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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

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, 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, 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 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 March 2025

IV&V Monthly Executive Summary

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

March 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 March Monthly Schedule Scorecard as well.
- The Support Focus Area maintains YELLOW due to poor deliverable quality and multiple SI Vendor Deliverable rejections during March. The HI THRIVE PMO is reporting YELLOW for March Monthly Quality Scorecard as well.
- All other IV&V Focus Areas are Blue for not enough data to report.

IV&V Observations:

- One existing Medium Observation related to the need for an RDBMS to be chosen for the HI THRIVE Project with collaboration from ETS.

During the March 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 continued to not be 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. Each Contract deliverable is requiring an average of 3.8 iterative updates and reviews prior to approval. 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, seven 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 9 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. (As of the April 3 date this report was developed, a tentative approval for the SI-5 Project Schedule had been provided.)

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 April reporting period and subsequently an approved IVV.1 Management Plan and IVV.4 Initial Report in the May/June 2025 reporting periods.

An undocumented item that IV&V has observed at the end of the reporting period was that the Federal HHS ACF organization had experienced drastic cuts in the staff that supports Region IX Hawaii CCWIS Projects. IV&V does not have additional information due to the event occurring at the very end of the reporting cycle, however IV&V believes that potential loss/delay of future funding and a loss of Federal guidance are a critical risk to the successful implementation of the HI THRIVE Project. IV&V will collaborate with the HI THRIVE Team to gain further insight into the merits of this risk.

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 April 2025 reporting period.

IV&V Active Observations Summary

IV&V Observation Number	Observation Title	IV&V Recommendation	Priority	Observation Type	Status	Date Identified
7.3.1	Observation 7.3.1 Selection of RDBMS for HI THRIVE CCWIS	Recommendation 7.3.1.1 HI to undertake Cost Based Analysis and record project decision selecting the RDBMS for the project.	Medium	Neutral	Open	02/01/25

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 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 April 2025 and the IVV.1 Management Plan and supporting process approval occurring in May/June 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 un-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 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 state 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	IV&V Ongoing Update	State Initial Response	Observation Type	Priority
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<p>Observation 7.3.1 Selection of RDBMS for HI THRIVE CCWIS</p>	<p>Observation 7.3.1 HI Team needs to engage State ETS to confirm project decision for target RDBMS to ensure that project RDBMS confirms with State Enterprise Data Management policies. Cardinality continues to target PostgreSQL as the proposed database platform.</p> <p>Requirement T6.4 Technical T6 DHS Technology Alignment For Database Management System (DBMS). DHS has a preference to use Oracle DBMS (11g or later - with RAC as necessary) as the database management standard. is designated as Out of the Box</p> <p>Page 188 of SI response / Contract states "We suggest an alternative - using Amazon Web Services (AWS) and PostgreSQL as a hosted Database Management System." "Our aim is to ensure that the chosen DBMS, whether Oracle DBMS or the alternative, aligns seamlessly with the State's requirements, data management needs, and strategic goals."</p> <p>This leaves the choice of DBMS to HI.</p> <p>AWS supports a choice of two Oracle licensing models: License Included (LI) or Bring Your Own License (BYOL). The SI has proposed a third replacing HI preferred DBMS with PostgreSQL.</p>	<p>Impact 7.3.1 Potential increase in total cost of ownership and increase in skilled resource requirements; requiring HI to support and administer multiple databases</p>	<p>Recommendation 7.3.1.1 HI to undertake Cost Based Analysis and record project decision selecting the RDBMS for the project.</p>	<p>March: IV&V has not observed a Project Action Item or a completed Decision in the Decision Log to annotate ownership and next steps. IV&V continues to recommend that an owner and next steps be documented in the Project Decision Log.</p> <p>February: Not required on initial observation - Observation type is neutral until it is reviewed by the State and Priority is Medium.</p>	<p>March State Update: Additional discussion requested. The HI THRIVE Project team will engage ETS as well as OET in order to receive standards for all architecture expectations regarding the new CCWIS.</p>	<p>Neutral</p>	<p>Medium</p>
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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 March 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	\$393,806	\$1,701,516	\$201,529	\$192,277	\$0	\$0		\$0	\$0	

IV&V Monthly Project Summary

Year/Month	Monthly Summary
2025 - 3	<p>PROJECT PLAN SUMMARY: IVV1 IV&V Management Plan is under development but dependent on approval of SI-5 Vendor Project Schedule. IVV4 Initial Report is unable to be developed until SI-5 Vendor Project Schedule is approved and IVV1 IV&V Management Plan is approved.</p> <p>WORK COMPLETED: February IVV.5, IVV.7, IVV.10 Report Deliverables Submitted IVV.9 Deliverable Feedback Reviews SI-3, SI-5, SI-7, SI-4 (re-reviews) IVV.8 DED Feedback Reviews SI-9, SI-11, SI-12, SI-13, SI-14, SI-30</p> <p>WORK IN PROGRESS: IVV.1 Under Development. March IVV.5, IVV.7, IVV.10 Report Deliverables Review of SI-9</p> <p>UNPLANNED OR AD-HOC WORK: No unplanned work.</p> <p>PLANNED WORK NOT ACCOMPLISHED: IV&V anticipated SI-5 to be approved to allow for completion of IVV.1 in the March reporting period.</p> <p>ACTIVITIES PLANNED FOR THE NEXT REPORTING PERIOD: March IVV.5, IVV.7, IVV.10 Development of IVV.1 upon approval of SI-5, Development of IVV.4 upon approval of IVV.1 Review of Vendor artifacts as delivered.</p>

HI THRIVE Comprehensive Project Plan Summary

Summary Task / Milestone	Start Date	End Date	Duration	% Complete	2023		2024		2025		2026		2027		2028		2029		2020
					Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3
HI THRIVE CCWIS Project	12/01/22	02/28/29	1617d																
CCWIS PMO SERVICES	12/01/22	12/26/25	769d																
CCWIS PROCUREMENTS	12/30/22	04/10/26	818d																
CCWIS SOLUTION Procurement	12/30/22	04/21/25	577d	1															
CCWIS IV&V Procurement	09/18/23	09/01/24	238d	1															
CCWIS OCM Procurement	03/01/24	04/10/26	526d																
CCWIS FODQA Procurement	03/01/24	12/02/24	190d	1															
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

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								03/01/25 - 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.