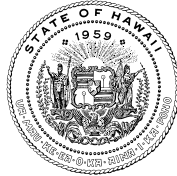


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DEPARTMENT OF ACCOUNTING AND GENERAL SERVICES | KA 'OIHANA LOIHELU A LAWELAWE LAULĀ
OFFICE OF ENTERPRISE TECHNOLOGY SERVICES | KE'ENA HO'OLANA 'ENEHANA
P.O. BOX 119, HONOLULU, HAWAII 96810-0119

June 19, 2026

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

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

Aloha Senate President Kouchi, Speaker Nakamura, and Members of the Legislature:

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

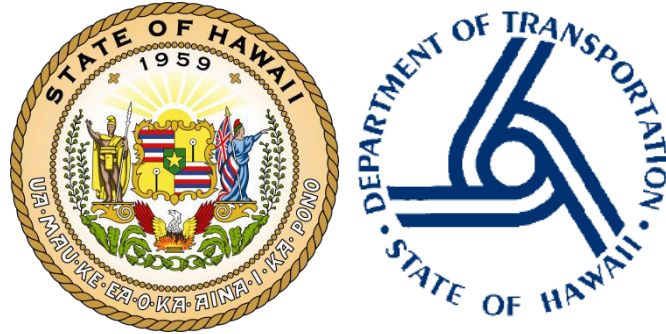
In accordance with HRS section 93-16, this report may be viewed electronically at <http://ets.hawaii.gov> (see "Reports").

Sincerely,

A handwritten signature in blue ink, appearing to read "Christine M. Sakuda".

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

Attachments (1)



Monthly Project Assessment Report – March 2026

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

Author: IV&V Project Team

Creation Date: April 29, 2026

Last Updated: 06/1/2026

Version: Final

Version History

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

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I. Introduction and Summary

A. Introduction

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

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

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

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

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



B. Summary

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

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

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

STATE OF HAWAII, DEPARTMENT OF TRANSPORTATION, HIGHWAYS

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

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

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

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

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

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

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

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

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





































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

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

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

II. IV&V Dashboard

A. Subject Category

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

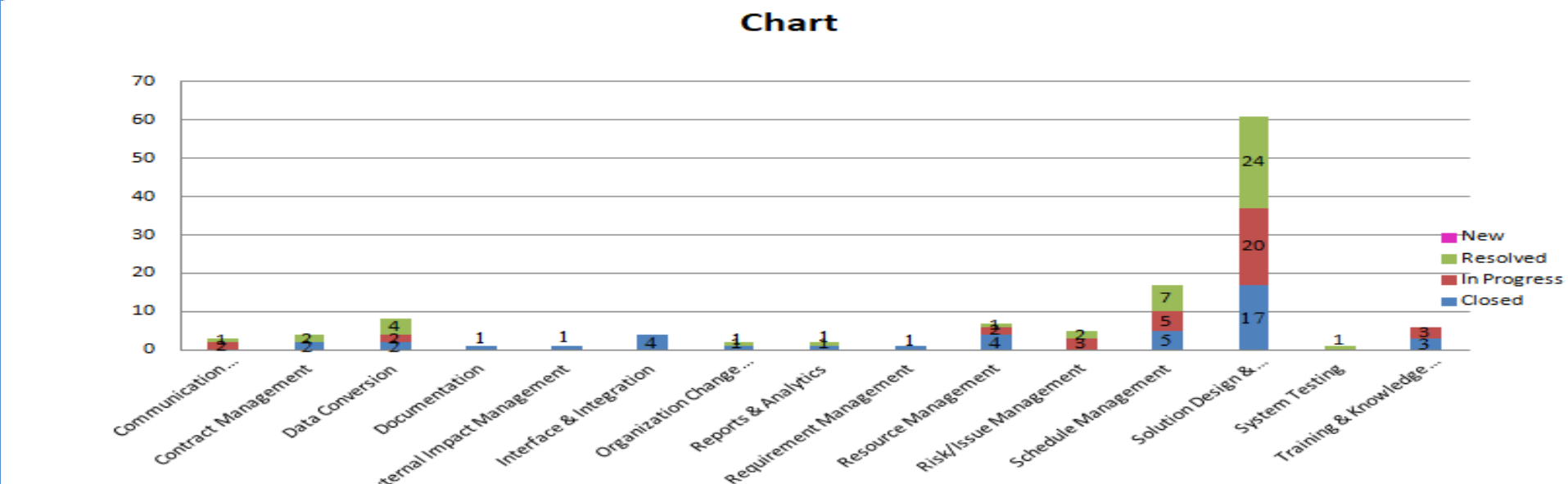
B. Observation, Risk, Issues, Subject Category

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

Number of Total Observation, Risk, and Issues Number of Observation, Risk, and Issues by Status

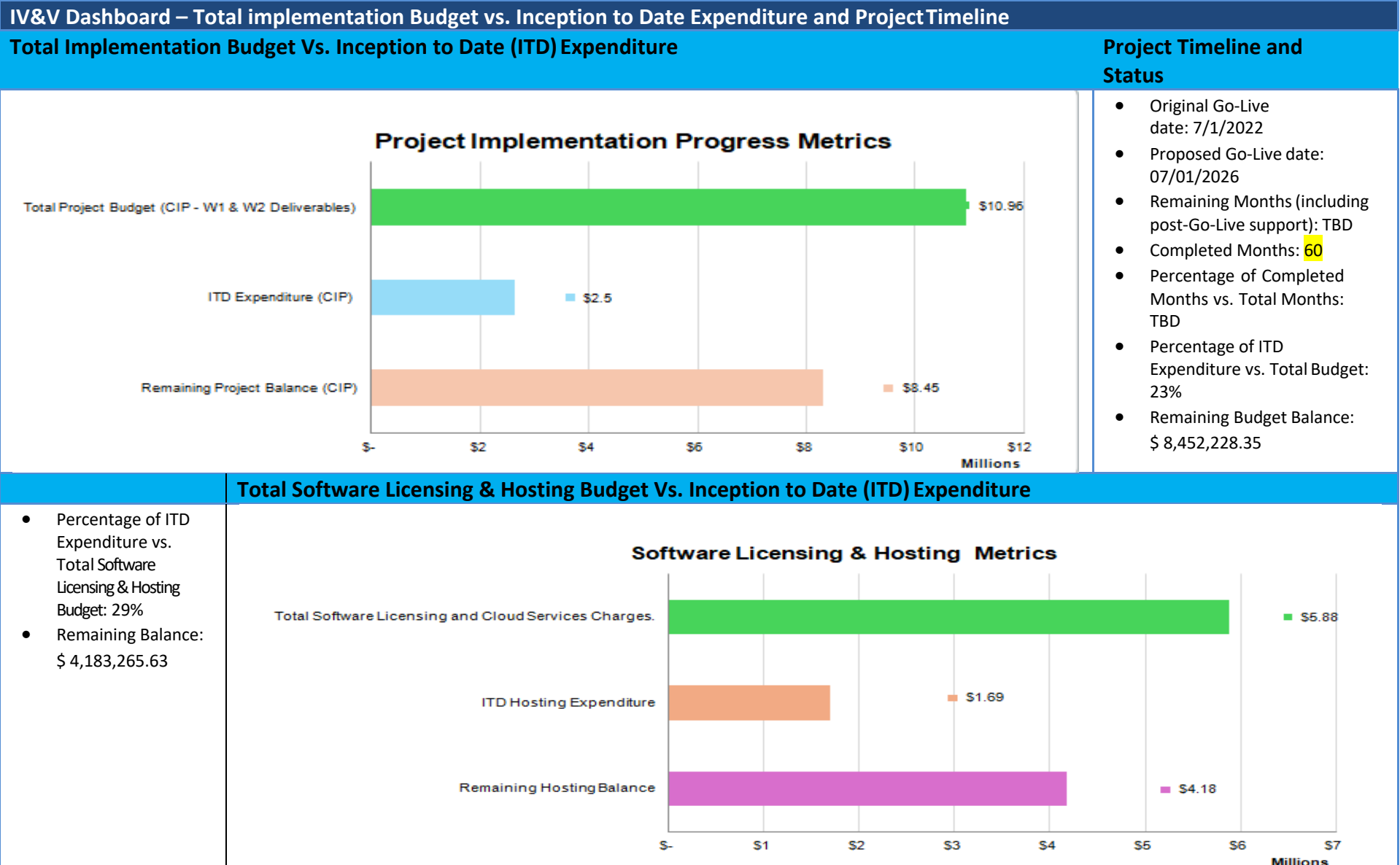


Number of Observation, Risk, and Issues by Subject Category



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



Project Timeline


DOH Financial Management	3/1/2021	4/1/2021	5/1/2021	June 21 to May 22	6/1/2022	7/1/2022	Aug 22 to Jul 23	Aug 23 to Dec 24	Jan 25 to Dec 25	1/1/2026	1/1/2026	2/1/2026	3/1/2026	4/1/2026	5/1/2026	6/1/2026	7/1/2026	8/1/2026	9/1/2026	10/1/2026	11/1/2026	12/1/2026	
Phase																							
Prepare																							
Explore																							
Realize																							
Deploy																							
Production																							
Post-go-live																							

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>ORI ID: I-210531-02</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>	
Feedback/Mitigation/ Updates	
<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.

03/31/2026: There is no update to project plan. SI did not provide the new go-live date or project plan this month. Project plan is essential to effectively monitor progress and ensure the successful delivery of the H4 project.

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

Issue	Impact
<p>ORI ID: I-220331-02 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.

03/31/2026: No change order has been submitted by LSI in March 2026 for the replacement of SBP solutions.

B. Subject Category: Resource Management

Resource Management: Observation, Risk, Issue and Feedback/Mitigation	
Issue	Impact
<p>ORI ID: I-230930-01</p> <p>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.</p>	
Feedback/Mitigation/Updates	
<p>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.</p> <p>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.</p> <p>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.</p> <p>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.</p> <p>12/31/2023: Another consultant who is responsible for development lead left the H4 project.</p> <p>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.</p> <p>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.</p> <p>3/31/2024: DOTH interviewed new financial and OCM consultant candidates suggested by SI. They started working this month.</p> <p>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.</p> <p>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.</p> <p>6/30/2024: The role of Financial/Integration Lead is not performed effectively, and it is impacting various areas. For example, it has been observed that SI Leads could have miscommunicated or mis instructed, where SAP's generic data conversion template was used instead of the data conversion template that the H4 Project Team worked on during many FSD sessions.</p>	

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.

03/31/2026: A new OCM Lead joined the H4 project from SI side in March.

C. Subject Category: Quality Management

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

D. Subject Category: Risk/Issue Management

Risk/Issue Management: Observation, Risk, Issue and Feedback/Mitigation	
Issue	Impact
<p>ORI ID: I-221130-02 Some items from Issue/Risk Log are being discussed without detailed resolution. Second, conducting end-to-end CRP in a non-upgraded system will pose issues in the downstream. End-to-end CRP will not be reliable.</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 DOT SMEs hold a dedicated session to review and recalibrate these issues. This effort is crucial to effectively resolving the aged items that are currently impacting the overall progress of the project.

12/31/2024: There are 70 items that need to be reviewed - 36 resolved and 34 in progress. It is recommended that all open issues, including older items, be reviewed and resolved. Older items need better follow up.

1/31/2025: No changes in the number of issues.

2/28/2025: No changes in the number of issues.

3/31/2025: There are 71 items that need to be reviewed - 38 resolved and 33 in progress. It is recommended that all open issues, including older items, be reviewed and resolved. Older items need better follow up.

9/30/2025: There are 116 items that need to be reviewed - 83 resolved and 33 in progress. It is recommended that all open issues, including older items, be reviewed and resolved. Older items need better follow up.

10/31/2025: There are 116 items that need to be reviewed - 33 in progress, and 83 closed. It is recommended that all open issues, including older items, be reviewed and resolved. Older items need better follow up.

11/30/2025: There are two duplicate numbering in the issue log. SI will fix it and IV&V will update the count in the December report.


12/31/2025: The duplicate numbering in the issue log has been corrected. There are currently 118 items identified for review, including 33 in progress, 44 resolved, and 41 closed. It would be beneficial to review and address all remaining open issues, including older items, with additional follow-up to support timely resolution.

01/31/2026: There are currently 119 items identified for review, including 1 new, 34 in progress, 45 resolved, and 39 closed. It would be beneficial to review and address all remaining open issues, including older items, with additional follow-up to support timely resolution.


02/28/2026: There are currently 123 items identified for review, including 0 new, 38 in progress, 46 resolved, and 39 closed. It would be beneficial to review and address all remaining open issues, including older items, with additional follow-up to support timely resolution.

03/31/2026: There are currently 123 items identified for review, including 0 new, 38 in progress, 46 resolved, and 39 closed. It would be beneficial to review and address all remaining open issues, including older items, with additional follow-up to support timely resolution.

E. Subject Category: Organization Change Management

Organization Change Management: Observation, Risk, Issue and Feedback/Mitigation	
Issue	Impact
<p>ORI ID: I-241226-01 OCM activity has been resumed and there is ongoing communication taking place. There is a new OCM lead in the project currently.</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> <p>03/31/2026: The OCM Lead position filled in March.</p>	

F. Subject Category: Communication Management

Communication Management: Observation, Risk, Issue and Feedback/Mitigation	
Issue	Impact
<p>ORI ID: I-220131-08</p> <p>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.</p>	
Feedback/Mitigation/Updates	
<p>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.</p> <p>Analyze each meeting’s agenda to see if there are other consultants that should attend for related information.</p> <p>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.</p> <p>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.</p> <p>4/29/2022: Efforts were made to improve communication and collaboration. (E.g., Rules of Engagement prepared by SI)</p> <p>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.</p> <p>6/30/2022: More coordination and collaboration could be made where cross module interaction is needed.</p> <p>7/31/2022: More coordination and collaboration were present during the PDD reviews.</p> <p>8/31/2022: Some DOT requirements that were presented and discussed previously were asked to be revisited again in the meetings.</p> <p>9/30/2022: Improvements still need to be made in communication and collaboration between SI consultants.</p> <p>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.</p> <p>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.</p> <p>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.</p> <p>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.</p>	

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 DOTD 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 DOTD'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 DOTD'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.

03/31/2026: Total Five CRPs were conducted in the month of March 2026.

G. Subject Category: Contract Management

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

Observation

ORI ID: O-240926-02

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

Feedback/Mitigation/Updates

10/31/2024: A steering committee meeting was held to discuss upgrading the Solution Manager. SI and DOTH agreed to upgrade Solution Manager to Cloud ALM. Further details will be discussed and finalized later and change order will be prepared accordingly.

11/30/2024: No major updates.

12/31/2024: No cost change order was prepared.

1/31/2025: No major updates.

2/28/2025: No major updates.

3/31/2025: No major updates. SI has not submitted the no cost change order.

9/30/2025: SI has submitted a no cost change order in July, and it is approved to replace the solution Manager.

10/31/2025: No major updates. SI has submitted the no cost change order, DOTH yet to access the new Cloud ALM solutions.

11/30/2025: SI agreed to implement the SAP Cloud ALM solutions.

12/31/2025: Change Order for SAP Cloud ALM was approved by DOTH in December.

01/31/2026: No major update.

02/28/2026: No major update.

03/31/2026: DOTH still waiting for the access to SAP Cloud ALM.

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

Observation

ORI ID: O-240926-03

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

Feedback/Mitigation/Updates

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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. DOTM approved the change order # 19

12/31/2025: No major update.

01/31/2026: No major update.

02/28/2026: No major update.

03/31/2026: Per the change order # 19, interfaces must be converted to BTP IS prior to Unit testing.

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

Observation

ORI ID: O-240926-04

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.

03/31/2026: No upgrade started in Mar 2026, IV&V recommends considering the upgrade prior to the end-to-end CRP completion.

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

Requirement Management: Observation, Risk, Issue and Feedback/Mitigation	
Risk	Impact
<p>ORI ID: R-230228-01</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 DOT 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&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.
03/31/2026: 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.

03/31/2026: No Major Update.

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

Issue **Impact**

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



Feedback/Mitigation/ Updates

It is recommended that the CRP sessions prioritize and focus on DOTH-specific requirements and business processes rather than generic SAP processes and available features.

9/30/2024: Along with session readiness, resource scheduling and availability are also causing the project to be further delayed. 10/31/2024: CRP sessions will continue to be held in November for AR, AP, HCM, EGS, and FHWA.

11/30/2024: There will be CRP sessions in December. SI suggested that CRP sessions are completed in some modules, however DOTH has not fully agreed that CRP sessions are finalized for those modules.

12/31/2024: CRP sessions will continue to be held for certain modules in September. Additionally, there are some CRP sessions where questions were gathered, but the corresponding Q&A documents have not yet been submitted to DOTH.

1/31/2025: Some CRP sessions have not been completed and will continue in February. There are Q&A documents also being submitted and reviewed.

2/28/2025: The CRP FAQ documents are still under review, and CRP sessions are ongoing for the remaining modules. CRP activities will continue through the end of March in areas that remain incomplete.

3/31/2025: CRP sessions will continue into April, and the CRP meetings are scheduled throughout April.

9/30/2025: CRP sessions will continue to be held for specific modules in October. Additionally, there are some CRPs sessions scheduled for this month, and DOTH raised business-related questions during the CRPs. SI is responding to the questions raised during the CRPs.

10/31/2025: Four CRP sessions were held for month of October. CRP sessions will continue to be held for specific modules in November. Additionally, there are some CRPs sessions scheduled for December month, and DOTH raised business-related questions during the CRPs.

11/30/2025: Three CRP sessions were held for the month of November. CRP sessions will continue to be held for specific modules in December. Additionally, there are some CRPs sessions scheduled for January 2026.

12/31/2025: Two CRP sessions were held for the month of December. CRP sessions will continue to be held for specific modules in January 2026.


01/31/2026: Three CRP sessions will continue to be held for specific modules in February 2026.

02/28/2026: Seven CRP sessions were held for specific modules in February 2026.

03/31/2026: Five CRP sessions were held for specific modules in March 2026. Update to PDD and CDD still pending after the CRP review. IV&V recommends updating the PDD and CDD as soon as complete the CRP sessions and not to wait until go-live.

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

Issue **Impact**

<p>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.</p>	
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Feedback/Mitigation/ Updates

FSD and CDD activities should have been worked on concurrently. CRPs are progressing without the completion of FSDs or a walkthrough of the CDDs. DOTH expects SI to conduct a comprehensive walkthrough of the CDD documents after the CRP sessions. It is recommended that SI provide DOTH with sufficient details in the walkthrough, CDD documents, and Q&A responses. This will help DOTH gain a better understanding of the system design, prepare for upcoming testing, and ultimately ensure proper maintenance in the future.

3/31/2025: CDD activities have resumed and are showing some progress. It is recommended that DOTH SMEs participate in reviewing and validating the CDDs, with appropriate supervision and guidance from SI.

09/30/2025: 85 percent of the CDD review done by DOTH and approved.

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

11/30/2025: All the CDD review done by DOTH and approved.


12/31/2025: No major update.

01/31/2026: No major update.

02/28/2026: No major update.

03/31/2026: No major update.

J. Subject Category: Reports and Analytics

Reports and Analytics: Observation, Risk, Issue and Feedback/Mitigation	
Risk	Impact
<p>ORI ID: R-221130-03</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.

03/31/2026: There were no significant updates on the reporting aspect of the H4 project during the month of March.

K. Subject Category: Security

Security: Observation, Risk, Issue and Feedback/Mitigation	
Risk	Impact
<p>ORI ID: R-221130-03 BPML updates still pending. SI has not reviewed the updated BPML or Security details with DOTH on user access via SSO.</p>	
Feedback/Mitigation/Updates	
<p>10/31/2025: No meeting held to discuss the BPML Changes for the Fiori tiles 11/30/2025: SI Security team conducted review of the security impact on the Fiori tiles changes 12/31/2025: Discussions regarding the roles and SSO with DOTH ETS team. ETS team require additional details for the SSO configurations 01/31/2026: Additional details throughout various modules are discussed and discovered along. 02/28/2026: Deliverable # 37 Internal Controls and System Security Plan was approved on 02/25/2026 03/31/2026: No BPML or SSO configuration updates from the SI side. New roles should be created for KT sessions after the CRP is completed for DOTH users.</p>	

L. Subject Category: Data Conversion

Data Conversion: Observation, Risk, Issue and Feedback/Mitigation	
Risk	Impact
<p>ORI ID: R-221130-04</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.

03/31/2026: No major update.

M. Subject Category: Documentation

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

1/31/2024: No major updates.

2/29/2024: Meeting minutes and follow-up lists are becoming increasingly vital due to the infrequent occurrence of meetings. It is challenging to recall the discussions and decisions made during these meetings without proper documentation.

3/31/2024: No progress has been made.

4/30/2024: The lack of meeting minutes is noticeable, and multiple discussion points must be revisited. To streamline the meetings, it is highly recommended that meeting minutes be generated, and business decisions logged.

5/31/2024: Meeting minutes were created for one of this month's meetings, which was helpful in tracking progress. It is recommended that meeting minutes and business decisions be documented for all meetings.

6/30/2024: No progress has been made.

7/31/2024: No progress has been made; however, it is recommended that meeting minutes are documented for all meetings moving forward.

8/31/2024: There have been improvements in some meeting sessions now that meeting minutes are provided. This should be the standard for all meetings to aid recollection and document progress.

9/30/2024: It is recommended that meeting minutes are adopted as the standard for all meetings to facilitate better meetings in the future.

10/31/2024: There are a few occasions where previously discussed and decided topics resurface for another discussion, and this stems from a lack of meeting documentation. It is recommended that all meetings adopt meeting minutes and a to-do list coming out of a meeting.

11/30/2024: No progress has been made. It is apparent that documented meeting minutes or summary would help the project as previously discussed topics continue to resurface.

12/31/2024: No progress has been made.

1/31/2025: No progress has been made.

2/28/2025: No progress has been made. The project has experienced resource turnover, and these meeting minutes/summaries could have helped ensure better implementation continuity.

3/31/2025: The project continues to experience re-discovery, repeated discussions, and revisiting information; this cycle can be minimized through the establishment of proper meeting minutes or meeting summaries. Although there were a few times meeting documentation was implemented for specific modules or specific types of meetings, no consistent documentation has come out of meetings on a regular basis. This continuously hinders the progress and continuity of the project.

9/30/2025: CDD was reviewed by DOTH functional team. Recommended config corrections were updated by LSI team in the system config and CDD documentations were updated.

10/31/2025: CDD was reviewed by DOTH functional team. Recommended config corrections were updated by LSI team in the system config and CDD documentations were updated.

11/30/2025: IV & V recommends that LSI share the KT and End-to-end CRP documents to DOTH in advance to prepare for the sessions.

12/31/2025: IV&V recommends that LSI share the KT and end-to-end CRP documentation with DOTH in advance to support effective preparation and productive execution of the sessions.

01/31/2026: IV&V recommends that LSI share the KT and end-to-end CRP documentation with DOTH in advance to support effective preparation and productive execution of the sessions.


02/28/2026: IV&V recommends that LSI share the end-to-end CRP documentation with DOTH in advance.

03/31/2026: LSI started to share the end- to-end CRP scripts and presentations in advance.

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N. Subject Category: Training and Knowledge Transfer

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

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

03/31/2026: IV&V suggests considering the system upgrade as a prerequisite before finalizing training materials. Developing training on the updated system would help maximize the accuracy, relevance, and overall effectiveness of the training program for end users.

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

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

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

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

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

V. IV&V Deliverables and Reports Completed

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

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

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IV&V Deliverables and Reports Completed					
IV&V ID	IV&V Deliverable Name	SI Deliverable Name	SI Wave / Seq ID	Submission Date	Note
IVV4.12	Monthly Project Assessment Report (Apr 2022)	N/A	N/A	5/17/2022	
IVV3.13	Mid-Month Assessment (May 2022)	N/A	N/A	5/28/2022	
IVV4.13	Monthly Project Assessment Report (May 2022)	N/A	N/A	6/17/2022	
IVV3.14	Mid-Month Assessment (Jun 2022)	N/A	N/A	6/27/2022	
IVV4.14	Monthly Project Assessment Report (Jun 2022)	N/A	N/A	7/20/2022	
IVV3.15	Mid-Month Assessment (Jul 2022)	N/A	N/A	8/3/2022	
IVV4.15	Monthly Project Assessment Report (Jul 2022)	N/A	N/A	8/18/2022	
IVV3.16	Mid-Month Assessment (Aug 2022)	N/A	N/A	8/29/2022	
IVV4.16	Monthly Project Assessment Report (Aug 2022)	N/A	N/A	9/16/2022	
IVV3.17	Mid-Month Assessment (Sep 2022)	N/A	N/A	9/29/2022	
IVV4.17	Monthly Project Assessment Report (Sep 2022)	N/A	N/A	10/20/2022	
IVV3.18	Mid-Month Assessment (Oct 2022)	N/A	N/A	10/27/2022	
IVV5.18	Verification and Validation of Project Deliverables -Functional Specification Documents	Functional Specification Documents	Wave 1 / #27	11/17/2022 to 11/30/2023	140 Functional Specification Documents were reviewed.44 more documents by SI remain to be submitted to 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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IV&V Deliverables and Reports Completed					
IV&V ID	IV&V Deliverable Name	SI Deliverable Name	SI Wave / Seq ID	Submission Date	Note
IVV4.21	Monthly Project Assessment Report (Jan 2023)	N/A	N/A	2/24/2023	
IVV5.27	Verification and Validation of Project Deliverables -Environment Preparation (Quality)	Environment Preparation (Quality)	Wave 1 / #45	3/20/2023	
IVV4.22	Monthly Project Assessment Report (Feb 2023)	N/A	N/A	3/22/2023	
IVV5.17	Verification and Validation of Project Deliverables - Document Fit/Gap Analysis	Document Fit/Gap Analysis	Wave 1 / #25	3/29/2023	
IVV5.54	Verification and Validation of Project Deliverables - Project Team Training Plan	Project Team Training Plan	Wave 2 / #9	4/26/2023	
IVV4.23	Monthly Project Assessment Report (Mar 2023)	N/A	N/A	4/30/2023	
IVV5.56	Verification and Validation of Project Deliverables - Business Process Organizational Change Management (OCM) Plan	Business Process Organizational Change Management (OCM) Plan	Wave 2 / #12	5/09/2023	
IVV4.24	Monthly Project Assessment Report (Apr 2023)	N/A	N/A	5/28/2023	
IVV5.53	Verification and Validation of Project Deliverables - Project Management Plan	Project Management Plan	Wave 2 / #3	6/12/2023	
IVV5.19	Verification and Validation of Project Deliverables - Configuration of all Software and Equipment	Configuration Design Document	Wave 1 / #28	6/14/2023	
IVV4.25	Monthly Project Assessment Report (May 2023)	N/A	N/A	6/18/2023	
IVV4.26	Monthly Project Assessment Report (June 2023)	N/A	N/A	7/25/2023	
IVV4.27	Monthly Project Assessment Report (Jul 2023)	N/A	N/A	8/24/2023	
IVV4.28	Monthly Project Assessment Report (Aug 2023)	N/A	N/A	9/27/2023	
IVV5.31	Verification and Validation of Project Deliverables -Disaster Recovery and Business Continuity Plans	Disaster Recovery and Business Continuity Plans	Wave 1 / #38	10/15/2023	
IVV4.29	Monthly Project Assessment Report (Sep 2023)	N/A	N/A	10/28/2023	
IVV5.29	Verification and Validation of Project Deliverables -Internal Controls and System Security Plan	Internal Controls and System Security Plan	Wave 1 / #37	11/04/2023	
IVV4.30	Monthly Project Assessment Report (Oct 2023)	N/A	N/A	11/21/2023	
IVV4.31	Monthly Project Assessment Report (Nov 2023)	N/A	N/A	12/29/2023	
IVV4.32	Monthly Project Assessment Report (Dec 2023)	N/A	N/A	1/20/2024	

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

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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	
IVV4.54	Monthly Project Assessment Report (Feb 2026)	N/A	N/A	04/23/2026	
IVV4.55	Monthly Project Assessment Report (Mar 2026)	N/A	N/A		

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

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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 -Test results Report	Test results Report	Wave 1 / #49	TBD	
IVV5.40	Verification and Validation of Project Deliverables -Configuration of Production Environment	Configuration of Production Environment	Wave 1 / #30	TBD	

Wave 2



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

VII. Appendix

A. Impact Definition

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

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

B. Status Definition

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

C. Subject Category Definition

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

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

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

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

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

E: Appendix: Comment log on Draft Report

LSI Comments from March 2026 Report	IV & V Response
<p>The report continues to emphasize the absence of a finalized Project Plan and confirmed Go-Live date. LSI recommends clarifying that detailed schedule finalization remains dependent on completion of the ongoing end-to-end CRP validation activities, associated issue resolution, and downstream testing preparation activities.</p> <p>As discussed throughout project governance meetings, the current execution approach prioritizes validation of end-to-end business processes, integration points, WRICEF alignment, and operational readiness prior to finalization of deployment sequencing and Go-Live commitments. This sequencing reflects an intentional governance and quality-focused approach rather than inactivity in project planning.</p> <p>Additionally, the report may benefit from distinguishing between:</p> <ul style="list-style-type: none"> • Activities pending validation and governance alignment, and • Activities delayed due to execution constraints. <p>Providing this distinction would help present a more accurate representation of the current project state and dependencies impacting schedule finalization.</p>	<p>The IV&V acknowledges that more time is needed to complete the CRPs, the contract documents do not tie the baselined project plan to their completion. It should be noted, however, that detailed schedule finalization and Go-Live activities separate deliverables.</p>
<p>CRP Sessions and End-to-End Validation</p> <p>The March report appropriately reflects the continued focus on CRP execution and cross-functional discussions. LSI recommends further clarifying that CRP activities are being conducted as structured end-to-end validation sessions intended to:</p> <ul style="list-style-type: none"> • Validate business processes and integrations, • Confirm execution scenarios and data flows, • Identify remaining gaps requiring refinement, and <p>Support downstream Unit Testing, UAT, KT, and deployment planning activities.</p> <p>As part of normal ERP implementation practices, discovery, clarification, and iterative refinement during CRP execution are expected outcomes of the validation process and should not necessarily be interpreted solely as indicators of project instability or incomplete solution design.</p>	<p>The IV&V Report accurately reflects the number of CRPs conducted in March and the items revisited as part of the requirements process; Report highlight the cross-functional collaboration and integration points.</p>

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<p>The report may also benefit from distinguishing between:</p> <ul style="list-style-type: none"> • Standard iterative refinement activities arising from CRP validation, and • Material delivery or schedule risks. 	
<p>WRICEF and Functional Specification Documents (FSDs) The report references concern regarding development activities occurring prior to final FSD approval. LSI recommends clarifying that many WRICEF and FSD activities continue to progress through an iterative review and conditional approval process aligned with ongoing CRP validation sessions, evolving integration requirements, and pending scope clarification activities.</p> <p>Additionally, progress in certain WRICEF areas remains dependent upon:</p> <ul style="list-style-type: none"> • Pending Change Order approvals, • Evolving cross-module integration requirements identified during CRP execution, • Final business process validation, and • DOTM review and confirmation activities. <p>Providing this additional context would help distinguish between:</p> <ul style="list-style-type: none"> • Deliverables actively progressing through governance and validation processes, and • Deliverables delayed due to unresolved dependencies or pending decisions. 	<p>Per the PMO meetings, it was agreed that LSI should include the open items for WRICEF, FSDs, and Change Orders in the Functional meetings for discussion. However, these open items remain to be addressed in the Functional meetings.</p>
<p>Knowledge Transfer (KT) and Training The report references concern regarding Knowledge Transfer and formal training activities. LSI recommends clarifying that knowledge transfer is currently occurring through multiple execution channels, including:</p> <ul style="list-style-type: none"> • End-to-end CRP participation, • Functional walkthroughs, • Configuration reviews, • Issue resolution discussions, • Testing preparation activities, and • KT tracking and planning discussions currently underway. <p>Additionally, formal KT and training activities are expected to continue evolving alongside Unit Testing, UAT preparation, and deployment readiness activities. Positioning KT solely as a future standalone activity may not fully reflect the ongoing operational knowledge transfer currently occurring throughout the program.</p>	<p>IV&V recognizes that learning takes place in the CRP sessions and during other project activities. However, KT and CRP are separate contract deliverables with their own requirements and acceptance criteria specified in the DEDs.</p>
<p>Organizational Change Management (OCM) LSI appreciates the report's acknowledgement that the OCM Lead position was filled in March 2026. The onboarding of Douglas Sietsema strengthens the program's focus on:</p> <ul style="list-style-type: none"> • Organizational readiness, • Stakeholder communication, • Change adoption planning, and 	<p>The IV&V Report notes that OCM activities were limited during the February reporting period, it is worth clarifying that the OCM Lead position was filled in March 2026 with the onboarding of Douglas Sietsema.</p>

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<ul style="list-style-type: none"> • Deployment preparedness activities. <p>This addition supports continued advancement of organizational readiness efforts in parallel with technical execution and testing preparation activities.</p>	
<p>Risk and Issue Management</p> <p>The report continues to reference open risks and issues across the project. LSI recommends refining this section to more clearly distinguish between:</p> <ul style="list-style-type: none"> • Risks associated with active validation and iterative refinement activities, • Governance and dependency-related items pending review or approval, and • Material execution or schedule risks. <p>As CRP execution progresses, some issue identification is an expected outcome of the validation lifecycle and reflects active program engagement rather than solely negative project indicators.</p>	<p>LSI should discuss these suggested changes to Risk and Issue Management during the PMO meetings.</p>
<p>Cross-Module Coordination and Integration</p> <p>The report appropriately acknowledges increased collaboration and participation across functional areas during CRP execution. LSI recommends further recognizing that cross-module integration activities are actively occurring through end-to-end CRP sessions involving multiple functional and technical workstreams.</p> <p>As expected within complex ERP implementations, integration refinement continues to mature iteratively as validation activities progress. While some integration dependencies remain under review, these efforts are actively being addressed through ongoing coordination sessions, CRP execution, and issue resolution activities.</p>	<p>Five CRP sessions were conducted in March; however, the Integration Lead was absent for two of them. While the Integration Lead attended the final session, there was no cross-functional support available.</p>
<p>General Recommendation Regarding Narrative Framing</p> <p>LSI recommends continuing to ensure that observations throughout the report appropriately distinguish between:</p> <ul style="list-style-type: none"> • Ongoing iterative ERP implementation activities, • Governance and sequencing dependencies, • Discovery and validation outcomes arising from CRP execution, and • Material project delivery risks. <p>Providing this additional distinction and attribution would help present a more balanced and operationally accurate view of current project status, ongoing execution progress, and remaining activities required to support successful deployment readiness</p>	<p>IV&V understands LSI's feedback regarding narrative framing. IV&V will include feedback provided by LSI in this comments section along with IV&V responses to the feedback.</p>

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

OR# ID	Type	Phase	Issue Description	Created By	Date Created	Priority	Target Resolution Date	Assigned to	Issue Owner	Analysis Target Date	Resolution	Workstream	Category	Item	Date Closed	Comments	Documents
OR214432	Issue	Proposed	Delayed delivery of updated project plan to continue reviewing	John Mackay	5/26/2021	Low	9/30/2021	Rick Miller	John Mackay	8/25/2021	Assigned to deputy PM. The reviewer will not be on the project due to illness so new replacement is being sought.	Project Management	Resource Management	10000000		10/20/21 - The Project Plan is on hold, pending approval of the design. As we are being the schedule, updates to the plan are not possible as the design is not approved. Once we have approval, we will develop a rolling 90 day plan with more detail up front and high level tasks beyond the 90 day outlook. 9/7 - FHWA is close to being finalized. This is the last PDD to be completed to allow the design reviewers. Once completed, the schedule can be updated and finalized for the 7/1/23 on line 1/14/23. Updated Wave 1 project plan sent to DOTLH, review pending discussions between Tammey and Nader. DOTLH rejected the updated plan and provided comments at the 3/16/2023 meeting.	
OR2544893	Issue	Resolve	During EGS PDD review the reviewers have provided comments which were brought up as a question by DOTLH. This business process needs to be clarified. The Asset PDD documentation that the requirement would create the P&I and change to 10 and 10 and relevant 77 object code and workflow than would use every single asset requirement to HWY-9P for content of the asset and update on the P&I. This will cause a large bottleneck. Another option for DOTLH is to consider if the requirement to create the asset shall during the requirement creation and not the description. 17A fields and the account coding on the asset screen which then serve directly to the P&I. The 77 object code would then follow the workflow to HWY-9P is just an option check on the asset field.	Brenda	11/19/2022	Medium		Tin K. Yuen, Vanessa Denny, Nig, Hafez	Tin K. Yuen		During EGS review while Brenda owns the work of 3/13 we discussed this topic. There are a lot of pending requirements throughout DOTLH. There are only a handful of fields that would identify items to be included on the state inventory and prepare the 17A. The level of integration on the asset master record with General Ledger, GAAP reporting, Depreciation, useful lives, whether depreciable or not and the 17A received from the districts. We are working on the final report for Assets that would require the information the same currently use to create the 17A as a better option to identify, create and update the assets. This will keep the current pending process as is, allow for HWY-9P to control the proper creation of the asset records and update the workflow of individuals. 10/1/24 - To be resolved with the DOTLH and L&S teams.	Solution Design & Configuration	10000000				
OR2544893	Issue	Resolve	During EGS PDD review, that date of capitalization in HA needs to be discussed more and defined. Currently capitalization in FAMS starts when 17A is submitted after payment is processed. DOTLH has been had to even Print Asset System they they will HA. Capitalization in HA is when invoice is posted and the 17A fields are based on the asset master in object PDD to have the 17A generated from HA based on the 17A.	Brenda	11/29/2022	Low		Vanessa Denny, Hafez	N/A		During EGS review while Brenda owns the work of 3/13 we discussed this topic. There are only a handful of fields that would identify items to be included on the state inventory and prepare the 17A. The level of integration on the asset master record with General Ledger, GAAP reporting, Depreciation, useful lives, whether depreciable or not and depreciable or not depreciable is very much a HWY-9P activity based on the current 17A received from the districts. We are working on the final report for Assets that would require the information the same currently use to create the 17A as a better option to identify, create and update the assets. This will keep the current pending process as is, allow for HWY-9P to control the proper creation of the asset records and update the workflow of individuals. The final report will allow HWY-9P to update the assets in agreement with the data that FAMS captures the asset files pending timing differences in reconciliation. 10/1/24 - To be resolved with the DOTLH and L&S teams.	Solution Design & Configuration	10000000				
OR2544893	Issue	Resolve	The FAMES Interface File Mapping Logic is defined by LSI based on the file bytes received from DOTLH. DOTLH has not provided a PO interface. The current interface is FAMES uses used by DOTLH for the past. This is a new process for DOTLH with the implementation of HA. Risk level is High. DOTLH has provided a PO interface, but this was discontinued the last several years so there are concerns over how to interface this data to DAGS. PO interface has only been done annually but will change to daily with implementation of HA. Risk level low.	Brenda	11/29/2022	Medium		Nig, Hafez, DOTLH (person?)	Nig and Hafez		10/20/21 - The FAMES PO interface will be resolved only after the testing of the PDD is complete. 10/20/21 - The FAMES Payment interface mapping can only be confirmed after testing since in present interface file has been used in the past. 10/1/24 - Keep status as "In Progress" until there is not file to be tested. 10/1/24 - To be resolved with the DOTLH and L&S teams.	Risk Issue Management	10000000				
OR2544893	Issue	Resolve	Date cleaning of charge codes will be needed by DOTLH with the assistance of LSI for Project WBS and Order conversion. This will be an ongoing effort working in a Team until DOTLH is able to provide a good version file (P&I-C001)	Brenda	11/29/2022	High		Hafez and Denny	Hafez & Tin		This will be an ongoing date cleaning effort. The last change codes file is dated July 20, 2022. The 30 date cleaning overview is documented on the Assumption section of CO-C001 IO Conversion PDD. 10/20/21 - FSD for CO-001 was conditionally approved on 10/14/23. Since date cleaning is an ongoing task, we will keep this issue "In Progress". 10/21 - New SMALL file dated 10/21 was received from Vanessa. Will use this file for our testing CO-C001. Date cleaning recommendations listed on the CO-C002 PDD is an ongoing task and issue remains "In Progress" status. 10/1/24 - Keep "In Progress" status in file as an ongoing date cleaning task. 10/20/21 - FSD Added "In Charge Codes" and "P" were the closed timeline to WBS in HA. Had no RVN. CO WBS system is Sept will review the cleaning effort steps for Charge Codes 100 and 100 Work Order file for FY 2021 and 2023 date. 10/1/24 - Need to be done to ongoing record maintenance. Any or report from DOTLH for file. Possible email request to DOTLH, Ron, Hena and Vanessa to see when last discussed.	Data Conversion	10000000				
OR2544893	Issue	Resolve	During the Vendor master data conversion, 10/25/22 the Petty cash Vendor discussion brought up the issue of how petty cash payment and replenishment process will occur in HA.	Brenda	11/29/2022	Medium		Hafez and Nig	Nig and Hafez		10/20/21 - Need to be done to ongoing record maintenance. Any or report from DOTLH for file. Possible email request to DOTLH, Ron, Hena and Vanessa to see when last discussed.	Data Conversion	10000000				
OR2624613	Risk	Risk	GL Balance Conversion - There is no single data source to get GL balance for go-live. The current process to establish beginning balances of new fiscal year requires manual data compilation using excel spreadsheets reporting financial reports with adjustment journal entries (not tracked in FPOVAC system). This may become a risk conversion balance for go-live cannot be determined, validated and reconciled in a timely manner. (GL-C001)	Hena	3/28/2023	High		Vanessa and Hafez	Hafez		Meeting held to discuss GL balance conversion and couldn't identify a single data source to establish the beginning fiscal year balances for go-live. The current process involves extensive manual effort with multiple reporting detailed reports and adjustment entries tracked on excel spreadsheets. The current FY 2022 trial balance reports provided are high level and do not have the level of detail (balances by GL account and Fund) needed for balance conversion in HA. 10/21 - Balance will be provided by Vanessa on excel format monthly at go-live conversion. Balance cannot be directly obtained from FPOVAC or FAMES Database due to additional manual data analysis is required after you enter soft close balances. FSD is in progress. 10/21 - FSD submitted to DOTLH on 10/21/23. 10/1/24 - Remain "In Progress" until a test file is provided. 10/1/24 - To be resolved with the DOTLH and L&S teams.	Risk Issue Management	10000000				
OR2664504	Issue	Resolve	Re-Validation of Super Users (and Trainers) - have completed validation with Districts but Branches outstanding. Approver to validate given we initially completed in October 2022. Many questions from the Districts on timing of end user training, scheduling, etc. Number of downstream users to OCS/Training with lack of workflow and timeline are ever increasing	LARRY WILKINS	4/18/2023	High		P&I	OCMT (range) (Person) &		Training & Knowledge Transfer	10000000					
OR2674924	Issue	Resolve	Super User Orientation Training and ascending impacts to their schedules for supporting UAT. Training Materials Review (final communication required here for them to understand process and internal timeline). End User Training Support	LARRY WILKINS	4/18/2023	High		P&I	OCMT (range) (Person) &		Communications Management	10000000					
OR2684504	Risk	Risk	Training Infrastructure District Concerns regarding Final/Ready Training Delivery, weather related power outages, bus/trains, etc. Depending on training delivery window - need to be a focus of conversations regarding expectations of end users and completing training. PPO, etc.	LARRY WILKINS	4/18/2023	Medium		P&I	OCMT (range) (Person) &		Communications Management	10000000					
OR2684504	Issue	Resolve	Timely development of District/Branch Training Schedule, outlining of all training coordinators, site coordinators ownership of schedule and logistics based on training schedule	LARRY WILKINS	4/18/2023	High		P&I	OCMT (range) (Person) &		Training & Knowledge Transfer	10000000					
OR274924	Issue	Resolve	Timely identification of LSI Instructional Designers for training materials development which is based on a 4 week window (time not including developing materials, authoring workshop and maintaining access) (Person)	LARRY WILKINS	4/18/2023	High		P&I	OCMT (range) (Person) &		Training & Knowledge Transfer	10000000					
OR274924	Issue	Resolve	FAMES transaction codes file contains multiple FAMES TC's with same set of debit and credit accounts	Hena	5/4/2023	High		Vanessa and Hafez	Vanessa and Hafez		Solution Design & Configuration	10000000					
OR274924	Issue	Resolve	Conversion of data for Purchase Orders and Contracts - There are 2 different sources from where the Open Purchase Orders and Contracts could be extracted within DOTLH. While Purchase Orders can be generated from the Legacy system AS400 (One week for each field and DOTLH Admin and Branch offices), there is manual effort involved to structure the data points (for example for the PO's, Contracts, Side Source and Change Items and Options) and Line Item descriptions into customer format from a string or from items stored in the AS400 systems. The manual effort needs to be required for different test cycles with updated data and for the final production conversion based on cut-off dates. Current data needs to be extracted from the FAMES database or reflected in DATAMART and translation to the template would be a manual effort to suit the fields of the template and the activity needs to be repeated and updated per test cycles and for the final production conversion as well. This poses a risk in ensuring the readiness of the data in time for Co-located on cut off dates as well as accuracy of the data.	Nig	5/9/2023	Medium		Nig, Eric and Val	N/A		Risk Issue Management	10000000					
OR274924	Issue	Resolve	Per RPTM requirement GL111, HA needs generate Journal Vouchers whenever necessary to be in compliance with DAGS. For example, when transferring appropriations or shifting Budget Encumbrance balances by correcting to contracts. P's should be generated in HA so the DOTLH can send them to DAGS (GL111 - AS400 to generate State Journal Voucher from with transaction code and state UAC.	Brenda	9/15/2023	Medium		Mona, Hafez & Vanessa	Mona & Vanessa		Solution Design & Configuration	10000000					
OR274924	Issue	Resolve	HA is requirement (OT007 and IT006) to be able to customize error messages so that the HA error correction process is not less efficient than the current DOTLH error correction process.	Brenda	6/2/2023	Medium		Ron	Devops team		Solution Design & Configuration	10000000					

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Observation, Risk, and Issues List – Closed

OR#-ID	Type	Phase	Issue Description	Created By	Date Created	Priority	Target Resolution Date	Assigned to	Issue Owner	Analysis Target Date	Resolution	Work Status	Category	Open	Date Closed	Comments	Documents
OR214171	Issue	Explore	Designing the DOTX system to match with the current state environment will likely have impacts for the future DOTX current designs.	John Marciano	6/21/2021	Low	9/30/2021	Mary Raymond	John Marciano	8/30/2021	Functional teams will be designing the system as it currently exists at the State. State is in the process of procuring a new ERP system but the timing will likely be to far into the future.	Finance	Solution Design & Configuration	Yes	11/30/2021		
OR214177	Issue	Explore	Reduced availability of fiscal staff in July & August due to statutory mandated fiscal year end close and audit activities. This was discussed during project procurement and contracting.	John Marciano	6/30/2021	Medium	8/30/2021	John Marciano/Ron Lee	John Marciano	8/30/2021	PMO will monitor the availability as it has little or no impact to the project timeline.	Project Management	Contract Management	Yes	Closed 8/25/21		
OR214480	Issue	Explore	State implementation and impact on UCOA planned design	John Marciano	7/20/2021	High	9/30/2021	Mary Raymond	Mary Raymond	8/6/2021	Meeting to discuss UCOA has been scheduled with DAGS. Initial discussions with DAGS scheduled for 8/12/2021. Should update on 10/22/21 DOTX has approved a COA design relevant for their own SAP implementation. The State proposed UCOA is just a design that DAGS may or may not implement in their own system. DOTX will have a supporting table for their COA to DAGS for any interfaces.	Finance	Schedule Management	Yes	3/29/2022	DOTX needs to move forward with its chart of account design and align as closely as possible to UCOA with DOTX business requirements primary. Before finalization there will be a need to conduct follow up meetings and discussions. It was noted that UCOA the current structure has limitations with the structure of the Funds but will likely be modified as they move into their implementation.	
OR214403	Risk	Explore	Governor's announcement week of 8/22 that requests building travel to the island	John Marciano	8/27/2021	Medium	9/3/2021	Ron Lee/Tammy Lee	John Marciano	8/25/2021	DOTX was doing research. According to DOTX all staff will be available to support the project.	Project Management	Contract Management	Yes	3/29/2022	PMO from DOTX and L&I will monitor the topic and adjust as needed.	
OR214448	Risk	Explore	Users asking when can DOTX review the solution design for DOTX's waterfall funding requirement?	Ron Lee	9/9/2021	Medium	9/16/2021	John Marciano	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 DOTX data. DOTX should provide scenarios. Should update on 10/22/21 DOTX has provided scenarios. FFWA requirements require the system to automatically to the fund using waterfall funding, including expenses by program code, billing FFWA by program code and more. The initial design starts with master data. The Fund master is the source of funding and is designed to include both the appropriation and program code. The WBSSE master is designed to track the spending by not only phase but also participant and agreement type. The master data has not been approved by DOTX yet for the Fund and this is core for L&I to design the end to end solution. L&I has presented design options for FFWA waterfall funding but still waiting for DOTX to close an option. Requirements indicate that option 3 is what we need but DOTX has not agreed to this yet so this is also delaying L&I to build an end to end solution. However, L&I will do some end to end scenarios based on the Fund master design including program code and the hybrid splitting/waterfall funding option.	Finance	Solution Design & Configuration	Yes	5/4/2022	Duplicate of #7.	
OR214448	Risk	Explore	Users asking when can DOTX review the solution design for DOTX's funds check requirement?	Ron Lee	9/9/2021	Medium	9/16/2021	John Marciano	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 DOTX data. DOTX should provide scenarios. 10-22 Will be done in realization, process documented in approved budget execution PDD	Finance	Solution Design & Configuration	Yes			
OR214448	Issue	Explore	Users asking when can DOTX review the solution design for DOTX's GL interface to FAMES requirement?	Ron Lee	9/9/2021	Medium	9/16/2021	John Marciano	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 DOTX data. DOTX should provide scenarios. 10/22 Per meeting with DAGS on 11/4/21, GL interface has been removed due to technical limitation of current FAMES interface program cannot accept JV interface data from HA.	Finance	Solution Design & Configuration	Yes		Per meeting with DAGS on 11/4/21, GL interface has been removed due to technical limitation of current FAMES interface program cannot accept JV interface data from HA.	DOTX PDD_FISC_Pak and Post JV
OR212448	Issue	Explore	Users asking when can DOTX review the solution design for DOTX's AP interface to FAMES requirement?	Ron Lee	9/9/2021	Medium	9/16/2021	John Marciano	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 DOTX data. DOTX should provide scenarios. 10/22 High level FAMES payment interface design is documented in the AP PDD. Detailed design will be documented on Functional Specification and Technical Specification.	Finance	Solution Design & Configuration	Yes	1/19/22	High level FAMES payment interface design is documented in the AP PDD. Detailed design will be documented on Functional Specification and Technical Specification.	DOTX PDD_FISC_Mange AP Posting, Ongoing Payments and FAMES Payment Interface
OR214448	Issue	Explore	Users asking why some scenarios are trying to build master data, custom fields, system design before reviewing all of DOTX requirements.	Ron Lee	9/9/2021	Medium	9/16/2021	John Marciano	Ron Lee	9/16/2021	Users will use the solution in Realization in the DOTX Dev System Master data is part of the overall design	Project Management	Solution Design & Configuration	Yes	4/20/22	We build the blueprint, consisting of Enterprise Structure, Master Data Design and Process Design Documents in a sequence as they build upon one another. We have agreement with DOTX and L&I on the approval of these deliverables to keep forward momentum of the project. This was signed on 4/19/22.	
OR214448	Issue	Explore	Check Log is asking for guidance on legacy data cleanup beyond what is on the "conversion for draft db" spreadsheet.	Ron Lee	9/9/2021	Medium	9/16/2021	John Marciano	Ron Lee	9/16/2021	Meeting scheduled with Check on 9/14	Project Management	Schedule Management	Yes	5/16/21	Actions and activities decreased and to begin working on cleaning of data. 4/20/22 - Any open items here?	
OR214448	Issue	Explore	The control requirement for Cash Funds Check is specified in requirements AP01, GL02, PO05, PO06, PO07, PO08, TL07. It was mentioned in the 9/14 Cost Lighting and FFWA Funding session that this requirement cannot be met with standard SAP functionality. The L&I proposal response to meet the cash funds check requirements is enhancement and/or customizations and should be included in the WBS/CRP.	Ron Lee	9/13/2021	Medium	9/21/2021	Brenda Crebman	Ron Lee	9/23/2021	The issue is cash checking at the time of Contract encumbrance. Further discussion is next weeks playback session. Currently a manual process. 10/22 1. AP01, GL02 are met with cash checking at time of payment. 2. TL07 can be met for cash balance checking. DOTX always stores cash to cover labor a current process. The question is how do we want to do this in SAP since general already paid before the posting even get to DOTX since ERP is the system of record for period. 3. PO05, PO06, PO07, PO08 are all part of a set of requirement on a purchase requisition. Funds checking against the appropriation in the AVS checking against DOTX approved budget. Cash appropriation is not a budget but rather cash which is checked in FI transactions. PO08 is an encumbrance therefore the funds control from an appropriation budget is checked. Cash is checked at time of payment.	Finance	Solution Design & Configuration	Yes		DOTX PDD_FISC_Mange AP Posting, Ongoing Payments and FAMES Payment Interface DOTX PDD_FISC_Mange Cash/Basis Accounting and Cash Availability Control	
OR217445	Issue	Explore	Cash Management requirements - cash reconciliation solution is unclear to the users	Ron Lee	9/16/2021	Medium	4/14/2022	Thao Yeo			Cash reconciliation will be done via custom reconciliation report at the Cash account and Appropriation level. Cash balances in HA will be compared with cash balances in Detran with the same data comparison criteria such as by Cash Account, Appropriation, Posting Date, Period or other account assignment elements. Detran data will be imported into HA and stored in custom table via scheduled batch job. Detailed design specifications will be documented on the Functional Specification and Technical Specification.	Finance	Schedule Management	Yes		Discussed in the AP Open Item review session on 4/14/22.	DOTX PDD_FISC_Mange Account Payable Functions, Ongoing Payments and FAMES Payment Interface DOTX PDD_FISC_Mange Cash/Basis Accounting and Cash Availability Control
OR214441	Issue	Explore	DOTX needs to clarify the GL02 requirement.	Ron Lee	9/22/2021	Medium	5/4/2022	John Marciano			Will be reviewed by L&I team. 10/ DOTX Please provide questions.	Finance	Requirement Management	Yes	5/4/2022	10/22 met with cash transfer process	DOTX PDD_FISC_DOTX PDD_FISC_Pak and Post JV & DOTX PDD_FISC_Mange Cash/Basis Accounting and Cash Availability Control
OR214441	Risk	Explore	SAP AP payment process needs to be reviewed and defined with DOTX's roles and responsibilities. i.e. Need to clarify who runs payment proposal to generate voucher	Ron Lee	9/22/2021	Medium	5/4/2022	John Marciano			Will be reviewed by L&I team.	Finance	Interface & Integration	Yes	5/4/2022	10/22 - clarified in PDD	DOTX PDD_FISC_Mange Account Payable Functions, Ongoing Payments and FAMES Payment Interface

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OR2124441	Issue	Explore	DOTH needs to make a decision on each contract when creating contracts in SAP.	Ron Lee	9/22/2021	Medium	5/4/2022	John Marciano			DOTH will manage available cash throughout the contract process via custom report. This is documented in the noted PDDs.	Finance	Solution Design & Configuration	Open	5/4/22 - DOTH will manage available cash throughout the contract process via custom report	DOTH_PDD_FIAP_Mange AP Postings, Ongoing Payments and FAMES Payment Interface DOTH_PDD_FIOM_Mange Cash-Basis Accounting and Cash Availability Control	
OR2124441	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	Suzuki			Will be reviewed by LSI team.	Procurement	Solution Design & Configuration	Open	5/4/22 - defined in PDD	DOTH Process Design Document Contracts	
OR2124441	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 Marciano			Standard reports session was conducted by Mary Ramond.	Finance	Reports & Analytics	Open	5/4/2022 - This will be part of the realization phase. PDDs address reports based on the requirements and identifies WHEREVER where applicable. DOTH can dive into standard reporting after ITCC after configuration has been tested and data has been converted.		
OR2124441	Issue	Explore	Most of the playback sessions are conducted based on a high level To-Be process flow. Users are asking if LSI consultants can address each requirement first and then Seasoned 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 Marciano				Requirements will be traced back to the PDD's and also in the RTM. 5-10-22 - Addressed in playback sessions based on feedback from DOTH. Many system demos have been provided by users in Sandbox for all the PDDs. Processes will be tested in Sandbox with DOTH. There are no training guides available in the GovOne system which the Sandbox is built on. Previous Project Team Training materials that were shared in early May can be referred to as well as the recorded session.	Finance	Training & Knowledge Transfer	Open	3/22/2022 - Ongoing during end of the PDD review sessions	
OR2124441	Issue	Explore	Users are asking if LSI can provide SAP standard training guides that DOTH can follow when accessing Sandbox for self-training purpose?	Ron Lee	9/22/2021	Medium	5/4/2022	John Marciano				Project Management	Training & Knowledge Transfer	Open	5/4/2022 - Opened 9/22/2021 Previously provided the two web sites to get information on SAP. Free SAP Training (openSAP and SAP Help Portal) 4/30/21. There is a deliverable that was dropped during project prep on "Project Team Training Plan". This addresses these items and should be completed. A DED was proposed to the PMO and we are awaiting a decision on the contents of this plan to address the deliverable. 5/4/22 - End user training materials will be DOTH specific. These will be built and delivered as part of Realize phase.		
OR2124441	Issue	Explore	Finalization of the Chart of Account	John Marciano	9/22/2021	Medium	9/28/2021	Mary Ramond			Finalization of the chart of accounts needs to be completed by DOTH. Follow up workshop and review with DOTH will be scheduled the week of 9/27. Revised update on 3/20/22. DOTH has approved a COA design relevant for their own SAP implementation. The State proposed UCOA is just a design that DAOS may or may not implement in their new system. DOTH will have a mapping table for their COA to DAOS for any interchanges. Next governance business case for FAMES, HIP, and FAS interfaces or data conversion requests ASAP.	Finance	Schedule Management	Open	9/28/2021 - 12/20/2021 Chart of accounts will be based on the UCOA. 12/20/2021 DOTH creating over chart of accounts, 7 digits, following best practice design but including Object code number		
OR2114448	Issue	Explore	Interface support with HEP 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 Marciano	9/28/2021	Low	5/4/2022	Ron Lee	Ron Lee			Project Management	External Impact Management	Open	5/4/2022 - Not sufficient detail, if more details are known, we can open. Functional specs should address my requirements identified to date.		
OR2124470	Issue	Explore	Cannot access a complete manual from support.sap.com. It only shows the partial download. It shows "You cannot exceed 100 bytes" when I try to access a complete user guide by module such as GL, AP, etc. Contact notes: At an 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 an 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	4/8/2022	Ron Lee				Project Management	Documentation	Open	4/6/2022 - 5/4/22 - support.sap.com provides general help by area. We will develop DOD and user specific training materials during Realize phase. 3/28/22 - No Manual has been provided. 4/9/22 - User guides will be provided as part of end user training. For generic system training - https://help.sap.com/docs/ 4/9/22 - Ron agreed that this has been addressed.	Rick to review sample document from Learning Hub (COC and course materials)	
OR2154477	Risk	Explore	No training has been provided on how to use the support.sap.com website to access documentation and reference materials.	Ron Lee	10/8/21	Low	4/9/2022	Mary Ramond			Request submitted to schedule a meeting for Mary Ramond to conduct a walk through of the support website. This should be for a limited group.	Project Management	Schedule Management	Open	4/9/2022 - There is a deliverable that was skipped during project prep on "Project Team Training Plan". This addresses these items and should be completed. A DED was proposed to the PMO and we are awaiting a decision on the contents of this plan to address the deliverable. 3/28/22 - LSI to review training from Sept 2021 to see what was provided. 4/9/22 - This item can be closed based on Ron stating the training has been addressed.	Training provided in Sept 2021. Sessions were recorded.	
OR2154477	Risk	Explore	10/26/2021 - As discussed in the PMO, Tammy requests Nag and Streanda prepare a more detailed presentation that she can review with the DEs and OAs to get their approval for PM. The presentation would be similar to the one Patrick did for budgeting decisions regarding posting Budget Appropriation Documents. DOTH needs more detailed information on the implications of implementing Plant Maintenance to meet District requirements as an alternative to building the proposed interface to AS400 to use existing AS400 functions to meet requirements. The process flows presented do not follow LSI project standards and lack main lines to understand change management issues. What is the difference between a work order and a notification? What are order types? What kind of reporting data can come out of a work order? What kinds of data can be captured in a work order? Location -> Shift hours -> equipment usage hours -> materials used -> weather conditions -> other How do you forecast work orders being used? Will the work order replace our 5-type charge codes? Will one work order = 1 type charge code? How are work order costs collected? Seasonally? Monthly? Yearly? Are there any work orders involved with work orders? What DMR processes would remain in AS400 should the decision be to keep the AS400 for the DMR? What DMR processes would move to PM should the decision be to implement PM instead of this interface?	Deisy Brighter	10/8/21	Medium	5/4/2022	Suzuki Ota / Ng Venkat				See comments	Procurement	Interface & Integration	Open	5/4/2022 - Please see the email response sent to the team on 10/11/2021 What is the difference between a work order and a notification? Answer: Notification is a pre-sending 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's Work order can either be created directly or with reference to a Notification. What is order types? Answer: Order types for a work order can be differentiated for different works like preventive maintenance or breakdown maintenance. Example: Landscaping maintenance, Traffic Signal Maintenance, Motor pool maintenance, etc. What kind of reporting data can come out of a work order? Answer: By maintenance location, by plant (branch/branch), and by equipment all work orders for a period can be drawn as a standard report -> Shift hours? Answer: Shift hours used and cost associated with materials (equipment, oil) can be drawn via the work order reports -> equipment usage hours? Answer: Reports for equipment usage can be drawn by location for a period by all work orders. For Equipment Maintenance, equipment wise work order will be used to record the costs incurred. For Maintenance work orders, where a specific equipment is used, usage in terms of shift hours are captured -> materials used? Answer: Work order will contain materials used reports -> other How do you forecast work orders being used? Answer: Best practice is to create work order before work is performed and estimate costs and compare estimate to actual later on. Work orders can be created by planning the costs on 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 the 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? Seasonally? Monthly? Yearly? Answer: Costs are collected as soon as the actuals are posted. Settlement will post this to other receivers such as Project, Cost Center, etc as needed. (Could be a provide job) Are there any work orders involved with work orders? Answer: Yes, it is possible. We need to capture the requirements for it.	
OR2154481	Issue	Explore	SAP Product direction. Should SAP be implemented or should a successor product be implemented?	Treider	9/7/2021	Medium	5/8/2022	Ron Lee/Tammy Ie				Solution Design & Configuration	Open	5/8/2022			
OR2154480	Issue	Explore	DOTH needs to interface PO remaining encumbrances to FAMES at the fiscal year-end while contracts are encumbered at DAOS upon their creation. This also requires SAP to accurately track POs encumbered in DAOS vs. POs not encumbered at DAOS.	Ron Lee	10/11/2021	Medium	5/4/2022	Suzuki Ota				See comments	Procurement	Interface & Integration	Open	5/4/2022 - See: We have captured this as an item. We received the decision only to interface remaining PO encumbrances at the end of the year. We plan on accomplishing with an interface as a custom object. 10/21/21 PM - There is a downstream effect on budget control calculation. Should DOTH use Active control or Passive Control? Final sent to Ron, Joen and Tammy for guidance. 5/4/22 - Decided to have encumbrances sent to FAMES daily.	
OR2174411	Issue	Explore	Decision to be made on PM in order to replace AS400 or stay within the contracted scope and stay within the boundaries of AS400?	Treider	9/7/2021	High	3/22/2022	Ron Lee/Tammy Ie				DOTH has made a decision to defer AS400 to after the completion of wave 2	Solution Design & Configuration	Open	3/22/2022	10/12/22 - CR183 was rejected to bring the AS400 requirement into the scope of wave 1 and is deferred to after wave 2 allow for milestone-by-mi.	

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082184495	Risk	Explore	Allow Project & Budget Staff (HWY-SB & HWY-SM) or Fiscal Officer (HWY-SF) to Post Budget (Appropriation) Documents: During the BluePrint phase, the question was put forth to DOTH if HWY-SF is will required to be the group that will post the Budget Document in SAP entered by the HWY-SB group. Since the content of post and post budget document is new to DOTH, the question was to explore any business improvement or transformation of DOTH. The reasoning for this question is that in the current agency system, HWY-SF does a manual master validation and check balances for the budget forms (A015, A019, etc.). Since SAP has the capability to do master data validation and automatically budget balances in real-time, about HWY-SB posts their own budget documents and bypass HWY-SF. The answer received from Tammy is that budget documents must continue to go through HWY-SF for approval.	Patrick Heron	10/20/2021	High	4/15/2022	Patrick		Project Management	Solution Design & Configuration	Closed	4/15/2022	10/20/2021 - Email sent on 10/20/2021 to request guidance from DOTH. 5/11 - Any more details? (see Patrick) Tammy is going to allow her fiscal staff to post budget transactions. Issue resolved. 3/28/22 Patrick to follow up with Ron to close. 4/15/22 - Patrick help meeting to confirm the issue was resolved.
082184496	Risk	Explore	PO Conversion: DOTH does not maintain existing POs amounts by line item. Therefore there is not a direct link between the line item and descriptions to the accounting on the PO. For conversion to SAP a decision will need to be made on how to create the PO line items and related amounts per line item.	Brenda Creftman	10/27/2021	High	5/4/2022	Suzandra Gosa Nig Venkat		Procurement	Data Conversion	Closed	5/4/2022	5/4/22 - conversion process will pending. Decision for the split on AP invoices determines the conversion strategy.
082144498	Risk	Explore	Split pay invoices by fund - considering solution options - customize interface programs to generate report payment documents or customize F110 to process by fund - can we agree with DASH to no longer do this? Request submitted for follow up meeting to get confirmation and resolution so we can finalize design.	John Maricao	10/27/2021	High	10/28/2022	Brenda Creftman Brenda Creftman		Finance	Interface & Integration	Closed	10/28/2022	5/4/22 - Options provided to DOTH on 4/27/22. Waiting on decision from DOTH 6/7/22 - FHWA PDD documents the methodology to handle this process
082144493	Issue	Explore	Implement SudoNet user roles and provide training recommended by John Fain to address DOTH user learning gaps	Ron Lee	1/3/2021	High	5/4/2022	Rory O'neer John Sheehan ko		Finance	Training & Knowledge Transfer	Closed	5/4/2022	PostSAP Dashboard Training was conducted in February 2022.
082144499	Issue	Explore	Ensure Dextity has the internal support required which will enable her to have more dedicated OCM time for capability transfer, deliverable review and upcoming training activities.	Libby Wilkins	1/19/2021	High	4/18/2022	Ron Lee		OCM	Resource Management	Closed	4/18/2022	Additional DOTH resources hired March 2022 (Rosanne) mid April 11, 2022.
082144495	Issue	Resolve	Identification of DOTH Enable Now AdminIT resource for capability transfer and long term EN understanding and maintenance.	Libby Wilkins	1/19/2021	High	11/19/2021	Tammy Lee Destiny Brighter		Training	Resource Management	Closed	11/19/2021	Validating DOTH Resource. Need to confirm name and LSI OCM to engage accordingly with DOTH resource. Tammy to coordinate with DOTH resource (T. BENSELEY). Ashley Aceto is assigned as the DOTH ITEN Owner. Tammy has spoken to both Ashley and her manager regarding the effort/program.
082144493	Risk	Explore	In the 10/27 response to DOTH COA deliverable questions and several workshop discussions, it was stated that the leading practice for COA is SAP Public Sector to allow for future growth and requirements. However, in the proposed COA design, DOTH is very concerned that since the 10th digit is already taken in there is no room to create sub-segments in the future. For example, if the future DOTH is required to have different sub-Accounts Receivable under 1080100001 such as change claims, rental, misc. billing, MYSO, etc, please explain how will this be accommodated without changing the account structure because the last digit of GL code is already used.	Ron Lee	11/10/2021	High	12/15/2021	Brenda Creftman		Finance	Solution Design & Configuration	Closed	12/15/2021	Chart of account structure was reviewed and finalized. Deliverable complete. There are 5 open digits allow for future growth. In your example accounts receivable 1080100001 accounts receivable is just the first sub-account. If DOTH needs additional we can increment accordingly. For example, change 1080100001, rental 1080100002, misc billing 1080100004 and so on. DOTH changed the COA numbering to 7 digits which is documented in the approved COA 12/15/21
082144402	Risk	Explore	The identified DOTH Enable Now Resource - Ashley Aceto has not engaged with LSI EN Consultant Mike Stankis. We have reached out several times since 12/21/21 with no response. While we are not hearing through him, and have limited Mike's time - he has moved forward with configuration of the system and setting standards and priorities. What to ensure that Ashley is on the journey and not playing catch-up.	Libby Wilkins	2/10/2022	Medium	2/17/2022	Libby Wilkins Tammy Lee & Destiny Brighter	Complete	OCM	Resource Management	Closed	3/30/2022	DOTH Resource re-engaged with LSI Enable Now - March 2022.
082144402	Issue	Explore	DOTH SML Turnover: Alma C. and Cathy Herndon are no longer with DOTH. Email messages were returned "undeliverable" so raised with Tammy Destity. Just want to assure that we have awareness of SML turnover so we can update our project rosters and data lists accordingly and provide information to relevant constituents.	Libby Wilkins	2/10/2022	Medium	5/4/2022	Tammy Lee & Destiny Brighter	TBD	OCM	Organization Change Management	Closed	5/4/2022	4/20/22 - Need to cross check with Destity/Tammy that one DOTH SML list is accurate. 5/4/22 - DOTH SML is a living document and will be updated as changes occur in DOTH staff.
082144402	Issue	Explore	Vendor Master data layout	Suzandra Gosa	3/22/2022	Medium	5/4/2022	Ron Lee Ron Lee		Procurement	Data Conversion	Closed	5/4/2022	10/30/2022 - Update from Russ and Rosanne below... Suzandra, There has been no vendor clean-up for FAMES, and there is no way to mark the vendors as active or inactive. All vendor ids are active. Thank you, Rosanne. From: Suzandra Gosa <Suzandra@statehi.com> Sent: Wednesday, March 30, 2022 12:31 PM To: Winitande, Rosanne B <rosanne.b.winitande@hawaii.gov> Cc: Brighter, Destiny <destiny.brighter@hawaii.gov>; Nanyang, Verdana <VVerdana@hawaii.gov>; Lee, Ronald <ron.l.lee@hawaii.gov>; Lee, Rosanne GP <rosanne.gp.lee@hawaii.gov>; Lee, Yvonne Y <yvonne.y.lee@hawaii.gov>; Wertz, Valerie L <valerie.l.wertz@hawaii.gov> Subject: [EXTERNAL] Re: Discuss Dataunit data needed for H4 Hi Rosanne/Ross, We have one follow-up question. We will appreciate it if you can answer it. Question: How do we know if a supplier is inactive or blocked in FAMES? Will the vendor record no longer appear in the file? Thanks, Suzandra
082144470	Risk	Resolve	Print Symbolic *Currently 6 characters. *SAP field can hold up to 10 characters. *Per design, it will be 7 characters in H4 16 characters plus "0" at the end to allow for future flexibility). Leigh & Angie were told that even if the last character were not needed in this time, we should setup all PS to be 7 characters for consistency; however, we noticed that if more or less than 7 characters were input, the system would accept it. This will cause more work than the current business process with HWYAC. Per the contract, changes to DOTH business or operational processes shall only improve DOTH staff efficiency and shall not require DOTH to expand more resources or DOTH and its staff than previously required for its business processes.	Leigh and Angie	10/1/2021	High	4/12/2022	Ron Lee Destiny Patrick		Resource Management	Closed	4/12/2022	4/12/2022 4/12/2022 - DOTH has made the decision to move forward with the new Fund structure. Approved email sent on 04/12/2022. New Structure: Fiscal year is now 4 digits (YYYY) and two digits extension at the end to fill out the whole 10 char. field for the Fund master data element. 04/22/2022 3/24/2022 Issue will be discussed on Thursday (3/30) or Friday (3/31) meeting with DOTH when Patrick is onsite. 4/12/22 - The issue was confirmed to be resolved closed on 4/12/22	
082144403	Risk	Resolve	Realization Phase Kickoff - final, downstream impacts of communicating to Super Users, etc.	Libby Wilkins	4/17/2022	High	6/26/2024	PKO PKO			Solution Design & Configuration	Closed	6/26/2024	6/26/2024 - Realization Kickoff deck reviewed with DOTH
082154448	Issue	Explore	Users asking why some sessions are trying to fix master data, custom fields, system design before reviewing all of DOTH requirements.	Ron Lee	9/9/2021	Medium	9/16/2021	John Maricao Ron Lee	9/16/2021	Project Management	Solution Design & Configuration	Closed	4/20/22	4/20/22 - We build the Blueprint, consisting of Enterprise Structure, Master Data Design and Process Design Documents in a sequence as they build upon one another. We have agreement with DOTH and LSI on the approval of these deliverables to keep forward momentum of the project. This was signed on 4/19/22.
082154481	Issue	Explore	SDP Product direction: Should SDP be implemented or should a successor product be implemented?	Trishar	9/7/2022	Medium	5/8/2023	Ron Lee Tammy Lee			Solution Design & Configuration	Closed	5/8/2023	
082174448	Issue	Explore	Users asking why some sessions are trying to fix master data, custom fields, system design before reviewing all of DOTH requirements.	Ron Lee	9/9/2021	Medium	9/16/2021	John Maricao Ron Lee	9/16/2021	Project Management	Solution Design & Configuration	Closed	4/20/22	4/20/22 - We build the Blueprint, consisting of Enterprise Structure, Master Data Design and Process Design Documents in a sequence as they build upon one another. We have agreement with DOTH and LSI on the approval of these deliverables to keep forward momentum of the project. This was signed on 4/19/22. 1/24/24 - This had a duplicate issue number (14), moved to the end of the list to assign an unique number. ps
082184491	Risk	Explore	SDP Product direction: Should SDP be implemented or should a successor product be implemented?	Trishar	9/7/2022	Medium	5/8/2023	Ron Lee Tammy Lee			Solution Design & Configuration	Closed	1/24/24	1/24/24 - This had a duplicate issue number (25), moved to the end of the list to assign an unique number. ps