DAVID Y. IGE
GOVERNOR

DOUGLAS MURDOCK
CHIEF INFORMATION
OFFICER

OFFICE OF ENTERPRISE TECHNOLOGY SERVICES
P.O. BOX 119, HONOLULU, HAWAI'I 96810-0119
Ph: (808) 586-6000 | Fax: (808) 586-1922
ETS.HAWAII.GOV

November 22, 2022

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

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

Aloha Senate President Kouchi, Speaker Saiki, 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, Public Utilities Commission (PUC), Content and Document Management System Project.

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

Sincerely,

Douglas Murdock (Nov 22, 2022 09:46 HST)

Douglas Murdock
Chief Information Officer
State of Hawai'i

Attachment

Content and Document Management System (CDMS) Project

Hawaii Public Utilities Commission (PUC)

IV&V Monthly Status Report - FINAL

For Reporting Period: **September/October 2022**

Draft Submitted: 11/7//2022

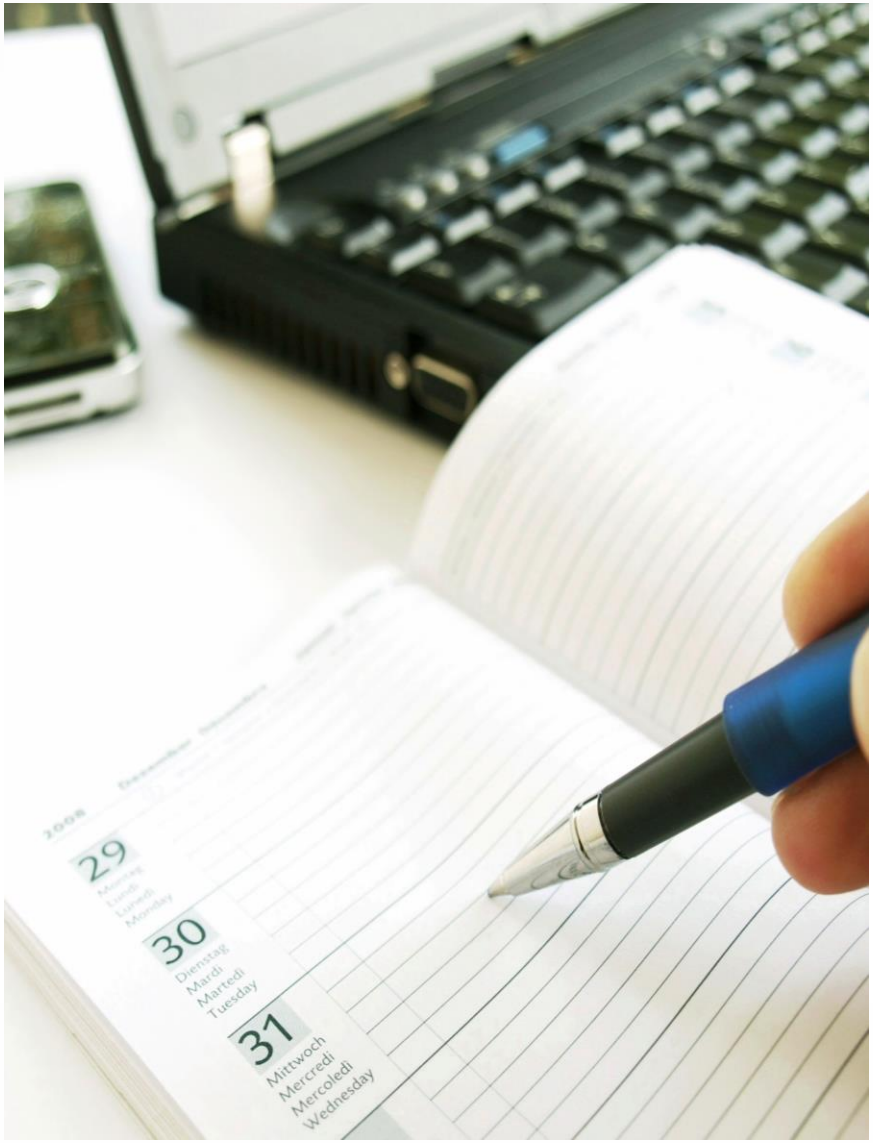
Final Submitted: 11/21/2022

PUBLIC CONSULTING GROUP

Solutions that Matter

Overview

- Executive Summary
- IV&V Findings and Recommendations
- IV&V Preliminary Concerns
- IV&V Scope and Approach
- IV&V Engagement Status
- Appendices
  - A – IV&V Criticality Ratings
  - B – IV&V Inputs
  - C – Upcoming IV&V Activities



Executive Summary

The Project resumed activities on October 3, 2022 after a longer than planned 4-month pause that began on May 23rd to procure a card-not-present gateway and processing vendor. Although a processing vendor was onboarded during the pause, PUC ultimately elected to cancel the contract for cause, as the processing vendor was unable to meet the contract requirements. Because of processing vendor delays, the project incurred SI staff retainment fees and extended the project go-live date by about 8 weeks from the week of January 29, 2023 to March 27, 2023. PUC recently reposted the payment processing RFP and plans to onboard the new vendor by January 2023; any delays to the procurement could push out the new planned go live date.

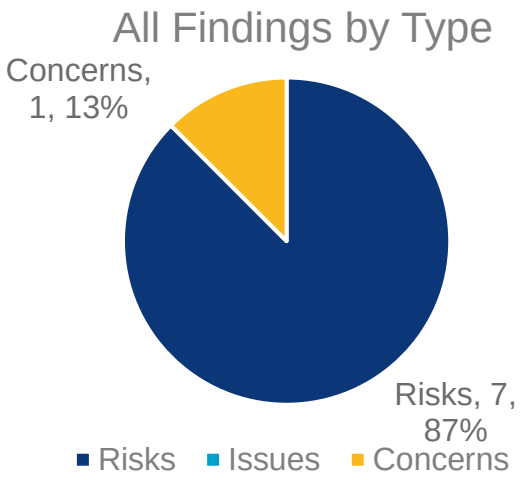
The Project restart activities appear to be productive thus far. The new PUC PM appears to be positively impacting the project and is making efforts to reengage PUC SMEs for the restart and increase communications to project stakeholders. The Project plans to begin UAT on January 9, 2023 and PUC is making progress to meet that date.

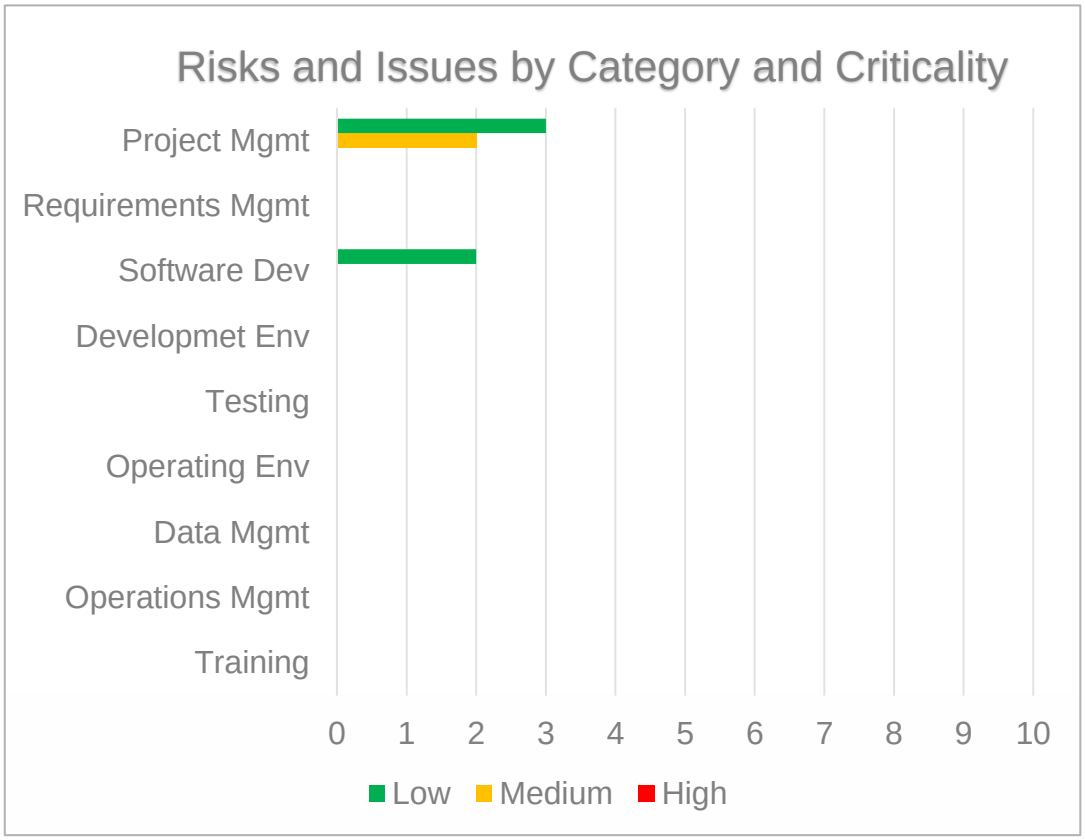
Executive Summary

Jul '22	Category	IV&V Summary
M	Project Management	The Project cancelled the contract with the new payment processing vendor because the vendor was unable to integrate with Chargent and Authorize.net, and they failed to meet their contractual requirements. The Project elected to seek a new vendor through the Request for Proposal process. Instead of extending the pause further, Project leadership developed a plan to resume the Project on October 3, 2022. A new vendor is estimated to start in January to avoid project delays.
M		The Project was paused but the SI continued business analysis activities and continued improving their understanding of PUC business needs through working sessions with the PUC Technical Lead.
L		PUC's new project manager has transitioned into the role. The PUC Technical Lead continues to provide data conversion and subject matter expertise support to the SI. Both key resources remain confident they will have the capacity to continue to effectively manage their project responsibilities.
L		The PUC PM and SI remain confident PUC SMEs and resources will maintain momentum and support the Project as needed. Although one of the PUC SMEs is no longer on the Project, their responsibilities were distributed amongst the remaining SMEs. The Project is currently identifying the resources to support UAT activities and plan accordingly.
Jul '22	**Category**	**IV&V Summary**
L	Software Development	The SI continued some design and development activities during the project pause and made progress on system development activities, solidifying existing functionality, and vetting designs with PUC SMEs. IV&V has observed SI efforts to assess and implement system and process improvements. IV&V and PUC continue to identify additional opportunities for process improvement during system demos.

Executive Summary

IV&V is monitoring eight findings. There are seven risks and one preliminary concern. Two risks are medium and five risks are low . Five risks fall in the Project Management category and two are in the Software Development category.





IV&V Findings and Recommendations

IV&V Findings and Recommendations - Risks

IV&V ID #14	Type: Risk Rating: Low	Status: In progress	Category: Project Management Date Opened: September 30, 2021

Title: Limited PUC resource availability could lead to schedule delays and incomplete system design.

Observation: Although the CDMS Project is a high priority at the PUC, resource limitations appear to exist throughout the life cycle of the Project. These constraints were communicated to the System Integrator (SI) early in the project for planning purposes.

Context: System development projects require coordination and engagement between the SI and the client in order to accurately document business needs, processes, user stories, business rules, and anything needed to build a system that meets the client's needs.

Impact: Schedule delays, increased project cost, implementation of a solution that that does not meet the PUC's needs

Updates

10/31/2022: The Project restarted October 3, 2022 and conducted a re-kickoff meeting on October 24, 2022. PUC SMEs are active and engaged in the Project despite the extended pause. However, the availability of SMEs during the new proposed UAT schedule is unknown and is currently being planned.

9/30/2022: The Project missed its updated milestone to resume activities on September 10, 2022 and will resume October 3, 2022. The SI and the PUC PM remain confident that PUC resources can resume meetings immediately and maintain momentum. However, a key PUC business SME is no longer on the Project. Although the SMEs responsibilities were distributed among remaining SMEs, it remains unclear if their absence will negatively impact the project when it resumes.

IV&V Findings and Recommendations - Risks

IV&V ID #14 (cont.)	Type: Risk Rating: Low	Status: In progress	Category: Project Management Date Opened: September 30, 2021

Recommendations/Action Items	Period	Status
The Project conduct detailed resource planning under the new schedule to avoid resource constraints.	Medium Term	New
PUC PM and SI PM develop a plan to address these constraint and work closely together throughout the project to plan important meetings based on resource availability.	Long Term	In progress
SI develop fully resourced work plan.	Short Term	Not started
PUC and SI review Sprint Plan and ceremonies to identify specific resources to help identify resource risk that can be addressed before sprint cycles begin.	Short Term	In progress
SI employ agile processes and methodologies so that progress can be made regardless of PUC resource availability.	Long Term	In progress

IV&V Findings and Recommendations - Risks

IV&V ID #15	Type: Risk Rating: Low	Status: In progress	Category: Project Management Date Opened: September 30, 2021

Title: Project deliverables and artifacts that lack sufficient detail could lead to project delays, misunderstandings, inefficient project execution, and rework.

Observation: Early SI submissions of project deliverables lacked sufficient detail.

Context: Project planning documentation such as the Project Plan, Risk Management Plan, Communication Plan and Change Management Plan, can be effective tools for projects of this size to increase stakeholder understanding of the goals, approach, steps, timelines, roles and responsibilities. Additionally, conceptual designs, requirements traceability matrices, and process maps can also provide important information for successfully developing a system that meets PUC's needs.

Impact: Failure to provide sufficient detail in project deliverables can lead to project team confusion, missteps, project delays, misunderstandings, inefficient project execution, and rework.

Updates

10/31/2022: The SI submitted the 4.8 Maintenance & Operations Plan and the 4.3 A B C Conversion and Migration of Documents and Metadata from PUC Plan to PUC this reporting period. To help improve deliverable quality, the SI conducted pre-submission walkthroughs to collect early input and feedback. IV&V submitted comments regarding the M&O plan that were addressed by the SI. However, PUC stated it may be premature to deliver an M&O Plan when payment processing has not been identified and is not included. PUC is developing comments and will submit those to the SI by 11/4/2022.

9/30/2022: The Project missed its updated milestone to resume activities on September 10, 2022 and will resume October 3, 2022. No deliverables were provided during extended the pause and delay.

IV&V Findings and Recommendations - Risks

IV&V ID #15 (cont.)	Type: Risk Rating: Low	Status: In progress	Category: Project Management Date Opened: September 30, 2021

Recommendations/Action Items	Period	Status
Although DEDs were developed for all deliverables, the SI should involve PUC before providing the draft deliverable to obtain feedback and expedite review cycles.	Long term	In progress
The SI should perform additional QA of deliverables prior to submission	Long term	In progress

IV&V Preliminary Concerns

ID #16	Type: Risk Rating: Medium	Status: In progress	Category: Project Management Date Opened: September 30, 2021

Title: **Adoption of an aggressive schedule can lead to poor system design, PUC stakeholder frustration, and stretch PUC resources beyond their capacity.**

Observation: The project has an aggressive schedule with little slack given the volume of deliverables and artifacts, the availability of PUC resources, and the perceived cadence of project meetings and workshops.

Context: A schedule with flexibility and sufficient slack to accommodate project changes that impact the schedule such as resource availability, activities that take longer than anticipated, or missed dependencies, typically result in a project that is delivered on time. Projects with aggressive schedules tend to rush project activities to meet deadlines.

Impact: Rushed project activities can reduce document and system quality. When activities do not seem thorough, customer frustration can result. A rushed schedule can place unnecessary demand on PUC resources, especially if PUC resources are already fully utilized.

Updates

10/31/2022: The SI reported approximately 90% of the user stories are complete with one of ten sprints remaining and is confident in completing all required user stories and requirements this last sprint.

9/30/2022: The Project missed its updated milestone to resume activities on September 10, 2022 and will resume October 3, 2022. During the extended pause, the SI reported making good progress catching up on previous work, solidifying existing designs, and getting ahead with future functionality. The SI is confident the remaining work can be completed within the remaining sprints.

IV&V Findings and Recommendations - Risks

IV&V ID #16 (cont.)	Type: Risk Rating: Medium	Status: In progress	Category: Project Management Date Opened: September 30, 2021

Recommendations/Action Items	Period	Status
Provide reports that communicate progress clearly such as a burndown chart and sprint metrics such as planned user stories, completed user stories, cancelled user stories, and new/added user stories so as to clearly demonstrate if the project is on track or not.	Medium term	In progress

IV&V Findings and Recommendations - Risks

IV&V ID #17	Type: Risk Rating: Low	Status: In progress	Category: Project Management Date Opened: September 30, 2021

Title: **Inefficient business analysis activities could lead to rework, schedule delays, SME frustration, and poor system design**

Observation: PUC and IV&V were concerned that many analysis outputs lacked sufficient quality and comprehensiveness. For example 1) PUC workshop attendees mentioned various workshops and meetings were not very useful, unorganized and unproductive; 2) The workshop cadence seemed slow and did not appear to achieve all intended goals of each workshop session; 3) Although not a contractual requirement, meeting notes from the workshops were not sent to meeting attendees which helps confirm the SI's understanding and shows visibility that the SI understands PUC's needs; 4) Although not explicitly required, PUC requested the SI to review the business documentation provided by a 3rd party prior to conducting the as-is workshops to save time and not start from a blank slate. Despite having access to and reviewing the existing business documentation, PUC observed many questions and time spent on areas that were already documented and PUC was not confident as to how much of the existing documentation was leveraged.

Context: Efficient business analysis processes promote effective communications resulting in productive meetings, good project documentation that provides clarity to complex topics, and overall, foster trust.

Impact: Inefficient analysis activities can negatively impact the Project. For example, 1) Project delays can occur if meetings do not meet intended goals and require additional clarification; 2) Rework and redesign can happen if accurate information was not solicited because participant expectations were not clear during the meeting; 3) Client buy-in and system acceptance may reduce.

Updates

10/31/2022: The Project resumed and continued business process analysis for Sprint 9 and 10. A demo was planned for November 2 to provide PUC an opportunity to review completed work, assess if the system is meeting expectations and if analysis activities improved.

9/30/2022: The Project missed its updated milestone to resume activities on September 10, 2022 and will resume October 3, 2022. During the extended pause, the SI continued to work with the PUC Technical Lead to analyze business processes.

IV&V Findings and Recommendations - Risks

IV&V ID #17 (cont.)	Type: Risk Rating: Low	Status: In progress	Category: Project Management Date Opened: September 30, 2021

Recommendations/Action Items	Period	Status
Institute continuous process improvement activities to refine the analysis processes and maximize their cadence without sacrificing quality.	Long term	In progress
Request the SI track their cadence/velocity to improve estimation of task durations to assure planned milestone due dates are realistic.	Long term	In progress

IV&V Findings and Recommendations - Risks

IV&V ID #18	Type: Risk Rating: Low	Status: In progress	Category: Project Management Date Opened: October 28, 2021

Title: Lack of attention to process improvement can lead to a system that simply automates existing processes instead of improving them

Observation: The extent to which the Project intends to focus on process improvements remains unclear. Pain points do not seem comprehensively tracked or considered during design sessions or whether all stakeholders are aware of or are actively utilizing the pain points list. While IV&V recognizes that change is difficult, some stakeholders appear to be hesitant to let go of familiar processes during the design sessions. It remains unclear if PUC has assigned the role of change champion to drive organizational process improvements.

Context: IT Projects that assign change champions and prioritize process improvement have an increased likelihood of resulting in systems that meet the organization's future business needs and improve system acceptance.

Impact: Lack of attention to process improvement can lead to a final product that fails to provide maximum value to users. Tracking pain points can be an effective OCM strategy to promote user adoption and increase user buy-in by providing visibility into how the system can resolve their pain points. Also, identifying and implementing opportunities for process improvement avoids SME frustration and rework.

Updates

10/31/2022: The Project resumed and is developing functionality as part of Sprint 9. A demo was planned for November 2 to provide PUC an opportunity to review completed work and provide feedback on new processes.

9/30/2022: The Project missed its updated milestone to resume activities on September 10, 2022 and will resume October 3, 2022. During the extended pause, the SI continued to work with the PUC Technical Lead to develop and propose improvements to existing processes.

IV&V Findings and Recommendations - Risks

IV&V ID #18 (cont.)	Type: Risk Rating: Low	Status: In progress	Category: Project Management Date Opened: October 28, 2021

Recommendations/Action Items	Period	Status
Identify a PUC process improvement resource to drive/coordinate organizational process improvement efforts and assure system related processes are optimized. This resource could attend design sessions and validate designs support process improvement.	Short term	Not started
Work closely with the SI to identify opportunities for process improvement and implement associated features in the system being careful not to overwhelm users with too much change.	Long term	In progress
Formally engage stakeholders in identifying and tracking pain point and out-of-scope requirements so they are not forgotten and can be revisited in future project phases or other organizational initiatives.	Long term	In progress

IV&V Findings and Recommendations - Risks

ID #19	Type: Risk Rating: Low	Status: In progress	Category: Project Management Date Opened: November 30, 2021

Title: **Key PUC project resources performing multiple roles could lead to schedule delays and significant project disruption.**

Observation: IV&V has noted that at least two of the PUC project team members perform multiple roles and responsibilities on the project which may impact their ability to be successful if project demands increase.

In addition to serving as PUC's CDMS PM, this position also performs the following roles: Organizational Change Management lead, Process Improvement lead, Business Analyst Co-lead, User Acceptance Test (UAT) Co-lead, and Contract Administrator. In addition to performing ongoing operational responsibilities, the PUC CDMS Technical Lead is the Project IT Sponsor, Data SME, BA Co-Lead, and User Acceptance Test Co-Lead, and is heavily relied on for business analysis.

While these team members have indicated a strong commitment to project success, each has multiple competing priorities. The team members stated their support staff, including the new communications lead, will take on more responsibility to alleviate demands on their time. Also, the team members believe that the overall future workload will lessen.

It remains unclear if PUC staffing levels are appropriate for this project.

Context: Typically, Hybrid Agile projects require an increased level of customer engagement through all phases of the project. Overreliance on key resources can not only overtax and thereby reduce the effectiveness of these key individuals but also present a risk of significant project disruption in the event of their departure.

Impact: If the PUC PM and Technical SME are unable to transfer some responsibilities to other PUC resources, this could stretch them beyond their capacity which may lead to project delays and a decrease in quality in the project tasks they perform.

Updates

10/31/22: The new PM continues to onboard and prioritize responsibilities to meet important project needs. Although the new PM reports there is much to learn and monitor, the PM does not feel overwhelmed. The technical SME continues to offload shared responsibilities to the PM and is catching up with data conversion related duties.

9/30/2022: The Project missed its updated milestone to resume activities on September 10, 2022 and will resume October 3, 2022. The new project manager is transitioning into the project management role. The PUC Technical Lead continued with some PM duties during the transition and continued supporting design and data conversion activities. It remains unclear if the existing work load will continue to be difficult to manage without the ability to delegate duties to the original PM. For example, some data cleansing activities fell behind schedule due to the Technical Lead's over allocation.

IV&V Findings and Recommendations - Risks

IV&V ID #19 (cont.)	Type: Risk Rating: Low	Status: In progress	Category: Project Management Date Opened: November 30, 2021

Recommendations/Action Items	Period	Status
The Project should plan for different contingencies depending on when the third PM becomes available.	Medium term	Complete
The Project should plan for different contingencies depending on the role of the original PM moving forward.	Medium term	Complete

IV&V Findings and Recommendations - Risks

IV&V ID #21	Type: Risk Rating: Medium	Status: New	Category: Project Management Date Opened: May 31, 2022

Title: Delays in establishing card-not-present payment gateway could lead to schedule delays and increased cost

Observation: The Project elected to pause most activities for almost 3 months to procure a card-not-present payment processing vendor. Originally, the Project was planning on forego a public solicitation for these services, but the State Procurement Office required it. The SI stated the pause will be a no cost change order. .

Context: The Project has had past difficulties accurately estimating the procurement of the card-not-resent service vendor and it is unclear how accurate these new estimates are.

Impact: If the Project is unable to begin processing payments on August 14th, 2022, the Project may be further delayed. Given the SI will not charge the customer for the delay, the budget impact could be minimal. However, the SI stated if payment processing is not available by` 8/14, there is a$10,000 a week fee for schedule extension. If the vendor is not ready for transaction by 8/14, further delayed, $10,000 a week. PUC stated they are confident they can complete this procurement before the 8/14 deadline but if the Project is unable to meet these deadlines, the Project stated they have alternative plans.

Updates

10/31/2022: PUC recently released the new RFP to acquire a payment processing vendor. The vendor must onboard in early January 2023 to meet the current anticipated go-live of March 27, 2023.

9/30/2022: The PUC procured a card-not-present gateway and payment processor vendor but was unable to process transactions by 8/14/2022 as originally planned because the original gateway could not integrate with Chargent. The Project then planned to resume by 9/10/2022 but continued to have integration challenges with Authorize.net, and overall could not meet project requirements. PUC decided to cancel the contract with the vendor. The SI assessed a $10k per week staff retainment fee for each week transaction processing is delayed. However, Project leadership was able to define a plan to move forward with the remaining work starting October 3, 2022 in order to keep the project on track.

IV&V Findings and Recommendations - Risks

IV&V ID #21 (cont.)	Type: Risk Rating: Medium	Status: In progress	Category: Project Management Date Opened: May 31, 2022

Recommendations/Action Items	Period	Status
Closely monitor procurement for any signs of delay	Medium term	In Progress
Develop mitigation strategies if procurement activities appear unfavorable	Medium term	In progress

IV&V Preliminary Concerns

(*These are not findings, rather, these are observations based on limited information at the time of reporting and require further discovery, research and clarification.)*

IV&V Preliminary Concerns

ID #20	Type: Preliminary Concern Rating: n/a	Status: New	Category: Data Management Date Opened: March 31, 2022

Title: **Data cleansing challenges could overwhelm PUC SMEs and could confuse users, reduce user buy-in, and/or lead to schedule delays if the Project went live with some bad data**

Observation: IV&V is concerned with the poor quality of the legacy system data and whether PUC has the capacity to effectively cleanse their data. Further, if the project aims to meet data conversion milestones, the project may elect to go-live with some bad data to meet their planned go-live date.

Context: Typically, any bad data is addressed prior to go live to facilitate user adoption and to increase perceived system quality.

Impact: If all important data is not cleaned up prior to go-live, user adoption may be challenged, and user perception of the system may be diminished.

Updates

10/31/2022: Data cleansing is on target for completion by November 18, 2022. The PUC Technical SME and the SI remain confident the data-related decisions and cleansing activities can be completed before UAT begins.

9/30/2022: The Project missed its updated milestone to resume activities on September 10, 2022 and will resume October 3, 2022. However, the Project continued to work through data conversion related challenges and data cleansing activities. Although the Project fell behind data cleansing milestones and is now targeting November 18, 2022 to complete data clean-up activities, the SI and the PUC Technical SME are confident data cleansing will be completed by then.

IV&V Scope and Approach

IV&V Scope

- In accordance with PCG's contract for the CDMS Project at the PUC, the subject areas that are within the scope of IV&V activities include:
  - Project Management
  - Requirements Management
  - Software Development
  - Development Environment
  - System and Acceptance Testing
  - Operating Environment
  - Data Management
  - Operations Oversight
  - Training
- As the CDMS IV&V project progresses, PCG's activities will focus on areas that represent highest risk to the Hawaii PUC.

IV&V Approach and Methodology

- What is Independent Verification and Validation (IV&V)?
  - Oversight by an independent third party that assesses the project against industry standards to provide an unbiased view to stakeholders
  - The goal of IV&V is to help the State get the solution they want based on requirements and have it built according to best practices
  - IV&V helps improve design visibility and traceability and identifies (potential) problems early
  - IV&V objectively identifies risks and communicates to project leadership for risk management

- PCG IV&V Methodology
  - Consists of a 4-part process made up of the following areas:
    1. **Discovery** – Discovery consists of reviewing documentation, work products and deliverables, interviewing project team members, and determining applicable standards, best practices and tools
    2. **Research and Analysis** – Research and analysis is conducted in order to form an objective opinion.
    3. **Clarification** – Clarification from project team members is sought to ensure agreement and concurrence of facts between the State, the Vendor, and PCG.
    4. **Delivery of Findings** – Findings, observations, and risk assessments are documented in this monthly report and the accompanying Findings and Recommendations log. These documents are then shared with project leadership on both the State and Vendor side for them to consider and take appropriate action on.

Note: This report is a point-in-time document with findings accurate as of the last day in the reporting period.

IV&V Engagement Status

IV&V Engagement Status

IV&V Engagement Area	Aug	Sep	Oct	Comments
IV&V Budget				The IV&V engagement is deliverables-based and PUC is not at risk of being over budget.
IV&V Schedule				The IV&V engagement aligns with the SI schedule. At this time.
IV&V Deliverables				There are no known risks to upcoming IV&V deliverables.
IV&V Staffing				The IV&V team maintains the proposed team and there are no foreseeable changes.
IV&V Scope				The IV&V project continues to operate within the scope of its engagement.

Engagement Status Legend		
The engagement area is within acceptable parameters.	The engagement area is somewhat outside acceptable parameters.	The engagement area poses a significant risk to the IV&V project quality and requires immediate attention.

Appendices

Appendix A – IV&V Criticality Ratings

See definitions of Criticality Ratings below:

Criticality Rating	Definition
H	A high rating is assigned if there is a possibility of substantial impact to product quality, scope, cost, 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.
M	A medium rating is assigned if there is a possibility of moderate impact to product quality, scope, cost, or schedule. Some disruption is likely and a different approach may be required. Mitigation strategies should be evaluated and implemented as soon as feasible.
L	A low rating is assigned if there is a possibility of slight impact to product quality, scope, cost, or schedule. Minimal disruption is likely and some oversight is most likely needed to ensure that the risk remains low. Mitigation strategies should be considered for implementation when possible.

Appendix B – IV&V Inputs

Meetings attended during the reporting period:	Artifacts reviewed during the reporting period:
Periodic check-ins with PUC	4.8 Maintenance & Operations Plan
Periodic check-ins with PP	4.3 A B C Conversion and Migration
Working Sessions as needed	Draft Cut Over
Project Management Meetings	Draft Test Plan
CDMS Re-Kickoff	
CDMS – Risk Management Meeting	
Deliverable Review Sessions	
Sprint 9 AFR Solution Review	

Appendix C – Upcoming IV&V Activities

Anticipated meetings to attend next period	Anticipated artifacts to review next period
Periodic check-ins with PUC	Cut Over Plan
Periodic check-ins with PP	Test Plan
Working Sessions as needed	
Project Management Meetings	
Sprint 9 Demo	
Sprint 10 Demo	

Appendix D – Recommendation Periods

Period	Definition
Short Term	These are recommendations that should be completed within the month and/or require less than a month to complete
Medium Term	These are recommendations that should be completed within 2-6 months and/or require 2-6 months to complete
Long Term	These are recommendations that should be completed within 6 months to a year and/or require > 6 months to complete.

Solutions that Matter