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

May 7, 2025

The Honorable Ronald D. Kouchi
President of the Senate
and Members of the Senate
Thirty-Third State Legislature
State Capitol, Room 409
Honolulu, 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, Child Welfare Services Branch, HI-THRIVE Modernization Project.

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

Sincerely,

Christine M. Sakuda
Chief Information Officer
State of Hawaiʻi

Attachments (2)

IV&V Monthly Executive Summary

This IV&V Monthly Activity Report (MAR) covers the February 01 – 28 2025 reporting period.

February 2025 IV&V Summary

- Technical Project Management IV&V Focus Area maintains RED for this period due to lack of an approved Project Schedule. The HI THRIVE PMO is reporting RED for February Monthly Schedule Scorecard as well.

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

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

IV&V Observations:

- One existing Low Observation.

- One High Observation related to No Approved Vendor Project Schedule was moved to a Project Escalated Issue and One Low Observation related to PMO Process Maturity was moved to On Hold.

During the February 2025 reporting period IV&V continued Vendor Deliverable artifact review and collaborative involvement with the HI THRIVE PMO. The IV&V team has continued to observe acceptable Vendor management practices from the HI THRIVE PMO and acceptable processes for associated project management tasks. Even with the HI THRIVE PMO performing adequate Vendor Performance Management processes the SI Vendor has not been able to consistently provide acceptable quality Deliverables, directly contributing to the degraded Project Health Quality indicators.

The SI Vendor has continued the development and updates of contract defined deliverables through the reporting period and the IV&V and HI THRIVE Teams have provided adequate assessments to quality and conformity of those deliverables to contract and best practices. The results of the artifact reviews have 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 quality of deliverables. Contributing factors to the lack of deliverable quality can be attributed to misunderstandings by the Vendor on contract deliverable definitions, HI THRIVE deliverable expectations, and lack process definition/detail in provided deliverables. The HI THRIVE Project Team has developed Issue 8 related to deliverable quality is working the Vendor to manage this item to closure.

IV&V has continued to observe Vendor project activities fall behind dates that were planned/proposed at the execution of the project. The HI THRIVE CCWIS Project continues to not have an approved SI-5 Project Work Plan and Schedule, six months after contract execution. IV&V acknowledges that the HI THRIVE PMO is actively working with the Vendor to achieve approval of the schedule and a version 7 of the SI-5 deliverable is currently under review by the team. The development and acceptance of multiple SI Vendor and IV&V deliverables are tied to an approved SI-5 Vendor schedule and are subsequently delayed day for day until approval is achieved. IV&V believes that a significant risk to the HI THRIVE PMO's ability to plan resources, assess project health, and assess viability of planned Go-Live dates exists without an actionable approved schedule in place. To reflect the severity of this Issue, the HI THRIVE PMO has escalated a former IV&V issue to Project Issue 9 related to the project operating without an approved schedule.

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

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

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

IV&V Active Observations Summary

IV&V Observation Number	Observation Title	IV&V Recommendation	Priority	Observation Type	Status	Date Identified
2.04	Observation 2.0.4 Incomplete Meeting Minutes Documentation	" The IV&V team recommends implementing the following measures to improve the quality of meeting minutes: Recommendation 2.0.4.1 Comprehensive Decision and Action Item Tracking: Ensure that all decisions and action items discussed during the meeting are explicitly recorded in the minutes, including assigned owners, due dates, and next steps. Recommendation 2.0.4.2 Meeting-Specific Descriptions: Write unique and concise descriptions for each meeting that clearly state its purpose, agenda, and expected outcomes, avoiding repetitive content from previous minutes. Recommendation 2.0.4.3 Validation Process: Establish a validation process where meeting participants review meeting minutes to ensure accuracy and completeness before finalization. "	Low	Issue	Open	12/01/24

Project and Focus Area Health Summary

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

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

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

IV&V Monthly Overall Project Health

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

IV&V Monthly Project Health by Focus Area

IV&V Focus Area	Previous Month's Health	Current Month's Health	Comments
1.0 Technical Project Management	🟡	🔴	Continued Red due to no approved Vendor Project Schedule.
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	🔵	🔵	

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	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	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	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

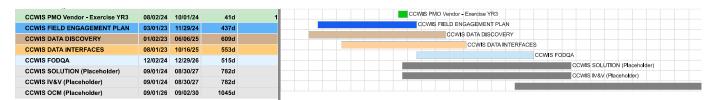| Observation Title	IV&V Observation Description	IV&V Impact Description	IV&V Recommendation	IV&V Ongoing Update	State Initial Response	Observation Type	Priority
Observation 2.0.4 Incomplete Meeting Minutes Documentation	"Observation 2.0.4 The CCWIS SI Vendor meeting minutes during December 2024 provided a lack of critical details, including decisions and action items discussed during the meetings. Additionally, the descriptions of the meetings are copied from previous meeting minutes and fail to adequately explain the specific purpose of the meeting, leading to inconsistencies and reduced clarity. This finding was supported by HI CCWIS Contract Template T-6 Requirements Approach and Section 3.1.3 Project Kickoff and Planning 6th paragraph, deliverable SI-8 Meeting Minutes and Recordings, and WBS 1.8.2 Conduct Meeting and Record Minutes. Based on the contract requirements for Meeting Minutes by the Cardinality Vendor IV&V would expect a greater level of detail, traceability, and actionability of items recorded from the Vendor meetings to ensure usability by future readers and value to the State of Hawaii."	"Impact 2.0.4 The incomplete and repetitive nature of the meeting minutes presents several issues: 1. Missed Follow-Up Actions: Key follow-up activities may be overlooked without clear documentation of decisions and action items, delaying progress and reducing accountability. 2. Loss of Traceability: Inadequate documentation of meeting outcomes diminishes the ability to track decisions and their impact on project objectives. 3. Stakeholder Confusion: Stakeholders may struggle to understand the context and objectives of the meetings, leading to misalignment and ineffective participation in future discussions. 4. Reduced Documentation Value: Repetitive and generic descriptions undermine the utility of meeting minutes as a reference for project planning and execution. "	" The IV&V team recommends implementing the following measures to improve the quality of meeting minutes: Recommendation 2.0.4.1 Comprehensive Decision and Action Item Tracking: Ensure that all decisions and action items discussed during the meeting are explicitly recorded in the minutes, including assigned owners, due dates, and next steps. Recommendation 2.0.4.2 Meeting-Specific Descriptions: Write unique and concise descriptions for each meeting that clearly state its purpose, agenda, and expected outcomes, avoiding repetitive content from previous minutes. Recommendation 2.0.4.3 Validation Process: Establish a validation process where meeting participants review meeting minutes to ensure accuracy and completeness before finalization. "	February IV&V Update: IV&V has observed some improvement in documentation of meeting minutes. IV&V is waiting to see the thoroughness of captured minutes and action items and traceability from the configuration sessions to provide a update. IV&V requested update from the State on if they have observed quality improvements on SI documentation in January, no updates were provided. January IV&V Update: IV&V reviewing submitted minutes and documentation for improvement and will continue analysis through February. No updates for December.	Agree and State will mitigate (open), The HI THRIVE team acknowledges IV&V Observation 2.0.4 regarding the incomplete and repetitive nature of meeting minutes and agrees that clear, detailed, and actionable meeting documentation is essential for the success of the HI THRIVE project. The HI THRIVE core team is committed to addressing this observation by implementing the recommended measures to improve the quality and usability of meeting minutes. The HI THRIVE PM will facilitate the mitigation efforts and lead the implementation of these process improvements. The HI THRIVE team will take the following next steps: -The HI THRIVE team will formally communicate with the technical vendor in email, outlining the recommendations from IV&V. -At the end of the month (Jan), the HI THRIVE project team will conduct a review of meeting minutes to assess progress in addressing the IV&V recommendations. This review will also help determine if a risk should be raised at the project level due to any ongoing deficiencies or gaps.	Issue	Low

IV&V Activity Status

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

IV&V Monthly Budget Summary

Development Project Costs	Total Contract Amount	Actual To Date	Remaining on Contract	Quarter 1 Oct - Dec Total	Quarter 2 Jan - March Total	Quarter 3 Apr - Jun	July	August	Sept	Quarter 4 July - Sept	Reason for Variance or Action Plan to Correct
	Total Contract Amount	Actual To Date FFY 2025	Remaining on Contract	Q1 Oct - Dec 2024	Q2 Jan - March 2025	Q3 April - Jun 2025	July 2025	August 2025	Sept 2025	Q4 July - Sept 2025	Reason for Variance
Contractor: TMS IV&V	$2,095,322	$323,790	$1,771,532	$201,529	$122,260	$0	$0		$0	$0	

IV&V Monthly Project Summary

Year/Month	Monthly Summary
2025 - 2	PROJECT PLAN SUMMARY: IVV.1 IV&V Management Plan is under development but dependent on approval of SI-5 Vendor Project Schedule. WORK COMPLETED: IVV.5, IVV.7, IVV.10 Report Deliverables IVV.9 Deliverable Feedback Reviews SI-3, SI-5, SI-7, SI-4 (re-reviews) WORK IN PROGRESS: IVV.1 Under Development. Re-Review of SI-5, SI-4 UNPLANNED OR AD-HOC WORK: No unplanned work. PLANNED WORK NOT ACCOMPLISHED: IV&V anticipated SI-5 to be approved to allow for completion of IVV.1 in the February reporting period. ACTIVITIES PLANNED FOR THE NEXT REPORTING PERIOD: Development of IVV.4, IVV.5, IVV.7, IVV.10 for the Initial Report and the ongoing Monthly reporting. Development of IVV.1 upon approval of SI-5 Review of Vendor artifacts SI-5, SI-4, SI-7 and others as delivered.

IV&V Plan Milestones - This/Next Month

WBS	Summary Task / Milestone	Start Date	End Date	Duration	% Complete	2025 Q1 Q2 Q3 Q4 Q1 Q2 Q3

HI THRIVE Comprehensive Project Plan Summary

Summary Task / Milestone	Start Date	End Date	Duration	% Complete	2023 Q1 Q2 Q3 Q4	2024 Q1 Q2 Q3 Q4	2025 Q1 Q2 Q3 Q4	2026 Q1 Q2 Q3 Q4	2027 Q1 Q2 Q3 Q4	2028 Q1 Q2 Q3 Q4	2029 Q1 Q2 Q3 Q4	20 Q1 Q2
HI THRIVE CCWIS Project	12/01/22	02/28/29	1617d								HI THRIVE CCWIS	
CCWIS PMO SERVICES	12/01/22	12/26/25	769d			CCWIS PMO SERVICES						
CCWIS PROCUREMENTS	12/30/22	04/10/26	818d			CCWIS PROCUREMENTS						
CCWIS SOLUTION Procurement	12/30/22	04/21/25	577d			CCWIS SOLUTION Procurement						
CCWIS IV&V Procurement	09/18/23	09/01/24	238d	1		CCWIS IV&V Procurement						
CCWIS OCM Procurement	03/01/24	04/10/26	526d			CCWIS OCM Procurement						
CCWIS FODQA Procurement	03/01/24	12/02/24	190d	1		CCWIS FODQA Procurement						

CCWIS PMO Vendor - Exercise YR3	08/02/24	10/01/24	41d	1	
CCWIS FIELD ENGAGEMENT PLAN	03/01/23	11/29/24	437d		
CCWIS DATA DISCOVERY	01/02/23	06/06/25	609d		
CCWIS DATA INTERFACES	08/01/23	10/16/25	553d		
CCWIS FODQA	12/02/24	12/29/26	515d		
CCWIS SOLUTION (Placeholder)	09/01/24	08/30/27	782d		
CCWIS IV&V (Placeholder)	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	Feb 2	Feb 9	Feb 16	Feb 23	Mar 2	Mar 9	Mar 16	Mar 23
Presidents' Day	02/17/25	02/17/25		N/A			Presidents' Day					

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								01/01/25 - 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

Project Meeting Register with IV&V Attendance

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

IV&V Scope and Purpose

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

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

The TMS IV&V team approach encourages these positive outcomes:
1. Collaborative identification and communication of successes and recommended improvements.
2. Detection and correction of errors early in the project life cycle.
3. Reduction in development risks, costs and adverse schedule impacts.
4. Enhancement of project products' quality, integrity, and security.
5. Increased visibility into and greater understanding of the project and processes.

IV&V evaluations will include:
1. Review of content quality
2. Review of conformance to standards and best practices
3. Quality assessments of work products
4. Quality assessments of work practices
5. Process improvement identification
6. Recommendations for deficiency remediation

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