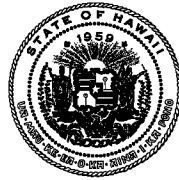


JOSH GREEN, M.D.  
GOVERNOR  
KE KIA ĀINA



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 LAWELAWE LAULĀ**

**OFFICE OF ENTERPRISE TECHNOLOGY SERVICES | KE'ENA HO'OLANA 'ENEHANA**

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

April 2, 2026

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 "Christine M. Sakuda".

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 December 2025 Final V1



## IV&V Monthly Executive Summary

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

### IV&V Project Health Metrics

The detailed Schedule EV metrics show YELLOW, however, the overall is reflected as RED since the Go-Live has now slipped beyond five months past the Baseline of 8/20206.

. Budget RED, Quality RED, Schedule RED, Scope GREEN

### December 2025 Executive Summary

A Corrective Action Plan (CAP) was requested by the State of Hawai'i from the Vendor Cardinality 10/2025 in conjunction with a voluntary Stop-Work by the Vendor to to the State of Hawai'i. The Vendor resumed work 12/2025 and is currently performing an iterative response to the State of Hawai'i for approval of the CAP. The Vendor is expected to deliver a fully compliant action plan aligned with the CAP to mitigate harms caused by the Stop Work and to address resulting Go-Live impacts by January 12, 2026.

IV&V is aware that the PMO Support Services contract with ANSA is under a 90-day bridge extension effective 12/1/2025, and is actively pursuing a longer-term solution expected to provide at least one year of continued support prior to finalization of a long-term RFP. IV&V views this mitigation as a notable success that reduces additional implementation risks.

IV&V continued its review of Vendor deliverables and maintained close collaboration with the HI-THRIVE PMO. Although the SI-Vendor made some improvements following work resumption, IV&V observed that the Vendor continues to submit deliverables that are rejected by Hawai'i due to misalignment between Vendor interpretations and HI-THRIVE expectations. While the PMO's Vendor management activities remain acceptable, the Vendor continues to demonstrate inconsistent performance in meeting contract deliverable obligations, a deficiency specifically identified to be resolved in the CAP.

Vendor deliverable development and review performance did not improve during the period. Contract deliverables continue to require an average of over 3 iterative updates per deliverable prior to approval. These metrics remained unchanged from the prior month. The HI-THRIVE team established Issue 8 (Deliverable Quality) and continues to monitor and manage this issue with the Vendor. IV&V is aware that Issue 8 is part of the CAP response and will likely be closed on identification of an approved CAP mitigation.

As of December 1, the Vendor has accrued 750 late deliverable days for currently active, unapproved deliverables, and 679 late days for deliverables already approved. The contract's Liquidated Damages (LD) clause of \$1,000 per calendar day for late deliverables represent over \$1.5 million in potential LDs if associated impacts to State resources are substantiated.

Despite operating under an approved baselined schedule (SI-5), IV&V continues to observe persistent missed deliverable and milestone dates. At the start of December IV&V identified 925 active tasks (up from 514), defined as tasks past their planned start dates or scheduled to begin within 45 days of December 1.

Out of 925 active tasks, 740 tasks had schedule deviations:

- 47 tasks were late to finish
- 693 tasks were late to start

IV&V expects these numbers to continue increasing until the schedule is remediated and does not believe the schedule is a usable project instrument at this time. IV&V will not update the list of late or active tasks for the end of the month as the current schedule is not actionable, does not have a validated critical path, and does not provide a best practice reference for management of the project. As of December, the accumulation of late tasks and deliverables has resulted in the planned Go-Live shifting at least five months, from August 2026 to January 2027.

Risk 40 was created by the HI-THRIVE team to correct and remediate the schedule and this Risk is expected to be remediated as part of the CAP response. Schedule remediation will require the Vendor to conduct a comprehensive schedule rebuild and re-baseline, ensuring all tasks are reasonable, actionable, measurable, and directly tied to Go-Live and transition-to-operations outcomes.

Until the CAP is finalized and the schedule is re-baselined, IV&V will not provide additional analysis on the schedule. IV&V continues to question the rigor and capability of the Vendor to effectively manage the schedule and associated project tasks.

### 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 observes continued deterioration in overall deliverable schedule performance during the reporting period, despite the approval of Deliverable SI-25. While SI-25 approval represents incremental progress in backlog disposition, it has not resulted in stabilization or recovery of the integrated schedule. Schedule slippage continues to accumulate across planned milestones, indicating that underlying schedule pressures remain unresolved and that downstream delivery risk persists.

Sprint execution metrics reflect stable sprint commitment and velocity; however, this apparent stability masks underlying quality and capacity constraints. Elevated framework-level defects continue to consume a portion of sprint capacity, limiting net-new functional progress and increasing the risk that future sprint commitments will be achieved through deferred quality remediation or technical debt accumulation.

IV&V notes a continued unplanned increase in sprint scope. Planned story points for Sprint 4 exceed Sprint 3 by approximately 100 points, following a similar increase from Sprint 2 to Sprint 3. This cumulative increase of approximately 200 planned points across two sprints has occurred without a corresponding increase in staffing, team capacity, or demonstrated gains in velocity. IV&V assesses this planning approach as optimistic and increasing the risk of rollover work, incomplete sprint commitments, and further schedule variance.

From a performance management perspective, earned value remains low, with completed and accepted work tracking at approximately 25 percent of planned value. This persistent gap reinforces concerns regarding schedule realism and delivery predictability. Deliverable quality remained generally consistent during the reporting period, with no observable improvement trend, indicating stabilization but not measurable maturation of quality controls.

No change in the Cost Variance Ratio (CVR) was observed this period. Additionally, the approximately \$48,000 in value associated with Deliverable SI-25 has not yet been reflected in financial performance metrics. IV&V will continue to monitor realization of this value and whether corresponding improvements in earned value and cost performance indicators materialize in subsequent reporting periods.

**IV&V Technical Project Management Health**

- Technical Project Management IV&V Focus Area maintains RED due to the Vendor work stoppage and restart, Go-Live five month slippage, and non-actionable schedule.
- The HI THRIVE PMO is reporting RED for the December Monthly Schedule Scorecard.

**IV&V Support Focus Area Health**

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

**IV&V Architecture Focus Area Health**

- There were no new observations for Architecture in November.

**IV&V Continuous Delivery Focus Area Health**

- IV&V is transitioning Continuous Delivery to RED from YELLOW due to lack of visibility to test data and lack of access to Test-Rails.
- HI THRIVE and IV&V have been unsuccessful in requesting greater visibility to the Vendor testing data. The Vendor has denied access to the test configuration tool Test Rails that feeds test report data to Jira. Without this data IV&V is unable to validate accuracy of test results or overall quality of implementation. Greater visibility to Vendor Test Tools has been identified in the CAP.

**IV&V Product Increment Planning Focus Area Health**

- IV&V is maintaining YELLOW for Product Increment Planning due to inconsistent Sprint processes.
- Vendor did not complete entry and exit criteria for Sprint 1 and did not complete entry criteria for Sprint 2. IV&V will continue monitoring Sprint 3 for improvements.

**IV&V Development Focus Area Health**

- IV&V is maintaining YELLOW for Development. IV&V will continue monitoring Sprint 3 for improvements.

**IV&V Implementation Focus Area Health**

- IV&V is maintaining YELLOW for Implementation. IV&V will continue monitoring Sprint 3 for improvements

**IV&V Project Closure Focus Area is Blue for not enough data to report.**

**IV&V Active Observations:**

Medium Observation 6.2.2.1 Ineffective Jira Configuration and Setup for HI THRIVE.

- IV&V has closed this Observation.

Medium Observation 6.1.1 Ineffective Transparency and Reporting in Agile Ceremonies and Tools.

- IV&V has observed has observed improvements in the pre-Sprint planning processes and will continue monitoring the remainder of Sprint processes through Sprint 3.

Medium Observation 5.0.1 Sprint Iterations are not utilizing effective sprint planning processes.

- IV&V is continuing to observe Sprint 3 for improvements.

Medium General Security Observation 4.6.2 Vendor vulnerability scanning and penetration testing processes are unclear and present risk.

- IV&V has closed this Observation.

Medium Observation 2.0.4 Inconsistent Vendor inclusion of IV&V and other staff in project meetings.

- New Observation.

**IV&V Active Observations Summary**

IV&V Observation Number	Observation Title	IV&V Recommendation	State Ongoing Update	IV&V Current Update	Priority	Owner	Date Identified
6.1.1	Ineffective Transparency and Reporting in Agile Ceremonies and Tools	<p>Recommendations for 6.1.1 Ineffective Transparency and Reporting in Agile Ceremonies and Tools:</p> <p>Recommendation 6.1.1.1.1 Provide HI THRIVE and IV&amp;V with read-only access to TestRail and defect tracking tools</p> <p>Recommendation 6.1.1.1.2 . Improve the accuracy and timeliness of daily standup and weekly Jira reports.</p> <p>Recommendation 6.1.1.1.3. Incorporate IV&amp;V recommendations into Agile ceremonies, ensuring sprint reviews include transparent defect, backlog, and progress reporting.</p> <p>Recommendation 6.1.1.1.4. Align issue tracking and reporting across Jira and Test Rails to ensure consistency, visibility, and compliance with contractual traceability obligations.</p>	<p>January_1: No response was received from DHS test report email. This will be brought up during the Sprint 3 retrospective. CAP is due 1/12/26 so agile ceremony action plans can be assessed at that time.</p> <p>December_2: 6.1.1.1.2 Email was sent to Cardy regarding deficiencies in the test reporting. IV&amp;V and DHS need to do an updated analysis on the Weekly and Final Sprint reports. 6.1.1.1.3 The CAP has been redesigned to require a response from Cardy to the agile ceremony issues.</p> <p>December: The state has not received the outstanding Jira bulleted list from IV&amp;V. Once received, we will determine our responses for each and either close or communicate to Cardy for correction.</p> <p>November_2: The CAP has been reviewed and none of the items raised by IV&amp;V were addressed by Cardy with corrective actions. IV&amp;V's CAP response was received by DHS</p>	<p>December IV&amp;V Ongoing Update: Recommendation 6.1.1.1.1 Access to Test rails and the underlying test data has not been addressed. Recommendation 6.1.1.1.2 weekly test report and status reporting has been partially addressed the following list of JIRA items require confirmation:</p> <p>Enforce mandatory resolution settings for closed issues. Configure a "Risk Rating" custom field. Establish a regular permissions review cycle. Set up filter subscriptions (daily/weekly digests). Use JQL filters and dashboards for SLA tracking. Implement recurring audit and access reviews (e.g., quarterly). Adopt standard Epic usage for roadmap and reporting alignment.</p> <p>6.1.1.1.3 Scrum practice improvements have been observed. Lack of visible velocity during the initial half of each sprint cycle continues to be exhibited in S3 and S4.</p>	Medium	Michael Armstrong	10/01/25

			<p>and is under review while DHS formulates their response.</p> <p>November_1: CAP response was received by DHS on 11/10/25 and currently under review. Cardy's responses will affect the state's actions for 6.1.1.1, 6.1.1.3, and 6.1.1.4. For 6.1.1.2, Cardy informed DHS on 11/10/25 that sprint work is still halted. PMO Services recommended that DHS do not move forward with Sprint 2 Retrospective or Sprint Reports until work halt is lifted as these are included within sprint work per Agile best practices and Cardy's SDLC process doc.</p> <p>October: 6.1.1.1, 6.1.1.3, and 6.1.1.4 are part of the Corrective Action Plan. This has been provided to executive leadership and planned to be sent to Cardy by EOD 10/28/25. 6.1.1.2 another email was sent to Cardy on 10/22 specific to issues found in the Sprint 2 test reports. If no response is received from Cardy by 11/3/25 (or 2 days after project work resumes), a project risk will be raised.</p>				
5.0.1	5.0.1 Sprint Iterations are not utilizing effective sprint planning processes	Recommendation 5.0.1.1 IV&V recommends that the Vendor adopt a SAFe model I1.S1, I1.S2, I1.S3, I1.S4 (IP); I2.S5.... With a shortened 1 week Increment Planning sprint occurring once per team for every 3, three week sprints increasing the overall team efficiency 15% to 90%.	<p>January_1: Sprint 4 seems to have the same burndown patterns as 2 and 3. Cardy mentioned they were going to become more efficient with automated testing and base functionality testing but that is not visible in Jira. This will be brought up during the Sprint 3 retrospective.</p> <p>December_2: The State informed Cardy during the PM Circle on 12/16 that the burndown trend has issues that seem to be stemming from QA as we are now 2 days to completion but only 47% complete with 23 outstanding defects. We requested they conduct an in-depth analysis to determine the root cause of this trend and a mitigation for Sprint 4.</p> <p>December: DHS is seeing similar patterns in Sprint 3 where there is a bottleneck with testing which is causing the downward burndown trend to start very late in the sprint. This will be raised in the Sprint 3 retrospective and require Cardy to provide a solution for correction to be implemented prior to Sprint 5 Planning.</p> <p>November: Cardy informed DHS on 11/10/25 that sprint work is still halted. This observation cannot be addressed until sprint work resumes.</p>	<p>December: IV&amp;V observes positive improvement in preparation for S4 and recommend closure of this item. December 25: Sprint 3 in progress IV&amp;V continuing observation. Planning review cycle was shortened but was still incorporated into the development cycle. Entered Sprint with all functional pre-Sprint items completed and set to ready, prior to the Product Owner meeting and validated each functional item during the PO meeting; technical items were not reviewed with any party. Recommend that the ready for development and date of readiness are both not populated prior to the pre-sprint review meeting.</p> <p>IV&amp;V continues to recommend that HI-THRIVE technical personnel (Michael or ETS) review and approve the readiness of the technical User Stories prior to sprint initiation. HI-THRIVE/ETS should require all technical items be reviewed prior Sprint, however a process will need to be developed for that and technical resources assigned from Hawaii..</p>	Medium	Michael Armstrong	10/01/25
2.0.4	Observation 2.0.4 Inconsistent Vendor inclusion of IV&V and other staff in project meetings	Recommendation 2.0.4.1 IV&V recommends the Vendor improve their communication support processes to ensure there are validation checks in place for proper inclusion of required project resources for Vendor managed meetings.	<p>Not necessary on initial observation.</p>	<p>December: IV&amp;V provided defined list of IV&amp;V participants to be included in each meeting.</p>	Medium	Michael Armstrong	12/19/25

## Project and Focus Area Health Summary

This area provides spotlight 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 Sprint Health

Sprint	Planned Stories	Actual Stories	Planned Points	Actual Points	Planned Duration	Actual Duration	Planned Velocity	Actual Velocity	Defects	Acceleration	V-Diff %	TD Story Ratio
1	132	51	600	200	20	25	30	8	52	N/A	73.33%	39.39%
2	69	61	387	344	20	20	9.675	8.6	47	60.00%	11.11%	68.12%
3	90	89	486	481	20	20	12.15	12.03	26	3.43%	1.03%	28.89%
4	90	0	603	0	20	8	15.075	0	27	-12%	100%	30%

### Monthly Project Health Detail

Project Health Area	Trend	12/25	11/25	10/25	9/25	8/25	7/25	6/25	Baseline	Details:
<b>Health Overall</b>										
		17.90%	17.60%	17.30%	17%	19%	18%	15%	14%	
<b>Budget Overall</b>										
		63%	63%	63%	63%	63%	66%	55%	33%	
Cost Variance Ratio										Cost Variance is less than 1.
		-	-	-	-	-	-	-	-	
Schedule Performance Indicator										
		25%	24%	24%	24%	21%	19%	61%	61%	
<b>Quality Overall</b>										
		31.48	30%	29%	27%	41%	34%	29%	29%	
Deliverable Quality										
		9.42%	9.90%	11%	10%	12%	10%	10%	8.50%	
Deliverable Schedule Variance										
		158.14%	152%	147%	141%	232%	191%	132%	126%	
Requirements Process Quality										
		0%	0%	0%	0%	-	-	-	-	
Design Process Quality										
		2.20%	2.20%	14%	2.25%	-	-	-	-	
Sprint Process Quality										
		14.96%	18%	40%	56%	-	-	-	-	
Test Process Quality										Unable to measure, denied access from Vendor, RED
		-	-	-	-	-	-	-	-	
<b>Schedule Overall</b>										Shifted to RED, no actionable schedule, late tasks.
		22.71%	18%	17.30%	17%	15%	14%	12%	9.50%	
Milestone Variance										
		16.94%	15%	15.30%	14%	12%	15%	9.60%		
Schedule Variance										Shifted RED, late tasks, no actionable schedule.
		21.08%	20%	17.30%	17%	16%	16%	15%	14.38%	
<b>Scope Overall</b>										No changes to scope that impact budget.
		-	-	-	-	-	-	-	-	
Change Request Ratio										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			Work resumed but no actionable plan and Go-Live delayed.
2.0 Support Process IV&V			Late deliverables exceeding Liquidated Damage thresholds.
3.0 Solution Architecture			No observations.
4.0 Continuous Delivery			Insufficient test visibility, no State-IV&V access to Test Rails.
5.0 Product Increment Planning			Entry criteria not complete for Sprint 1/2. Evaluating 3
6.0 Development IV&V			Evaluating Sprint 3.
7.0 Implementation IV&V			Go-Live >90 days, Implementation exceeds contract
8.0 Project Closure			No data.

### Project Health Metric Legend

Budget	Quality	Schedule	Scope
Baseline Cost Variance Ratio (CVR)	Baseline Deliverable Quality (DQ)	<b>Approved Baseline 4/1-5/31:</b>	Baseline Change Request Ratio (CRR)
Baseline Schedule Performance Index (SPI)	Baseline Deliverable Schedule Variance (DSV)	Baseline Schedule Variance (SV)	
		Baseline Milestone Variance (MV)	
.Green 0-10	Yellow 10-20	Red >20	.

### 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 Current and Ongoing Update	Status
Ineffective Transparency and Reporting in Agile Ceremonies and Tools	<p>Observation 6.1.1 Ineffective Transparency and Reporting in Agile Ceremonies and Tools.</p> <p>The IV&amp;V team observes that the SI Vendor's current Agile practices and supporting tools do not provide adequate visibility or accountability for HI THRIVE. Specifically, IV&amp;V has been denied visibility into defects, which limits its ability to conduct independent verification.</p> <p>Daily standups during Sprint 1 have not been accurately reported, and Jira reports from daily standups and weekly status updates are either missing or untimely. While the vendor is effectively using TestRail internally, access has been denied to both HI THRIVE and IV&amp;V, further reducing transparency.</p> <p>Additionally, the vendor continues to disregard IV&amp;V recommendations to enhance Agile ceremonies, including accurate sprint reporting and improved utilization of configuration management tools.</p>	<p>Impact 6.1.1 Ineffective Transparency and Reporting in Agile Ceremonies and Tools. These gaps result in limited traceability, reduced confidence in reporting accuracy, and the inability of IV&amp;V to validate progress or identify risks in a timely manner independently.</p> <p>The lack of standardized reporting and access to tools prevents DHS and ACF from obtaining a clear view of project health, scope control, and quality outcomes.</p>	<p>Recommendations for 6.1.1 Ineffective Transparency and Reporting in Agile Ceremonies and Tools:</p> <p>Recommendation 6.1.1.1.1 Provide HI THRIVE and IV&amp;V with read-only access to TestRail and defect tracking tools</p> <p>Recommendation 6.1.1.1.2 . Improve the accuracy and timeliness of daily standup and weekly Jira reports.</p> <p>Recommendation 6.1.1.1.3. Incorporate IV&amp;V recommendations into Agile ceremonies, ensuring sprint reviews include transparent defect, backlog, and progress reporting.</p> <p>Recommendation 6.1.1.1.4. Align issue tracking and reporting across Jira and Test Rails to ensure consistency, visibility, and compliance with contractual traceability obligations.</p>	<p>January_1: No response was received from DHS test report email. This will be brought up during the Sprint 3 retrospective. CAP is due 1/12/26 so agile ceremony action plans can be assessed at that time.</p> <p>December_2: 6.1.1.1.2 Email was sent to Cardy regarding deficiencies in the test reporting. IV&amp;V and DHS need to do an updated analysis on the Weekly and Final Sprint reports. 6.1.1.1.3 The CAP has been redesigned to require a response from Cardy to the agile ceremony issues.</p> <p>December: The state has not received the outstanding Jira bulleted list from IV&amp;V. Once received, we will determine our responses for each and either close or communicate to Cardy for correction.</p> <p>November_2: The CAP has been reviewed and none of the items raised by IV&amp;V were addressed by Cardy with corrective actions. IV&amp;V's CAP response was received by DHS and is under review while DHS formulates their response.</p> <p>November_1: CAP response was received by DHS on 11/10/25 and currently under review. Cardy's responses will affect the state's actions for 6.1.1.1, 6.1.1.3, and 6.1.1.4. For 6.1.1.2, Cardy informed DHS on 11/10/25 that sprint work is still halted. PMO Services recommended that DHS do not move forward with Sprint 2 Retrospective or Sprint Reports until work halt is lifted as these are included within sprint work per Agile best practices and Cardy's SDLC process doc.</p> <p>October: 6.1.1.1, 6.1.1.3, and 6.1.1.4 are part of the Corrective Action Plan. This has been provided to executive leadership and planned to be sent to Cardy by EOD 10/28/25. 6.1.1.2 another email was sent to Cardy on 10/22 specific to issues found in the Sprint 2 test reports. If no response is received from Cardy by 11/3/25 (or 2 days after project work resumes), a project risk will be raised.</p>	<p>November 25: Although the SI Vendor has not yet begun Sprint 3 Agile ceremonies, IV&amp;V notes a positive improvement in the Sprint 3 Planning sessions held with HI THRIVE business stakeholders. The SI team demonstrated increased patience and structure during requirement walkthroughs—reading each functional requirement aloud, asking for comments or concerns, and confirming stakeholder acceptance before moving to the next User Story. This improvement supports better shared understanding and early alignment.</p> <p>These improvements represent early progress toward addressing transparency gaps noted in Observation 6.1.1. While Agile ceremonies and tool-based reporting have not yet met expectations, the more deliberate approach during Planning is helping improve engagement and clarity. However, traceability and reporting visibility remain limited due to the lack of active Sprint ceremonies and insufficient updates in Jira and related tools.</p> <p>There still exists a lack of visibility of overall work accomplished and accurate velocity of work. The Vendor is working at the sub-task level, however the sub-tasks are not effectively aggregated to show progress to the parent tasks (User Stories). 38 functional stories 52 technical stories (486 points), 105 functional sub-tasks associated with only 15 complete, however only 1 user story is complete with 2 subtasks. Sprint 30% complete. Subtasks are increasing as the sprint moves along without visibility to the impact to overall scope of work. Without a report/dashboard that associates sub-tasks to user stories there is reduced visibility of risk to user story progress and reduced visibility of actual work being accomplished.</p> <p>Daily ceremonies focus on the individual discreet tasks but there is no visibility to overall status/priority that should help determine the cadence and path of work being picked up/assigned.</p> <p>Initial update: Not required on initial observation - Observation type is neutral until it is reviewed by the State and Priority is Medium.</p>	Open
5.0.1 Sprint Iterations are not utilizing effective sprint planning processes	<p>5.0.1 Vendor's current sprint process combines sprint planning (Increment Planning) with delivery execution</p>	<p>5.0.1 The combination of sprint planning and delivery execution results in an inefficient project schedule and negatively impacts the project team's capability to measure execution burn down across sprints.</p> <p>The first week of each sprint is currently dedicated to sprint planning, no actual sprint configuration and test activities occur until week two. This results in an involuntary stop for the majority of the development and</p>	<p>Recommendation 5.0.1.1 IV&amp;V recommends that the Vendor adopt a SAFe model I1.S1 , I1.S2 , I1.S3, I1.S4 (IP); I2.S5... With a shortened 1 week Increment Planning sprint occurring once per team for every 3 , three week sprints increasing the overall team efficiency 15% to 90%.</p>	<p>January_1: Sprint 4 seems to have the same burndown patterns as 2 and 3. Cardy mentioned they were going to become more efficient with automated testing and base functionality testing but that is not visible in Jira. This will be brought up during the Sprint 3 retrospective.</p> <p>December_2: The State informed Cardy during the PM Circle on 12/16 that the burndown trend has issues that seem to be stemming from QA</p>	<p>Not necessary on initial observation.</p>	Open

		<p>quality assurance team every fourth week with development and QA sprinting at only 75% of their true capacity.</p> <p>Combining the planning and execution in a single sprint has a secondary negative impact of deferring burndown against story points until one third into the sprint.</p>		<p>as we are now 2 days to completion but only 47% complete with 23 outstanding defects. We requested they conduct an in-depth analysis to determine the root cause of this trend and a mitigation for Sprint 4.</p> <p>December: DHS is seeing similar patterns in Sprint 3 where there is a bottleneck with testing which is causing the downward burndown trend to start very late in the sprint. This will be raised in the Sprint 3 retrospective and require Cardy to provide a solution for correction to be implemented prior to Sprint 5 Planning.</p> <p>November: Cardy informed DHS on 11/10/25 that sprint work is still halted. This observation cannot be addressed until sprint work resumes.</p>		
4.6.2 Cardinality.ai vulnerability scanning and penetration testing processes are unclear and present risk	<p>4.6.2 IV&amp;V observes that: 1. While ACF and CFR requirements do not specifically include requirements for vulnerability scanning or penetration testing, the HITHRIVE system has been identified as requiring information security control protections in accordance with the NIST SP 800-53b Moderate control baseline. Among other controls, the Moderate control baseline requires implementing control RA-5 Vulnerability Monitoring and Scanning. This control requires scanning for vulnerabilities, analyzing identified vulnerabilities, and implementing appropriate remediation measures at a frequency appropriate for the sensitivity of the data handled by the system and aligned with organizational requirements.</p> <p>2. While penetration testing is only required in the NIST SP 800-53b High control baseline, third-party penetration testing for systems handling sensitive data is widely recognized as an information security best practice because it provides an unbiased assessment, specialized expertise, and risk reduction.</p> <p>3. It is not clear, however, based on the Cardinality.ai SI-9 Technology Environment and Infrastructure Specifications deliverable, whether vulnerability scanning, penetration testing, or both will be conducted on the HITHRIVE environment, and by whom these activities will be conducted. It is also not clear what tools will be used for these tasks, and whether penetration testing, if conducted, will be conducted by the Cardinality.ai team or by an independent third party, and whether the penetration testing will be conducted primarily via human effort or primarily through automated tools.</p>	<p>4.6.2 IV&amp;V observes that without knowing whether and how vulnerability scanning and penetration testing will be conducted on the production HITHRIVE environment, DHS and the HITHRIVE team cannot evaluate whether these activities are being conducted to an extent and in a way that protects the confidentiality, integrity, and availability of PII, PHI, and other sensitive information held in the HITHRIVE system sufficiently to meet DHS needs and satisfy compliance requirements.</p>	<p>Recommendation 4.6.2.1 IV&amp;V recommends that the HITHRIVE team request clarification from Cardinality.ai as follows:</p> <ol style="list-style-type: none"> <li>1. Will vulnerability scanning be conducted in the HITHRIVE environment? If so, by whom and with what tools? How will the vulnerability scanning, if any, be conducted, and will it be driven primarily by human effort or artificial intelligence processes?</li> <li>2. Will penetration testing be conducted in the HITHRIVE environment? If so, by whom and with what tools? How will the penetration testing, if any, be conducted, and will it be driven primarily by human effort or artificial intelligence processes?</li> </ol> <p>Recommendation 4.6.2.2 IV&amp;V recommends that:</p> <ol style="list-style-type: none"> <li>1. The HITHRIVE team collaborate with IV&amp;V to analyze the Cardinality.ai responses to these questions.</li> <li>2. Determine whether these responses indicate that Cardinality.ai vulnerability scanning and penetration testing processes protect the confidentiality, integrity, and availability of PII, PHI, and other sensitive information held in the HITHRIVE system sufficiently to meet DHS needs and satisfy compliance requirements.</li> <li>3. To the extent that Cardinality.ai vulnerability scanning and penetration testing processes do not protect PII, PHI, and other sensitive information held in the HITHRIVE system sufficiently to meet DHS needs and satisfy compliance requirements, request that Cardinality.ai adjust these processes to meet DHS needs.</li> </ol>	<p>December: Scott confirmed Cardy's updates were acceptable so the state believes this should be closed.</p> <p>November_2: Cardy added the verbiage requested during a deliverable walkthrough meeting to SI-24 Test Plan. IV&amp;V needs to determine if those changes satisfy this observation.</p> <p>November_1: DHS is not aware if our recommendation of adding security related test procedures to the SI-24 Test Plan feedback was accepted by IV&amp;V or if a different route was preferred/taken.</p>	<p>December 25: This Observation is now Closed. IV&amp;V Recommends close with the successful update by the Vendor of security verbiage.</p> <p>November_30: Cardy's addition of requested verbiage to SI-24 Test Plan satisfies this observation.</p>	Resolved
Observation 2.0.4 Inconsistent Vendor inclusion of IV&V and other staff in project meetings	<p>Observation 2.0.4 IV&amp;V has requested that the Vendor include all IV&amp;V staff in each technical, testing, or project meeting that is scheduled on multiple occasions through the previous 12 months. IV&amp;V Consulting Manager has provided the list of IV&amp;V staff with associated contact information to the Vendor as part of the previous requests. Invitation to requested meetings continues to be inconsistent for the total invitations and the included IV&amp;V staff.</p> <p>There is a realized risk that one or all necessary IV&amp;V staff will not be provided notice to required meetings and due to the large distribution lists of project meetings reviewing the list of each meeting to determine if staff members are missing is not a feasible action for remediation. This observation has also been inconsistently observed through the life of the project for other project area resources being left off required distribution lists for project meetings.</p>	<p>Impact 2.0.4 Loss of visibility to Vendor activities and processes.</p>	<p>Recommendation 2.0.4.1 IV&amp;V recommends the Vendor improve their communication support processes to ensure there are validation checks in place for proper inclusion of required project resources for Vendor managed meetings.</p>	<p>Not necessary on initial observation.</p>	<p>Not necessary on initial observation.</p>	Open



<b>Bi-Weekly Data Migration Meeting</b>	Integration and Data Migration Activities	Recurring	Core Team PMO SME - System IV&V Vendor	Every other Wednesday from 11:00 AM to 11:50 AM	50
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Cardinality is hosting optional bi-weekly office hours

Core Team  
PMO

**Project Meeting Register with IV&V Attendance**

Meeting Name	Purpose / Topics Discussed	Type	Mandatory Attendance	Optional Attendance	Meeting Date	Meeting Length (Minutes)
<b>IV&amp;V Monthly Report with HI THRIVE and ETS</b>	This meeting will discuss the IV&V Monthly Report	Topic	Executive Core Team PMO IV&V Vendor		12/01/25	30
<b>HI THRIVE SI-18 Person/Case Merge Tech Call</b>	Setting up a technically focused meeting just for the HI CORE team, Cardy, IV&V and OET to discuss how the Participant and Case Merge functionality works in the platform. We will host another meeting for the business users to review this information in the future.	Topic	Core Team PMO SME - System IV&V Vendor Technical Vendor		12/08/25	60
<b>SI-31 V2 Revision Review Mtg</b>	Cardy review of changes made to SI-31 document for V2 submission	Topic	Core Team PMO SME - Business IV&V Vendor Technical Vendor Training		12/09/25	60
<b>HI THRIVE Interface Status Mtg</b>	Meeting with HI CORE Team, OET & Cardy to discuss status of interfaces and MOUs as a primer for the Interface sprint work for the HI Child Welfare System.	Recurring	Core Team PMO SME - Business SME - System IV&V Vendor Technical Vendor		12/11/25	60
<b>SI-21 V4 Submission Review Mtg</b>	Cardy review of changes made to SI-21 document for V4 submission	Topic	Core Team PMO SME - System IV&V Vendor Technical Vendor		12/12/25	30
<b>SI-18 V5 Submission Review Mtg</b>	Cardy review of changes made to SI-18 document for V5 submission	Topic	Core Team PMO SME - System IV&V Vendor Technical Vendor		12/12/25	30
<b>Monthly Project Status Report Review</b>	Conduct walk-through of Monthly project status report with DHS HI THRIVE Core team	Topic	Core Team PMO IV&V Vendor Vendor		12/29/25	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.