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STATE OF HAWAI'I | *KA MOKU'ĀINA O HAWAI'I*
DEPARTMENT OF ACCOUNTING AND GENERAL SERVICES | *KA 'OIHANA LOIHELU A LAWELAWE LAULĀ*

OFFICE OF ENTERPRISE TECHNOLOGY SERVICES | *KE'ENA HO'OLANA 'ENEHANA*

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August 19, 2026

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 July 2026 report for the State of Hawai'i 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 Hawai'i

Attachments (2)

HI THRIVE CCWIS | DHS-26-CCWIS-9879

Monthly IV&V Report

IV&V.2 — Independent Verification and Validation

Reporting Period	July 7, 2026 – July 31, 2026
Report Number	MRR-2 (Report 2 of 7)
Date Submitted	July 31, 2026
Prepared By	Accenture IV&V Team
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Distribution	DHS Project Manager, CCWIS Executive Team, ACF

ACCESSIBILITY NOTICE: This report meets the accessibility requirements contained in the Hawaii Electronic Information Technology Disability Access Standards

Revision History

Date	Version	Description	Author
July 31, 2026	V1	Submission	Accenture IV&V

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Executive Summary

Overall Project Health Assessment

In July 2026, the IV&V team continued its independent oversight of the Hawai'i HI THRIVE project with a focus on assessing readiness for User Acceptance Testing (UAT) and the planned November 2, 2026 statewide rollout. Since transition-in, the IV&V team has continued to review project schedules, governance materials, deliverables, testing activities, readiness planning artifacts, data migration documentation, risks and issues, and operational readiness activities. Many of these artifacts have improved in substance and quality of reporting. In addition to formal reviews, IV&V has participated in weekly governance forums, executive discussions, ad hoc working sessions, deliverable walkthroughs, data mapping workshops, integration planning meetings, and UAT readiness activities alongside all other vendors of the HI THRIVE work. These activities continue to provide an evidence base from which IV&V assesses project health and readiness.

As with our initial assessment, our role is to provide independent facts, observations, and recommendations that enable DHS leadership to make informed decisions. Governance and reporting have improved, project teams have demonstrated a strong willingness to collaborate in addressing issues, and progress has been made toward UAT readiness, release planning, and resolution of prior IV&V observations. These are positive signs and reflect a project team working actively to address known challenges. While meaningful progress has occurred during this reporting period, the project continues to face several material risks as it transitions from planning into execution:

- **Schedule compression** remains evident across multiple workstreams, with milestone adjustments and increasing overlap between design completion, integration testing, data migration, readiness activities, and UAT execution.
- **Data conversion** readiness remains one of the most significant project risks due to unresolved data mapping concerns, migration traceability questions, and pending validation of revised deliverables.
- Build completion, system Integration testing, integration testing, other vendor testing, and readiness **activities remain in progress past rebaselined schedule completion dates** increasing schedule compression and risk to **Release 1 readiness**. This has been partially mitigated by a vendor-proposed move of select scope from Release 1 to 2.
- **UAT is due to begin August 3, and represents the State's primary, contractual validation mechanism**. It has shifted to a 3-wave iterative delivery of functionality. This **reduces the time for UAT defect resolution**, increasing risk to UAT completion on schedule.
- Additionally, **integration** delivery continues to present risk, with dependencies across partner agencies, incomplete interfaces, and continued refinement of Release 1 versus Release 2 scope requiring active management and executive oversight.
- IV&V cannot confirm federal reporting readiness. With this risk remaining open, the **potential for financial penalties for AFCARS non-compliance**, structured under federal regulation (45 CFR § 1355.47) is increasing.

The most consequential observation during this reporting period is that **the project's schedule contingency continues to diminish** as critical-path activities converge. Based on the evidence reviewed this period, IV&V's assessment is that the project remains in a fragile status with **substantial risk to the State of going Live**.

Project Health Scorecard

The Project Health Scorecard provides a color-coded summary of project status across key dimensions. Status ratings use a four-level scale:

GREEN	Satisfactory. No significant risks or issues, or adequately under mitigation. Progressing as planned with <10% variance.
YELLOW	Caution. Risks, Issues identified and their mitigations require attention. Progress against plan variance is >10% - <20%.
RED	Critical. Requires immediate attention to retain current schedule / scope / budget / compliance. Variance to plan >20%.
BLUE	Insufficient data during this period to make a determination

Dimension	July	June	Prior IV&V Vendor Report (April)*	Trend / Observation
Schedule	**YELLOW**	**YELLOW**	GREEN	YELLOW trending RED. Current evidence continues to point to schedule compression, tasks incomplete against the re-baselined plan, and insufficient plan-versus-actual visibility. DHS has moved some scope to a Release 2 schedule for early 2027. Project schedule demonstrates shift right for end of Integrations sprints, data migration, SIT, Performance and ADA testing. In part this is due to iterative process but is a watch point as the project enters UAT. Critical path concerns include SI-14 Design remains open, with addition of 2 sprints to resolve client design feedback. Additionally, UAT "3 Waves" approach adds schedule pressure and complexity.
Scope	**YELLOW**	**GREEN**	GREEN	YELLOW. All scope is planned for delivery, however delineation between Release 1 and Release 2 is needed. The RTM and other documents will require updating to show actual completion by release. Integrations scope now shows: 9 Integrations remain in Release 1, 7 are moved to Release 2, 1 removed from scope as it is not needed. Impacts to UAT tests and other downstream plans are being assessed by the project team.
Quality	**YELLOW**	**YELLOW**	GREEN	YELLOW.

				Reported system SIT test outcomes are reported as tracking to expectations but show 30 of 47 test cases covered and passed. Total universe of tests is not reported or available in Test Rail system. Unable to verify which integrations have fully passed and are ready for UAT. Deliverable quality remains mixed although team coordination is positive. SI-33 and SI-21 are open as Revise and Resubmit.
Cost	**GREEN**	**GREEN**	GREEN	GREEN. Project expenditure remains behind baseline plan due to schedule revision. Since payments are deliverable based, this remains a watch item.

Top Findings and Recommended Actions

The findings below are a summary across IV&Vs observations, risks, and issues.

#	Priority	Finding	Recommended Action	Proposed Owner	State Update	Date Identified
1	High	Project Governance to make decisions on design, the release approach, critical path schedule, scope prioritization across releases can be improved to fully communicate the consequence of decisions to all parties.	Continue to require a weekly plan-on-a-page and aggregate progress metrics (design/ build/ test/ critical path) supported by documented narrative variance explanations. Variance explanations become increasingly important as timeline compression continues. Reference required release quality thresholds per workstream and respective critical path.	CCWIS PMO, supported by CCWIS SI, OCM	*Status meeting cadence and reporting has been revised, with gradual increase in vendor data for leadership. IV&V recommends continued improvement e.g. revised schedule past rebaseline, pass / total scripts, planned vs actual, defects by severity, clear communication of decisions & business impact.*	6/15/2026
2	Medium	Quality / Technical Debt Transparency (inherited observation from prior IV&V)	Recommend standard test metrics be included in weekly and monthly status reports (execution and pass rate, defect aging by severity per workstream).	CCWIS PMO	*Status meeting cadence and reporting has been revised to reflect positive progress but IV&V recommends continued monitoring of dates and progress across all the project lifecycle*	12/30/2025
3	High	System Integration Test status. SIT is extended into UAT following the "3 Waves" approach. This is "just in time" and will require careful coordination.	Develop action plan to prioritize integrations for Release 1 based on business need and feasibility. Recommend Test status for SIT on daily basis of tests in scope, tests run and results.	CCWIS SI	*Working-level status refresh for improved communication and ETCs, risk mitigation options HI Thrive is considering given raised risk levels of elongated SIT/compressed UAT.*	6/15/2026
4	High	Data conversion and data-quality risks remain significant as Mock Conversations are extended into UAT timeframe. Issue include open mapping gaps, duplicate-record review demands, and do-not-migrate traceability questions	Require a remediation plan for mapping gaps and duplicate records, define measurable data-quality acceptance thresholds, and confirm DHS-approved migration decision and impacts between Release 1 and 2 functionalities.	CCWIS SI	*DHS meeting to close the gaps and preparing to return SI-21 on 7/31*	6/19/2026
5	High	DHS CCWIS Production Support roles are insufficiently defined	DHS CCWIS Production Support roles remain	DHS Program Director	*Updates continue to be made to SM-1 with*	6/15/26

		and as-yet not fully staffed.	insufficiently defined and not fully staffed, and Hawaii-specific M&O roles, responsibilities, and operational scope have not been defined despite Cardinality advancing M&O deliverable development against them. The risk is twofold: DHS won't be ready to operate the system post-go-live, and completed M&O artifacts (SM-1, SM-3, SM-4, SI-35, SI-36) may not align with actual state needs requiring rework. SM-1 still in review, SI-35 not received.		*V7 being delivered 7/29..*	
6	Medium	Federal Compliance Evidence Cannot Be Confirmed	IV&V cannot confirm federal reporting readiness from the documentation submitted and reviewed to data across NYTD, CCWIS TB#7 linkage, and ADABAS. SI-21 referring to Data Mapping continues as a work in progress from this reporting period. Recommended to provide documentation to address three specific gaps: • **NYTD:** A separate NYTD mapping document may exist • **CCWIS TB#7 linkage:** Provide documentation for the additional 7 of 8 modules (appendixes) and complete Appendix D (Intake) which covers only with 3 rows. The seven of eight appendices	CCWIS SI	*New finding for IV&V July report*	7/15/26

are absent: Adoption, Case Management, Foster Care, Investigation, Administration, Reporting, and Security.

- **ADABAS fields:** Provide documentation for CPSS source fields that exist only in ADABAS including documented migration path, transformation logic, and DHS data owner approval.

HI THRIVE Monthly Project Health Description

Schedule Assessment

Based on the currently available evidence, the schedule is at risk: **YELLOW**. The project has a November 2, 2026 statewide rollout objective, with two critical path milestone dates adjusted and task slippage. Great strides have been made in project reporting and PMO however, the IV&V continues to be unable to independently validate the extent of milestone variance as dates shift due to a lack of baseline reporting. Schedule compression continues and the introduction of phased approach for UAT increase that pressure. With the entry to UAT so late in the project trajectory, IV&V has raised the risk of timeline contingency in order to resolve defects found through the UAT process. A number of Integrations have moved to Release 2 in the documented decisions made the last week of this reporting period.

IV&V recommends dates are tracked against stronger governance to document decisions regarding the acceptance of additional design feedback which requires adjustments to the critical path schedule.

Key Milestones (Critical Path)

The following table identifies a simplified view of standard critical path milestones in the journey to Go Live November 2, 2026. IV&V uses the key below to determine Status of each milestone necessary to Go Live.

GREEN	Milestone is progressing in accordance with the current baseline, with no significant issues identified that are expected to affect the planned date.
YELLOW	Milestone has identified risks, dependencies, or emerging variance that may affect the planned date if not actively managed
RED	Milestone has significant variance, unresolved blockers, or critical dependencies that place achievement of the planned date in jeopardy and require immediate attention.
BLUE	Insufficient data during this period to make a determination

Milestone	Re-baseline	June Report	Current Date	Status	Variance
Design Completion	6/29	7/27	**Date Unknown**	**YELLOW**	Additional sprints added to absorb client design feedback. CCWIS SI vendor continues to iterate and continues to do so through the UAT process. Configuration for full UAT to be completed week of 8/24. SI-14 deliverable expected to be completed following UAT, date unknown, with final design documentation. Recent data made available by SI vendor indicates the design document will be updated post-build, and build remains outstanding well beyond originally rebaselined dates. This represents a significant risk to DHS as it will be

					challenging to differentiate a 'defect' from a 'design change' during UAT. Extremely strong DHS clarity in reviewing every defect would be required, and a deep level of trust and alignment with their vendor will be required until the design is endorsed.
Build Completion	6/5	7/3	**Date Unknown**	**YELLOW**	Applications configuration Complete deadline of July 3 however, vendor intends to continue iterations as UAT progresses and finalizing designs once that is complete. Design documents in SI-14 are baselined in "14A" with 14B submissions to show updates. As of 7/31, the CCWIS SI vendor reports Build complete for R1 integrations with Testing and EtE in progress throughout August. Moving specific Integrations to Release 2 implies this will continue even after the initial Release 1 work is completed. .
Test Completion – System, Integration	7/20	7/20	**8/24**	**YELLOW**	System Integration Test completion shifted right to enable the SI vendor to complete testing, requiring a "3 Waves" delivery approach of Release 1 functionality into UAT. 3/10 workstreams scheduled to be ready for UAT on 8/3, pending confirmation against readiness criteria.
Data Migration	7/27	7/27	**Date Unknown**	**YELLOW**	Data mapping feedback must be actioned within mock conversion schedule. Data for UAT start is reported at 90% however this is not independently verifiable against UAT scripts and may not be inclusive of the full universe of data required by end of UAT.
Ready for UAT Decision Point	-	-	**7/31**	**GREEN**	HI THRIVE UAT is planning to begin on schedule with a selection of workflows that do meet some the designated Entry Criteria, with an iterative update over the first 3 weeks to achieve full Release 1 scope. UAT Entry was accepted by the State on 7/31 with some entry criteria not met and the State having documented said risk.
User Acceptance Test Completion	9/14	9/14	**9/18**	**YELLOW**	Risk to schedule under active monitoring and considered under significant risk due to extent of functionality delivered at the latter end of the UAT schedule. Risk mitigation under discussion, pending decision (e.g. extend UAT).
Roll Out Plan Approval	8/24	8/24	**8/24**	**GREEN**	DED has been approved.

Go/ No-Go	9/18	9/18	**9/18**	**GREEN**	Risks to Go decision require monitoring to avoid slippage.

Scope Assessment

Scope has shifted to YELLOW in this reporting period. Progress has been made in defining the scope boundary between Release 1 and Release 2. Of the 16 in-scope integrations, 9 remain in Release 1 scope, with the remaining 7 deferred to Release 2. UAT preparation activity continues to surface additional pressure on the readiness of items targeted for Release 1 Go Live, and schedule slippage has been observed across several work items and milestone dates.

However, IV&V has not been able to independently verify the Release 1/Release 2 scope split against formal documentation, and the basis for deferral decisions is not currently documented in a reviewable artifact **IV&V recommends** that the project establish stronger governance around the Release 1/Release 2 scope boundary beyond just the release scope for integrations, including:

- A formal, baselined document defining which items are in scope for each release and the rationale for any deferrals
- An assessment of business impact for each deferred item, so that prioritization decisions are explicitly tied to operational risk
- Confirmation that training, communications, UAT planning, and rollout activities reflect the current scope split for each release

Timely resolution of this governance gap is important as UAT is now underway and decisions made without a documented baseline will be difficult to trace or defend. Such documentation would support DHS formal decision-making processes and enable clear communication to HI Thrive teams and stakeholders. It is also important to clearly articulate the plan for Release 2 as part of this decision-making, e.g. that the release 2 scope will be 'mothballed' and then worked on post Release 1 Go-Live. Ideally a corresponding adjusted Release 1/Release 2 schedule would be agreed with this decision.

Quality Assessment

Quality overall is assessed as **YELLOW** due to persistent challenges in design quality translating to pressure on the testing critical path and compliance concerns.

Requirement and Design Quality

Requirement Traceability is sufficient for this stage of the project and continues to mature. All DHS requirements are mapped to application capabilities and are in turn mapped to build sprints and design documentation. It is expected that the CCWIS SI will map all requirements to their suite of test phases including System, System Integration, Security, Performance, Disaster Recovery and Data Migration Test. In this reporting period, IV&V understood that UAT is the primary contractual mechanism for traceability. Based on the contract language, UAT is much more than a testing event. It is the formal mechanism the State of Hawaii uses to determine whether the CCWIS solution satisfies contractual requirements and can be accepted for production use. This adds increased pressure on UAT and the following schedule ahead of an on-time Go Live for Release 1. IV&V has requested the CCWIS SI vendor provide an updated Requirements Traceability Matrix in conjunction with UAT to ensure traceability and testing are completed in parallel.

Design processes appear largely sufficient to achieve DHS requirements. However, the design is not yet fully endorsed by DHS, which poses a risk to the critical path for the planned Go Live date. This is evidenced by the addition of 2 sprints to absorb design feedback.

Data mapping is a crucial design stage for data conversion success. IV&V recommended the CCWIS SI deliverable be Revised and Resubmitted to address 10 critical findings. With a November 2, 2026 go-live target, resolution of mapping completeness, LOV alignment, and federal reporting coverage gaps are on the critical path for migration readiness. IV&V reviewed SI-21 Data Mapping Document Deliverable where transformation logic is absent for 44–78% of mapping rows in CPSS, SHAKA, and BINTI — meaning ETL jobs built against the current mapping cannot be independently verified. Cardinality has hosted several meetings since to understand and correct the gaps the final meeting July 31 with resubmission of SI-21 anticipated shortly after. AFCARS and Other mandated report coverage cannot be confirmed, raising Federal reporting compliance concerns.

Testing

Prior to UAT, build quality is ascertained through test outcomes. System Integration Testing began in June. The details that follow are not exclusive to an IV&V finding however, they are issues that should be noted:

- System Integration Testing has been extended and will overlap with UAT to align with the 3 Wave approach. Nine integrations remain in Release 1 scope and will be tested as part of UAT. Three of those integrations are reported in yellow status and not E2E tested. They are still in the plan for UAT start on August 3. The balance of integrations are moved to Release 2.
- SIT Test results were published this week for the first time. There is no “universe” of planned tests. 47 Test Cases were run resulting in 30 passed, with 3 High and 14 Medium defects noted. IV&V recommends the full test coverage be reported as well as number of tests run.
- Testing for ADA and Performance are extended and will overlap UAT. The Security and Disaster Recovery test period have same duration expectations but have shifted right as well.

UAT is scheduled to begin on Monday, August 3rd. On July 17th, the HI THRIVE project shifted to a three-wave approach to UAT to accommodate Release 1 and Release 2 scoping and to enter UAT with select functionality. The CCWIS SI vendor may deliver Mobile, LMS, and KMS into UAT after UAT begins. A decision is now pending if these items should be formally deferred to Release 2. IV&V has raised the risk that UAT beginning at this time in the project trajectory raises the risk of insufficient time for defect resolution and the three-wave approach increases the pressure of any timeline contingency

HI THRIVE has not planned for an independent third-party information security assessment prior to Go Live, they will perform ACF’s self-assessment process. DHS has accepted this risk as this assessment is not required by ACF. IV&V continues to maintain this item as an independent observation as Go Live approaches.

Organizational Change Management

The HI THRIVE OCM workstream continues to progress and remains at a developing maturity level. Planned activities include talk story sessions with staff, drafting of the Assessment Recommendation report DED (8/17/26) and OCM, Communications, Training and UAT

Assessment (8/10/26). The OCM workstream also continues to develop TTT materials as part of the larger SI-33 due in the next reporting period.

As of the last status report, on 7/28, ahead of UAT start on August 3, a 7/20 status report shows 58% of scripts written for Wave 1 (starting 8/3) and 20% of scripts written for Wave 2 (8/14), and 50% written for Wave 2 (starting 8/21). 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 in advance of the scheduled statewide go-live, as well as attention to detail in the training plan and associated artifact.

CCWIS / ACF Compliance Alignment

The IV&V team's assessment of HI Thrive identifies three main areas of missing ACF compliance that require attention.

1. IV&V cannot confirm federal reporting readiness: Based on the documentation provided and reviewed, the team was unable to verify that a field level crosswalk between system modules and AFCARS, NYTD, or NCANDS requirements. Similarly, AFCARS coverage and 566 ADABAS fields could not be reviewed by IV&V.
2. Interface development is incomplete. The program has now moved 7 of the 16 in-scope interfaces to Release 2. impact listed as “TBD” by the CCWIS SI team. 3 of the Interfaces in Release 1 have not passed E2E testing. They are needed at start of UAT.
3. Data migration integrity is unverified - transformation logic is absent for up to 78% of data mapping rows across source systems, and over 1,500 unresolved data value mismatches represent a blocking condition for any migration testing. This may be resolved when additional review of SI-21 is available showing the linkages.

Across all three areas, IV&V recommends DHS take actions now, such as requiring a federal reporting crosswalk and interface schedule impact assessment, establishing a data value resolution as a formal prerequisite to migration dry runs, and engaging ACF technical assistance proactively to reduce reporting non-compliance.

DHS is under a federal obligation to produce these reports and should expect verification that they will be able to do so at this point in the project. For example, there are real financial penalties for AFCARS non-compliance, structured under federal regulation (45 CFR § 1355.47). ACF offsets the state's Title IV-E foster care grant award by the penalty amount calculated. Having documentation that verifies the new solution can meet this very basic obligation is in DHS best interest.

Deliverable Quality

The IV&V team reviewed no Deliverables or DEDs for this reporting period. Concerns about deliverable quality continue to be closely monitored. IV&V has informally continued to review the SI-21 Data Mapping deliverable or other materials as requested to maintain a close view of quality and subject matter advisory as needed. At least three anticipated deliverables for this reporting period were pushed to later dates. IV&V has also recently gained access to the PMO vendor’s deliverable and DED tracking which will be critical ahead of Go Live.

Metric	This Period	Prior Period
Deliverables submitted for IV&V review	0	*4*

Average revision cycles per deliverable	2+. *It should be noted that SI-21 is on V7.*	*1+*
Open deliverables awaiting resubmission	4	*5*
Deliverables with Critical findings	1	4

Additionally, while reporting the integrations status for this report, IV&V notes Deliverable Quality issues in the number of integrations. Specifically, latest integrations reporting on July 24th at least one integration – G4.15 (State JJIS).

Go Live Readiness

The Go-Live readiness plans are geared to two distinct milestones: Readiness for UAT (7/31) and Go / NO Go (9/18) ahead of Go Live on November 2. In this reporting period, IV&V submitted a Transition Readiness Report to DHS. The top-line readiness checklist of that report is transcribed below. The critical path milestones and overall summary mentioned in this July monthly report are aligned with the Transition Readiness Report as well.

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.

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.

Cost Assessment

Cost Assessment is assessed as: GREEN. Project expenditure remains behind baseline plan due to schedule revision. Project is expected to complete within budget at this stage. IV&V uses the available HI THRIVE Project Budget Dashboard in order to calculate the Cost Assessment.

Original Budgetto14,600.00; Technical Vendor $18,484,570.93; IV&V $2,095,322.00. Known total: $24,594,492.93.

FY2026 total $5,984,349.21, for known combined actuals of $6,913,414.21 for the project to date. Spending is behind baseline plan but not projected to exceed original budget.

Risks, Issues, and Dependencies

The section below outlines high priority risks for DHS attention, active issues IV&V is monitoring the planned follow-up to address, and dependencies requiring DHS attention.

High-Priority Risks Requiring DHS Attention

Score = Likelihood (1–5) × Impact (1–5) | Critical ≥20 | High 12–19 | Medium 5–11 | Low 1–4

ID	Risk Description	Risk Score	Recommended Mitigation	Owner	Status
R-18	M&O roles, responsibilities, and Hawaii-specific operational scope remain undefined while M&O deliverables advance.	20	Assign owner and timeline to define Hawaii M&O scope, handoff criteria, and post-go-live responsibilities within Rollout Plan. Go Live Preparation for business and operations teams to occur from 3 months prior to Go Live. IV&V continues to watch this risk closely as SM-1 continues to be iterated on between the State and the CCWIS SI vendor.	DHS Program Director	Open
R-26	Data migration and data-quality risks remain material, including mapping gaps, duplicate records, and	20	Require remediation plan, measurable data-quality thresholds, and traceable approval for migration exclusions.	CCWIS SI	Open

	do-not-migrate traceability concerns.				
R-29	Delivery schedule is currently behind the re-baselined 2 Nov plan.	20	Status meeting and reporting enhancements: CCWIS PMO to provide plan vs actuals for critical path workstream activities, with workstream leads identifying key issues and mitigations to recover schedule.	CCWIS PMO	Open
R-30	Risk that scope of Release 1 and Release 2 is unclear and thus impact to business will not be fully explained during UAT, training and communications.	20	Document scope moved to release 2 in a Decision approved by DHS for communication with Project and Executive status, map within the RTM, identify business impact. Revise project plan to reflect 2 release approach (start with plan on a page).	CCWIS SI	Open

Dependencies Requiring DHS Attention

ID	Dependency	Consequence if Unresolved	Dependent on	Needed By	Status
D-001	6 of 9 Release 1 Interfaces are complete. 3 are to be completed for UAT start. 7 Interfaces are moved to Release 2 including: DOH(3), SSA, eSSI, Med Quest.	Impact and priority of interfaces to business processes is under DHS and SI assessment for UAT and Go-Live Impacts and mitigation strategies.	DHS-BESSD DoE(2) DAGS DOH (3) SSA CSEA BofA – PCard	Release 1 priority SIT Test Pass by Aug 3 for UAT Start	Open
D-002	Verified training environment/RBAC readiness and confirmed UAT assumptions.	UAT/training timing may slip or waste valuable SME time if UAT readiness is not sufficiently verified.		By 7/20. UAT Entry Decision is 7/31.	Open

Active Issues

ID	Issue Description	Severity	Recommended Resolution	Owner	Age
I-011	DHS has not defined Hawaii-specific M&O roles, responsibilities, or operational scope. DHS authorized Cardinality to proceed with M&O deliverable development absent these definitions. This creates risk that completed M&O artifacts (SM-1, SM-3, SM-4, SI-35, SI-36) will not align with actual state needs, requiring rework and impeding demonstration of operational readiness under 45 CFR §1355.52.	Critical	DHS to define Hawaii-specific M&O roles, responsibilities, and operational scope. Require Cardinality to pause development of any remaining M&O deliverables until scope is defined or require re-alignment of completed artifacts before DHS review and acceptance. Include DHS M&O scope definition as a prerequisite for IV&V.3 Operational Readiness dimension.	DHS Program Director / DHS PM	67 days
I-015	SI-21 Data Mapping Document v6.0 Word document has Tables 9, 10, and 11 blank. All mapping content resides in external SharePoint Excel files without documented stakeholder-approved template deviation. Data Relationship Diagram deferred since v1.0 with no committed delivery date.	Critical	SI-21 V6 in review with missed approval date of 6/30	DHS PM/ CCWIS SI Vendor	17 days
I-016	BINTI Source-Target Mapping v1.0 has 25.4% blank transformation logic, 100% blank Direct Map flags, 100% blank target descriptions, and zero federal reporting flags despite covering AFCARS-relevant foster care placement/licensing	Critical	Treat BINTI mapping as critical path. Complete target descriptions, transformation logic, Direct Map flags, and federal reporting flags for all 295 rows. Review against AFCARS	DHS PM/ CCWIS SI Vendor	17 days

	tables (stg_licenses, stg_agency_placements).		data element requirements immediately.		
I-017	CCWIS TB#7 linkage covers only Appendix D (Intake) with 3 rows. Seven of eight appendices absent: Adoption, Case Management, Foster Care, Investigation, Administration, Reporting, Security. Program cannot demonstrate 45 CFR §1355.52(b) or §1355.52(c) compliance for any module outside Intake.	Critical	NYTD federal reporting compliance under review.	DHS PM/ CCWIS SI Vendor	17 days

Changes from Prior Reporting Period

IV&V does not have risks or issues that have closed to report for this reporting period.

IV&V Activities Summary

The following section outlines activities performed by IV&V during this reporting period July 7, 2026 – July 31, 2026.

DDI Deliverable and DED Review Status

The Accenture IV&V team reviewed no DEDs and no Deliverables. DHS and IV&V agreed that going forward, only V1 of DED reviews will be provided by IV&V. Additionally, the PMO vendor is reviewing all resubmissions of deliverables after V1 for actions to be completed, if not, the CCWIS SI will resubmit again. IV&Vs tracking of the project's Deliverable and DED status is below: IV&V has also recently gained access to the PMO vendor's deliverable and DED tracking which will be critical ahead of Go Live.

	Type	Deliverable Name	Vendor	Deliverable Owner	Reviewer	Deliverable Submitted to IV&V	IV&V Review Complete Date	IV&V Review Submission Date	Approval Status	State Sign-Off Date	Current Revision	Deliverable Open Issues Count
SI-19	Deliverable	Disaster Preparedness and Business Continuity Plan	Cardinality	Stacy Night	Mona Patel	6/30/26	7/7/26	7/7/2026	Submitted by IV&V Team	NA	V1	8 Required
SI-21	Deliverable	Data Mapping Document Deliverable	Cardinality	Stacy Night	Mark Williams	6/4/26	6/19/26	6/19/26	Submitted by IV&V Team	NA	V6	27 Required 4 Optional
SI-22	DED	Acceptance of Converted Data	Cardinality	Stacy Night	Mark Williams/ E Harrold	6/8/26	6/15/26	6/15/26	Re-Submitted by IV&V Team	NA	V1	NA
SI-26	DED	Accessibility Conformance Report	Cardinality	Stacy Night	Jillian Komisarcik	6/25/26	6/29/26	6/29/26	Approved by DHS	6/26/26	V2	NA
SI-28	DED	UAT Summary Report	Cardinality	Stacy Night	Jillian Komisarcik	6/25/26	6/29/26	6/29/26	Approved by DHS	6/26/26	V2	NA
SI-34	DED	Evidence of Successful End User Learning	Cardinality	Stacy Night	Erica Harrold	6/25/26	6/29/26	6/29/26	Submitted by IV&V Team	NA	V2	NA
SI-33	Deliverable	Training Manuals, End-User Guides and Materials	Cardinality	Stacy Night	Erica Harrold	6/3/26	6/19/26	6/19/26	Submitted by IV&V Team	NA	V1	11 Required 0 Optional
SI-38	DED	System Rollout Plan and Go Live	Cardinality	Stacy Night	Jillian Komisarcik	6/18/26	6/25/26	6/25/26	Re-Submitted by IV&V Team	NA	V2	NA
SM-1	Deliverable	CCWIS M&O Migration Plan	Cardinality	Stacy Night	Mark Williams	6/29/26	7/6/26	7/6/26	Submitted by IV&V Team	NA	V7	7 Required 0 Optional

Open Deliverable Acceptance Conditions

Of the open issues count above, the following details the rational and acceptance criteria for the reviewed Deliverables during the prior period.

Deliverable	PDRR Report	Recommended Disposition	Rationale	IV&V Recommended Conditions for DHS Acceptance
SM-1	PDRR-20260-SM1-001	Revise and Resubmit	The deliverable is substantively complete and demonstrates clear progress from the prior review cycle. However, one Severity 1 finding (incomplete DHS written acceptance and resource commitment, Section 6.4) and two Severity 2 findings (DHS owned activity scope gaps; missing transition schedule) must be resolved before acceptance. These gaps represent material non-conformances with DED acceptance criteria #10 and #12 respectively.	Upon resubmission: (1) Section 6.4 must include a completed DHS acceptance mechanism with explicit written commitment to resource DHS-owned activities; (2) Section 6.3.3 or 6.7 must address the batch monitoring scope gap identified in F-002; (3) Section 6.7.5 must include or reference a projected transition schedule tied to the go-live milestone. Minor findings may be address in a subsequent minor revision cycle. As of 7/16-7/20, DHS has rejected some of IV&V's recommendations in the deliverable acceptance. Notably, the Severity 1 finding was rejected and noted to follow up at a time when the State has decided on the approach for M&O.
SI-19	PDRR-2026-SI19-001	Revise and Resubmit	Submitted deliverable does not yet provide a fully acceptance-ready, evidence-backed disaster recovery and business continuity plan; Section 6.4 does not explicitly state how the disaster recovery plan limits abnormal or inefficient system function; Section 6.3 does not provide an end-to-end step-by-step business continuity response procedure that clearly distinguishes	Acceptance should occur only after the vendor provides a resubmitted deliverable that replaces placeholders with final evidence, closes remaining required-content gaps, and presents a DR/BC plan that can be operationally executed and independently evaluated by DHS As of 7/24-7/28, DHS accepted most IV&V recommendations and SI-19 resubmission is pending.

			Cardinality-resolved incidents from AWS or other third-party-resolved incidents	
SI-21	PDRR-2026-SI21-001	Revise and Resubmit	Ten Critical (Severity 1) findings across the Word document and Excel artifacts. Core mapping content has material completeness gaps. Federal reporting coverage cannot be confirmed. LOV mismatches create blocking risk for ETL execution.	(1) Tables 9, 10, 11 populated or formal deviation documented. (2) DRD provided or approved extension with binding date. (3) ADABAS field disposition log completed with DHS data owner approval. (4) Transformation logic completed for all migration-designated rows in all four source systems. (5) LOV resolution plan with per-type resolution documented and SQL validation queries written for critical LOV types. (6) BINTI target columns, transformation logic, and federal flags completed. (7) TB#7 coverage extended to all eight appendix areas. (8) Working-draft indicators (named tabs, internal columns) removed from all Excel files before resubmission.

Summary Activities Completed This Period (7/6/-7/31)

Date	Activity	Output / Reference
7/7-7/31	Continued required reporting including July Monthly Report and Transition Readiness Report, including read out to HI THRIVE executives.	Transition Readiness Report; IV&V July Report
7/07-7/31	Maintained documentation for the IV&V Observations, Risk, and Issue log	IV&V Risk and Issue log
7/07-7/31	Participation in core meetings: 1. Weekly Risks and Issues and Executive Status 2. Steering Committee 3. Vendor PM/PMO meeting(s) 4. IV&V Check In's	Meeting notes and logs

	5. IV&V Executive Review Additionally, participated as an observer in ongoing data migration, integration discussion and UAT discussions. IV&V also hosted a monthly report review as well as a Transition Readiness report review. IV&V expects to begin participating in upcoming monthly meetings with ACF.	

Summary Activities Planned for Next Period

- DED reviews for SI-29, SI-39, and SI-41 and Deliverable reviews for SI-26, SI-22, SI-35, SI-38, SI-39, and SI-37
- Monitor UAT outcomes for risks and issues ahead of Go Live decision
- Continuing governance participation in weekly meetings
- Begin participation in monthly ACF meetings with the HI THRIVE team.

Summary Key Meetings Attended

Date	Meeting	Key Topics / Outcomes
Tuesdays, 7/7-7/28	HI THRIVE Vendor Roundtable	All vendor roundtable to discuss progress against plan activities, blockers, and next steps.
Tuesdays, 7/7-7/28	IV&V Check-In	IV&V continues to raise observations and risks with HI THRIVE project managers and collaborative solutions for mitigations. In the same spirit, HI THRIVE continues to make resources and materials available to IV&V in a timely and welcoming manner.
Wednesdays, 7/8-7/29	HI THRIVE Risk/Issue & Executive Status Meeting	Executive status review of project progress tracking against activities across all stages of the project lifecycle. Risks are openly discussed and maintained in the HI THRIVE risk tracker as well as the IV&V risk tracker.
7/15	Steering Committee	Steering Review of Project Status and path forward. Topics included Timeline View, UAT preparedness, OCM Plan on a page, Xerox location prep, and key risks: Release 1&2 impact on Applications readiness and UAT, Integrations, and Data Migrations.

The PMO vendor has streamlined the number of required meetings in order to facilitate open, efficient, and regular communication across all project vendors. These changes have been largely positive and reduce the number of repetitive meetings across the HI THRIVE project. That change been reflected in the table above. In addition to these key meetings for project governance and oversight, IV&V has attended solutioning discussions for data mapping, UAT entry, and the UAT Kick Off.

Appendices

Appendix A: Organizational Change Management Reporting

Leadership Involvement

Item	Details
Organizational roles of State of Hawaii project sponsor(s)	Michael Armstrong, DHS Project Manager; Mark Choi, HI DHS Enterprise Officer/Architecture; Executive Steering / Core Team roles are described in the APDU documentation.
Record of change or turnover in project sponsorship	No specific sponsorship turnover.
Stakeholder/user groups with OCM activities completed	OCM kick-off planning, change readiness survey (open 6/17–7/2), UAT training planning, and steering committee asks are documented.
Potential leadership misalignment identified	Potential misalignment remains around project status visibility, M&O ownership, and release/go-live scope clarity.

Vendor Team

Item	Details
Vendor team roles contractually committed to the project	DDI Contractor (Cardinality), PMO Contractor (ANSA), IV&V Contractor (Accenture), OCM workstream, and supporting technical/security/data roles are reflected across reviewed sources.
Whether all baseline vendor roles are currently active	Cannot fully confirm all baseline vendor roles from the reviewed sources; leave detailed staffing validation for later report.
Record of turnover for each vendor role	Known active roles include CCWIS SI delivery, PMO support, and project coordination. IV&V technical lead change in the first week of contract.
Quality reviews of vendor team deliverables and responsiveness	Deliverable quality is mixed: some process improvements are evident, but evidence gaps and quality concerns remain material (including SI-33 and inherited revision-cycle trends).

State Team

Item	Details
Original baseline State of Hawaii project roles assigned/needed	HI THRIVE Core Team, DHS Project Manager, Program leads, OET/security/infrastructure reviewers, SSD training, and steering/executive stakeholders are referenced in reviewed materials.

Whether all baseline state roles are currently active	State team roles are active, but capacity/readiness risk remains a recurring theme in inherited and current materials.
Record of turnover for each state role	No comprehensive turnover record validated from the reviewed sources as of 6/19.
Key member qualifications	Key reviewers and decision-makers are engaged, but sustained executive support is needed for UAT, OCM, status reporting discipline, and operational readiness decisions.

Appendix B: Acronyms and Abbreviations

Acronym	Definition
ACF	Administration for Children and Families
ADM	Accenture Delivery Methods
APD	Advance Planning Document
CCWIS	Comprehensive Child Welfare Information System
CDA	Contractor Deliverable Assessment
DDI	Design, Development, and Implementation
DED	Deliverable Expectation Document
DHS	Department of Human Services
ETS	Enterprise Technology Services
IV&V	Independent Verification and Validation
MRR	Monthly Review Report
O&M	Operations and Maintenance
OCM	Organizational Change Management
PDRR	Project Deliverable Review Report
PMO	Project Management Office
RTM	Requirements Traceability Matrix
SSD	Social Services Division
UAT	User Acceptance Testing

Appendix C: Report Distribution and Presentation Log

Date	Audience	Format	Presenter
August 2026	ACF	Written	Accenture IV&V
August 2026	DHS Leadership / Steering Committee / ETS	Written; Briefing Presentation	Accenture IV&V

Appendix D: "Plan on a Page" Reporting as of July 28, 2026

