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DEPT. COMM. NO. 445

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

July 31, 2026

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 2026 Transition Readiness Assessment Report for the State of Hawaiʻi Department of Human Services, Child Welfare Services Branch, HI-THRIVE Modernization Project, as received by the Office of Enterprise Technology Services.

In accordance with HRS section 93-16, this report may be viewed electronically at http://ets.hawaii.gov (see "Reports").

Sincerely,

Christine M. Sakuda
Chief Information Officer
State of Hawaiʻi

Attachments (2)

HI THRIVE CCWIS
Transition Readiness Assessment Report

Decision Recommendation	NO GO
Current Target Go/No-Go Date	October 14, 2026
Current Statewide Rollout Target	November 2, 2026
Prepared Date	July 15, 2026

Executive Summary

The Accenture IV&V team has been a part of the HI THIRVE project since June 1, 2026 during which time IV&V completed the June Monthly report with a comprehensive evidence base, and continued attention to system documentation with Deliverable SI-21 Data Mapping and SI-14b Functional Design in particular to inform an initial Transition Readiness report. The purpose of a Transition Readiness Report is to thoroughly consider the aspects of the projects from kick-off to now that should have prepared the State for go-live at this point in their schedule. Current HI THRIVE project evidence shows that the program is making progress toward the November 2, 2026 statewide rollout target however, it remains under heightened schedule and readiness pressure. DHS does not have a plan-versus-actual view across design, build, test, and go-live readiness, which makes it more difficult to determine whether the current trajectory is sufficient for statewide rollout on November 2, 2026. At this stage, the available evidence does not yet demonstrate that the program has achieved enough verified readiness across the technical, operational, and business dimensions needed for a defensible Go recommendation. This is not uncommon for large system implementations of this nature however, the items enumerated in each readiness dimension and the path to a "Go" decision will be monitored closely.

Top-Line Readiness Checklist
IV&V evaluates Transition Readiness across three dimensions: Technical, Operational, and Business. IV&V asks, is the implementation technically sound? Are the proper operational supports in place following Go-Live? Lastly, are the users across the business ready for adoption? IV&V uses the Red, Yellow, Green ranking defined in the Appendix

Readiness Dimension	Current Status	Top-Line Assessment
Technical Readiness	**NO GO**	Core technical readiness is not yet sufficiently evidenced for a Go recommendation.
Operational Readiness	**NO GO**	Operational readiness remains insufficient for statewide cutover and sustained production support.
Business Readiness	**NO GO**	Business readiness is not yet supported by enough completed training, readiness, and adoption evidence.

This Recommendation Could Move to "Go" if DHS receives:

- Timely, objective evidence that critical technical, operational, and business readiness conditions have been met
- That required deliverables are approved or conditionally accepted with satisfied conditions
- Contingency, rollback, hypercare, and handoff arrangements are defined, staffed, and executable.

Path to a Potential Go Decision

The following table outlines an order of operations in which key milestones should be met, with recommended exit conditions leading up to the November 2, 2026 Go Live date.

Date	Milestone / Gate	Why It Matters	Condition
July 3, 2026	Configuration Complete	Complete Application core build to agreed design, allowing sufficient time for a complete end to end test of workflows by the System Integrator prior to UAT.	Refer to SIT Entry Criteria (includes that modules are built to agreed requirements and user stories). Modules can move to SIT iteratively as criteria are met.
July 31, 2026	Ready for UAT Decision Point	UAT entry is a core readiness inflection point.	Refer UAT Entry criteria (includes tester access, environment readiness, solution build and system test complete, UAT preparation complete). HI THRIVE UAT is planning to begin on schedule with a selection of workflows that do meet the designated Entry Criteria, with an iterative update over the first 3 weeks to achieve full Release 1 scope.
September 18, 2026	Go/No-Go Decision Point	Decision point for production deployment approval.	All critical evidence reviewed; decision package complete; recommendation may move to Go if thresholds are met. Includes completion of all test phases; deployment planning. End user and support team training and Production environment setup is anticipated pending at this date, leading to a potential Conditional Go.
November 2, 2026	Statewide production rollout	Statewide cutover target.	Proceed only if Go decision is supported by complete evidence and executable contingency arrangements.

Cross-Cutting Themes Informing the HI THRIVE Go-Live Decision:

In addition to the milestones above, any Go Live decision should consider the persistent themes seen throughout all dimensions:

Governance Decision Readiness: IV&V maintains that project status reporting is not yet decision-ready and current materials do not provide a clear plan-versus-actual view of status based on evidence data-points across design, build, test, and go-live readiness. IV&V believes that DHS is unable to assess the critical path and decisions required to achieve the Go Live date and recommends a concise weekly plan-on-a-page and aggregate progress metrics supported by documented variance explanations.

Risks, Dependencies, and Decision Points: IV&V has consistently found that while work may exist, gaps in documented evidence mean not all information can be verified – leading to gaps in understanding all risks, dependencies, and DHS-endorsed decision points ahead of a Go Live. These documentation gaps themselves remain important findings even when underlying work may exist.

Critical Deliverables & Open Acceptance Conditions: Of the existing documentation and deliverables, quality and attention to detail in deliverables is improving but should be closely monitored as key deliverables are due ahead of the scheduled Go Live date and will be one crucial aspect in demonstrating readiness for a Go decision to DHS and ACF. With schedule tightening, it will be increasingly important for documentation to be high quality up front.

Readiness by Dimension

Technical Readiness

Technical readiness should be considered below threshold for "Go" at this time. The current evidence base shows red status for data migration and unresolved concerns in testing readiness, interface readiness, and technical readiness evidence. The data-mapping and conversion record remains incomplete enough to limit conversion confidence, while UAT readiness remains dependent on training, role-based access, traceability, and complete test materials. Security and privacy readiness work is progressing, but independent readiness evidence remains incomplete for the current reporting period. Taken together, these conditions support a "No Go" recommendation until the technical evidence package is materially stronger.

Area	Status	Evidence
Discovery	Complete	• Extended discovery process resulted in verified requirements and defined user stories in Jira.
Design and Build	In Progress	• The Design and Build phase of the project is now scheduled to be completed, although 2 additional Sprints were added to address client design feedback and no application all modules are as yet complete. • A current application completion status is not available but 2/9 workstreams are projected to be 100% "UAT Ready" by 8/3, 6/9 partially ready, with the remainder available to UAT over 2 successive weeks. • Final design documentation is to be finalized after UAT, raising the risk of further feedback to the documentation due to design errors. This requires active design defect prioritization during defect triage, and agreement by DHS, to mitigation potential schedule slippage. • A documentation completeness gap is illustrated by SI-21, which has been reviewed twice with the same finding: Data Flags for elements required to demonstrate federal reporting compliance were absent from the deliverable. Subsequent discussion confirmed that these flags are being tracked, but on a separate spreadsheet that has not been submitted as part of the deliverable. • Release 1 scope, versus Release 2 scope, must be documented by the SI and approved by DHS to confirm this phase is complete.

Integrations	In Progress	• Of the 16 integrations in original scope, 1 has been descoped due to partner availability. Of the remaining 15: 2 have completed full testing and are UAT ready; 5 are build complete and awaiting end-to-end testing with partners; 5 are build complete but untested; and 3 have not yet started. • The 3 not-started integrations are in RED status with no agreed design. • SIT is planned to complete on 7/24 but requires reforecasting to account for the incomplete integrations. UAT is scheduled to commence on 8/3 with partial scope, with additional integrations added on 8/14 and 8/21 to complete full scope coverage.
Data Migration	In Progress	• Mock conversions began July 6, 2026, • The last submission included 14 ERD documents that had not been reviewed in prior submissions. SI-21 data-mapping deliverable recently reviewed resubmission with a second disposition of "Revise and Resubmit" to address 9 critical findings and 24 major findings relating to traceability from legacy to the new system. • Transformation logic is absent for 32-36% of mapping rows in CPSS, SHAKA, BINTI, and AFCARS, and other key Federal reporting coverage remains unconfirmed.
System Integration and Supplemental Testing	In Progress	• SIT testing is on-going and will need to extend duration to complete external integrations. • Accessibility and performance testing have not meaningfully started.
User Acceptance Testing	Not Started	• Test Scripts writing starts 7/14. • Environment readiness for UAT is pending validation. • UAT scheduled to begin 8/3. • UAT Entry Criteria requires alignment and endorsement • At present,4/15 UAT entry criteria are met with 10/15 expected by 7/31. Subset of full functionality availability to testers with additional functionality being delivered after post UAT

Operational Readiness

Operational readiness remains a principal decision barrier. The current available documentation states that Hawaii-specific maintenance and operations roles, handoffs, post-go-live support model, and operating scope remain insufficiently defined. Additionally, the available evidence does not yet demonstrate that cutover, rollback, hypercare, operational handoff, and readiness gates are sufficiently defined and tested. A trained workforce alone does not establish operational readiness; the operating model, support tiers, ownership, escalation, and day-one support capabilities must also be in place and evidenced. On that basis, operational readiness is not yet at a "Go" threshold.

Area	Status	Evidence
Deployment	In Progress	• DHS and the CCWIS SI continue to prepare for Go Live readiness with key deliverables SM-1-Migration Plan within a second review cycle, and SI-38 Roll Out Plan and SI-41 Statewide Deployment Plan pending. • The Staging environment is being established,

		Production environment has not started
Rollback/Contingency	In Progress	• SI-38 Roll Out Plan is the future deliverable which IV&V will be able to evaluate rollback and contingency planning for deployment
Post-Go-Live Hypercare	In Progress	• Hypercare exit criteria are identified conceptually in SI-38 Rollout Plan DED • However, current evidence does not yet demonstrate a fully evidenced, Hawaii-specific hypercare model or plan (such as objectives, planned stabilization releases, service management and support approach, capacity, roles and responsibilities, approach for transitioning residual open testing defects to hypercare for resolution and closure).
M&O Model for HI THRIVE	In Progress	• The Manage and Operate Support Model for HI THRIVE after Go Live is yet to be defined. A deliverable SM-1 M&O Migration Plan was intended to define the model but this has been deferred and so will need to be separately documented in time for adequate support readiness activities. • The lack of support model clarity risks unmet dependencies such as staffing, roles, training and IT service management tool provisioning.
Support Readiness	In Progress	• Support team training materials are in development, pending identification of a team to provide them to and accept them. • Standing up of all required support teams (including DHS call center, tooling, technical capability support), allowing time for their understanding of roles and responsibilities, knowledge transfer and/or training completion will be scheduled once the support model is confirmed. • Validation of support team operational readiness is yet to be scheduled.
Disaster Recovery & Business Continuity	In Progress	• SI-19 Disaster Recovery and Business Continuity Plan Deliverable was recommended by IV&V to revise and resubmit • Important procedural and evidentiary gaps, including incomplete business continuity response procedures and placeholder evidence sections. • Operational recovery content is incomplete, including post-recovery reconciliation/audit logging, interface recovery sequencing/validation, and explicit disaster recovery functional limitations language

Business Readiness

Business readiness should also be considered below “Go” threshold. The current evidence set shows training and user readiness in red status and notes that statewide user-readiness evidence is not yet sufficient to confirm readiness. The training deliverable record indicates unresolved issues around training asset completeness, approval evidence, readiness survey timing, and sustainment planning. OCM planning is underway, but role-based training completion, user-readiness evidence by stakeholder group, and readiness to absorb the new operating model are not yet demonstrated at the level needed for a statewide Go decision.

Area	Status	Evidence
End User Training	In Progress	• SI-32 has gaps in training manuals, end user guides, and other training materials that must be addressed • Training is scheduled to begin September 2026
User Readiness	In Progress	• At present, in SI-32 Deliverable, User-readiness evidence is incomplete, with missing final user-readiness survey instruments and no preliminary survey results
Organizational Change Management	In Progress	• OCM workstream is progressing but remains at a developing maturity level. • IV&V recommends continued executive attention to ensure upcoming OCM deliverables explicitly address process readiness, stakeholder coverage, policy/procedure transition, workforce adoption risks, and documented cutover readiness criteria
Communications	In Progress	• OCM team has submitted the draft Communications Plan • Final Communications Management Plan due August 17, 2026

Appendix

Index	Definition for Top-Line Readiness Checklist
GREEN	**On track.** No significant risks or issues. Progressing as planned. For this checklist, use Green when objective evidence is present and no material blocker is preventing movement to the next readiness gate.
YELLOW	**At risk.** Issues have been identified that require attention; mitigation is in progress or needed. For this checklist, use Yellow when readiness is partially evidenced, but open gaps, dependencies, or approvals still need resolution before the area can support a Go recommendation.
RED	**Off track.** Critical issues threaten milestone, quality, or compliance, and immediate action is required. For this checklist, use Red when key evidence is missing or critical blockers mean the area does not currently support a Go recommendation.
BLUE	**Insufficient data** during this period to make a determination

END REPORT