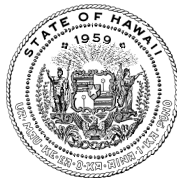


JOSH GREEN, M.D.  
GOVERNOR  
KE KIA'ĀINA



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KEITH A. REGAN  
COMPTROLLER  
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CHIEF INFORMATION OFFICER  
LUNA 'ENEHANA

**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

October 16, 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, Systems 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 September 2025 Final V1



IV&V Monthly Executive Summary

This IV&V Monthly Activity Report (MAR) covers the September 01 – 30 2025 reporting period.

IV&V Project Health Metrics

IV&V Project Health Metrics are based on the HI THRIVE PMO Metrics and Best Practice Metrics developed by IV&V and approved in the IV&V Management Plan.

- Schedule has slipped due to late tasks and planned Go-Live is greater than 75 days beyond Baseline 8/26 date.
- Budget RED, Quality RED, Schedule YELLOW, Scope GREEN

IV&V Focus Area Health

IV&V Focus Area Health are metrics derived from the conformance to the eight IV&V technical focus areas: Technical Project Management, Support, Architecture, Continuous Delivery, Product Increment Planning, Development, Implementation, and Project Closure.

IV&V Technical Project Management Health

- Technical Project Management IV&V Focus Area maintains RED due to the GO-Live date slipping tow months due to multiple baselined tasks and contract deliverables that are late to finish or late to start.
- The HI THRIVE PMO is reporting YELLOW for the September Monthly Schedule Scorecard.

IV&V Support Focus Area Health

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

IV&V Architecture Focus Area Health

- There were no new observations for Architecture in September.

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

IV&V Observations:

No New Observations Opened OR Closed This Reporting Period.

Active

- One Medium Observation 6.2.2.1 Ineffective Jira Configuration and Setup for HI THRIVE. During SPRINT 1 IV&V observed the use and configuration of JIRA by the Vendor and has found only 30% of the recommendations verifiably implemented or in the process of being updated. IV&V will continue to review and analyze those updates for conformance during subsequent SPRINTS, however IV&V has not seen adequate progress to date. The Vendor has not provided the HI THRIVE or IV&V Teams access to the Test Rails test data source for JIRA to validate the integrity of reporting and IV&V no longer has adequate access to the JIRA platform to confirm if recommended changes have occurred.

September 2025 Executive Summary

During the September 2025 reporting period IV&V continued Vendor Deliverable artifact review and collaborative involvement with the HI THRIVE PMO. The SI Vendor continued the development and updates of contract defined deliverables through the reporting period and the HI THRIVE Team 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 continue 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.

There has been no improvement of the iterations necessary for Deliverable Approvals. Vendor Contract deliverables require an average 3.3 iterative updates and reviews prior to HI THRIVE approval and incur an average of 2.2:1 rejections per deliverable. The updates and rejections have degraded from the previous month. 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. The Vendor has accrued 422 late deliverable days for deliverables that are active and currently not approved and 679 late deliverable days for deliverables that have already been approved. The Vendor contract includes a Liquidated Damages clause of \$1000 per calendar day for any deliverables that are approved late after the baseline planned approval date. This would create a maximum of \$1,100,000 in LDs from the Vendor if there are associated estimated impacts to State resources due to the deviations.

Although the SI-Vendor is now operating under an approved baselined schedule (SI-5) IV&V continues to observe a consistent pattern of missed deliverable and milestone dates. IV&V has identified a total of 495 active tasks (tasks that have previous start dates and are unfinished and/or tasks that are expected to start within 45 days). Out of those 495 active project tasks; 20 active project tasks are late to finish and 270 baseline project tasks are late to start as of September 30. The current late deliverables and tasks have shifted the planned Go-Live from 8/26 to 11/17 a move of greater than two months; IV&V believes that shift of the Go-Live would incur estimated impacts to State resources to accommodate the new implementation date.

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.

At this time the State of Hawaii has not provided any official performance management communications or requested a Corrective Action Plan from the Vendor for deviations in contract expectations, however the Vendor has requested two Change Requests that further reduce their contractual burdens. One CR has been approved and one is still under review. IV&V strongly recommended both either be rejected or modified prior to approval to reduce Hawaii's potential liability of risk.

- Change Request and Controlled Correspondence to change the timing and payment schedule for the SI-14 Design and Configuration Deliverable: IV&V reviewed the CR and associated Controlled Correspondence and recommended that both should be rejected. IV&V observed that the Vendor requested a 25% "Good Faith" payment prior to deliverable approval and second 25% upon conditional approval 30 days after Sprint 1 completes on the condition that the Vendor SPRINT processes outlined in the CC were met. The State of Hawaii approved the Change Request with no incorporation of IV&V recommendations and no acknowledgement of the IV&V recommendation to reject. SPRINT 1 one has now concluded and the Vendor did not follow their proposed processes outlined in the Controlled Correspondence and did not meet expected quality or delivery expectations during SPRINT delivery.
- Draft Change Request to re-Baseline the Project Schedule: IV&V reviewed the Change Request and recommended that the CR be rejected due to the Vendor requesting to extend the implementation contract beyond the current contract extension limits and to reset the timing of all Deliverables and Milestones. IV&V believes this may require a re-solicitation for any contract time after the maximum extension period. IV&V supports a thorough re-planning of the schedule to define actionable tasks and accurate dates, however any updates to the schedule should fall within the current maximum contract terms and extensions.

IV&V continues to strongly recommend that the HI THRIVE Team request a Corrective Action Plan from the Vendor that formalizes their intended actions to improve deliverable quality, deliverable timing, adherence to planned schedule dates, and minimize or prevent further slippage to the Go-Live.

IV&V Active Observations Summary

IV&V Observation Number	Observation Title	IV&V Observation Description	IV&V Recommendation	State Ongoing Update	Priority	Owner	Date Identified
6.2.2.1	6.2.2.1 Ineffective Jira Configuration and Setup for HI THRIVE	<p>On June 16, 2025, the IV&amp;V team assessed Cardinality AI HI-THRIVE's current Jira configuration implementation for managing the HI DHS HI THRIVE CCWIS COTS solution. The IV&amp;V team submitted a formal Task and Activity Report (TAR) to the DHS HI THRIVE PMO on June 17, 2025. The TAR is related to the IV&amp;V Statement of Work tasks in Section 6, Implementation.</p> <p>The Cardinality AI HI-THRIVE Jira setup shows gaps in the following areas: - Observation 6.2.2.1.1 JIRA Project Basics - Observation 6.2.2.1.2 Issue Types and Workflows - Observation 6.2.2.1.3 Fields and Screens - Observation 6.2.2.1.4 Permission and Access Control - Observation 6.2.2.1.5 Sprint Boards - Observation 6.2.2.1.6 Notifications - Observation 6.2.2.1.7</p>	<p>Recommendation 6.2.2.1 IV&amp;V General recommendation with detailed recommendations in the observation document.</p> <p>The initial default setting of the Cardinality JIRA setup is sound, with some easily corrected defects before full deployment of the project instance. Cardinality needs to fix these defects, configure sprint boards, clean up unused fields, and enable the basic zero-cost automation and notifications before commencing sprint activity.</p> <p>There are 28 individual recommendations for Jira updates in the Observation.</p>		Medium	marmstrong@dhs.hawaii	06/16/25

		Automation Rules - Observation 6.2.2.1.8 Dashboards and Reports - Observation 6.2.2.1.9 Jira Integration and Add-ons - Observation 6.2.2.1.10 Governance					
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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 Team set the metrics Baseline in the 5/25 reporting period, 8 months after Vendor contract execution, due to the late approval of SI-5 Vendor Project Schedule. IV&V is now reporting monthly against the Baseline for Project Health.

Project Health is showing significant risks due to inconsistent delivery of Vendor Deliverables to HI-THRIVE expectations and inconsistent management of project schedule and tasks.

IV&V Monthly Overall Project Health				
Overall Project Status	Monthly Budget Health	Monthly Quality Health	Monthly Schedule Health	Monthly Scope Health

Monthly Project Health Detail						
Project Health Area	Baseline Health	6/25 Health	7/25 Health	8/25 Health	9/25 Health	Details and Comments
Health Overall						Positive Trend 17% 9/25, 19% 8/25, 18% 7/25, 15% 6/25, 12% BL
Budget Overall						Neutral Trend 63% 9/25, 63% 8/25, 66% 7/25, 55% 6/25, 50% BL
Cost Variance Ratio						Cost Variance is less than 1 and negligible change.
Schedule Performance Indicator						Negative Trend 24% 9/25, 21% 8/25, 19% 7/25, 61% 6/25, 63% BL
Quality Overall						Positive Trend 27% 9/25, 41% 8/25, 34% 7/25, 29% 6/25, 23% BL
Deliverable Quality						Positive Trend 10% 9/25, 12% 8/25, 10% 7/25, 10% 6/25, 9% BL
Deliverable Schedule Variance						Positive Trend 141% 9/25, 232% 8/25, 191% 7/25, 133% 6/25, 118 BL
Requirements Process Quality						0% 9/25
Design Process Quality						2.25% 9/25
Sprint Process Quality						56.35% 9/25
Test Process Quality						Unable to measure due to denied access from Vendor for Test Rails
Schedule Overall						Negative Trend 16% 9/25, 15% 8/25, 14% 7/25, 12% 6/25, 9% BL
Milestone Variance						Negative Trend 15.3% 9/25,14% 8/25, 12% 7/25, 15% 6/25, 5% BL
Schedule Variance						Negative Trend 17% 9/25, 16% 8/25, 16% 7/25, 15% 6/25, 13% BL
Scope Overall						0 No changes to scope that impact budget
Change Request Ratio						0 No defined scope changes

IV&V Monthly Project Health by Focus Area				
IV&V Focus Area	Previous Month's Health	Current Month's Health	Comments	
1.0 Technical Project Management			8/25 schedule shows Go-Live new delay of 75 days.	
2.0 Support Process IV&V			Continued Yellow due to rejections of Deliverables.	
3.0 Solution Architecture			SI-16 System Architecture Approved	
4.0 Continuous Delivery			Insufficient test visibility, no State-IV&V access to Test Rails.	
5.0 Product Increment Planning			Vendor did not complete entry criteria for Sprint 1.	
6.0 Development IV&V			Daily/weekly status updates are inaccurate.	
7.0 Implementation IV&V			Implementation schedule is not within contract bounds.	
8.0 Project Closure			No data.	

Project Health Metric Legend			
Budget	Quality	Schedule	Scope
Baseline Cost Variance Ratio (CVR)	Baseline Deliverable Quality (DQ)	Approved Baseline 4/1-5/31:	Baseline Change Request Ratio (CRR)
Baseline Schedule Performance Index (SPI)	Baseline Deliverable Schedule Variance (DSV)	Baseline Schedule Variance (SV)	
		Baseline Milestone Variance (MV)	

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
6.2.2.1 Ineffective Jira Configuration and Setup for HI THRIVE	On June 16, 2025, the IV&V team assessed Cardinality AI HI-THRIVE's current Jira configuration implementation for managing the HI DHS HI-THRIVE CCWIS COTS solution. The IV&V team submitted a formal Task and Activity Report (TAR) to the DHS HI THRIVE PMO on June 17, 2025. The TAR is related to the IV&V	Impact 6.2.2.1 Without an effective Jira configuration, the project risks: • Gaps in verifying that CCWIS requirements are fully implemented and tested. • Difficulty tracking progress of hybrid sprints and fixed-phase milestones. •	Recommendation 6.2.2.1 IV&V General recommendation with detailed recommendations in the observation document. The initial default setting of the Cardinality JIRA setup is sound, with some easily corrected defects before full deployment of the project instance. Cardinality needs to fix these defects, configure sprint boards, clean up unused fields, and		September IV&V Ongoing Update. Of the original 28 individual recommendations IV&V has been able to confirm that (5) five have been implemented, (7) were withdrawn on basis of HI Thrive recommendations and the remainder were unable to be validated due to access constraints. IV&V	Monitor

	Statement of Work tasks in Section 6, Implementation.  The Cardinality AI HI-THRIVE Jira setup shows gaps in the following areas: - Observation 6.2.2.1.1 JIRA Project Basics - Observation 6.2.2.1.2 Issue Types and Workflows - Observation 6.2.2.1.3 Fields and Screens - Observation 6.2.2.1.4 Permission and Access Control - Observation 6.2.2.1.5 Sprint Boards - Observation 6.2.2.1.6 Notifications - Observation 6.2.2.1.7 Automation Rules - Observation 6.2.2.1.8 Dashboards and Reports - Observation 6.2.2.1.9 Jira Integration and Add-ons - Observation 6.2.2.1.10 Governance	Weak alignment between development work and COTS configuration tasks. • Incomplete or unclear management progress reporting for State and ACF oversight.	enable the basic zero-cost automation and notifications before commencing sprint activity. There are 28 individual recommendations for Jira updates in the Observation.		observed that following Sprint 1 changes have been incorporated into the JIRA issue state management to incorporate changes to the sprint process. 15 unable to confirm.  August IV&V Ongoing Update: Development Sprints started late in the August reporting period. IV&V will observe the JIRA use during the September reporting period and provide an update on the recommendations and any associated mitigations.  July IV&V Ongoing Update: IV&V in collaboration with the HI THRIVE Team updated the detailed observations and recommendations associated with this Summary Observation. Those updates are incorporated into the IV&V Task and Activity Report attached to this Smartsheet. The Vendor agreed to most of the recommendations made by IV&V and will update JIRA accordingly. IV&V will monitor this observation until SPRINTS start and will re-evaluate the JIRA implementation at that time.
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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 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	\$945,047	\$1,150,275	\$201,529	\$192,277	\$324,246	\$74,993	\$90,871	\$61,130	\$226,995	

IV&V Monthly Project Summary	
Year/Month	Monthly Summary
2025 - 9	<p>IV&amp;V PROJECT SUMMARY: WORK COMPLETED: August IVV.5, IVV.7, IVV.10 Report Deliverables Submitted and Approved Deliverable Re-Review SI-18, SI-21 DED Review: None OBJECTIVES: Start SPRINT evaluations, continue Deliverable and DED reviews</p> <p>WORK IN PROGRESS: Sept/Oct IVV.5, IVV.7, IVV.10 Report Deliverables Review of DEDs and Deliverables</p> <p>UNPLANNED OR AD-HOC WORK: Review of Vendor Controlled Correspondence, Vendor Change Request, and associated Vendor Performance Management documentation.</p> <p>PLANNED WORK NOT ACCOMPLISHED:</p> <p>ACTIVITIES PLANNED FOR THE NEXT REPORTING PERIOD: October IVV.5, IVV.7, IVV.10 Continue SPRINT evaluations, 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	2030
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	09/17/26	927d									
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	10/07/25	09/17/26	235d									
CCWIS FODQA Procurement	03/01/24	10/30/25	418d									
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	11/16/27	789d									
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	12/17/26	508d									
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	Sep							
					Aug 31	Sep 7	Sep 14	Sep 21	Sep 28	Oct 5	Oct 12	Oct 19
Labor Day	09/01/25	09/01/25		N/A	Labor 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								09/01/25 - 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
TMS IV&V - Mark Choi	Discuss CCWIS technical topics with Mark Choi	Recurring	Executive IV&V Vendor	Core Team PMO	Every other Friday 07:30 - 08:00 AM HST	30
Weekly Tech Check-in	•Overall Technical Updates •Integration and Data Migration Activities	Recurring	Core Team PMO		Every Thursday 10:00 AM - 10:20 AM HST	20

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

Meeting Name	Purpose / Topics Discussed	Type	Mandatory Attendance	Optional Attendance	Meeting Date	Meeting Length (Minutes)
Training Plan - Discussion (Session 3)	Training Plan Discussion	Topic	Core Team PMO IV&V Vendor Technical Vendor		09/02/25	50
FODQA Procedure for Hardcopy Record Migration Touchbase	DMV/DOT/DHS (CWS) HI THRIVE Interface Kick-off	Topic	Core Team PMO IV&V Vendor Technical Vendor		09/02/25	15
Review of FODQA Field Office Onsite Hard Copy and Electronic Case Record Baseline Assessment Summary (Maui, Molokai, Lanai)	Review of FODQA Field Office Onsite Hard Copy and Electronic Case Record Baseline Assessment Summary (Maui, Molokai, Lanai)	Topic	Core Team PMO IV&V Vendor Technical Vendor		09/03/25	60
Discuss SI-24 Feedback	Discuss questions on IV&V feedback for SI-24	Ad Hoc	Core Team PMO IV&V Vendor		09/04/25	30
Sprint 1 Review Session - Day 1	Day 1 User Stories for Review	Topic	Core Team PMO SME - Business SME - System IV&V Vendor Technical Vendor		09/15/25	180
Training Plan - Discussion (Session 4)	Continue the conversation on the Training Plan	Topic	Core Team PMO SME - Business IV&V Vendor Technical Vendor Training		09/16/25	50
Sprint 1 Review Session - Day 2	Day 2 User Stories for Review	Topic	Core Team PMO SME - Business SME - System IV&V Vendor Technical Vendor		09/16/25	180
Sprint 1 Review Session - Day 3	Day 3 User Stories for Review	Topic	Core Team PMO SME - Business SME - System IV&V Vendor Technical Vendor		09/17/25	180
Sprint 1 Review Session - Day 4	Day 4 User Stories for Review	Topic	Core Team PMO SME - Business SME - System IV&V Vendor Technical Vendor		09/18/25	180
Sprint 1 Review Session - Day 5	Day 5 User Stories for Review	Topic	Core Team PMO SME - Business SME - System IV&V Vendor Technical Vendor		09/19/25	180
Sprint 1 Defect/Bug List Review	Walk through the story list with the Core team to review priorities and determine which stories will be moved to Sprint 2.	Topic	Core Team PMO SME - Business SME - System IV&V Vendor Technical Vendor		09/23/25	50
Sprint 1 - Intake Retrospective	• What went well in Sprint 1? • What challenges did we face in Sprint 1? • What improvements can we make for Sprint 2?	Topic	Core Team PMO SME - Business SME - System IV&V Vendor Technical Vendor		09/25/25	50
Health Calculation Review	Review new project health calculation sheet for accuracy	Ad Hoc	PMO IV&V Vendor		09/26/25	30
Sprint 2 Planning - Referral Day 1	Sprint Planning Session for the Referral Module	Topic	Core Team PMO SME - Business SME - System IV&V Vendor Technical Vendor		09/29/25	180
Training Plan - Discussion (Session 5)	Continue our conversation on the Training Plan	Topic	Core Team PMO SME - Business SME - System IV&V Vendor Technical Vendor		09/30/25	50
HI THRIVE Monthly Project Status	Review monthly status report from Smartsheet dashboard Discuss project health indicators	Topic	Core Team PMO IV&V Vendor		09/30/25	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.