ineffective Jira Configuration and Setup	On June 16, 2025, the IV&V team assessed Cardinality All UI	Impact 6.2.2.1 Without an effective Jira	Recommendation 6.2.2.1 IV&V General recommendation with		August IV&V Ongoing Update:	Monitor

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								07/01/25 - 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
Weeklv Tech Check-in	•Overall Technical Updates •Integration and Data Migration Activities	Recurring	Core Team PMO		Every Thursday 10:00 AM - 10:20	20

Project Meeting Register with IV&V Attendance

Meeting Name	Purpose / Topics Discussed	Type	Mandatory Attendance	Optional Attendance	Meeting Date	Meeting Length (Minutes)
Sprint Planning Day 1 (Intake)	Sprint Planning Session for the Intake Module	Topic	Core Team PMO SME - Business SME - System IV&V Vendor Technical Vendor		08/04/25	120
Sprint Planning Day 2 (Intake)	Sprint Planning Session for the Intake Module	Topic	Core Team PMO SME - Business SME - System IV&V Vendor Technical Vendor		08/05/25	180
Sprint Planning Day 3 (Intake)	Sprint Planning Session for the Intake Module	Topic	Core Team PMO SME - Business SME - System IV&V Vendor Technical Vendor		08/06/25	180
WebEx - Initial Data Discovery	Initial Data Discovery for Webex Historical Call log	Topic	Core Team PMO SME - Business SME - System IV&V Vendor Technical Vendor		08/07/25	30
Admin Module Walkthrough	Walkthrough of HI THRIVE Admin Module	Topic	Core Team PMO IV&V Vendor Technical Vendor		08/19/25	50
Data Migration: Set-up and Approach Review (Tech Session)	1. ADABAS and Oracle DB Staging Areas 2. Review Data Migration Approach (addressing the highlighted risk) 3. Next Steps and Action Items	Topic	Core Team PMO SME - Business SME - System IV&V Vendor Technical Vendor		08/20/25	50
Training Planning Discussion (Session 2)	Continuation of Training Plan Discussion - User Access, Quick Reference, CWCA Level of Access	Topic	Core Team PMO IV&V Vendor Technical Vendor Training		08/21/25	60
HI THRIVE Sprint Kick-off	HI THRIVE Sprint Kick-Off	Topic	Core Team PMO IV&V Vendor Technical Vendor		08/25/25	30
DMV/DOT/DHS (CWS) HI THRIVE Interface Kick-off	DMV/DOT/DHS (CWS) HI THRIVE Interface Kick-off	Topic	Core Team PMO IV&V Vendor Technical Vendor		08/26/25	30
HI THRIVE Database Meeting with eWorld & ETS	HI THRIVE Database Meeting with eWorld & ETS	Topic	Core Team PMO IV&V Vendor Technical Vendor		08/26/25	50
Interface Kick-off DCR/Hi THRIVE	Interface Kick-off DCR/Hi THRIVE		Core Team PMO IV&V Vendor Technical Vendor		08/27/25	30
HCJDC Interface Kick-Off Meeting: HI DHS, CWS HI THRIVE	HCJDC Interface Kick-Off Meeting: HI DHS, CWS HI THRIVE	Topic	Core Team PMO IV&V Vendor Technical Vendor		08/27/25	30
Follow-Up Meeting with DOH Data & Informatics	Follow-Up Meeting with DOH Data & Informatics	Topic	Core Team PMO IV&V Vendor Technical Vendor		08/27/25	60
Admin Module (Tech Session)	Admin Module (Tech Session)	Topic	Core Team PMO IV&V Vendor Technical Vendor		08/28/25	50
DHS - HI THRIVE IV&V Review	DHS - HI THRIVE IV&V Review with ETS	Ad Hoc	Executive Core Team PMO IV&V Vendor		08/29/25	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.