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

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

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

June 19, 2026

The Honorable Ronald D. Kouchi
President of the Senate
and Members of the Senate
Thirty-Third State Legislature
State Capitol, Room 409
Honolulu, Hawai'i 96813

The Honorable Nadine K. Nakamura
Speaker and Members of the
House of Representatives
Thirty-Third State Legislature
State Capitol, Room 431
Honolulu, Hawai'i 96813

Aloha Senate President Kouchi, 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)

Monthly Project Assessment Report – March 2026

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

Author: IV&V Project Team

Creation Date: April 29, 2026
Last Updated: 06/1/2026
Version: Final

Version History

Version Number	Updated By	Revision Date	Description of Change
1.0	IV&V Project Team	05/26/2026	Final

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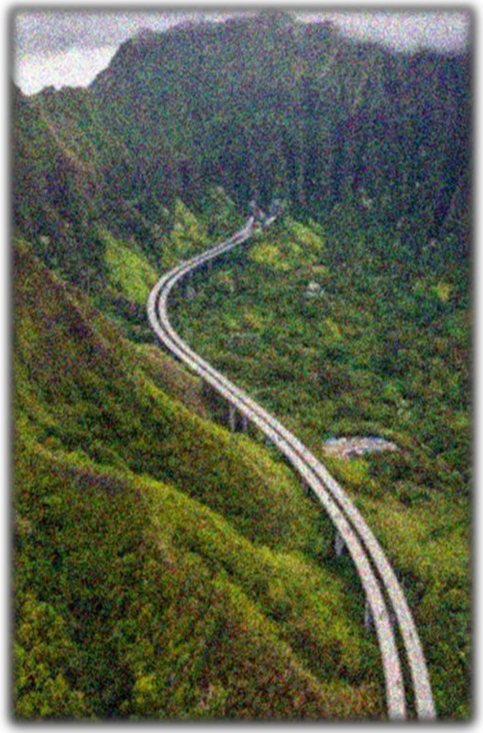
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I. Introduction and Summary

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 March 2026, the H4 implementation involved further discussions across all modules and dedicated in-depth CRP sessions for the modules that were still incomplete. In March 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 March, 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 March 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 March 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 meetings held in March 2026; FSD-related activities were addressed incidentally during regular meetings, CRP sessions, or general module discussions. As of the end of March 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

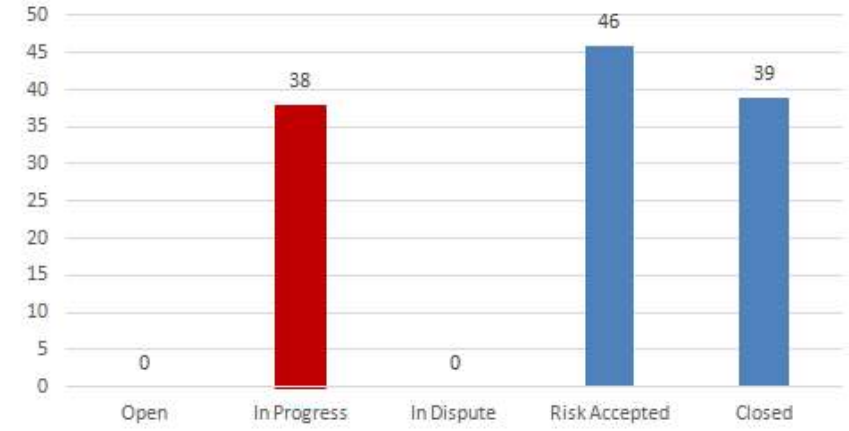
A. Subject Category

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	M
	Solution Design and Configuration	M	M
	Interface and Integration	H	N/A
	Reports and Analytics	H	H
	Security	N/A	H
	Data Conversion	H	H
	Documentation	H	H
	System Testing	N/A	H
	Training and Knowledge Transfer	H	H
	Production Migration	N/A	N/A

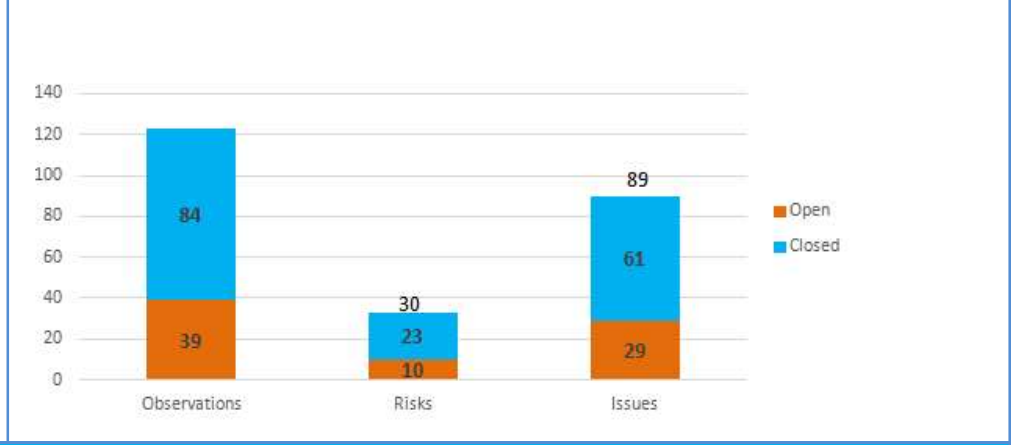
B. Observation, Risk, Issues, Subject Category

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

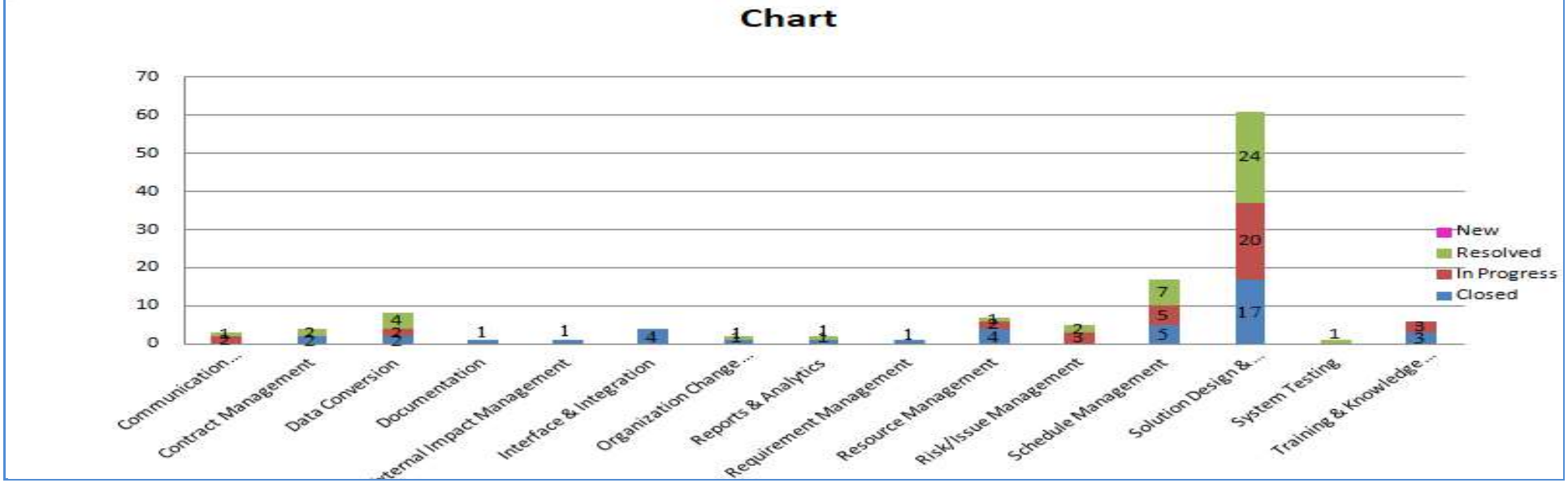
Number of Total Observation, Risk, and Issues



Number of Observation, Risk, and Issues by Status



Number of Observation, Risk, and Issues by Subject Category

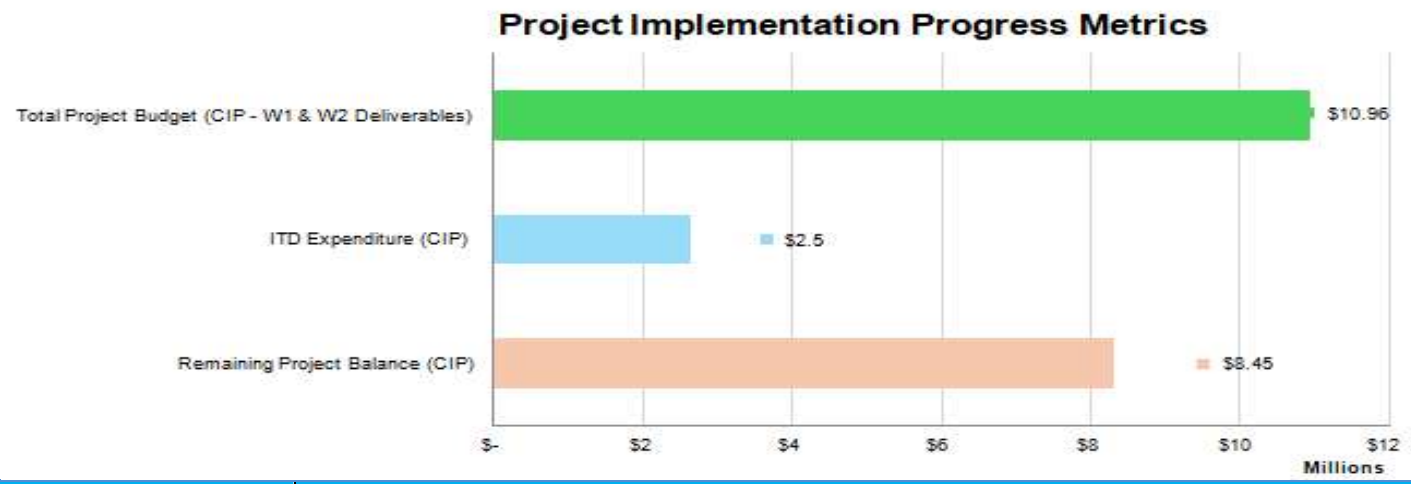


Section: IV&V Dashboard

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

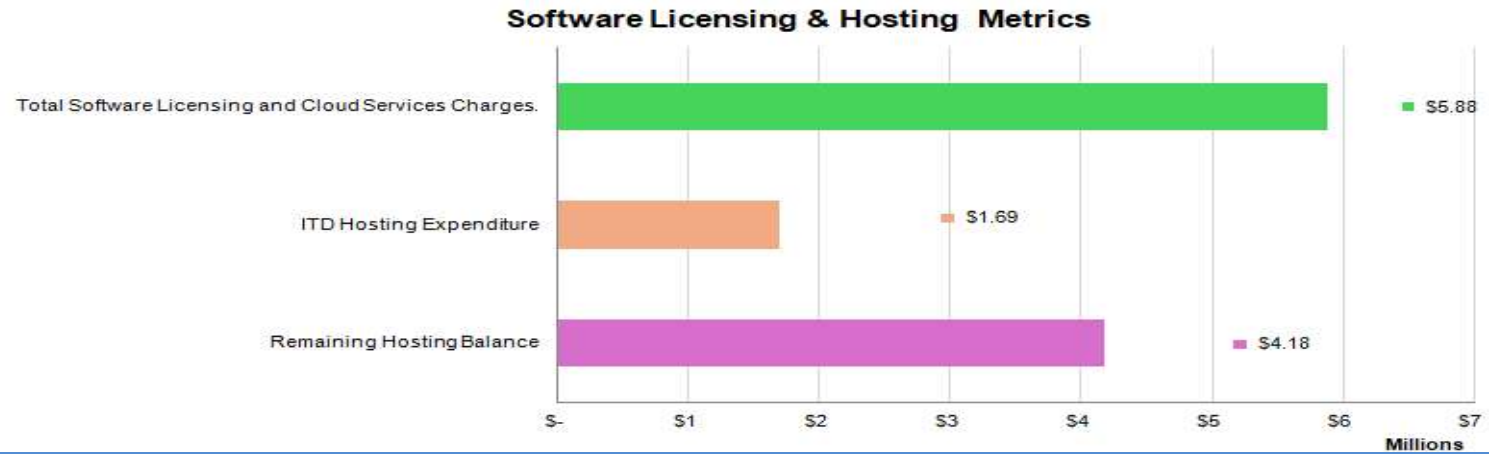


Project Timeline and Status

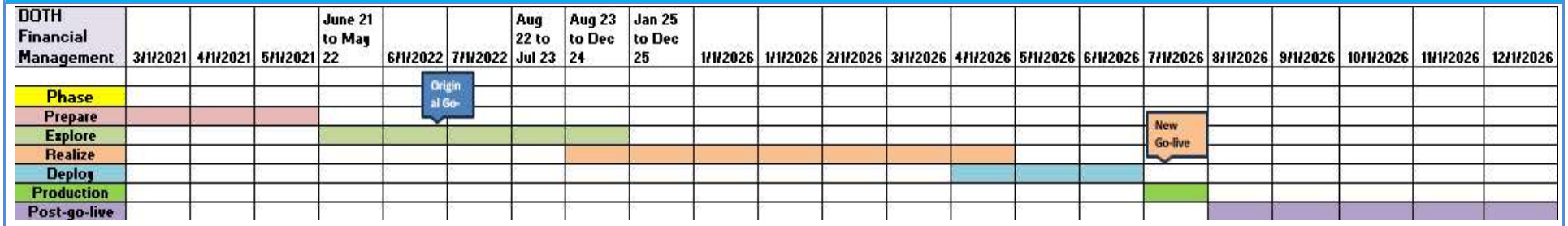
- Original Go-Live date: 7/1/2022
- Proposed Go-Live date: 07/01/2026
- Remaining Months (including post-Go-Live support): TBD
- Completed Months: 60
- Percentage of Completed Months vs. Total Months: TBD
- Percentage of ITD Expenditure vs. Total Budget: 23%
- Remaining Budget Balance: $ 8,452,228.35

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

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



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.)	
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

12/31/2024: 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.

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.

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.

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.	

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.	
Feedback/Mitigation/Updates	
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 the 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 follow up.
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.

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.	
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.	

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-moduleintegration will need more effort.
10/31/2024: Continuous effort is needed for collaboration between the modules to ensure tightly integratedsolution.
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 integratedsystem.
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 needto 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 coordinationand collaboration among consultants with the leadership of the financial and Integration Lead, a role that is currently unavailable yet remains crucial forthe 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 CRP's 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.

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.

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.

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.

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.	
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 andfunctions. 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.

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 details in 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. 6/30/2023: CDD review meetings have not been scheduled or held yet. 7/31/2023: It is recommended that SI and DOTH review CDDs as soon as possible because a CDD validates the baseline setup for the requirements met by the H4 standard functionalities. 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.

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.

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.	

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.

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.	
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 most modules.
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.

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.	

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.

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.

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.

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.

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

Meeting ID	Start Date	Subject	Description
MMAR001	2026-03-02	cont'd - Discuss HIP to H4 payroll interface	A meeting held to discuss cont'd - Discuss HIP to H4 payroll interface
MMAR002	2026-03-03	Discuss Budget	A meeting held to discuss Budget
MMAR003	2026-03-03	Revealed: AI-Growth System Consultancies Use to 5x Sales In 2026	A meeting held to discuss Revealed: AI-Growth System Consultancies Use to 5x Sales In 2026
MMAR004	2026-03-03	cont'd - JA FSD Design -Teams only Meeting	A meeting held to discuss cont'd - JA FSD Design - Teams only Meeting
MMAR005	2026-03-04	Discuss Test System for the PO and Payment encumbrances Testing	A meeting held to discuss Test System for the PO and Payment encumbrances Testing
MMAR006	2026-03-04	Discuss IV&V	A meeting held to discuss IV&V
MMAR007	2026-03-04	Discuss A19 Requirements	A meeting held to discuss A19 Requirements
MMAR008	2026-03-04	DOT Highways Financial Management Systems H4 Project Status	A meeting held to discuss DOT Highways Financial Management Systems H4 Project Status
MMAR009	2026-03-04	Discuss TA Process	A meeting held to discuss TA Process
MMAR010	2026-03-04	cont'd - HCM CRP	A meeting held to discuss cont'd - HCM CRP
MMAR011	2026-03-05	cont'd - Discuss HIP to H4 payroll interface	A meeting held to discuss cont'd - Discuss HIP to H4 payroll interface
MMAR012	2026-03-05	Weekly Federal Billing & Project Systems Discussion	A meeting held to discuss Weekly Federal Billing & Project Systems Discussion
MMAR013	2026-03-05	internal discussion - JA Design	A meeting held to discuss internal discussion - JA

Meeting ID	Start Date	Subject	Description
		feedback	Design feedback
MMAR014	2026-03-06	Discuss GL CRP script updates for Comments	A meeting held to discuss GL CRP script updates for Comments
MMAR015	2026-03-06	Discuss Jan draft report	A meeting held to discuss Jan draft report
MMAR016	2026-03-09	Discuss report updates	A meeting held to discuss report updates
MMAR017	2026-03-09	HCM CRP Follow-up Meeting	A meeting held to discuss HCM CRP Follow-up Meeting
MMAR018	2026-03-09	Discuss JA FSD	A meeting held to discuss JA FSD
MMAR019	2026-03-09	internal - Discuss agenda for Data Conversion meeting	A meeting held to discuss internal - Discuss agenda for Data Conversion meeting
MMAR020	2026-03-10	cont'd - Discuss GL CRP script	A meeting held to discuss cont'd - Discuss GL CRP script
MMAR021	2026-03-12	Discuss new Datamart file	A meeting held to discuss new Datamart file
MMAR022	2026-03-12	Weekly Federal Billing & Project Systems - 5th Floor & Teams	A meeting held to discuss Weekly Federal Billing & Project Systems - 5th Floor & Teams
MMAR023	2026-03-13	Discuss CO# 33 new WRICEF PA-I002	A meeting held to discuss CO# 33 new WRICEF PA-I002
MMAR024	2026-03-17	Discuss JA FSD - Teams only	A meeting held to discuss JA FSD - Teams only
MMAR025	2026-03-17	Internal - Discuss GL CRP script	A meeting held to discuss Internal - Discuss GL CRP script
MMAR026	2026-03-18	Discuss Cost object code logic and Indirect Costs	A meeting held to discuss Cost object code logic and Indirect Costs
MMAR027	2026-03-18	GL JV FAMIS Integration CRP	A meeting held to discuss GL JV FAMIS Integration CRP
MMAR028	2026-03-19	Discuss Procure-to-Pay End to End CRP scripts	A meeting held to discuss Procure-to-Pay End to End CRP scripts

STATE OF HAWAII, DEPARTMENT OF TRANSPORTATION, HIGHWAYS

Meeting ID	Start Date	Subject	Description
MMAR029	2026-03-20	meeting	A meeting held to discuss meeting
MMAR030	2026-03-20	H4 Weekly PMO Meeting	A meeting held to discuss H4 Weekly PMO Meeting
MMAR031	2026-03-20	Weekly Federal Billing & Project Systems - Teams	A meeting held to discuss Weekly Federal Billing & Project Systems - Teams
MMAR032	2026-03-20	JA - hands on session	A meeting held to discuss JA - hands on session
MMAR033	2026-03-23	Discuss Jan report Feedback	A meeting held to discuss Jan report Feedback
MMAR034	2026-03-23	cont'd - GL JV FAMIS Integration CRP	A meeting held to discuss cont'd - GL JV FAMIS Integration CRP
MMAR035	2026-03-24	Weekly Federal Billing & Project Systems - Teams only	A meeting held to discuss Weekly Federal Billing & Project Systems - Teams only
MMAR036	2026-03-24	Discuss JA FSD - Teams only	A meeting held to discuss JA FSD - Teams only
MMAR037	2026-03-24	cont'd - Discuss Procure-to-Pay End to End CRP scripts	A meeting held to discuss cont'd - Discuss Procure-to-Pay End to End CRP scripts
MMAR038	2026-03-24	Discuss JV Form Spec	A meeting held to discuss JV Form Spec
MMAR039	2026-03-25	Discuss OCM	A meeting held to discuss OCM
MMAR040	2026-03-27	H4 Weekly PMO Meeting	A meeting held to discuss H4 Weekly PMO Meeting
MMAR041	2026-03-27	internal PMO	A meeting held to discuss internal PMO
MMAR042	2026-03-27	internal - Discuss JA FSD Edits	A meeting held to discuss internal - Discuss JA FSD Edits
MMAR043	2026-03-27	Internal PMO	A meeting held to discuss Internal PMO
MMAR044	2026-03-27	Procure-to-Pay End to End CRP	A meeting held to discuss Procure-to-Pay End to End CRP
MMAR045	2026-03-30	cont'd - Procure-to-Pay End to End CRP	A meeting held to discuss cont'd - Procure-to-Pay End to End CRP

STATE OF HAWAII, DEPARTMENT OF TRANSPORTATION, HIGHWAYS

Meeting ID	Start Date	Subject	Description
MMAR046	2026-03-31	Weekly OCM Team Touch-Base	A meeting held to discuss Weekly OCM Team Touch-Base
MMAR047	2026-03-31	Weekly OCM Team Touch-Base	A meeting held to discuss Weekly OCM Team Touch-Base
MMAR048	2026-03-31	internal - Aloha eBuys and H4	A meeting held to discuss internal - Aloha eBuys and H4
MMAR049	2026-03-31	Discuss Time and Payroll CRP Script and Presentation	A meeting held to discuss Time and Payroll CRP Script and Presentation
MMAR050	2026-03-31	Discuss C41 and Open-ended Contracts data for CRP	A meeting held to discuss C41 and Open-ended Contracts data for CRP
MMAR051	2026-03-31	cont'd - Discuss Time and Payroll CRP Script and Presentation	A meeting held to discuss cont'd - Discuss Time and Payroll CRP Script and Presentation
MMAR052	2026-03-31	cont'd - Procure-to-Pay End to End CRP	A meeting held to discuss cont'd - Procure-to-Pay End to End CRP

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		

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 does not 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

LSI Comments from March 2026 Report	IV & V Response
The report continues to emphasize the absence of a finalized Project Plan and confirmed Go-Live date. LSI recommends clarifying that detailed schedule finalization remains dependent on completion of the ongoing end-to-end CRP validation activities, associated issue resolution, and downstream testing preparation activities. As discussed throughout project governance meetings, the current execution approach prioritizes validation of end-to-end business processes, integration points, WRICEF alignment, and operational readiness prior to finalization of deployment sequencing and Go-Live commitments. This sequencing reflects an intentional governance and quality-focused approach rather than inactivity in project planning. Additionally, the report may benefit from distinguishing between: • Activities pending validation and governance alignment, and • Activities delayed due to execution constraints. Providing this distinction would help present a more accurate representation of the current project state and dependencies impacting schedule finalization.	The IV&V acknowledges that more time is needed to complete the CRPs, the contract documents do not tie the baselined project plan to their completion. It should be noted, however, that detailed schedule finalization and Go-Live activities separate deliverables.
CRP Sessions and End-to-End Validation The March report appropriately reflects the continued focus on CRP execution and cross-functional discussions. LSI recommends further clarifying that CRP activities are being conducted as structured end-to-end validation sessions intended to: • Validate business processes and integrations, • Confirm execution scenarios and data flows, • Identify remaining gaps requiring refinement, and Support downstream Unit Testing, UAT, KT, and deployment planning activities. As part of normal ERP implementation practices, discovery, clarification, and iterative refinement during CRP execution are expected outcomes of the validation process and should not necessarily be interpreted solely as indicators of project instability or incomplete solution design.	The IV&V Report accurately reflects the number of CRPs conducted in March and the items revisited as part of the requirements process; Report highlight the cross-functional collaboration and integration points.

The report may also benefit from distinguishing between: • Standard iterative refinement activities arising from CRP validation, and • Material delivery or schedule risks.	
WRICEF and Functional Specification Documents (FSDs) The report references concern regarding development activities occurring prior to final FSD approval. LSI recommends clarifying that many WRICEF and FSD activities continue to progress through an iterative review and conditional approval process aligned with ongoing CRP validation sessions, evolving integration requirements, and pending scope clarification activities. Additionally, progress in certain WRICEF areas remains dependent upon: • Pending Change Order approvals, • Evolving cross-module integration requirements identified during CRP execution, • Final business process validation, and • DOTH review and confirmation activities. Providing this additional context would help distinguish between: • Deliverables actively progressing through governance and validation processes, and • Deliverables delayed due to unresolved dependencies or pending decisions.	Per the PMO meetings, it was agreed that LSI should include the open items for WRICEF, FSDs, and Change Orders in the Functional meetings for discussion. However, these open items remain to be addressed in the Functional meetings.
Knowledge Transfer (KT) and Training The report references concern regarding Knowledge Transfer and formal training activities. LSI recommends clarifying that knowledge transfer is currently occurring through multiple execution channels, including: • End-to-end CRP participation, • Functional walkthroughs, • Configuration reviews, • Issue resolution discussions, • Testing preparation activities, and • KT tracking and planning discussions currently underway. Additionally, formal KT and training activities are expected to continue evolving alongside Unit Testing, UAT preparation, and deployment readiness activities. Positioning KT solely as a future standalone activity may not fully reflect the ongoing operational knowledge transfer currently occurring throughout the program.	IV&V recognizes that learning takes place in the CRP sessions and during other project activities. However, KT and CRP are separate contract deliverables with their own requirements and acceptance criteria specified in the DEDs.
Organizational Change Management (OCM) LSI appreciates the report's acknowledgement that the OCM Lead position was filled in March 2026. The onboarding of Douglas Sietsema strengthens the program's focus on: • Organizational readiness, • Stakeholder communication, • Change adoption planning, and	The IV&V Report notes that OCM activities were limited during the February reporting period, it is worth clarifying that the OCM Lead position was filled in March 2026 with the onboarding of Douglas Sietsema.

• Deployment preparedness activities. This addition supports continued advancement of organizational readiness efforts in parallel with technical execution and testing preparation activities.	
Risk and Issue Management The report continues to reference open risks and issues across the project. LSI recommends refining this section to more clearly distinguish between: • Risks associated with active validation and iterative refinement activities, • Governance and dependency-related items pending review or approval, and • Material execution or schedule risks. As CRP execution progresses, some issue identification is an expected outcome of the validation lifecycle and reflects active program engagement rather than solely negative project indicators.	LSI should discuss these suggested changes to Risk and Issue Management during the PMO meetings.
Cross-Module Coordination and Integration The report appropriately acknowledges increased collaboration and participation across functional areas during CRP execution. LSI recommends further recognizing that cross-module integration activities are actively occurring through end-to-end CRP sessions involving multiple functional and technical workstreams. As expected within complex ERP implementations, integration refinement continues to mature iteratively as validation activities progress. While some integration dependencies remain under review, these efforts are actively being addressed through ongoing coordination sessions, CRP execution, and issue resolution activities.	Five CRP sessions were conducted in March; however, the Integration Lead was absent for two of them. While the Integration Lead attended the final session, there was no cross-functional support available.
General Recommendation Regarding Narrative Framing LSI recommends continuing to ensure that observations throughout the report appropriately distinguish between: • Ongoing iterative ERP implementation activities, • Governance and sequencing dependencies, • Discovery and validation outcomes arising from CRP execution, and • Material project delivery risks. Providing this additional distinction and attribution would help present a more balanced and operationally accurate view of current project status, ongoing execution progress, and remaining activities required to support successful deployment readiness	IV&V understands LSI's feedback regarding narrative framing. IV&V will include feedback provided by LSI in this comments section along with IV&V responses to the feedback.

VIII.
Observation, Risk, and Issues List – In Progress

ORI-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
ORI144342	Issue	Prepare	Delayed delivery of updated project plan to contain resourcing.	John Marcinko	5/26/2021	Low	9/30/2021	Rick Miller	John Marcinko	8/25/2021	Assigned to deputy PM. The resource will not be on the project due to Ihsess a new replacement is being sought.	Project Management	Resource Management	In Progress		4/20/22 - 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 - FHWA is close to being finalized. This is the last PDD to be completed to close the Design sessions. Once complete, the schedule can be updated and finalized for the 7/1/21 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.	
ORI2944893	Issue	Realize	During EOS PDD review the Business flow Purchase of assets was brought up as a question by DOTH. This business process needs to be clarified. The Asset PDD documented that the requisitioner would create the PR and charge to and IO and relevant ?? object code and workflow than would send every single asset requisition to HWY-SF for creation of the asset and update on the PR. This will cause a large bottleneck. Another option for DOTH to consider is for the requisitioner to create the asset shell during the requisition creation and add the description, 17A fields and the account coding on the asset screen which then saves directly to the PR. The ?? object code would then initiate the workflow to HWY-SF is just an upfront check on the asset shell.	Brenda	11/28/2022	Medium		Tim K, Vanessa, Destiny, Nag, Hafiz	Tim K				Solution Design & Configuration	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 Destiny pointed out we can't put even more work on the requisitioners. We are workig 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 preclosing 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 FAIS capitalized the asset thus reducing timing differences in reconciliations. 9/11/24 - To be revisited with the DOTH and LSI teams.	
ORI2514893	Issue	Realize	During EOS PDD review; Start date of capitalization in H4 needs to be discussed more and defined. Currently capitalization in FAIS starts when 17A is submitte after paymant is processed. DOTH has never had it's own Final Asset System like they will in H4. Capitalization in H4 is when invoice is posted and the 17A fields are stored on the asset master to allow DOTH to have the 17A generated from H4 based on the RTM	Brenda	11/28/2022	Low		Vanessa, Destiny, Hafiz	Nag				Solution Design & Configuration	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 workig 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 preclosing 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 FAIS capitalized the asset thus reducing timing differences in reconciliations. 9/11/24 - To be revisited with the DOTH and LSI teams.	
ORI2544893	Issue	Realize	The FAMIS interface file. Mapping logic is defined by LSI based on the file layouts received from DOTH. 1. DOTH has not provided paymant file. Paymant interface to FAMIS never used by DOTH in the past. This is a new process for DOTH with the implementation of H4. Risk level is High 2. DOTH has provided a PO interface, but this was discontinued the last several years so there are concerns over how to interface this data to DAGS. PO interface has only been done annually but will change to daily with implementation of H4. Risk level low.	Brenda	11/28/2022	Medium		Nag, Hafiz, DOTH person(?)	Nag and Hafiz				Risk/Issue Management	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 Paymant interface mapping can only be confirmed after testing since no paymant interface file has been used in the past. 8/14/23 - Keep status as "In Progress" until there is test file to be tested. 9/11/24 - To be revisited with the DOTH and LSI teams.	
ORI2644893	Issue	Realize	Data cleansing of charge codes will be needed by DOTH with the assistance of LSI for Project WBS and Order conversions. This will be an ongoing effort working as a Team until DOTH is able to provide a good source file. (PS-C001)	Brenda	11/28/2022	High		Hafiz and Destiny	Hafiz & Tim				Data 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 secion 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 D08ALL 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 issue 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 Tim for Charge Codes 3* and 6* series that should translate to WBSE in H4. Rest are IO's. CO Weekly session in Sept will re-visit the cleansing effort steps for Charge Codes D08 and D09 Work Order files for FY 2024 and 2025 data.	
ORI5944893	Issue	Realize	During the Vendor master data conversion: 10/25/22 the Petty cash Vendor discussion brought up the issue of how petty cash payment and replenishment process will occur in H4.	Brenda	11/28/2022	Medium		Hafiz and Nag	Nag and Hafiz				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, Ron, Hwee and Vanessa to see when last discussed.	
ORI6245013	Risk	Realize	GL Balances Conversion - There is no single data source to get GL balances for go-live. The current process to establish beginning balances of new fiscal year requires manual data compilation steps that consists of using multiple supporting financial reports with adjustment journal entries (not tracked in HWYAC system). This may become a risk if conversion balances for go-live cannot be determined, validated and reconciled in a timely manner. (GL-C001)	Hwee	3/28/2023	High		Vanessa and Hafiz	Hafiz				Risk/Issue Management	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 entries 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 H4. 5/4/23 - Balances will be provided by Vanessa on an excel format manually at go-live cutover. 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. 9/11/24 - To be revisited with the DOTH and LSI teams.	
ORI6645034	Issue	Realize	Re-Validation of Super Users (2nd Time) - have completed validation with Districts but Branches outstanding. Apprehensive to validate given we initially completed in October 2022. Many questions from the Districts on timing of end user training, scheduling, etc. Number of downstream inputs to OCM/Traning with lack of workplan and timeline are ever increasing.	Libby Wilkins	4/18/2023	High		PMO	OCM/Training/Rebecca				Training & Knowledge Transfer	In Progress			
ORI6745034	Issue	Realize	Super User Orientation Timing and cascading impacts to their schedules for supporting UAT, Training Materials Review (timely communication required here for them to understand process and turnaround time), End User Training Support	Libby Wilkins	4/18/2023	High		PMO	OCM/Training/Rebecca				Communication Management	In Progress			
ORI6845034	Risk	Realize	Training Infrastructure District Concerns regarding June/July Training Delivery, weather related power outages, tsunami's, etc. Depending on training delivery window - need to be in front of communications regarding expectations of end users and completing training, PTO, etc.	Libby Wilkins	4/18/2023	Medium		PMO	OCM/Training/Rebecca				Communication Management	In Progress			
ORI6945034	Issue	Realize	Timely development of District/Branch Training Schedule, onboarding of site training coordinators, site coordinators ownership of enrollment and logistics based on training schedule	Libby Wilkins	4/18/2023	High		PMO	OCM/Training/Rebecca				Training & Knowledge Transfer	In Progress			
ORI7045034	Issue	Realize	Timely identification of LSI Instructional Designers for training materials development which is based on a 8 week window (time not including developer materials onboarding workshop and credentials access(4 hours)	Libby Wilkins	4/18/2023	High		PMO	OCM/Training/Rebecca				Training & Knowledge Transfer	In Progress			
ORI7245050	Issue	Realize	FAMIS transaction codes file returns multiple FAMIS TCs with same set of debit and credit accounts	Hwee	5/4/2023	High		Vanessa and Hafiz	Vanessa and Hafiz				Solution Design & Configuration	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 TC, Debit & Credit Codes and Accountnt'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. 9/11/24 - To be revisited with the DOTH and LSI teams.	
ORI7345051	Issue	Realize	Conversion of data for Purchase Orders and Contracts : There are 2 different sources from where the Open Purchase Orders and Contracts could be extracted within DOTH. While Purchase Orders can be generated from the Legacy system AS400 (One each for each island and DOTH Admin and Branch offices), there is manual effort involved to structure the data points (for example for the DOT Contracts, Sole Source and Exempt texts and Options) and Line item descriptions) into columnar format from a string or free form stored in the AS400 systems. The manual effort needs to be repeated for different test cycles with updated data and for the final production conversion based on cut off dates. Contract data needs to be extracted from the FAMIS balances as reflected in DATAMART and translation to the template would be a manual effort to suit the fields of the template and the activity needs to be repeated and updated per test cycles and for the final prodn conversion as well. This poses a risk in ensuring the readiness of the data in time gor Go-live,based on cut off dates as well as accuracy of the data.	Nag	5/5/2023	Medium		Nag, Ellie and Val	Nag				Risk/Issue Management	In Progress		02/01/2023 Logistics Connect (DOTH Connect 5) Contracts Data for conversion Sample file is received. How about ISEQ and open ended contracts? (only for POs) Look in Purchase Orders DOT* (Sample Conversion files for POs) @Nag 02/01/2023 to 02/21/2023 Worked with Ellie and JoAnne on Contracts data 02/22/2023 Question on Purchase Orders created from (EPB) and (EFP)? Clarrinator 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 assgning during conversion Owen provided the AS400 categories and texts on call and the Tab' As400 and H4 Categories' is updated. (See amber highlighted cells).Please review. Extended Customer fields to be added to the file containing the data and SPO-010 validations to be considered. Owen 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.	
ORI7445061	Issue	Realize	Per RTM requirement GL113, H4 needs generate Journal Vouchers whenever necessary to be in compliance with DAGS. For example, when transferring appropriations or reducing Blanket Encumbrance balances for converting to contracts, JVs should be generated in H4 so that DOTH can send them to DAGS GL113 - Ability to generate State Journal Voucher Form with transaction code and state UAC.	Ron	5/15/2023	Medium		Monette, Hafiz & Vanessa	Monette, Hafiz & Vanessa				Solution Design & Configuration	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 state JV form. 6/20/23 - 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 - These are added to GL-F001 FSD. 9/11/24 - To be revisited with the DOTH and LSI teams.	
ORI7545079	Issue	Realize	It is a requirement (IT007 and IT008) to be able to customize error messages so that the H4 error correction process is not less efficient than the current DOTH error correction process.	Ron	6/2/2023	Medium		Ron	Developer/Tammi				Solution Design & Configuration	In Progress		7/25/23 PH - From: Stanley Joho <SJoho@inveniolsi.com> Sent: Tuesday, July 25, 2023 11:00 AM To: Patrick Hoyoh <PHoyoh@inveniolsi.com> Cc: Brenda Creedman <BCreedman@inveniolsi.com>; Paul Nicks <paul.nicks@inveniolsi.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 HHS420. 7/24/23 - Email forwarded to Stanley. Pa 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. 9/20/23 - Per Stanley, the error messages are not able to be customized, this is a SAP standard message. PN 10/3/23 - Meeting to be scheduled to discuss. PN 9/11/24 - To be revisited with the DOTH and LSI teams.	

STATE OF HAWAII, DEPARTMENT OF TRANSPORTATION, HIGHWAYS

OR17645083	Issue	Realize	H4 needs to make a decision on how Availability Control (Budget Check) should be implemented at DOTH.	Patrick	6/6/2023	High		Monette	FM Team				Solution Design & Configuration	In Progress	7/13/23 PH - Angie updated the "H4 FM AVC Strategy" document in Teams with her input on AVC at DOTH. We will discuss in our weekly meeting. 6/8/23 The topic of availability control (AVC) functionality in FM has been discussed in the weekly FM meeting. Therefore, a document was developed to explain and track H4 FM AVC strategy (link below). Additional meetings will occur to support DOTH's decision making. https://hawaiiuint.sharepoint.com/:x:/t/teams/DOTDOTHPMO-FMSImplementation/Shared%20Documents/General/REALIZE%20PHASE/12%20Functional%20Teams%20Folders/FM/H4%20FM%20AVC%20Strategy.xlsx?d=w21674c3ac55a4c838d07646fd1ff5f5&csf=1&web=1&e=eshgEd 9/11/24 - Monette to address	
OR17745104	Issue	Realize	Concern of downstream impacts from weekly mtgs & FSD reviews to efficient and accurate training materials development specifically new change impacts arising, impacts to roles/definitions and glossary terms. All of these areas are components of resources and content for instructional design.	Libby Wilkins	6/27/2023	High		Tim/Rebecca	Functional/OCM/ Training				Resource Management	In Progress		
OR18245174	Risk	Realize	Address the specific data conversion processes, post mapping of data in the FSDs. - Data for conversion - specific data sets and sources being converted - Data destination - Specifications - Final Plan - Data Flow - Cleansing Rules - Transformation process - Data loading process - Iterative testing process - Validation and Verification processes: mock conversions, exceptions, error handling, validation reports - Production conversion and implementation plan - Schedule, cutover plan, day of execution, results review and final review/approval.	Mark	9/5/2023	High		Tim B	Paul				Solution Design & Configuration	In Progress	9/12/23 - Paul to follow up with Mark 9/26/23 - Meeting held to discuss issue	
OR18445187	Risk	Realize	Has the conversion object load sequence been determined? Or can you tell us for this scenario we are going through what comes first and what is next? Does setting up the WBSE's come first? Then what? It would help us if we new the sequence so we know what will need to be done next so the people involved in the next steps are prepared for their part…	Destiny Brighter	9/18/2023	High		Tim B	Paul				Solution Design & Configuration	In Progress		Per Destiny's 8/30 email to: Patrick/Howe/Tim/Nng.
OR19345349	Issue	Realize	Need the Requirement number to enable Masking feature is requested for the fields in Vendor Master data	Nng	2/27/2024	Medium		Ron	Nag				Schedule Management	In Progress	Val created a shortlisted material group from the previous list of UNSPSC 02/23/2024 Discussions on adoption of the Material groups aiming at simplified set of Material groups so users can easily select the Material groups.DOTH sees no big benefits of having a lot of UNSPSC material groups as DOTH already has the Object Codes (GL Accounts) at each line item of the PO and Purchase Requisition.03/01/2024 DOTH agreed that there is no internal benefit by maintaining a big list of Material groups from UNSPSC and make the users select for each line item. Standard Reports like ME2* will also help get the Purchase Orders and purchase requisitions from the short text on line item with wild card. The best choice unanimously agreed was to adopt a default material group 99999999 Default Mat.Group for example and scale it up as needed in future. Material group clean up is completed in HsD 420 and transport is being moved over to HsQ	
OR19545405	Issue	Realize	Need a systemic way to check and update the Staging tables when Retainage payments are released	Nag	4/23/2024	Medium		Haflz/Connor	Haflz/Connor				Schedule Management	In Progress	Staging table stores the retainage amounts from the Legacy data by the Contract/PO line item of teh accounting code. While prospective transactions holding the retainage amount as part of the Invoice for these POs and Contracts are handled seamlessly by the H4 system, DOTH desires to have a Systemic checks and updates in place when retainage amounts are released to Suppliers on these Legacy POs or Contracts post the Go Live from an AP perspective. 9/11/24 - Haflz and Connor to review	
OR19645427	Issue	Realize	Add Demo Id to WBS between CRP and ITC1	tim	5/15/2024	High		tim					Solution Design & Configuration	In Progress	Demo ID needs to be added to WBS element in order to properly bill FHWA. This means reducing the first 5 characters to 1 (CIP - C for example). I expect this will impact several WRICEF items including those i need for CRP. Because of that it is important to approve this change but schedule it between CRP and ITC1.	
OR19745453	Issue	Realize	Expansion of the DOTH Cost Center Hierarchy	Monette	6/10/2024	High		Haflz/Monette	Nathan/ Kara				Schedule Management	In Progress	Budget Conversion for O&M and SMP funds require the budget load at a higher level than the current cost center hierarchy. There is an ongoing conversation with Nathan and Kara to analyze the current budgeting process and how they will translate to the SAP budget version 0. 8/14/24 HM: Additional Cost Centers and Changes in Cost Center Std. Hierarchy completed for testing purposes and CRP session for FM Budget load presentation. 8/23/24 HM: Discussed and presented Cost Center master data to DOTH Finance and Destiny. Briefly mentioned the changes and additional Cost Centers in the 8/23 CO Weekly session. Requested follow-up session for a session with DOTH Budgeting and Finance team for week of Sept 16th onwards - FM, FICO teams.	
OR19845485	Issue	Realize	Grant and Sponsored Program Data Conversion	Monette	7/12/2024	High		Monette, Haflz & Vanessa	Kari Barnes				Solution Design & Configuration	In Progress	The topic of how we will convert grants and sponsored programs continues to be an open discussion. The next meeting will not be scheduled until August 1st. We can only conduct the CRP session once a decision is made.	
OR21004502	Issue	Realize	SAP has notified DOTH that SAP Process Orchestration (PO) will be discontinued and LSI should utilize SAP BTP Integration Suite instead of SAP PO to build the H4 interfaces to ensure that the interfaces continue to function.	Ron	7/20/2024	High		Paul, Ron	Paul				Solution Design & Configuration	In Progress	Impacted Interfaces include: AP-1001 - Interface: FAMIS Payment Outbound Interface AP-1002-Interface: FAMIS Data Update Inbound Interface PA-1001 - Interface: HIP To SAP HR Interface PY-1001 - InterfaceDOTH State Payroll Inbound Interface TM-1001 - InterfaceCreate Absences from Approved Leave TM-1002 - Interface: Update Absence Quotas from HIP Leave Balances TM-1003 - Interface: Interface Employee Time Data to HIP TM-1005InterfaceAS400 DMR Time to H4 PO-1001InterfaceInterface to FAMIS for POs and Contracts PO-1002InterfaceVendor Master data interface FAMIS PO-1003InterfacePcard statement Bank interface[LR4] [ZH5] [HZ6] [SN7] Shyamal requested an email with the DOTH concerns regarding the end of support for SAP Process Orchestration for him to address. DOTH emailed the concerns 8/21/2024 9/5/24 - LSI Responded 9/10/24 - DOTH Responded to LSI's response 10/7/24 - Steering Committee meeting scheduled to discuss on 10/14/24 10/14/24 - Sandeep to use the SAP tool to determine the impact/timing of moving to BTP 10/14/24 – H4 Steering committee decision is to convert the interfaces to BTP Integration Suite before go-live. To be re-visited in the PMO after analysis is complete. 12/6/24 – Escalation letter from Nader to Tanany 12/13/24 – Response letter from Ed Sniffen to Nader 11/21/25 - CO submitted to DOTH to document the change.	
OR21045503	Risk	Realize	The Fixed Asset ORG Code field. This field represents: Department(DEP), Division (DIV), Sub-Division(S/D) and Island (ISL) The field is currently represented by ANLA-GDLGRP on H4 (with the values below), DOTH requested if possible to breakdown the field into 4 fields. This is possible, but the impact of the change has to be evaluated with the benefit for the change. Impact: - The current field is used in every single report, custom transaction and enhancement. All the development will need to be amended. Benefits: - Be able to breakdown ORG Code into different organization elements for reporting purposes.	Edgar	7/30/2024	High		Edgar	Edgar				Solution Design & Configuration	In Progress	The ORG code and separate fields for Department (DEP), Division (DIV), Sub-Division(S/D) and Island (ISL) are in the RTM Requirements and is required by DAGS for reports, such as the 17A FA001 - Ability to enter and maintain asset data in fully compliance with Department of Accounting and General Services (DAGS) including but not limited to: - Asset number, asset class, asset category, sub-category, sub section, fields listed on 17A. FA004 - Ability to generate Form 17A and interface to FAMIS. Also, the FSD FA-f005-Generate the 17A, has separate fields for Department(DEP), Division (DIV), Sub-Division(S/D) and Island (ISL).	
OR21045502	Issue	Realize	DOTH decision is needed on Taxes and Freights on Requisitions, Purchase Orders and Invoices. Solution options (4) have been shared including the Options using the standard features leveraged in H4 system and a non standard option for taxes and Freights	Nng	9/27/2024	Medium		Ron	Nag/Haflz				Solution Design & Configuration	In Progress	DOTH decision made from the Blue print in November 2021 for a Model involving all inclusive price is already available as Option1 Option2 is an extension to the Option 1 that the price of the item, taxes and Freights can be itemized as individual line items (Option2) Option3 is the Standard feature of SAP that can be utilized in H4 system. Option 4 is the total non standard solution for taxes and freights on Purchase requisitions, Purchase Orders and Invoices Communication and slides are shared with DOTH based on recent discussions in September 2024	DOTH Taxes and Freights Taxes and Shipping
OR21045564	Issue	Realize	Per the HCM meetings on 5/21/2024 and 9/17/2024, Creditable Service & Quota Liability Reports FSDs need to be developed to meet requirements TL013, TL040, and TL068.	Ron	9/20/2024	Medium		Milton/ Sridhar	Sandeep				Solution Design & Configuration	In Progress	10/03/24 - Additional WRICEF items to be added to Change Order #10.	
OR21045593	Issue	Realize	DOTH needs to have access to PO/Contract Suffix Numbers for creating and querying PRs/POs/Contracts. See DAGS Contract The SFX is one of the key data elements in DOTH's Procure to Pay business process because the encumbrances and expenditures are processed, monitored, and tracked by SFX. These are two-digit numbers, such as 01, 02, and 03, etc., which correspond to UACs for each Purchase Order or Contract document. They need to be automatically sequentially populated and interfaced with FAMIS. DOTH has discovered that PO SFX data is not available on the H4 data entry or inquiry screens; it is accessible through only one custom report, "FAMIS PO Encumbrance Reconciliation." This is less efficient than the current DOTH process.	Ron	10/28/2024	Medium		Nng	Paul				Schedule Management	In Progress	Nag to discuss alternative solutions in the Logistics weekly meeting.	
OR21074638	Issue	Realize	SAP has notified DOTH that it has discontinued SAP SBP Budgeting with mainstream maintenance ending for it in 2025 and LSI should utilize Sharps Budgeting instead of SBP to meet the H4 Budgeting requirements.	Ron	12/12/2024	High		PMO	Paul				Solution Design & Configuration	In Progress	• SAP SBP to be addressed once a wave 1 project plan is approved and wave 2 starts back up. Pa • Per the approved RTM, Requirement PO089 (Ability to generate Job Authorization (JA) and Project Data Sheets(PDS) with federal, state and other information) is to be met with SBP. This is a Wave 1 requirement that must be met for all projects, including FHWA.	
OR21094572 0	Issue	Realize	DOTH is unable to "validate RRB in the configured H4 AR application and WRICEF objects against the DOTH business processes and contract requirements", per the CRP DED. Please demonstrate RRB in step 6 of the CRP Demo PPT slide 32 in the next AR CRP.	Ron	3/4/2025	Medium		Tim	Paul				Schedule Management	In Progress	Coding has been made and completed in DEV. It is awaiting the completion of several other enhancements to common objects and will be demonstrated with EGS when that CRP is replayed.	
OR11245880	Risk	Realize	In payroll meetings it came up that currently the payroll entries posted in HWYAC (at CC 0931 level) does not reconcile payroll distribution labor subsystem (HEN report). It is important that the data we are given reconciles so that we can validate it is correct.	Tim	8/11/2025	High		Tim	Paul				Solution Design & Configuration	In Progress	8/11/25. We have a meeting set for 8/12 to begin resolving this. 8/13. We met and discussed this. We still have the reconling issue between the PI payroll postings and the payroll posting in from HIP. Also, we are recalculating benefits which will make reconciling more challenging.	

Observation, Risk, and Issues List – Resolved

ORI-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
ORI644447	Risk	Explore	According to LSI responses to the requirements of Budget Preparation and Budget execution, Budget and Planning (SBP) module was proposed to meet DOTH's budget requirements and SBP is scheduled to go live on 8/1/2022, one month after Wave I goes live on 7/1/2022. DOTH budget users are asking how this SBP rollout will impact them (redundant work, etc)? How will FM be used before and after 8/1/2022?	Ron Lee	9/8/2021	Medium	9/15/2021	Todd Fry	Ron Lee	9/16/2021	Budget planning is done in SBP and Budget execution is done in Funds Management (FM).	Finance	Schedule Management	resolved	5/26/2023	9/7/22 - LSI to provide more information on the 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 FM module. 4/20/22 - SBP is dependent on an approved design for Funds Management and HR structures. 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 dates 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 dates for this build. 3/23/23 - 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. 3/28/23 - Todd to follow up with DOTH PMO to confirm closure (provide document) 5/26/23 - Open items to be resolved during Explore, will revisit closing once all items are answered.	
ORI744448	Issue	Explore	Users asking when can DOTH review the solution design for DOTH's waterfall funding requirement?	Ron Lee	9/9/2021	Medium	9/16/2021	Brenda Creelman	Ron Lee	9/16/2021	We will do some end-to-end solution playback scenarios, but only with standard functionality available in the Gov One template. We will use DOTH data. DOTH should provide seneries. 3/29/22: DOTH has provided scenarios. FHWA requirements require the system to automatically to the fund pairing, waterfall funding, tracking expenses by program code, billing FHWA by program code and more. The initial design starts with master 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 pavtype-par and improvement type. The master data has not been approved by DOTH yet for the Fund and this is core 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. 5/10/22 - Fund design approved in April. FHWA design in pgress. Tim has been holding design sessions to explain how we are designg the split funding/waterfall table and how it will be utilized. Additionally the PDD is in progress.	Finance	Solution Design & Configuration	resolved	5/21/2023	3/28/23 - This will be part of the KDD document from Tim. Once reviewed and understood this can be closed.	
ORI944448	Issue	Explore	Users asking when can DOTH review the solution design for DOTH's accounting split requirement?	Ron Lee	9/9/2021	Medium	9/16/2021	Brenda Creelman	Ron Lee	9/16/2021	We will do some end-to-end solution playback scenarios, but only with standard functionality available in the Gov One template. We will use DOTH data. DOTH should provide seneries/ 5-10-22 Design in process and meetings are underway to discuss the design with DOTH	Finance	Solution Design & Configuration	resolved	2/24/2024	In Realize Phase. Options provided 9/7/22 - This is tied to the FHWA PDD and dependent on it 12/19/23 - The accounting split FSD is being presented to DOTH.	???
ORI1344448	Issue	Explore	Users asking when can DOTH review the solution design for DOTH's PO/Contract interface to FAMIS requirement?	Ron Lee	9/9/2021	Medium	9/16/2021	Sorendra/Brenda	Ron Lee	9/16/2021	We will do some end-to-end solution playback scenarios, but only with standard functionality available in the Gov One template. We will use DOTH data. DOTH should provide seneries 5-10-22 How will this interface be handled still to be determined. Need to discuss with Ron and Destiny 02/23/2023 : FSD is approved for build. Solution was to build an interface from H4 to FAMIS for all POs (Except Pcard POs) on a daily basis based on the FAMIS layouts for PO encumbrances. Contracts are already encumbered with FAMIS and as FAMIS cannot absorb contracts data, so these will be not interfaced.	Finance	Solution Design & Configuration	resolved	10/28/2023	The Solution Design has been available to DOTH. Solution design has been documented in the following PDD's Purchase Order Process PDD which was conditionally approved on 5/23/22 Contracts Process PDD which was conditionally approved on 5/6/22 This issue should be closed. 3/28/23 - Topic of discussion when Nag is onsite. Will close once presented.	
ORI1444831	Issue	Explore	Fixed Asset requirement FA69 states: "Ability to capture fixed assets (including location) through the use of barcode scanner and upload to the System". The proposal response is "meets with standard functionality". LSI has subsequently stated that DOTH needs to procure additional 3d party SW and HW to meet this requirement. This was not disclosed in the proposal. The contract states: "If it is subsequently discovered that the implementation of any additional Software, Instances, Hosting Capacity or equipment is required to complete either Wave in order to satisfy RFP requirements and Specifications or support the business processes needed during that Wave, Contractor shall add such Software, Instances, Cloud Capacity, and Equipment to the scope of that Wave through a no cost Change Order and no increases in other Charges."	Ron Lee	9/27/2022	Medium		Brenda/Srini	Ron Lee		Working to identify contact to key vendors that are know to integrate with SAP.	Finance	Schedule Management	resolved	2/1/2024	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/product/display-0000060152_live_v1/myAsset%20-%20Mobile%20Asset%20Tagging%20&%20Tracking 9/7/22 - LSI to provide options to perform physical asset inventory cycle counts 9/21/22 - LSI provided Ron/DOTH 2 options for barcoding. 3/28/23 - Meeting scheduled with Shyam 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 5/27 meeting with Shyamal, Option 2 will be demonstrated for DOTH review and approval. 10/03/23 - Meeting to be scheduled once a new FA land is in place. PN	https://hawaiicoint.sharepoint.com/:p:/t/teams/DOTDOTHPMO-FMSImplementation/Shared%20Documents/General/Explore%20Phase%20Design%20Documents/Planner/FA%20Options%20BarCode%20Options.pptx?d=we6691f62f1f1f1415bbeb8ae89d842e&csf=1&web=1&e=ERxFKa
ORI1844461	Issue	Explore	Need to clarify cash control solution for the users: multiple proposals consume cash cause payment run to fail	Ron Lee	9/22/2021	High	5/25/2023	Hwee Yeo			Payment run can be batched by Business Area which represents Branch or District. Cash will be controlled at the Cash Account and Appropriation level.	Finance	System Testing	resolved	6/25/2023	Demonstrated payment run batching options using Business Area and Assignment on 3/30/22 7/26/22-LSI provided solution on parameters to batch the payment run by district or pre-audit clerk. Solution demonstrated to DOTH. 3/28/23 - Hwee to follow up with DOTH PMO to close. 4/18/23 - Discussed payment batching criteria (HWYAC-H6) in weekly meeting 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 parked invoice amounts. 5/25/23 - 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
ORI1944461	Issue	Explore	GL074: These are FHWA requirements that the system needs to comply with. DOTH needs to clarify CMIA requirements necessary for FHWA certification and the system needs to be configured to meet the requirement. Please see hify2021hia.pdf in Teams (General > FHWA Documents)	Ron Lee	9/22/2021	High	6/13/2023	Tim Keehan			Will be reviewed by LSI team. 10/5 DOTH: FHWA certification CMIA requirement is stated in requirement FB022: that the system will process FHWA billing in compliance with the FHWA clearance pattern. The clearance pattern in defined in CFDA 20.205 on page 21 in the 2021 US Treasury - Hawaii CMIA document in the Teams FHWA folder. 3/23 - this is covered with FB-E002	Finance	Schedule Management	resolved	6/13/2023	Meeting scheduled 5/20 Details documented in FHWA Billing PDD 9/7/22 LSI will check Please see hify2021ha.pdf to make sure these requirements are included 3/23 - This is covered in FB-E002 user exit. It evaluates each item to make sure payment will be made within CMIA requirements. If not it does not bill this item and will evaluate the next billing run 4/10/23 - Changed status to resolved. Once this passes testing we will close.	
ORI2844466	Issue	Explore	Some of the reports demonstrated in the 9/27 session were online only and did not have the ability to print correctly (not browser print screen). DOTH users require reports to have the ability be printed correctly.	Ron Lee	9/27/2021	Medium	5/4/2022	Rick Miller	Ron Lee		We showed a variety of standard SAP reports. Not all SAP reports are designed to print, although they do export to Excel and can be printed from there. This is particularly true for the new analytical Fiori reports. We can note the requirement to be able to print for all custom reports.	NetWeaver	Reports & Analytics	resolved		5/4/22 - Need specific reports. The 9/27 meeting was in the Sandbox and not a DOTH H4 system. Reporting will be addressed in Realize phase. 6/7/22 We can print to PDF, Smart Forms, Download to Excel. Any issues will be addressed in testing. 3/28/23 Issue to remain open until after testing confirms all reports can be printed.	
ORI2944468	Risk	Explore	AP requirements requires Invoice to split to multiple funds to meet DAGS requirement for processing. PA playback now states SAP can not meet the requirement as proposed. Enhancement will be needed to meet the requirement.	Ron Lee	9/29/2021	Medium	9/7/2022	Hwee Yeo and Sorendra	Ron Lee		1The invoice can be split to multiple lines. The issues is that DOTH needs to pay at the line item level, based on fund, rather than at the invoice level, which is standard. This is not commonly an issue, as a central disbursing fund is lending practice. We are exploring options - all of which would likely be an enhancement. 5-4-22 We will use an enhancement to split summary voucher form by fund type	Finance	Schedule Management	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/s numbers 3/23/23 - Option one was declined and Option 2 needs to have additional discussions. LSI will coordinate with Ron to schedule a follow up meeting or meetings to resolve. 5/4/23 - AP-E002 splits SWV by appropriation type. 6/7/23 - Splitting invoice into multiple fund types requirement is met by AP-E002. The issue of choosing specific suffix line(s) to pay can be resolved by the options presented to DOTH. Two options with pros and cons were presented on 4/14/2022. 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 6/19/23, 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 revisited if 1A doesn't work during integration testing.	
ORI3044468	Issue	Explore	LSI proposed standard functionality to meet Requirement AP31: "Ability to perform funds check (appropriation, allotment, cash, project/grants, etc.) before or when invoices are submitted for approval." However, AP playback now states standard functionality cannot meet the requirement as proposed. An enhancement will be needed to meet the requirement.	Ron Lee	9/29/2021	Medium	4/14/2022	Hwee Yeo	Ron Lee		The cash check happens at payment, as we have discussed in multiple sessions. Invoices post to expense and liability accounts, not cash accounts. 10/4 DOTH: LSI responded in the RFP that this requirement meets as below. AP011 states that the SYSTEM should be able to fund-check cash balance when invoices are entered and unbudited. If this is a gap, please provide enhancement solution design options.	Finance	Solution Design & Configuration	resolved		Discussed in the AP Open Item review session on 4/14/22. Proposed executing custom Cash Balance report prior to invoice creation. Which was agreed upon with DOTH and documented in the PDDs	DOTH PDD_FIAP_Manage AP Postings_Outgoing Payments and FAMIS Payment Interface DOTH PDD_FICM_Manage Cash-Basis Accounting and Cash Availability Control
ORI3344477	Issue	Explore	Feedback from the DOTH Functional Leads is that lack of knowledge transfer and training fails to meet their needs to understand the system. There has been no training on how to use the sandbox system or other resources to learn the system. The generic GovOne powerpoint presentations are not acceptable as training manuals or reference materials. They feel lost and in the dark.	Destiny Brighter	10/8/2021	Medium	4/20/2022	Brenda Creelman/Sureendra Goona/ Ronnie Wilbanks			There are no training materials developed for a sandbox as part of any implementation. Training materials are developed post the realization phase. Knowledge transfer on how the system functions comes as part of the realization phase working and testing functionality as it is configured along side of the consultants and are expanded as we move into integration testing cycle 1 and 2.	Project Management	Resource Management	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	
ORI3944495	Risk	Prepare	The BPML deliverable was inadvertantly omitted from the LSI proposal, BAFO, and Contract documents. The BPML will be added to the Explore Phase Deliverables via a no-cost change order. This will replace the BPML content specified in the PDD DED.	Ron Lee	10/26/2021	High	7/26/2022	Ron Lee/Tammy lee			Rick to see where we can align to an existing deliverable in early Realization.	Project Management	Contract Management	resolved	7/26/2022	This should be closed. BPML is the core of building roles and catalogs for Fiori. The basis of which Users will get their SAP access. Not clear on why DOTH comments that this was inadvertantly omitted. 7/26/22 - BPML being tracked in the project plan as a task. 3/28/23 BPML is not being included in the PDD, need to see documentation. 5/26/23 - Will close once the Fiori tiles are built and shown how the BPML and Fiori fit together.	
ORI4044608	Issue	Explore	Decision by DOTH on the FHWA option to be selected as presented in the white paper.	John Mieciako	2/16/2022	High	2/18/2022	Ron Lee	Ron Lee	TBD	On 2/10/2022 three options were presented to the DOTH team (Front end split/Back end split/Hybrid). DOTH needs to select so that the LSI team can being to build out the supporting PDD, without a decision LSI cannot proceed.	Project Management	Solution Design & Configuration	resolved	2/11/2024	8/9/23 - white paper attached. Conversation continues with the FSD review of FB-E006. 4/20/22 - We are closer to a decision on the design. 6/7/22 - FHWA PDD documents the methodology to handle this process 3/28/23 - Tim to document in the KDD.	

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OR15544893	Risk	Realize	During EOS PDD review; Additional data such as Charge Codes, Function Codes, etc., entered to the previous Timesheets along with current Timesheets need to be included in AS400 DMR file when adding/deleting the previous Timesheets.	Brenda	11/28/2022	High	8/22/2023	Hwee, Ronnie, Destiny	Hwee and Ronnie				Data Conversion	Resolved	8/22/2023	3/23/23 - This item is addressed in the DMR interface file from AS400 to H4. The file has indicators to show changes to previous timesheets or deletions. 3/28/23 - A meeting was held in November that discussed the issue and change. Attached is the PDD where it is documented in section 2.14. 5/26/23 - Hwee and Ronnie to follow up with Destiny to discuss issue and resolution. 6/7/23 - Ronnie and Hwee were in a meeting on 5/30/23 to discuss this issue. Destiny brought up the AS400 data passed from the DMR file needs to be validated against the FHWA split table. A validation enhancement that will be called by FMDERIVE will perform valid combination validation against the FHWA split table and Charge Code to Cost Object Xwalk table.	
OR15544893	Issue	Realize	Conversion of asset master – legacy data coming from Excel based on State system, different files for different property codes, some files consolidated some not.	Brenda	11/28/2022	Medium	3/28/2023	Brenda and Vanessa	Brenda				Data Conversion	Resolved	3/28/2023	Brenda to provide a data conversion file template to Vanessa and Mark. Conversion template was provided to Vanessa. Vanessa and Lauren have provided upload data as of 6/30/22 for LSI to use to test the asset conversion process. 3/28/23 - Follow up with Brenda to close.	
OR15744893	Issue	Realize	Conversion of O&M/SMP Budget from FAMIS/DATAMART. Who is the source contact for getting the files. Waiting on Ron and Vanessa to make decision on budget conversion options. (FM-C001)	Brenda	11/28/2022	High	3/28/2023	Patrick and Destiny	Patrick	1/10/2022	The data source for converting O&M and SMP budget execution data will come from the FAMIS AL Daily file. Destiny will be the point of contact for delivering the file (sample file attached). This file provides the allotment budgets by quarter which is a major requirement for O&M. See Issue 60 for CIP Budget.		Data Conversion	Resolved	5/21/2023	Follow up email sent 9/28/22. Ron responded on 11/18/22 that they he is reaching out to Destiny. Patrick sending follow up email on 11/28/22 This is holding up FSD FM-C001 3/28/23 - Follow up with Brenda and Patrick to confirm.	
OR15844893	Issue	Realize	P-Card file layout from Bank has not been finalized which is impacting PO-3003.	Brenda	11/28/2022	Low	9/11/2024	Nag and Hafiz	Nag and Hafiz		Reminders sent to Bank of America is yet to yield results DOTH decided to follow the PVS Mapper file format and Logistics of File transfer to H4 is being discussed with DOTH and Bank of America		Schedule Management	Resolved	2/13/2024	Destiny working with Tammy to escalate with State of Hawaii. Meeting with BofA on 10/24/22. File layout was shared by BofA, LSI requested for a walkthrough of file layout with DOTH on 11/10/22. 01/20/2023:Recurring item on the Logistics weekly connect with DOTH SMEs and Destiny working with Shimizu of State of Hawaii Chronology of events 10/27/2022: Call with BOA scheduled by BOA at the request of Shimizu SOH 11/15/2022: BOA gave us the extensive and universal layout 11/18/2022: Requested for a call to seek a walkthrough. . 11/28/2022: Reminder to set up call. 11/30/2022: A call was set up by BOA and BOA agreed to bring in another team to explain about the layout in detail 12/30/2022: Reminder to schedule a call. 01/27/2023 : James Brezil reached out to us with a Service request CDS SR# 1-4271325084 01/31/2023: Attachment of SBF was examined by LSI and options were suggested . Option & Preferred Order 1:Bnts transaction details: HWY Mapper file for transactions. Related Statement details: ACCOUNT TRAILER RECORD and COMPANY TRAILER RECORD from the SBF layout.We can pull the combined file from our H4 Process Orchestration at a prescheduled date and time and transmit back to H4 for downstream processes. Option & Preferred Order 2: Bnts transaction details : ACCOUNT DETAIL TRANSACTION RECORD from the SBF layout and enhanced with the Accounting codes. Related Statement details: ACCOUNT TRAILER RECORD and COMPANY TRAILER RECORD from the SBF layout. 02/09/2023 : LSI requested James Brezil to set up a call. 02/09/2023: James and Joseph reached out to LSI Hello Destiny, Shimizu, Just got off a call now with Bank guys (James and Joseph). According to them, the options presented in my below mail are unfeasible as some data in either case needs to be pulled from the SBF layout. They suggest we take the SBF as whole(with no manipulation) which would be an overkill for us to take data for 570 fields without knowing if these many fields are necessary to be stored in H4 for getting a few statement level fields. The last option is to get the mapper file data imported to H4 system and key in the Statement level fields in H4 system so we can process for any credits or debits that are not related to Transactions. BoA would set up another call may be next week to go over and explain to all of us. Thanks, Nag 02/13/2023: LSI sent another proposal for making the work simpler to be aligned with the Mapper file that SoH already standardized Hello James, To examine to work with the SBF file as it is, we need you to help us identify the fields in the Mapper and their equivalent in SBF. I am attaching the mapper to this mail for your reference. In addition, we would also seek your help in identifying the fields relevant to the statement level information in the SBF file. We need to also make sure if all other fields on SBF can be ignored. Can you set up a call with the correct persons (functional and technical) from your side who can help us take this route? 02/15/2023: LSI sent another proposal for making the work simpler to be aligned with the Mapper file that SoH already standardized 02/22/2023 : Suzanne and Audrey from BoA had a call with Destiny and LSI BoA agreed to bring in a condensed version of the SBF with	
OR16044936	Issue	Realize	DOTH needs to determine if budget data at the Allotment level for CIP projects can be converted to H4 at the project and phase level. The source budget data must be in a logical and data driven structure so the conversion program can easily read and translate each data point. Notation within a cell in Excel is not ideal and unreadable when coding a program. Currently, FAMIS does not record the CIP allotment budget at the project level. (FM-C001)	Patrick	1/10/2023	High	3/31/2024	Ron and Destiny	Patrick				Schedule Management	Resolved	3/31/2024	6/7/2023 FSD_FM-C001_FM Budget Balance Conversion is complete and submitted to DOTH 5/4/2023 - Work in progress. Continue meeting with DOTH to complete documenting the requirements which are complex. 3/28/2023 - Multiple meetings have been held and the team is still working through the steps. A meeting is scheduled for today. 02/07/2023 Cindy Ucol has been invited to our meetings with Leigh and Angie. Based on the information and logic provided by Cindy, the CIP conversion strategy looks promising. Several meetings have occurred and additional meetings will be planned to continue our discussion on this issue until we have a final solution. 01/27/2023 Leigh & Angie updated Patrick on their approach to provide the necessary CIP budget data at the allotment level. A meeting will be scheduled for Patrick to review their data.	
OR16345021	Issue	Realize	Due to the differing milestones between the RFP, BAFO and Contract. RFP = 43, BAFO = 24 and Contract 75. They do not map 1:1. This impacts the project DEDs and Deliverables. Concurrence needed on the Testing Matrix - The DED's and the associated tests need to be agreed upon to finalize the DEDs and submit the deliverables to enter ITC testing as well as the other deliverables for the execution of the project.	Paul	4/5/2023	High	4/12/2023	Rick and Ron	Paul				Contract Management	Resolved	5/11/2023	4/12/23 Change Order being developed to address testing deliverables	
OR16445027	Risk	Realize	Changes in workflow process to not post documents in H4 until the some documents are posted in FAMIS have change impacts on multiple WRICEF objects: GL-F001, GL-W001 and AP-I002.	Hwee	4/11/2023	Medium	8/14/2023	Hwee	Hwee		Meetings have been scheduled with development team to discuss the technical feasibility of the changes.		Solution Design & Configuration	Resolved	8/14/2023	After discussions from the weekly meeting, DOTH prefers to make FAMIS the system of record and would like to hold off posting documents in H4 until the documents are posted in FAMIS. The custom JV form will need to be generated from parked document instead of posted document. The JV initiator will generate the form and attach it to the JV so that the workflow approver can also review the custom state JV form. Once the document is approved by the last approver, document will remain in parked workflow status until the document is posted in FAMIS. The inbound interface will get FAMIS data elements that need to be updated in various custom tables and post the documents. These changes impact GL-F001, GL-W001 and AP-I002 objects. 5/4/2023 HY: These changes have been documented on PCR-23-0002 on 4/18/23 - pending approval of PCR. 8/14/2023: Decision was made to make H4 system the record, documents will be posted in H4 after they complete workflow. Changed status to "Resolved".	
OR17145050	Risk	Realize	Decision is needed whether the automated AP invoice workflow can be accepted by DAGS to replace the physical approval stamp and wet signature.	Hwee	5/4/2023	High	8/14/2023	Vanessa and Hwee	Tammy & Ron & Hwee				Solution Design & Configuration	Resolved	4/1/2024	5/4/23 - This topic was discussed in several meetings. RTM has workflow requirement which is met by AP-W001 and AP-W002. The automated workflow does not generate approval stamps and wet signatures. Decision is needed to determine if electronic workflow approval with workflow log is sufficient to replace the physical stamp and wet signature. 6/7/23 - Pending decision from DOTH. Will follow up in next weekly meeting. 7/25 ETS checked with their SAP account team and SAP recommends using the SAP Business Technology Process Automation that comes with Workflow Management for workflow that spans over SAP and non-SAP systems if workflow to non SAP systems is required. https://www.sap.com/products/technology-platforms/process-automation.html 8/14/23 - Checked with Shyam, SAP Business Process Automation is not included on BOM. However, this is different than the issue of DAG's approval to accept electronic workflow approval. Pending decision from DOTH. 9/12/23 - Paul to get a quote for SAP Business Process Automation 10/3/23 - Meeting to be scheduled to Discuss PN 10/5/23 - Shyam discussed during PMO, Issue is resolved and will be closed once DAGS approves.	
OR17845131	Issue	Realize	The H4 workflow requires ABAP programming and custom tables. This requires ABAP programming skills to be able to maintain and change the workflow hierarchy. This conflicts with requirement AP697 - Ability for systems accountants to update or maintain AP approval hierarchies without programming skills.	Ron Lee	7/24/2023	High	10/16/2023	Brenda					Solution Design & Configuration	Resolved	12/13/2023	ETS checked with their SAP Account Team and was told that SAP Native workflow can meet this requirement without custom ABAP programming and custom tables. https://blogs.sap.com/2019/05/06/new-to-workflow-in-sap-s4hana-release-1905/ 9/21/23 - The flexible workflow alone cannot meet DOTH's workflow requirements. The standard precondition criteria and the workflow steps conditions are too simple and are not sufficient to meet DOTH's WF requirements. Unless DOTH is willing to change workflow approval process to use the flexible workflow. 10/05/23 - Internal meeting scheduled for 10/16/23 to discuss workflows with Shyam - PN	
OR17945142	Issue	Realize	Finalize on the decision to centralize or decentralize the data entry for Funds Reservation (aka Blanket Encumbrance)	Patrick	8/4/2023	High	8/10/2023	Ron	FM Team				Solution Design & Configuration	Resolved	11/11/2023	8/10/23 PH The team met with Tammy and the following recommendation was made: The District Offices/Departments will continue to do their analysis for the Blanket Encumbrance/Funds Reservation. With the support from HWY-SF, they will populate the Excel spreadsheet which will be used to upload the Blanket Encumbrance/Funds Reservation data into SAP via FM-C002 as a "Parked" document. Level 1 Reviewer will audit the parked Funds Reservation document for accuracy which include Allotment balance check; supporting documentation attached, and any additional information required by DAGS. Level 2 Approver will approve the Funds Reservation which will notify the Level 1 Reviewer that the c-06 form can be produced via FM-F001. If DAGS returns the C-06 form with any adjustments, the Level 1 Reviewer will adjust the document accordingly. 8/4/23 PH - Based on the PDD, HWY-ST will enter & post the Funds Reservation in the system where the departments will provide the supporting documentation. This is consistent with the current As-Is process and is considered a controlize business process. However since the departments are already submitting their blanket encumbrance request in a format needed by the C-06 form and H4 has an upload tool to create the Funds Reservation en mass, it was suggested that the departments can upload their blanket encumbrance in SAP and HWY-SF will review and post. This will be a decentralized process. FSD FM-W002_Funds Reservation Workflow is depending on this decision.	
OR18045142	Issue	Realize	Address MVSO's staffing due to H4 decision to decentralize Invoice data entry	Patrick	8/4/2023	High	8/30/2023	Ron	GM Team				Solution Design & Configuration	Resolved	5/3/2024	8/9/23 PH - Per Tammy she has spoken to Robin and George. George has agreed MVSO will accept the decision H4 made. MVSO will pursue a contracted position and simultaneously exploring a civil servant position (i.e. scope detail). Kari & Tammy will have additional discussion offline. 8/4/23 PH- In the legacy system, the Pre-Audit group enters all vendor invoices. H4 has made the decision that data entry for vendor invoices will be decentralized where the departments/branches will enter and approve their invoices and Pre-Audit will only execute the payments. Stats: Around 240 reimbursement requests per year. This business process change has an impact on MVSO's staffing. This needs to be addressed by DOTH.	
OR18145139	Issue	Realize	FM Budget Balance Conversion and PO Conversion - the data conversion for POs and Contracts will have an impact on the FM budget conversion because the encumbrance of POs and Contracts becomes part of allotment balances in FM.	Ron	8/1/2023	High	8/23/2023	Paul	Patrick				Data Conversion	Resolved	5/1/2024	08/23/2023 PH Met with the team on 8/23 to discuss the two options. Additional meetings are needed with the Procurement team (Nag) and GL team (Vanessa). 08/16/2023 FM Budget Balance Conversion Meeting. The data conversion for POs and Contracts will have an impact on the FM budget conversion because the encumbrance of POs and Contracts becomes part of allotment balances in FM. Option 1 and Option 2 were discussed. Data Conversion for POs and Contracts may negatively impact Option 1. Discuss with Nag to determine impact.	
OR18345187	Issue	Realize	Per the approved End User Training Strategy, "To-Be business process flows and system design documents must accurately capture the roles and responsibilities that a given job will perform." Training will be developed based on the business process flows in the PDDs. All PDD Visio business process flows need to be reviewed and updated due to changes and corrections identified in the FSD meetings. Examples of PDDs needing correction include, but are not limited to the following: • Decentralization of Blanket Encumbrance (Funds Reservation) entry. (DOTH Process Design Document FM Funds Reservation - Blanket Encumbrance v3.0 Conditional.docx) • Decentralization of AP Invoice entry in MVSO. (DOTH Process Design Document GM Manage Grants for MVSO-NHTSA v3.0 Conditional.docx) • Changes in Master Data in GM. (DOTH Process Design Document GM Manage Grants for MVSO-NHTSA v3.0 Conditional.docx) • Changes in Master Data in PS. (DOTH PDD Project Master Data V3.1 Conditional.docx) • Changes in Master Data in FA. (DOTH PDD - Master Data and Asset Acquisition-V3.0 conditional.docx) • Recording of TDR numbers and Deposit Slip. (DOTH Process Design Document AR Payments V3.0 Conditional.docx) • Changes in the processes of Asset Acquisition, Transfer, Disposal, CIP, and 17A. (DOTH PDD - Asset Transactions and Closing-V3.0 conditional.docx) • Detailed Payroll processes including CIP, O&M, and split. (DOTH Process Design Document - Payroll V3.0 Conditional.docx)	Ron	9/18/2023	High	3/7/2024	Paul	Paul				Organization Change Management	Resolved	9/10/2024	https://hawaiistar.sharepoint.com/:x:/r/teams/DOTDOTHPMO-PMOImplementation/Shared%20Documents/General/OCM%20%26%20Training/Source%20Documents%20for%20Training%20Course%20Development.xmx?d=w9c4c9fb7ad6416883c1ccc3c8c6f62&csf=1&web=1&e=mD9VO 9/29/21 - Due to changes that are occurring to processes, roles and responsibilities PDDs will be updated once they are stabilized. This will likely happen after testing. PN 10/4/2021 – The PDDs need to be updated prior to the CRP and Integration testing. Objective for CRPs and Integration Testing will be based on absolute to be process designs, causing necessary wanted fame and eyeball. The CRP and Integration testing are based on the end-to-end to be processes in the PDDs. "The CRPs allow business users to get an early look at the 'to be' processes in SAP as they are being refined and provide input on potentially existing functions and usability issues within the scope as defined in the PDD and Contract Documents." "Integration testing is used to prevent that the business process, as designed and configured in SAP, runs using real world data. In addition, the testing shows that the interface triggers, reports, workflows are working." SL 12/8/21 - Paul to provide PDDs and summary of changes to Shyam to review. 5/7/24 - LSI Functional Consultants will update PDDs to reflect future state prior to end to end demonstrations in CRP. PN	

STATE OF HAWAII, DEPARTMENT OF TRANSPORTATION, HIGHWAYS

OR3545193	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	Resolved	11/13/2023	in the DOTH Connect 09/22/2023, Ron agreed to initiate work sessions with Vanessa, Charmaine Destiny and others to review the matrix which was prepared based on a previous workshop with DOTH SMEs.Link to the Matrix: https://hawaiidot.sharepoint.com/:x:/r/teams/DOTDOTHPMO-FMSImplementation/Shared%20Documents/General/REALIZE%20PHASE/02%20Functional%20Specs%20Design/Workflow/WF%20Table%20Concept_v2.xlsx?d=w88b22ef5da6946bd9742c695d33e1b2&csf=1&web=1&e=6ouz8c Discussions 11 continued - Logistics routing scenarios (09/26/2023, 01:00PM to 02:00PM HST Additional Levels of Workflow was added to the scenarios SBO2 and SDO3 for HWY-C and the Units for SMP and the OTM finding Discussions 12 - Logistics routing scenarios (09/27/2023, 01:00PM to 02:00PM HST No Action on 9 scenarios as approval ends with Procurement & Supply Specialist , Additional Level 2 Total scenarios inspected: 19 for females , Additional Level 2 is added to 13 scenarios , one already existed as final approval No Action on 5 scenarios as approval ends with Procurement & Supply Specialist, Additional Level 1 & Level 2 for districts Total scenarios inspected: 23 for districts , Additional Level 1 and Level 2 is added to 14 scenarios No Action on 9 scenarios as approval ends with Procurement & Supply Specialist or below , Additional Level 1 for HWY-C is added after the ASO Highway C (For SMP deep dive else initial) for 14 scenarios, Discussions 2: (09/27/2023) Add another scenario and rename by SBO2 25,000 to 50,000 ; Similarly for Orders and other neighboring islands we need to add another scenario Requisitions are created in H4 system , Per diem for advances=>Travel , Airline travels=>covered by small Purchases or price vendor lists with Psards Car Rentals=>covered by small Purchases or price vendor lists with Psards Discussions 3: (09/28/2023 during Logistics weekly connect) Discuss on changes made by Charmaine , Thumb rule for BUS per discussions with Allen and Roth (BUS), Anything that goes to Director will go through BUS/PPB Discussed on the Workflow matrix for Approvers and Exempt combinations , Travel $1SU may require PPB for verification not confirmation Discussions and Work sessions were conducted (09/26, 09/27,09/28,10/03, 10/03, 10/12, 10/20, 10/27/2023) the matrix with various scenarios and approvers was firmed up and the FSD was approved on 11/13/2023.	
OR3645215	Issue	Realize	Decision is needed to adopt the vendor master data file per FAMIS VEN or VENRAW	Nag	10/16/2023	High	6/17/2024	Ron	Nag and Howe				Solution Design & Configuration	Resolved		The vendor master data is interfaced into H4 system for all FAMIS vendors per the vendor record layout. (WRICEF Obje Id: PO-1002) Files shared are . FAMIS VEN (File with the empty 2 fillers ahead of the 12 character vendor number including SFX (Follows the vendor record layout) VENRAW (File with no fillers ahead of the 12 character vendor number including SFX) . A decision is needed from DOTH as to which file that needs to be used for WRICEF Id: PO-1002. Discussions dated 10/13/2023 in DOTH Connect with DOTH SMLs: Sensitized the problem statement (DOTH was always using the file with 12 character vendor key with no fillers per Destiny and others).Agreed to have another discussions with Owen and Ashley as well on 10/16/2023. Discussions dated 10/16/2023 , Destiny Ashley and Owen were stating that the veneer file is the file that they have been using for previous many years and they see no issue of any changes nor they have any control on the file.There is no chance that this file would change and hence stated to continue to use VENRAW file by making any changes needed in H4 system.LSI made DOTH aware of the risk that arises due to a change in the file (with vendor key with 14 characters including 2 fillers)cost go live. As the file has never changed and is likely to never change it was decided to go ahead with the VENRAW file (containing vendor key with 12 characters and no fillers).Discussions with DOTH SMLs on 10/16/2023 . The file layout and the test file being sent over the interface (named VENRAW) were discussed to detail on 10/16/2023 with the DOTH SMLs. It was pointed out by LSI that the VENRAW file record varies from the VENDOR file record. The VENRAW file record is 1 character short of the VENDOR file record. The last character in the file is missing only. The last character specified in field layout for Group: VE-CONTROL-KEY (Position 1 to 14) . It was discussed at length to figure out if there is a way to get the VENRAW text file per the specification (VE-RECORD). DOTH SMLs stated that for last 20-30 years they have been seeing this file VENRAW in the same format with only 12 characters for VE-CONTROL-KEY) instead of 14 characters per layout. DOTH SMLs also opined they have no control over the file and the layout per VENRAW is unlikely to change in future. It was unanimously agreed to adopt the VENRAW text file with 12 characters for VE-CCONTROL-KEY and accordingly make changes in the H4 built program to read the data in the file.	All the below documents are available as per the path in DOTH Teams as shown by the side. FAMIS VEN text File VENRAW Text file VE Record field layout
OR3745268	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	12/8/2023	Monette	Monett e				Solution Design & Configuration	Resolved	12/8/2023	Monette to update the documentation and change the configuration.	
OR3885299	Issue	Realize	DOTH mentioned an electronic signature to be included in the C-06 from 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 Monett e				Solution Design & Configuration	Resolved	1/9/2024	1/3/24 - this topic was discussed as part of the process flow discussion for the C-6 form. 1/9/24 - C-06 is the state from reqrioted by DAGS to process Blanket Encumbrances. The C-06 has a signature block. H4 will need to print a facsimile signature in the signature block to be in compliance with DAGS. See RTM requirement PO697 - "Ability to create blanket encumbrance in compliance with DAGS."	
OR3945508	Issue	Realize	Default PO number in the assignment field	Monette	1/17/2024	Low	1/17/2024	Monette	Monett e	In Progress			Solution Design & Configuration	Resolved	1/17/2024		
OR3904508	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	Resolved	1/17/2024		
OR3945314	Issue	Realize	DOTH requires a 2-level approval for the SWV process	Monette	1/23/2024	Medium	1/25/2024	Monette	Ron and Monett e				Solution Design & Configuration	Resolved	1/25/2024	1/23/24 - the topic was discussed in our previous meeting. I am unable to find the RTM #. 1/25/2024 - See RTM requirement # AP053. The SWV is a state form (C-08) which requires the approvals.	
OR3945351	Issue	Realize	Decision is required from DOTH on the Material groups already configured based on teh preliminary list created by DOTH earlier from the USPSC	Nag	2/29/2024	Medium	3/1/2024	Nag, Destiny, Val					Solution Design & Configuration	Resolved	3/1/2024	Val created a shortlisted material group from the previous list of UNSPSC 02/23/2024 Discussions on adoption of the Material groups using a simplified set of Material groups so users can easily select the Material groups.DOTH sees no big benefits of having a list of UNSPSC material groups as DOTH already has the Object Codes (OL Accounts) at each line item of the PO and Purchase Requisition.03/01/2024 DOTH agreed that there is no internal benefit by maintaining a big list of Material groups from UNSPSC and make the users select for each line item.Standard Reports like ME2* will also help get the Purchase Orders and purchase requisitions from the short list on line item with wild card. The best choice unanimously agreed was to adopt a default material group 99999999 Default Mat.Group for example and scale it up as needed in future. Material group clean up is completed in HAD 420 and transport is being moved over to H4Q	
OR3944597	Issue	Realize	Need the SOLMAN to store the UT, IT, UAT.. & FHWA test scripts, results, and defect details .	SJ	4/15/2024	High	5/9/2024	Paul	SJ				Solution Design & Configuration	Resolved	5/9/2024	Test cases that were created to conduct unit testing will be stored in SAP Solution Manager to serve as the basis for constructing the integration test scenarios by LSI that will be executed in the integration testing cycles. If additional test cases are needed to fill in any gaps in an integration test scenario, these test cases will need to be created by LSI and added to Solution Manager. Conceptually, a library of test cases will exist in Solution Manager and can then be logically put together to create a complete business scenario. All test cases must be written in such a way that anyone with minimal SAP application knowledge will be able to execute the test case. Therefore, test cases must be very detailed and not be written with any end user knowledge assumptions. Integration test scenarios need to encompass complete end-to-end business processes wherever possible. For example, in Honua Capital Management (HCM), a complete integration testing scenario would be Hire to Pay. To create this testing scenario, the following test cases might be strung together sequentially: 4/18/24 Based on our experience at the State of Nevada the user interface provided by Solman is not user-friendly causing users to spend considerable time to learn. Users find it difficult to maintain test cases, test scripts and test cases in Solman. At the State of Nevada, after reviewing the test management screens in Solman, the customer decided not to use it. SAP is also moving away from it. It should be noted that DOTH tenn is responsible for developing test cases for UAT and we do not want thass to have to deal with the complexity and user interface issues in Solman. PN 4/23/24 A meeting has been scheduled to discuss Solman and other options for managing Testing on 4/26/24. PN 5/9/24 - LSI to create a Change Order to utilize CALM instead of Solman for testing. PN	Deliverable # 36
OR3994587	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 Sindoy	Johnny				Schedule Management	Resolved		Test cases that were created to conduct unit testing will be stored in SAP Solution Manager to serve as the basis for constructing the integration test scenarios by LSI that will be executed in the integration testing cycles. If additional test cases are needed to fill in any gaps in an integration test scenario, these test cases will need to be created by LSI and added to Solution Manager. Conceptually, a library of test cases will exist in Solution Manager and can then be logically put together to create a complete business scenario. All test cases must be written in such a way that anyone with minimal SAP application knowledge will be able to execute the test case. Therefore, test cases must be very detailed and not be written with any end user knowledge assumptions. Integration test scenarios need to encompass complete end-to-end business processes wherever possible. For example, in Honua Capital Management (HCM), a complete integration testing scenario would be Hire to Pay. To create this testing scenario, the following test cases might be strung together sequentially: 4/18/24 Based on our experience at the State of Nevada the user interface provided by Solman is not user-friendly causing users to spend considerable time to learn. Users find it difficult to maintain test cases, test scripts and test cases in Solman. At the State of Nevada, after reviewing the test management screens in Solman, the customer decided not to use it. SAP is also moving away from it. It should be noted that DOTH tenn is responsible for developing test cases for UAT and we do not want thass to have to deal with the complexity and user interface issues in Solman. PN 4/23/24 A meeting has been scheduled to discuss Solman and other options for managing Testing on 4/26/24. PN 5/9/24 - LSI to create a Change Order to utilize CALM instead of Solman for testing. PN	LSI to submit a change order to justify using separate clients in the QA Environment instead of a separate Testing Environment per the contract.
OR3102645	Risk	Realize	Per the contract, "Contractor shall use the most current version of the Software for the System". However, H4 is currently on SAP S/4 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	9/10/2024	High	7/31/2025	Paul	Paul				Communicatio n Management	Resolved	7/31/2025	Test cases that were created to conduct unit testing will be stored in SAP Solution Manager to serve as the basis for constructing the integration test scenarios by LSI that will be executed in the integration testing cycles. If additional test cases are needed to fill in any gaps in an integration test scenario, these test cases will need to be created by LSI and added to Solution Manager. Conceptually, a library of test cases will exist in Solution Manager and can then be logically put together to create a complete business scenario. All test cases must be written in such a way that anyone with minimal SAP application knowledge will be able to execute the test case. Therefore, test cases must be very detailed and not be written with any end user knowledge assumptions. Integration test scenarios need to encompass complete end-to-end business processes wherever possible. For example, in Honua Capital Management (HCM), a complete integration testing scenario would be Hire to Pay. To create this testing scenario, the following test cases might be strung together sequentially: 4/18/24 Based on our experience at the State of Nevada the user interface provided by Solman is not user-friendly causing users to spend considerable time to learn. Users find it difficult to maintain test cases, test scripts and test cases in Solman. At the State of Nevada, after reviewing the test management screens in Solman, the customer decided not to use it. SAP is also moving away from it. It should be noted that DOTH tenn is responsible for developing test cases for UAT and we do not want thass to have to deal with the complexity and user interface issues in Solman. PN 4/23/24 A meeting has been scheduled to discuss Solman and other options for managing Testing on 4/26/24. PN 5/9/24 - LSI to create a Change Order to utilize CALM instead of Solman for testing. PN	
OR3106458	Issue	Realize	Per Change Order 6 and the Unit Testing DED, ICT need be completed prior to the start of Unit Testing. A measurable and defined criteria for the completion on ICT 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/ICT Deliverable #9". There is no specific completion criteria in Deliverable #9, so this leaves the completion requirement up to individual interpretation.	Paul	12/12/2024	High	12/23/2024	PMO/OCM	Paul				Solution Design & Configuration	Resolved	6/17/2025	Test cases that were created to conduct unit testing will be stored in SAP Solution Manager to serve as the basis for constructing the integration test scenarios by LSI that will be executed in the integration testing cycles. If additional test cases are needed to fill in any gaps in an integration test scenario, these test cases will need to be created by LSI and added to Solution Manager. Conceptually, a library of test cases will exist in Solution Manager and can then be logically put together to create a complete business scenario. All test cases must be written in such a way that anyone with minimal SAP application knowledge will be able to execute the test case. Therefore, test cases must be very detailed and not be written with any end user knowledge assumptions. Integration test scenarios need to encompass complete end-to-end business processes wherever possible. For example, in Honua Capital Management (HCM), a complete integration testing scenario would be Hire to Pay. To create this testing scenario, the following test cases might be strung together sequentially: 4/18/24 Based on our experience at the State of Nevada the user interface provided by Solman is not user-friendly causing users to spend considerable time to learn. Users find it difficult to maintain test cases, test scripts and test cases in Solman. At the State of Nevada, after reviewing the test management screens in Solman, the customer decided not to use it. SAP is also moving away from it. It should be noted that DOTH tenn is responsible for developing test cases for UAT and we do not want thass to have to deal with the complexity and user interface issues in Solman. PN 4/23/24 A meeting has been scheduled to discuss Solman and other options for managing Testing on 4/26/24. PN 5/9/24 - LSI to create a Change Order to utilize CALM instead of Solman for testing. PN	
OR3108458	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. Sridhar Kasdisetty was designated to temporarily fill Milton's HR Lead position. However, Sridhar has been too busy on his Payroll/TM design responsibilities to discuss or submit Milton's outlanded HR deliverables. 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	Resolved	7/31/2025	Test cases that were created to conduct unit testing will be stored in SAP Solution Manager to serve as the basis for constructing the integration test scenarios by LSI that will be executed in the integration testing cycles. If additional test cases are needed to fill in any gaps in an integration test scenario, these test cases will need to be created by LSI and added to Solution Manager. Conceptually, a library of test cases will exist in Solution Manager and can then be logically put together to create a complete business scenario. All test cases must be written in such a way that anyone with minimal SAP application knowledge will be able to execute the test case. Therefore, test cases must be very detailed and not be written with any end user knowledge assumptions. Integration test scenarios need to encompass complete end-to-end business processes wherever possible. For example, in Honua Capital Management (HCM), a complete integration testing scenario would be Hire to Pay. To create this testing scenario, the following test cases might be strung together sequentially: 4/18/24 Based on our experience at the State of Nevada the user interface provided by Solman is not user-friendly causing users to spend considerable time to learn. Users find it difficult to maintain test cases, test scripts and test cases in Solman. At the State of Nevada, after reviewing the test management screens in Solman, the customer decided not to use it. SAP is also moving away from it. It should be noted that DOTH tenn is responsible for developing test cases for UAT and we do not want thass to have to deal with the complexity and user interface issues in Solman. PN 4/23/24 A meeting has been scheduled to discuss Solman and other options for managing Testing on 4/26/24. PN 5/9/24 - LSI to create a Change Order to utilize CALM instead of Solman for testing. PN	
OR3110455	Risk	Realize	DOTH requested to remove Purchasing Technician in the Requisition workflows and replace the same with Procurement and Supply specialist (new and one person for all districts).	Nag	6/7/2025	Medium		Nag	Ron				Risk/Issue Management	Resolved		Test cases that were created to conduct unit testing will be stored in SAP Solution Manager to serve as the basis for constructing the integration test scenarios by LSI that will be executed in the integration testing cycles. If additional test cases are needed to fill in any gaps in an integration test scenario, these test cases will need to be created by LSI and added to Solution Manager. Conceptually, a library of test cases will exist in Solution Manager and can then be logically put together to create a complete business scenario. All test cases must be written in such a way that anyone with minimal SAP application knowledge will be able to execute the test case. Therefore, test cases must be very detailed and not be written with any end user knowledge assumptions. Integration test scenarios need to encompass complete end-to-end business processes wherever possible. For example, in Honua Capital Management (HCM), a complete integration testing scenario would be Hire to Pay. To create this testing scenario, the following test cases might be strung together sequentially: 4/18/24 Based on our experience at the State of Nevada the user interface provided by Solman is not user-friendly causing users to spend considerable time to learn. Users find it difficult to maintain test cases, test scripts and test cases in Solman. At the State of Nevada, after reviewing the test management screens in Solman, the customer decided not to use it. SAP is also moving away from it. It should be noted that DOTH tenn is responsible for developing test cases for UAT and we do not want thass to have to deal with the complexity and user interface issues in Solman. PN 4/23/24 A meeting has been scheduled to discuss Solman and other options for managing Testing on 4/26/24. PN 5/9/24 - LSI to create a Change Order to utilize CALM instead of Solman for testing. PN	CRP Session xx-LO Purchase Requisition Workflow Approvals.pptx https://hawaiidot.sharepoint.com/:x:/r/teams/DOTDOTHPMO-FMSImplementation/Shared%20Documents/General/REALIZE%20PHASE/02%20Functional%20Specs%20Design/Workflow/WF%20Table%20Concept_v2.xlsx?d=w880b22ef5da6946bd9742c695d33e1b2&csf=1&web=1&e=6ouz8c v=0113UQ&nav=MTVlOTI0ODMyQkI2LTAxMDBfNTUwNjI0OQ&CTLAMDBNST&RFB.KEIMS9
OR3114584	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	7/3/2025	Medium	7/21/2025	Edgar	Paul				Solution Design & Configuration	Resolved	10/27/2025	Test cases that were created to conduct unit testing will be stored in SAP Solution Manager to serve as the basis for constructing the integration test scenarios by LSI that will be executed in the integration testing cycles. If additional test cases are needed to fill in any gaps in an integration test scenario, these test cases will need to be created by LSI and added to Solution Manager. Conceptually, a library of test cases will exist in Solution Manager and can then be logically put together to create a complete business scenario. All test cases must be written in such a way that anyone with minimal SAP application knowledge will be able to execute the test case. Therefore, test cases must be very detailed and not be written with any end user knowledge assumptions. Integration test scenarios need to encompass complete end-to-end business processes wherever possible. For example, in Honua Capital Management (HCM), a complete integration testing scenario would be Hire to Pay. To create this testing scenario, the following test cases might be strung together sequentially: 4/18/24 Based on our experience at the State of Nevada the user interface provided by Solman is not user-friendly causing users to spend considerable time to learn. Users find it difficult to maintain test cases, test scripts and test cases in Solman. At the State of Nevada, after reviewing the test management screens in Solman, the customer decided not to use it. SAP is also moving away from it. It should be noted that DOTH tenn is responsible for developing test cases for UAT and we do not want thass to have to deal with the complexity and user interface issues in Solman. PN 4/23/24 A meeting has been scheduled to discuss Solman and other options for managing Testing on 4/26/24. PN 5/9/24 - LSI to create a Change Order to utilize CALM instead of Solman for testing. PN	
OR3113483	Issue	Realize	For the datasaurt 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 phase this request at a very low priority and it may not get done. The DATAMART interface brings us 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	Resolved	10/16/2025	Test cases that were created to conduct unit testing will be stored in SAP Solution Manager to serve as the basis for constructing the integration test scenarios by LSI that will be executed in the integration testing cycles. If additional test cases are needed to fill in any gaps in an integration test scenario, these test cases will need to be created by LSI and added to Solution Manager. Conceptually, a library of test cases will exist in Solution Manager and can then be logically put together to create a complete business scenario. All test cases must be written in such a way that anyone with minimal SAP application knowledge will be able to execute the test case. Therefore, test cases must be very detailed and not be written with any end user knowledge assumptions. Integration test scenarios need to encompass complete end-to-end business processes wherever possible. For example, in Honua Capital Management (HCM), a complete integration testing scenario would be Hire to Pay. To create this testing scenario, the following test cases might be strung together sequentially: 4/18/24 Based on our experience at the State of Nevada the user interface provided by Solman is not user-friendly causing users to spend considerable time to learn. Users find it difficult to maintain test cases, test scripts and test cases in Solman. At the State of Nevada, after reviewing the test management screens in Solman, the customer decided not to use it. SAP is also moving away from it. It should be noted that DOTH tenn is responsible for developing test cases for UAT and we do not want thass to have to deal with the complexity and user interface issues in Solman. PN 4/23/24 A meeting has been scheduled to discuss Solman and other options for managing Testing on 4/26/24. PN 5/9/24 - LSI to create a Change Order to utilize CALM instead of Solman for testing. PN	
OR3114459	Issue	Realize	Several technical issues have been encountered during the recent H4 sandbox upgrade, including but not limited to: 1.Program access errors leading to inconsistencies in system developments. 2.Extended downtime during the SUM (Software Update Manager) phase, and not understanding the cause and actions. 3.Compatibility issues with specific Fiori Apps post-upgrade. 4.User authorization mismatches are impacting testing activities. 5.Gateway activation errors when calling Fiori services from the Front-end (Web side) To ensure adequate visibility and monitoring of these issues, it is requested that a record of all issues encountered across the various systems during the upgrade process be maintained separate from the PMO issues list. This technical issues list should be maintained in a issues tracking tool such as CALM. It is also requested a weekly update be provided as part of the PMO that documents both the issues and their resolution status. This will enable DOTH and LSI to review the progress and outcomes systematically during the PMO meetings.	Ron	10/1/2025	Medium	11/25/2025	Paul	Paul	https://hawaiidot.sharepoint.com/:w:/r/teams/DOTDOTHPMO-FMSImplementation/Shared%20Documents/General/Issues%20%26%20Risk%20Logs/Tiles/Error%20Screenshots%2010-01-2025.docx?d=w7fb7a2ba2342475f8b81f5281ef9b9e9&csf=1&web=1&e=nuuwaE		Solution Design & Configuration	Resolved		Test cases that were created to conduct unit testing will be stored in SAP Solution Manager to serve as the basis for constructing the integration test scenarios by LSI that will be executed in the integration testing cycles. If additional test cases are needed to fill in any gaps in an integration test scenario, these test cases will need to be created by LSI and added to Solution Manager. Conceptually, a library of test cases will exist in Solution Manager and can then be logically put together to create a complete business scenario. All test cases must be written in such a way that anyone with minimal SAP application knowledge will be able to execute the test case. Therefore, test cases must be very detailed and not be written with any end user knowledge assumptions. Integration test scenarios need to encompass complete end-to-end business processes wherever possible. For example, in Honua Capital Management (HCM), a complete integration testing scenario would be Hire to Pay. To create this testing scenario, the following test cases might be strung together sequentially: 4/18/24 Based on our experience at the State of Nevada the user interface provided by Solman is not user-friendly causing users to spend considerable time to learn. Users find it difficult to maintain test cases, test scripts and test cases in Solman. At the State of Nevada, after reviewing the test management screens in Solman, the customer decided not to use it. SAP is also moving away from it. It should be noted that DOTH tenn is responsible for developing test cases for UAT and we do not want thass to have to deal with the complexity and user interface issues in Solman. PN 4/23/24 A meeting has been scheduled to discuss Solman and other options for managing Testing on 4/26/24. PN 5/9/24 - LSI to create a Change Order to utilize CALM instead of Solman for testing. PN	

Observation, Risk, and Issues List – Closed

ORI-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
ORI244171	Issue	Explore	Designing the DOTH system to match with the current state environment will likely have impacts for the future DOTH current designs.	John Marciniko	6/24/2021	Low	9/30/2021	Mary Ransored	John Marciniko	8/30/2021	Functional teams will be designing the systems as it currently exists at the State. State is in the process of procuring a new ERP system but the timing will likley be to far into the future.	Finance	Solution Design & Configuration	Closed	11/10/2021		
ORI244377	Issue	Explore	Redriced 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 contracting.	John Marciniko	6/30/2021	Medium	8/30/20212	John Marciniko/Ron Lee	John Marciniko	8/30/2021	PMO will monitor the availability so it has little or zo impact to the project timeline	Project Management	Contract Management	Closed	Closed 8/25/21		
ORI444403	Issue	Explore	State implementation and impact on UCOA phased design	John Marciniko	7/26/2021	High	9/30/2021	Mary Ransored	Mary Ransord	8/6/2021	Meeting to discuss UCOA has been scheduled with DAGS. Initial discussion with DAGS scheduled for 8/12/2021 Brenda update on 3/29/22 DOTH has approved a COA design relevant for their own SAP implementation. The State proposed UCOA is just a design that DAOS may or may not implement in their new system. DOTH will have a mapping table for their COA to DAOS for any interfaces.	Finance	Schedule Management	Closed	3/29/2022	DOTH needs to move forward with its chart 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 follow up meetings and discussions. It was noted that UCOA the current structure has limitations with the structure of the Funds but will likely be modified as they move into their implementation	
ORI544133	Risk	Explore	Governor's announcement week of 8/22 that requests limiting travel to the island.	John Marciniko	8/25/2021	Medium	9/3/2021	Ron Lee/Tammy lee	John Marciniko	8/25/2021	DOTH was doing research. According to DOTH all staff will be available to support the project.	Project Management	Contract Management	Closed	3/26/2022	PMO from DOTH and LSI will monitor the topic and adjust as needed.	
ORI844448	Risk	Explore	Users asking when can DOTH review the solution design for DOTH's waterfall funding requirement?	Ron Lee	9/9/2021	Medium	9/16/2021	John Marciniko	Ron Lee	9/16/2021	We will do some end-to-end solution playback scenarios, but only with standard functionality available in the Gov One template. We will use DOTH data. DOTH should provide senarios. Brenda update on 3/29/22: DOTH has provided scenarios. FHWA requirements require the system to automatically to the final paring, waterfall funding, tracking expenses by program code, billing FHWA by program code and more. The initial design starts with master 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 parties-par and improvement type. The master data has not been approved by DOTH yet for the Fund and this is core 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 hybird splitting/waterfall funding option.	Finance	Solution Design & Configuration	Closed	5/4/2022	Duplicate of #7.	
ORI1044448	Risk	Explore	Users asking when can DOTH review the solution design for DOTH's funds check requirement?	Ron Lee	9/9/2021	Medium	9/16/2021	John Marciniko	Ron Lee	9/16/2021	We will do some end-to-end solution playback scenarios, but only with standard functionality available in the Gov One template. We will use DOTH data. DOTH should provide senarios 5-10-22 Will be shown in realization, process documented is approved budget execution PDD	Finance	Solution Design & Configuration	Closed			
ORI1144448	Issue	Explore	Users asking when can DOTH review the solution design for DOTH's GL interface to FAMIS requirement?	Ron Lee	9/9/2021	Medium	9/16/2021	John Marciniko	Ron Lee	9/16/2021	We will do some end-to-end solution playback scenarios, but only with standard functionality available in the Gov One template. We will use DOTH data. DOTH should provide senarios 5/10/22 Pre meeting with DAOS on 11/4/21, GL interface has been removed due to technical limitation of current FAMIS interface program cannot accept JV interface data from H4.	Finance	Solution Design & Configuration	Closed		Per meeting with DAOS on 11/4/21, GL interface has been removed due to technical limitation of current FAMIS interface program cannot accept JV interface data from H4.	DOTH PDD_FIGL_Park and Post JV
ORI1244448	Issue	Explore	Users asking when can DOTH review the solution design for DOTH's AP interface to FAMIS requirement?	Ron Lee	9/9/2021	Medium	9/16/2021	John Marciniko	Ron Lee	9/16/2021	We will do some end-to-end solution playback scenarios, but only with standard functionality available in the Gov One template. We will use DOTH data. DOTH should provide senarios 5/10/22 High level FAMIS payment interface design is documented in the AP PDD. Detailed design will be documented on Functional Specification and Technical Specification. Users will use the solution in Realization in the DOTH Dev System	Finance	Solution Design & Configuration	Closed		5/10/22 - High level FAMIS payment interface design is documented in the AP PDD. Detailed design will be documented on Functional Specification and Technical Specification.	DOTH PDD_FIAP_Manage AP Postings_Outgoing Payments and FAMIS Payment Interface
ORI1144448	Issue	Explore	Users asking why some sessions are trying to finalize master data, custom fields, system design before reviewing all of DOTH requirements.	Ron Lee	9/9/2021	Medium	9/16/2021	John Marciniko	Ron Lee	9/16/2021	Master data is part of the overall dessig	Project Management	Solution Design & Configuration	Closed		4/20/22 - 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 these deliverables to keep forward momentum of the project. This was signed on 4/19/22.	
ORI154448	Issue	Explore	Check Long is asking for guidance on legacy data cleanup beyond what is on the "conversion list draft.xlsx" spreadsheet.	Ron Lee	9/9/2021	Medium	9/16/2021	John Marciniko	Ron Lee	9/16/2021	Meeting scheduled with Check on 9/14	Project Management	Schedule Management	Closed		Actions and activities discussed and to begin working on cleansing of data. 4/20/22 - Any open items here? 5/4/22 - Check has opted to retire.	
ORI1644454	Issue	Explore	The contact requirement for Cash Funds Check is specified in requirements AP011, GL021, PO053, PO054, PO075, PO078, TL047. It was mentioned in the 9/14 Cost Splitting and FHWA Funding session that this requirement cannot be met with standard SAP functionality. The LSI proposal response to meet the cash funds check requirements is enhancement and/or customization and should be included in the WRICREF.	Ron Lee	9/15/2021	Medium	9/23/2021	Brenda Credeun	Ron Lee	9/23/2021	The issue is cash checking at the time of Contract encumbernce. Further discussion in next weeks playback session. Currently a manual process. 3/29/22: 1. AP011, GL012 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 in current process. The question is how do we want to do this in SAP since payroll is already paid before the postings even get to DOTH since HIP is the system of record for payroll. 3. PO053, PO054, PO075, PO078 are all part of a bit of requirement on a purchase requisition. Finds checking against the appropriation is 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 finds control from an appropriation budget is checked. Cash is checked at time of payment.	Finance	Solution Design & Configuration	Closed		5/2/22 - Cash is not in HWYAC but in FAMIS. Datamart cash will be imported to custom table in SAP and a report developed to compare Datamart cash to SAP cash. It was agreed upon in 4/14/22 meeting.	DOTH PDD_FIAP_Manage AP Postings_Outgoing Payments and FAMIS Payment Interface DOTH PDD_FICM_Manage Cash-Basis Accounting and Cash Availability Control
ORI1744455	Issue	Explore	Cash Management requirements - cash reconciliation solution is unclear to the users	Ron Lee	9/16/2021	Medium	4/14/2022	Hwee Yeo			Cash reconciliation will be done via custom reconciliation report at the Cash account and Appropriation level. Cash balances in H4 will be compared with cash balances in datamart with the same data comparison criteria such as by Cash Account, Appropriation, Posting Date, Period or other account assignment elements. Datamart data will be imported into H4 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_Manage AP Postings_Outgoing Payments and FAMIS Payment Interface DOTH PDD_FICM_Manage Cash-Basis Accounting and Cash Availability Control
ORI2044461	Issue	Explore	DOTH needs to clarify the GL042 requirement.	Ron Lee	9/22/2021	Medium	5/4/2022	John Marciniko			Will be reviewed by LSI team. 10/5 DOTH: Please provide questions.	Finance	Requirement Management	Closed	5/4/2022	5/4/22- met with cash transfer process	DOTH PDD_FIGL_DOTH PDD_FIGL_Park and Post JV & DOTH PDD_FICM_Manage Cash-Basis Accounting and Cash Availability Control
ORI2144461	Risk	Explore	SAP 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	Ron Lee	9/22/2021	Medium	5/4/2022	John Marciniko			Will be reviewed by LSI team.	Finance	Interface & Integration	Closed	5/4/2022	5/4/22 - clarified in PDD	DOTH PDD_FIAP_Manage Accounts Payable Postings, Outgoing Payments and FAMIS Payment Interface

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ORI2244461	Issue	Explore	DOTH needs to make a decision on cash control when creating contracts in SAP.	Ron Lee	9/22/2021	Medium	5/4/2022	John Marcinko			DOTH will manage available cash throughout the contract process via custom report. This is documented in the noted PDDs	Finance	Solution Design & Configuration	Closed		5/4/22 - 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 Cash Availability Control
ORI2244461	Issue	Explore	SAP contract process needs to be reviewed and defined with DOTH's roles and responsibilities.	Ron Lee	9/22/2021	Medium	5/4/2022	Surendra			Will be reviewed by LSI team.	Procurement	Solution Design & Configuration	Closed	5/4/2022	5/4/22 - clarified in PDD	DOTH Process Design Document Contracts
ORI2244461	Risk	Explore	Users asking when can DOTH review the SAP standard reports by each business area?	Ron Lee	9/22/2021	Medium	5/4/2022	John Marcinko			Standard reports session was conducted by Mary Ramsrud.	Finance	Reports & Analytics	Closed	5/4/2022	5/4/22 - This will be part of the realization phase. PDDs address reports based on the requirements and identifies WRICEF where applicable. DOTH can dive into standard reporting after ITC2 after configuration has been tested and data has been converted.	
ORI2244461	Issue	Explore	Most of the playback sessions are conducted based on a high level To-Be process flow. Users are asking if LSI consultants can address each requirement first and then demonstrate how SAP will meet the requirement. This will help DOTH understand how the solution will meet the requirement works and how DOTH is supposed to use the system including any process changes, new roles & responsibilities, etc.	Ron Lee	9/22/2021	Medium	3/22/2022	John Marcinko			Requirements will be traced back to the PDD's and also in the RTM. 5-10-22 - Addressed in playback sessions based on feedback from DOTH. Many system demos have been provided by area in Sandbox for all the PDDs. Processes will be tested in Realization with DOTH	Finance	Training & Knowledge Transfer	Closed	3/22/2022	Ongoing during each of the PDD review sessions	
ORI2644461	Issue	Explore	Users are asking if LSI can provide SAP standard training guides that DOTH can follow when accessing Sandbox for self-training purpose?	Ron Lee	9/22/2021	Medium	5/4/2022	John Marcinko			There are no training guides available to the GovOne system which the Sandbox is built on. Previous Project Team Training materials that were shared in early May can be referred to as well as the recorded session.	Project Management	Training & Knowledge Transfer	Closed	5/4/2022	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.	
ORI2744461	Issue	Explore	Finalization of the Chart of Account	John Marcinko	9/22/2021	Medium	9/28/2021	Mary Ramsrud			Finalization of the chart of accounts needs to be completed by DOTH. Follow up workshop and review with DOTH will be scheduled the week of 9/27. Brenda update on 3/29/22 DOTH has approved a COA design relevant for their own SAP implementation. The State proposed UCOA is just a design that DAGS may or may not implement in their new system. DOTH will have a mapping table for their COA to DAGS for any interfaces.	Finance	Schedule Management	Closed	9/28/2021	9/28/2021 Chart of accounts will be based on the UCOA 12/2021 DOTH creating own chart of accounts, 7 digits, following best practice design but including Object code in number	
ORI3144468	Issue	Explore	Interface support with HIP- concern about the timing and governance board approval process. Recent meetings indicate limited support due to the State implementation, the impact on the design could be effected.	John Marcinko	9/20/2021	Low	5/4/2022	Ron Lee	Ron Lee		Need governance business cases for FAMIS, HIP, and FAIS interfaces or data conversion requests ASAP.	Project Management	External Impact Management	Closed	5/4/2022	Not sufficient detail, if more details are known, we can open. Functionals specs should address any requirements identified to date.	
ORI3244470	Issue	Explore	Cannot access a complete manual from support.sap.com. It only allows me partial download. It shows "You cannot exceed 100 topics" when I try to access a complete user guide by module such as GL, AP, etc. Contract states: At no additional cost to DOTH, DOTH has the right to reproduce, adapt, modify or copy the Documentation in electronic or printed form for use in connection with the Services at no additional cost. Contractor shall provide to DOTH replacement of additional copies of the Documentation reasonably requested by DOTH at no additional charge	Ron Lee	10/1/2021	Medium	4/8/2023		Ron Lee		Contract states: Provide System and User Manuals which include functional, technical and architectural specifications, operational documentation, etc. The Documentation will accurately and completely describe the functions and features of the Solution, in whole and in part, including but not limited to all subsequent revisions thereto. The Documentation shall be understandable by a typical End User and shall provide Authorized Users with sufficient instruction such that an Authorized User can become self-reliant with respect to access and use of the System.	Project Management	Documentation	Closed	4/8/2023	5/4/22 - support.sap.com provides general help by area. We will develop DOTH end user specific training materials during Realize phase. 3/28/23 - No Manual has been provided. 4/4/23 - User guides will be provided as part of end user training. For generic system training - https://help.sap.com/docs/ 4/6/23 - Ron agreed that this has been addressed.	Rick to forward sample document from Learning Hub (TOC and course materials)
ORI3444477	Risk	Explore	No training has been provided on how to use the support.sap.com website to access documentation and reference materials.	Ron Lee	10/8/21	Low	4/6/2023	Mary Ramsrud			Request submitted to schedule a meeting for Mary Ramsrud to conduct a walk through of the suport website. This should be for a limited group.	Project Management	Schedule Management	Closed	4/6/2023	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.
ORI3544477	Risk	Explore	10/26/2021 - As discussed in the PMO, Tammy requests Nag and Surendra prepare a more detailed presentation that she can review with the DEs and AOs to get their approval for PM. The presentation would be similar to the one Patrick did for budgeting decision regarding posting Budget (Appropriation) Documents. DOTH needs more detailed information on the implications of implementing Plant Maintenance to meet District requirements as an alternative to building the proposed interface to AS/400 to use existing AS400 functions to meet requirements.: The process flows presented do not follow LSI project standards and lack swim lanes to understand change management issues. What is the difference between a work order and a notification? What are order types? What kind of reporting data can come out of a work order? What kinds of data can be captured in a work order? -location? -labor hours? -equipment usage hours? -materials used? -weather conditions -other How do you foresee work orders being used? Will the work order replace our 5-type charge codes? Will one work order = 5 type charge code? How are work order costs collected? Semi-monthly? Monthly? Yearly? Are there any workflows involved with work orders? What DMR processes would remain in AS400 should the decision be to keep the AS400 for the DMR? What DMR processes would move to PM should the decision be to implement PM instead of the interface?	Destiny Brighter	10/8/21	Medium	5/4/2022	Surendra Gora / Nag Venkat			See comments	Procurement	Interface & Integration	Closed	5/4/2022	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, Motor pool 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 be 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 5-type charge codes? Will one work order = 5 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:Yes, it is possible. We need to capture the requirements for it.	
ORI3544811	Issue	Explore	SBP Product direction. Should SBP be implemented or should a successor product be implemented?	Trushar	9/7/2022	Medium	5/8/2023	Ron Lee/Tammy lee					Solution Design & Configuration	Closed	5/8/2023		
ORI3644480	Issue	Explore	DOTH needs to interface PO remaining encumbrances to FAMIS at the fiscal year-end while contracts are encumbered at DAGS upon their creation. This also requires SAP to separately track POs encumbered at DAGS vs. POs not encumbered at DAGS.	Ron Lee	10/11/2021	Medium	5/4/2022	Surendra Gora			See comments	Procurement	Interface & Integration	Closed	5/4/2022	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 custom object. 10/21/21 PH - There is a downstream effect on budget control calculation. Should DOTH use Active control or Passive Control? Email sent to Ron, Joon and Tammy for guidance. 5/4/22 - Decided to have encumbrances sent to FAMIS daily.	
ORI3744811	Issue	Explore	decission to be made on PM in order to replace AS400 or stay within the contracted scope and stay within the boudaries of AS400?	Trushar	9/7/2022	High	3/22/2023	Ron Lee/Tammy lee			DOTH has made a decision to defer AS400 to after the completion of wave 2		Solution Design & Configuration	Closed	3/22/2023	10/12/22 - CR03 was rejected to bring the AS400 requirement into the scope of wave 1 and deferred to after wave 2 to allow for stakeholder buy-in.	

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OR13844495	Risk	Explore	Allow Project & Budget Staff (HWY-SB & HWY-SM) or Fiscal Office (HWY-SF) to Post Budget (Appropriation) Documents: During the BluePrint phase, the question was put forth to DOTH if HWY-SF is still required to be the group that will post the Parked Budget Document in SAP entered by the HWY-SB group. Since the concept of park and post budget document is new to DOTH, this question was to explore any business improvement or transformation at DOTH. The reasoning for this question is that in the current legacy system, HWY-SF does a manual master validation and check balances for the budget forms (A015, A019, etc.). Since SAP has the capability to do master data validation and automatically budget balances in real-time, should HWY-SB posts their own budget documents and bypass HWY-SF. The answer received from Tammy is that budget documents must continue to go through HWY-SF for approval.	Patrick Hsyuh	10/26/2021	High	4/15/2023	Patrick				Project Management	Solution Design & Configuration	Closed	4/15/2023	10/26/2021 - Email sent on 10/20/21 to request guidance from DOTH 5/11 - Any more details? (see Patrick) Tammy is going to allow her fiscal staff to post budget transactions. Issue resolved 3/28/23 Patrick to follow up with Ron to close. 4/15/23 - Patrick help meeting to confirm the issue was resolved.	
OR14044496	Risk	Explore	PO Conversion: DOTH does not maintain existing POs amounts by line item. Therefore there is not a direct link between the line item and descriptions to the accounting on the PO. For conversion to SAP a decision will need to be made on how to create the PO line items and related amounts per line item.	Brenda Creelman	10/27/2021	High	5/4/2022	Surendra Gona / Nag Venkat				Procurement	Data Conversion	Closed	5/4/2022	5/4/22 - conversion process still pending. Decision for the split on AP invoices determines the conversion strategy.	
OR14144496	Risk	Explore	Split pay invoices by fund – considering solution options – customize interface program to reverse and repost payment documents or customize F110 to process by fund – can we agree with DAGS to no longer do this? Request submitted for follow up meeting to get confirmation and resolution so we can finalized design.	John Marcinko	10/27/2021	High	10/28/2022	Brenda Creelman	Brenda Creelman		Options in AP PDD presented to DOTH on 4/14/2022. DOTH decision needed. 5/10/22 Front end split will create the invoice with correct splitting lines therefore no need to reverse payment and create new payment document.	Finance	Interface & Integration	Closed	10/28/2022	5/4/22 - Options provided to DOTH on 4/27/22. Waiting on decision from DOTH 6/7/22 - FHWA PDD documents the methodology to handle this process	
OR14244503	Issue	Explore	Implement Sandbox user roles and provide training recommended by John Fast to address DOTH user learning gaps	Ron Lee	11/3/2021	High	5/4/2022	Roxy Gorae	John Marcinko		In follow up to John Fast's email, the LSI security lead is reviewing and will be building out roles. What will be needed are the names from DOTH of the individuals to be assigned generic roles for the sandbox enviornment. Coordination to collect the names will be done by LSI PM.	Finance	Training & Knowledge Transfer	Closed	5/4/2022	Fiori/SAP Dashboard Training was conducted in February 2022.	
OR14144509	Issue	Explore	Ensure Destiny has the internal support required which will enable her to have more dedicated OCM time for capability transfer, deliverable review and upcoming training activities.	Libby Wilkins	11/9/2021	High	4/18/2022	Ron Lee			DOTH resource hired 10/25 to support Destiny. LSI OCM to increase more 1/1 & or 2/1 (+ Tammy where applicable) weekly sessions on specific work products and upcoming needs	OCM	Resource Management	Closed	4/18/2022	Additional DOTH resources hired March 2022 (Roxanne) and April 18, 2022.	
OR14444509	Issue	Realize	Identification of DOTH Enable Now Admin/IT resource for capability transfer and long term EN understanding and maintenance.	Libby Wilkins	11/9/2021	High	11/10/2021	Tammuy Lee	Destiny Brighter		Validating DOTH Resource. Need to confirm name and LSI OCM to engage accordingly with DOTH resource. Tammy to reinforce with DOTH resource/IT. RESOLVED: Ashley Acedo is assigned as the DOTH IT/EN Owner. Tammy has spoken to both Ashley and her manager regarding the effort/support.	Training	Resource Management	Closed	11/9/2021		
OR14544510	Risk	Explore	In the 10/27 response to DOTH COA deliverable questions and several workshop discussions, it was stated that the leading practice for COA in SAP Public Sector to allow for future growth and requirements. However, in the proposed COA design, DOTH is very concerned that since the 10th digit is already taken so there is no room to create sub-accounts in the future. For example, if in the future DOTH is required to have different sub Accounts Receivables under 1080100001 such as damage claims, rental, misc. billing, MVSO, etc, please explain how will this be accommodated without changing the account structure because the last digit of GL code is already used.	Ron Lee	11/10/2021	High	12/15.2021	Brenda Creelman			Chart of account structure was reviewed and finalized. Deliverable complete. There are 5 open digits to allow for future growth. In your example accounts receivable 1080100001 Accounts receivable is just the first sub-subcode. If DOTH needs additional we can increment accordingly. For example, damage 1080100002, rental 1080100003, misc billing 1080100004 and so on. DOTH changed the COA numbering to 7 digits which is documented in the approved COA 12/13/21	Finance	Solution Design & Configuration	Closed	12/15.2021	DOTH changed the COA numbering to 7 digits which is documented in the approved COA 12/13/21	
OR14644602	Risk	Explore	The identified DOTH Enable Now Resource - Ashley Acedo has not engaged with LSI EN Consultant Mike Smiddy. We have reached out several times since 12/2/21 with no response. While, we are not burning through hours and have limited Mike's time - he has moved forward with configuration of the system and setting standards and prototype. Want to ensure that Ashley is on the journey and not playing catch up.	Libby Wilkins	2/10/2022	Medium	2/17/2022	Libby Wilkins	Tammy Lee & Destiny Brighter	Complete	2/16 Libby discussed with Tammy and Tammy was to follow up on Ashley's availability or discuss if another resource is needed to replace Ashley. Have socialized with Destiny Brighter verbally on 2/9/22 and it was documented in OCM Weekly Status Report	OCM	Resource Management	Closed	3/30/2022	DOTH Resource re-engaged with LSI Enable Now - March 2022.	
OR14744602	Issue	Explore	DOTH SML Turnover. Alina C. and Cathy Hiraoka are no longer with DOTH. Email messages were returned "undeliverable" so raised with Tammy/Destiny. Just want to ensure that we have awareness of SML turnover so we can update our project rosters and distro lists accordingly and provide information to relevant consultants.	Libby Wilkins	2/10/2022	Medium	5/4/2022	Tammy Lee & Destiny Brighter	Tammy Lee & Destiny Brighter	TBD	James T. Shinoda was added (Cathy's SML role) Alina's role is being recruited for. Libby to update roster and other downstream inspects accordingly.	OCM	Organization Change Management	Closed	5/4/2022	4/20/22: Need to cross check with Destiny/Tammy that our DOTH SML List is accurate. 5/4/22 - DOTH SML is a living document and will be updated as changes occur in DOTH staff.	
OR14944642	Issue	Explore	Vendor Master data layout	Surendra	3/22/2022	Medium	5/4/2022	Ron Lee	Ron Lee		PDD Approval and Interface design are on hold for want of information on vendor Master layout. Need a discussion with FAMIS to understand the various fields and the list of values for each field per VENRAW	Procurement	Data Conversion	Closed	5/4/2022	03/30/2022 - Updates from Ross and Roxanne below... Surendra, There has been no vendor clean-up for FAMIS, and there is no way to mark the vendors as active or inactive. All vendor ids are active. Thank you, Roxanne From: Surendra Gona <SGona@inveniolsi.com> Sent: Wednesday, March 30, 2022 12:31 PM To: Watanabe, Roxanne H <roxanne.h.watanabe@hawaii.gov> Cc: Brighter, Destiny <destiny.brighter@hawaii.gov>; Nagarajan Venkata <NVenkata@inveniolsi.com>; Lee, Ronald <ron.h.lee@hawaii.gov>; Loi, Joanne GF <joanne.gf.hi@hawaii.gov>; Lau, Vanessa Y <vanessa.y.lau@hawaii.gov>; Weitz, Valerie L <valerie.l.weitz@hawaii.gov> Subject: [EXTERNAL] Re: Discuss Dunnart data needed for H4 Hi Roxanne/Ross, We have one follow-up question. We will appreciate it if you can answer it. Question: How do we know if a supplier is inactive or blocked in FAMIS? Will the vendor record no longer appear in the file? Thanks, Surendra	
OR16144470	Risk	Realize	Fund Symbols: •Currently 6 characters. •SAP field can hold up to 10 characters. •Per design, it will be 7 characters in H4 (6 characters plus "0" at the end to allow for future flexibility). Leigh & Angie were told that even if the last character were not needed at this time, we should setup all FS's as 7 characters for consistency; however, we noticed that if more or less than 7 characters were input, the system would still accept it. This will cause more work than the current business process with HWYAC. Per the contract, changes to DOTH's business or operational processes shall only improve DOTH staff efficiency and shall not require DOTH to expend more resources of DOTH and its staff than previously required for its business processes.	Leigh and Angie	10/1/2021	High	4/12/2023	Ron and Destiny	Patrick				Resource Management	Closed	4/12/2023	4/12/2023 - DOTH has made the decision to move forward with the new Fund structure. Approval email sent on 04/12/2023. New Structure: Fiscal year is now 4 digits (YYYY) and two digits extension at the end to fill out the whole 10 char. field for the Fund master data element. B2022FSI00 3/24/2023 Issue will be discussed on Thursday (3/30) or Friday (3/31) meeting with DOTH when Patrick is onsite. 4/12/23 - The issue was confirmed to be resolved closed on 4/12/23	
OR16545033	Risk	Realize	Realization Phase Kickoff - timing, downstream impacts of communicating to Super Users, etc.	Libby Wilkins	4/17/2023	High	6/26/2024	PMO	PMO				Solution Design & Configuration	Closed	6/26/2024	6/26/24 - Realization Kickoff deck reviewed with DOTH	
OR11154448	Issue	Explore	Users asking why some sessions are trying to finalize master data, custom fields, system design before reviewing all of DOTH requirements.	Ron Lee	9/9/2021	Medium	9/16/2021	John Marcinko	Ron Lee	9/16/2021	Master data is part of the overall desing	Project Management	Solution Design & Configuration	Closed		4/20/22 - 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 these deliverables to keep forward momentum of the project. This was signed on 4/19/22.	
OR11164811	Issue	Explore	SBP Product direction. Should SBP be implemented or should a successor product be implemented?	Trushar	9/7/2022	Medium	5/8/2023	Ron Lee/Tammy lee					Solution Design & Configuration	Closed	5/8/2023		
OR11174448	Issue	Explore	Users asking why some sessions are trying to finalize master data, custom fields, system design before reviewing all of DOTH requirements.	Ron Lee	9/9/2021	Medium		John Marcinko	Ron Lee	9/16/2021	Master data is part of the overall desing	Project Management	Solution Design & Configuration	Closed		4/20/22 - 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 these deliverables to keep forward momentum of the project. This was signed on 4/19/22. 1/23/26 - This had a duplicate Issue number (14), moved to the end of the list to assign an unique number. pn	
OR11184811	Risks	Explore	SBP Product direction. Should SBP be implemented or should a successor product be implemented?	Trushar	9/7/2022	Medium		Ron Lee/Tammy lee			SBP Product direction. Should SBP be implemented or should a successor product be implemented?		Solution Design & Configuration	Closed		1/23/26 - This had a duplicate Issue number (25), moved to the end of the list to assign an unique number. pn	