DEPT. COMM. NO. 429

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)

HI THRIVE IV&V MONTHLY STATUS DASHBOARD

January 2025

IV&V Monthly Executive Summary

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

January 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 January Monthly Schedule Scorecard as well.

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

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

IV&V Observations:

- No new Active Observations for the January reporting period.

- One existing High Observation and two existing Low Observations.

During the January 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, including Controlled Correspondence for performance improvement. Contributing factors to the lack of deliverable quality can be attributed to misunderstandings by the Vendor on contract deliverable definitions and HI THRIVE deliverable expectations. IV&V has developed an observation on contract language disagreements and acknowledges that the HI THRIVE PMO is working internally with Stakeholders to manage this item to closure.

IV&V has continued to observe Vendor project activities fall behind dates that were planned/proposed at the execution of the project. The HI THRIVE CCWIS Project continues to not have an approved SI-5 Project Work Plan and Schedule, five 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 6 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 the former IV&V Issue related to the project operating without an approved schedule to a Project level Issue.

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 February reporting period and subsequently an approved IVV.1 Management Plan and IVV.4 Initial Report in the March 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 February 2025 reporting period.

IV&V Active Observations Summary

IV&V Observation Number	Observation Title	IV&V Recommendation	Priority	Observation Type	Status	Date Identified
2.5.1	HI THRIVE PMO Project Management Processes (Risk, Issue, Deliverable etc) may need refinement to conform to best practices and ensure appropriate level of rigor.	"Recommendation 2.5.1.1 IV&V recommends that the HI THRIVE PMO develop more robust and mature processes for project management that includes criteria for risks/issues and project performance related to project-wide management."	Low	Risk	In Progress	11/01/24
2.04	Incomplete Meeting Minutes Documentation	" The IV&V team recommends implementing the following measures to improve the quality of meeting minutes: Recommendation 2.0.4.1 Comprehensive Decision and Action Item Tracking: Ensure that all decisions and action items discussed during the meeting are explicitly recorded in the minutes, including assigned owners, due dates, and next steps. Recommendation 2.0.4.2 Meeting-Specific Descriptions: Write unique and concise descriptions for each meeting that clearly state its purpose, agenda, and expected outcomes, avoiding repetitive content from previous minutes. Recommendation 2.0.4.3 Validation Process: Establish a validation process where meeting participants review meeting minutes to ensure accuracy and completeness before finalization. "	Low	Issue	Open	12/01/24
1.1.3	Project Operating without an approved schedule	Recommendation 1.1.3.1 IV&V Recommends PMO establish a hard-date and communicate to the Vendor when the schedule must be approved or the Vendor will receive performance management actions or a Corrective Action Plan in accordance with the applicable conditions in the Vendor contract. Recommendation 1.1.3.2 IV&V Recommends the HI THRIVE Team elevate this IV&V Risk to a Project Issue.	High	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 December 2024 reporting period, however approval is now estimated in January 2025 and the IVV.1 Management Plan and supporting process approval occurring in February 2025, allowing IV&V to start a baseline Project Health assessment.

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

IV&V Monthly Overall Project Health

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

IV&V Monthly Project Health by Focus Area

IV&V Focus Area	Previous Month's Health	Current Month's Health	Comments
1.0 Technical Project Management	🟡	🔴	Red due to no approved Vendor Project Schedule.
2.0 Support Process IV&V	🟢	🟡	Support process area has continued Yellow due to continued 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 them. The current technical risk to the project and software quality is low. <10% Variance	Caution – There may be a need for corrective action now or quite soon. Some life cycle activities are not in alignment with requirements. Some processes may require process improvements. Risks or issues are often not identified or contain stale mitigation or resolution steps. The current technical risk to the project and software quality is moderate. > 10% and < 20% Variance	Critical – Escalated for immediate action. Many life cycle activities are not in alignment with requirements. Many processes require corrective action. Risk mitigation is not effective, or issue resolution is not timely. Critical processes are not effective and are resulting in delays or rework. The current technical risk to the project and software quality is significant. >20% Variance	Not enough data is available to make a determination about project health.

Observations Active During Reporting Period

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

IV&V Observations Active During the Month

Observation Title	IV&V Observation Description	IV&V Impact Description	IV&V Recommendation	IV&V Ongoing Update	State Initial Response	Observation Type	Priority
HI THRIVE PMO Project Management Processes (Risk, Issue, Deliverable etc) may need refinement to conform to best practices and ensure appropriate level of rigor.	"Observation 2.5.1 The Project, Risk, Issue, and other Plans do not have the detail of processes or activities that are necessary for managing risks and issues in a complex development project. The existing ""plans"" are more of an instruction for forms for reporting individual risks and issues. IV&V observes that there are some references to risk and issue management steps in the Communications Plan, there is not a clear link between those steps and the instructions for the associated forms and also the Project Management Plan. successful risk and issue management in a project the magnitude of HI THRIVE requires a more robust and better documented process."	"Impact 2.5.1 Without more robust and better documented processes related to the Project Management Plan risks/issues and project performance issues may not be identified or addressed in a timely manner. "	"Recommendation 2.5.1.1 IV&V recommends that the HI THRIVE PMO develop more robust and mature processes for project management that includes criteria for risks/issues and project performance related to project-wide management."	January Update: IV&V performing review of the existing A-4 etc documents in comparison to the submitted SI-4 etc deliverable along with current project conditions to determine what (if any) updates to HI THRIVE or SI management processes may be recommended. December Update: IV&V and HI THRIVE will table this item until January after the holidays. November Update: IV&V met with the Hi Thrive Team on November 21, 2024 to discuss IV&V& Observations and the Limited HI THRIVE Risk and Issue Management Processes. IV&V acknowledged the work that the HI THRIVE Team has invested so far in the PMO Management and Support Processes and described that what was there served as a good baseline but some processes may need additional definition in addition to ensuring that there are clear expectations of what processes the Vendor will develop and/or support. The outcome was to establish a meeting between HI THRIVE and IV&V at a later date after the Thanksgiving holidays to discuss Project Management and Supporting Plans (Risk, Issue, Communication, etc.) and areas that may need either refinement or clarification of Vendor roles in the processes. IV&V will work the HI THRIVE Core Team to determine attendance and timing. IV&V will publish this Observation the November IV&V Report. This is considered by IV&V a low risk item that if not resolved may increase the risk of miscommunication or misidentification of risk/issue trigger events and ownership. IV&V does not believe that the future discussion or implementation of possible process changes would be resource intensive and should reduce resource loading for the PMO team during the life of the project. IV&V working with HI THRIVE PMO to schedule a discussion time for the PMO Plans.	The HI THRIVE team acknowledges the IV&V observation 2.5.1 regarding the Risk and Issue Management Plans and agrees that robust and well-documented processes are critical for effective risk and issue management in a complex IT project such as HI THRIVE (CCWIS). The HI THRIVE core team is committed to [OPTION 2] collaborating with IV&V to further refine and clarify the processes and expectations around risk and issue management, including the roles of the vendor and the State. To that end, the HI THRIVE core team wishes to continue collaboration with IV&V and will facilitate a meeting to review HI THRIVE project artifacts (Risk, Issue, Communication, and other related plans). During this meeting, we will discuss whether additional refinements are needed to ensure these processes sufficiently support the project's success. Michael Armstrong will be facilitating mitigation efforts and response to IV&V Observation 2.0.1. Contract Management and common expectations.	Risk	Low
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. "	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
Project Operating without an approved schedule	"Original Observation 1.1.3 HI THRIVE Project does not have an approved SI-5 Schedule and Work Plan. Contract execution was 9/1/24, current date without schedule 12/31: approximately 4 months without a defined plan for project execution, resource planning, or metrics on schedule performance of vendor is not acceptable project best practice. Not having an approved schedule 5 months after the start of the project creates situation where there is insufficient data to determine when future tasks will start, complete, and ultimately if the Go-Live is at risk due to no schedule. The Vendor has submitted the schedule multiple times with less than acceptable quality or detail. IV&V has completed review of the current version 5 of the schedule for quality and conformance and has found the	"Impact 1.1.3 Inability to adequately plan future commitments, risk to timely delivery of subsequent deliverables, and/or inability to determine risks to Go-live timing."	Recommendation 1.1.3.1 IV&V Recommends PMO establish a hard-date and communicate to the Vendor when the schedule must be approved or the Vendor will receive performance management actions or a Corrective Action Plan in accordance with the applicable conditions in the Vendor contract. Recommendation 1.1.3.2 IV&V Recommends the HI THRIVE Team elevate this IV&V Risk to a Project Issue.	January IV&V Update: IV&V has observed that the Version 5 SI-5 Schedule was rejected and a subsequent Version 6 is currently under review. The V5 Schedule showed multiple critical Vendor tasks including Go-Live falling outside of the SI Contract timeframe. V6 review so far shows that some previously identified Critical tasks such as Go-Live have been moved to within the SI Contract timeframe, however, there are still tasks and activities that fall outside the SI Contract timeframe: SI-42, SI-43, SI-7, SI-44, SI-45, Warranty Period, SM-1, SM-2 The SI has offered a tentative request for a no cost change order to allow for work to be performed outside of the contract period and for payments to occur outside of	Agree and will be managed by State Issue (closes, with reference to Risk/Issue) The HI THRIVE team acknowledges IV&V Observation 1.1.3 regarding the lack of an approved SI-5 Schedule and Work Plan and agrees that this situation presents significant risks to the overall health of the project, including the Go-Live timeline. The State agrees with the validity of this observation and accepts IV&V's recommendations. The HI THRIVE PM will oversee these efforts to ensure prompt resolution. The HI THRIVE team will take the following next steps: To address this observation Risk 37 has been deemed a project-level issue, Issue-8, and will remain focused on the quality and professionalism of vendor deliverables, while a new Issue, Issue-9, will be created per the observation, to address the	Issue	High

| | schedule delinquent is recommended for rejection. The schedule contained multiple deliverables and the Go-Live date occurring months to years after the Vendor contract expired.

IV&V believes that because the most current schedule does not meet quality or conformance then the HI THRIVE PMO should pursue performance management improvement actions with the Vendor up to and including a Corrective Action Plan.

The Vendor Contract General Conditions Section 7 required a schedule to be delivered within 30 days of contract execution and if not approved after 60 days then the Contract is eligible for termination. | | | the contract period. IV&V recommends that no allowances be provided for providing/promising work to be performed outside of the contract boundaries.

The Project Team has elevated this IV&V Issue to a Project Level Issue in January 2025. IV&V will close this Observation during the February reporting period while the State manages the mitigation. | project operating without an approved schedule. This new issue will be added to the agenda for the next Risk, Issues, and Decisions Meeting for review by all stakeholders. | | |
|---|---|---|---|---|---|---|---|
| Definition of Release/Initial Release | "Observation 2.0.3 IV&V has observed in multiple meetings in November that Release and Initial Release lack definition and shared agreement between the State of Hawaii and the Vendor Cardinality.

Initial Release and Release in general is not clearly defined in the contract. The IV&V Team and the HI THRIVE Team have had discussions related to what a Release and the Initial Release should consist of and have agreed on common language. To further those discussions the HI THRIVE Decision Log entry 216 on 12/20/24 stated: ""HI AG confirmed the HI THRIVE Project Core team's understanding of the definition of ""initial release"" is clear and no contract changes are required.""

IV&V has not seen the official description that was communicated and validated through the HI AG of what a ""Release"" or ""Initial Release"" from the HI THRIVE Team documented or communicated to the Cardinality Vendor.

IV&V expected the ""approved"" language and understanding to be included in the Decision Log to memorialize the HI THRIVE PMO, ACF, and HI AG definition of Release and Initial Release. Using the Decision Log to memorialize the verbiage would ensure that all current and future parties involved in the HI THRIVE Project have a clear understanding of the terminology. | Impact 2.0.3 Lack of agreement of the definition of contractual events can put the State of Hawaii at risk of providing payment for services/products that may be insufficient or non-conforming to the executed contract, could result in delay of anticipated deliverables, and/or place constituents at a public safety risk when the System goes live due to missing requirements and functionality. | Recommendation 2.0.3.1 IV&V Recommends that the HI THRIVE Core Team document the approved verbiage and criteria associated with the definition of "Release" and "Initial Release" in the Decision Log as part of the Decision 216. | January 2025: The State has reviewed use of "initial release" throughout the Contract and RFP. To resolve this matter, the following definition of "initial release" is as follows based on guidance from ACF and the DHS Attorney General: The full CCWIS Implementation (full scope), including State-requested configurations and customizations, released as the final go-live statewide rollout.

IV&V requests State update for January on if a need for definition of "Release" after Initial is required. If there are no "Releases" prior to the Initial Release, then State Confirm. IV&V will close observation at that point.

December 24 IV&V update: HI THRIVE Team to update the Decision Log based on the AG, ACF, and internal conversation. TBD January timeframe. | Agree and State Will Mitigate (Open)

The State acknowledges the validity of IV&V Observation 2.0.3 and partially accepts the recommendation to document the approved verbiage and criteria for "Initial Release" in the Decision Log. The State partially accepts IV&V Observation 2.0.3 and acknowledges the need to define "Initial Release," as this term was linked to a disagreement in interpretation and a payment milestone with the DDI vendor. However, the State does not see a need to define "Release," as there is no ambiguity regarding its meaning. The HI THRIVE PM will oversee the mitigation efforts to address this observation. As the next step, the State created a new Decision Log entry, identified as Decision 217, to define "Initial Release." Stakeholders will review and approve the Decision Log entry during the next scheduled Risk, Issues and Decision meeting. This will be completed by 1/20. | Risk | High |

Project Level IV&V Risk, Issues, and Decisions

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

IV&V Project Risks & Issues – Active in Month

ID	Created	Summary	Description	Owner	Status	Closed Date	Risk Score

IV&V Project Decisions – Made this Month

ID	Summary	Description	Decision Maker	Decision Date

IV&V Activity Status

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

IV&V Monthly Budget Summary

Development Project Costs	Total Contract Amount	Actual To Date	Remaining on Contract	Quarter 1 Oct – Dec Total	Quarter 2 Jan – March Total	Quarter 3 Apr – Jun	July	August	Sept	Quarter 4 July – Sept	Reason for Variance or Action Plan to Correct
	Total Contract Amount	Actual To Date FFY 2025	Remaining on Contract	Q1 Oct – Dec 2024	Q2 Jan – March 2025	Q3 April – Jun 2025	July 2025	August 2025	Sept 2025	Q4 July – Sept 2025	Reason for Variance
Contractor: TMS IV&V	$2,095,322	$262,660	$1,832,662	$201,529	$61,130	$0	$0		$0	$0	

IV&V Monthly Project Summary

Year/Month	Monthly Summary
2025 - 1	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 Deliverables IVV.9 Deliverable Feedback Reviews SI-3, SI-5, SI-7, SI-4 (re-review)

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 December 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-3, 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				2024				2025				2026				2027				2028				2029				20
					Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	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 PMO Vendor - Exercise YR3
CCWIS FIELD ENGAGEMENT PLAN	03/01/23	11/29/24	437d		CCWIS FIELD ENGAGEMENT PLAN
CCWIS DATA DISCOVERY	01/02/23	06/06/25	609d		CCWIS DATA DISCOVERY
CCWIS DATA INTERFACES	08/01/23	10/16/25	553d		CCWIS DATA INTERFACES
CCWIS FODQA	12/02/24	12/29/26	515d		CCWIS FODQA
CCWIS SOLUTION (Placeholder)	09/01/24	08/30/27	782d		CCWIS SOLUTION (Placeholder)
CCWIS IV&V (Placeholder)	09/01/24	08/30/27	782d		CCWIS IV&V (Placeholder)
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	De...	Jan 5	Jan 12	Jan 19	Jan 26	Feb 2	Feb 9	Feb 16
							Jan					
New Year's Day	01/01/25	01/01/25		N/A	New Year's Day							
MLK Day	01/20/25	01/20/25		N/A				MLK 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		3rd day of the first week of the following month	60
HI THRIVE Core, OET, & Cardy Technical Meeting	Weekly 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 12:00 - 12:50 pm HST	60

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.