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DEPT. COMM. NO. 437

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*

P.O. BOX 119, HONOLULU, HAWAII 96810-0119

July 28, 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, Speaker Nakamura, and Members of the Legislature:

Pursuant to HRS section 27-43.6, which requires the Chief Information Officer to submit applicable independent verification and validation (IV&V) reports to the Legislature within ten days of receiving the report, please find attached the report the Office of Enterprise Technology Services received for the State of Hawai'i, Department of Transportation, Highways Division, Financial Management System Project.

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

Sincerely,

Christine M. Sakuda
Chief Information Officer
State of Hawai'i

Attachments (1)

STATE OF HAWAII, DEPARTMENT OF TRANSPORTATION, HIGHWAYS

Monthly Project Assessment Report – April 2026

Independent Verification and Validation (IV&V) for the Implementation of the Highways Financial Management System Project

Author: IV&V Project Team

Creation Date: June 05, 2026

Last Updated: 07/21/2026

Version: Final

Version History

Version Number	Updated By	Revision Date	Description of Change
1.0	IV&V Project Team	06/30/2026	Final

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I. Introduction and Summary

A. Introduction

Department of Transportation Highways (DOTH) manages the planning, construction, and maintenance of the State of Hawaii's approximate 2,675 lane miles of highway on Oahu, Kauai, Maui, Lanai, Molokai, and Hawaii. DOTH's mission is to provide a safe, efficient, and accessible highway system through the utilization of available resources in the maintenance, enhancement, and support of land transportation facilities. DOTH's primary function is to plan, design, and supervise the construction and maintenance of the State's highway system.



DOTH commissioned an ERP System Integrator (hereinafter referred to as "SI"), in March 2021 to provide an accounting system solution that would modernize certain State of Hawaii, Department of Transportation, Highways Division (DOTH) IT systems, associated systems, and business processes, including fully replacing DOTH's legacy Highways Financial Accounting System (HWYAC) and certain software components of DOTH Districts' AS400 systems.

The new DOTH Financial Management System (H4) will utilize SAP S/4HANA Cloud ERP and will cover DOTH Business Processes of Budget, General Ledger, Accounts Payable, Accounts Receivable, Lease Management, Fixed Assets, Procurement, Project & Grant, Federal Billing, Human Resources, Time and Labor, Payroll, Inventory Management, Plant Maintenance, Reporting, and Analytics.

DOTH acquired a contract with IT Management Consulting Firm, Ohanasoft to create and publish the IV&V Report until April 2025. A new IT Management Consulting Firm T2F, LLC will be continuing to provide information technology independent verification and validation consulting services for the implementation of the DOTH Highways Financial Management System. The IV&V contractor's role is to provide an objective, neutral, third-party view of the implementation of the Highways Financial Management System with the intent of protecting the State's interests for success of the project. Throughout the system implementation, the IV&V team will perform ongoing project IV&V activities and will identify issues/deficiencies/risks with the System implementation project, provide feedback and recommendations for mitigation and improvement, and provide on-going reporting on project activities.

The observation, feedback, and recommendations provided by IV&V are IV&V's own opinions, and IV&V is not a decision-maker of any activities in the H4 project implementation. IV&V makes no assurance, guarantee, or other promise as to the success of H4 project and is not responsible and not liable for the outcome of the H4 Project.

B. Summary

In April 2026, the H4 implementation involved further discussions across all modules and dedicated in-depth CRP sessions for the modules that were still incomplete. In April 2026, total number of meetings compared to the previous month's reporting period is more. While the total number of FSD submissions remained unchanged in April, WRICEF development advanced, and additional areas are now ready for testing, according to the System Integrator (SI). We do not have a confirmed Go-Live date as of April 2026. IV&V recommends establishing a realistic Go-Live date that aligns with the project's status. Additionally, more resources must be made available to move forward effectively. The H4 project has been without a formally approved Project Plan since the start of implementation, which impacts overall project alignment and execution. A well-structured Project Plan would serve as the backbone of any successful project, providing clear direction, aligning goals, and ensuring every objective is met with precision and efficiency.

The same challenges persist into this month: a lack of an agreed-upon and approved project plan and the lack of a realistic and firm Go-Live date, the backlog of pending deliverables, the lack of knowledge transfer/training for H4 and WRICEF developments, the ongoing need to update Process Design Documents (PDDs) due to additional detailed discoveries of the business processes that will impact system configuration, the unavailability of a full time dedicated Financial/Integration role, and the need to dedicate additional time to the re-discovery of DOTH requirements and processes as new consultants or reassigned consultants must spend substantial time understanding DOTH business needs due to the departure of previous consultants.

CRP sessions continued this month for the remaining modules. A few areas were not completed, and some modules will need to be revisited; as a result, sessions will continue into April 2026. SI-planned CRP sessions have been conducted, and there are outstanding CRP FAQ documents that are being reviewed and discussed. As stated in prior reports, due to question and discussion points arising from CRP sessions, IV&V expects that CRP sessions may require additional time. SI suggests that CRP sessions are completed in a few modules, however DOTH is also concerned with the thoroughness and completeness of the requirements coverage and functionalities demonstrated in the CRPs. CRP sessions are crucial for familiarizing DOTH with the H4 system, providing insights into its solution design, functionality, and operational procedures. The H4 Project Team is encouraged to continue maintaining a strong emphasis on aligning CRP sessions with DOTH-specific requirements and business processes. The CRP sessions should focus on demonstrating solutions for DOTH's unique needs over basic walk-throughs of generic SAP processes or standard system features. CRP sessions are priority and comprehensive to insure DOTH understanding of the solution and end to end processes

According to CRP Deliverable Expectation Document (DED) acceptance criteria, WRICEF (Workflows, Reports, Interfaces, Conversions, Enhancements, and Forms) items should be part of CRP sessions. Based on the CRP DED, CRP should include the presentation and demonstration of prototypes with all standard and WRICEF developments mapped to the Requirements Traceability Matrix (RTM) and Process Design Documents (PDD). Unfortunately, there are still various WRICEF items in development with some of them requiring additional analysis and discussion. There are renewed efforts to further develop remaining WRICEF items, and it is encouraged to continue to develop concurrently with CRP sessions to prevent further delays. As it stands, the status has created added complications, impeding the successful completion of CRP sessions in a timely manner and with the required level of detail needed for this project.

This month, interactions and communication between modules have continued intermittently, as needed, rather than in a structured and consistent way. The current solution footprint involves a complex data flow between modules, and it is critical that all components integrate seamlessly to support DOTH business processes effectively. For instance, FHWA requirements involve multiple business functions, including non-labor processes such as Purchase Requisitions, Purchase Orders/Contracts, AP Invoices, AP Payments, FAMIS Interface, and labor processes such as Human Resources, Time Sheets, Hawaii Information Portal (HIP) Interface and Payroll, as well as FHWA Billings, Reimbursement Receipts, and Cost Distributions. It is important to identify a resource who recognizes this complexity and can coordinate integrating multiple modules and bridging the various business domains needed to satisfy DOTH's comprehensive requirements, including coordination of consultant activities, dispute resolution, and formulation of optimal solution designs. More active involvement from SI would greatly benefit the H4 Project by coordinating daily project management to strengthen communication, streamline information sharing, organize resource management, and encourage teamwork among consultants. Proactive SI project management would greatly alleviate some of the continuously observed challenges due to isolated work practices.

Although CRP sessions are generating FAQ documents, formal documentation, such as meeting minutes, has not been produced from other regular weekly meetings. Some CRP sessions have also experienced delays in producing FAQ documents. Utilizing meeting minutes and documentation would enhance clarity, ensure follow-through on action items, and contribute to more productive discussions and decision-making processes throughout H4 implementation. The consequences of low meeting documentation and sole reliance on recorded sessions have become more apparent when difficulties arise during information hand-off or knowledge transfer for new H4 Project Team members joining the project. As a result, project progress is delayed while the whole discovery and explore process is repeated for new team members. This repetition significantly diminishes the momentum and morale of the H4 Project Team. IV&V recommends documenting discussions and meeting minutes with actionable tasks on a centralized platform such as Teams or H4 CALM. This would streamline project execution, prevent miscommunication, foster accountability among team members, and ensure all critical information is easily accessible to everyone. Formal documentation would make mark a significant step toward improving project management and overall progress.

The Contract BAFO states that all custom developments are to be specified in detail using a template that describes features and functions from both a business and technical perspective, with the specifications reviewed by DOTH prior to undertaking development. Similarly, the approved Enhancement Strategy deliverable requires that functional specifications documents (FSDs) be prepared by LSI and approved by DOTH prior to development. While these commitments are clearly defined in the governing documents, the current state of FSD submissions indicates that LSI has not fully complied these obligations and development of enhancements is occurring without DOTH approval of the FSDs.

There were two FSD-specific (GL and Time & Payroll) meetings held in April 2026; FSD-related activities were addressed incidentally during regular meetings, CRP sessions, or general module discussions. As of the end of April 2026, the FSD submission status remains unchanged — of the 201 FSDs required, only 141 have been submitted for review, and DOTH has conditionally approved 117, 31 descoped, and leaving 29 FSDs outstanding. IV&V recommends that LSI prioritize completing and submitting all remaining Functional Specification Documents prior to commencing development work on those items, in alignment with both the Contract BAFO and the approved Enhancement Strategy. Ensuring that all FSDs are reviewed and approved by DOTH before development begins is essential to maintaining requirements traceability, supporting successful CRP execution, and advancing the overall project timeline.

Configuration Design Document (CDD) and the Functional Specification Document (FSD) are now conditionally approved. Several CDD review activities have resumed, and multiple corrected CDDs have already been submitted, and approved by DOTH. Originally, CDDs were scheduled for review only after their corresponding FSDs were completed. However, the approach has now changed. It is recommended that the Department of Transportation and Highways

(DOTH) and the System Integrator (SI) conduct concurrent reviews and validations of CDDs alongside FSDs. This change supports more efficient progress and aligns with CDD's role in defining the configuration of standard functions required to establish the system baseline. Since CDDs address over 480 requirements in Wave I—approximately 55 percent of the total Wave I scope—they can be advanced without depending on WRICEF completion. As a result, finalization of FSDs is no longer a prerequisite for continued work on CDDs. The Knowledge Transfer (KT) tracking document has been submitted and is being discussed. This document identifies and outlines areas or requirements that a specific DOTH resource will need to be familiar with and where they should receive training. DOTH and SI are working to reconcile the differences between the old and newly submitted versions to ensure that all information is adequately covered in detail. SI states that they are preparing training materials for KT.

To date, there have been no DOTH-specific KT or training sessions provided at the level of detail DOTH needs to acquaint themselves with H4 functions and processes. Additionally, no structured training materials tailored to DOTH have been provided at all; training materials would significantly benefit DOTH team members in becoming familiar with H4 functions and enhancing their skills with the new system. While CRP sessions may facilitate some informal knowledge transfer, it is essential to have formal KT/Training equipped with reference materials that DOTH team members could use for thorough self-training and knowledge retention. A lack of training and materials remains a project risk, significantly impacting DOTH team members' ability to engage in meeting discussions and contribute to H4 Project goals. Creating and delivering comprehensive training sessions and materials to help DOTH effectively adapt to the new system will greatly enhance the project's progress.

The H4 system, now equipped with basic functionalities across various modules, is prepared for exploration and system familiarization by the DOTH team. DOTH team members are encouraged to explore the H4 system using the limited but available documents and materials, such as CRP scripts, cheat sheets, and other relevant resources. These documents are not intended to cover full use cases or serve as training materials; however, taking this proactive approach will not only speed up the knowledge transfer process guided by SI but also empower team members to gain hands-on familiarity with the H4 system at a faster pace. Furthermore, it will allow DOTH to identify specific areas where additional support or guidance from SI is likely needed, and with this feedback it will allow smoother and more effective KT and project team training that when KT sessions eventually take place.

Following the completion of CRP and KT sessions, unit testing is scheduled to take place, divided into three distinct sessions according to the approved change order: standard functionality, WRICEF, and End-User Roles and Authorizations. Each of these components will be tested independently at different times. However, this fragmented approach may introduce inefficiencies, necessitate retesting, and increase the risk of overlooking critical requirements. It is essential to ensure that the H4 system fully meets all specified requirements, whether they pertain to WRICEF or standard functionalities. To mitigate these risks, DOTH and SI should collaborate closely in planning and executing unit testing. A comprehensive functional and technical testing plan, aligned with all business processes and the requirements outlined in the RTM, is recommended to ensure thorough validation of all functionalities.

As most meetings are now held online via Teams and project timeline extensions persist, the H4 Project Team is encouraged to focus on interactive discussions, Q&A sessions, and real-time feedback during CRP sessions and other meetings. Additionally, increasing the frequency of onsite meetings could strengthen team connections and energize collaboration. These efforts would foster a more interactive and productive environment, driving faster and more effective project progress. By the end of 2027, SAP will phase out mainstream maintenance for SAP Solution Manager and SAP Process Integration (PI) and Process Orchestration (PO), replacing them with SAP Cloud ALM (CALM) and SAP Integration Suite, respectively. Therefore, DOTH requested these upgrades to comply with the contractual terms of replacing obsolete software and to avoid any additional costs and efforts in the future. SI agrees with the CALM upgrade. Change order # 9 for CALM and Change order # 19 to replace PI/PO with BTP/IS have been approved. All Interfaces must be migrated to

BTP/IS prior to unit testing as per the Change Order #19.

For the H4 general upgrade to the current version is 2020, SI has recommended deploying the most stable version 2023 to meet DOTH's functional and technical needs and ensure compatibility with other components in the H4 system. SI stated that this upgrade will occur after CRPs are completed and before KT and testing begin. IV&V recommends that the system upgrade should happen before the end-to-end CRP. Conducting end-to-end CRP in the upgraded system will eliminate downstream pitfalls and deliver a reliable, upgraded system that aligns with the project's broader goals for a seamless transition.

II. IV&V Dashboard

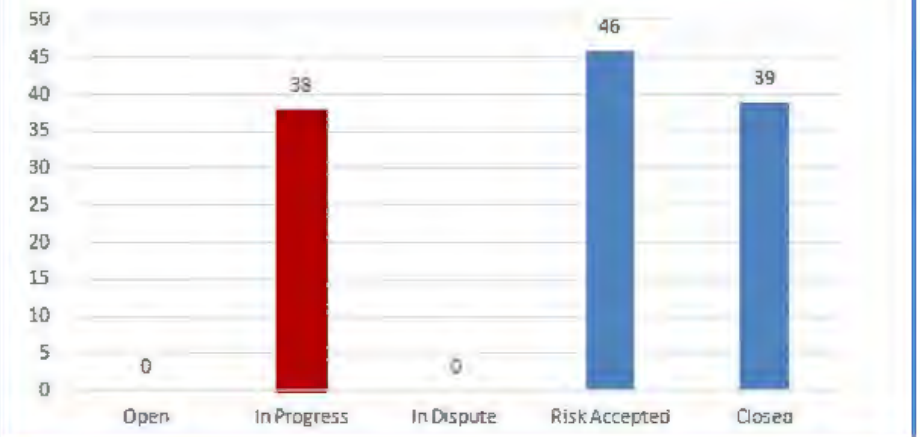
A. Subject Category

IV&V Dashboard – Subject Category			
Subject Area	**Subject Category**	**Impact**	
		Feb Report	**Mar Report**
Project Management	Schedule Management	H	H
	Resource Management	M	M
	Quality Management	H	H
	Risk/Issue Management	H	H
	Organization Change Management	L	L
	Communication Management	H	H
	Contract Management	H	H
	External Impact Management	H	H
System Implementation	Requirement Management (Processes, Requirements and Fit/Gap)	H	H
	Solution Design and Configuration	M	M
	Interface and Integration	H	H
	Reports and Analytics	H	H
	Security	H	H
	Data Conversion	H	H
	Documentation	H	H
	System Testing	H	H
	Training and Knowledge Transfer	H	H
	Production Migration	N/A	N/A

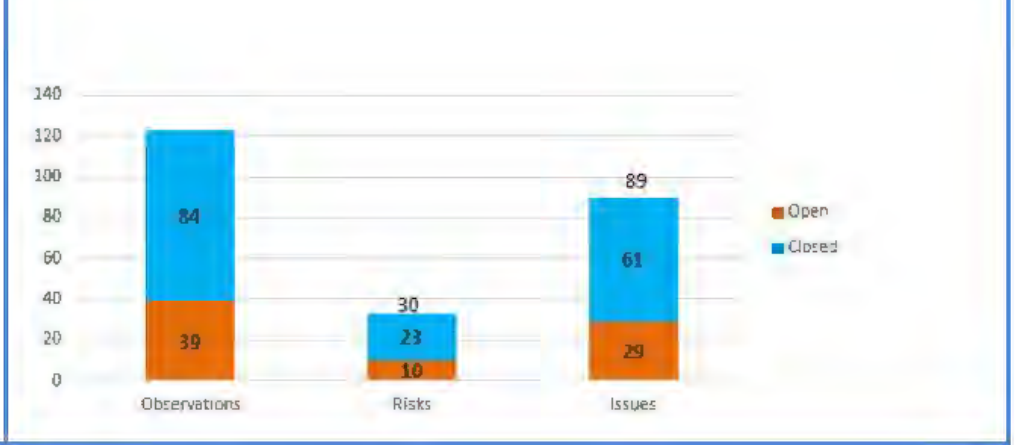
B. Observation, Risk, Issues, Subject Category

IV&V Dashboard – Observation, Risk, Issues, Subject Category

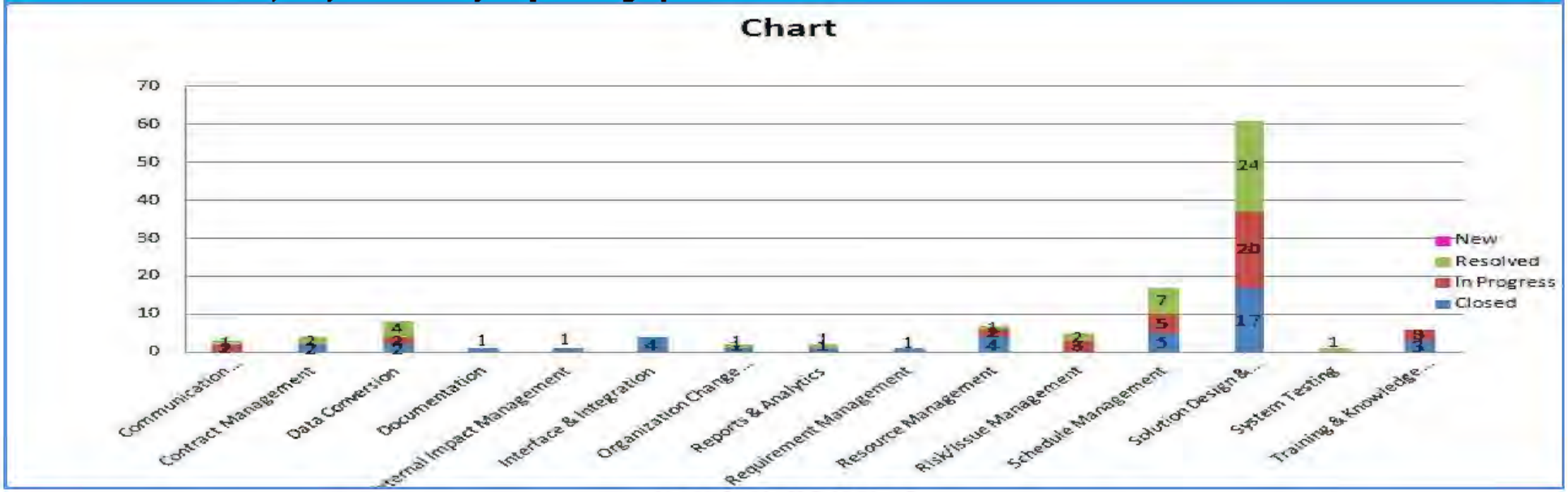
Number of Total Observation, Risk, and Issues



Number of Observation, Risk, and Issues by Status



Number of Observation, Risk, and Issues by Subject Category



Section: IV&V Dashboard

C. Total Implementation Budget (CIP-W1 & W2 Deliverables) vs. Inception to Date Expenditure (CIP), and Total Software Licensing & Hosting Budget vs. Inception to Date (ITD) Expenditure, Project Timeline

IV&V Dashboard – Total implementation Budget vs. Inception to Date Expenditure and Project Timeline

Total Implementation Budget Vs. Inception to Date (ITD) Expenditure

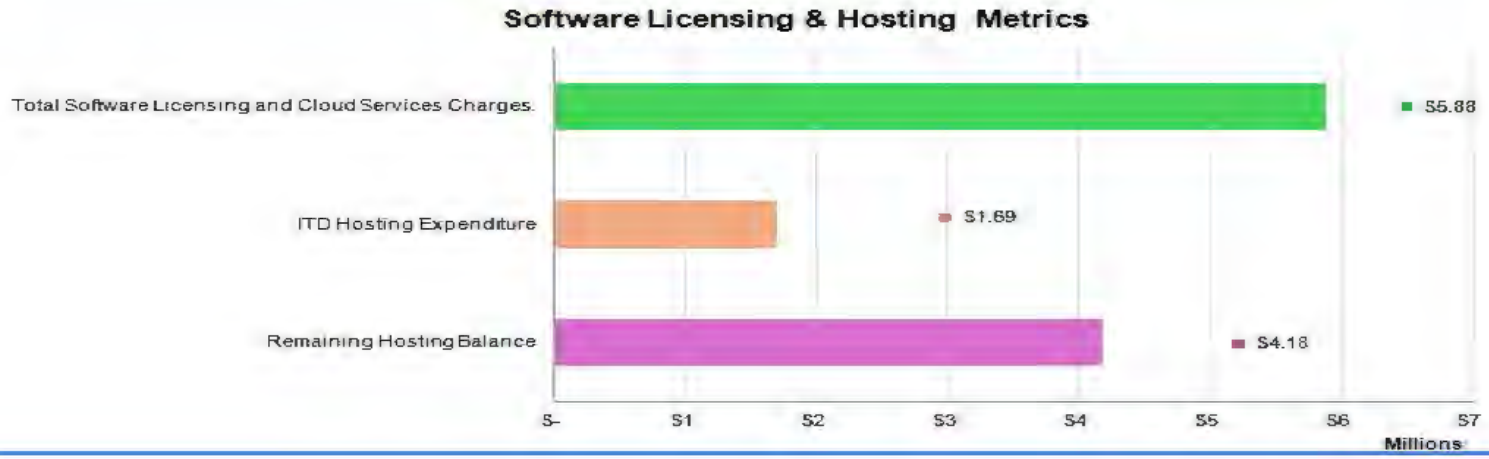


Project Timeline and Status

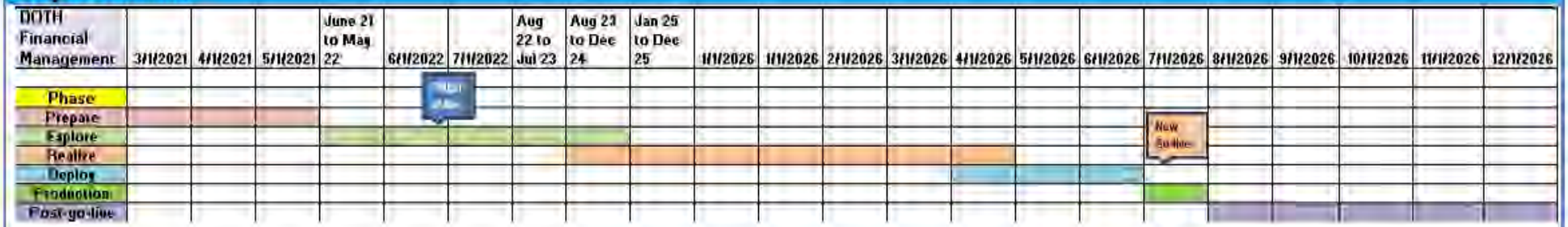
- **Original Go-Live date: 7/1/2022**
- **Proposed Go-Live date: 07/01/2026**
- **Remaining Months (including post-Go-Live support): TBD**
- **Completed Months: 60**
- **Percentage of Completed Months vs. Total Months: TBD**
- **Percentage of ITD Expenditure vs. Total Budget: 23%**
- **Remaining Budget Balance: $ 8,452,228.35**

Total Software Licensing & Hosting Budget Vs. Inception to Date (ITD) Expenditure

- **Percentage of ITD Expenditure vs. Total Software Licensing & Hosting Budget: 29%**
- **Remaining Balance: $ 4,183,265.63**



Project Timeline



H4 is currently in the Realize Phases. Various Realize Phase activities are ongoing, and Wave 2 activities are on hold until the Wave 1 Project Plan is completed.

- **Prepare Phase: Define Strategy, Project Initiation, Project Standards, Technical Requirements.**
- **Explore Phase: Business Workshops and Requirements, Fit-Gap Analysis, Technical Solution Design, Testing Strategy, Training Strategy**
- **Realize Phase: Functional Specification, Organization Alignment, Knowledge Transfer, Build, Development, Unit Test, Integration Test**
- **Deploy Phase: Support Plan, Training Delivery, Cutover Plan, User Acceptance, Simulations, Go/No-Go Decision**
- **Production: Cutover, Go-Live, Hypercare Support, Transition to Operations, Project Closeout**

III. IV&V Findings – Observations, Risk, Issue and Feedback/Mitigation

A. Subject Category: Schedule Management / Project Plan

Schedule Management: Observation, Risk, Issue and Feedback/Mitigation	
Issue	**Impact**
ORI ID: I-210531-02 The final Project Plan/Implementation Schedule has not been approved by DOTH, and the deliverable is not completed. This is a foundational document for a project management and scheduling, and it is one of the most critical deliverables. Delay in the Project Plan and Implementation Schedule pose decreased confidence in being able to manage project resources efficiently and meet the final Go-Live date. Also, without the Project Plan and the Implementation Schedule DOTH has limited project visibility and it will impact schedule and resource management, and contract management. It is currently unknown, at a detail level, if the number of resources is adequate to complete the project on schedule. Earlier versions of the Project Plan were not accepted partly because of oversubscribed resources and incorrect dates (i.e., one consultant or DOTH team member working more than 40 hours in a week, etc.)	H
Feedback/Mitigation/ Updates	
It is recommended that SI complete Project Plan/Implementation Schedule as soon as possible. Project Plan/Implementation Schedule Submission History: 11/16/2020, 12/21/2020, 4/26/2021: The initial project plan was submitted and returned to SI after DOTH review due to incompleteness. 6/3/2021: The New Target Date for Project Plan/Implementation Schedule is set to 6/11/21 by SI. 6/14/2021: Updated project plan was submitted by SI but returned to SI due to incompleteness. 7/1/2021: It is currently unknown, at a detail level, if the number of resources is adequate to complete the project on schedule. Earlier versions of the Project Plan were not accepted partly because of oversubscribed resources and incorrect dates (i.e. one consultant or DOTH team member working more than 40 hours in a week, etc.). Updated project plan was submitted by SI but returned to SI after DOTH review due to incompleteness. Revised Acceptance Date: 8/31/2021 9/02/2021: No updates have been submitted to DOTH. 9/16/2021: DOTH interviewed an assistant project manager candidate on 9/7/2021. 9/30/2021: No updates have been submitted to DOTH. 10/5/2021: SI Assistant Project Manager submitted the revised project plan. DOTH has a meeting with the SI Assistant Project Manager and requested a revision due to the project plan being incomplete. 10/13/2021: SI Assistant Project Manager submitted the revised project plan and DOTH will hold a review meeting on 10/22/2021. 10/25/2021: DOTH had a meeting with the SI Assistant Project Manager to review Project Plan/Implementation Schedule. Progress has been made, however some data such as the dates and % completion need to be corrected. 11/10/2021: SI Assistant Project Manager submitted the revised project plan and DOTH will hold a review meeting on 11/24/2021. 11/24/2021: SI Assistant Project Manager and DOTH Project Manager worked together via Teams and updated and fixed the Project Plan. There will be a follow up meeting. 12/31/2021: SI Assistant Project Manager and DOTH Project Manager worked together via Teams and updated and fixed the Project Plan. It is still not complete. 1/31/2022: No new major update. The document is making incremental progress; however, it is not completed yet. 2/28/2022: No new major update. It is still incomplete. 3/31/2022: The Assistant Project Manager left H4 implementation project. The Project Manager will continue to work on Project Plan/Implementation Schedule. 4/29/2022: No major updates. A new Go-Live date will be set after PDDs are approved by DOTH. 5/31/2022, 6/30/2022, 7/31/2022: No major updates. 8/31/2022: The new assistant project manager will be revising Project Plan/Implementation Schedule with updated Go-Live Date of 7/1/2023. 9/30/2022: No major updates. 10/31/2022: It is recommended that SI complete the Project Plan/Implementation Schedule as soon as possible since the absence of the Project Plan/Implementation	

Schedule Management: Observation, Risk, Issue and Feedback/Mitigation

Schedule prevents from proper resource planning, meeting schedules, and integrated solution development and this causes issues and inefficiency. The project meetings are not being held cohesively, and the project focus is scattered.
11/30/2022: It was expected that after the new Go-Live date was set a revised Project Plan/Implementation Schedule would be prepared, however there is no update to the Project Plan. It is recommended that SI complete the Project Plan/Implementation Schedule as soon as possible. 12/31/2022: Project Plan/Implementation Schedule still has not been submitted to DOTH.
1/31/2023: A high-level project plan was presented during the PMO on 1/26/2023 but the detailed Project Plan/Implementation Schedule has not been submitted to DOTH.
2/28/2023: The Project Plan/Implementation Schedule was submitted to DOTH for review and approval. DOTH reviewed it internally and scheduled a meeting for further review and discussion with SI on 3/1/2023.
3/31/2023: SI submitted the Project Plan/Implementation Schedule for discussion on 3/1/2023 and it was observed that task durations and dates need to be completed based on the current availability of resources and time constraints. DOTH and SI disagree with approaches regarding the resource loading to the Project Plan. They are in the process of working through the details and finalizing the Project Plan/Implementation Schedule.
4/30/2023: There are still disagreements between DOTH and SI regarding the resource plan, task duration and deliverables due dates, as well as the Go-Live date.
5/31/2023: DOTH and SI have been working together to agree on the Project Plan/Implementation Schedule, but an agreement has not been reached. This is an important deliverable that requires both parties' attention, and it should be completed as soon as possible.
6/30/2023: DOTH and SI planned to meet to work on the Project Plan/Implementation Schedule and it should be completed asap.
7/31/2023: DOTH is waiting for SI's submission of the updated Project Plan/Implementation Schedule. Timely attention from both parties is imperative for the completion of this crucial deliverable at the earliest opportunity.
8/31/2023: DOTH is currently awaiting submission of the updated Project Plan/Implementation Schedule from SI.
9/30/2023: No major update. DOTH is currently in the process of awaiting the submission of the revised Project Plan/Implementation Schedule from SI.
10/31/2023: SI submitted the revised Project Plan/Implementation Schedule and DOTH is currently reviewing it.
11/30/2023: SI and DOTH held a few meetings to discuss the Project Plan/Implementation Schedule and worked together on work breakdown structures and resource assignments.
12/31/2023: SI and DOTH continue to work together to complete the Project Plan/Implementation Schedule.
1/31/2024: SI and DOTH held a few meetings and worked on the breakdown of structures/tasks, resource assignments, and deliverable dates to complete the Project Plan/Implementation Schedule.
2/29/2024: SI submitted the Project Plan/Implementation Schedule with a Go-Live date of 9/23/2024. DOTH is currently reviewing the Project Plan/Implementation Schedule and has identified unreasonable timelines, as well as inaccuracies in the percentage of completion and task dates.
3/31/2024: SI, ETS, and DOTH held meetings to review and discuss the Project Plan/Implementation Schedule that SI submitted last month. DOTH and ETS pointed out unfeasible timelines for tasks, resource assignments, Go-Live date, and an inaccurate percentage of deliverable completion.
4/30/2024: SI submitted an updated Project Plan/Implementation Schedule. During the subsequent review session, DOTH and ETS identified several issues, including unrealistic task timelines, incorrect sequencing of task dependencies (successor and predecessor relationships at the task level), an unrealistic Go-Live date, and the inaccurately reported percentages of deliverable completion.
5/31/2024: There have been no major updates. The updated Project Plan/Implementation Schedule is still being reviewed and updated by SI and DOTH.
6/30/2024: SI submitted the Project Plan/Implementation Schedule, which was updated mainly with task successor and predecessor relations. DOTH is currently in the process of reviewing it. However, there are still some elements that require fixing and completion, such as updating and finalizing start and finish dates, adding automatic scheduling logic, critical path, task durations, and percentages of deliverable completions.
7/31/2024: The updated Project Plan/Implementation Schedule is still being reviewed and updated by SI and DOTH.
8/31/2024: Resources and timelines for tasks are being reviewed and updated by SI.
9/30/2024: SI continues to work on the deliverable with focus on resources and timelines. Lack of an approved Project Plan continues to hinder the project progress.
10/31/2024: SI is working on the next iteration of the submission and plans to present it to DOTH soon.
11/30/2024: SI submitted a new iteration of the Project Plan. DOTH and SI held a discussion meeting but could not come to an agreement. The proposed dates on some deliverables are not in the expected sequence and DOTH views the timeframe unrealistic and not based on actual resources and demanded that the resource and time required are substantiated.

Schedule Management: Observation, Risk, Issue and Feedback/Mitigation

[redacted]: There were meetings held to discuss the updated Project Plan. However, there are multiple items that were unclear to DOTH and will need additional follow up. CDD information has been added, along with minor tasks that have been discovered and included since the last iteration. Resource balancing is continuing to take place and is making progress.
1/31/2025: There were meetings held for the project timeline, and resource balancing is currently in progress. It is recommended to finalize the Project Plan as soon as possible to ensure clarity regarding the task timeline and to prevent any further delays in project completion.
2/28/2025: There continues to be meetings and discussions to complete the Project Plan. However, DOTH suggested that, given past performance in deliverable timelines and execution, the proposed timeline may be aggressive and that there may not be enough resource capacity to accommodate the items presented in the plan.
3/31/2025: It was decided to focus on a rolling three-month plan instead of a full-fledged project plan. During the Project Plan and PMO meetings, discussions are centered around the activities and priorities for the upcoming three months.
9/30/2025: There were meetings held for the project timeline, and resource balancing. It is recommended to finalize the Project Plan as soon as possible to ensure clarity regarding the task timeline and to prevent any further delays in project completion.
10/31/2025: There have been no major updates. The updated Project Plan/Implementation Schedule is still being reviewed and updated by SI and DOTH.
11/30/2025: A formal schedule or project plan is critical for tracking and measuring the progress and successful completion of the H4 project.
12/31/2025: A well-defined schedule or project plan is essential to effectively monitor progress and ensure the successful delivery of the H4 project.
01/31/2026: Project plan is essential to effectively monitor progress and ensure the successful delivery of the H4 project.
02/28/2026: The project timeline was brought up in meetings. A formal schedule or project plan is critical for tracking and measuring the progress of H4 project.
03/31/2026: There is no update to project plan. SI did not provide the new go-live date or project plan this month. Project plan is essential to effectively monitor progress and ensure the successful delivery of the H4 project.
04/30/2026: No updated project plan has been provided. A formal project plan is essential for tracking progress and ensuring the successful delivery of the H4 project, yet the SI did not provide a revised go-live date or updated plan this month.

Schedule Management: Observation, Risk, Issue and Feedback/Mitigation	
Issue	Impact
ORI ID: I-220331-02 The Go-Live date of Wave 2 for Budget and Planning has not been set yet.	H
Feedback/Mitigation/ Updates	

The Go-Live of Wave 2 for Budget and Planning need to be set as soon as possible because it impacts the project plan, resource scheduling, and project management. It is recommended to weigh the pros and cons of merging Wave 1 and Wave 2 given that there is significant delay in the project progress.

4/29/2022: No major updates. In accordance with meetings and discussions, it should be carefully considered that SBP goes live with other modules at once because it will eliminate any additional reconciliation process and streamline the whole end-to-end budget procedures if SBP goes live at the same time as FM.

5/31/2022: The issue of not discovering SBP functions and incorporating them into the current solution design was discussed again during the Project System PDD review. It is recommended that SBP functions and features need to be reviewed and considered when developing solution designs for Fund Management, Project System, FHWA requirements.

6/30/2022: No major updates.

7/31/2022: No major updates.

8/31/2022: No major updates.

9/30/2022: SI will provide additional information for SBP or its replacement application, because SBP is planned to be unsupported in the near future. 10/14/2022: SI stated that Wave 2 would start in November 2022. However, the Go-Live date of Wave 2 has yet to be determined.

11/15/2022: SI is working with DOTH resources and preparing for a Kickoff meeting.

12/21/2022: Wave 2 SBP Budgeting Kick-off meeting was held.

1/31/2023: SI is working on the Prepare Phase deliverables and preparing DOTH project team member training, however the Project Plan for Wave 2 has not been submitted yet and Go-Live date still has not been determined.

2/28/2023: SI provided training on 2/23/2023. No SBP project plan has been submitted to DOTH.

3/31/2023: SI submitted the Project Plan/Implementation Schedule for the Wave 2 Budget and Planning (SBP). It is being reviewed and updated. 4/30/2023: Project Plan/Implementation Schedule for Wave 2 is still being reviewed and updated.

5/31/2023: The Go-Live date of Wave 2 for Budget and Planning (SBP) will not be set until the Project Plan/Implementation Schedule for Wave 1 is completed.

6/30/2023: The Project Plan/Implementation Schedule for Wave 1 has not been completed. Therefore, the Go-Live date of Wave 2 for Budget and Planning (SBP) is not set.

7/31/2023: The Go-Live date of Wave 2 for Budget and Planning (SBP) has yet to be established because the H4 Project Team is waiting for the completion of the Project Plan/Implementation Schedule for Wave 1.

8/31/2023: No major updates.

9/30/2023: No major updates since the Wave 2 Go-Live date is dependent on the Wave I Project Plan/Implementation Schedule and no updated Wave I Project Plan/Implementation Schedule has been submitted.

10/31/2023: No major updates.

11/30/2023: SI and DOTH are collaborating on the review of the Project Plan/Implementation Schedule. Currently, they are working to resolve the issue of work breakdown structure and resource allocation.

Schedule Management: Observation, Risk, Issue and Feedback/Mitigation

12/31/2023: SI and DOTH are actively working together to address and rectify the issues related to the work breakdown structure and resource allocation for the Project Plan/Implementation Schedule.
1/31/2024: The Go-Live date for Wave 2 of Budget and Planning (SBP) has not yet been determined. This is because the H4 Project Team is awaiting the completion of the Project Plan/Implementation Schedule for Wave 1 before finalizing the schedule for Wave 2.
2/29/2024: SI submitted an updated Project Plan/Implementation Schedule for Wave 1 and DOTH is reviewing it.
3/31/2024: SI, ETS, and DOTH held meetings to review and discuss the Project Plan/Implementation Schedule that SI submitted last month. DOTH and ETS pointed out unfeasible timelines for tasks, resource assignments, Go-Live date, and an inaccurate percentage of deliverable completion.
4/30/2024: The review and update of the Project Plan/Implementation Schedule is still in progress. The Project Plan/Implementation Schedule has not been completed yet.
5/31/2024: No major updates.
6/30/2024: No major updates.
7/31/2024: The Project Plan/Implementation Schedule is still pending, and Wave 2 is continuously postponed.
8/31/2024: No major updates.
9/30/2024: No major updates.
10/31/2024: No major updates.
11/30/2024: No major updates.
12/31/2024: No major updates. The Project Plan is still incomplete, and Wave 2 continues to be postponed.
1/31/2025: No major updates. A discussion will take place in the future regarding the program that will replace the SBP, as it has been announced that the SBP product will be reaching its end-of-life. Currently, there is no specific time frame established for this discussion.
2/28/2025: DOTH raised a concern about having a separate Wave 2, as this could potentially lead to the failure of FHWA's full and complete certification. The requirements assigned to Wave 2, especially Job Authorization, Project Data Sheet, and HWYAC Info Sheets, are part of Wave 1 and constitute a critical portion of the FHWA certification assessment. There are no major updates on the development of Wave 2 or discussions regarding the SBP replacement.
3/31/2025: DOTH raised in the PMO meeting those certain requirements—Job Authorization, Project Data Sheet, and HWYAC Info Sheets—should be included in Wave 1 instead of Wave 2. Further discussions will take place to address this concern.
9/30/2025: Discussed with DOTH and it is agreed that LSI will replace the SAP SBP to SAP SAC as the new tool for the Planning and budgeting solutions.
10/31/2025: No Major Updates.
11/30/2025: LSI has not submitted a change order to replace the SAP SBP budgeting application. SAP informed DOTH that support for SBP ended at the end of 2025.
12/31/2025: At this time, LSI has not submitted a change order related to replacing the SAP SBP budgeting application. SAP has advised DOTH that support for the SBP platform concluded at the end of 2025
01/31/2026: No change order has been submitted by LSI in January 2026 for the replacement of SBP solutions.
02/28/2026: No change order has been submitted by LSI in February 2026 for the replacement of SBP solutions.
03/31/2026: No change order has been submitted by LSI in March 2026 for the replacement of SBP solutions.
04/30/2026: No change order has been submitted by LSI in April 2026 for the replacement of SBP solutions.

B. Subject Category: Resource Management

Resource Management: Observation, Risk, Issue and Feedback/Mitigation	
Issue	**Impact**
ORI ID: I-230930-01 Five key consultants, including the financial/integration lead, OCM lead, AR consultant, GM/FM lead, and infrastructure lead, as well as the HCM lead, left the H4 project. Additionally, three more key development consultants, the ABAP consultant, the Workflow consultant, and the lead HR Developer, departed in 2025. These consultants have dedicated over two years of their expertise to the H4 project, and the transition process may not have been executed as thoroughly as needed to ensure a seamless transfer of responsibilities, knowledge preservation, and uninterrupted flow of operations within the team, primarily because their positions were left vacant after they departed from the project.	
Feedback/Mitigation/Updates	
To ensure project continuity and success, it is recommended that SI promptly assign new resources to fill these vacant positions, as well as any other essential roles that are still vacant from previous departures. 9/30/2023: After a thorough review and assessment, DOTH has declined SI's proposal to assign the current PS/FHWA consultant as the financial/integration lead. DOTH conducted an interview with the HR lead candidate proposed by SI but chose not to proceed with the candidate due to concerns raised by both the interview responses and the assessment. 10/31/2023: One additional consultant covering GL/AP/CO/FAMIS Interface left the project in October. SI is in the process of filling in the vacant positions and DOTH conducted interviews with a few candidates. It is observed that the immediate positions to fill are Financial/Integration Lead, OCM Lead, HCM Lead, FA, and GL/AP/CO/FAMIS Interface Consultant. 11/30/2023: The positions of the OCM lead and the HCM lead have been filled. Additionally, the timesheet consultant, who has prior experience working on the H4 project, will assist with knowledge transfer for a month. They are expected to join project meetings soon. The vacant positions to fill are Financial/Integration Lead, FA, and GL/AP/CO/FAMIS Interface Consultant. It is observed that knowledge transfer to the new consultant did not take place properly and DOTH had to reiterate its processes and requirements to the new consultant. 12/31/2023: Another consultant who is responsible for development lead left the H4 project. 1/31/2024: The following functional consultant positions -- Financial/Integration Lead, FA, and GL/AP/CO/FAMIS Interface Consultant -- remain vacant and they need to be filled as soon as possible. 2/29/2024: There have been no updates regarding the number of consultants with vacant positions. However, DOTH conducted a reference call for the GL/AP/CO/FAMIS Interface and OCM consultants. 3/31/2024: DOTH interviewed new financial and OCM consultant candidates suggested by SI. They started working this month. 4/30/2024: Financial/Integration Lead and FA positions remain vacant. FA interview was conducted on 4/19/2024 and the candidate was approved by DOTH but will not join meetings until May. 5/31/2024: A new FA consultant from SI has joined and begun participating in the H4 meetings. The role of the Financial/Integration Lead is vital for the project, as discussions and solution designs for each module appear to be currently conducted in a siloed manner. The project requires a resource capable of seamlessly integrating these disparate areas to ensure cohesive end-to-end functionality. 6/30/2024: The role of Financial/Integration Lead is not performed effectively, and it is impacting various areas. For example, it has been observed that SI Leads could have miscommunicated or mis instructed, where SAP's generic data conversion template was used instead of the data conversion template that the H4 Project Team worked on during many FSD sessions.	

Resource Management: Observation, Risk, Issue and Feedback/Mitigation

7/31/2024: With the Realize Phase kickoff and CRP sessions starting, resources from multiple modules joined the related CRP meetings to bridge different tasks between modules.
8/31/2024: During the CRP sessions, consultants from directly or indirectly related modules were in attendance. However, the absence of an effective financial/integration role may have led to some end-to-end integrated solutions between modules not being addressed promptly and instead being deferred to another consultant or future sessions.
9/30/2024: Multi-module collaboration and integration efforts appear to be taking place passively on an as-needed basis instead of proactively being managed. This may lead to prolonged development time for the end-to-end integrated solutions.
10/31/2024: Lead consultants from various modules participated in the CRP sessions to collaborate and offer detailed explanations in response to questions and comments.
11/30/2024: CRP sessions have continued, with consultants from various areas providing input on an as-needed basis. However, the multi-module collaboration and integration efforts appear to be occurring passively. It would be beneficial to establish a dedicated financial/integration role that actively drives and leads end-to-end integration solutions.
12/31/2024: The role of the Financial/Integration Lead has become increasingly critical for the project, especially as discovery sessions are being repeated in multiple modules due to inadequate transition to new/newer consultants. The project needs a resource who can facilitate internal knowledge transfer and provide detailed information on requirements to help them get up to speed.
1/31/2025: Another consultant left at the end of last year, and it shows the impact of not having a financial/integration lead role with comprehensive knowledge, as a new consultant will again have to go through knowledge transfer sessions with DOTH.
2/28/2025: It is recommended that SI provides a role of the full-time dedicated financial/integration lead for the H4 Project to ensure system implementation continuity.
3/31/2025: The lack of a financial/integration lead becomes evident when the project encounters bottlenecks in areas involving data flow between modules and when discovery sessions are repeated multiple times.
9/30/2025: Three consultants left between April and September, and it shows the impact of not having a financial/integration role with comprehensive knowledge, as a new consultant will again have to go through knowledge transfer sessions with DOTH.
10/31/2025: A new AR consultant joined the team to support H4 Implementation.
11/30/2025: OCM position remained vacant at the end of November.
12/31/2025: No update. The Status remains same.
01/31/2026: A new OCM Lead resource resume submitted for review.
02/28/2026: OCM position remained vacant at the end of February.
03/31/2026: A new OCM Lead joined the H4 project from SI side in March.
04/30/2026: No change order has been submitted by LSI in April 2026 for the replacement of SBP solutions.

C. Subject Category: Quality Management

Quality Management: Observation, Risk, Issue and Feedback/Mitigation	
Issue	**Impact**
ORI ID: I-231031-01 Some deliverables continue to exhibit recurring issues, such as containing non-DOTH-related information and deviating from the DED, resulting in missing, incomplete, or incorrect information. These persistent issues, which have been previously highlighted, are causing delays in the deliverable review and approval process.	H
Feedback/Mitigation/Updates	
It is recommended that deliverables comply with approved DEDs and undergo thorough preparation, review, and proofreading by SI before submission to DOTH for review. 11/30/2023: No major updates. 12/31/2023: No major updates. 1/31/2024: No major updates. 2/29/2024: A deliverable was submitted for review, but it contained errors and incomplete information. The document requires better organization and structure, and it should address the questions and comments provided by DOTH. 3/31/2024: No major updates. 4/30/2024: A Deliverable contained a noticeable error that can be easily avoided, e.g., referencing an incorrect client - State of Nevada. 5/31/2024: It is continuously observed that other projects are referenced in the documents - e.g., SMART 21 Solution. 6/30/2024: No major updates. 7/31/2024: No major updates. 8/31/2024: There continues to be minor wording and formatting issues including deliverable format being different than agreed upon DED. 9/30/2024: No major updates. 10/31/2024: No major updates. 11/30/2024: Some deliverables did not adequately address questions and comments provided by DOTH. This causes another round of review and ultimately results in project delays. 12/31/2024: No major updates. 1/31/2025: No major updates. 1/31/2025: No major updates. 2/28/2025: No major updates. 3/31/2025: No major updates. 9/30/2025: No major updates. 10/31/2025: No major updates. 11/30/2025: No major updates. 12/31/2025: No major updates. 01/31/2026: No major updates. 02/28/2026: No major updates. 03/31/2026: No major updates. 04/30/2026: No major updates.	

D. Subject Category: Risk/Issue Management

Risk/Issue Management: Observation, Risk, Issue and Feedback/Mitigation	
Issue	**Impact**
ORI ID: I-221130-02 Some items from Issue/Risk Log are being discussed without detailed resolution. Second, conducting end-to-end CRP in a non-upgraded system will pose issues in the downstream. End-to-end CRP will not be reliable.	H
Feedback/Mitigation/Update:	

The risks and issues of the H4 Project need to be more proactively managed and respective SMEs should be more engaged regarding the details to ensure the success of the project.
12/31/2022: No major updates.
1/31/2023: It is recommended that all outstanding issues and risks be discussed during the PMO meeting, not just new items. 2/28/2023: No major updates.
3/15/2023: There are 13 unresolved outstanding issues and one new issue found.
4/30/2023: Progress has been made, however there are items that are aging and a quicker follow up and resolution to those issues will help with the project timeline.
5/31/2023: There are 37 items that need to be reviewed - 15 resolved and 22 in progress. There are still old items that need follow up. 6/30/2023: There are 38 items that need to be reviewed - 15 resolved and 23 in progress. There are still old items that need follow up. 7/31/2023: There are 41 items that need to be reviewed - 15 resolved and 26 in progress. There are still old items that need follow up. 8/31/2023: There are 45 items that need to be reviewed - 19 resolved and 26 in progress. There are still old items that need follow up.
9/30/2023: There are 49 items that need to be reviewed - 21 resolved, 27 in progress, and 1 in new. It is recommended all open issues are reviewed and resolved.
10/31/2023: There are 50 items that need to be reviewed - 23 resolved, 27 in progress, and 1 in new. It is recommended that all open issues, including older items, be reviewed and resolved.
11/30/2023: There are 50 items that need to be reviewed - 23 resolved and 27 in progress.
12/31/2023: There are 51 items that need to be reviewed - 25 resolved and 26 in progress.
1/31/2024: There are 55 items that need to be reviewed - 25 resolved and 30 in progress. It is recommended that all open issues, including older items, be reviewed and resolved.
2/29/2024: There are 55 items that need to be reviewed - 31 resolved and 24 in progress. It is recommended that all open issues, including older items, be reviewed and resolved.
3/31/2024: There are 57 items that need to be reviewed - 33 resolved and 24 in progress. It is recommended that all open issues, including older items, be reviewed and resolved.
4/30/2024: There are 59 items that need to be reviewed - 33 resolved and 26 in progress. It is recommended that all open issues, including older items, be reviewed and resolved.

5/31/2024: There are 60 items that need to be reviewed - 34 resolved and 26 in progress. It is recommended that all open issues, including older items, be reviewed and resolved. Older items should be checked to decrease any backlog.
6/30/2024: There are 61 items that need to be reviewed - 34 resolved and 27 in progress. It is recommended that all open issues, including older items, be reviewed and resolved. Older items should be checked to decrease any backlog.
7/31/2024: There are 63 items that need to be reviewed - 35 resolved and 28 in progress. It is recommended that all open issues, including older items, be reviewed and resolved. Older items need better follow ups.
8/31/2024: There are 65 items that need to be reviewed - 35 resolved and 28 in progress, and 2 in new. It is recommended that all open issues, including older items, be reviewed and resolved. Older items need better followup.
9/30/2024: There are 65 items that need to be reviewed - 35 resolved and 30 in progress. It is recommended that all open issues, including older items, be reviewed and resolved. Older items need better follow up.
10/31/2024: There are 68 items that need to be reviewed - 36 resolved and 32 in progress. It is recommended that all open issues, including older items, be reviewed and resolved. Older items need better follow up.
11/30/2024: There are no changes to risks and issues this month. However, many older items have not been discussed or addressed for some time and require more attention. It is recommended that SI consultants and DOTH SMEs hold a dedicated session to review and recalibrate these issues. This effort is crucial to effectively resolving the aged items that are currently impacting the overall progress of the project.
12/31/2024: There are 70 items that need to be reviewed - 36 resolved and 34 in progress. It is recommended that all open issues, including older items, be reviewed and resolved. Older items need better follow up.
1/31/2025: No changes in the number of issues.
2/28/2025: No changes in the number of issues.
3/31/2025: There are 71 items that need to be reviewed - 38 resolved and 33 in progress. It is recommended that all open issues, including older items, be reviewed and resolved. Older items need better follow up.
9/30/2025: There are 116 items that need to be reviewed - 83 resolved and 33 in progress. It is recommended that all open issues, including older items, be reviewed and resolved. Older items need better follow up.
10/31/2025: There are 116 items that need to be reviewed - 33 in progress, and 83 closed. It is recommended that all open issues, including older items, be reviewed and resolved. Older items need better follow up.
11/30/2025: There are two duplicate numbering in the issue log. SI will fix it and IV&V will update the count in the December report.
12/31/2025: The duplicate numbering in the issue log has been corrected. There are currently 118 items identified for review, including 33 in progress, 44 resolved, and 41 closed. It would be beneficial to review and address all remaining open issues, including older items, with additional follow-up to support timely resolution.
01/31/2026: There are currently 119 items identified for review, including 1 new, 34 in progress, 45 resolved, and 39 closed. It would be beneficial to review and address all remaining open issues, including older items, with additional follow-up to support timely resolution.
02/28/2026: There are currently 123 items identified for review, including 0 new, 38 in progress, 46 resolved, and 39 closed. It would be beneficial to review and address all remaining open issues, including older items, with additional follow-up to support timely resolution.
03/31/2026: There are currently 123 items identified for review, including 0 new, 38 in progress, 46 resolved, and 39 closed. It would be beneficial to review and address all remaining open issues, including older items, with additional follow-up to support timely resolution.
04/30/2026: No changes on the counts. Will be beneficial to review and address all remaining open issues, including older items, with additional follow-up to support timely resolution.

E. Subject Category: Organization Change Management

Organization Change Management: Observation, Risk, Issue and Feedback/Mitigation	
Issue	**Impact**
ORI ID: I-241226-01 OCM activity has been resumed and there is ongoing communication taking place. There is a new OCM lead in the project currently.	L
Feedback/Mitigation/Updates	
OCM activity has been absent for an extended period due to the project focusing on one specific activity at a time, currently CRPs. Even during stagnant times, the project will benefit from ongoing communication and updates. 1/31/2025: No major updates. 2/28/2025: OCM activities continue to be paused, and activities are planned to resume when Unit Testing starts. There should be proactive communication to the stakeholders and end users regarding the project status and development along with upcoming changes. 3/31/2025: There were no OCM activities conducted, apart from those related to the CRP. 09/30/2025: OCM Consultant left the project, and we have yet got a new consultant to fulfill this requirement. 10/31/2025: There were no OCM activities conducted, apart from those related to the CRP. 11/30/2025: The contract requires that the vacancy be filled within 45 days by a replacement OCM Lead with equivalent qualifications and experience. However, the OCM position remained vacant at the end of November. 12/31/2025: The contract specifies that any vacancy should be filled within 45 days by a replacement OCM Lead with comparable qualifications and experience. As of the end of December, the OCM Lead position had not yet been filled. 01/31/2026: The contract specifies that any vacancy should be filled within 45 days by a replacement OCM Lead with comparable qualifications and experience. As of the end of January, the OCM Lead resume submitted but position had not yet been filled. 02/28/2026: Position for OCM Lead remained vacant at the end of February. 03/31/2026: The OCM Lead position filled in March. 04/30/2026: Resumed the monthly communication and newsletter by the OCM team.	

F. Subject Category: Communication Management

Communication Management: Observation, Risk, Issue and Feedback/Mitigation	
Issue	**Impact**
ORI ID: I-220131-08 Some requirements and processes impact multiple modules, including waterfall funding and the FHWA, among others. However, information is often siloed and not communicated to other consultants frequently. This results in multiple consultants asking for the information on a same topic each time at different meetings. This item also impacts the subject category of Solution Design and Configuration.	H

Feedback/Mitigation/Updates

It is recommended: More coordination and collaboration are needed to design and develop an integrated solution. Proactively communicate with other consultants on topics that may be relevant for another consultant. Meeting recordings should be utilized to understand the relevant topic for the related process in another module. All key H4 Project Team members to attend the meetings related to critical core requirements such as waterfall funding.
Analyze each meeting's agenda to see if there are other consultants that should attend for related information.
2/28/2022: There is another consultant who is leaving the project and a replacement consultant has not participated in a meeting, and these turnovers are adding difficulty to the current communication issue.
3/31/2022: More collaboration is expected among SI consultants where it requires integrated solutions such as Waterfall Funding, FHWA Billing, Labor, etc. When DOTH staff inquiries about solutions that integrate across two or more functions between H4 modules, DOTH staff should also be provided with the integrated solution answer as opposed to separate or siloed bits of information of each H4 module.
4/29/2022: Efforts were made to improve communication and collaboration. (E.g., Rules of Engagement prepared by SI)
5/31/2022: Collaboration made progress. For example, some requirements that impact multiple areas have been referenced by multiple PDDs of different areas. However, there are still some communication improvements to be made between SI consultants.
6/30/2022: More coordination and collaboration could be made where cross module interaction is needed.
7/31/2022: More coordination and collaboration were present during the PDD reviews.
8/31/2022: Some DOTH requirements that were presented and discussed previously were asked to be revisited again in the meetings.
9/30/2022: Improvements still need to be made in communication and collaboration between SI consultants.
10/31/2022: Communication and collaboration still need to improve between SI consultants, especially with three consultants leaving the project. 11/30/2022: It has been observed that during FSD meetings information is not being shared between modules, including basic information which impacts multiple modules. Since this information is not being shared among SI team members, DOTH has to re-explain basic information multiple times.
12/31/2022: More communication and collaboration are needed for integrated solution design. There have been siloed activities and approaches observed. 1/31/2023: Designing an integrated solution for FHWA and other modules will require additional collaboration effort, teamwork, and cooperation. The issues of siloed information and ununified solution design are still observed between models and cross-business areas where tight integration is needed.
2/28/2023: It is observed that more communication and collaboration are still needed for an integrated solution design. DOTH is still not clear on the end-to- end FHWA System solution.
3/31/2023: The issue regarding an integrated solution design was brought up in a PMO meeting. It was decided that there will be an integration checklist developed to keep track of issues and action items coming out of meetings that impact integration of modules.

Communication Management: Observation, Risk, Issue and Feedback/Mitigation

4/30/2023: It is observed that additional communication, collaboration, and comprehensive solution architecture are necessary to achieve a fullyintegrated solution design as there are information gaps between the modules where the transactions impact each other.
5/31/2023: The lack of an integrated and comprehensive solution design remains a concern. It is recommended that SI and DOTH work together to resolve this ongoing issue.
6/30/2023: There is an ongoing concern regarding the absence of an integrated and comprehensive solution design. When a meeting is held, it is recommended that all responsible participants attend the meeting for bestfacilitation.
7/31/2023: Some progress has been made through consultants attending meetings of cross-functional areas for integration efforts. For a fully integrated solution design, continuous communication, collaboration, and comprehensive architecture are needed to bridge information gaps between modules and interdependent transactions.
8/31/2023: It is observed that some cross-module dependencies were not fully explored and they may not function as anticipated; inter-module discussion is needed. The challenges of isolated information and a fragmented solution design persist across modules and cross-business areas where seamless integration is crucial.
9/30/2023: Three additional key consultants have left the H4 project, specifically in the roles of FM/GM, OCM Lead, and Infrastructure Lead. This departure could potentially exacerbate the existing challenges related to integrated solution design, collaboration, and cohesiveteamwork.
10/31/2023: Following the departure of five consultants in the last two months, another consultant responsible for GL, AP, CO, and FAMIS interface left the H4 project in October. This departure is exacerbating the ongoing challenges related to integrated solution design, collaboration, and cohesiveteamwork. 11/30/2023: The challenges of siloed information and the need for a comprehensive solution design persist across various models and cross-business areas where seamless integration and collaboration are crucial. This issue is amplified with multiple resources leaving theproject.
12/31/2023: Another development lead consultant left the H4 project in December after six other consultants departed in the last three months. This was a core position which was responsible for working on WRICEF items including cross-module functionalities, thus leading the development team. This departure is making it more difficult to design integrated solutions, collaborate, and work cohesively as ateam.
1/31/2024: The challenges posed by working in a siloed manner persist, highlighting the necessity for a comprehensive solution design that spans various modules and cross-business areas. Additionally, the project still needs to fill key roles such as financial/integration lead and other functional and technical consultants, including areas for FA, AP, CO, GL, and WRICEFs.
2/29/2024: The absence of key roles such as the financial/integration lead and various consultants (FA, AP, CO, GL, WRICEFs) underscores the crucial need for a comprehensive integrated solution design that addresses multiple modules and challenges associated with working insilos.
3/31/2024: The persistent challenges arising from siloed work practices underscore the critical need for a holistic solution design with leadership and supervision that extends across multiple modules and interconnects various business domains to meet DOTH's end-to-end requirements.
4/30/2024: The ongoing challenges posed by isolated work practices highlight the urgent need for an integrated solution design. The solution design spans multiple modules and connects various business domains and to ensure DOTH's comprehensive requirements are met properly, apparent lack of project management, leadership, and oversight need to be addressed and improved.
5/31/2024: The ongoing challenges resulting from siloed work practices persist, highlighting the urgent need for more effective and efficient project management, leadership, and integrated solutions.
6/30/2024: No major updates.

Communication Management: Observation, Risk, Issue and Feedback/Mitigation

7/31/2024: The need for more effective and efficient project management and integrated solutions is evident as siloed work practices continue to hinder progress.
8/31/2024: During CRP sessions, consultants from related modules have collaborated to discuss and present H4 functionalities and their alignment with requirements. However, the overall solution design has not yet achieved the level necessary to support integrated DOTH requirements. Siloed work practices persist, emphasizing the need for a stronger focus on multi-module, end-to-end integration and project management to ensure cohesive alignment across all modules.
9/30/2024: As CRP sessions continue more collaboration is noticed. However, siloed work practice continues, and the end-to-end multi-module integration will need more effort.
10/31/2024: Continuous effort is needed for collaboration between the modules to ensure tightly integrated solution.
11/30/2024: No progress was made in intra-team communication. As the system is being developed and end-to-end scenarios will impact multiple modules, more coordination and communication are needed to have a properly integrated system.
12/31/2024: As CRPs progress and WRICEF development continues, communication takes place on specific areas that need interaction between the modules. However, a more overarching integrative effort and open communication are needed to ensure seamless collaboration. Meetings often involve the need to consult with other specialists for specific information, highlighting the importance of a structured approach to cross-module coordination.
1/31/2025: Another consultant has left the project, resulting in a gap in institutional knowledge once again. When attrition occurs, a certain level of knowledge transfer is expected to be necessary for the project to get back on track. However, the impact can be minimized through strong coordination and collaboration among consultants with the leadership of the financial and Integration Lead, a role that is currently unavailable yet remains crucial for the project's success. Additionally, maintaining proper meeting documentation as a standard practice, as discussed in I-221130-03, will further support knowledge continuity and project stability.
2/28/2025: No significant improvement or progress in overall collaboration and cross-module communication has been observed.
3/31/2025: It has been observed in multiple meetings that the same information is being repeatedly covered. Combined with the lack of meeting minutes and Summaries', this has become a significant factor hindering the project's progress.
9/30/2025: Three consultants have left the project, resulting in a gap in institutional knowledge once again. When attrition occurs, a certain level of knowledge transfer is expected to be necessary to get the project back on track. However, the impact can be minimized through strong coordination and collaboration among consultants, under the leadership of the financial and Integration Lead.
10/31/2025: More coordination and collaboration were present during the CRP sessions.
11/30/2025: Out of 21 functional meetings and CRPs in November, five had LSI cross functional participation.
12/31/2025: Total 2 CRPs were conducted in the month of December 2025.
01/31/2026: Total Three CRPs were conducted in the month of January 2026.
02/28/2026: Total Seven CRPs were conducted in the month of February 2026.
03/31/2026: Total Five CRPs were conducted in the month of March 2026.
04/30/2026: There were seven CRP sessions covering the following SAP functional areas: Fixed Assets (FA), Logistics and Procurement (LO), and Time and Payroll.

G. Subject Category: Contract Management

Contract Management: Observation, Risk, Issue and Feedback/Mitigation

Observation

ORI ID: O-240926-02

SAP Solution Manager as its mainstream maintenance is scheduled to end by the close of 2027. SAP Cloud ALM will be replacing SAP Solution Manager. The H4 Project Team has been reviewing and discussing continuing to utilize SAP Solution Manager for this project scope or immediately transition to SAP Cloud ALM.

Feedback/Mitigation/Updates

10/31/2024: A steering committee meeting was held to discuss upgrading the Solution Manager. SI and DOTH agreed to upgrade Solution Manager to Cloud ALM. Further details will be discussed and finalized later and change order will be prepared accordingly.
11/30/2024: No major updates.
12/31/2024: No cost change order was prepared.
1/31/2025: No major updates.
2/28/2025: No major updates.
3/31/2025: No major updates. SI has not submitted the no cost change order.
9/30/2025: SI has submitted a no cost change order in July, and it is approved to replace the solution Manager.
10/31/2025: No major updates. SI has submitted the no cost change order, DOTH yet to access the new Cloud ALM solutions.
11/30/2025: SI agreed to implement the SAP Cloud ALM solutions.
12/31/2025: Change Order for SAP Cloud ALM was approved by DOTH in December.
01/31/2026: No major update.
02/28/2026: No major update.
03/31/2026: DOTH still waiting for the access to SAP Cloud ALM.
04/30/2026: DOTH still waiting for the access to SAP Cloud ALM.

Contract Management: Observation, Risk, Issue and Feedback/Mitigation

Observation

ORI ID: O-240926-03

SAP Process Integration (PI) and Process Orchestration (PO) - the currently utilized middleware - as SAP will end support on December 31, 2027. SAP Integration Suite will be replacing SAP PI and PO. The H4 Project Team has been reviewing and discussing continuing to utilize SAP PI and PO for this project scope or immediately transition to SAP Integration Suite.

Feedback/Mitigation/Updates

10/31/2024: A steering committee meeting was held to discuss the end of life of Process Integration (PI) and Process Orchestration (PO). SI and DOTH agreed that to finalize the decision, additional details are needed such as analysis regarding the complexity of migration, the project Go-Live date, and any other relevant factors that might impact the project schedule.
11/30/2024: No major updates.
12/31/2024: No major updates.
1/31/2025: No major updates.
2/28/2025: The Steering Committee held a meeting where this topic was discussed. SI and DOTH had differing opinions on the contract terms related to the 'Obsolete' clause. However, they ultimately reached an agreement to replace PI/PO with the SAP Integration Suite solution.
3/31/2025: No major updates.
9/30/2025: No major updates.
10/31/2025: SI submitted a no cost replacement CR to change the PO/PI with IS tool for all interfaces.
11/30/2025: SI is working with SAP to obtain the license for the BTP solutions. DOTH approved the change order # 19
12/31/2025: No major update.
01/31/2026: No major update.
02/28/2026: No major update.
03/31/2026: Per the change order # 19, interfaces must be converted to BTP IS prior to Unit testing.
04/30/2026: No major update.

Contract Management: Observation, Risk, Issue and Feedback/Mitigation
Observation
ORI ID: O-240926-04 DOTH has requested an upgrade to the latest version of the SAP S4 HANA software, as the existing H4 system is currently several versions outdated.

Contract Management: Observation, Risk, Issue and Feedback/Mitigation
Feedback/Mitigation/Updates
10/31/2024: SI plans to perform a software update before testing starts. 11/30/2024: No major updates. 12/31/2024: SI plans an upgrade after CRP sessions are completed and will provide a more detailed plan when CRP sessions end. 1/31/2025: No major updates. CRPs are continuing. 3/31/2025: It has been discussed that the upgrade timing will be determined after the completion of the CRP sessions. 9/30/2025: SI plan to upgrade the Current H4 system after the CRP completion. 10/31/2025: SI plans to upgrade the Current SAP H4 HANA system 2020 to 2023 version after the CRP completion. 11/30/2025: SI plans to upgrade H4 HANA system from SAP S/4 2020 to 2023 version after the CRP completion. IV&V recommends upgrade the system before the end-to-end CRP. 12/31/2025: LSI has indicated plans to upgrade the HANA H4 system from SAP S/4 2020 to SAP S/4 2023 following completion of CRP activities. IV&V recommends considering the upgrade prior to the end-to-end CRP to support a more streamlined testing process. 01/31/2026: No upgrade started in January 2026, IV&V recommends considering the upgrade prior to the end-to-end CRP to support a more streamlined testing process. 02/28/2026: No upgrade started in Feb 2026, IV&V recommends considering the upgrade prior to the end-to-end CRP. 03/31/2026: No upgrade started in Mar 2026, IV&V recommends considering the upgrade prior to the end-to-end CRP completion. 04/30/2026: LSI has indicated plans to upgrade the HANA H4 system from SAP S/4 2020 to SAP S/4 2023; however, the upgrade has not yet commenced. IV&V recommends considering the completion of the upgrade prior to the end-to-end Conference Room Pilot (CRP) to support a more streamlined and efficient testing process. Per the approved Testing Strategy Deliverable #31, regression testing is required after any system upgrade using approved test scripts to test the affected processes and to ensure nothing else was affected by the changes. The acceptance criteria for the regression testing include: (1) All test scripts are successfully completed, (2) All errors are corrected, and (3) DOTH acceptance of the test results.

H. Subject Category: Requirement Management (Processes, Requirements and Fit/Gap)

Requirement Management: Observation, Risk, Issue and Feedback/Mitigation	
Risk	**Impact**
ORI ID: R-230228-01 FSDs are supposed to be prepared during the RTM and Fit/GAP. However, FSD is still under development. CDD and FSD are the final documents before the System configuration, therefore it should be as complete as possible. However, numerous discoveries are still being made during the CRP/FSD review sessions. It will impact contract management scope.	H
Feedback/Mitigation/Updates	
It is recommended that the H4 Project Team work on detailed and complete discovery of DOTH requirements without postponing any elementsto development and testing. All the details should be discovered by the completion of FSDs. This also impacts QualityManagement. 4/30/2023: There were some meetings where detailed information for configuration or reports was suggested to be discovered during the testing phase. It is recommended that all granular details be discovered and documented with the FSDs now rather than postponing until the integration testing.Developers need clear guidance on creating reports and customizing applications, which is why it's crucial for FSDs to be comprehensive anddetailed. 5/31/2023: It is recommended that all detailed functional specifications be discussed, reviewed, agreed upon, and documented entirely before moving to the next task, such as Conference Room Pilot. 6/30/2023: Progress is being made on all modules. However, there are some FSDs that need to provide more details and more requirements; processes discussion is needed. 7/31/2023: No major updates. 8/31/2023: It is advisable to identify and document all specific details within FSDs at this stage rather than deferring them to the integration testing phase. Reviewing FSDs continues to pose difficulties due to the fragmented and isolated presentation of information. Furthermore, understanding the logic can be quite challenging, particularly due to the limited understanding of SAP processes and functions. 9/30/2023: No major updates. 10/31/2023: No major updates. 11/30/2023: SI has proposed an 80:20 rule for approving FSDs, suggesting that developers can commence customization with an 80% completion of FSD specifications. The reasoning is that evaluating the system through testing is more straightforward and clearer than reviewing extensive requirement specifications in documents. IV&V holds the opinion that it is crucial to identify and document all functional specifications meticulously. This approach is designed to mitigate the risk of potential errors, omissions, or the necessity for rework in subsequent phases of theproject. 12/31/2023: No major updates as fewer meetings are taking place due to resourcedepartures. 1/31/2024: A thorough discovery of processes and requirements for FM, GM, and FHWA is currentlyunderway. 2/29/2024: No major updates. 3/31/2024: No major updates. 4/30/2024: Progress is being made, however some discovery details and discussions from meetings and FSDs need to be documented better or some inquiries need to receive complete responses.	

Requirement Management: Observation, Risk, Issue and Feedback/Mitigation

5/31/2024: No major updates. There are still over 40 FSDs remaining to be submitted by SI and continued effort is needed to capture all the details for the requirements.
6/30/2024: No major updates. There has been very little activity with FSDs. 7/31/2024: No major updates. There has been minimal activity regarding FSDs.
8/31/2024: There was minimal progress made with FSDs, with a primary focus on CRPs.
9/30/2024: Progress with FSDs was limited, as efforts were primarily directed toward advancing CRPs.
10/31/2024: No additional FSDs were submitted as all efforts are going into CRP sessions and general module discussions. 11/30/2024: No major updates.
12/31/2024: Reports were shown and discussed in CRP sessions and regular meetings, and additional details were discussed.
1/31/2025: The reports FSDs will be worked on alongside any remaining CRPs and CDDs, instead of waiting for those to be completed. Also, SI stated that more WRICEF objects are ready for ITC.
2/28/2025: Additional WRICEF items are considered ready for ITC, according to SI.
3/31/2025: FSD activities are planned to resume at the end of March, based on the currently proposed Project Plan.
9/30/2025: Revisit of the RTM and FITGAP to understand the discrepancies in FSD count.
10/31/2025: No major updates.
11/30/2025: All CDD's are approved by DOTH.
12/31/2025: No Major Update.
01/31/2026: No Major Update.
02/28/2026: No Major Update.
03/31/2026: No Major Update.
04/30/2026: No Major Update.

I. Subject Category: Solution Design and Configuration

Solution Design and Configuration: Observation, Risk, Issue and Feedback/Mitigation

Observation

ORI ID: O-230524-01

There was a disagreement on the level of detail and how to review and confirm the Configuration Design Document (CDD). DOTH had questions on the CDDs; however, not all modules contained detailed enough answers for DOTH to understand them. Through the CDD review sessions and updates on CDD, the issues are being resolved. DOTH approved all of the CDD documents.

Feedback/Mitigation/Updates

LSI will do a walkthrough of the Configuration Design Document with DOTH in the upcoming meetings. It is recommended that SI provide enough detailsin CDDs and in responses to the questions for DOTH to be able to understand the concept of the design and to be able to do maintenance in the future.
10/31/2023: No activities related to CDD occurred. 11/30/2023: No major updates.
12/31/2023: It is recommended that DOTH and SI conduct a review and validation of CDDs alongside FSDs because over 480 requirements are met by the H4 standard functionalities.
1/31/2024: No major updates.
2/29/2024: No activities related to CDD occurred.
3/31/2024: No major updates.
4/30/2024: No major updates.
5/31/2024: No major updates.
6/30/2024: No major updates.
7/31/2024: No activities related to CDD occurred.
8/31/2024: No progress was made.
9/30/2024: No progress was made.
10/31/2023: No progress was made.
11/30/2024: No progress was made.
12/31/2024: SI mentioned that once CRP sessions are completed CDD will make progress.
1/31/2025: A few CDDs have been updated and submitted to DOTH for review.
1/31/2025: Some CRP sessions have not been completed and will continue in February. There are Q&A documents also being submitted and reviewed.
2/28/2025: The CRP FAQ documents are still under review, and CRP sessions are ongoing for the remaining modules. CRP activities will continue through the end of March in areas that remain incomplete.
3/31/2025: CRP sessions will continue into April, and the CRP meetings are scheduled throughout April.
09/30/2025: 85 percent of the CDD review done by DOTH and approved by DOTH.
10/31/2025: 95 percent of the CDD review done by DOTH and approved by DOTH.
11/30/2025: All CDD's are approved by DOTH.
12/31/2025: No Major Update.
01/31/2026: No Major Update.
02/28/2026: No Major Update.
03/31/2026: No Major Update.
04/30/2026: No Major Update.

Solution Design and Configuration: Observation, Risk, Issue and Feedback/Mitigation

Issue	Impact
ORI ID: I-240926-01 Conference Room Pilot (CRP) sessions continued for various modules. However, a few sessions have been postponed due to the modules' lack of readiness. Furthermore, some CRP sessions do not adequately demonstrate DOTH-specific requirements. SI is working on to resolve this concern.	H

Feedback/Mitigation/ Updates

It is recommended that the CRP sessions prioritize and focus on DOTH-specific requirements and business processes rather than generic SAP processes and available features.
9/30/2024: Along with session readiness, resource scheduling and availability are also causing the project to be further delayed. 10/31/2024:
CRP sessions will continue to be held in November for AR, AP, HCM, EGS, and FHWA.
11/30/2024: There will be CRP sessions in December. SI suggested that CRP sessions are completed in some modules, however DOTH has not fully agreed that CRP sessions are finalized for those modules.
12/31/2024: CRP sessions will continue to be held for certain modules in September. Additionally, there are some CRP sessions where questions were gathered, but the corresponding Q&A documents have not yet been submitted to DOTH.
1/31/2025: Some CRP sessions have not been completed and will continue in February. There are Q&A documents also being submitted and reviewed.
2/28/2025: The CRP FAQ documents are still under review, and CRP sessions are ongoing for the remaining modules. CRP activities will continue through the end of March in areas that remain incomplete.
3/31/2025: CRP sessions will continue into April, and the CRP meetings are scheduled throughout April.
9/30/2025: CRP sessions will continue to be held for specific modules in October. Additionally, there are some CRPs sessions scheduled for this month, and DOTH raised business-related questions during the CRPs. SI is responding to the questions raised during the CRPs.
10/31/2025: Four CRP sessions were held for month of October. CRP sessions will continue to be held for specific modules in November. Additionally, there are some CRPs sessions scheduled for December month, and DOTH raised business-related questions during the CRPs.
11/30/2025: Three CRP sessions were held for the month of November. CRP sessions will continue to be held for specific modules in December. Additionally, there are some CRPs sessions scheduled for January 2026.
12/31/2025: Two CRP sessions were held for the month of December. CRP sessions will continue to be held for specific modules in January 2026.
01/31/2026: Three CRP sessions will continue to be held for specific modules in February 2026.
02/28/2026: Seven CRP sessions were held for specific modules in February 2026.
03/31/2026: Five CRP sessions were held for specific modules in March 2026. Update to PDD and CDD still pending after the CRP review. IV&V recommends updating the PDD and CDD as soon as complete the CRP sessions and not to wait until go-live.
04/30/2026: IV&V recommends updating PDD and CDD documents promptly after CRP activities are finalized rather than deferring updates until go-live.

Solution Design and Configuration: Observation, Risk, Issue and Feedback/Mitigation	
Issue	**Impact**
ORI ID: I-250228-01 The Configuration Design Document (CDD) review is fully completed for all modules, and a walkthrough of the CDD is completed.	M

Feedback/Mitigation/ Updates
FSD and CDD activities should have been worked on concurrently. CRPs are progressing without the completion of FSDs or a walkthrough of the CDDs. DOTH expects SI to conduct a comprehensive walkthrough of the CDD documents after the CRP sessions. It is recommended that SI provide DOTH with sufficient details in the walkthrough, CDD documents, and Q&A responses. This will help DOTH gain a better understanding of the system design, prepare for upcoming testing, and ultimately ensure proper maintenance in the future. 3/31/2025: CDD activities have resumed and are showing some progress. It is recommended that DOTH SMEs participate in reviewing and validating the CDDs, with appropriate supervision and guidance from SI. 09/30/2025: 85 percent of the CDD review done by DOTH and approved. 10/31/2025: 95 percent of the CDD review done by DOTH and approved. 11/30/2025: All the CDD review done by DOTH and approved. 12/31/2025: No major update. 01/31/2026: No major update. 02/28/2026: No major update. 03/31/2026: No major update. 04/30/2026: No major update.

J. Subject Category: Reports and Analytics

Reports and Analytics: Observation, Risk, Issue and Feedback/Mitigation	
Risk	**Impact**
ORI ID: R-221130-03 RTM and FSD are being prepared without in-depth reports discussion and Analysis of Reporting Requirements (ARR) does not provide sufficient information to cover all the details of the reports. Reports are often the final desired outcome of an activity and detail discovery is essential.	H
Feedback/Mitigation/Updates	
It is recommended that SI conduct detailed discovery of DOTH reports to ensure all the necessary information for input and output are covered. 12/31/2022: During the FSD discussions, additional details that need to be on the reports have been discovered. 1/31/2023: H4 Project Team is having deep-dive discussions on WRICEF's requirements, processes, and functional specifications. 2/28/2023: Reports WRICEF FSDs are being reviewed, and new discoveries are being made. FSDs are being updated based on discussions. 3/31/2023: New discoveries on reports requirements continue to be found. 4/30/2023: Reports are constantly undergoing new discoveries. 5/31/2023: Further details about the reports have been uncovered and discussed. 6/30/2023: WRICEF Reports are being discussed during the FSD sessions but other standard reports in H4 also need to be reviewed. 7/31/2023: While WRICEF Reports are reviewed and discussed, it is equally essential to examine the standard reports within H4. 8/31/2023: A few standard reports for AP were reviewed during the FSD meetings. Standard report review activities should continue throughout all modules. 9/30/2023: WRICEF Reports discussions are making incremental progress during the FSD sessions but some standard reports in H4 are still not explored carefully, and they should be reviewed to ensure standard reports can satisfy the requirements. 10/31/2023: It is observed that detailed information for some report requirements is still missing and a comprehensive report analysis is still needed. 11/30/2023: Some reports are still undergoing more discoveries; for example, the details for MVSO report requirements, which require the FHWA waterfall funding table update, have been discussed for the first time. All detailed requirements must be thoroughly reviewed and documented properly. 12/31/2023: Reports discussions are continuing and finding additional details for the requirements. 1/31/2024: Discussions regarding reports are ongoing; meanwhile, further details about the requirements are being discovered. 2/29/2024: No major updates. 3/31/2024: No additional reports-related FSDs were submitted, nor standard reports were discussed. 4/30/2024: Discussions about the reports including FSDs continue, and new details about the requirements are emerging. 5/31/2024: Discussions regarding the reports are in progress, and additional details about the report requirements are being revealed. 6/30/2024: The H4 Project Team is currently discussing the reports in various modules and discovering more details about the requirements. 7/31/2024: The H4 Project Team continues to discover additional details and requirements as reports are discussed. 8/31/2024: Additional details throughout various modules are discussed and discovered along with WRICEF reports.	

Reports and Analytics: Observation, Risk, Issue and Feedback/Mitigation
9/30/2024: There continue to be additional details being discovered and discussed throughout various modules such as FA, PS, FM, and HCM. 10/31/2024: Additional details are discussed, and some re-discovery is taking place in mostmodules. 11/30/2024: There were no report specific meetings, however additional information and details are discussed in CRP and general module sessions. 12/31/2024: Reports were shown and discussed in CRP sessions and regular meetings, and additional details were discussed. 1/31/2025: There was no dedicated session for reports. However, some report-related requirements were discussed during meetings, such as the EGS CRP and GL sessions. 2/28/2025: Reports are discussed during GL and HR sessions as part of the regular module meetings. 3/31/2025: FSD objects for ITC 2 are scheduled to start on the last day of March and expected to take about three months based on the proposed Project Plan. 3/31/2025: Testing of custom reports, as part of the WRICEF objects, is scheduled to begin during ITC2 according to the proposed three-month Project Plan. However, it is recommended that all WRICEF objects, including custom reports, be thoroughly tested and validated beforehand, ideally even prior to the start of the ITC cycles. 9/30/2025: There were no report specific meetings, however additional information and details are discussed in CRP and general module sessions. 10/31/2025: There were no report specific meetings, however additional information and details are discussed in CRP and general module sessions. 11/30/2025: No major Updates in the reporting side of the H4 project in November. 12/31/2025: There were no significant updates on the reporting aspect of the H4 project during the month of December. 01/31/2026: There were no significant updates on the reporting aspect of the H4 project during the month of January. 02/28/2026: There were one updates on the reporting aspect of the H4 project during the month of February. 03/31/2026: There were no significant updates on the reporting aspect of the H4 project during the month of March. 04/30/2026: There were no significant updates on the reporting aspect of the H4 project during the month of April.

K. Subject Category: Security

Security: Observation, Risk, Issue and Feedback/Mitigation	
Risk	**Impact**
ORI ID: R-221130-03 BPML updates still pending. SI has not reviewed the updated BPML or Security details with DOTH on user access via SSO.	H

Feedback/Mitigation/Updates

10/31/2025: No meeting held to discuss the BPML Changes for the Fiori tiles
11/30/2025: SI Security team conducted review of the security impact on the Fiori tiles changes
12/31/2025: Discussions regarding the roles and SSO with DOTH ETS team. ETS team require additional details for the SSO configurations
01/31/2026: Additional details throughout various modules are discussed and discovered along.
02/28/2026: Deliverable # 37 Internal Controls and System Security Plan was approved on 02/25/2026
03/31/2026: No BPML or SSO configuration updates from the SI side. New roles should be created for KT sessions after the CRP is completed for DOTH users.
04/30/2026: No BPML or SSO configuration updates from the SI side this month. New roles should be created for KT sessions after the CRP is completed.

L. Subject Category: Data Conversion

Data Conversion: Observation, Risk, Issue and Feedback/Mitigation	
Risk	**Impact**
ORI ID: R-221130-04 Data Conversion strategy and plan documents have covered the details such as source/target, cleansing, dependencies, and validations. WRICEF and detailed data conversion work deferred from the Explore Phase are discussed and performed during FSD sessions.	H

Feedback/Mitigation/Updates

It is recommended to catch up on work deferred from the Explore Phase and to explore Data Conversion materials in detail to finalize the Data Conversion WRICEF in FSD.
12/31/2022: Data conversion discussions are making progress. However, familiarity of H4 terminologies, functions, and processes by DOTH will be needed to adequately review and complete data conversion FSDs.
1/31/2023: FSD meetings are continuously being held to review data conversion specifications, especially to identify source of data that needs to be extract from.
2/28/2023: Data conversion discussions have been held and are making progress.
3/31/2023: It is observed that more explanation and data conversion details, such as sequences and impacts of data conversion upload from various modules, need to be provided by SI for DOTH's better understanding and preparation.
4/30/2023: As FSDs and data conversion are being reviewed, new information about data conversion is constantly being discovered and revealed. However, it is important to note that certain details should have been discussed and clarified during the Explore Phase.
5/31/2023: More details and information regarding Data conversion have been found and discussed.
6/30/2023: AR Customer and GL data conversion FSD were discussed, reviewed, and submitted for questions and comments. Data conversion needs to be performed in an integrated manner, and it is recommended that various modules engage in integration discussion for a successful data conversion.
7/31/2023: No major updates.
8/31/2023: Several FM data conversion meetings were convened, during which it became evident that fostering enhanced direct communication among cross-functional business areas was imperative. Consequently, it is recommended that various module leads actively engage in collaborative discussions to guarantee a seamless and successful data conversion process.
9/30/2023: The data conversion meetings were held to discuss PS Master Data Conversion, AR Customer Data Conversion, and sample overall Data Conversion Schedule. Some modules have overlapping data, and it is recommended to have more collaborations with integration in mind to avoid any inaccurate balances.
10/31/2023: Several data conversion meetings were conducted to address data conversion sources, mapping, rules, and journals. Nevertheless, it has been observed that further effort and in-depth analysis are required to address the intricacies of data integration points across modules.
11/30/2023: Data conversion meetings were held to discuss PS Master Data Conversion, AR Customer Data Conversion, and AR Open Invoice Data Conversion. Solution designs and requirements were reviewed and discussed.
12/31/2023: No major updates.

Data Conversion: Observation, Risk, Issue and Feedback/Mitigation

1/31/2024: Several PS Master Data conversion meetings were held, during which time data mapping and sources were discussed and reviewed to ensure comprehensive data migration.
2/29/2024: Data conversion meetings are ongoing.
3/31/2024: PS Master data conversion meetings were held. It is recommended that more data conversion meetings be held for other modules as well. 4/30/2024: PS Master data conversion meetings were held, and PO data conversion discussions took place to continue developing related FSDs.
5/31/2024: A high-level budget data conversion was discussed during the budget process meetings.
6/30/2024: The data conversion meetings for various areas such as AR, FM, GM, and FA were held, during which, additional details regarding the requirements were discovered and discussed.
7/31/2024: Meetings were held to discuss additional details regarding requirements for data conversion in areas including AR Customer, FM Master Data, GL Trial Balance, Purchase Orders, Project & System Master Data, and Fixed Asset Data.
8/31/2024: While most modules focused on CRP sessions, there was ongoing discussion around Data Conversion, and incremental progress was made in a few modules.
9/30/2024: Data conversion meetings and discussions on AR customers, Internal Orders, and MVSO Grants continue to be ongoing. 10/31/2024: The discussion about data conversion continued, particularly with MVSO.
11/30/2024: There was no data conversion specific meeting, however discussions took place as needed per module during CRP or general module meeting, particularly with FHWA.
12/31/2024: No major updates.
1/31/2025: No major updates.
2/28/2025: DOTH held internal discussions on data conversion, particularly for GL. However, no meetings specifically focused on Data Conversion took place.
3/31/2025: No data conversion activity took place outside of general module meetings.
9/30/2025: There was no data conversion specific meeting held this month; however, discussions took place as needed per module during CRP or general module meeting.
10/31/2025: There were few data conversion specific meeting held in the month of October; however, discussions took place as needed per module during CRP or general module meeting.
11/30/2025: LSMW and LTMC will not be compatible for data conversion for version 2023. IV&V recommends that the LSI use the new compatible data conversion tool, Migration Cockpit that comes with SAP S4 HANA version 2023 after the upgrade is complete.
12/31/2025: LSMW and LTMC are not compatible with the 2023 version for data conversion. Following completion of the upgrade, IV&V recommends that LSI leverage the SAP S/4HANA 2023–compatible data conversion tool, Migration Cockpit, to support a smoother migration process.
01/31/2026: No major update.
02/28/2026: No major update.
03/31/2026: No major update.
04/30/2026: No major update.

M. Subject Category: Documentation

Documentation: Observation, Risk, Issue and Feedback/Mitigation	
Issue	**Impact**
ORI ID: I-221130-03 It is observed that meeting minutes or action items from the project discussions are not always provided. To-Do lists and summaries of the meetings may have been gathered on individual levels, but this makes it difficult to track the progress as a project team and challenging to collaborate between the H4 Project Team members.	H

Documentation: Observation, Risk, Issue and Feedback/Mitigation
Feedback/Mitigation/Updates
It is recommended to prepare meeting summaries and/or to-do lists from the meetings to efficiently prepare, plan, and navigate the follow up activities and hold efficient meetings. 12/31/2022: No major updates. 1/31/2023: PMO meeting minutes and agenda for weekly standing meetings have been provided. It will help to have meeting minutes for other Realize Phase meetings as well. 2/28/2023: Meeting minutes are required to track action items and to-do tasks. For example, PO match options, H4 values for FAMIS project/Ph/Act fields, Workflow routings, source/object codes, fixed asset funds, payroll accounting entries, etc. Currently, it is difficult to track who needs to perform what task by when without meeting minutes. 3/31/2023: A document such as meeting minutes or an action items list should be compiled after each meeting--as opposed to each individual trackingtheir own tasks--to share with DOTH and have a cohesive follow up for the various meetings that are takingplace. 4/30/2023: No major updates. It is recommended that DOTH and SI develop a standardized procedure for meeting minutes or task lists to track action items effectively. 5/31/2023: Some progress has been made, but it is recommended that meeting minutes and action items be shared on a centralized platform like Teams and ensure they are monitored and followed up. 6/30/2023: No major updates. 7/31/2023: It is recommended to distribute meeting minutes via Word documents and gather action items of various modules in one place using master tracking Excel sheets with details such as due dates and responsible parties through the centralized Teams platform while also ensuring vigilant oversight and prompt follow-up. 8/31/2023: No major updates. 9/30/2023: No major updates. 10/31/2023: It is recommended to establish a process to manage and distribute meeting notes, consolidate action items from various modules, and document critical business decisions made during discussion sessions. This will facilitate efficient oversight, streamline task management, enhance accountability, support prioritization, and guarantee timely follow-up on critical action items. 11/30/2023: No progress has been made. 12/31/2023: It is recommended to document major business decisions and establish/maintain a comprehensive master list of business decisions covering all modules. This proactive measure aims to prevent unnecessary rediscovery and redundant discussions, contributing to enhanced efficiency in meetings and communication.

1/31/2024: No major updates.
2/29/2024: Meeting minutes and follow-up lists are becoming increasingly vital due to the infrequent occurrence of meetings. It is challenging to recall the discussions and decisions made during these meetings without proper documentation.
3/31/2024: No progress has been made.
4/30/2024: The lack of meeting minutes is noticeable, and multiple discussion points must be revisited. To streamline the meetings, it is highly recommended that meeting minutes be generated, and business decisions logged.
5/31/2024: Meeting minutes were created for one of this month's meetings, which was helpful in tracking progress. It is recommended that meeting minutes and business decisions be documented for all meetings.
6/30/2024: No progress has been made.
7/31/2024: No progress has been made; however, it is recommended that meeting minutes are documented for all meetings moving forward.
8/31/2024: There have been improvements in some meeting sessions now that meeting minutes are provided. This should be the standard for all meetings to aid recollection and document progress.
9/30/2024: It is recommended that meeting minutes are adopted as the standard for all meetings to facilitate better meetings in the future.
10/31/2024: There are a few occasions where previously discussed and decided topics resurface for another discussion, and this stems from a lack of meeting documentation. It is recommended that all meetings adopt meeting minutes and a to-do list coming out of a meeting.
11/30/2024: No progress has been made. It is apparent that documented meeting minutes or summary would help the project as previously discussed topics continue to resurface.
12/31/2024: No progress has been made.
1/31/2025: No progress has been made.
2/28/2025: No progress has been made. The project has experienced resource turnover, and these meeting minutes/summaries could have helped ensure better implementation continuity.
3/31/2025: The project continues to experience re-discovery, repeated discussions, and revisiting information; this cycle can be minimized through the establishment of proper meeting minutes or meeting summaries. Although there were a few times meeting documentation was implemented for specific modules or specific types of meetings, no consistent documentation has come out of meetings on a regular basis. This continuously hinders the progress and continuity of the project.
9/30/2025: CDD was reviewed by DOTH functional team. Recommended config corrections were updated by LSI team in the system config and CDD documentations were updated.
10/31/2025: CDD was reviewed by DOTH functional team. Recommended config corrections were updated by LSI team in the system config and CDD documentations were updated.
11/30/2025: IV & V recommends that LSI share the KT and End-to-end CRP documents to DOTH in advance to prepare for the sessions.
12/31/2025: IV&V recommends that LSI share the KT and end-to-end CRP documentation with DOTH in advance to support effective preparation and productive execution of the sessions.
01/31/2026: IV&V recommends that LSI share the KT and end-to-end CRP documentation with DOTH in advance to support effective preparation and productive execution of the sessions.
02/28/2026: IV&V recommends that LSI share the end-to-end CRP documentation with DOTH in advance.
03/31/2026: LSI started to share the end- to-end CRP scripts and presentations in advance.
04/30/2026: LSI started to review the CRP scripts and PowerPoint presentation with DOTH team before starting the end- to-end CRP sessions.

N. Subject Category: Training and Knowledge Transfer

Training and Knowledge Transfer: Observation, Risk, Issue and Feedback/Mitigation	
Issue	Impact
ORI ID: I-221031-01 DOTH project team members have not been sufficiently provided instruction and training to actively access H4 and familiarize themselves with H4 functions and processes.	
Feedback/Mitigation/Updates	

It is recommended that SI provide training and instruction on how to navigate and process basic transactions so that the DOTH project team members can be more experienced with H4 and get ready for the System testing, verification, and validation.
11/15/2022: No major updates. It is recommended that DOTH test availability of Dev environment from on and off DOTH network. 12/21/2022: Orientation meeting for Subject Matter Leader Knowledge Transfer was held. No dates for the trainings have been set yet. 1/31/2023: Weekly standing meetings have been started to provide DOTH project team member trainings.
2/28/2023: Knowledge Transfer sessions are taking place and training is being provided. However, it is observed that there is a lack of instruction (training material) for the training sessions.
3/31/2023: DOTH requested many times for documented training material to be provided for Knowledge Transfer sessions and SI is working on it. 4/30/2023: There have been additional discussions during PMO meetings for DOTH project team member training materials and SI will follow up on it. 5/31/2023: No major updates. 6/30/2023: No major updates.
7/31/2023: No major updates. 8/31/2023: No major updates.
9/30/2025: No major updates. Although some level of informal training occurs during FSD meetings, it remains challenging to grasp and follow without the availability of adequate training materials.
10/31/2025: No major updates.
11/30/2025: LSI stated that they will provide the training materials and training after the completion of the end-to-end CRP. However, IV&V recommends completing the system upgrade first and create the training materials based on the updated system.
12/31/2025: LSI has indicated that training materials and sessions will be delivered after the end-to-end CRP. IV&V recommends prioritizing the system upgrade first, ensuring that training materials are developed on the updated system to maximize accuracy, relevance, and effectiveness.
01/31/2026: LSI has indicated that training materials and sessions will be delivered after the end-to-end CRP. IV&V recommends prioritizing the system upgrade first, ensuring that training materials are developed on the updated system to maximize accuracy, relevance, and effectiveness.
02/28/2026: LSI has indicated that training materials and sessions are planned for delivery following the completion of the end-to-end CRP. To help ensure that training content reflects the most current and stable version of the system, IV&V suggests considering the system upgrade as a prerequisite before finalizing training materials. Developing training on the updated system would help maximize the accuracy, relevance, and overall effectiveness of the training program for end users.
03/31/2026: IV&V suggests considering the system upgrade as a prerequisite before finalizing training materials. Developing training on the updated system would help maximize the accuracy, relevance, and overall effectiveness of the training program for end users.
04/30/2026: LSI has indicated that training materials and sessions are planned following the completion of the end-to-end CRP. IV&V recommends considering completion of the system upgrade prior to finalizing training materials to help ensure the training reflects the most current system functionality.

IV. Meetings and Discussions Participated for the Month of Mar 2026

Meeting ID	Start Date	Subject	Description
MAPR001	04/01/2026	Demo e-Signatures in H4	A meeting held to discuss Demo E-Signatures in H4
MAPR002	04/01/2026	Time and Payroll CRP	A meeting held to discuss Time and Payroll CRP
MAPR003	04/02/2026	internal PMO	A meeting held to discuss internal PMO
MAPR004	04/02/2026	H4 Weekly PMO Meeting	A meeting held to discuss H4 Weekly PMO Meeting
MAPR005	04/02/2026	Discuss DOTH Questions on Time & PR CRP	A meeting held to discuss DOTH Questions on Time & PR CRP
MAPR006	04/02/2026	cont'd - Procure-to-Pay End to End CRP	A meeting held to discuss cont'd - Procure-to-Pay End to End CRP
MAPR007	04/06/2026	TA's calcs and "Display HR Master Data" and Leave Codes	A meeting held to discuss TA's calcs and "Display HR Master Data" and Leave Codes
MAPR008	04/06/2026	Discuss C41 Datasets for CRP	A meeting held to discuss C41 Datasets for CRP
MAPR009	04/07/2026	Discuss JA PDD and FSD	A meeting held to discuss JA PDD and FSD
MAPR010	04/07/2026	Weekly Federal Billing & Project Systems Discussion	A meeting held to discuss Weekly Federal Billing & Project Systems Discussion
MAPR011	04/07/2026	Time and Payroll CRP	A meeting held to discuss Time and Payroll CRP
MAPR012	04/08/2026	H4 Weekly PMO Meeting	A meeting held to discuss H4 Weekly PMO Meeting
MAPR013	04/08/2026	Weekly MVSO meeting	A meeting held to discuss Weekly MVSO meeting
MAPR014	04/08/2026	cont'd - Time and Payroll CRP	A meeting held to discuss cont'd - Time and Payroll CRP
MAPR015	04/09/2026	cont'd - Time and Payroll CRP	A meeting held to discuss cont'd - Time and Payroll CRP

STATE OF HAWAII, DEPARTMENT OF TRANSPORTATION, HIGHWAYS

Meeting ID	Start Date	Subject	Description
MAPR016	04/13/2026	Meeting Invitation – April 13th at 10 AM EST | Brief Strategy Call	A meeting held to discuss Meeting Invitation – April 13th at 10 AM EST | Brief Strategy Call
MAPR017	04/14/2026	Weekly Federal Billing & Project Systems Discussion	A meeting held to discuss Weekly Federal Billing & Project Systems Discussion
MAPR018	04/15/2026	Cont...TA and Position Discussion with Mamta	A meeting held to discuss Cont...TA and Position Discussion with Mamta
MAPR019	04/16/2026	Time and Payroll CRP	A meeting held to discuss Time and Payroll CRP
MAPR020	04/16/2026	FW: Review of Annotated OCM RACI	A meeting held to discuss FW: Review of Annotated OCM RACI
MAPR021	04/20/2026	Weekly MVSO Meeting	A meeting held to discuss Weekly MVSO Meeting
MAPR022	04/22/2026	cont'd - Procure-to-Pay End to End CRP	A meeting held to discuss cont'd - Procure-to-Pay End to End CRP
MAPR023	04/23/2026	Walk Through Doth C41 Contracts E2E CRP Test Scripts	A meeting held to discuss Walk Through Doth C41 Contracts E2E CRP Test Scripts
MAPR024	04/23/2026	Discuss Feb report comments	A meeting held to discuss Feb report comments
MAPR025	04/23/2026	Discuss H4 Change Orders	A meeting held to discuss H4 Change Orders
MAPR026	04/24/2026	H4 Weekly PMO Meeting	A meeting held to discuss H4 Weekly PMO Meeting
MAPR027	04/27/2026	Discuss missing WRICEFs on CRP scripts & CO #37 JA processing	A meeting held to discuss missing WRICEFs on CRP scripts & CO #37 JA processing
MAPR028	04/27/2026	H4 - Discuss TM-R007, PY-R001, PY-R003	A meeting held to discuss H4 - Discuss TM-R007, PY-R001, PY-R003
MAPR029	04/28/2026	internal - Discuss GL CRP	A meeting held to discuss internal - Discuss GL CRP
MAPR030	04/28/2026	Weekly Federal Billing & Project	A meeting held to discuss Weekly Federal Billing

Meeting ID	Start Date	Subject	Description
		Systems Discussion	& Project Systems Discussion
MAPR031	04/28/2026	Discuss AR CRP Script	A meeting held to discuss AR CRP Script
MAPR032	04/29/2026	Weekly MVSO meeting	A meeting held to discuss Weekly MVSO meeting
MAPR033	04/29/2026	Internal - Discuss JA CO #37	A meeting held to discuss Internal - Discuss JA CO #37
MAPR034	04/29/2026	Discuss GL Journal Entry CRP Meeting Notes	A meeting held to discuss GL Journal Entry CRP Meeting Notes
MAPR035	04/30/2026	H4 Weekly PMO Meeting	A meeting held to discuss H4 Weekly PMO Meeting
MAPR036	04/30/2026	Discuss Open End Contract CRP Scripts	A meeting held to discuss Open End Contract CRP Scripts

V. IV&V Deliverables and Reports Completed

IV&V Deliverables and Reports Completed					
IV&V ID	**IV&V Deliverable Name**	**SI Deliverable Name**	**SI Wave / Seq ID**	**Submission Date**	**Note**
IVV1.0	IV&V Management Plan	N/A	N/A	4/20/2021	
IVV2.0	IV&V Project Schedule	N/A	N/A	4/20/2021	
IVV5.0	Verification and Validation of Project Deliverables – Issue and Risk Management Strategy	Issue and Risk Management Strategy	Wave 1 / #5, #6	4/24/2021	
IVV3.01	IV&V Mid-Month Assessment (May 2021)	N/A	N/A	5/14/2021	
IVV4.01	Monthly Project Assessment Report (May 2021)	N/A	N/A	6/03/2021	
IVV5.01	Verification and Validation of Project Deliverables – Project Charter	Project Charter	Wave 1 / #2	6/02/2021	
IVV3.02	IV&V Mid-Month Assessment (Jun 2021)	N/A	N/A	6/17/2021	
IVV4.02	Monthly Project Assessment Report (Jun 2021)	N/A	N/A	7/11/2021	
IVV3.03	IV&V Mid-Month Assessment (Jul 2021)	N/A	N/A	8/02/2021	
IVV4.03	Monthly Project Assessment Report (Jul 2021)	N/A	N/A	8/13/2021	
IVV3.04	IV&V Mid-Month Assessment (Aug 2021)	N/A	N/A	9/05/2021	
IVV4.04	Monthly Project Assessment Report (Aug 2021)	N/A	N/A	9/21/2021	
IVV3.05	IV&V Mid-Month Assessment (Sep 2021)	N/A	N/A	10/2/2021	
IVV5.03	Verification and Validation of Project Deliverables - Business Process Organizational Change Management (OCM) Plan	Business Process Organizational Change Management (OCM) Plan	Wave 1 / #12	10/6/2021	

IV&V Deliverables and Reports Completed					
IV&V ID	**IV&V Deliverable Name**	**SI Deliverable Name**	**SI Wave / Seq ID**	**Submission Date**	**Note**
IVV5.05	Verification and Validation of Project Deliverables - Communication Plan	Communication Plan	Wave 1 / #8	10/6/2021	
IVV4.05	Monthly Project Assessment Report (Sep 2021)	N/A	N/A	10/09/2021	
IVV3.06	Mid-Month Assessment (Oct 2021)	N/A	N/A	10/19/2021	
IVV5.06	Verification and Validation of Project Deliverables - Chart of Accounts Design	Chart of Accounts Design	Wave 1 / #11	10/25/2021	
IVV5.08	Verification and Validation of Project Deliverables - Enterprise Structure Design Documents	Enterprise Structure Design Documents	Wave 1 / #17	10/27/2021	
IVV4.06	Monthly Project Assessment Report (Oct 2021)	N/A	N/A	11/08/2021	
IVV5.07	Verification and Validation of Project Deliverables - Master Data Design Documents	Master Data Design Documents	Wave 1 / #18	11/08/2021	
IVV5.13	Verification and Validation of Project Deliverables - End User Training Strategy	End User Training Strategy	Wave 1 / #19	11/19/2021	
IVV3.07	Mid-Month Assessment (Nov 2021)	N/A	N/A	11/30/2021	
IVV5.15	Verification and Validation of Project Deliverables - Interface Plan	Interface Plan	Wave 1 / #21	12/02/2021	
IVV4.07	Monthly Project Assessment Report (Nov 2021)	N/A	N/A	12/17/2021	
IVV3.08	Mid-Month Assessment (Dec 2021)	N/A	N/A	1/02/2022	
IVV4.08	Monthly Project Assessment Report (Dec 2021)	N/A	N/A	1/20/2022	
IVV5.09	Verification and Validation of Project Deliverables – Data Conversion Plan	Data Conversion Plan	Wave 1 / #22	1/31/2022	
IVV4.09	Monthly Project Assessment Report (Jan 2022)	N/A	N/A	2/15/2022	
IVV5.16	Verification and Validation of Project Deliverables - Technical Infrastructure Plan/Design	Technical Infrastructure Plan/Design	Wave 1 / #24	2/23/2022	
IVV3.10	Mid-Month Assessment (Feb 2022)	N/A	N/A	3/01/2022	
IVV4.10	Monthly Project Assessment Report (Feb 2022)	N/A	N/A	3/11/2022	
IVV3.11	Mid-Month Assessment (Mar 2022)	N/A	N/A	3/27/2022	
IVV4.11	Monthly Project Assessment Report (Mar 2022)	N/A	N/A	4/15/2022	
IVV3.12	Mid-Month Assessment (Apr 2022)	N/A	N/A	4/25/2022	

IV&V Deliverables and Reports Completed					
IV&V ID	**IV&V Deliverable Name**	**SI Deliverable Name**	**SI Wave / Seq ID**	**Submission Date**	**Note**
IVV4.12	Monthly Project Assessment Report (Apr 2022)	N/A	N/A	5/17/2022	
IVV3.13	Mid-Month Assessment (May 2022)	N/A	N/A	5/28/2022	
IVV4.13	Monthly Project Assessment Report (May 2022)	N/A	N/A	6/17/2022	
IVV3.14	Mid-Month Assessment (Jun 2022)	N/A	N/A	6/27/2022	
IVV4.14	Monthly Project Assessment Report (Jun 2022)	N/A	N/A	7/20/2022	
IVV3.15	Mid-Month Assessment (Jul 2022)	N/A	N/A	8/3/2022	
IVV4.15	Monthly Project Assessment Report (Jul 2022)	N/A	N/A	8/18/2022	
IVV3.16	Mid-Month Assessment (Aug 2022)	N/A	N/A	8/29/2022	
IVV4.16	Monthly Project Assessment Report (Aug 2022)	N/A	N/A	9/16/2022	
IVV3.17	Mid-Month Assessment (Sep 2022)	N/A	N/A	9/29/2022	
IVV4.17	Monthly Project Assessment Report (Sep 2022)	N/A	N/A	10/20/2022	
IVV3.18	Mid-Month Assessment (Oct 2022)	N/A	N/A	10/27/2022	
IVV5.18	Verification and Validation of Project Deliverables -Functional Specification Documents	Functional Specification Documents	Wave 1 / #27	11/17/2022 to 11/30/2023	140 Functional Specification Documents were reviewed.44 more documents by SI remain to be submitted to DOTH.
IVV4.18	Monthly Project Assessment Report (Oct 2022)	N/A	N/A	11/20/2022	
IVV5.14	Verification and Validation of Project Deliverables – Process Design Documents (PDD)	Process Design Documents	Wave 1 / #20	11/23/2022	48 Process Design Documents were reviewed.
IVV3.19	Mid-Month Assessment (Nov 2022)	N/A	N/A	12/5/2022	
IVV4.19	Monthly Project Assessment Report (Nov 2022)	N/A	N/A	12/20/2022	
IVV3.20	Mid-Month Assessment (Dec 2022)	N/A	N/A	1/06/2023	
IVV4.20	Monthly Project Assessment Report (Dec 2022)	N/A	N/A	1/23/2023	
IVV5.12	Verification and Validation of Project Deliverables - Requirements Traceability Matrix	Requirements Traceability Matrix	Wave 1 / #16	2/02/2023	
IVV3.21	Mid-Month Assessment (Jan 2023)	N/A	N/A	2/04/2023	

IV&V Deliverables and Reports Completed					
IV&V ID	**IV&V Deliverable Name**	**SI Deliverable Name**	**SI Wave / Seq ID**	**Submission Date**	**Note**
IVV4.21	Monthly Project Assessment Report (Jan 2023)	N/A	N/A	2/24/2023	
IVV5.27	Verification and Validation of Project Deliverables -Environment Preparation (Quality)	Environment Preparation (Quality)	Wave 1 / #45	3/20/2023	
IVV4.22	Monthly Project Assessment Report (Feb 2023)	N/A	N/A	3/22/2023	
IVV5.17	Verification and Validation of Project Deliverables - Document Fit/Gap Analysis	Document Fit/Gap Analysis	Wave 1 / #25	3/29/2023	
IVV5.54	Verification and Validation of Project Deliverables - Project Team Training Plan	Project Team Training Plan	Wave 2 / #9	4/26/2023	
IVV4.23	Monthly Project Assessment Report (Mar 2023)	N/A	N/A	4/30/2023	
IVV5.56	Verification and Validation of Project Deliverables - Business Process Organizational Change Management (OCM) Plan	Business Process Organizational Change Management (OCM) Plan	Wave 2 / #12	5/09/2023	
IVV4.24	Monthly Project Assessment Report (Apr 2023)	N/A	N/A	5/28/2023	
IVV5.53	Verification and Validation of Project Deliverables - Project Management Plan	Project Management Plan	Wave 2 / #3	6/12/2023	
IVV5.19	Verification and Validation of Project Deliverables - Configuration of all Software and Equipment	Configuration Design Document	Wave 1 / #28	6/14/2023	
IVV4.25	Monthly Project Assessment Report (May 2023)	N/A	N/A	6/18/2023	
IVV4.26	Monthly Project Assessment Report (June 2023)	N/A	N/A	7/25/2023	
IVV4.27	Monthly Project Assessment Report (Jul 2023)	N/A	N/A	8/24/2023	
IVV4.28	Monthly Project Assessment Report (Aug 2023)	N/A	N/A	9/27/2023	
IVV5.31	Verification and Validation of Project Deliverables -Disaster Recovery and Business Continuity Plans	Disaster Recovery and Business Continuity Plans	Wave 1 / #38	10/15/2023	
IVV4.29	Monthly Project Assessment Report (Sep 2023)	N/A	N/A	10/28/2023	
IVV5.29	Verification and Validation of Project Deliverables -Internal Controls and System Security Plan	Internal Controls and System Security Plan	Wave 1 / #37	11/04/2023	
IVV4.30	Monthly Project Assessment Report (Oct 2023)	N/A	N/A	11/21/2023	
IVV4.31	Monthly Project Assessment Report (Nov 2023)	N/A	N/A	12/29/2023	
IVV4.32	Monthly Project Assessment Report (Dec 2023)	N/A	N/A	1/20/2024	

IV&V Deliverables and Reports Completed					
IV&V ID	**IV&V Deliverable Name**	**SI Deliverable Name**	**SI Wave / Seq ID**	**Submission Date**	**Note**
IVV4.33	Monthly Project Assessment Report (Jan 2024)	N/A	N/A	3/04/2024	
IVV4.34	Monthly Project Assessment Report (Feb 2024)	N/A	N/A	3/18/2024	
IVV4.35	Monthly Project Assessment Report (Mar 2024)	N/A	N/A	4/21/2024	
IVV4.36	Monthly Project Assessment Report (April 2024)	N/A	N/A	5/20/2024	
IVV5.10	Verification and Validation of Project Deliverables - Initial Deployment Plan	Initial Deployment Plan	Wave 1 / #23	5/24/2024	
IVV5.23	Verification and Validation of Project Deliverables -DEDs with Acceptance Criteria for each System test cycle and each Deliverable	DEDs with Acceptance Criteria for each Deliverable for the User Acceptance Tests	Wave 1 / #47	5/29/2024	
IVV4.37	Monthly Project Assessment Report (May 2024)	N/A	N/A	6/24/2024	
IVV4.38	Monthly Project Assessment Report (Jun 2024)	N/A	N/A	7/26/2024	
IVV4.39	Monthly Project Assessment Report (Jul 2024)	N/A	N/A	8/21/2024	
IVV5.25	Verification and Validation of Project Deliverables -Conference Room Pilot Iterations	Conference Room Pilot Iterations	Wave 1 / #34	9/20/2024 to 1/31/2025	In Progress: The questions and comments for FA, FM, GM, PO, AR CRPs have been provided.
IVV4.40	Monthly Project Assessment Report (Aug 2024)	N/A	N/A	9/29/2024	
IVV4.41	Monthly Project Assessment Report (Sep 2024)	N/A	N/A	10/24/2024	
IVV4.42	Monthly Project Assessment Report (Oct 2024)	N/A	N/A	11/25/2024	
IVV4.43	Monthly Project Assessment Report (Nov 2024)	N/A	N/A	12/27/2024	
IVV4.44	Monthly Project Assessment Report (Dec 2024)	N/A	N/A	1/27/2024	
IVV4.45	Monthly Project Assessment Report (Jan 2025)	N/A	N/A	2/28/2025	
IVV4.46	Monthly Project Assessment Report (Feb 2025)	N/A	N/A	2/28/2025	
IVV4.47	Monthly Project Assessment Report (Mar 2025)	N/A	N/A	3/25/2025	
IVV4.48	Monthly Project Assessment Report (Apr 2025)	N/A	N/A	4/26/2025	
IVV4.49	Monthly Project Assessment Report (Sept 2025)	N/A	N/A	11/14/2025	
IVV4.50	Monthly Project Assessment Report (Oct 2025)	N/A	N/A	12/30/2025	
IVV4.51	Monthly Project Assessment Report (Nov 2025)	N/A	N/A	01/25/2026	

IVV4.52	Monthly Project Assessment Report (Dec 2025)	N/A	N/A	01/31/2026	
IVV4.53	Monthly Project Assessment Report (Jan 2026)	N/A	N/A	02/28/2026	
IVV4.54	Monthly Project Assessment Report (Feb 2026)	N/A	N/A	04/23/2026	
IVV4.55	Monthly Project Assessment Report (Mar 2026)	N/A	N/A	05/10/2026	

VI. IV&V Deliverables and Reports Planned To be Completed in Wave 1/Realize Phase and Wave 2 Prepare Phase

Wave 1

IV&V Deliverables and Reports Planned To Be Completed in Explorer/Realize Phase					
IV&V ID	**IV&V Deliverable Name**	**SI Deliverable Name**	**SI Wave / Seq ID**	**Estimated Submission Date**	**Note**
IVV5.26	Verification and Validation of Project Deliverables -Configuration of Testing Environment	Configuration of Testing Environment	Wave 1 / #39	TBD	
IVV5.28	Verification and Validation of Project Deliverables -Test Scripts, Test Cases, Test Procedures, and Test Data for All Modules**	Test Scripts, Test Cases, Test Procedures, and Test Data for All Modules**	Wave 1 / #36	TBD	
IVV5.32	Verification and Validation of Project Deliverables -Complete Custom Software and Integrate with the rest of the System	Complete Custom Software and Integrate with the rest of the System	Wave 1 / #40	TBD	
IVV5.33	Verification and Validation of Project Deliverables -Testing Plan	Testing Plan	Wave 1 / #41	TBD	
IVV5.34	Verification and Validation of Project Deliverables -Initial data conversion	Initial Data Conversion	Wave 1 / #43	TBD	
IVV5.30	Verification and Validation of Project Deliverables -Technical Specification Documents (Design of Interfaces, Customizations, and Reports) including all documents required for the FHWA reviews	Technical Specification Documents (Design of Interfaces, Customizations, and Reports) including all documents required for the FHWA reviews	Wave 1 / #27	TBD	
IVV5.35	Verification and Validation of Project Deliverables -Integration Testing	Integration Testing	Wave 1 / #44	TBD	
IVV5.36	Verification and Validation of Project Deliverables -DEDs with Acceptance Criteria for each Deliverable for the User Acceptance Tests	DEDs with Acceptance Criteria for each Deliverable for the User Acceptance Tests	Wave 1 / #47	TBD	
IVV5.37	Verification and Validation of Project Deliverables -Technical Final Documentations	Technical Final Documentations	Wave 1 / #46	TBD	
IVV5.38	Verification and Validation of Project Deliverables -Final System testing of each System module	Final System testing of each System module	Wave 1 / #48	TBD	

IV&V Deliverables and Reports Planned To Be Completed in Explorer/Realize Phase					
IV&V ID	**IV&V Deliverable Name**	**SI Deliverable Name**	**SI Wave / Seq ID**	**Estimated Submission Date**	**Note**
IVV5.39	Verification and Validation of Project Deliverables -Test results Report	Test results Report	Wave 1 / #49	TBD	
IVV5.40	Verification and Validation of Project Deliverables -Configuration of Production Environment	Configuration of Production Environment	Wave 1 / #30	TBD	

Wave 2

IV&V Deliverables and Reports Planned To Be Completed in Prepare Phase					
IV&V ID	**IV&V Deliverable Name**	**SI Deliverable Name**	**SI Wave / Seq ID**	**Estimated Submission Date**	**Note**
IVV5.55	Verification and Validation of Project Deliverables - Communication Plan	Communication Plan	Wave 2 / #8	TBD	

VII. Appendix

A. Impact Definition

Value	Legend	Description
N/A		Not Applicable
No Impact		No Impact
Low		A priority of **Low** is assigned if there is a possibility of low impact to product quality, scope, cost, and/or schedule. Minimal disruption is possible, and some monitoring is likely needed to ensure priority doesnot increase.

Medium		A priority of **Medium** is assigned if there is a possibility of moderate impact to product quality, scope, cost, and/or schedule. Some disruption is likely and a different approach may be required. Mitigation strategies should be implemented as soon as feasible.
High		A priority of **High** is assigned if there is a possibility of substantial impact to product quality, scope, cost, and/or schedule. A major disruption is likely, and the consequences would be unacceptable. A different approach is required. Mitigation strategies should be evaluated and acted upon immediately.

B. Status Definition

Status	Description
Open	Observation, risk, or issue is created.
In Progress	Observation, risk, or issue is addressed and is being worked on by the H4 implementation team.
In Dispute	Observation, risk, or issue is not acknowledged or accepted by the H4 implementation team.
Risk Accepted	Observation, risk, or issue is acknowledged or accepted by the H4 implementation team but is not being worked on now.
Closed	Observation, risk, or issue is closed.

C. Subject Category Definition

Subject	Subject Category	Description
Project Management	Schedule Management	Identify and assess risks and issues that may impact the project completion schedule. This may include analysis of the scale and complexity required, work breakdown and assignments, and assessment of proper planning regarding scope, budget, resources, etc.
	Resource Management	Identify and assess risks and issues associated with allocating proper resources (e.g. time and expertise) necessary to complete the project.
	Quality Management	Identify and assess risks and issues to quality, specifically software, functionality, testing, documents, etc. via implementation of internal and external measures and processes established to regulate quality level as needed.

Subject	Subject Category	Description
	Risk/Issue Management	Identify and assess risks and issues to software and deliverables. This may include considering and/or implementing processes to identify, monitor, communicate regarding, and mitigate potential items that could negatively impact the project.
	Organization Change Management	Identify and assess risks and issues involved in implementing changes necessary to optimize benefits of the new system. This may include end-user education of updated procedures, roles, responsibilities, technology, communication, etc.
	Communication Management	Identify and assess risks and issues that prevent stakeholders from communicating effectively by assessing their key objectives, developing, and implementing procedures to communicate purposes clearly, and analyzing methods to obtain feedback.
	Contract Management	Identify and assess risks and issues that could impact the H4 Project Team's ability to deliver on its contractual commitments such as cost, scope, size, etc.
	External Impact Management	Identify and assess risks and issues external to DOTH, IV&V, and SI that could impact the following: subcontractors, regulatory, market, customer, weather, etc.
Implementation	Requirement Management (Processes, Requirements and Fit/Gap)	Identify and assess risks and issues to business process, system software requirements, and fit/gap of process and available functionalities of the software.
	Solution Design and Configuration	Identify and assess risks and issues to solution design and configuration of the software implementation of the system.
	Interface and Integration	Identify and assess risks and issues that relate to functionalities that interact with outside system or software.
	Reports and Analytics	Identify and assess risks and issues to reporting and analytics functionality of the system.
	Security	Identify and assess risks and issues to security of the system such as authentication, user access control, encryption, or any other items that relate to keeping the information secure.
	Data Conversion	Identify and assess risks and issues to data conversion process or resulting data when moving data from the old system to the new system.
	Documentation	Identify and assess risks and issues in documentation deliverables.
	System Testing	Identify and assess risks and issues related to testing the functionalities of the system for the requirements.
	Training and Knowledge Transfer	Identify and assess risks and issues with training and knowledge transfer of the new system and its use for DOTH business.
	Production Migration	Identify and assess risks and issues to the system migrating from test environment to production environment.

D. Glossary

Term/Acronym	Definition
ABAP	Advanced Business Application Programming
AG	Attorney General of the State of Hawaii
AP	Accounts Payables
AR	Accounts Receivables
ARR	Analysis of Reporting Requirements
B&F	Department of Budget and Finance
BD	Budget
BI	Business Intelligence
BPML	Business Process Master List
BPO	Business Process Outsourcing
BPP	Business Process Procedure
CA	Contract Administrator
CAFR	Comprehensive Annual Financial Report
CE	Construction Engineering
CDD	Configuration Design Document
CFL	Central Federal Lands
CIP	Construction In Progress
CM	Construction Management
CMIA	Cash Management Improvement Act
CO	Controlling (SAP "Controlling Module)
COGS	Certificate of Good Standing
CON	Construction
CPN	Capital Project Number
CPO	State Chief Procurement Officer
CSS	Construction Support Services, Computer System & Service

Term/Acronym	Definition
CALM	Cloud ALM
DAGS	Department of Accounting General Services
DED	Deliverable Expectation Document
DES	Design
DHRD	State Department of Human Resources Development
DMR	Daily Maintenance Reports
DOTH	Department of Transportation Highways Division
DW	Data Warehouse
EGS	Equipment, Gas and Oil, and Stores
EPAR	Employee Personnel Action Report
ETS	State Office of Enterprise Technology Services
FA	Fixed Assets
FAHP	Federal-Aid Highway Program
FAIS	Fixed Asset Inventory System
FAMIS	Financial Accounting and Management Information System (State of Hawaii)
FHWA	Federal Highway Administration
FI	Finance (SAP "FI" Finance module)
FM	Fund Management
FMCSA	Federal Motor Carrier Safety Administration
FMIS	Federal (FHWA) Financial Management Information System
FMS	Financial Management System
FSD	Functional Specification Document
FTA	Federal Transit Administration
FTE	Full-time Equivalent(s)
GASB	Governmental Accounting Standards Board
GET	General Excise Tax

Term/Acronym	Definition
H4	Name of New System/Project
H4 Project Team	DOTH and SI Project Team Members
HAR	Hawaii Administrative Rules
HCE	Hawaii Compliance Express
HCM	Human Capital Management
HIC	Hawaii Information Consortium
HR	Human Resources
HIP	Hawaii Information Portal
HRMS	Human Resources Management System
HRS	Hawaii Revised Statutes
HWYAC	Highways Accounting and Financial Reporting System
IDIQ	Indefinite Delivery/Indefinite Quantity
IO	Internal Order
IS	Integration Suites
ITD	Inception to Date
IV&V	Independent Verification and Validation
JA	Job Authorization
JE	Journal Entry
JV	Journal Voucher
KT	Knowledge Transfer
MPO	Metropolitan Planning Organization
MOF	Means of Finance
MMS / AS400	Maintenance Management System (District's AS400's)
MVSO	Motor Vehicle Safety Office
NHTSA	National Highway Traffic Safety Administration
NDA	Confidentiality and Nondisclosure Agreement

Term/Acronym	Definition
OCM	Organizational Change Management
PM	Plant Maintenance
PMP	Project Management Plan
PR	Purchase Requisition
PS	Project System
PAO	Proposal Assignment Work Order
PCard	Purchasing Card
PCEW	Project Cost Estimate Worksheet
PDD	Process Design Document
PDS	Project Data Sheet
PE	Preliminary Engineering
PMO	Project Management Office
PMP	Project Management Plan
PO	Purchase Order
PPB	Planning, Programming, and Budgeting Office
PR	Purchase Requisition
PS&E	Plan Specification and Estimate
RACI	Responsible, Accountable, Consulted, and Informed (RACI, aka Responsibility Assignment Matrix)
RCA	Recommendation of Contract Award
RFP	Request for Proposal
RM	Routine Maintenance
ROW	Right of Way
RTM	Requirements Traceability Matrix
SaaS	Software-as-a-Service
SAC	SAP Analytical Cloud
SBP	SAP Budget and Planning

Term/Acronym	Definition
SME	Subject Matter Expert
SMP	Special Maintenance Project
SPO	State Procurement Office
STIP	Statewide Transportation Improvement Program
SWV	Summary Warrant Voucher
TA	Temporary Assignment
TL	Time and Labor
TSD	Technical Specification Document
T&M	Time and Materials charges in accordance with applicable Composite Rate Card(s)
UAC	Uniform Account Codes
UCOA	Uniform Chart of Accounts
TDR	Treasury Deposit Receipt
TRN	Department of Transportation
UNSPSC	United Nations Standard Products and Services Code
WBS	Work Breakdown Structure
WRICEF	Workflows, Reports, Interface, Conversion, Enhancements, and Forms

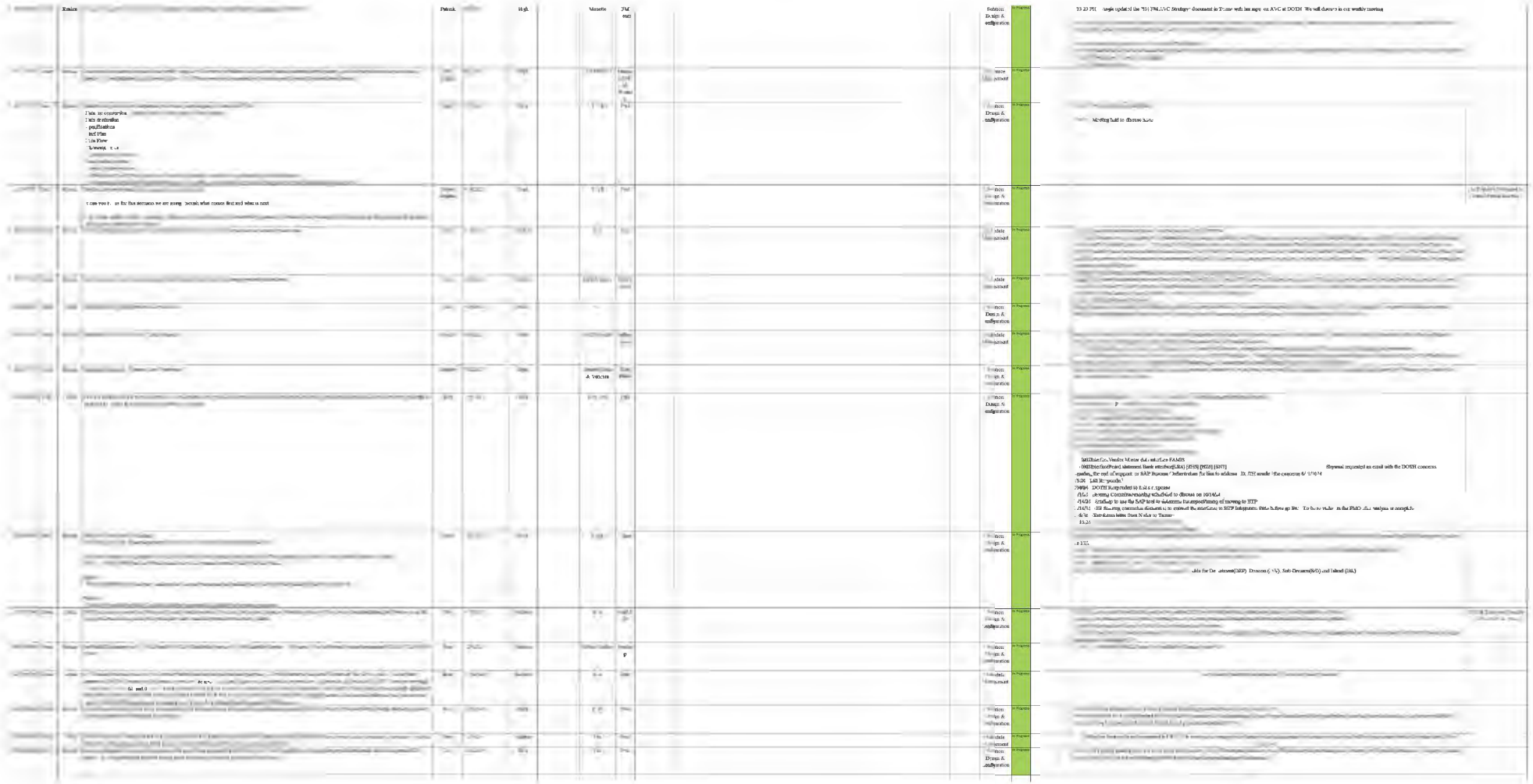
E: Appendix: Comment log on Draft Report

VIII.

Observation, Risk, and Issues List – In Progress

ORI-ID	Date Created	Priority	Target	Assignee	Status	Date Closed	Comments	Documents
					In Progress		4/20/23 - The Project Plan is on hold, pending approval of the design. As we are being the schedule, updates to the plan are not possible as the design is not approved. Once we have approval, we will develop a rolling 60 day plan with more detail up front and high level tasks beyond the 60 day outlook. 9/7 - PDWA is close to being finalized. TBB is the last PDD to be completed to close the Design sessions. Once complete, the schedule can be updated and finalized for the 07/23 Go Live 3/14/23 - Updated Wave 1 project plan sent to DOTH, review pending discussion between Tammy and Nader. DOTH rejected the updated plan and provided comments in the 3/16/2023 meeting.	
					In Progress		During KT sessions while Brenda onsite the week of 3/13 we discussed this topic. There are a lot of purchase requisitioners throughout DOTH. There are only a handful of folks that would identify items to be included on the state inventory and prepare the 17A. The level of integration on the asset master record with General Ledger, GAAP reporting, Depreciation, useful lives, whether depreciable or not depreciable is very much a HWY-SF activity and this detail would not be known by the requisitioners. As Stanley pointed out we can't put even more work on the requisitioners. We are working on an Excel upload for Assets that would require the information the users currently use to create the 17A as a better option to identify, create and capitalize the assets. This will keep the current purchasing process as is, allow for HWY-SF to control the proper creation of the asset records and capitalization and not expand the workload of individuals. The Excel upload will allow HWy-SF to capitalize the assets in agreement with the dates that PAIS capitalized the asset thus reducing timing differences in reconciliations 9/1/24 - To be revisited with the DOTH and LSI teams.	
					In Progress		During KT sessions while Brenda onsite the week of 3/13 we discussed this topic. There are only a handful of folks that would identify items to be included on the state inventory and prepare the 17A. The level of integration on the asset master record with General Ledger, GAAP reporting, Depreciation, useful lives, whether depreciable or not depreciable is very much a HWY-SF activity based on the manual 17A received from the districts. We are working on an Excel upload for Assets that would require the information the users currently use to create the 17A as a better option to identify, create and capitalize the assets. This will keep the current purchasing process as is, allow for HWY-SF to control the proper creation of the asset records and capitalization and not expand the workload of individuals. The Excel upload will allow HWy-SF to capitalize the assets in agreement with the dates that PAIS capitalized the asset thus reducing timing differences in reconciliations 9/1/24 - To be revisited with the DOTH and LSI teams.	
					In Progress		3/23/23 - The FAMIS PO interface will be resolved only after the testing of the FSD is complete. 3/23/23 - The FAMIS Payment interface mapping can only be confirmed after testing since no payment interface file has been used in the past. 8/14/23 - Keep status as "In Progress" until there is test file to be tested 9/1/24 - To be revisited with the DOTH and LSI teams.	
				Conversion	In Progress		This will be an ongoing data cleansing effort. The last charge codes file is dated July 20, 2022. The IO data cleansing overview is documented on the Assumption section of CO-C001 IO Conversion FSD. 3/23/23 - FSD for CO-001 was conditionally approved on 3/14/23. Since data cleansing is an ongoing task, we will keep this issue "In Progress". 6/7/23 - New DOALL file dated 6/7/23 was received from Vanessa. Will use this file for unit testing CO-C001. Data cleansing recommendations listed on the CO-C002 FSD is an ongoing task and mean remains "In Progress" status 8/14/23 - Keep "In Progress" status as this is an on-going data cleansing task. 8/30/24 HM: Added 2fm for Charge Codes 3* and 6* series that should translate to WBSE in I64. Reet are JCFs. CO Weekly session in Sept will re-visit the cleansing effort scope for Charge Codes D08 and D09 Work Order files for FY 2024 and 2025 data.	
				Conversion	In Progress		8/30/24 HM: Need to listen to existing recorded sessions if any or request from DOTH for this. Possible email request to DOTH, Ken, Steve and Vanessa to see when last discussed.	
					In Progress		Meetings held to discuss GL balances conversion and couldn't identify a single data source to establish the beginning fiscal year balances for go-live. The current process involves extensive manual effort with multiple supporting detailed reports and adjustment sumas tracked on excel spreadsheet. The sample FY 2022 trial balance reports provided are too high level and do not have the level of details (balances by GL account and Fund) needed for balances conversion in I64. 5/4/23 - Balances will be provided by Vanessa on an excel format manually at go-live outcome. Balances cannot be directly extracted from HWYAC or FAMIS or Datamart due to additional manual data analysis is required after year-end soft close balances. FSD is in progress. 6/7/23 - FSD submitted to DOTH on 5/22/23. 8/14/23 - Remain "In Progress" until a test file is provided. 9/1/24 - To be revisited with the DOTH and LSI teams.	
					In Progress			
					In Progress			
					In Progress			
					In Progress			
					In Progress			
					In Progress		5/4/23 - GL-E004, GL-E007, GL-F001 uses the FAMIS transaction codes file to substitute FAMIS TC automatically. However, the file contains multiple FAMIS TCs with the same combo of HWYAC FC, DeM & Credit Codes and Accountant's frequently used TCs. Working with DOTH to determine if unique identifier can be determined. The file needs to be cleaned up by accountants to reflect the correct FAMIS TCs. 6/7/23 - Hwee has been working with fiscal accountants to clean up the FAMIS transaction codes file. Issue remains "In Progress" status. 8/14/23 - Remain "In Progress" as this is an ongoing data cleansing task. 9/1/24 - To be revisited with the DOTH and LSI teams.	
					In Progress		02/03/2023 Logistics Connect (DOTH Connect 3) Contracts Data for conversion Sample file is received. How about IDIQ and open ended contracts? (only for POs) Look in Purchase Orders DOT* (Sample Conversion files for POs) @Hwa 02/01/2023 to 02/21/2023 Worked with Ellie and JoAnne on Contracts data 02/23/2023 Question on Purchase Orders created from (BPE) and (RPP)* Charmaine replied with sample POs that appear to be Open ended Contracts 02/27/2023 Conversion template is circulated Reference Conversion template is on Teams here. Confirmation on AS400 categories for document type mapping during conversion Gwen provided the AS400 categories and texts on call and the 'Tab' AS400 and I64 Categories' is updated. (See amber highlighted cells).Please review. Extended Customer fields to be added to the file containing the data and BPO-010 validations to be considered. Gwen confirmed that in the Legacy system these texts and options for Exemption and Sole Source are available and hence can be provided on the Conversion data. Tab 'SAP HDR V1' is updated with the necessary fields and need to be populated with Legacy data.	
					In Progress		6/7/23 - Appropriation/Allotment and blanket encumbrance related FAMIS transaction codes were discussed in the weekly meeting dated 5/30/23. These will be added to GL-F001 to generate the static JV form. 6/26/23 - Meeting is scheduled to get requirements for federal budget appropriation and allotment (TC411, 473 & 474) 6/26/23 - Meeting held on 6/23 to discuss TC411, 473 & 474, rewriting FSD to include encumbrance and budget transactions. 8/14/23 - Items are added to GL-F001.FSD. 9/1/24 - To be revisited with the DOTH and LSI teams.	
					In Progress		7/5/23 PH - From: Stanley John <SJohn@leveloinl.com> Sent: Tuesday, July 25, 2023 11:06 AM To: Patrick Hoyoh <PHoyoh@leveloinl.com> Cc: Brenda Creelman <BCreelman@leveloinl.com>; Paul Nicks <paul.nicks@leveloinl.com> Subject: Re: Issue 75 - Requirement (IT007 and IT008) to be able to customize error message Patrick, It is not a technical problem. This is the SAP software delivered solution. 7/24/23 PH - Emailed Stanley a screenshot of the AVC error message from IH4S420. 7/24/23 - Email forwarded to Stanley. Pn Please clarify where you need custom error messages in H4? 6/26 email to Paul explained where the custom error message is needed in Budgetary Control. 9/26/23 - Per Stanley, the error messages are not able to be customized, this is a SAP standard message. PN 10/7/23 - Meeting to be scheduled to discuss. PH 9/1/24 - To be revisited with the DOTH and LSI teams.	

STATE OF HAWAII, DEPARTMENT OF TRANSPORTATION, HIGHWAYS



STATE OF HAWAII, DEPARTMENT OF TRANSPORTATION, HIGHWAYS

Observation, Risk, and Issues List – Resolved

OBI ID	Type	Date	Observation	Assigned to	Priority	Status	Category	Status	Date Closed	Comments	Documents
								Resolved	12023	9/7/22 - LSI to provide more information on fee product for Budget preparation in order for DOTH to make an informed decision on SBP versus the new product. For go-live the appropriation/budget will be loaded into the EM module. 4/20/22 - SBP is dependent on as approved design for Funds Management and EH structure. Once those are approved, we can set a timeline for SBP. The other important event is understanding the budget cycle as to when SBP would be used. Once we have both items established, we can set the timeline for implementation. 5/4/22 - Todd will provide information on budget formulation timeline so we can make a decision on execution items for this build. 5/23/23 - Todd developed document on this topic explaining the process and approach to prepare and execute the budget. This was accepted by DOTH and this should be considered resolved. 5/25/23 - Todd to follow up with DOTH PMO to confirm closure (provide documents) 9/26/23 - Open items to be resolved during Explore, will revisit closing once all items are answered.	
								Resolved	9/2023	9/26/23 - This will be part of the KDD document from Tuo. Once reviewed and understood this can be closed.	
								Resolved	20/2023	In Kanika Pilot process pro-cess .7/13 - This is tied to the. FHWA PDD and dependent on it 10/23 - The accounting split - JD is being planned to DOTH	
								Resolved	7/2023	The Solution Design has been review ed by DOTH ution design has been documente i in the following P. ID a Purchase Order Process P. ID which was con ditionally approved on 9/13/22 ntended Process (...D which was conditi onally approved on 9/13/22 This item should be, cle ed 9/7/23 - Topic of discussion when Nag is on ite. Will close once presented	
								Resolved	7/ 024	5/4/22 - There are approximately 150 SAP partners that provide standard hardware devices. DOTH needs to clarify the actual business requirements and number of devices needed Here is an example of options: https://store.sap.com/dcp/en/products/display-a0000066132_live_v1/myAssetWeb-%23MobileAssets%20Assets%20Tagging%20Asset%20Tracking 9/7/22 - LSI to provide options to perform physical and inventory cycle counts 9/21/22 - LSI provided RossDOTH 2 options for barcoding. 3/28/23 - Meeting scheduled with Sriram to discuss on 3/29/23 5/26/23 - A demo will be provided for the solution once approved, this item will be closed. Per the 5/17 meeting with Sriramsai, Option 2 will be documented for DOTH review and approval. 10/30/23 - Meeting to be scheduled once a new FA lead is in place. JN	https://hawaiistatecpmt.sharepoint.com/:b:/t/statePMO/EbTDO1SPMOFMSImplementation%20Shared%20Documents/General/Explore%20Phase%20Presentations/Inventory%20Cycle%20Count%20Options.pdf?csf=1&web=1&e=ERxFKa
								Resolved	3/2023	Demonstrated payment run batching options using Business Area and Assignment on 3/29/23 7/18/22-LSI provided solution on parameters to batch for payment run by district or pre-audit clerk. Solution demonstrated to DOTH. 3/28/23 - Need to follow up with DOTH PMO to close 4/18/23 - Discussed payment batching options (DWP/AC-016) in weekly meetings 5/4/23 - Cash is checked at the time of payment run. This shouldn't be an issue for payment to fail due to multiple proposals consuming cash. Cash consumption is checked at the cash account and appropriation level which provides real-time availability checks. If payment runs failed, that truly means there is insufficient cash and needs to be investigated by cash accountant. A custom cash balances report can be generated prior to payment run to get adjusted available cash balances after deduction of posted invoice amounts. 9/26/23 - DOTH to verify that the issue is resolved and will close once verified.	DOTH PDD_FIAP_Manage AP Postings_Outgoing Payments and FAMIS Payment Interface DOTH PDD_FICM_Manage Cash Basis Accounting and Cash Availability Control
								Resolved	5/2023	Meeting scheduled 5/30 Provide documents to FHWA Billing PDD 7/22 LSI will check. Please see July2023.mm.pdf to make sure these requirements are included 9/7/3 This is covered in FSI EM4 test cycle. It evaluates each item to make sure payment will be made within CMIA requirements. If not it does not bill the firm and will evaluate the next billing run 10/2/23 - Changed dates to reschedule. Once the payment billing we are closer	
								Resolved		5/6/22 - Need a realistic figure. The 8/2 meeting was to finalize and not a DOTH HI session. Requires will be addressed in Kanika's flow 7/1/22 We can post to PDF. Saved Form, Download to Excel. Any issues will be addressed as testing 9/26/23 Issues to resume upon unit after testing confirms all reports can be posted	
								Resolved		5/4/22 - Two options were presented to DOTH. We are waiting on DOTH decision. WRICEF for validation enhancement will be developed IF option 2 is selected 9/7/22 - LSI to track this back to the WRICEF Tracker and provide the development WRICEF ID# numbers 3/23/23 - Option one was declined and Option 2 needs to have additional discussions. LSI will coordinate with Ross to schedule a follow up meeting or meetings to resolve 5/6/23 - AP-FI002 splits SWV by appropriation type. 6/7/23 - Splitting invoice into multiple fund types requirement is met by AP-FI002. The issue of choosing specific vendor line(s) to pay can be resolved by the options presented to DOTH. Two options with pros and cons were presented on 4/14/2023. DOTH requested more info and another meeting was held on 6/6/23. LSI presented 3 options with pros and cons (1A, 1B & 2). DOTH will evaluate and get back to the team. 6/20/23 - options were discussed again on 6/16/23 no decision was made. Will meet again on Thursday in FHWA's session to discuss how to handle the exceptions 6/26/23 - Per GL weekly meeting recap, DOTH selected option 1A to proceed with development. It can be escalated if 1A doesn't work during integration testing	
								Resolved		Discussed in the AP Open Item review session on 4/14/22. Proposed escrow system Cash Balance report prior to invoice creation. Which was agreed upon with DOTH and documented the PDD#	DOTH PDD_FIAP_Manage AP Postings_Outgoing Payments and FAMIS Payment Interface DOTH PDD_FICM_Manage Cash Basis Accounting and Cash Availability Control
								Resolved		4/20/22 - There is a deliverable that was skipped during project prep on "Project Team Training Plan". This addresses these items and should be completed. A DED was proposed to the PMO and we are awaiting a decision on the contents of this plan to address the deliverable. 9/7/22 - LSI to follow up on the plan, get it updated and resubmitted. - PTT/KT Deliverable for Phase 1 submitted and approved	
								Resolved	7/2022	This should be closed. BPML is the core of building roles and creation for Fiori. The basis of which Ivera will get their SAP access. Not clear on why DOTH comments that this was not formally created BPML being tracked in the projec plan as a built 28.23 BPML is not being tracked in the PDD need to see documents on 10/23 Will close once the Fiori IDs are built and shown how the BPML and Fiori fit together	
								Resolved	11/2023	10/9/23 white paper attached. Conversation continues with the PSD review of CB E066. 10/0/23 - We are close to a decision on the charges 7/7/23 FHWA PDD documents the methodology to handle this process 3/7/w23 Plan to document in the RDD	



[illegible]	Issue	Realize	The workflow matrix of the approvers/ reviewers for the approval of Purchase requisition needs to be vetted by DOTH for all scenarios.	Nag	9/22/2023	High	11/13/2023	Ron	Ron		Solution Design & Configuration	11/13/2023	[illegible]	
[illegible]	Issue	Realize	Decision is needed to adopt the vendor master data file per FAMIS VEN or VENRAW	Nag	10/16/2023	High	6/7/2024	Ron	Nag and Pierre		Solution Design & Configuration		[illegible]	[illegible]
[illegible]	Issue	Realize	Funds Reservation Document will use external number assignment. DOTH internal numbers will be stored in the reference field	Monette	12/8/2023	Medium	12/6/2023	Monette	Monette		Solution Design & Configuration	12/8/2023	Monette to update the documentation and change the configuration	
[illegible]	Issue	Realize	DOTH mentioned an electronic signature to be included in the C-06 form printout. A decision is needed to use the workflow approval process to meet this requirement. Refer to Issue #71.	Monette	1/8/2024	Medium	1/9/2024	Ron	Ron and Monette		Solution Design & Configuration	1/9/2024	[illegible]	
[illegible]	Issue	Realize	Default PO number in the assignment field	Monette	1/17/2024	Low	1/17/2024	Monette	Monette	In Progress	Solution Design & Configuration	1/17/2024		
[illegible]	Issue	Realize	Update DAGS Comptroller number in the header text of the JV through the interface	Monette	1/17/2024	Medium	1/17/2024	Tim	Tim		Solution Design & Configuration	1/17/2024		
[illegible]	Issue	Realize	DOTH requires a 2-level approval for the SWV process	Monette	1/23/2024	Medium	1/23/2024	Monette	Ron and Monette		Solution Design & Configuration	1/23/2024	[illegible]	
[illegible]	Issue	Realize	Decision is required from DOTH on the Material groups already configured based on the preliminary list created by DOTH earlier from the UNPSC	Nag	2/20/2024	Medium	3/1/2024	Nag, Destiny, Val			Solution Design & Configuration	3/1/2024	[illegible]	
[illegible]	Issue	Realize	Need the SOLMAN to store the UT, IT, UAT, & FHWA test outputs, results, and defect details	SJ	4/15/2024	High	5/9/2024	Paul	SJ		Solution Design & Configuration	[illegible]	[illegible]	[illegible]
[illegible]	Issue	Realize	Separate Environments for Testing and QA versus separate clients for Testing in the QA Environment.	Paul	7/24/2024	High	4/15/2025	Johnny, Tim, Ron and Stanley	Johnny		Schedule Management		[illegible]	[illegible]
[illegible]	Risk	Realize	Per the contract, "Contractor shall use the most current version of the Software for the System". However, H4 is currently on SAP S4 HANA Version 2020, which is several versions behind the most current version. DOTH requests that H4 be updated to a more current version of SAP S4 HANA prior to testing and training to ensure compliance with the contract.	Ron	9/30/2024	High	7/31/2025	Paul	Paul		Communication Management	7/31/2025	[illegible]	
[illegible]	Issue	Realize	Per Change Order 6 and the Unit Testing DED, KT must be completed prior to the start of Unit Testing. A measurable and defined criteria for the completion on KT needs to be agreed upon by DOTH and LSI. The DED states " Completion of the Knowledge Transfer Training necessary for Unit Testing per the PTT/KT Deliverable #7". There is no specific completion criteria in Deliverable #7, so this leaves the completion requirement up to individual interpretation.	Paul	12/12/2024	High	12/23/2024	PMO/OCM	Paul		Solution Design & Configuration	[illegible]	[illegible]	
[illegible]	Issue	Realize	DOTH was informed on 12/31/2024 that Milton Carroll left LSI and the H4 project as the HR consultant. Per the contract, LSI shall temporarily fill the Key Staff position within seven days of it being vacated and shall fill the position with a permanent fulltime replacement within 45 Days of the removal or departure. [illegible] DOTH requests that a permanent replacement for Milton's HR Lead position be submitted for DOTH approval by the 45 day deadline per the contract.	Ron	2/10/2025	High	2/10/2025	PMO	Paul		Solution Design & Configuration	7/11/2025	[illegible]	
[illegible]	Risk	Realize	DOTH requested to remove Purchasing Technician in the Requisition workflows and replace the same with Procurement and Supply specialist (new and [illegible] person for all districts).	Nag	6/7/2025	Medium		Nag	Ron		Risk/Issue Management		[illegible]	[illegible]
[illegible]	Risk	Realize	Additional functionality requested to create assets based on Multiple account assignments and quantity (PO qty>1, separate assets need to be created). DOTH is reviewing options based on Edgar's suggestions. If the additional functionality is added to the custom solution, it may create higher maintenance costs to maintain this complex solution. This may also delay the completion of Unit Testing.	Paul	7/[illegible]/2025	Medium	7/21/2025	Edgar	Paul		Solution Design & Configuration	[illegible]	[illegible]	
[illegible]	Issue	Realize	For the datamart interface, this was designed to be daily. We learned the other day that the file provided is a 30 day file. We've been told this is difficult to change. ETS would place this request at a very low priority and it may not get done. The DATAMART interface brings in the payment date of invoices. This is required to comply with CMIA. If we switched this to monthly this messes up the billing. Since we bill twice a month one billing run would not have info to allow items to be billed that could be billed.	Tim	8/14/2025	High	10/16/2025	Tim	Paul		Risk/Issue Management	[illegible]	[illegible]	
[illegible]	Issue	Realize	Several technical issues have been encountered during the recent H4 sandbox upgrade, including but not limited to: 1.[illegible] 2.[illegible] 3.[illegible] 4.[illegible] 5.[illegible] [illegible]	Ron	10/3/2025	Medium	11/23/2025	Paul	Paul	[illegible]	Solution Design & Configuration		[illegible]	

Observation, Risk, and Issues List – Closed

OBJ-ID	Type	Phase	Issue Description	Created By	Date Created	Priority	Target Resolution Date	Assigned to	Issue Owner	Analysis Target Date	Resolution	Work Stream	Category	Status	Date Closed	Comments	Documents
OBJ-43371	Issue	Explore	Designing the DOTH system to match with the current state environment will likely have impacts for the future DOTH current designs.	John Morishita	6/16/2021	Low	7/30/2021	Mary Hammond	John Morishita	8/10/2021	Functional teams will be designing the system as it currently exists at the state State is in the process of processing a new ERP system but the things will likely be to be into the future.	Finance	Solution Design & Configuration	Closed	7/30/2021		
OBJ-43377	Issue	Explore	Reduced availability of fiscal staff in July & August due to statutory mandated fiscal year end close and audit activities. This was discussed during project procurement and assessing.	John Morishita	6/30/2021	Medium	8/10/2021?	John Kneebone/Rhea Lee	John Morishita	8/10/2021	PMO will monitor the availability so it has little or no impact to the project timeline	Project Management	Project Management	Closed	Closed 8/25/21		
OBJ-44403	Issue	Explore	State implementation and impact on UCCA planned design	John Morishita	7/29/2021	High	7/30/2021	Mary Hammond	Mary Hammond	8/6/2021	Meeting to discuss UCCA has been scheduled with DAGS Initial discussion with DAGS scheduled for 8/13/2021 Remote update on 3/28/22 DOTH has approved a COA design scheme for the state SAP implementation. The team proposed UCOA is just a design that DAGS may or may not implement to their new system DOTH will have a mapping table for their COA to DAGS for any emethon.	Finance	Scheduling Management	Closed	7/29/2021	DOTH needs to move forward with co start of account design and align as closely as possible to UCOA with DOTH business requirements primary Before finalization there will be a need to conduct future up meetings and discussions. It was noted that UCOA the current structure has limitations with the structure of the Chards but will likely be modified as they move into their implementation	
OBJ-44403	Risk	Explore	Governor's announcement week of 8/23 that requests limiting travel to the island	John Morishita	8/23/2021	Medium	8/30/2021	Ken Lee/Tammy Ito	John Morishita	8/30/2021	DOTH was doing research. According to DOTH all staff will be available to support the project	Project Management	Contract Management	Closed	7/29/2021	PMO from DOTH and LSI will monitor the topic and adjust as needed.	
OBJ-44448	Risk	Explore	Issue: ruling when can DOTH review the solution design for DOTH's waterfall funding requirement	Ken Lee	9/8/2021	Medium	9/16/2021	John Morishita	Ken Lee	9/16/2021	We will do some end-to-end solution playback scenarios, but only with standard functionality available in the Gov Cloc template. We will use DOTH data. DOTH should provide scenarios. Remote update on 3/28/22: DOTH has provided scenarios. FHWA requirements require the system to concurrently to the fund going, waterfall funding, tracking expenses by program code, billing FHWA by program code and more. The initial design starts with source data. The Fund master is the source of funding and is designed to include both the appropriation and program code. The WBSE master is designed to track the spending by not only phase but also particular and improvement type. The master data has not been approved by DOTH yet for the Fund and this is soon for LSI to design the end to end solution. LSI has presented design options for FHWA waterfall funding but still waiting for DOTH to choose an option. Requirements indicate that option 3 is what we need but DOTH has not agreed to this yet so this is also delaying LSI to build an end to end solution. However, LSI will do some end to end scenarios based on the Fund master design including program code and the hybrid splitting/waterfall funding option.	Finance	Solution Design & Configuration	Closed	7/29/2021	Duplicate of #	
OBJ-44448	Risk	Explore	Users ruling when can DOTH review the solution design for DOTH's waterfall funding requirement?	Ken Lee	9/9/2021	Medium	9/16/2021	John Morishita	Ken Lee	9/16/2021	We will do some end-to-end solution playback scenarios, but only with standard functionality available in the Gov Cloc template. We will use DOTH data. DOTH should provide scenarios 9-10-22 WE be shown in walkthrus, process documented in approved budget committee PDD	Finance	Solution Design & Configuration	Closed			
OBJ-44448	Issue	Explore	Issue ruling when can DOTH review the solution design for DOTH's GL interface to FAMIS requirement?	Ken Lee	9/9/2021	Medium	9/16/2021	John Morishita	Ken Lee	9/16/2021	We will do some end-to-end solution playback scenarios, but only with standard functionality available in the Gov Cloc template. We will use DOTH data. DOTH should provide scenarios 9/16/22 Per meeting with DAGS on 3.1 9.1 GL interface has been removed due to technical limitation of current FAMIS interface program cannot accept JV interface data from HA	Finance	Solution Design & Configuration	Closed		Per meeting with DAGS on 11/9/21, GL interface has been removed due to technical limitation of current FAMIS interface program cannot accept JV interface data from HA.	DOTH PDD FSGL Post and Post JV
OBJ-44448	Issue	Explore	Users ruling when can DOTH review the solution design for DOTH's AP interface to FAMIS requirement?	Ken Lee	9/9/2021	Medium	9/16/2021	John Morishita	Ken Lee	9/16/2021	We will do some end-to-end solution playback scenarios, but only with standard functionality available in the Gov Cloc template. We will use DOTH data. DOTH should provide scenarios 9/16/22 High level FAMIS payment interface design is documented in the AP PDD. Detailed design will be documented as Functional Specification and Technical Specification. Users will see the solution in facilitation in the DOTH Dev System	Finance	Solution Design & Configuration	Closed	9/16/22	9/16/22 - High level FAMIS payment interface design is documented in the AP PDD. Detailed design will be documented as Functional Specification and Technical Specification.	DOTH PDD_FIAP_Mmega AP Postings_Outgoing Payments and FAMIS Payment Interface
OBJ-44448	Issue	Explore	Users ruling why scope creepers are trying to finalize master data, custom fields, system design before reviewing all of DOTH requirements.	Ken Lee	9/9/2021	Medium	9/16/2021	John Morishita	Ken Lee	9/16/2021	Master data is part of the overall design	Project Management	Solution Design & Configuration	Closed	6/20/22	6/20/22 - We build the blueprint, consisting of Enterprise Structure, Master Data Design and Process Design Documents in a sequence as they build upon one another. We have agreement with DOTH and LSI on the approval of three deliverables to keep forward momentum of the project. This was signed on 6/15/22.	
OBJ-44448	Issue	Explore	Cindy Lang is asking for guidance on legacy data cleanup beyond what is on the "conversion list draft.xlsx" spreadsheet	Ken Lee	9/9/2021	Medium	9/16/2021	John Morishita	Ken Lee	9/16/2021	Meeting scheduled with Cindy on 9/16	Project Management	Schedule Management	Closed		Actions and activities discussed and to begin working on cleansing of data. 6/22/22 - Any open items here? 5/9/22 - Cindy has opted to retire.	
OBJ-44454	Issue	Explore	The contract requirement for Cash Funds Check is specified in requirements AP011 GL021 PO053 PO054, PO075 PO076, TL047 It was mentioned in the W14 Cost Splitting and FHWA Funding session that this requirement cannot be met with standard SAP functionality The LSI proposed response to meet the cash funds check requirements is enhancement and/or customization and should be included in the WRICEF	Ken Lee	9/9/2021	Medium	9/23/2021	Brenda Cardenas	Ken Lee	9/23/2021	The items to cash checking at the time of Contract encumbrance. Further discussion in next weeks playback session. Currently a manual process. 3/28/22: 1. AP011. GL021 are met with cash checking at time of payment. 2. TL047 can be met for cash balance checking. DOTH always moves cash to cover labor as current process. The question is how do we want to do this in SAP since payroll is usually paid before the postings even get to DOTH since HIP is the system of record for payroll. 3. PO053, PO054, PO075, PO076 are all part of a bit of requirement on a purchase requisition. Funds checking against the appropriation in the AVC checking against DOTH approved budget. Cash appropriation is not a budget but actual cash which is checked in FI transactions. P-Req is an encumbrance therefore the funds control from an appropriation budget is checked. Cash is checked at time of payment.	Finance	Solution Design & Configuration	Closed	5/2/22	5/2/22 - Cash is not in BWPTAC but in FAMIS. Document cash will be imported to custom table in SAP and a report developed to compare Document cash to SAP cash. It was agreed upon in 4-19-22 meeting.	DOTH PDD_FIAP_Mmega AP Postings_Outgoing Payments and FAMIS Payment Interface DOTH PDD_FICM_Mmega Cash Basis Accounting and Cash Availability Control
OBJ-44455	Issue	Explore	Cash Management requirements cash reconciliation solution is unclear to the team	Ken Lee	9/9/2021	Medium	9/16/2021	Dora Yee			Cash reconciliation will be done via custom reconciliation report at the Cash account and Appropriation level. Cash balances in BW will be compared with cash balances in statement with the same data comparison criteria such as by Cash Account, Appropriation, Posting Date, Period or other account assignment elements. Statement data will be imported into BW and stored in custom table via scheduled batch job. Detailed design specifications will be documented on the Functional Specification and Technical Specification.	Finance	Schedule Management	Closed		Discussed in the AP Open Item review session on 4/14/22.	DOTH PDD_FIAP_Mmega AP Postings_Outgoing Payments and FAMIS Payment Interface DOTH PDD_FICM_Mmega Cash Basis Accounting and Cash Availability Control
OBJ-44461	Issue	Explore	DOTH needs to clarify the GL042 requirement	Ken Lee	9/23/2021	Medium	[illegible]/2022	John Morishita			WE be reviewed by LSI team. 10/5 DOTH Please provide questions.	Finance	Requirements Management	Closed	5/9/2022	5/9/22 - met with cash transfer process	CYTH PDD FSGL, DOTH FCD FSGL Post and Post JVs & CYTH PDD FICM Mmega Cash Basis Accounting and Cash Availability Control
OBJ-44461	Risk	Explore	AAP AP payment process needs to be reviewed and defined with DOTH's roles and responsibilities i.e. Need to clarify who runs payment proposal to generate voucher	Ken Lee	9/23/2021	Medium	10/1/2022	John Morishita			WE be reviewed by LSI team	Interfaces & Integration	Interfaces & Integration	Closed	5/9/2022	5/9/22 clarified in PDD	CYTH PDD FIAP Mmega Accounts Payable Postings, Outgoing Payments and FAMIS Payment Interface

OKJ2244461	[illegible]	[illegible]	[illegible] configuration	Closed		4/22 DOTH will manage available cash throughout the contract process via custom report	DOTH PDD_FIAP_Manage AP Postings_Outgoing Payments and FAMIS Payment Interface DOTH PDD FICM Manage Cash Basis Accounting and [illegible]sh Availability Control
[illegible]	[illegible]	[illegible]	[illegible]ation	Closed	[illegible]2022	5/4/22 clarified in PDD	DOTH Process Design Document Contracts
[illegible]	[illegible]	[illegible]	[illegible] &	Closed	[illegible]2022	5/4/22 This will be part of the realization phase. P[illegible]Ds address reports based on the requirements and identifies WRICEF where applicable. DOTH can dive into standard reporting after C? after configuration has been tested and data has been converted.	
[illegible]	[illegible]	[illegible]	[illegible] & [illegible]ge [illegible]ransfer	Closed	3/[illegible]/2022	Ongoing during each of the PDD review sessions	
[illegible]	[illegible]	[illegible]	[illegible] & [illegible]ge [illegible]ransfer	Closed	[illegible]2022	Opened 9/22/2021 Previously provided the two web sites to get information on SAP: Free SAP Training | openSAP and SAP Help Portal 4/20/22 - There is a deliverable that was skipped during project prep on "Project Team Training Plan". This addresses these items and should be completed. A DED was proposed to the PMO and we are awaiting a decision on the contents of this plan to address the deliverable. 5/4/22 - End user training materials will be DOTH specific. These will be built and delivered as part of Realize phase.	
[illegible]	[illegible]	[illegible] AP implementation [illegible] D[illegible]TH will have a mapping [illegible]	[illegible]ment	Closed	[illegible]2021	9/28/2021 Chart of accounts will be based on the UCOA [illegible]2021 DOTH creating own chart of accounts [illegible] following best practice design but including Object code in number	
[illegible]	[illegible] e effected	[illegible]	[illegible]ment	Closed	[illegible]2022	Not sufficient detail, if more details are known, we can open. Functionals specs should address any requirements identified to date	
[illegible]	[illegible] copies of the Documentation reasonably requested by DOTH at no additional charge	[illegible] as an Authorized [illegible] User [illegible] related with respect to access to use of [illegible] System	[illegible]atio	Closed	[illegible]2023	5/4/22 support sap com provides general help by area [illegible] will develop DOTH end user specific training materials during Realize phase [illegible]/8/23 No Manual has been provided. [illegible]/4/23 User guides will be provided as part of end user training. For generic sys[illegible] training, https://help.sap.com/[illegible] [illegible]/23 Ron agree[illegible] that this has been addressed.	[illegible]ack to forward sample document from Learning Hub (TOC and course materials)
[illegible]	[illegible]	[illegible]	[illegible]ment	Closed	[illegible]2023	4/20/22 - There is a deliverable that was skipped during project prep on "Project Team Training Plan". This addresses these items and should be completed. A DED was proposed to the PMO and we are awaiting a decision on the contents of this plan to address the deliverable. 3/28/23 - Libby to review training from Sept 2021 to see what was provided. 4/6/23 - This item can be closed based on Ron stating the training has been addressed.	Training provided in Sept 2021. Session was recorded.
[illegible]	[illegible]	[illegible]	[illegible] & [illegible]on	Closed	[illegible]2022	Please see the email response sent to the team on 10/11/2021 What is the difference between a work order and a notification? Answer:Notification is a preceding document for a work Order which contains the basic information provided as part of a complaint log. Notification is similar to current Complaint recorded in database in DOTH.Work order can either be created directly or with reference to a Notification. What is order types? Answer:Order types for a work order can be differentiated for different works (like preventive Maintenance or breakdown maintenance) Examples: Landscaping workorder, Traffic Signal Maintenance, [illegible] maintenance etc What kind of reporting data can come out of a work order? What kinds of data can be captured in a work order -location? Answer:By maintenance location, by plant (district/branch) and by equipment all work orders for a period can be drawn as a standard report.-labor hours? Answer:Manhours used and costs associated with manhours (regular) OT can be drawn via the work order reports -equipment usage hours? Answer:Reports for equipment usage can be drawn by location for a period by all work orders. For equipment Maintenance, equipment wise work order will be used to record the costs incurred. For Maintenance workorders, where a specific equipment is used, usage in terms of miles/hours are captured -materials used? Answer:Work order will contain materials used reports.-other How do you foresee work orders being used? Answer:Best practice is to create work order before work is performed and estimate costs and compare estimates to actuals later on. Work orders can [illegible] created by planning the costs or after the fact. We understand most of the current process is after the work is done through DMRs. We will configure the system with both options. Work Orders in Plant maintenance will replace DMR process Will the work order replace our [illegible] type charge codes? Will one work order [illegible] type charge code? Answer:We understand that 5 type charge codes are used for maintenance work orders. This could be one of the 'Order Types' for Work orders. How are work order costs collected? Semi monthly? Monthly? Yearly? Answer:Costs are collected as soon as the actuals are posted. Settlement will post this to other receivers such as Project, Cost Center etc as needed. (Could be a periodic job) Are there any workflows involved with work orders? Answer:[illegible] We need to capture these [illegible]	
[illegible]	[illegible]	[illegible]	[illegible]ation	Closed	[illegible]2023		
[illegible]	[illegible]	[illegible]	[illegible] & [illegible]on	Closed	[illegible]2022	Sure. We have captured this as an item. We received the decision only to interface remaining PO encumbrances at the end of the year. We plan on accomplishing with an interface as a [illegible] object. [illegible]/21 PH There is a downstream affect on budget control calculation. Should DOTH use Active control or Passive Control? Email sent to Ron, Joon and [illegible] for guidance [illegible]/4/22 Decided to have encumbrances sent to FAMIS daily	
[illegible]	[illegible]	[illegible]	[illegible]ation	Closed	[illegible]2023	10 12/?? CR0s was rejected to bring the AS400 requirement into the scope of wave 1 and deferred to after wave [illegible] to allow for stakeholder buy in.	

STATE OF HAWAII, DEPARTMENT OF TRANSPORTATION, HIGHWAYS

