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DEPT. COMM. NO. 306

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

December 23, 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, 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 Hawaiʻi

Attachments (2)

Hawai'i Department of Human Services

Child Welfare Services

HI THRIVE (Comprehensive Child Welfare Information System)

IV&V MONTHLY STATUS DASHBOARD November 2025 Final V1

IV&V Monthly Executive Summary

This IV&V Monthly Activity Report (MAR) covers the November 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.

- The detailed Schedule EV metrics show YELLOW, however, the overall is reflected as RED since the Go-Live has now slipped beyond five months past the Baseline of 8/20206.
- **Budget** RED, **Quality** RED, **Schedule** RED, **Scope** GREEN

November 2025 Executive Summary

During October, the SI-Vendor, Cardinality, notified the State of Hawai'i that it was initiating a Stop Work action due to contract management and payment disputes. Concurrently, Hawai'i issued a Performance Management Action in the form of a Corrective Action Plan (CAP) request due to observed deviations from contract expectations.

Cardinality submitted its initial CAP response on 11/24/2025. Hawai'i subsequently reviewed and rejected the response, requesting a compliant plan addressing all CAP-defined deficiencies by 12/1/2025. The Vendor further informed Hawai'i on 11/18/2025 that it would resume work on 11/24/2025, with Sprint activities to resume on 12/1/2025. With work restarting, IV&V expects the Vendor to develop a fully compliant action plan aligned with the CAP to mitigate harms caused by the Stop Work and to address resulting Go-Live impacts.

One significant area of risk successfully mitigated by the Project Team was the impending expiration of the PMO Support Services contract with ANSA. This contract was set to expire 12/2025, posing a risk of insufficient analytics, testing, and support staffing. The State secured a 90-day bridge extension effective 12/1/2025, and is actively pursuing a longer-term solution expected to provide at least one year of continued support prior to finalization of a long-term RFP. IV&V views this mitigation as a notable success that reduces additional implementation risks.

IV&V continued its review of Vendor deliverables and maintained close collaboration with the HI-THRIVE PMO. Although the SI-Vendor made some improvements following work resumption, IV&V observed that the Vendor continued to submit deliverables that were rejected by Hawai'i due to misalignment between Vendor interpretations and HI-THRIVE expectations. While the PMO's Vendor management activities remain acceptable, the Vendor continues to demonstrate inconsistent performance in meeting contract deliverable obligations, a deficiency specifically addressed in the CAP.

Vendor deliverable development and review performance did not improve during the period. Contract deliverables continue to require an average of 3.3 iterative updates and incur 2.2 rejections per deliverable prior to approval. These metrics remained unchanged from the prior month, largely due to the Stop Work. The HI-THRIVE team established Issue 8 (Deliverable Quality) and continues to monitor and manage this issue with the Vendor.

As of December 1, the Vendor has accrued 750 late deliverable days for currently active, unapproved deliverables, and 679 late days for deliverables already approved. The contract's Liquidated Damages clause of $1,000 per calendar day for late deliverables could result in over $1.5 million in potential LDs if associated impacts to State resources are substantiated.

Despite operating under an approved baselined schedule (SI-5), IV&V continues to observe persistent missed deliverable and milestone dates. IV&V identified 925 active tasks (up from 514), defined as tasks past their planned start dates or scheduled to begin within 45 days of December 1.

Out of 925 active tasks, 740 tasks have schedule deviations:

- 47 tasks are late to finish
- 693 tasks (up from 315) are late to start, a substantial increase attributable to the Stop Work.

The accumulation of late tasks and deliverables has resulted in the planned Go-Live shifting at least five months, from August 2026 to January 2027. IV&V and the HI-THRIVE team documented Risk 40, noting that the Vendor's identified Critical Path is inaccurate and does not reflect actual impacts from late tasks. IV&V and the PMO have requested that the Vendor increase schedule detail, clarify dependencies, and correct Critical Path logic. Mitigation of Risk 40 will require the Vendor to conduct a comprehensive schedule rebuild and re-baseline, ensuring all tasks are reasonable, actionable, measurable, and directly tied to Go-Live and transition-to-operations outcomes.

The current project schedule is untenable, and additional Go-Live delays are likely due to unreflected dependency impacts. Without effective mitigation, the project may exceed the maximum allowable Vendor contract period.

IV&V continues to question the rigor and capability of the Vendor to effectively manage the schedule and associated project tasks. IV&V strongly recommends that the HI-THRIVE PMO and Executive Stakeholders assess the historical patterns of performance and determine whether additional contract or performance management measures are warranted to ensure the successful delivery of the HI-THRIVE system.

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 Vendor stopping and restarting work and the Go-Live date slipping at least five months due to multiple contract tasks that are late to finish or late to start.
- The HI THRIVE PMO is reporting RED for the November Monthly Schedule Scorecard.

IV&V Support Focus Area Health

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

IV&V Architecture Focus Area Health

- There were no new observations for Architecture in November.

IV&V Continuous Delivery Focus Area Health

- IV&V is maintaining YELLOW for Continuous Delivery due to lack of visibility to test data.
- HI THRIVE and IV&V have been unsuccessful in requesting greater visibility to the Vendor testing data. The Vendor has denied access to the test configuration tool Test Rails that feeds test report data to Jira. Without this data IV&V is unable to validate accuracy of test results or overall quality of implementation. Greater visibility to Vendor Test Tools has been identified in the CAP.

IV&V Product Increment Planning Focus Area Health

- IV&V is maintaining YELLOW for Product Increment Planning due to inconsistent Sprint processes.
- Vendor did not complete entry and exit criteria for Sprint 1 and did not complete entry criteria for Sprint 2. The Vendor is expected to start Sprint 3 in December, IV&V will continue monitoring.

IV&V Development Focus Area Health

- IV&V is maintaining YELLOW for Development due to inaccuracy of daily/weekly Sprint status communication.

IV&V Implementation Focus Area Health

- IV&V is maintaining YELLOW for Implementation due to timing of planned Sprints do not meet planned Go-Live or contract dates.

IV&V Project Closure Focus Area is Blue for not enough data to report.

IV&V Active Observations:

Medium Observation 6.2.2.1 Ineffective Jira Configuration and Setup for HI THRIVE.

- IV&V has observed the majority of the Jira Configurations have been updated, outstanding are development of Administrative processes that IV&V, HI-THRIVE, and the Vendor will need to discuss to resolve.

Medium Observation 6.1.1 Ineffective Transparency and Reporting in Agile Ceremonies and Tools.

- IV&V has observed has observed improvements in the pre-Sprint planning processes and will continue monitoring the remainder of Sprint processes through Sprint 3.

Medium Observation 5.0.1 Sprint Iterations are not utilizing effective sprint planning processes.

- IV&V is unable to perform any additional observations until Sprint 3 is formally started. IV&V will monitor through December and the Sprint 3 cycle.

Medium General Security Observation 4.6.2 Vendor vulnerability scanning and penetration testing processes are unclear and present risk.

- IV&V observes that the Vendor has satisfied this Observation and IV&V recommends to close this in the December reporting period.

IV&V Active Observations Summary

IV&V Observation	Observation Title	IV&V Recommendation	State Ongoing Update	IV&V Current Update	Priority	Owner	Date Identified

Number							
6.2.2.1	6.2.2.1 Ineffective Jira Configuration and Setup for HI THRIVE	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 enable the basic zero-cost automation and notifications before commencing sprint activity. There are 28 individual recommendations for Jira updates in the Observation.		November IV&V Ongoing Update IV&V has been able to confirm recommendations have been implemented with the exception of: Observation 6.2.2.1.6 Notifications Observation 6.2.2.1.9 Jira Integration and Add-Ons (HI Access to Test rails) Observation 6.2.2.1.10 Governance (Standard Operating Practices) IV&V recommends that follow up interviews are scheduled with Cardinality's JIRA admin and project solutions architect respectively to observe conformance with recommendations for notifications and standard operating practices.	Medium	marmstrong@dhs.hawaii	06/16/25
6.1.1	Ineffective Transparency and Reporting in Agile Ceremonies and Tools	Recommendations for 6.1.1 Ineffective Transparency and Reporting in Agile Ceremonies and Tools: Recommendation 6.1.1.1.1 Provide HI THRIVE and IV&V with read-only access to TestRail and defect tracking tools Recommendation 6.1.1.1.2 . Improve the accuracy and timeliness of daily standup and weekly Jira reports. Recommendation 6.1.1.1 3. Incorporate IV&V recommendations into Agile ceremonies, ensuring sprint reviews include transparent defect, backlog, and progress reporting. Recommendation 6.1.1.1 4. Align issue tracking and reporting across Jira and Test Rails to ensure consistency, visibility, and compliance with contractual traceability obligations.	December: The state has not received the outstanding Jira bulleted list from IV&V. Once received, we will determine our responses for each and either close or communicate to Cardy for correction. November_2: The CAP has been reviewed and none of the items raised by IV&V were addressed by Cardy with corrective actions. IV&V's CAP response was received by DHS and is under review while DHS formulates their response. November_1: CAP response was received by DHS on 11/10/25 and currently under review. Cardy's responses will affect the state's actions for 6.1.1.1, 6.1.1.3, and 6.1.1.4. For 6.1.1.2, Cardy informed DHS on 11/10/25 that sprint work is still halted. PMO Services recommended that DHS do not move forward with Sprint 2 Retrospective or Sprint Reports until work halt is lifted as these are included within sprint work per Agile best practices and Cardy's SDLC process doc. October: 6.1.1.1, 6.1.1.3, and 6.1.1.4 are part of the Corrective Action Plan. This has been provided to executive leadership and planned to be sent to Cardy by EOD 10/28/25. 6.1.1.2 another email was sent to Cardy on 10/22 specific to issues found in the Sprint 2 test reports. If no response is received from Cardy by 11/3/25 (or 2 days after project work resumes), a project risk will be raised.	November 25: Although the SI Vendor has not yet begun Sprint 3 Agile ceremonies, IV&V notes a positive improvement in the Sprint 3 Planning sessions held with HI THRIVE business stakeholders. The SI team demonstrated increased patience and structure during requirement walkthroughs—reading each functional requirement aloud, asking for comments or concerns, and confirming stakeholder acceptance before moving to the next User Story. This improvement supports better shared understanding and early alignment. These improvements represent early progress toward addressing transparency gaps noted in Observation 6.1.1. While Agile ceremonies and tool-based reporting have not yet met expectations, the more deliberate approach during Planning is helping improve engagement and clarity. However, traceability and reporting visibility remain limited due to the lack of active Sprint ceremonies and insufficient updates in Jira and related tools.	Medium	Michael Armstrong	10/01/25
5.0.1	5.0.1 Sprint Iterations are not utilizing effective sprint planning processes	Recommendation 5.0.1.1 IV&V recommends that the Vendor adopt a SAFe model I1.S1 , I1.S2 , I1.S3, I1.S4 (IP); I2.S5.... With a shortened 1 week Increment Planning sprint occurring once per team for every 3 , three week sprints increasing the overall team efficiency 15% to 90%.	December: DHS is seeing similar patterns in Sprint 3 where there is a bottleneck with testing which is causing the downward burndown trend to start very late in the sprint. This will be raised in the Sprint 3 retrospective and require Cardy to provide a solution for correction to be implemented prior to Sprint 5 Planning. November: Cardy informed DHS on 11/10/25 that sprint work is still halted. This observation cannot be addressed until sprint work resumes.	November 25: Not required on initial observation - Observation type is neutral until it is reviewed by the State and Priority is Medium.	Medium	Michael Armstrong	10/01/25
4.6.2	4.6.2 Cardinality.ai vulnerability scanning and penetration testing processes are unclear and present risk	Recommendation 4.6.2.1 IV&V recommends that the HITHRIVE team request clarification from Cardinality.ai as follows: 1. Will vulnerability scanning be conducted in the HITHRIVE environment? If so, by whom and with what tools? How will the vulnerability scanning, if	December: Scott confirmed Cardy's updates were acceptable so the state believes this should be closed.	November_30: Cardy's addition of requested verbiage to SI-24 Test Plan satisfies this observation. Not required on initial	Medium	Michael Armstrong	10/01/25

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 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	Trend	11/25	10/25	9/25	8/25	7/25	6/25	Baseline	Details:
Health Overall	↓	🟡	🟡	🟡	🟡	🟡	🟡	🟡	17.6% 11/25, 17.3% 10/25, 17% 9/25, 19% 8/25, 18% 7/25, 15% 6/25
Budget Overall	→	🔴	🔴	🔴	🔴	🔴	🔴	🔴	63% 11/25, 63% 10/25, 63% 9/25, 63% 8/25, 66% 7/25, 55% 6/25
Cost Variance Ratio	→	🟢	🟢	🟢	🟢	🟢	🟢	🟢	Cost Variance is less than 1 and negligible change.
Schedule Performance Indicator	→	🔴	🔴	🔴	🔴	🟡	🔴	🔴	24% 11/25, 24% 10/25, 24% 9/25, 21% 8/25, 19% 7/25, 61% 6/25
Quality Overall	↓	🔴	🔴	🔴	🔴	🔴	🔴	🔴	30% 11/25, 29% 10/25, 27% 9/25, 41% 8/25, 34% 7/25, 29% 6/25
Deliverable Quality	↑	🟢	🟡	🟡	🟡	🟡	🟡	🟢	9.9% 11/25, 11% 10/25, 10% 9/25, 12% 8/25, 10% 7/25, 10% 6/25
Deliverable Schedule Variance	↓	🔴	🔴	🔴	🔴	🔴	🔴	🔴	152% 11/25, 147% 10/25, 141% 9/25, 232% 8/25, 191% 7/25
Requirements Process Quality	→	🟢	🟢	🟢	🔵	🔵	🔵	🔵	0% 11/25, 0% 10/25, 0% 9/25
Design Process Quality	↑	🟢	🟡	🟢	🔵	🔵	🔵	🔵	2.2% 11/25, 14% 10/25, 2.25% 9/25 GREEN to YELLOW
Sprint Process Quality	↑	🟡	🔴	🔴	🔵	🔵	🔵	🔵	18% 11/25, 40% 10/25, 56% 9/25
Test Process Quality	→	🟡	🟡	🟡	🔵	🔵	🔵	🔵	Unable to measure, denied access from Vendor, YELLOW
Schedule Overall	↓	🟡	🟡	🟡	🟡	🟡	🟡	🟢	18% 11/25, 17.3% 10/25, 17% 9/25, 15% 8/25, 14% 7/25, 12% 6/25
Milestone Variance	→	🟡	🟡	🟡	🟡	🟡	🟡	🟢	15% 11/25, 15% 10/25, 15.3% 9/25,14% 8/25, 12% 7/25, 15% 6/25
Schedule Variance	↓	🟡	🟡	🟡	🟡	🟡	🟡	🟡	20% 11/25, 17.3% 10/25, 17% 9/25, 16% 8/25, 16% 7/25, 15% 6/25
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	🟡	🔴	Schedule shows Go-Live delayed.
2.0 Support Process IV&V	🟡	🔴	Late deliverables exceeding Liquidated Damage thresholds.
3.0 Solution Architecture	🟢	🔵	No observations.
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 or 2.
6.0 Development IV&V	🔵	🟡	Sprint updates inaccurate, will re-measure until Sprint restart
7.0 Implementation IV&V	🔵	🟡	Go-Live >90 days, Implementation exceeds contract
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)	
.Green 0-10	Yellow 10-20	Red >20	.

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 Current and Ongoing Update	Status
Ineffective Transparency and Reporting in Agile Ceremonies and Tools	Observation 6.1.1 Ineffective Transparency and Reporting in Agile Ceremonies and Tools. The IV&V team observes that the SI Vendor's current Agile practices and supporting tools do not provide adequate visibility or accountability for HI THRIVE. Specifically, IV&V has been denied visibility into defects, which limits its ability to conduct independent verification. Daily standups during Sprint 1 have not been accurately reported, and Jira reports from daily standups and weekly status updates are either missing or untimely. While the vendor is effectively using TestRail internally, access has been denied to both HI THRIVE and IV&V, further reducing transparency.	Impact 6.1.1 Ineffective Transparency and Reporting in Agile Ceremonies and Tools. These gaps result in limited traceability, reduced confidence in reporting accuracy, and the inability of IV&V to validate progress or identify risks in a timely manner independently. The lack of standardized reporting and access to tools prevents DHS and ACF from obtaining a clear view of project health, scope control, and quality outcomes.	Recommendations for 6.1.1 Ineffective Transparency and Reporting in Agile Ceremonies and Tools: Recommendation 6.1.1.1.1 Provide HI THRIVE and IV&V with read-only access to TestRail and defect tracking tools Recommendation 6.1.1.1.2 . Improve the accuracy and timeliness of daily standup and weekly Jira reports. Recommendation 6.1.1.1 3. Incorporate IV&V recommendations into Agile ceremonies, ensuring sprint reviews include transparent defect, backlog, and progress reporting. Recommendation 6.1.1.1 4. Align issue tracking and reporting across Jira and Test Rails to ensure	December: The state has not received the outstanding Jira bulleted list from IV&V. Once received, we will determine our responses for each and either close or communicate to Cardy for correction. November_2: The CAP has been reviewed and none of the items raised by IV&V were addressed by Cardy with corrective actions. IV&V's CAP response was received by DHS and is under review while DHS formulates their response. November_1: CAP response was	November 25: Although the SI Vendor has not yet begun Sprint 3 Agile ceremonies, IV&V notes a positive improvement in the Sprint 3 Planning sessions held with HI THRIVE business stakeholders. The SI team demonstrated increased patience and structure during requirement walkthroughs—reading each functional requirement aloud, asking for comments or concerns, and confirming stakeholder acceptance before moving to the next User Story. This improvement supports better shared understanding and	Open

	Additionally, the vendor continues to disregard IV&V recommendations to enhance Agile ceremonies, including accurate sprint reporting and improved utilization of configuration management tools.		consistency, visibility, and compliance with contractual traceability obligations.	received by DHS on 11/10/25 and currently under review. Cardy's responses will affect the state's actions for 6.1.1.1, 6.1.1.3, and 6.1.1.4. For 6.1.1.2, Cardy informed DHS on 11/10/25 that sprint work is still halted. PMO Services recommended that DHS do not move forward with Sprint 2 Retrospective or Sprint Reports until work halt is lifted as these are included within sprint work per Agile best practices and Cardy's SDLC process doc. October: 6.1.1.1, 6.1.1.3, and 6.1.1.4 are part of the Corrective Action Plan. This has been provided to executive leadership and planned to be sent to Cardy by EOD 10/28/25. 6.1.1.2 another email was sent to Cardy on 10/22 specific to issues found in the Sprint 2 test reports. If no response is received from Cardy by 11/3/25 (or 2 days after project work resumes), a project risk will be raised.	early alignment. These improvements represent early progress toward addressing transparency gaps noted in Observation 6.1.1. While Agile ceremonies and tool-based reporting have not yet met expectations, the more deliberate approach during Planning is helping improve engagement and clarity. However, traceability and reporting visibility remain limited due to the lack of active Sprint ceremonies and insufficient updates in Jira and related tools. There still exists a lack of visibility of overall work accomplished and accurate velocity of work. The Vendor is working at the sub-task level, however the sub-tasks are not effectively aggregated to show progress to the parent tasks (User Stories). 38 functional stories 52 technical stories (486 points), 105 functional sub-tasks associated with only 15 complete, however only 1 user story is complete with 2 subtasks. Sprint 30% complete. Subtasks are increasing as the sprint moves along without visibility to the impact to overall scope of work. Without a report/dashboard that associates sub-tasks to user stories there is reduced visibility of risk to user story progress and reduced visibility of actual work being accomplished. Daily ceremonies focus on the individual discreet tasks but there is no visibility to overall status/priority that should help determine the cadence and path of work being picked up/assigned. Initial update: Not required on initial observation - Observation type is neutral until it is reviewed by the State and Priority is Medium.	
5.0.1 Sprint Iterations are not utilizing effective sprint planning processes	5.0.1 Vendor's current sprint process combines sprint planning (Increment Planning) with delivery execution	5.0.1 The combination of sprint planning and delivery execution results in an inefficient project schedule and negatively impacts the project team's capability to measure execution burn down across sprints. The first week of each sprint is currently dedicated to sprint planning, no actual sprint configuration and test activities occur until week two. This results in an involuntary stop for the majority of the development and quality assurance team every fourth week with development and QA sprinting at only 75% of their true capacity. Combining the planning and execution in a single sprint has a secondary negative impact of deferring burndown against story points until one third into the sprint.	Recommendation 5.0.1.1 IV&V recommends that the Vendor adopt a SAFe model I1.S1 , I1.S2 , I1.S3, I1.S4 (IP); I2.S5.... With a shortened 1 week Increment Planning sprint occurring once per team for every 3 , three week sprints increasing the overall team efficiency 15% to 90%.	December: DHS is seeing similar patterns in Sprint 3 where there is a bottleneck with testing which is causing the downward burndown trend to start very late in the sprint. This will be raised in the Sprint 3 retrospective and require Cardy to provide a solution for correction to be implemented prior to Sprint 5 Planning. November: Cardy informed DHS on 11/10/25 that sprint work is still halted. This observation cannot be addressed until sprint work resumes.	December 25: Sprint 3 in progress IV&V continuing observation. Planning review cycle was shortened but was still incorporated into the development cycle. Entered Sprint with all functional pre-Sprint items completed and set to ready, prior to the Product Owner meeting and validated each functional item during the PO meeting; technical items were not reviewed with any party. IV&V continues to recommend that HI-THRIVE technical personnel (Michael or ETS) review and approve the readiness of the technical User Stories prior to sprint initiation. November 25: Not required on initial observation - Observation type is neutral until it is reviewed by the State and Priority is Medium.	Open
4.6.2 Cardinality.ai vulnerability scanning and penetration testing processes are unclear and present risk	4.6.2 IV&V observes that: 1. While ACF and CFR requirements do not specifically include requirements for vulnerability scanning or penetration testing, the HITHRIVE system has been identified as requiring information	4.6.2 IV&V observes that without knowing whether and how vulnerability scanning and penetration testing will be conducted on the production HITHRIVE environment,	Recommendation 4.6.2.1 IV&V recommends that the HITHRIVE team request clarification from Cardinality.ai as follows: 1. Will vulnerability scanning be conducted in the HITHRIVE environment? If so, by whom and with what tools? How will the	December: Scott confirmed Cardy's updates were acceptable so the state believes this should be closed. November_2: Cardy	December 25: IV&V Recommends close with the successful update by the Vendor of security verbiage. November_30: Cardy's	Open

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 2026**	**Remaining on Contract**	**Q1 Oct - Dec 2025**	**Q2 Jan - March 2026**	**Q3 April - Jun 2026**	**July 2026**	**August 2026**	**Sept 2026**	**Q4 July - Sept 2026**	**Reason for Variance**

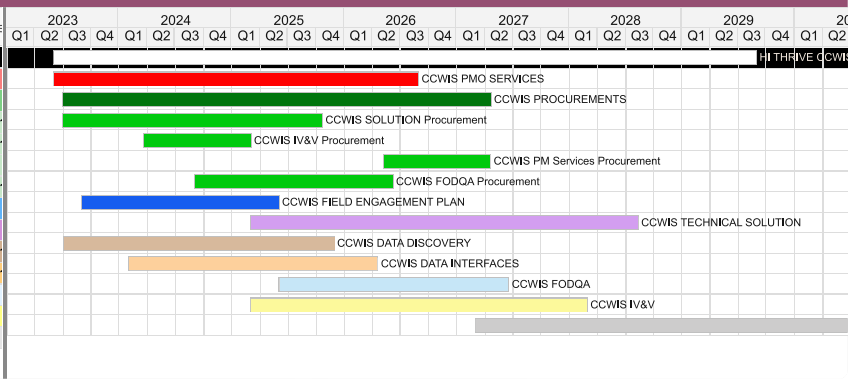
Contractor: TMS IV&V	$2,095,322	$131,680	$1,963,642	$131,680	$0	$0	$0		$0	$0

IV&V Monthly Project Summary

Year/Month	Monthly Summary
2025 - 11	"IV&V PROJECT SUMMARY: WORK COMPLETED: October IVV.5, IVV.7, IVV.10 Report Deliverables Submitted and Approved Deliverable Re-Review SI-18, SI-24, SI-14 DED Review: None OBJECTIVES: Re-Start SPRINT evaluations, continue Deliverable and DED reviews WORK IN PROGRESS: Nov/Dec IVV.5, IVV.7, IVV.10 Report Deliverables Review of DEDs and Deliverables UNPLANNED OR AD-HOC WORK: APDU Review Continued Review of Vendor Performance Management documentation. PLANNED WORK NOT ACCOMPLISHED: ACTIVITIES PLANNED FOR THE NEXT REPORTING PERIOD: December IVV.5, IVV.7, IVV.10 Continue SPRINT evaluations, review of vendor artifacts as delivered."

HI THRIVE Comprehensive Project Plan Summary

Summary Task / Milestone	Start Date	End Date	Duration	% Complete
HI THRIVE CCWIS Project	**12/01/22**	**02/28/29**	**1617d**	
CCWIS PMO SERVICES	**12/01/22**	**02/27/26**	**811d**	
CCWIS PROCUREMENTS	**12/30/22**	**10/20/26**	**950d**	
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	**11/07/25**	**10/20/26**	**235d**	
CCWIS FODQA Procurement	**03/01/24**	**12/04/25**	**441d**	
CCWIS FIELD ENGAGEMENT PLAN	**03/01/23**	**11/29/24**	**437d**	
CCWIS TECHNICAL SOLUTION	**09/03/24**	**02/11/28**	**850d**	
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**	

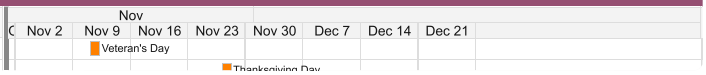


IV&V Calendar and Meetings Attended

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
Veteran's Day	11/11/25	11/11/25		N/A
Thanksgiving Day	11/27/25	11/27/25		N/A



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 •Items Requiring Intervention •Open Discussion	Recurring	Core Team PMO SME - System IV&V Vendor		Every Thursday 10:00 AM - 10:20 AM HST	20
Bi-Weekly Data Migration Meeting	•Integration and Data Migration Activities	Recurring	Core Team PMO SME - System IV&V Vendor		Every other Wednesday from 11:00 AM to 11:50 AM	50

Project Meeting Register with IV&V Attendance

Meeting Name	Purpose / Topics Discussed	Type	Mandatory Attendance	Optional Attendance	Meeting Date	Meeting Length (Minutes)
ACF Prep Meeting	Review ACF agenda Create responses to DHS-related agenda bullets Begin presentation creation	Topic	Core Team PMO SME - Business IV&V Vendor		11/04/25	60
PMO Transition Documents Walk-Through	• Controlled Correspondence review • A.21 Transition Plan walk-through • A.22 Transition Memo walk-through • Transition tasks/milestones walk-through • Next Steps for Transition	Topic	Core Team PMO	IV&V Vendor	11/07/25	80
ACF Hawaii Triannual Call	Updates from ACF HI THRIVE Project Status	Topic	Executive Core Team PMO Federal		11/12/25	60

			SME - Business IV&V Vendor			
SI-24 Test Plan V7 Pre Submission Meeting	Cardy conducted review of changes made to address comments for latest submission	Topic	Core Team PMO IV&V Vendor Technical Vendor		11/13/25	30
A.8 Deliverable Review Process Transition	• Deliverable Review Process Walk-Through • Process Alignment with Actors	Topic	Core Team PMO IV&V Vendor		11/18/25	50
HI THRIVE VPN Discussion	Meeting schedule to discuss how Cardinality needs to connect to HI VPN network for purpose of Data Conversion/Migration and implementation.	Topic	Core Team PMO SME - System IV&V Vendor Technical Vendor		11/18/25	30
Office Hours for Sandbox Environment	Cardinality hosting optional office hours for anyone who would like assistance accessing the sandbox environment or has questions about navigating the system.	Topic	Core Team PMO IV&V Vendor Technical Vendor	Steering SME - Business SME - System Training	11/19/25	90
Office Hours for Sandbox Environment	Cardinality hosting optional office hours for anyone who would like assistance accessing the sandbox environment or has questions about navigating the system.	Topic	Core Team PMO IV&V Vendor Technical Vendor	Steering SME - Business SME - System Training	11/20/25	90
Sprint 3 Planning Meeting for Licensing	Review User Stories with Product Owners for Sprint 3 focused on Licensing.	Topic	Core Team PMO SME - Business IV&V Vendor Technical Vendor	SME - System	11/24/25	120
Sprint 3 Planning Meeting for Assessment	Review User Stories for Sprint 3 focused on Assessment module.	Topic	Core Team PMO SME - Business IV&V Vendor Technical Vendor	SME - System Training	11/24/25	120
HI THRIVE Monthly Project Report Review	Review monthly status report from Smartsheet dashboard Discuss project health indicators	Topic	Core Team PMO IV&V Vendor Technical Vendor		11/26/25	30
SI-14 Intake Module Update Review	Review the changes made to deliverable SI-14 as a result of the Sprint 1 configuration of Intake module.	Topic	Core Team PMO SME - Business SME - System IV&V Vendor Technical Vendor	Training	11/26/25	50

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.