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STATE OF HAWAII | KA MOKU'ĀINA O HAWAII
DEPARTMENT OF ACCOUNTING AND GENERAL SERVICES | KA 'OIHANA LOIHELU A LAWELAWÉ LAULĀ
OFFICE OF ENTERPRISE TECHNOLOGY SERVICES | KE'ENA HO'OLANA 'ENEHANA
P.O. BOX 119, HONOLULU, HAWAII 96810-0119

July 1, 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 May 2025 Final V1

IV&V Monthly Executive Summary

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

Technical Project Management:

- Technical Project Management IV&V Focus Area has continued as YELLOW for this period due to multiple baselined tasks and contract deliverables that are showing as late to finish or late to start.
- The HI THRIVE PMO is reporting YELLOW for May Monthly Schedule Scorecard as well.

Support Focus Area

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

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

IV&V Observations:

Closed

- One Medium Observation 7.3.1 Selection of RDBMS for the HI THRIVE Project, The HI THRIVE Project created Decision 226 allowing Vendor to choose PostgreSQL DBMS as it is compatible with their system technology. This Observation is mitigated.

Active

- One Medium Observation 2.3.1 Incomplete and Unmonitored Pre-Work Configuration Action Items. Actions are recorded on Sharepoint but the process and timing for updates by the Vendor is inconsistent. The Vendor has scheduled Configuration Changes Review meetings to review and document the final list of owners, configuration changes, workflows, and notifications required for user discovery closeout.

May 2025 Executive Summary

During the May 2025 reporting period IV&V continued Vendor Deliverable artifact review and collaborative involvement with the HI THRIVE PMO. 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 performance delivery expectations, assessments of quality and conformity to contract and best practices. The results of the reviews have continued to demonstrate that Vendor deliverable submissions do not meet expected levels of quality or conformity to contract expectations. IV&V has observed that the HI THRIVE PMO is consistently providing appropriate feedback to the Vendor for improvement of timing and content of deliverables. The SI Vendor while improving on some deliverable management activities continued to be unable to consistently provide deliverables and work products that are acceptable on first or subsequent review passes due to mismatches between Vendor understanding and HI THRIVE expectations. IV&V continues to observe that the HI THRIVE PMO Vendor management practices are acceptable for the associated project management tasks, however the Vendor has not been able to demonstrate a consistent ability to meet contract obligations.

Vendor Contract deliverables require an average 2.9 iterative updates and reviews prior to HI THRIVE approval. Vendor Contract deliverables incur an average of 1.73:1 rejections per deliverable. The HI THRIVE Project Team has developed Issue 8 related to deliverable quality and is continuing to work with the Vendor to manage this item to closure.

Although the SI-Vendor is now operating under an approved baselined schedule (SI-5) and Issue 9 regarding the lack of an approved schedule has been closed, IV&V continues to observe a consistent pattern of missed deliverable and milestone dates. IV&V has identified 65 active project tasks that are late to finish and there are 79 project tasks that are late to start. Based on the schedule discrepancies IV&V questions the rigor applied and the ability by the Vendor to manage the schedule and associated project tasks accurately. IV&V strongly believes the HI THRIVE PMO and Executive Stakeholders should carefully assess the patterns and historical delivery performance of the SI-Vendor to determine if any additional performance or contract management steps are necessary to ensure the success of the HI THRIVE Project.

IV&V recommends that the HI THRIVE Team request that the SI-Vendor provide reporting on the schedule weekly, showing all late to finish tasks and all late to start tasks and all tasks that are at risk of either within a defined future timeframe (e.g. next 4 weeks).

The IVV1 IV&V Management Plan was delivered and the IVV4 IV&V Initial Report is under development. IV&V will deliver baseline quality, schedule, and other health metrics upon completion IVV4 IV&V Initial Report in the June reporting period.

IV&V Active Observations Summary

IV&V Observation Number	Observation Title	IV&V Observation Description	IV&V Recommendation	State Ongoing Update	IV&V Ongoing Update	Date Identified
2.3.1	2.3.1 Incomplete and Unmonitored Pre-Work Configuration Action Items	<p>Observation 2.3.1 Incomplete and Unmonitored Pre-Work Configuration Action Items</p> <p>The IV&V team has identified that a significant number of Pre-Work Configuration Action Items assigned to the SI-Vendor remain incomplete or show no evidence of recent progress. These items are prerequisites for the commencement of configuration sessions and are critical to maintaining the project schedule. The SI-Vendor has documented over 150 action items in a master tracking spreadsheet; however, the tool lacks key project management features such as real-time updates, status visibility, and clear ownership for each task.</p> <p>This observation is substantiated by the SI-8 Meeting Minutes and associated recordings. The current process does not include a structured reporting mechanism or dashboard to monitor task status or escalate overdue items. Furthermore, action items are not being regularly reviewed, updated, or discussed in project meetings, resulting in limited accountability and visibility into progress.</p> <p>This approach is inconsistent with best practices defined in PMI's PMBOK Guide and IEEE 1012-2016, Systems Engineering.</p>	<p>IV&V Recommendations:</p> <p>Rec. 2.3.1.1 – Implement a Real-Time Tracking Tool</p> <p>The IV&V team recommends that the HI THRIVE PMO and the SI-Vendor implement a real-time tracking tool to document and manage Pre-Work Configuration Action Items. This will enable timely updates, status visibility, and accountability for each task.</p> <p>Rec. 2.3.1.2 – Establish Weekly Status Reporting</p> <p>The HI THRIVE PMO and SI-Vendor should provide weekly reporting that clearly reflects the current status of each action item, highlights overdue tasks, and demonstrates ongoing progress toward completion.</p> <p>Rec. 2.3.1.3 – Conduct Regular Reviews and Updates</p> <p>The IV&V team recommends that the action items be reviewed, updated, and discussed during recurring project meetings. These updates should be shared with the broader project team and key stakeholders to ensure alignment and facilitate timely issue resolution.</p> <p>Rec. 2.3.1.4 – Align with Industry Standards</p> <p>To improve oversight and tracking of Pre-Work Configuration Action Items, the HI THRIVE PMO and SI-Vendor should reference relevant guidance from IEEE 1012-2016 and the PMI PMBOK Guide, both of which emphasize the need for structured verification and validation processes supported by progress monitoring and task follow-up mechanisms.</p>	<p>May State Update:</p> <p>Cardinality has scheduled Configuration Changes Review meetings to review the final list of configuration changes, workflows, and notifications required for user discovery closeout. As a part of these sessions, each configuration item will be reviewed with state staff with decision authority, confirming the resolution steps proposed by Cardinality. Cardinality will document the decision with who approved, what was approved, and additional details on the change.</p>	<p>May IV&V Ongoing Update:</p> <p>IV&V Agrees with the State description and approach by the Vendor to remediate this Observation. IV&V will continue to monitor the outputs of the Vendor and the subsequent updates to the Configuration Change documentation and evaluate this Observation in the June reporting period.</p> <p>April IV&V Ongoing Update:</p> <p>IV&V acknowledges the HI THRIVE Team response to the IV&V Observation 2.3.1 and acknowledges that a system (Excel on Sharepoint) is being used to record the action items.</p> <p>IV&V has observed that while the information has been recorded in the Sharepoint there has been minimal observable updates from the Vendor on the Master Tracking spreadsheet and that multiple other working spreadsheets spread across multiple folders contain more up to date information than the Master. IV&V continues to observe a lack of consistency in processes for how the Master Spreadsheet is updated and maintained and it is also not clear if the Vendor intends for it to be the "source of truth" or actual master record.</p> <p>IV&V shared these observations with the HI THRIVE Team for review.</p>	04/15/25

		Section 7.3, both of which emphasize the importance of a documented verification and validation plan supported by tracking mechanisms to monitor task completion and follow up on open issues.			THRIVE team in late April and the Team agreed that additional discussion with the Vendor was needed to clarify the process and timing for updates and to ensure that the Master Spreadsheet is the source of truth and updated on a timely basis. IV&V agrees with the HI THRIVE actions to engage the Vendor to further define this process and manage the remaining tasks with more rigor. Ultimately updates and completion of action items will be reflected in the SI-14 Design deliverable, however the time remaining to complete those updates is getting shorter as the start of Sprints dependent on that data is in 6/2024 and there are no consistent observable due dates or owners for many of the items in the Spreadsheet. Without due dates assigned it would appear that there is not a priority for
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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 due to the late approval of SI-5 Vendor Project Schedule, IV&V planned for the SI-5 Vendor Project Schedule to be approved in November 2024 and was approved in the April reporting period. With the SI-5 approval complete, the IVV.1 Management Plan and IVV.4 Initial Report will be developed in the May/June 2025 reporting period, allowing IV&V to start a baseline Project Health assessment and reporting.

Until the IVV1 and IVV4 are completed IV&V will perform 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.

IV&V Monthly Overall Project Health				
Overall Project Status	Monthly Budget Health	Monthly Quality Health	Monthly Schedule Health	Monthly Scope Health
<div></div>	<div></div>	<div></div>	<div></div>	<div></div>

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	<div></div>	<div></div>	Some Deliverables and Tasks not in date compliance.
2.0 Support Process IV&V	<div></div>	<div></div>	Continued Yellow due to rejections of Deliverables.
3.0 Solution Architecture	<div></div>	<div></div>	
4.0 Continuous Delivery	<div></div>	<div></div>	
5.0 Product Increment Planning	<div></div>	<div></div>	
6.0 Development IV&V	<div></div>	<div></div>	
7.0 Implementation IV&V	<div></div>	<div></div>	
8.0 Project Closure	<div></div>	<div></div>	

IV&V Monthly Project Health Legend			
GREEN	YELLOW	RED	BLUE
Satisfactory – No corrective actions necessary. All life cycle activities conform to requirements. Implemented processes are satisfactory. Risks or issues may exist and contain appropriate mitigation or resolution steps and the project is adequately addressing them. The current technical risk to the project and software quality is low. <10% Variance	Caution – There may be a need for corrective action now or quite soon. Some life cycle activities are not in alignment with requirements. Some processes may require process improvements. Risks or issues are often not identified or contain stale mitigation or resolution steps. The current technical risk to the project and software quality is moderate. > 10% and < 20% Variance	Critical – Escalated for immediate action. Many life cycle activities are not in alignment with requirements. Many processes require corrective action. Risk mitigation is not effective, or issue resolution is not timely. Critical processes are not effective and are resulting in delays or rework. The current technical risk to the project and software quality is significant. >20% Variance	Not enough data is available to make a determination about project health.

Observations Active During Reporting Period

This section provides detail on all IV&V Observations that were opened, closed, or active and their type Risk, Issue, or Neutral. Initial Observations remain Neutral (not issue or risk) until formal agreement is reached with HI THRIVE Project Team.

IV&V Observations Active During the Month						
Observation Title	IV&V Observation Description	IV&V Impact Description	IV&V Recommendation	State Ongoing Update	IV&V Ongoing Update	Status
Observation 7.3.1 Selection of RDBMS for HI THRIVE CCWIS	<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 selected Database</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	Recommendation 7.3.1.1 HI to undertake Cost Based Analysis and record project decision selecting the RDBMS for the project.	<p>April State Update: The State logged Decision-226 documenting the decision to not exercise the preference for Oracle RDBMS in favor of PostgreSQL as proposed by Cardinality as more compatible with their solution.</p> <p>March State Update: The State continues to evaluate the proposed RDBMS as proposed by the vendor. A decision is expected by the end of the month on best solution based on cost benefit analysis and will be documented in the decision log and approval for deliverable SI-5</p>	<p>April IV&V Update: IVV accepts that Decision 226 mitigates IV&V Observation 7.3.1 and the Project has decided to allow the Vendor to choose PostgreSQL DBMS as it is compatible with their system technology.</p> <p>This Observation is considered CLOSED for April and will be removed from the report in May 2025.</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</p>	Resolved

	<p>as a trusted 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>			SFS.	<p>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>	
2.3.1 Incomplete and Unmonitored Pre-Work Configuration Action Items	<p>Observation 2.3.1 Incomplete and Unmonitored Pre-Work Configuration Action Items</p> <p>The IV&V team has identified that a significant number of Pre-Work Configuration Action Items assigned to the SI-Vendor remain incomplete or show no evidence of recent progress. These items are prerequisites for the commencement of configuration sessions and are critical to maintaining the project schedule. The SI-Vendor has documented over 150 action items in a master tracking spreadsheet; however, the tool lacks key project management features such as real-time updates, status visibility, and clear ownership for each task.</p> <p>This observation is substantiated by the SI-8 Meeting Minutes and associated recordings. The current process does not include a structured reporting mechanism or dashboard to monitor task status or escalate overdue items. Furthermore, action items are not being regularly reviewed, updated, or discussed in project meetings, resulting in limited accountability and visibility into progress.</p> <p>This approach is inconsistent with best practices defined in PMI's PMBOK Guide and IEEE 1012-2016, Section 7.3, both of which emphasize the importance of a documented verification and validation plan supported by tracking mechanisms to monitor task completion and follow up on open issues.</p>	<p>2.3.1 Impacts</p> <p>1. If key Pre-Work Configuration Action Items remain incomplete, there is a significant risk that configuration sessions will be delayed, potentially impacting the overall project timeline.</p> <p>2. Limited Stakeholder Visibility</p> <p>The absence of a real-time tracking and reporting mechanism limits the ability of project leadership and stakeholders to assess the current status of action items, including which tasks are complete, overdue, or at risk. This lack of transparency impairs effective decision-making and oversight.</p> <p>3. Increased Risk of Rework and Misalignment</p> <p>Without regular follow-up, discussion, and accountability, unresolved action items may result in misaligned deliverables or incomplete configurations. This increases the likelihood of rework, which can consume additional resources and further delay project milestones.</p>	<p>IV&V Recommendations:</p> <p>Rec. 2.3.1.1 – Implement a Real-Time Tracking Tool</p> <p>The IV&V team recommends that the HI THRIVE PMO and the SI-Vendor implement a real-time tracking tool to document and manage Pre-Work Configuration Action Items. 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Cardinality will document the decision with who approved, what was approved, and additional details on the change.</p>	<p>May IV&V Ongoing Update:</p> <p>IV&V Agrees with the State description and approach by the Vendor to remediate this Observation. IV&V will continue to monitor the outputs of the Vendor and the subsequent updates to the Configuration Change documentation and evaluate this Observation in the June reporting period.</p> <p>April IV&V Ongoing Update:</p> <p>IV&V acknowledges the HI THRIVE Team response to the IV&V Observation 2.3.1 and acknowledges that a system (Excel on Sharepoint) is being used to record the action items.</p> <p>IV&V has observed that while the information has been recorded in the Sharepoint there has been minimal observable updates from the Vendor on the Master Tracking spreadsheet and that multiple other working spreadsheets spread across multiple folders contain more up to date information than the Master. 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Without due dates assigned it would appear that there is not a</p>	Open

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 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	\$619,242	\$1,476,080	\$201,529	\$192,277	\$225,436	\$0			\$0	

IV&V Monthly Project Summary	
Year/Month	Monthly Summary
	<p>PROJECT PLAN SUMMARY:</p> <p>IVV1 IV&V Management Plan was delivered.</p> <p>IVV4 Initial Report is under development for June.</p> <p>WORK COMPLETED:</p> <p>May IVV.5, IVV.7, IVV.10 Report Deliverables Submitted</p> <p>Deliverable Re-Review: SI-9 DED Review: SI-21</p>

2025 - 5	Deliverable Review SI-11, SI-12, SI-14, SI-15, SI-17, SI-20, SI-24, SI-30 IV&V Submission: IVV 5-7-10, IVV1
	WORK IN PROGRESS: IVV.4 Under Development. June IVV.5, IVV.7, IVV.10 Report Deliverables Review of DEDs and Deliverables
	UNPLANNED OR AD-HOC WORK: No unplanned work.
	PLANNED WORK NOT ACCOMPLISHED:
	ACTIVITIES PLANNED FOR THE NEXT REPORTING PERIOD: June IVV.5, IVV.7, IVV.10 Development of IVV.4 Review of Vendor artifacts as delivered.

HI THRIVE Comprehensive Project Plan Summary																												
Summary Task / Milestone	Start Date	End Date	Duration	% Complete	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
HI THRIVE CCWIS Project	12/01/22	02/28/29	1617d																									
CCWIS PMO SERVICES	12/01/22	11/28/25	750d																									
CCWIS PROCUREMENTS	12/30/22	12/01/25	730d																									
CCWIS SOLUTION Procurement	12/30/22	04/21/25	577d																									
CCWIS IV&V Procurement	09/18/23	09/01/24	238d																									
CCWIS PM Services Procurement	04/01/25	12/01/25	167d																									
CCWIS FODQA Procurement	03/01/24	05/06/25	296d																									
CCWIS PMO Vendor - Exercise YR3	08/02/24	10/01/24	41d																									
CCWIS FIELD ENGAGEMENT PLAN	03/01/23	11/29/24	437d																									
CCWIS TECHNICAL SOLUTION	09/03/24	09/01/27	737d																									
CCWIS DATA DISCOVERY	01/02/23	05/30/25	604d																									
CCWIS DATA INTERFACES	08/01/23	10/16/25	553d																									
CCWIS FODQA	12/02/24	12/29/26	515d																									
CCWIS IV&V	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	May											
Memorial Day	05/26/25	05/26/25		N/A	A...	May 4	May 11	May 18	May 25	Jun 1	Jun 8	Jun 15	Jun 22			

IV&V Monthly Meeting Register									
Meeting Name	Type	Purpose / Topics Discussed	Meeting Minutes	Minutes Approved	Feedback & Follow-ups	Mandatory Attendance	Optional Attendance	Date - Time	
								05/01/25 - 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)	
HI THRIVE Notifications Session (Case Management and Assessment)	Walk through and workshop the HI THRIVE Base Product Notifications List (module-by-module)	Topic	Core Team PMO IV&V Vendor Technical Vendor		05/01/25	120	
HI THRIVE ICPC Deep Dive	Followup meeting - 2-hour deep dive into ICPC with DHS and Catholic Charities.	Topic	Core Team PMO IV&V Vendor Technical Vendor		05/01/25	120	
Security Deep Dive + SI 17 Security Plan (Walkthrough)	Walk through the SI 17 Security Plan Deliverable and deep dive into a few additional security topics	Topic	Core Team PMO IV&V Vendor Technical Vendor		05/02/25	60	
Discuss Critical Path - Deliverables Required for Sprints	Discuss the deliverables that must be approved to start sprints	Ad Hoc	Core Team PMO IV&V Vendor Technical Vendor		05/05/25	30	
SI-24 Test Plan Delivery - Schedule Discussion	Discuss contract dependency on SI-24 delivery 90 days prior to beginning testing	Ad Hoc	Core Team PMO IV&V Vendor Technical Vendor		05/06/25	30	
HI THRIVE Title IV-E Eligibility Configuration Session (Day 1)	HI THRIVE Title IV-E Eligibility Configuration Session (Day 1)	Topic	Core Team PMO SME - Business SME - System IV&V Vendor Technical Vendor		05/07/25	All Day	
Security Deep Dive + SI 17 Security Plan (Walkthrough)	Walk through the SI 17 Security Plan Deliverable and deep dive into a few additional security topics	Topic	Core Team PMO IV&V Vendor		05/07/25	30	

	General CWS Configuration Session		Core Team PMO SME - Business SME - System IV&V Vendor Technical Vendor			
Action Item Resolution_Licensing [In-person]	Focus on resolving the action items for the Licensing module.	Topic	Core Team PMO SME - Business SME - System IV&V Vendor Technical Vendor		05/08/25	180
Discuss IVV Review Process	Discuss revised IVV Review process for deliverables	Topic	Executive Core Team PMO IV&V Vendor		05/08/25	45
SI 30 - Stakeholder Matrix Review (Regroup)	Regroup and discuss the next steps on the SI 30 Stakeholder Matrix.	Topic	Core Team PMO SME - Business SME - System IV&V Vendor Technical Vendor		05/08/25	60
SI 11 Business Process Flow Walkthrough (Re-submission)	Revisit the comments and the planned walkthrough	Topic	Core Team PMO SME - Business SME - System IV&V Vendor Technical Vendor		05/13/25	30
SI-14 Draft Discussion - Intake feedback	Intake feedback discussion on SI-14	Topic	Core Team PMO SME - Business SME - System IV&V Vendor Technical Vendor		05/13/25	45
SI 30 - Stakeholder Matrix (Working Session 1)	Resolve issues on SI-30 comments	Topic	Core Team PMO SME - Business SME - System IV&V Vendor Technical Vendor		05/14/25	30
HI THRIVE General CWS Configuration Session	Review all of the Functional Requirements (FRs) for General CWS	Topic	Core Team PMO SME - Business SME - System IV&V Vendor Technical Vendor		05/15/25	60
HI THRIVE Technology Configuration Session	HI THRIVE Solution Management/Administration and DHS Technology Alignment and Performance, Scalability, and Audit Configuration Session	Topic	Core Team PMO SME - Business SME - System IV&V Vendor Technical Vendor		05/14/25	210
IV&V Project Schedule Integration	IV&V Project Schedule integration into Smartsheet	Topic	PMO IV&V Vendor		05/16/25	30
SI-11 Walkthrough	Walkthrough of SI-11 with Executive Steering Committee	Topic	Steering Core Team PMO IV&V Vendor Technical Vendor		05/22/25	60
Discuss Deliverable Restructuring	Discuss critical path deliverable timeline for MVP	Topic	Core Team PMO IV&V Vendor		05/27/25	30
Configuration Changes Review (Intake and Referrals)	Review the final list of configuration changes, workflows, and notifications one more time in preparation for the user discovery closeout	Topic	Core Team PMO SME - Business SME - System IV&V Vendor Technical Vendor		05/28/25	180
SI-9 Deliverable (Outstanding Comments Review)	Review the comments on the SI-9 deliverable	Topic	Core Team PMO IV&V Vendor Technical Vendor		05/28/25	60
Configuration Changes Review (Assessment and Mobile)	Review the final list of configuration changes, workflows, and notifications one more time in preparation for the user discovery closeout	Topic	Core Team PMO SME - Business SME - System IV&V Vendor Technical Vendor		05/29/25	180
HI THRIVE SI-17 Security Plan Deliverable Review	Review the draft version of the SI-17 Security Plan deliverable	Topic	Executive Core Team PMO SME - System IV&V Vendor Technical Vendor		05/29/25	50
SI 20 v2 Walkthrough	Walkthrough the changes in v2 SI 20 before re-submission of the deliverable.	Topic	Core Team PMO SME - System IV&V Vendor Technical Vendor		05/30/25	30
HI THRIVE Project SI-9 Deliverable	Touch base on any unsolved questions or issues from the latest	Topic	Core Team PMO SME - System IV&V Vendor Technical Vendor		05/30/25	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.