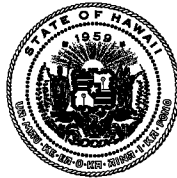


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**STATE OF HAWAII | KA MOKU'ĀINA O HAWAII**  
**DEPARTMENT OF ACCOUNTING AND GENERAL SERVICES | KA 'OIHANA LOIHELU A LAWELAWE LAULĀ**  
**OFFICE OF ENTERPRISE TECHNOLOGY SERVICES | KE'ENA HO'OLANA 'ENEHANA**  
P.O. BOX 119, HONOLULU, HAWAII 96810-0119

April 9, 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.

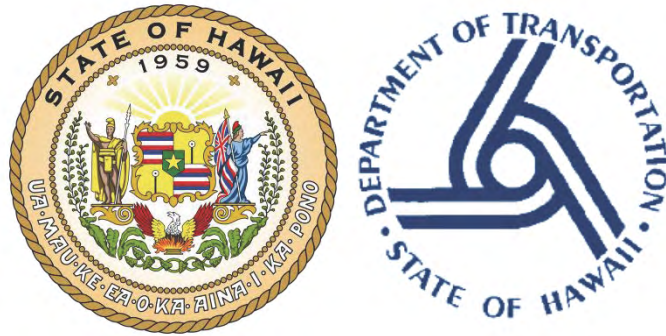
In accordance with HRS section 93-16, this report may be viewed electronically at <http://ets.hawaii.gov> (see "Reports").

Sincerely,

A handwritten signature in blue ink, appearing to read "CSakuda".

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

Attachments (1)



## Monthly Project Assessment Report – February 2026

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

Author: IV&V Project Team

Creation Date: March 29, 2026

Last Updated: 04/8/2026

Version: Draft

**Version History**

| Version Number | Updated By        | Revision Date | Description of Change |
|----------------|-------------------|---------------|-----------------------|
| 1.0            | IV&V Project Team | 04/02/2026    | Draft                 |

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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 February 2026, the H4 implementation involved further discussions across all modules and dedicated in-depth CRP sessions for the modules that were still incomplete. In February 2026, total number of meetings compared to the previous month's reporting period is more. The resubmitted Project Plan is still under review and discussion. While the total number of FSD submissions remained unchanged in February, 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 February 2026. IV&V considers this target ambitious and, given the current project pace, recommends establishing a more 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 DOTM requirements and processes as new consultants or reassigned consultants must spend substantial time understanding DOTM 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 Feb 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 DOTM is also concerned with the thoroughness and completeness of the requirements coverage and functionalities demonstrated in the CRPs. CRP sessions are crucial for familiarizing DOTM 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 DOTM-specific requirements and business processes. The CRP sessions should focus on demonstrating solutions for DOTM's unique needs over basic walk-throughs of generic SAP processes or standard system features. CRP sessions are priority and comprehensive to insure DOTM 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 DOT's 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 DOT'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 DOT prior to undertaking development. Similarly, the approved Enhancement Strategy deliverable requires that functional specifications documents (FSDs) be prepared by LSI and approved by DOT 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 DOT approval of the FSDs.

There were two FSD-specific meetings held in February 2026; FSD-related activities were addressed incidentally during regular meetings, CRP sessions, or general module discussions. As of the end of February 2026, the FSD submission status remains unchanged — of the 201 FSDs required, only 140 have been submitted for review, and DOT has conditionally approved 113, leaving 61 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 DOT 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 DOT. 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

**STATE OF HAWAII, DEPARTMENT OF TRANSPORTATION, HIGHWAYS**

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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

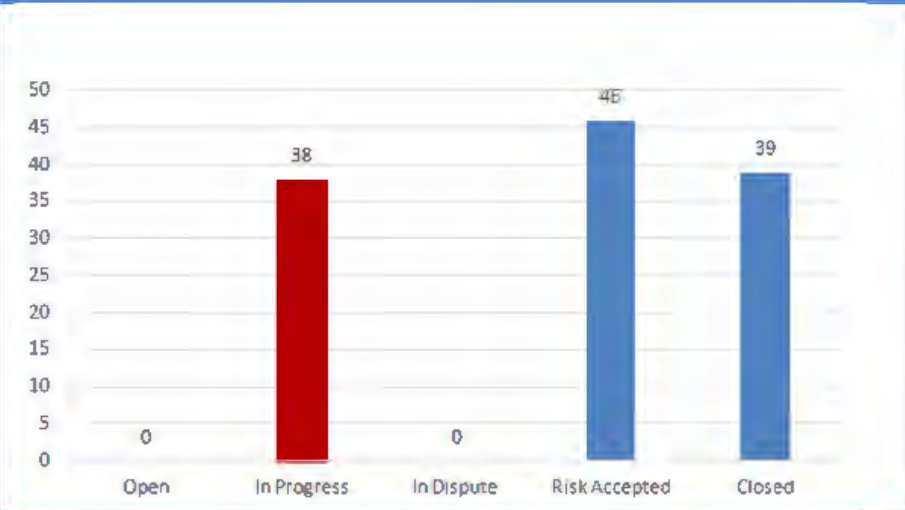
A. Subject Category

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

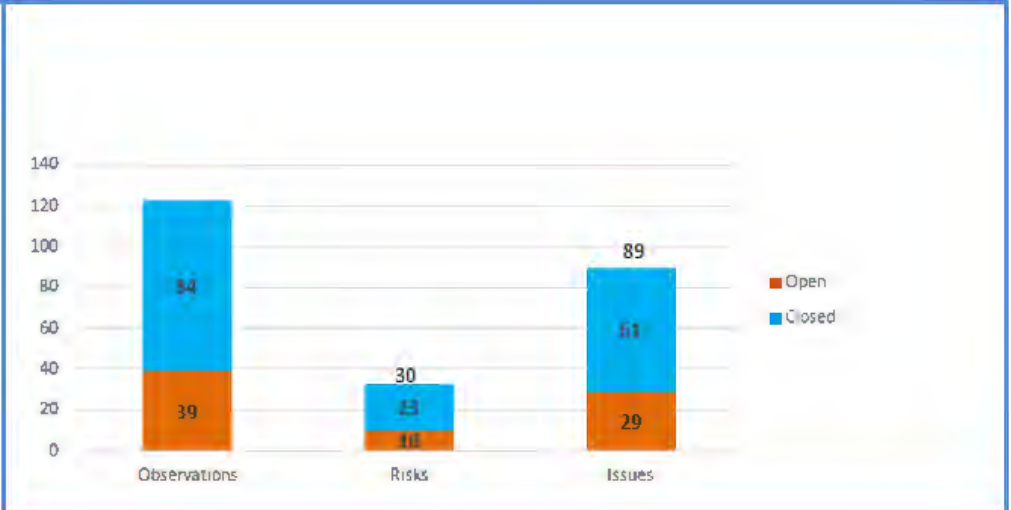
B. Observation, Risk, Issues, Subject Category

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

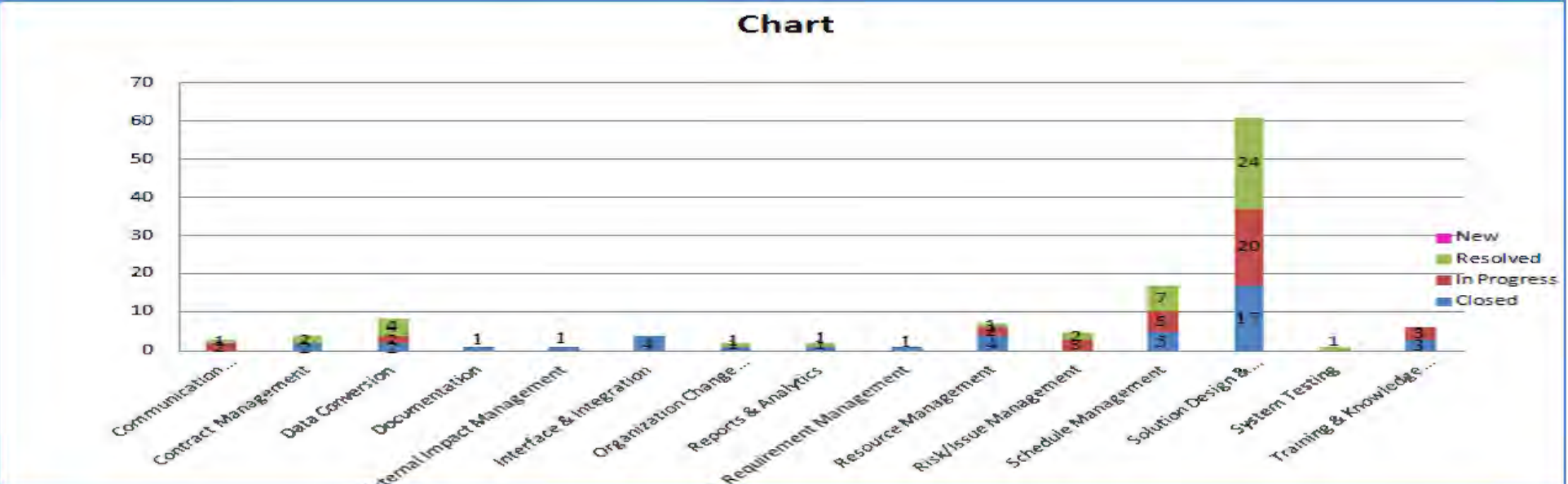
Number of Total Observation, Risk, and Issues



Number of Observation, Risk, and Issues by Status

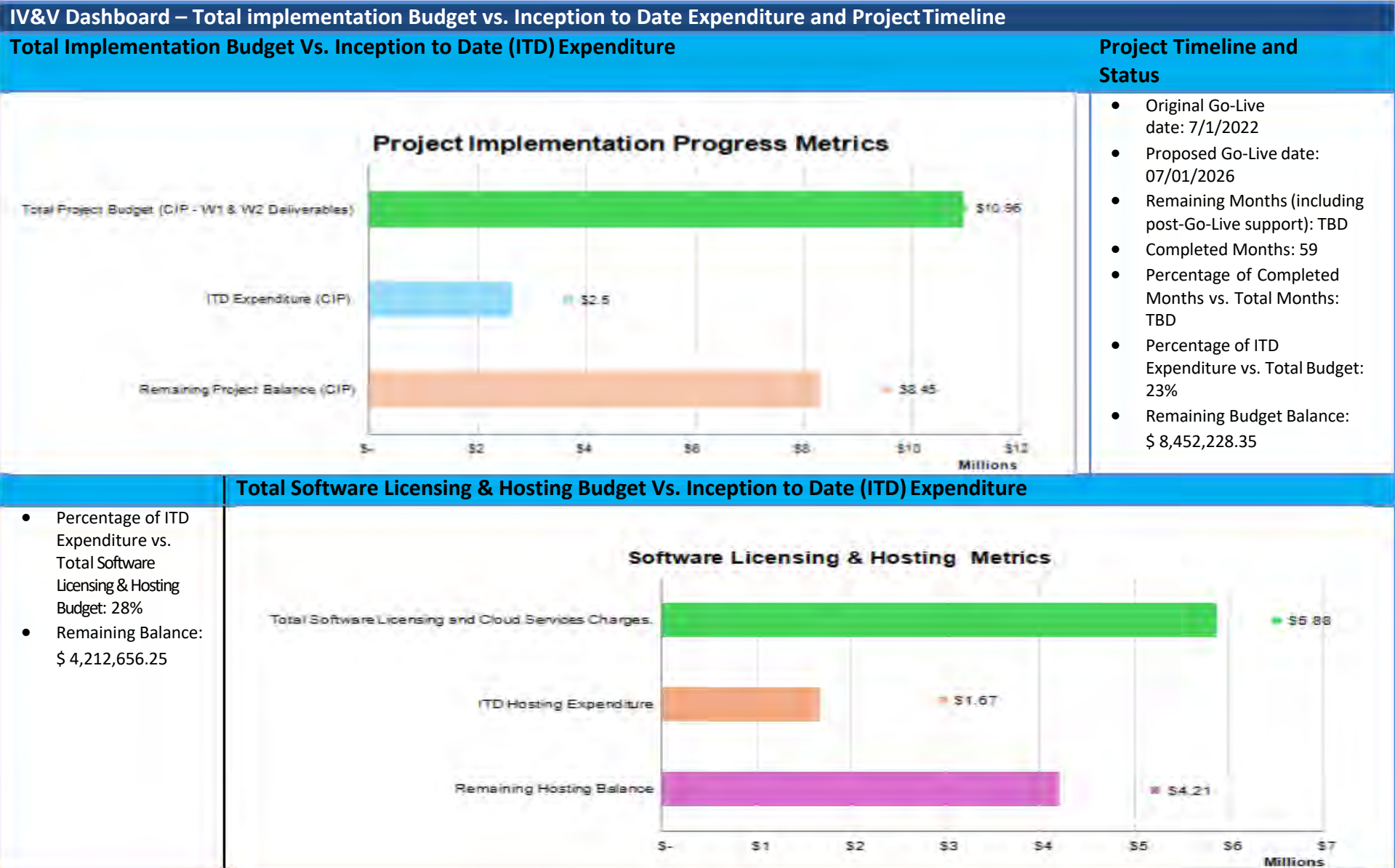


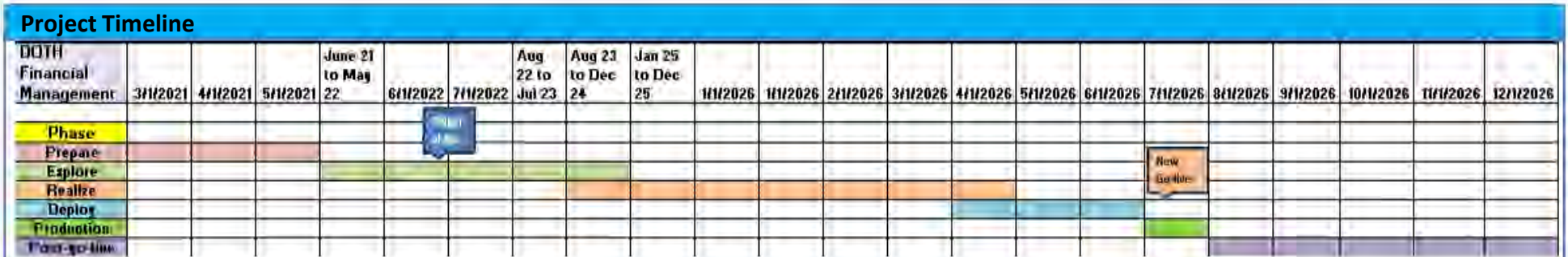
Number of Observation, Risk, and Issues by Subject Category



Section: IV&V Dashboard

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






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  |
|---|---|
| <p><b>ORI ID: I-210531-02</b></p> <p>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.)</p>  |  |
| <p><b>Feedback/Mitigation/ Updates</b></p>  |   |
| <p>It is recommended that SI complete Project Plan/Implementation Schedule as soon as possible.</p> <p>Project Plan/Implementation Schedule Submission History:</p> <p>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.</p> <p>6/3/2021: The New Target Date for Project Plan/Implementation Schedule is set to 6/11/21 by SI.</p> <p>6/14/2021: Updated project plan was submitted by SI but returned to SI due to incompleteness.</p> <p>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</p> <p>9/02/2021: No updates have been submitted to DOTH.</p> <p>9/16/2021: DOTH interviewed an assistant project manager candidate on 9/7/2021.</p> <p>9/30/2021: No updates have been submitted to DOTH.</p> <p>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.</p> <p>10/13/2021: SI Assistant Project Manager submitted the revised project plan and DOTH will hold a review meeting on 10/22/2021.</p> <p>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.</p> <p>11/10/2021: SI Assistant Project Manager submitted the revised project plan and DOTH will hold a review meeting on 11/24/2021.</p> <p>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.</p> <p>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.</p> <p>1/31/2022: No new major update. The document is making incremental progress; however, it is not completed yet.</p> <p>2/28/2022: No new major update. It is still incomplete.</p> <p>3/31/2022: The Assistant Project Manager left H4 implementation project. The Project Manager will continue to work on Project Plan/Implementation Schedule.</p> <p>4/29/2022: No major updates. A new Go-Live date will be set after PDDs are approved by DOTH.</p> <p>5/31/2022, 6/30/2022, 7/31/2022: No major updates.</p> <p>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.</p> <p>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</p> |   |

**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.

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

| Issue  | Impact  |
|--|---|
| <p><b>ORI ID: I-220331-02</b><br/>The Go-Live date of Wave 2 for Budget and Planning has not been set yet.</p> |  |

## 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.

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 misinstructed, 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 DOT.

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 DOT.

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.

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.



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.

D. Subject Category: Risk/Issue Management

| Risk/Issue Management: Observation, Risk, Issue and Feedback/Mitigation  |   |
|--|---|
| Issue  | Impact  |
| <p><b>ORI ID: I-221130-02</b></p> <p>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.</p>   |  |
| Feedback/Mitigation/Updates  |   |
| <p>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.</p> <p>12/31/2022: No major updates.</p> <p>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.</p> <p>3/15/2023: There are 13 unresolved outstanding issues and one new issue found.</p> <p>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.</p> <p>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.</p> <p>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.</p> <p>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.</p> <p>11/30/2023: There are 50 items that need to be reviewed - 23 resolved and 27 in progress.</p> <p>12/31/2023: There are 51 items that need to be reviewed - 25 resolved and 26 in progress.</p> <p>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.</p> <p>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.</p> <p>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.</p> <p>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.</p> |   |

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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.

E. Subject Category: Organization Change Management

| Organization Change Management: Observation, Risk, Issue and Feedback/Mitigation   |   |
|--|---|
| Issue  | Impact  |
| <p><b>ORI ID: I-241226-01</b><br/>                     OCM activity has been on hold and there is no ongoing communication taking place. There is no new OCM lead in the project currently.</p>  |  |
| Feedback/Mitigation/Updates  |   |
| <p>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.</p> <p>1/31/2025: No major updates.</p> <p>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.</p> <p>3/31/2025: There were no OCM activities conducted, apart from those related to the CRP.</p> <p>09/30/2025: OCM Consultant left the project, and we have yet got a new consultant to fulfill this requirement.</p> <p>10/31/2025: There were no OCM activities conducted, apart from those related to the CRP.</p> <p>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.</p> <p>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.</p> <p>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.</p> <p>02/28/2026: Position for OCM Lead remained vacant at the end of February.</p> |   |

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.



**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 DOT staff inquiries about solutions that integrate across two or more functions between H4 modules, DOT 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 DOT 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, DOT 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. DOT 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 fully integrated 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 DOT-H 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 best facilitation.

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 cohesive teamwork.

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 cohesive teamwork. 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 the project.

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 a team.

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 in silos.

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 DOT-H'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 DOT-H's comprehensive requirements are met properly, apparent lack of project management, leadership, and oversight need to be addressed and improved.

5/31/2024: The ongoing challenges resulting from siloed work practices persist, highlighting the urgent need for more effective and efficient project management, leadership, and integrated solutions.

6/30/2024: No major updates.

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

7/31/2024: The need for more effective and efficient project management and integrated solutions is evident as siloed work practices continue to hinder progress.

8/31/2024: During CRP sessions, consultants from related modules have collaborated to discuss and present H4 functionalities and their alignment with requirements. However, the overall solution design has not yet achieved the level necessary to support integrated DOTH requirements. Siloed work practices persist, emphasizing the need for a stronger focus on multi-module, end-to-end integration and project management to ensure cohesive alignment across all modules.

9/30/2024: As CRP sessions continue more collaboration is noticed. However, siloed work practice continues, and the end-to-end multi-module integration will need more effort.

10/31/2024: Continuous effort is needed for collaboration between the modules to ensure tightly integrated solution.

11/30/2024: No progress was made in intra-team communication. As the system is being developed and end-to-end scenarios will impact multiple modules, more coordination and communication are needed to have a properly integrated system.

12/31/2024: As CRPs progress and WRICEF development continues, communication takes place on specific areas that need interaction between the modules. However, a more overarching integrative effort and open communication are needed to ensure seamless collaboration. Meetings often involve the need to consult with other specialists for specific information, highlighting the importance of a structured approach to cross-module coordination.

1/31/2025: Another consultant has left the project, resulting in a gap in institutional knowledge once again. When attrition occurs, a certain level of knowledge transfer is expected to be necessary for the project to get back on track. However, the impact can be minimized through strong coordination and collaboration among consultants with the leadership of the financial and Integration Lead, a role that is currently unavailable yet remains crucial for the project's success. Additionally, maintaining proper meeting documentation as a standard practice, as discussed in I-221130-03, will further support knowledge continuity and project stability.

2/28/2025: No significant improvement or progress in overall collaboration and cross-module communication has been observed.

3/31/2025: It has been observed in multiple meetings that the same information is being repeatedly covered. Combined with the lack of meeting minutes and Summaries', this has become a significant factor hindering the project's progress.

9/30/2025: Three consultants have left the project, resulting in a gap in institutional knowledge once again. When attrition occurs, a certain level of knowledge transfer is expected to be necessary to get the project back on track. However, the impact can be minimized through strong coordination and collaboration among consultants, under the leadership of the financial and Integration Lead.

10/31/2025: More coordination and collaboration were present during the CRP sessions.

11/30/2025: Out of 21 functional meetings and CRPs in November, five had LSI cross functional participation.

12/31/2025: Total 2 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.

## 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 DOTD 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, DOTD yet to access the new Cloud ALM solutions.

11/30/2025: SI agreed to implement the BTP solutions for the IS suite. This is the replacement of PO/PI tool.

12/31/2025: Change Order for BTP/IS solutions was approved by DOTD in December.

01/31/2026: No major update.

02/28/2026: No major update.

**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**

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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 DOTM 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 DOTM 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.

12/31/2025: No major update.

01/31/2026: No major update.

02/28/2026: No major update.

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

#### Observation

##### ORI ID: O-240926-04

DOTM 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.

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

| Requirement Management: Observation, Risk, Issue and Feedback/Mitigation  |   |
|---|---|
| Risk  | Impact  |
| <p><b>ORI ID: R-230228-01</b></p> <p>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.</p>  |  |
| Feedback/Mitigation/Updates   |   |
| <p>It is recommended that the H4 Project Team work on detailed and complete discovery of DOTH requirements without postponing any elements to development and testing. All the details should be discovered by the completion of FSDs. This also impacts Quality Management.</p> <p>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 and detailed.</p> <p>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.</p> <p>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.</p> <p>7/31/2023: No major updates.</p> <p>8/31/2023: It is advisable to identify and document all specific details within FSDs at this stage rather than deferring them to the integration testing phase. Reviewing FSDs continues to pose difficulties due to the fragmented and isolated presentation of information. Furthermore, understanding the logic can be quite challenging, particularly due to the limited understanding of SAP processes and functions.</p> <p>9/30/2023: No major updates.</p> <p>10/31/2023: No major updates.</p> <p>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&amp;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 the project.</p> <p>12/31/2023: No major updates as fewer meetings are taking place due to resource departures.</p> <p>1/31/2024: A thorough discovery of processes and requirements for FM, GM, and FHWA is currently underway. 2/29/2024: No major updates.</p> <p>3/31/2024: No major updates.</p> <p>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.</p> |   |

**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.

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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). DOTM had questions on the CDDs; however, not all modules contained detailed enough answers for DOTM to understand them. Through the CDD review sessions and updates on CDD, the issues are being resolved. DOTM approved all of the CDD documents.

**Feedback/Mitigation/Updates**

LSI will do a walkthrough of the Configuration Design Document with DOTM in the upcoming meetings. It is recommended that LSI provide enough details in CDDs and in responses to the questions for DOTM 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 LSI and DOTM 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 DOTM and LSI 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: LSI mentioned that once CRP sessions are completed CDD will make progress.

1/31/2025: A few CDDs have been updated and submitted to DOTM 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 DOTM and approved by DOTM.

10/31/2025: 95 percent of the CDD review done by DOTM and approved by DOTM.

11/30/2025: All CDD's are approved by DOTM.

12/31/2025: No Major Update.

01/31/2026: No Major Update.

02/28/2026: 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.



**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.

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.

J. Subject Category: Reports and Analytics

| Reports and Analytics: Observation, Risk, Issue and Feedback/Mitigation  |   |
|--|---|
| Risk   | Impact  |
| <p><b>ORI ID: R-221130-03</b></p> <p>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.</p>  |  |
| Feedback/Mitigation/Updates  |   |
| <p>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.</p> <p>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.</p> <p>4/30/2023: Reports are constantly undergoing new discoveries.</p> <p>5/31/2023: Further details about the reports have been uncovered and discussed.</p> <p>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.</p> <p>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.</p> <p>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.</p> <p>12/31/2023: Reports discussions are continuing and finding additional details for the requirements.</p> <p>1/31/2024: Discussions regarding reports are ongoing; meanwhile, further details about the requirements are being discovered. 2/29/2024: No major updates.</p> <p>3/31/2024: No additional reports-related FSDs were submitted, nor standard reports were discussed.</p> <p>4/30/2024: Discussions about the reports including FSDs continue, and new details about the requirements are emerging.</p> <p>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.</p> <p>8/31/2024: Additional details throughout various modules are discussed and discovered along with WRICEF reports.</p> |   |

**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.

K. Subject Category: Data Conversion

| Data Conversion: Observation, Risk, Issue and Feedback/Mitigation  |   |
|--|---|
| Risk   | Impact  |
| <p><b>ORI ID: R-221130-04</b></p> <p>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.</p>   |  |
| Feedback/Mitigation/Updates  |   |
| <p>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.</p> <p>12/31/2022: Data conversion discussions are making progress. However, familiarity of H4 terminologies, functions, and processes by DOTD will be needed to adequately review and complete data conversion FSDs.</p> <p>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.</p> <p>2/28/2023: Data conversion discussions have been held and are making progress.</p> <p>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 DOTD's better understanding and preparation.</p> <p>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.</p> <p>5/31/2023: More details and information regarding Data conversion have been found and discussed.</p> <p>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.</p> <p>7/31/2023: No major updates.</p> <p>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.</p> <p>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.</p> <p>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.</p> <p>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.</p> <p>12/31/2023: No major updates.</p> |   |

**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: DOTD 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.

L. Subject Category: Documentation

| Documentation: Observation, Risk, Issue and Feedback/Mitigation   |   |
|---|---|
| Issue   | Impact  |
| <p><b>ORI ID: I-221130-03</b></p> <p>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.</p> |  |

| Documentation: Observation, Risk, Issue and Feedback/Mitigation   |
|---|
| Feedback/Mitigation/Updates   |
| <p>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.</p> <p>12/31/2022: No major updates.</p> <p>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.</p> <p>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.</p> <p>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 tracking their own tasks--to share with DOTH and have a cohesive follow up for the various meetings that are taking place.</p> <p>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.</p> <p>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.</p> <p>6/30/2023: No major updates.</p> <p>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.</p> <p>8/31/2023: No major updates.</p> <p>9/30/2023: No major updates.</p> <p>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.</p> <p>11/30/2023: No progress has been made.</p> <p>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.</p> |

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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.

M. Subject Category: Training and Knowledge Transfer

**Training and Knowledge Transfer: Observation, Risk, Issue and Feedback/Mitigation**

| Issue   | Impact  |
|---|---|
| <p><b>ORI ID: I-221031-01</b><br/>                     DOTH project team members have not been sufficiently provided instruction and training to actively access H4 and familiarize themselves with H4 functions and processes.</p> |  |

**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.

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

| Meeting ID   | Start Date | Subject  | Description  |
|--------------|------------|--|--|
| MFEB2026-001 | 2026-02-02 | Renew the contract terms with DOTD every year.               | A meeting held to discuss Renew the contract terms with DOTD every year.               |
| MFEB2026-002 | 2026-02-02 | Discuss Dec Report   | A meeting held to discuss Dec Report   |
| MFEB2026-003 | 2026-02-02 | cont'd - Discuss JV Journal Entry and FAMIS Integration CRP  | A meeting held to discuss cont'd - Discuss JV Journal Entry and FAMIS Integration CRP  |
| MFEB2026-004 | 2026-02-02 | cont'd - Discuss JV Journal Entry and FAMIS Integration CRP  | A meeting held to discuss cont'd - Discuss JV Journal Entry and FAMIS Integration CRP  |
| MFEB2026-005 | 2026-02-03 | Weekly Federal Billing & Project Systems - 5th Floor & Teams | A meeting held to discuss Weekly Federal Billing & Project Systems - 5th Floor & Teams |
| MFEB2026-006 | 2026-02-03 | HCM CRP  | A meeting held to discuss HCM CRP  |
| MFEB2026-007 | 2026-02-04 | cont'd - Discuss Data for AR CRP                             | A meeting held to discuss cont'd - Discuss Data for AR CRP                             |
| MFEB2026-009 | 2026-02-04 | cont'd - Discuss JV Journal Entry and FAMIS Integration CRP  | A meeting held to discuss cont'd - Discuss JV Journal Entry and FAMIS Integration CRP  |
| MFEB2026-010 | 2026-02-04 | Job Authorization Solution                                   | A meeting held to discuss Job Authorization Solution                                   |
| MFEB2026-011 | 2026-02-04 | Discuss Procure to Pay and EGS Processes for CRPs            | A meeting held to discuss Procure to Pay and EGS Processes for CRPs                    |
| MFEB2026-013 | 2026-02-05 | Weekly Federal Billing & Project Systems - 5th Floor & Teams | A meeting held to discuss Weekly Federal Billing & Project Systems - 5th Floor & Teams |
| MFEB2026-014 | 2026-02-05 | H4 Weekly PMO Meeting  | A meeting held to discuss H4 Weekly PMO Meeting  |

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| Meeting ID   | Start Date | Subject   | Description   |
|--------------|------------|---|---|
| MFEB2026-015 | 2026-02-05 | Discuss FAMIS Test System for the PO and Payment encumbrances Testing     | A meeting held to discuss FAMIS Test System for the PO and Payment encumbrances Testing     |
| MFEB2026-016 | 2026-02-05 | Discuss Petty Cash CRPs   | A meeting held to discuss Petty Cash CRPs   |
| MFEB2026-018 | 2026-02-06 | Discuss Removal of Recon Report for DMR to H4 Timesheets and TM & PY CRPs | A meeting held to discuss Removal of Recon Report for DMR to H4 Timesheets and TM & PY CRPs |
| MFEB2026-019 | 2026-02-06 | Technical Demo - FA-E004  | A meeting held to discuss Technical Demo - FA-E004  |
| MFEB2026-020 | 2026-02-06 | Discuss Datamart & FAMIS Test System for the PO and Payment Testing       | A meeting held to discuss Datamart & FAMIS Test System for the PO and Payment Testing       |
| MFEB2026-021 | 2026-02-09 | Discuss H4 - HIP interface & DMR Recon Report                             | A meeting held to discuss H4 - HIP interface & DMR Recon Report                             |
| MFEB2026-023 | 2026-02-09 | AR CRP  | A meeting held to discuss AR CRP  |
| MFEB2026-024 | 2026-02-10 | Weekly Federal Billing & Project Systems - 5th Floor & Teams              | A meeting held to discuss Weekly Federal Billing & Project Systems - 5th Floor & Teams      |
| MFEB2026-025 | 2026-02-10 | Discuss Datamart & FAMIS for H4 PO and Payment Testing                    | A meeting held to discuss Datamart & FAMIS for H4 PO and Payment Testing                    |
| MFEB2026-027 | 2026-02-11 | H4 Weekly PMO Meeting   | A meeting held to discuss H4 Weekly PMO Meeting   |
| MFEB2026-029 | 2026-02-12 | Discuss WRICEF Recon  | A meeting held to discuss WRICEF Recon  |
| MFEB2026-030 | 2026-02-12 | Discuss DL #37  | A meeting held to discuss DL #37  |
| MFEB2026-033 | 2026-02-12 | AR CRP  | A meeting held to discuss AR CRP  |
| MFEB2026-034 | 2026-02-13 | JA Process Design Meeting - 5th Floor                                     | A meeting held to discuss JA Process Design Meeting - 5th Floor                             |
| MFEB2026-035 | 2026-02-13 | DOTH SAC Licenses   | A meeting held to discuss DOTH SAC Licenses   |
| MFEB2026-036 | 2026-02-17 | Weekly Federal Billing & Project Systems - 5th Floor & Teams              | A meeting held to discuss Weekly Federal Billing & Project Systems - 5th Floor & Teams      |

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| Meeting ID   | Start Date | Subject  | Description  |
|--------------|------------|--|--|
| MFEB2026-037 | 2026-02-17 | Discuss updates to AR CRP open Issues                        | A meeting held to discuss updates to AR CRP open Issues                                |
| MFEB2026-038 | 2026-02-17 | Weekly FM Meeting  | A meeting held to discuss Weekly FM Meeting  |
| MFEB2026-040 | 2026-02-18 | Discuss SWV Batch Enhancement                                | A meeting held to discuss SWV Batch Enhancement  |
| MFEB2026-042 | 2026-02-18 | Weekly MVSO meeting  | A meeting held to discuss Weekly MVSO meeting  |
| MFEB2026-044 | 2026-02-18 | Discuss WRICEF Recon   | A meeting held to discuss WRICEF Recon   |
| MFEB2026-045 | 2026-02-18 | Discuss updates to AR CRP open Issues                        | A meeting held to discuss updates to AR CRP open Issues                                |
| MFEB2026-047 | 2026-02-19 | CRP feedback   | A meeting held to discuss CRP feedback   |
| MFEB2026-048 | 2026-02-19 | Weekly Federal Billing & Project Systems - 5th Floor & Teams | A meeting held to discuss Weekly Federal Billing & Project Systems - 5th Floor & Teams |
| MFEB2026-049 | 2026-02-19 | Discuss updates DL# 37                                       | A meeting held to discuss updates DL# 37   |
| MFEB2026-050 | 2026-02-23 | Discuss HIP to H4 payroll interface                          | A meeting held to discuss HIP to H4 payroll interface                                  |
| MFEB2026-051 | 2026-02-24 | Discuss Updated GL Journal Entry End to End CRP files        | A meeting held to discuss Updated GL Journal Entry End to End CRP files                |
| MFEB2026-052 | 2026-02-24 | Discuss GL   | A meeting held to discuss GL   |
| MFEB2026-053 | 2026-02-24 | Weekly Federal Billing & Project Systems - 5th Floor & Teams | A meeting held to discuss Weekly Federal Billing & Project Systems - 5th Floor & Teams |
| MFEB2026-054 | 2026-02-24 | cont'd - JA FSD Design Meeting - 1st Floor                   | A meeting held to discuss cont'd - JA FSD Design Meeting - 1st Floor                   |
| MFEB2026-055 | 2026-02-25 | Discuss Budget   | A meeting held to discuss Budget   |
| MFEB2026-056 | 2026-02-25 | FW: Data for H4 Migration Testing                            | A meeting held to discuss FW: Data for H4 Migration Testing                            |

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| Meeting ID   | Start Date | Subject  | Description  |
|--------------|------------|--|--|
| MFEB2026-057 | 2026-02-25 | Pcard processes in flight invoices and PRs at Go Live                          | A meeting held to discuss Pcard processes in flight invoices and PRs at Go Live                  |
| MFEB2026-058 | 2026-02-26 | Discuss Payroll Reconciliation Report FSD GL-R004                              | A meeting held to discuss Payroll Reconciliation Report FSD GL-R004                              |
| MFEB2026-059 | 2026-02-26 | Discuss CO #27 - AP & 1099s  | A meeting held to discuss CO #27 - AP & 1099s  |
| MFEB2026-060 | 2026-02-27 | Discuss contract   | A meeting held to discuss contract   |
| MFEB2026-061 | 2026-02-28 | Discuss CO #29 and CO #28 - Removal of EGS-C001, EGS-E001, PO-E001 and PO-R010 | A meeting held to discuss CO #29 and CO #28 - Removal of EGS-C001, EGS-E001, PO-E001 and PO-R010 |

**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       |      |

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|         |  |  |              |           |  |
|---------|--|--|--------------|-----------|--|
| IVV5.03 | Verification and Validation of Project Deliverables<br>- Business Process Organizational Change<br>Management (OCM) Plan | Business Process<br>Organizational Change<br>Management (OCM) Plan | Wave 1 / #12 | 10/6/2021 |  |
|---------|--|--|--------------|-----------|--|

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| <b>IV&amp;V Deliverables and Reports Completed</b> |   |                                       |                         |                        |             |
|--|---|---------------------------------------|-------------------------|------------------------|-------------|
| <b>IV&amp;V ID</b>                                 | <b>IV&amp;V Deliverable Name</b>  | <b>SI Deliverable Name</b>            | <b>SI Wave / Seq ID</b> | <b>Submission Date</b> | <b>Note</b> |
| 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              |             |

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| <b>IV&amp;V Deliverables and Reports Completed</b> |   |                                    |                         |                          |   |
|--|---|------------------------------------|-------------------------|--------------------------|---|
| <b>IV&amp;V ID</b>                                 | <b>IV&amp;V Deliverable Name</b>  | <b>SI Deliverable Name</b>         | <b>SI Wave / Seq ID</b> | <b>Submission Date</b>   | <b>Note</b>   |
| 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 DOT. |
| 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                |   |

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| <b>IV&amp;V Deliverables and Reports Completed</b> |  |  |                         |                        |             |
|--|--|--|-------------------------|------------------------|-------------|
| <b>IV&amp;V ID</b>                                 | <b>IV&amp;V Deliverable Name</b>   | <b>SI Deliverable Name</b>                                   | <b>SI Wave / Seq ID</b> | <b>Submission Date</b> | <b>Note</b> |
| 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              |             |

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| <b>IV&amp;V Deliverables and Reports Completed</b> |  |  |                         |                        |   |
|--|--|--|-------------------------|------------------------|---|
| <b>IV&amp;V ID</b>                                 | <b>IV&amp;V Deliverable Name</b>   | <b>SI Deliverable Name</b>   | <b>SI Wave / Seq ID</b> | <b>Submission Date</b> | <b>Note</b>   |
| 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             |   |

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|         |  |     |     |            |  |
|---------|--|-----|-----|------------|--|
| 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 |  |
| IVV4.53 | Monthly Project Assessment Report (Feb 2026) | N/A | N/A |            |  |
|         |  |     |     |            |  |

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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<br>-Configuration of Testing Environment  | Configuration of Testing Environment  | Wave 1 / #39     | TBD                       |      |
| IVV5.28   | Verification and Validation of Project Deliverables<br>-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<br>-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<br>-Testing Plan  | Testing Plan  | Wave 1 / #41     | TBD                       |      |
| IVV5.34   | Verification and Validation of Project Deliverables<br>-Initial data conversion   | Initial Data Conversion   | Wave 1 / #43     | TBD                       |      |
| IVV5.30   | Verification and Validation of Project Deliverables<br>-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<br>-Integration Testing   | Integration Testing   | Wave 1 / #44     | TBD                       |      |
| IVV5.36   | Verification and Validation of Project Deliverables<br>-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<br>-Technical Final Documentations  | Technical Final Documentations  | Wave 1 / #46     | TBD                       |      |
| IVV5.38   | Verification and Validation of Project Deliverables<br>-Final System testing of each System module  | Final System testing of each System module  | Wave 1 / #48     | TBD                       |      |

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| 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<br>-Test results Report                     | Test results Report                     | Wave 1 / #49     | TBD                       |      |
| IVV5.40   | Verification and Validation of Project Deliverables<br>-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 <b>Low</b> 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. |

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|               |   |   |
|---------------|---|---|
| <b>Medium</b> |  | A priority of <b>Medium</b> 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.   |
| <b>High</b>   |  | A priority of <b>High</b> 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**

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

**C. Subject Category Definition**

| <b>Subject</b>     | <b>Subject Category</b> | <b>Description</b>   |
|--------------------|-------------------------|--|
| 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.                              |

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| 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. |   |

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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 |

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| <b>Term/Acronym</b> | <b>Definition</b>  |
|---------------------|--|
| 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   |

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| <b>Term/Acronym</b> | <b>Definition</b>                                  |
|---------------------|--|
| 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        |

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| <b>Term/Acronym</b> | <b>Definition</b>  |
|---------------------|--|
| 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  |

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| <b>Term/Acronym</b> | <b>Definition</b>   |
|---------------------|---|
| 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              |











# STATE OF HAWAII, DEPARTMENT OF TRANSPORTATION, HIGHWAYS

## Observation, Risk, and Issues List – Closed

| ORI ID   | Type  | Phase   | Issue Description   | Created By     | Date Created | Priority | Target Resolution Date | Assignee to            | Issue Owner    | Analysis Target Date | Resolution   | Work Status        | Category                        | Due Date Closed | Comments   | Documents   |
|----------|-------|---------|---|----------------|--------------|----------|------------------------|------------------------|----------------|----------------------|--|--------------------|---------------------------------|-----------------|--|---|
| OR214371 | Issue | Explore | Designing for DOTM systems to comply with the current state environment will likely have impacts for the future DOTM current designs.   | John Macdonald | 6/24/2021    | Low      | 9/30/2021              | Mary Raymond           | John Macdonald | 9/30/2021            | Functional teams will be designing the systems as if currently exists or if the State is in the process of procuring a new ERP system but the timing will likely be to let into the future.  | Finance            | Solution Design & Configuration | 11/10/2021      |  |   |
| OR214377 | Issue | Explore | Reduced availability of fiscal and job & budget data to statutory mandated fiscal year end close and audit activities. This was discovered during project research and scoping.   | John Macdonald | 6/30/2021    | Medium   | 9/30/2021              | John Macdonald/Ron Lee | John Macdonald | 9/30/2021            | PMO will maintain the availability so it can let us on as part of the project timeline.  | Project Management | Contract Management             | Closed 8/20/21  |  |   |
| OR214483 | Issue | Explore | State implementation and impact on UCOA planned design.   | John Macdonald | 7/20/2021    | High     | 9/30/2021              | Mary Raymond           | John Macdonald | 9/30/2021            | Meeting to discuss UCOA has been scheduled with DAGS. Initial discussion with DAGS scheduled for 8/12/2021.<br><br>Revised update on 12/2/21<br>DOTM has approved a UCOA design request by their own SAP implementation. The State proposed UCOA is not a design that DAGS may or may not implement in their own systems. DOTM will have a meeting with DAGS to discuss the UCOA design request.   | Finance            | Schedule Management             | 3/26/2022       | DOTM needs to move forward with its chart of account design and align it closely with UCOA with DOTM business requirements primary. Before finalization there will be a need to conduct further on meetings and discussions. It was noted that UCOA the current contract has limitations with the structure of the Funds that will likely be modified as they move into this implementation. |   |
| OR214483 | Risk  | Explore | Customer's measurement level of 5:22 that represents business level to be raised.   | John Macdonald | 8/27/2021    | Medium   | 9/30/2021              | Ron Lee/Tiffany Lee    | John Macdonald | 9/25/2021            | DOTM was doing research. According to DOTM if that will be available to support the project.   | Project Management | Contract Management             | 3/26/2022       | PMO from DOTM and LSI will assist the topic and submit to PMO.   |   |
| OR214484 | Issue | Explore | Users asking when can DOTM review the solution design for DOTM's overall financial requirement?   | Ron Lee        | 9/9/2021     | Medium   | 9/30/2021              | John Macdonald         | 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 DOTM data. DOTM should provide scenarios.  | Finance            | Solution Design & Configuration | 5/4/2022        | Duplicate of #7.   |   |
| OR214448 | Issue | Explore | Users asking when can DOTM review the solution design for DOTM's checks requirement?  | Ron Lee        | 9/9/2021     | Medium   | 9/30/2021              | John Macdonald         | 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 DOTM data. DOTM should provide scenarios.<br>9/16/21 Meeting with DAGS on 9/16/21. GE interface has been removed due to technical limitation of current FAMES interface program cannot accept IV interface data from BI.   | Finance            | Solution Design & Configuration | 5/4/2022        | Duplicate of #7.   | DOTM FPOD_FISC_Pmk and Post IV  |
| OR214448 | Issue | Explore | Users asking when can DOTM review the solution design for DOTM's AP interface to FAMES requirement?   | Ron Lee        | 9/9/2021     | Medium   | 9/30/2021              | John Macdonald         | 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 DOTM data. DOTM should provide scenarios.<br>9/16/21 High level FAMES payment interface design is documented in the AP PDD. Detailed design will be documented in Functional Specification and Technical Specification.  | Finance            | Solution Design & Configuration | 5/19/22         | High level FAMES payment interface design is documented in the AP PDD. Detailed design will be documented in Functional Specification and Technical Specification.   | DOTM FPOD_FISC_Manage AP Postlog, Ongoing Payments and FAMES Payment Interface  |
| OR214448 | Issue | Explore | Users asking why system remains are trying to build customer data, custody Balts, system design factors remaining at (DOTM) requirements.   | Ron Lee        | 9/9/2021     | Medium   | 9/30/2021              | John Macdonald         | Ron Lee        | 9/16/2021            | Users will use the solution in the DOTM Tax System.<br>Mainline data is part of the overall design.  | Project Management | Solution Design & Configuration | 5/19/22         | 5/19/22 - We build the Budget, consisting of Enterprise Structure, Master Data Design and Process Design Documents in a consistent in that hold from one another. We have agreement with DOTM and LSI on the approach of these deliverables to keep forward momentum of the project. This was signed on 4/19/21.   |   |
| OR214448 | Issue | Explore | Check Logic is asking for guidance on legacy data cleanup beyond what is in the "Customer list distribution" spreadsheet.   | Ron Lee        | 3/9/2021     | Medium   | 9/30/2021              | John Macdonald         | Ron Lee        | 9/16/2021            | Meeting scheduled with Check on 9/14   | Project Management | Schedule Management             | 5/19/22         | Action and activities discussed and to begin working on cleaning of data. 4/29/22 - Any open items here?   |   |
| OR214448 | Issue | Explore | The current requirement for Cash Funds Check is specified in requirements AP01, GE-021, P0051, P0054, P0074, P0075, T1207. It was contained in the 9/14 Core Lighting and FERA funding section that this requirement cannot be met with standard SAP functionality. The LSI proposal response to meet the cash funds check requirement in enhancement and/or customization and should be included in the 9/15/2021. | Ron Lee        | 9/15/2021    | Medium   | 9/15/2021              | Theresa Coulton        | Ron Lee        | 9/23/2021            | The issue is cash checking at the time of Contract encumbrance. Further discussion is next week playback, system. Currently 9/23/21.<br>9/23/21<br>1. AP011, GE021 are met with check upload or line of payment.<br>2. T1207 can be met for cash balance checking. DOTM always stores cash to correct below in current process. The question is how to we meet the SAP user group's ability and before the posting time get to DOTM since SAP is the system of record for payment.<br>3. P0051, P0054, P0074, P0075 are all part of a list of requirement on a purchase requisition. Funds checking against the appropriation in the IVV checking against DOTM approved budget. Cash appropriation is not a budget but actual cash which is checked in IVV transaction. P-Flag is an inconsistency therefore the funds control from an appropriation budget is checked. Cash is checked at that point. | Finance            | Solution Design & Configuration | 5/19/22         | 5/19/22 - Check has been signed to meet.<br>5/19/22 - Cash is not in SAP but in FAMES. Encumbr cash will be required to custom table in SAP and a report developed to compare Encumbr cash to SAP cash. It was agreed upon at 4/14/22 meeting.   | DOTM FPOD_FISC_Manage AP Postlog, Ongoing Payments and FAMES Payment Interface<br><br>DOTM FPOD_FISC_Manage Cash-Basis Accounting and Cash Availability Control |
| OR217445 | Issue | Explore | Cash Management requirements - only reconciliation solution is needed in the near.  | Ron Lee        | 6/16/2021    | Medium   | 4/14/2022              | Theresa Yau            | Ron Lee        | 6/16/2021            | Cash reconciliation will be done via system reconciliation report at the Cash account and Appropriation level. Cash balances in BI will be compared with cash balances in Encumbr with the same date comparison either needs to be Cash Account, Appropriation, Budget Date, Period or other account requirement details. Encumbr data will be exported into BI and closed in system table via scheduled batch job. Detailed design specification will be documented on the Functional Specification and Technical Specification.  | Finance            | Schedule Management             | 5/4/2022        | Discussed in the AP Open Item review session on 6/16/21.   | DOTM FPOD_FISC_Manage Accounts Payable Payment, Ongoing Payments and FAMES Payment Interface  |
| OR220440 | Issue | Explore | DOTM needs to clarify the GE042 requirement.  | Ron Lee        | 9/22/2021    | Medium   | 5/4/2022               | John Macdonald         | Ron Lee        | 9/22/2021            | Will be reviewed by LSI team. 10/5 DOTM Please provide questions.  | Finance            | Requirement Management          | 5/4/2022        | 5/4/2022 - met with LSI team for process.  | DOTM FPOD_FISC_EX011<br>DOTM FPOD_FISC_Pmk and Post IV<br>DOTM FPOD_FISC_Manage Cash-Basis Accounting and Cash Availability Control                             |
| OR214440 | Issue | Explore | SAP AP payment process needs to be reviewed and defined with DOTM's roles and responsibilities. i.e. Need to clarify who owns payment proposal to payment vendor.   | Ron Lee        | 9/22/2021    | Medium   | 5/4/2022               | John Macdonald         | Ron Lee        | 9/22/2021            | Will be reviewed by LSI team.  | Finance            | Interface & Integration         | 5/4/2022        | 5/4/2022 - Clarified in PDD.   | DOTM FPOD_FISC_Manage Accounts Payable Payment, Ongoing Payments and FAMES Payment Interface  |

# STATE OF HAWAII, DEPARTMENT OF TRANSPORTATION, HIGHWAYS

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|----------|-------|---------|--|-----------------|------------|--------|-----------|----------------------------|---------|--|---------------------------------|---------------------------------|--|---|---|
| OR124443 | Issue | Explore | DOTH needs to make a decision on each 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                         | Schedule Design & Configuration | 5/4/2022   | DOTH will manage available cash throughout the contract process via custom report   | DOTH PDD, PDD_Mange AP Paying, Offing Payments and FAMS Payment Interface<br><br>DOTH PDD_PCM_Mange Cash-Basis Accounting and Cash Availability Control |
| OR124443 | 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  | Stevinda                   |         | Will be reviewed by LSI team.  | Procurement                     | Schedule Design & Configuration | 5/4/2022   | 5/4/22 - Initiated in PDD   | DOTH Process Design Document Contracts  |
| OR124443 | Risk  | Explore | Users asking when can DOTH review the SAP standard reports by each business unit?  | Ron Lee         | 9/22/2021  | Medium | 5/4/2022  | John Marcinko              |         | Standard reports review was conducted by Mary Ransum.  | Finance                         | Reports & Analytics             | 5/4/2022   | 5/4/22 - This will be part of the resolution phase. PDD address reports based on the requirements and identifies 'WHERE' where applicable. DOTH can dive into standard reporting after ITCT after configuration has been tested and data has been converted.  |   |
| OR124443 | Issue | Explore | Most of the playback scenarios are constructed based on a high level To-Be process flow. Users are asking if LSI consultants can address each requirement first and then determine 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 RIM.   | Finance                         | Training & Knowledge Transfer   | 3/22/2022  | 5/4/22 - Addressed in playback scenarios based on feedback from DOTH. Many system details have been provided by user in Shadow for all the PDDs. Processes will be tested in Shadow with DOTH. There are no training guides available to the GoLive system which the Shadow tool has. Previous Project Team Training materials that were shared in early May can be referred to as well as the recorded session.  |   |
| OR124443 | Issue | Explore | Users are asking if LSI can provide SAP standard training guides that DOTH can follow when accessing Shadow for self-training purposes?  | Ron Lee         | 9/22/2021  | Medium | 5/4/2022  | John Marcinko              |         | There are no training guides available to the GoLive system which the Shadow tool has. 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   | 5/4/2022   | 5/4/2022 - Opened 9/22/2021 Previously provided the two web sites to get information on SAP. For SAP Training (openSAP and SAP Easy Path) 4/30/22. 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 making a decision on the contents of this plan to address the deliverable.   |   |
| OR124443 | Issue | Explore | Finalization of the Chart of Account   | John Marcinko   | 9/22/2021  | Medium | 9/28/2021 | Mary Ransum                |         | Finalization of the chart of accounts needs to be completed by DOTH. Follow up workshop and review with DOTH will be scheduled for week of 9/27.   | Finance                         | Schedule Management             | 9/28/2021  | 5/4/22 - End user training materials will be DOTH specific. There will be both not delivered as part of Shadow phase.<br>12/20/2021 Chart of accounts will be based on the UCOA<br>12/20/2021 DOTH creating chart of accounts, 7 digit, following best practice design but including Object code in number  |   |
| OR124448 | Issue | Explore | Interface support with JED concerns 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 affected.  | John Marcinko   | 9/28/2021  | Low    | 5/4/2022  | Ron Lee                    | Ron Lee | Need governance between cases for FAMS, RFP, and FAS interfaces on data conversion supports ASAP.  | Project Management              | External Support Management     | 5/4/2022   | Not sufficient detail, if more details are known, we can open. Transactions specs should address any requirements identified to date.   |   |
| OR124447 | Risk  | Explore | Cannot access a complete manual from support.sap.com. It only allows me partial download. It shows "You cannot exceed 100 bytes" when I try to access a complete user guide by website such as GC, 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         | 10/11/2021 | Medium | 4/9/2022  |                            |         | 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-sufficient with respect to access and use of the System. | Project Management              | Documentation                   | 4/9/2022   | 5/4/22 - support.sap.com provides general help by user.<br><br>We will develop DOTH and user specific training materials during Shadow phase.<br>12/28/21 - No Manual has been provided.<br>12/28/21 - LSI to review training from Sept 2021 to see what can be provided.<br>4/9/22 - Ron agreed that this has been addressed.  | Risk to forward sample document from Learning Hub (COC and course materials)  |
| OR124447 | Risk  | Explore | No training has been provided on how to use the support.sap.com website to access documentation and reference materials.   | Ron Lee         | 10/9/21    | Low    | 4/9/2022  | Mary Ransum                |         | Request submitted to schedule a meeting for Mary Ransum to conduct a walk through of the support website. This should be for a limited group.  | Project Management              | Schedule Management             | 4/9/2022   | 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 making a decision on the contents of this plan to address the deliverable.<br>12/28/21 - LSI to review training from Sept 2021 to see what can be provided.<br>4/9/22 - This item can be closed based on Ron stating the training has been addressed.   | Training provided in Sept 2021. Session was recorded.   |
| OR124447 | Risk  | Explore | 10/26/2021 - As discussed in the PMO, Tammy requests Neg and Stevinda prepare a more detailed presentation that she can review with the DEs and OAs to get their approval for the PM. The presentation would be similar to the one Patrick did for budgeting decision regarding moving Budget (Appropriation) Documents. DOTH needs more detailed information on the implications of implementing Plant Maintenance to meet District requirements as an alternative to linking the proposed interface to AS400 to use existing AS400 functions to meet requirements. The process flows presented do not follow LSI project standards and lack review issues to understand change management issues. What is the difference between a work order and a notification?<br>What are order types? What kind of reporting data can come out of a work order?<br>What kinds of data can be captured in a work order?<br>Location - where does equipment usage come from? - weather conditions - order<br>How do you finance work orders (using asset)? Will the work order replace our 5-type charge codes? Will one work order = 1 type charge code?<br>How are work order costs collected? Semi-monthly? Monthly? Yearly? Are there any workflows involved with work orders?<br>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? | Debbie Brighton | 10/9/21    | Medium | 5/4/2022  | Stevinda Oom<br>Neg Venkat |         | See comments   | Procurement                     | Interface & Integration         | 5/4/2022   | 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?<br>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 will reference a Notification. What is order type? Answer/Order type for a work order can be differentiated for different work (the preventive maintenance or breakdown maintenance, Emergency, Lockdown workorder, Traffic Signal Maintenance, Move 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 id work orders for a period can be drawn as a standard report - where does? Answer/Manhours used and cost associated with manhours (including OTC can be drawn for the work order reports - equipment usage hours? Answer/Manhours for equipment usage can be drawn by location for a period for all work orders. For Equipment Maintenance, equipment use work order will be used to record the costs incurred. For Maintenance workorders, where a specific equipment is used, usage in terms of sales hours are captured - materials used? Answer/Work order will contain materials used reports, other How do you finance work orders being used?<br>Answer/Best practice is to create work order before work is performed and estimate costs and compare estimates to actuals later on.<br>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 = 1 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 into the other records 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. |   |
| OR124441 | Issue | Explore | SDP Product director, Should SDP be implemented or should a successor product be implemented?  | Trudie          | 9/7/2021   | Medium | 5/8/2022  | Ron Lee<br>Tammy ke        |         |  | Schedule Design & Configuration | 5/8/2022                        | 5/8/2022   |   |   |
| OR124448 | Issue | Explore | DOTH needs to interface PO remaining encumbrances to FAMES if the fiscal year-end while contracts are accounted at DAGOS upon that condition. This also requires SAP to separately track POs encumbered at DAGOS vs. POs not encumbered at DAGOS.  | Ron Lee         | 10/11/2021 | Medium | 5/4/2022  | Stevinda Oom               |         | See comments   | Procurement                     | Interface & Integration         | 5/4/2022   | See, We have captured this in RIM. We received the decision only to interface remaining PO encumbrances if the end of the year. We plan on reconciling with the interface as a custom object.<br><br>10/21/21 PR - There is a downstream effect on budget control calculation. Should DOTH use Active Control or Passive Control? Email user to Ron, John and Tammy for guidance.<br><br>5/4/22 - Decided to have encumbrances sent to FAMES daily  |   |
| OR124481 | Issue | Explore | decisions to be made on PM in order to replace AS400 or stay within the contracted scope and stay within the boundaries of AS400?  | Trudie          | 9/7/2021   | High   | 3/22/2022 | Ron Lee<br>Tammy ke        |         | DOTH has made a decision to defer AS400 to after the completion of wave 2  | Schedule Design & Configuration | 3/22/2022                       | 10/12/22 - CR83 was rejected to bring the AS400 requirement into the scope of wave 1 and deferred to allow wave 2 to allow for make-or-buy-in. |   |   |

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| OR204449   | Risk  | Explore | Allow Project & Budget Staff (HWY-68 & HWY-550) or Fiscal Office (HWY-58) to Post Budget (Appropriations) Documents:<br><br>During the budget plan, the question was put forth to DOTD if HWY-58 is still required to be the group that will post the Budget Document in SAP entered by the HWY-58 group. Since the concept of post and post budget document is new to DOTD, this question was to explore any business improvement or transformation at DOTD. The reasoning for this question is that in the current legacy system, HWY-58 does a manual review validation and check balances for the budget items (AUX, AWT, etc.). Since SAP has the capability to do manual data validation and automatically budget balances as credits, should HWY-58 post their own budget documents and bypass HWY-58. The answer received from Tammy is that budget documents must continue to go through HWY-58 for approval. | Patrick Pirock | 10/24/2021 | High   | 4/15/2023  | Patrick Pirock   |   | Project Management  | Schedule Design & Configuration | Stand | 4/15/2023  | 10/26/2021 - Email sent on 10/26/2021 to request guidance from DOTD. 5/11 - Any more details? (see Patrick) Tammy is going to allow for fiscal staff to post budget transactions. Issue resolved.<br>5/20/21 Patrick to follow up with Ron to close 4/15/21 - Patrick help meeting to confirm the issue was resolved.  |
| OR204448   | Risk  | Explore | PO Conversion: DOTD does not currently maintain POs accounts by line item. Therefore there is not a direct link between the line items and descriptions to the accounting of 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 Crofton | 10/27/2021 | High   | 5/4/2022   | Brenda Crofton<br>Nag Venkat                             |   | Procurement         | Data Conversion                 | Stand | 5/4/2022   | 5/4/22 - conversion process still pending. Decision for the right on AP services definition the conversion strategy.   |
| OR214496   | Risk  | Explore | Will you services by final - considering solution options - consider interface program to review and report payment documents or continue F110 to process by final - and to agree with DAGS to no longer do this? Request submitted for follow up meeting and resolution so we can finalize design.  | John Mercurio  | 10/27/2021 | High   | 10/29/2021 | Brenda Crofton   | Options in AP PED presented to DOTD on 4/14/2022. DOTD decision needed.<br>9/16/22 Final and split will create the invoice will correct splitting lines therefore no need to review payment and create new payment document.  | Finance             | Interface & Integration         | Stand | 10/29/2021 | 4/12 - Options provided to DOTD on 4/12/21. Waiting on decision from DOTD.<br>9/7/22 - FHWA PED documents the methodology to handle this process.  |
| OR244203   | Issue | Explore | Implement Sandbox user roles and provide training recommended by John East to address DOTD user training gaps  | Ron Lee        | 11/3/2021  | High   | 5/4/2022   | Rory Gore<br>John Mercurio                               | In follow up to John East's email the LSI security link is reviewing and will be handling out roles. What will be needed are the names from DOTD of the individuals to be assigned generic roles for the sandbox environment. Coordination to collect the names will be done by LSI PM.   | Finance             | Training & Knowledge Transfer   | Stand | 5/4/2022   | PowerSAP Dashboard Training was conducted in February 2022.  |
| OR234409   | Issue | Explore | Issues DOTD has the internal support required which will enable her to have some dedicated OCM time for capacity transfer, deliverable review and upcoming training activities   | Libby Wilkins  | 11/9/2021  | High   | 4/16/2022  | Ron Lee  |   | OCM                 | Resource Management             | Stand | 4/16/2022  | Additional DOTD resources listed March 2022 (Ronnie) and April 18, 2022.   |
| OR244459   | Issue | Explore | Identification of DOTD Enable Now Admin/Tammy resource for capacity transfer and long term EN understanding and maintenance.   | Libby Wilkins  | 11/9/2021  | High   | 11/10/2021 | Tammy Lee<br>Destiny Bright                              | Validating DOTD Resource. Need to confirm time and LSI OCM to engage accordingly with DOTD resource. Tammy to coordinate with DOTD resource (T. BRENDA). Ashley Acedo is assigned as the DOTD ITEN Owner. Tammy has spoken to both Ashley and her manager regarding the effort/effort.  | Training            | Resource Management             | Stand | 11/9/2021  |  |
| OR244410   | Risk  | Explore | In the 10/27 response to DOTD COA deliverable questions and several workshop discussions, it was stated that the leading provider for COA & SAP Public Sector to allow for future growth and requirements. However, in the proposed COA design, DOTD is very concerned that since the 106 digit is already taken so there is no room to create sub-accounts in the future. For example, if the future DOTD is required to have different with Accounts Receivable under 100100001 such as change claims, rental, misc. billing, MVSIO, etc. please explain how will this be accommodated without changing the account structure because the last digit of CC code is already used.   | Ron Lee        | 11/10/2021 | High   | 12/14/2021 | Brenda Crofton   | Chart of account structure was reviewed and finalized. Deliverable complete. There are 4 open digits to allow for future growth. In your example accounts receivable 100100001 Accounts receivable is not the first sub-accounts. If DOTD needs additional we can increment accordingly. For example, change 100100001, rental 100100002, misc billing 100100003, and so on.<br>DOTD changed the COA numbering to 7 digits which is documented in the approved COA 12/14/21 | Finance             | Schedule Design & Configuration | Stand | 12/14/2021 | DOTD changed the COA numbering to 7 digits which is documented in the approved COA 12/14/21  |
| OR244402   | Risk  | Explore | The Identified DOTD Enable Now Resource - Ashley Acedo has not engaged with LSI EN Coordinator Mike Sandoz. We have reached out several times since 12/21/21 with no response. While we are not forcing through items and have limited Mike's time - he has moved forward with configuration of the system and setting standards and privileges. Want to ensure that Ashley is on the company and not playing catch up.  | Libby Wilkins  | 2/10/2022  | Medium | 2/17/2022  | Libby Wilkins<br>Tammy Lee<br>Destiny Bright             | Tammy Complete  | OCM                 | Resource Management             | Stand | 3/30/2022  | DOTD Resource re-engaged with LSI Enable Now - March 2022.   |
| OR244403   | Issue | Explore | DOTD SSM, Timothee, Alan C. and Cathy Hinaka are no longer with DOTD. Email messages were returned "undeliverable" to assist with Tammy/Destiny. Not want to ensure that we have awareness of SSM, however so we can update our project system and data lists accordingly not provide information to relevant consultants.   | Libby Wilkins  | 2/10/2022  | Medium | 5/9/2022   | Tammy Lee & Destiny Bright<br>Tina Lee<br>Destiny Bright | TBD   | OCM                 | Organization Change Management  | Stand | 5/9/2022   | 4/20/22 - Need to cross check with Destiny/Tammy that our DOTD SSM, LSI is accurate.<br>5/4/22 - DOTD SSM is a living document and will be updated on changes occur in DOTD staff.   |
| OR244444   | Issue | Explore | Vendor Master data layout  | Brenda Crofton | 7/22/2022  | Medium | 5/4/2022   | Ron Lee  | Ron Lee   | Procurement         | Data Conversion                 | Stand | 5/4/2022   | 4/5/2022 - Updates from Ron and Revenue below...<br><br>Brenda,<br>There has been no vendor clean-up for FAMS, and there is no way to track the vendors as inactive or active. As vendors list as active. Thank you.<br>Brenda<br>From: Brenda Crofton <BCrofton@vendora.com><br>Sent: Wednesday, March 30, 2022 12:11 PM<br>To: 'Wanda R. Rasmussen' <wrasme@hawaii.gov><br>Cc: 'Destiny Bright' <destiny.bright@hawaii.gov>; 'Naganna Venkat' <NVenkat@erwininc.com>; 'Ron Lee' <ron.lee@hawaii.gov>; 'Liz Jones G' <jones.g@hawaii.gov>; 'Liz, Vanessa Y.' <vanessa.y.jones@hawaii.gov>; 'Walt, Viatek L.' <viatek.l@hawaii.gov><br>Subject: [EXTERNAL] Re: Discuss Datastart data needed for H4<br><br>Hi Revenue/Ron,<br><br>We have one follow-up question. We will appreciate it if you can answer it.<br><br>Question: How do we know if a supplier is inactive or blocked in FAMS? Will the vendor record no longer appear in the file?<br><br>Thanks,<br>Brenda<br>4/12/2022 - DOTD has made the decision to move forward with the new FAMS structure. Approval email sent on 6/12/2022.<br>New Structure: Fiscal year is now 4 digits (YYYY) and two digit extension at the end to fill out the whole 10 char. field for the Fiscal master data element.<br>R02221000<br>6/24/2022 issue will be discussed on Thursday (9/5) or Friday (9/11) meeting with DOTD when Patrick is onsite.<br>4/12/21 - The issue was confirmed to be resolved closed on 4/12/21 |
| OR2044470  | Risk  | Explore | Final Symbols:<br>"Currently 6 characters.<br>"Length can hold up to 10 characters.<br>"PW design is still 6 characters in H4 (6 characters plus "0" at the end to allow for future flexibility). Length & Angle were told that even if the last character was not needed at this time, we should camp up at 6" 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 that the current business process with ERPAC. For the contract, changes to DOTD's business or operational processes shall only improve DOTD staff efficiency and shall not require DOTD to expend more resources of DOTD and its staff than previously required for its business processes.  | Leah and Angie | 10/10/2021 | High   | 4/12/2023  | Ron Lee and Destiny Pirock                               |   | Resource Management | Stand                           | Stand | 4/12/2023  | 4/12/2023 - DOTD has made the decision to move forward with the new FAMS structure. Approval email sent on 6/12/2022.<br>New Structure: Fiscal year is now 4 digits (YYYY) and two digit extension at the end to fill out the whole 10 char. field for the Fiscal master data element.<br>R02221000<br>6/24/2022 issue will be discussed on Thursday (9/5) or Friday (9/11) meeting with DOTD when Patrick is onsite.<br>4/12/21 - The issue was confirmed to be resolved closed on 4/12/21  |
| OR2044503  | Risk  | Explore | Resolution Phase Kickoff - timing, downstream impacts of communicating to Super Users, etc.  | Libby Wilkins  | 4/17/2023  | High   | 6/29/2024  | PMO  | PMO   |                     | Schedule Design & Configuration | Stand | 6/29/2024  | 6/29/24 - Resolution Kickoff deck reviewed with DOTD   |
| OR2114448  | Issue | Explore | Users asking why some sessions are trying to finalize master data, custom fields, system design before reviewing all of DOTD requirements.   | Ron Lee        | 8/9/2021   | Medium | 9/16/2021  | John Mercurio<br>Ron Lee                                 | 9/16/2021   | Project Management  | Schedule Design & Configuration | Stand | 4/30/21    | 4/30/21 - 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 DOTD and LSI on the approval of these deliverables to keep forward momentum of the project. This was signed on 4/30/22.   |
| OR21164481 | Issue | Explore | SRP Product direction: Should SRP be implemented or should a successor product be implemented?   | Trishan        | 9/7/2022   | Medium | 5/9/2022   | Ron Lee/Tammy Lee  |   |                     | Schedule Design & Configuration | Stand | 5/9/2022   |  |
| OR21174448 | Issue | Explore | Users asking why some sessions are trying to finalize master data, custom fields, system design before reviewing all of DOTD requirements.   | Ron Lee        | 9/9/2021   | Medium | 9/16/2021  | John Mercurio<br>Ron Lee                                 | 9/16/2021   | Project Management  | Schedule Design & Configuration | Stand | 4/30/21    | 4/30/21 - 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 DOTD and LSI on the approval of these deliverables to keep forward momentum of the project. This was signed on 4/30/22.   |
| OR21184481 | Risk  | Explore | SRP Product direction: Should SRP be implemented or should a successor product be implemented?   | Trishan        | 9/7/2022   | Medium |            | Ron Lee/Tammy Lee  |   |                     | Schedule Design & Configuration | Stand | 1/25/20    | 1/25/20 - This had a duplicate issue number (10), moved to the end of the list to assign an unique number. pa  |