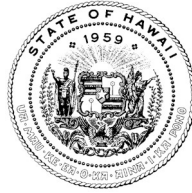


DAVID Y. IGE
GOVERNOR



DOUGLAS MURDOCK
CHIEF INFORMATION
OFFICER

OFFICE OF ENTERPRISE TECHNOLOGY SERVICES

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July 15, 2022

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


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

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

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

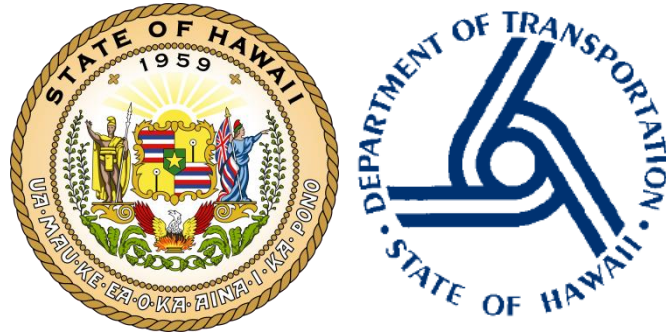
In accordance with HRS section 93-16, this report may be viewed electronically at <http://ets.hawaii.gov> (see "Reports").

Sincerely,


Douglas Murdock (Jul 15, 2022 13:05 HST)

Douglas Murdock
Chief Information Officer
State of Hawai'i

Attachments (2)



Monthly Project Assessment Report – April 2022

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

Author: Ohanasoft/IV&V Project Team
Creation Date: May 05, 2022
Last Updated: May 15, 2022
Version: 1

Version History

Version Number	Updated By	Revision Date	Description of Change
1	IV&V Project Team	5/15/2022	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 Enterprise Resource Planning (ERP) Contractor, LSI, 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 also acquired a contract with IT Management Consulting Firm, Ohanasoft, 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.



B. Summary

The project currently does not have an established target Go-Live date. Process Design Documents (PDD), which document DOT functional areas along with business processes, to-be processes and their descriptions, configuration, relevant data, cross-functional impacts, and organizational change considerations are one of the main deliverables for the Explore Phase. All the PDD drafts and revisions are submitted, a few of them are accepted, and most are in the feedback and the update/correction process. There are some challenges remaining but PDD review sessions are progressing. Various efforts including terminology crosswalk tables in the PDDs and weekly Q&A sessions are bridging the gap in understanding and they are helping with PDD sessions and documents. PDDs are going through “conditional approval” where content of the PDD or the implementation design may change later if a need for correction is found during the Realize Phase. Overall, the target date for completion of PDDs and ultimately the Explore Phase has been set for May 31, 2022.

Requirements Traceability Matrix (RTM) document references a PDD document name for a requirement, not a specific section of a document. Therefore, it is difficult to trace the requirement to specific PDD content. As stated in the past reports, the preferred method would be to examine the RTM first or at least cross-reference the requirements together with PDDs. Otherwise, it may cause some rework, revisiting, or updating PDDs when the Project team discovers that the requirements are missing or not fully addressed in the PDDs.

There has not been much progress made for Analysis of Reporting Requirements which is to review DOT current reporting requirements. However, PDD already includes a section that lists reports which require to be custom built. Therefore, this section may need to be reworked since DOT and consultants have not reviewed DOT report requirements in detail with H4 standard reports and overall layout of custom-built reports.

Split/Waterfall Funding along with other critical core requirements designs such as funds check and labor costs are continuing to make progress. DOT is waiting for the design information to be incorporated into PDD.

The H4 Project’s primary goal is to replace the current HWYAC system for FHWA requirements and it is suggested that the core financial modules and implementation receive the highest priority and attention before the modules that are not directly related to FHWA. Therefore, the Plant Maintenance (PM) module needs discussion and evaluation on whether to do a Big-Bang release with others or a phased release. DOT is currently going through the requirements gathering process for PM. If the PM is to go live with the rest of the core modules, it may further delay the new Go-Live date.

Project Issue Log was reviewed during the PMO meeting but there was not much progress made due to the lack of time to review and resolve the issues. In order to progress it was determined to be reviewed offline first and then be revisited during the meeting. It should be continuously monitored and addressed promptly as we continue to meet project delays and open items accumulate.

DOT recently hired two additional system accountants and they are engaged with the H4 project.

II. IV&V Dashboard

A. Subject Category

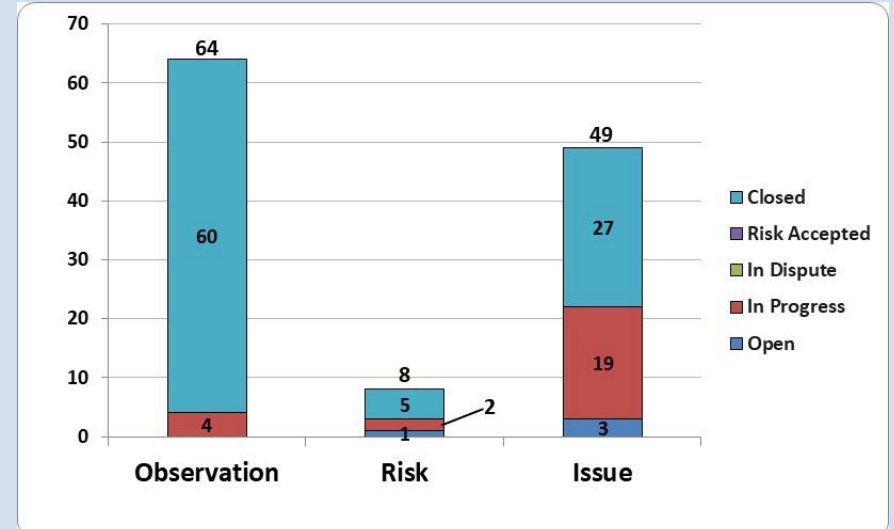
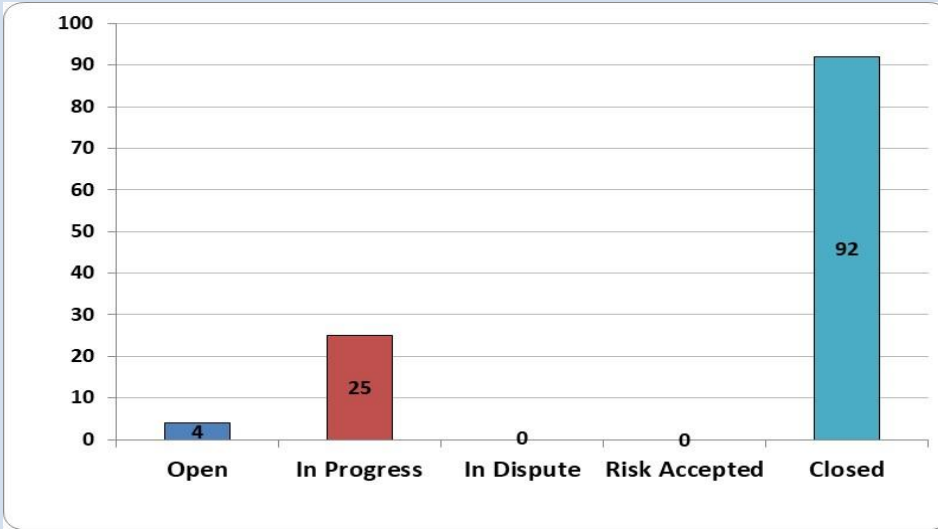
IV&V Dashboard – Subject Category			
Subject Area	Subject Category	Impact	
		Previous Month	Current Month
Project Management	Schedule Management		
	Resource Management		
	Quality Management		
	Risk/Issue Management		
	Organization Change Management		
	Communication Management		
	Contract Management		
	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

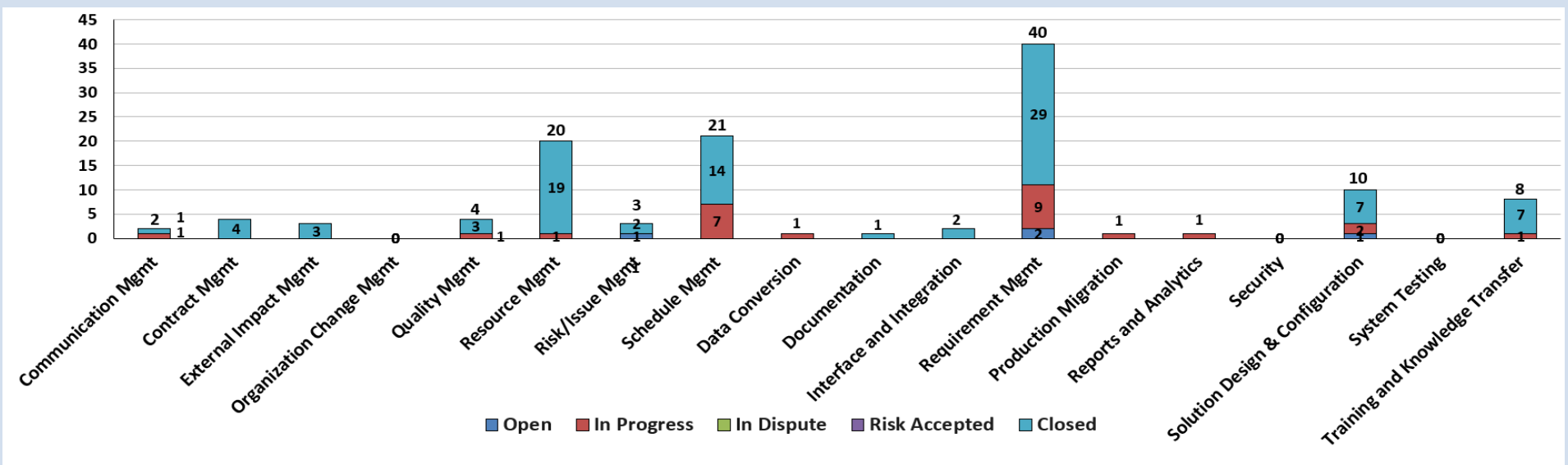
IV&V Dashboard – Observation, Risk, Issues, Subject Category

Number of Total Observation, Risk, and Issues

Number of Observation, Risk, and Issues by Status



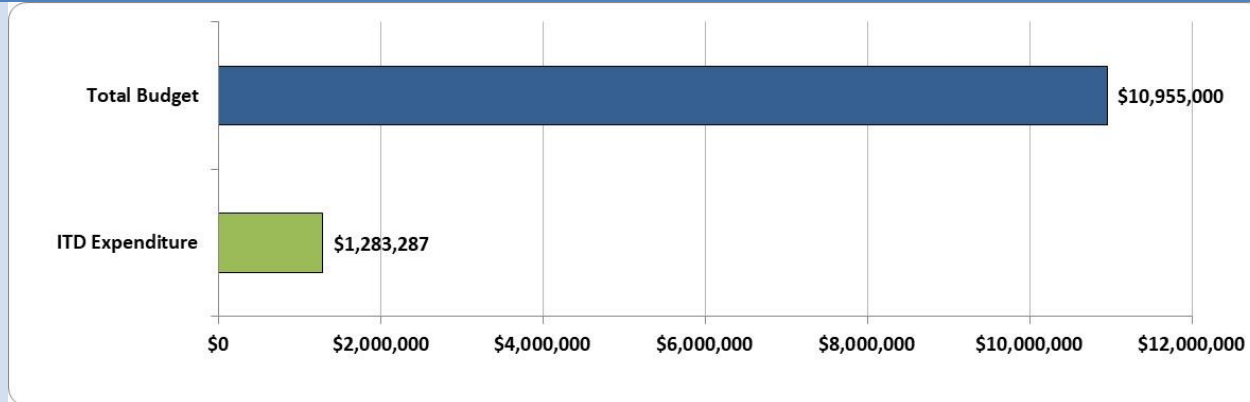
Number of Observation, Risk, and Issues by Subject Category



C. Total Budget vs. Inception to Date Expenditure, Project Timeline

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

Total Budget Vs. Inception to Date (ITD) Expenditure



Number of Observation, Risk, and Issues by Status

- Remaining Months: 5
- Completed Months: 14
- Percentage of Completed Months vs. Total Months: 73.68%
- Percentage of ITD Expenditure vs. Total Budget: 11.71%
- Remaining Budget Balance: \$9,671,713

Project Timeline

DOTH Financial Management System (Wave I)	Mar-21	Apr-21	May-21	Jun-21	Jul-21	Aug-21	Sep-21	Oct-21	Nov-21	Dec-21	Jan-22	Feb-22	Mar-22	Apr-22	May-22	Jun-22	Jul-22	Aug-22	Sep-22
Phase																			
Prepare																			
Explore																			
Realize																			
Deploy																			
Production																			


Note: A blue box labeled 'Original Go Live' is positioned above the Jun-22 cell. A green box labeled 'DOTH FMS' is positioned below the Apr-22 cell.


H4 is in the Explore Phase. The Explore Phase has been extended and the current target date is May 30, 2022. Go Live date is undetermined.


- 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: 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

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. It is currently unknown, at a detail level, if the number of resources are 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 LSI complete Project Plan/Implementation Schedule as soon as possible.</p> <p>Project Plan/Implementation Schedule Submission History:</p> <p>11/16/2020: The initial project plan was submitted and returned back to LSI after DOTH review due to incompleteness.</p> <p>12/21/2020, 4/26/2021, 6/14/2021, 7/1/2021: Updated project plan was submitted by LSI but returned back to LSI after DOTH review due to incompleteness.</p> <p>8/4/2021: Updated project plan was submitted by LSI but DOTH requested a revision.</p> <p>9/02/2021: No updates have been submitted to DOTH. Revised Acceptance Date: 9/30/2021.</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: LSI Assistant Project Manager submitted the revised project plan. DOTH has a meeting with the LSI Assistant Project Manager and requested a revision due to the project plan being incomplete.</p> <p>10/13/2021: LSI 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 LSI 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: LSI Assistant Project Manager submitted the revised project plan and DOTH will hold a review meeting on 11/24/2021.</p> <p>11/24/2021: LSI 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: LSI 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 the H4 implementation project. The Project Manager will continue to work on the 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>	

Schedule Management: Observation, Risk, Issue and Feedback/Mitigation	
Issue	Impact
<p>ORI ID: I-210930-01 LSI extended the Explore Phase one month to complete the explore workshops and deliverables including Document Fit/Gap Analysis, Process Design Documents (PDD), and Requirements Traceability Matrix.</p>	
Feedback/Mitigation/ Updates	
<p>Schedule should be reviewed and adjusted as needed.</p> <p>10/15/2021: No major updates.</p> <p>10/31/2021: It is extended again to the middle of November 2021.</p> <p>11/18/2021: The Explore Phase has not been completed yet.</p> <p>12/2/2021: The Explore Phase has not been completed yet. There is no specific target date forecasted by LSI.</p> <p>12/31/2021: The Explore Phase has not been completed yet. There is no specific target date forecasted by LSI.</p> <p>1/31/2022: There is progress made with PDD, however Fit/Gap and RTM are being worked on as lower priority. Not completing RTM is leading to missed requirements that need additional explore sessions.</p> <p>2/28/2022: PDD priorities were created and PDD reviews and validations are in progress.</p> <p>3/31/2022: PDD reviews and validations are in progress. There is no specific target date forecasted by LSI.</p> <p>4/29/2022: A target date for Explore Phase closure was determined to be 5/31/2022. LSI will schedule RTM meetings starting on the week of 5/9/2022.</p>	


Schedule Management: Observation, Risk, Issue and Feedback/Mitigation	
Risk	Impact
<p>ORI ID: R-211028-01 The Go-Live date of 7/01/2022 may not be feasible due to:</p> <ul style="list-style-type: none"> - Delays in deliverables. - Lack of solution design for DOTH critical core requirements - Lack of focus on DOTH critical core requirements. - Multiple core staff turnover (Project Manager, Fund Management Consultant, Two Assistant Project Managers, FHWA Billing Consultant, Financial/Integration Lead) 	
Feedback/Mitigation/Updates	
<p>It is recommended that:</p> <ul style="list-style-type: none"> - Outstanding deliverables should be completed as soon as possible. - DOTH critical core requirements solution design needs to make progress. 	

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

- DOTH critical core requirements should be higher priority.
- Reasons for high turnover should be evaluated and the H4 Project Team should take proper action.

11/18/2021: No major updates.
 12/2/2021: No major updates.
 12/31/2021: No major updates.
 1/31/2022: Go-live date is planned to be discussed in mid-February. Go-Live date of 7/01/2022 is close to impossible to meet as of the assessment date.
 2/28/2022: The new Go-live date was tentatively planned to be updated in mid-February, however it is not announced by LSI and it will be discussed after PDDs are complete. Currently, there is no Go-Live date set.
 3/31/2022: A new Go-Live date still has not been set by LSI. LSI suggested that once PDDs are completed and signed off, an estimated Go-Live date can be established. DOTH requested that the H4 project needs a new Go-Live date as soon as possible because the project plan and resource scheduling requires a new Go-Live date.
 4/29/2022: New Go-Live date will be re-assessed after PDDs are completed and accepted by DOTH in the Explore Phase.

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

Issue	Impact
<p>ORI ID: I-220114-03 According to the project timeline, Wave 2 was supposed to start in December 2021. However, there are currently no Wave 2 activities that IV&V team is aware of, including Wave 2 Kick-off meeting.</p>	
Feedback/Mitigation/ Updates	
<p>At the current rate of progress, a Go-Live date of August 1st, 2022 will be extremely difficult to meet. The project schedule is planned will be revisited in mid-February for possible updates in the schedule. Wave 2 is planned after the completion of the Wave I Explore phase. The Wave 2 schedule should be revisited at the same time as the Wave I schedule update. 2/28/2022: The new Go-live date was tentatively planned to be updated in mid-February, however it was not announced by LSI and it will be discussed after PDDs are complete. Wave 2 is also postponed, however the new time frame has not been proposed yet. Currently, there are no Go-Live date or Wave 2 timeline. 3/31/2022: LSI needs to set a new Wave 1 Go-Live date and Wave 2 timeline. 4/29/2022: New Go-Live date will be re-assessed after PDDs are completed and accepted by DOTH in the Explore Phase.</p>	

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

Observation

ORI ID: O-220131-01

LSI started to configure H4 at risk before approval of PDD.

Feedback/Mitigation/Updates

2/28/2022: No major updates.

3/31/2022: According to the Phase Gate approach, LSI is not supposed to configure H4 before fully completing the Explorer Phase. LSI is continuing with the configuration and that could be a risk for LSI.

4/29/2022: No major updates.

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

Issue

Impact

ORI ID: I-220331-01

LSI stated during the PMO meeting in February 2022 that a Go-Live date of Plant Maintenance will be reassessed and proposed with consideration of a phased approach (going live without PM) instead of the Big-Bang approach.



Feedback/Mitigation/ Updates

LSI needs to propose if the Plant Maintenance module will be included in the Wave 1 Go-Live given the project is delayed and Plant Maintenance could take away the needed resources to be able to focus and complete Wave 1 implementation which will replace HWYAC.

4/29/2022: DOTH started to collect and compile Plan Maintenance, Inventory, and other AS400 requirements per LSI's request.

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

Issue

Impact

ORI ID: I-220331-02

The Go-Live date of Wave 2 for Budget and Planning (SBP) has not been set yet.




Feedback/Mitigation/ Updates


The Go-Live of Wave 2 for Budget and Planning (SBP) needs 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.


B. Subject Category: Resource Management

Resource Management: Observation, Risk, Issue and Feedback/Mitigation	
Issue	Impact
<p>ORI ID: I-220131-02</p> <p>A few LSI consultants are missing some DOT requirements and PDD documents are not covering all the DOT processes and requirements. Certain information is incorrect in the PDDs and it is unsure whether LSI consultants have a full understanding of DOT processes and requirements.</p> <p>Some consultants seemed to have limited experience with DOT and FHWA and need more time to understand information related to DOT and FHWA processes.</p>	
Feedback/Mitigation/Updates	
<p>LSI and DOT should confirm that the consultants meet the qualifications as stated in the RFP equivalent work experience.</p> <p>2/28/2022: A high turnover on top of the limited DOT experiences of the consultants has been an issue that makes the project more challenging to be implemented. Another consultant (FHWA Billing) left the H4 project. LSI found a replacement consultant, but he has not come to DOT on-site yet.</p> <p>3/31/2022: A new FHWA Billing consultant joined the H4 project and started to work on AR and FHWA Billing. Waterfall funding and FHWA solution are still in development. If there is turnover, it should be ensured that the consultant meets the qualification stated in the RFP. Consultants who are unfamiliar with FHWA and DOT requirements should attend other relevant meetings, especially including FHWA, to bridge the FHWA and DOT knowledge gaps.</p> <p>4/29/2022: No major updates. Consultants including the new FHWA Billing resource continue to develop FHWA solution design.</p>	


C. Subject Category: Quality Management

Quality Management: Observation, Risk, Issue and Feedback/Mitigation	
Issue	Impact
<p>ORI ID: I-211202-01</p> <p>Some LSI Deliverables contained errors and misinformation such as incorrect project name, other client's system architecture, missing/incomplete contents, etc. E.g., Technical Infrastructure Plan/Design, Project Standard Strategy, Scope Management Strategy, etc.</p>	
Feedback/Mitigation/Updates	
<p>It is recommended that deliverables are more carefully prepared, reviewed and proofread by LSI document quality team before submitting to DOT for review.</p> <p>1/31/2022: January has been mainly focused on PDD documents, however the documents were not well standardized. In addition, other documents showing untimely information and documents with noticeably templated information not specified for DOT are frequently present.</p> <p>2/14/2022: Technical Infrastructure Plan/Design document was submitted with very generic information and it also included another client's implementation information. The document should be reworked and resubmitted.</p> <p>3/31/2022: Continuous monitoring is needed to improve quality of deliverable documents.</p> <p>4/29/2022: Only PDDs and MDDs have been submitted and there has been some progress made, but other outstanding documents have not made progress.</p>	

D. Subject Category: Risk/Issue Management

Risk/Issue Management: Observation, Risk, Issue and Feedback/Mitigation	
Issue	Impact
<p>ORI ID: I-220131-01 Action items in "Open Items Tracker.xlsx" and "Issue Log" are not followed-up on or not reaching detailed resolution.</p>	
Feedback/Mitigation/Updates	
<p>Open Items Tracker and Issue Log need to be consistently monitored and resolution needs to be sought after in order to minimize project issues and reduce project risks. 2/28/2022: No major updates. 3/31/2022: At the 3/3/2022 PMO meeting, the previous Project Manager did not remember the "Open Items Tracker.xlsx" document and mentioned it is not being used or tracked. Issue Log still needs to be constantly reviewed, monitored, and followed up. 4/28/2022: LSI proposed to hold a meeting soon to review "Issue Log" list.</p>	

E. Subject Category: Communication Management

Communication Management: Observation, Risk, Issue and Feedback/Mitigation	
Issue	Impact
<p>ORI ID: I-220131-8 There are some requirements and processes that impact multiple modules, including waterfall funding, FHWA, etc. However, information often are siloed and it seems to be not communicated to the other consultants frequently. This results in multiple consultants asking for the information on a same topic each time at different meetings.</p>	
Feedback/Mitigation/Updates	
<p>More coordination and collaboration is 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 project team members to attend the meetings related to critical core requirements such as waterfall funding. Analyze each meeting's agenda to see if there are other consultants that should attend for related information. 2/28/2022: There is another consultant who is leaving the project and a replacement consultant has not participated in a meeting, and these turnovers are adding difficulty to the current communication issue. 3/31/2022: More collaboration is expected among LSI consultants where it requires integrated solutions such as Waterfall Funding, FHWA Billing, Labor, etc. When DOT staff inquiries about solutions that integrate across two or more functions between H4 modules, DOT staff should also be provided with the integrated solution answer as opposed to separate or siloed bits of information of each H4 module. 4/29/2022: Efforts were made to improve communication and collaboration. (E.g., Rules of Engagement prepared by LSI)</p>	

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

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

Issue

Impact

ORI ID: I-211021-03

It is difficult for DOTH users to understand and validate PDD because:

- Some requirements were not reviewed and some were not discussed in detail. Clarification and SAP solutions for requirements have not been properly documented.
- The project team training was conducted, however it was a generic introduction to SAP using PowerPoint slides. It didn't address DOTH requirements directly.
- There were not enough hands-on trainings to understand SAP functions and features. Therefore, DOTH users are having a difficult time applying them to DOTH requirements.
- Some DOTH critical core requirements were not discussed early enough in detail and not documented properly.



Feedback/Mitigation/Updates

It is recommended that:

- LSI and DOTH should confirm whether all the requirements are reviewed, clarified, and included in PDD.
- More training catered to DOTH should be provided.
- Core requirements should be considered to be a higher priority.

11/18/2021: No major updates.

12/2/2021: No major updates.


12/31/2021: No major updates.


1/31/2022: All the initially planned PDD documents are submitted at least once. Most of them are going through rounds of DOTH's reviews and discussions. There were difficulty with understanding the PDD from each of the module having a different style and format for the process description and it was not standardized. Most of the PDD documents were showing incomplete information and DOTH asked for a revision. PDDs for Waterfall Funding, FHWA Billing and Plant Maintenance are still not submitted.


2/28/2022: More PDD sessions took place and LSI showed SAP functionalities and processes in Sandbox, which helped DOTH understand PDDs better. However, there are still concerns about not being able to fully understand the document and SAP functionalities.


3/31/2022: PDD sessions continued to take place but DOTH users were still having difficult time understanding PDDs. More training and knowledge transfer need to be delivered to the DOTH Project Team.


4/29/2022: PDDs review and discussion sessions continued to take place regarding Waterfall Funding/Split, Payroll, Billing including Flexible Match, Taper Match, Central Federal Land, and County Pass Through, etc. More training and knowledge transfer are needed.

Requirement Management: Observation, Risk, Issue and Feedback/Mitigation	
Issue	Impact
<p>ORI ID: I-211028-02 The Requirements Traceability Matrix was delayed and has not been completed.</p>	
Feedback/Mitigation/Updates	
<p>It is recommended that LSI complete the deliverable as soon as possible. 11/18/2021: No major updates. 12/2/2021: No major updates. 12/31/2021: No major updates. 1/31/2022: No major updates. Not going through the full DOTH requirements and not completing RTM before PDDs are completed is causing some requirements to be missed and it is causing multiple issues. 2/28/2022: No major updates. 3/31/2022: No major updates. 4/29/2022: LSI is targeting RTM to be completed by 5/31/2022.</p>	

Requirement Management: Observation, Risk, Issue and Feedback/Mitigation	
Issue	Impact
<p>ORI ID: I-211028-09 The Document Fit/Gap Analysis was delayed and has not been completed.</p>	
Feedback/Mitigation/Updates	
<p>It is recommended that LSI complete the deliverable as soon as possible. 11/18/2021: No major updates. 12/2/2021: No major updates. 12/31/2021: No major updates. 1/31/2022: No major updates. This is directly impacting the project schedule. 2/28/2022: No major update. 3/31/2022: No major updates. 4/29/2022: LSI is targeting Fit/Gap Analysis to be completed by 5/31/2022.</p>	

Requirement Management: Observation, Risk, Issue and Feedback/Mitigation	
Issue	Impact
<p>ORI ID: I-220131-06 A high-level solution for the DOTH critical core requirement, "Labor "Compression," is still being developed by LSI and not approved by DOTH.</p>	
Feedback/Mitigation/Updates	
<p>This is a critical core requirement and the solution design needs to be completed as soon as possible as High Priority. 2/28/2022: PDDs are being updated by LSI. 3/10/2022: LSI presented integration process from payroll to finance. There was a discovery session about how DOTH processes labor at FAMIS, DAGS, and HWYAC. The more detailed journal entries and processes need to be reviewed and clarified in the next meeting. It currently impacts H4 Solution Design and Configuration as well. 4/28/2022: Payroll meeting was held to review Payroll journals to develop its solution design.</p>	

Requirement Management: Observation, Risk, Issue and Feedback/Mitigation	
Risk	Impact
<p>ORI ID: R-220223-01 It was discussed that employees who initiate purchase also enter AP invoices in the Branch. There are a few concerns with this approach:</p> <ul style="list-style-type: none"> - training issue - employees have to learn new process and task - resource concern - resource shifting/reorganization may need to take place from change in workload - over decentralization and additional support - if there are any errors or if troubleshooting is needed then the System Accountant needs to support multiple people - control issue 	
Feedback/Mitigation/Updates	
<p>Further discussion is recommended to ensure the new process will be manageable for the Purchase Requisitioner position. 3/31/2022: No major updates. 4/26/2022: Two options for AP Invoice matching were presented by LSI and preferred option turned out to be very error prone, which will have a negative impact on DOTH's decentralized AP invoice entry procedure.</p>	

Requirement Management: Observation, Risk, Issue and Feedback/Mitigation	
Issue	Impact
<p>ORI ID: I-220301-01 According to 3/1/2022 AP meeting, the current H4 does not have a functionality of matching invoices to a specific PO/Contract Suffix line(s) based on the user's need. LSI proposed that DOTD creates PO/Contract line with only one suffix line.</p>	
Feedback/Mitigation/Updates	
<p>A single suffix line approach does not appear to be a feasible workaround for DOTD business process. An enhancement is needed if a standard functionality cannot meet invoice matching requirement. 3/31/2022: A solution is still being developed by LSI. 4/26/2022: Two options for AP Invoice matching were presented by LSI. The pros and cons were discussed and the option 1 seems preferable but customization is required to put data entry validation and to make data entry more user friendly.</p>	

Requirement Management: Observation, Risk, Issue and Feedback/Mitigation	
Observation	
<p>ORI ID: O-220314-01 Currently, DOTD first expenses out inventories and equipment purchases, and then the equipment is reclassified to fixed assets at the fiscal year-end. Inventories are not reflected on the Balance Sheet. LSI proposed that purchases of inventories and equipment are charged to Asset account in FI and charged to Expense account in FM for the budgetary control purpose.</p>	
Feedback/Mitigation/Updates	
<p>This proposed solution needs to be reviewed and validated by DOTD. 3/31/2022: No major updates. 4/29/2022: No major updates.</p>	

Requirement Management: Observation, Risk, Issue and Feedback/Mitigation	
Observation	
<p>ORI ID: O-220316-01 LSI and DOTD need to work together to design UNSPSC values and its level of detail for the Material Group, this includes both inventory and non-inventory items, as well as goods and services in H4.</p>	
Feedback/Mitigation/Updates	
<p>3/31/2022: No major updates. 4/29/2022: No major updates.</p>	

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

Observation

ORI ID: O-220328-01

Journal Entries (JE) that H4 generates in the various business areas, such as procurement, payable, receivable, billing, fixed asset, payroll, etc., had not been reviewed. DOTH recently asked journal entry questions by submitting journal entry forms with DOTH business scenarios "Procure to Fixed Assets," and LSI filled out the forms and did a presentation on 3/28/2022.

Feedback/Mitigation/Updates

4/29/2022: DOTH needs to follow up on a few outstanding items. (E.g., Fixed Asset Appropriations, Sub-Divisions, etc.)

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

Issue

Impact

ORI ID: I-220427-01

Some basic standard functionality in Fixed Assets were not able to be presented due to Sandbox errors. E.g., Fixed Assets Transactions.



Feedback/Mitigation/Updates

It is recommended that Sandbox systems are maintained to be in working order to be able to review as needed to help PDD discussions.

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

Issue

Impact

ORI ID: I-220428-01

Barcode solution for physical inventory in H4 is still pending. Barcode software and hardware have not been proposed yet by LSI.



Feedback/Mitigation/Updates

It is recommended that Barcode solution needs to be developed as soon as possible.

G. Subject Category: Solution Design and Configuration

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

Issue

Impact

ORI ID: I-211028-08

The Technical Infrastructure Plan/Design was delayed and has not been completed.



Feedback/Mitigation/Updates

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

It is recommended that LSI complete the deliverable as soon as possible.

11/18/2021: LSI submitted Technical Infrastructure Plan/Design and DED for DOTH's review. DOTH requested a revision due to the document being incomplete and inaccurate.

12/2/2021: No major updates.

12/31/2021: No major updates.

1/31/2022: No major updates.

2/14/2022: Technical Infrastructure Plan/Design document was submitted with very generic information and it also included another client's implementation information. The document should be reworked and resubmitted.

3/31/2022: No major updates.

4/29/2022: No major updates.

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

Issue

Impact

ORI ID: I-220114-01

LSI presented the Waterfall Funding solution with three options: Front-End Split, Back-End Split, and Hybrid. These options were already presented and discussed during the procurement process and, currently, nine-months into the project there is still no solid resolution or decision regarding the Waterfall Funding requirement.



Feedback/Mitigation/Updates

Waterfall funding is a Critical Core Requirement and design solution should be completed as soon as possible, especially since it impacts multiple areas of the System, and it may also impact the schedule.

2/10/2022: A Waterfall Funding meeting was held and the H4 Project Team discussed three options, improvement types, and programs codes. Review and updates are in progress.

3/31/2022: No major updates. LSI and DOTH need to collaborate to decide on the solution design.

4/27/2022: More Waterfall Funding and Billing meetings were held. DOTH is waiting for FHWA PDD.

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

Risk

Impact

ORI ID: R-220418-01


The current approval hierarchy of Purchase Requisitions are complicated and has more than 10 levels. This may cause delays in approval and needs high maintenance.




Feedback/Mitigation/Updates

It is recommended that DOTH review the process flow with LSI and consider streamlining the approval process.


H. Subject Category: Reports and Analytics

Reports and Analytics: Observation, Risk, Issue and Feedback/Mitigation	
Issue	Impact
<p>ORI ID: I-211028-01 The Analysis of Reporting Requirements was delayed and has not been completed.</p>	
Feedback/Mitigation/ Updates	
<p>It is recommended that LSI complete the deliverable as soon as possible. 11/18/2021: No major updates. 12/2/2021: No major updates. 12/31/2021: No major updates. 1/31/2022: No major updates. 2/28/2022: No major updates. 3/31/2022: There was an Analysis of Reporting Requirement meeting held on 3/7/2022 and LSI decided to start analyzing DOTM reports first and get back to DOTM with a list of Standard Reports and Custom Reports. 4/29/2022: No major updates.</p>	


I. Subject Category: Data Conversion

Data Conversion: Observation, Risk, Issue and Feedback/Mitigation	
Issue	Impact
<p>ORI ID: I-211028-06 The Data Conversion Plan was delayed and has not been completed.</p>	
Feedback/Mitigation/Updates	
<p>It is recommended that LSI complete the deliverable as soon as possible. 11/18/2021: No major updates. 12/2/2021: No major updates. 12/31/2021: No major updates. 1/31/2022: LSI submitted draft and DOTM is reviewing. 2/28/2022: Data Conversion Plan review and updates are in progress. 3/31/2022: Data Conversion Plan review and updates are in progress. The Data Conversion Plan is supposed to contain more details according to the DED but the H4 Project Team agreed that the details of Data Conversion such as data mapping, cleansing procedures, data extraction process, etc. can be included in the Functional Specification Documents. A follow-up meeting for project data conversion is scheduled for 4/4/2022. 4/29/2022: No major updates.</p>	

J. Subject Category: Training and Knowledge Transfer

Training and Knowledge Transfer: Observation, Risk, Issue and Feedback/Mitigation	
Issue	Impact
<p>ORI ID: I-220303-01 DOTH requested weekly SAP training from LSI, but LSI stated that it is difficult due to resource constraints. LSI suggested to bring up questions as needed to each respective consultant.</p>	
Feedback/Mitigation/Updates	
<p>One of the issues is the lack of SAP understanding that DOTH members have, and this makes it challenging to review PDDs and to make progress with the project. It is recommended that LSI and DOTH both proactively work on bridging the knowledge gap for H4 by LSI offering additional training sessions and DOTH requesting system training and information as needed. The training does not have to be a formal structured classroom session, but it could be an informal standing session once a week to keep DOTH users more familiar with H4 functionalities and features and to maintain the implementation momentum throughout the H4 project.</p> <p>3/31/2022: LSI started to have a standing meeting every week for discussion and Q&A on the Fund Management module. For non-FM related questions and discussion, the FM consultant will bring respective module consultants as needed and provide answers or resolutions. The first FM Q&A session took place on 3/28/2022.</p> <p>4/29/2022: Weekly Q&A sessions have been continuing.</p>	

K. Subject Category: Production Migration

Production Migration: Observation, Risk, Issue and Feedback/Mitigation	
Issue	Impact
<p>ORI ID: I-211028-07 The Initial Deployment Plan was delayed and has not been completed.</p>	
Feedback/Mitigation/Updates	
<p>It is recommended that LSI complete the deliverable as soon as possible.</p> <p>11/18/2021: No major updates. 12/2/2021: No major updates. 12/31/2021: No major updates. 1/31/2022: No major updates. 2/28/2022: No major updates. 3/31/2022: No major updates. 4/29/2022: No major updates.</p>	

IV. Meetings and Discussions Participated for the Month of April 2022

Meetings and Discussions			
Meeting ID	Meeting Date	Meeting Title	Meeting Description
M220404-1	4/4/2022	Discuss LSI request to approve Finance MDD and PDDs	An internal DOTH meeting was held to discuss LSI's proposed Fund combining Appropriation and Program Code.
M220404-2	4/4/2022	Conversion Clarification (PS/AP/AR)	A meeting was held to clarify data conversion plan for PS/AP/AR.
M220405-1	4/5/2022	Review AR Customer Master Data Maintenance PDD	A meeting was held to review Customer Master Data PDD.
M220406-1	4/6/2022	Review DOTH comments - PM Master Data and Notification PDDs	A meeting was held to review PM Master Data and Notification PDDs.
M220406-2	4/6/2022	Review PDD for Plant Maintenance Confirmations	A meeting was held to review Plant Maintenance Confirmation PDD.
M220407-1	4/7/2022	LSI Weekly Project Status Meeting	LSI Weekly Project Status meeting was held to report project management status, key milestones, high-level activities, and deliverable status.
M220407-2	4/7/2022	Continued - Review DOTH comments - PM Master Data and Notification PDDs	A meeting was held to review Plant Maintenance Master Data and Notification PDDs.
M220407-3	4/7/2022	Review HCM Mini Master PDD v3	A meeting was held to review HCM Mini Master PDD.
M220411-1	4/11/2022	Discuss AR PDDs	A meeting was held to review AR Account Maintenance and Invoicing PDD.
M220411-2	4/11/2022	GM Team Q&A During Onsite Week	Q&A session for Grant Management was held: Derivation Rules of IO to Fund Center, Overwrite with New Value, Do Not Overwrite if Fld Already Filled, Grants Management Line Item Display, etc.
M220411-3	4/11/2022	Review CIP Payroll Journal document	An internal DOTH meeting was held to discuss CIP Payroll Journals.
M220412-1	4/12/2022	Discuss impact of combining Program Code and Appropriation	A meeting was held to discuss the pros and cons of combining Appropriation and Program Code. LSI presented three alternatives with the pros and cons on each option.
M220412-2	4/12/2022	FM Team Q&A During Onsite Week	Q&A session for Fund Management was held: FM Master Data Conversion, Demo of creating Funds with attributes, CPN, Means of Financing, etc.
M220412-3	4/12/2022	Discuss FHWA Design	A meeting was held to discuss FHWA design: Waterfall Funding, Custom Table, Funding Sequences, Real Time Split, etc.
M220413-1	4/13/2022	Discuss mapping of AS/400 functions/reports to H4 PM PDDs	DOTH presented DMR functions, features and procedures in AS400 so that LSI develops or configures equivalent functions in H4.
M220413-2	4/13/2022	Review Project Execution & Closing PDD	A meeting was held to review Project Execution & Closing PDD: Project Status, System Status, User Status, Month End, etc.

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Meetings and Discussions			
Meeting ID	Meeting Date	Meeting Title	Meeting Description
M220414-1	4/14/2022	LSI Weekly Project Status Meeting	LSI Weekly Project Status meeting was held to report project management status, key milestones, high-level activities, and deliverable status.
M220414-2	4/14/2022	Discuss AP PDD Open Items	A meeting was held to review and discuss AP PDD and open items.
M220418-1	4/18/2022	Discuss inventory GL account (balance sheet)	A meeting was held to discuss inventory mapping with GL accounts: PR Encumbrance, PO Encumbrance, Goods Receipts, Invoices, etc.
M220418-2	4/18/2022	Review Logistics PDDs open items	A meeting was held to review Logistics and Purchase Requisition PDD.
M220419-1	4/19/2022	Review Time Management PDD Open Items	A meeting was held to review Time Management PDD and Open Items.
M220419-2	4/19/2022	Payroll PDD	A meeting was held to review HR PDD and Payroll PDD.
M220420-1	4/20/2022	Discuss project rules of engagement	An internal DOTM meeting was held to discuss PMO status report.
M220420-2	4/20/2022	internal discussion - District Requirements for H4.	An internal DOTM meeting was held to discuss a plan for collecting District Requirements.
M220420-3	4/20/2022	GL & CO Open Items Q&A	A meeting was held to discuss Cost Centers and Payroll Journals.
M220420-4	4/20/2022	Discuss Project Systems PDDs comments & pending items	A meeting was held to review Project Systems PDD.
M220420-5	4/20/2022	Grants design touch base call	Q&A session for Grant Management was held: Training Plan.
M220421-1	4/21/2022	LSI Weekly Project Status Meeting	LSI Weekly Project Status meeting was held to report project management status, key milestones, high-level activities, and deliverable status.
M220421-2	4/21/2022	FM Touch Base and Budget PDDs open items review	A meeting was held to review FM PDD.
M220421-3	4/21/2022	Discuss Finance data design impact on quarterly budget	An internal DOTM meeting was held to discuss FM Budget Period.
M220421-4	4/21/2022	Update District requirements checklist	An internal DOTM meeting was held to discuss District requirements.
M220422-1	4/22/2022	FM Budget touch-base session follow up question	A meeting was held to discuss Budget Period Value in FM.
M220425-1	4/25/2022	Continued - Review Logistics PDDs open items	A meeting was held to review Purchase Requisition Purchase Order, Contract PDDs.
M220425-2	4/25/2022	GL, AP, Cash, & CO Open Items Q&A	Q&A session for GL, AP, Cash and CO was held to discuss Payroll Journals and Cost Centers.
M220426-1	4/26/2022	AP PDD - demo for multiple account assignment split lines	AP Demo session was held to discuss two invoice matching options: 1. multiple SFX lines per one PO line, 2. one SFX line per PO line.
M220426-2	4/26/2022	Continued review of Fixed Assets PDDs	A meeting was held to review FA PDD.

Section: Meetings and Discussions Participated for the Month of April 2022

Meetings and Discussions			
Meeting ID	Meeting Date	Meeting Title	Meeting Description
M220427-1	4/27/2022	Discuss FHWA topics	A meeting was held to discuss Flexible Match, Tapered Match, County Pass Through, Central Federal Lands, and Payroll Posting.
M220427-2	4/27/2022	Continued review of Fixed Assets PDDs	A meeting was held to review FA PDD.
M220428-1	4/28/2022	LSI Weekly Project Status Meeting	LSI Weekly Project Status meeting was held to report project management status, key milestones, high-level activities, and deliverable status.
M220428-2	4/28/2022	Discuss H4 Journal Entries – CIP Labor	A meeting was held to discuss how H4 will generate CIP journals.
M220429-1	4/29/2022	Continued - Review Time Mgt & Payroll PDD open items	A meeting was held to review Time Management and Payroll PDDs.

V. IV&V Deliverables, Reports and Meetings Completed

IV&V Deliverables, Reports and Meetings Completed					
IV&V ID	IV&V Deliverable Name	LSI Deliverable Name	LSI 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	6/3/2021	
IVV5.01	Verification and Validation of Project Deliverables – Project Charter	Project Charter	Wave 1 / #2	6/2/2021	
IVV3.02	IV&V Mid-Month Assessment (June 2021)	N/A	N/A	6/17/2021	
IVV4.02	Monthly Project Assessment Report (June 2021)	N/A	N/A	7/11/2021	
IVV3.03	IV&V Mid-Month Assessment (July 2021)	N/A	N/A	8/2/2021	
IVV4.03	Monthly Project Assessment Report (July 2021)	N/A	N/A	8/13/2021	
IVV3.04	IV&V Mid-Month Assessment (Aug 2021)	N/A	N/A	9/5/2021	
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	
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	10/9/2021	
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	11/8/2021	
IVV5.07	Verification and Validation of Project Deliverables - Master Data Design Documents	Master Data Design Documents	Wave 1 / #18	11/8/2021	
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	






IV&V Deliverables, Reports and Meetings Completed					
IVV5.15	Verification and Validation of Project Deliverables - Interface Plan	Interface Plan	Wave 1 / #21	12/2/2021	
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	1/2/2022	
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	3/1/2022	
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	
IVV4.12	Monthly Project Assessment Report (Apr 2022)	N/A	N/A	5/17/2022	

VI. IV&V Deliverables, Reports and Meetings Planned To be Completed in Explore Phase

IV&V Deliverables, Reports, Meetings Planned To Be Completed in Explorer Phase					
IV&V ID	IV&V Deliverable Name	LSI Deliverable Name	LSI Wave / Seq ID	Estimated / Submission Date	Note
IVV5.10	Verification and Validation of Project Deliverables - Initial Deployment Plan	Initial Deployment Plan	Wave 1 / #23	May-2022	
IVV5.11	Verification and Validation of Project Deliverables - Analysis of Reporting Requirements	Analysis of Reporting Requirements	Wave 1 / #15	May-2022	
IVV5.12	Verification and Validation of Project Deliverables - Requirements Traceability Matrix	Requirements Traceability Matrix	Wave 1 / #16	May-2022	
IVV5.14	Verification and Validation of Project Deliverables - Process Design Documents (PDD) (Documented Business Process Model)	Process Design Documents (PDD) (Documented Business Process Model)	Wave 1 / #20	May-2022	
IVV5.17	Verification and Validation of Project Deliverables - Document Fit/Gap Analysis	Document Fit/Gap Analysis	Wave 1 / #25	May-2022	

VII. Appendix

A. Impact Definition

Value	Legend	Description
N/A		Not Applicable
No Impact		No Impact
Low		A priority of Low is assigned if there is a possibility of low impact to product quality, scope, cost, and/or schedule. Minimal disruption is possible and some monitoring is likely needed to ensure priority does not increase.
Medium		A priority of Medium is assigned if there is a possibility of moderate impact to product quality, scope, cost, and/or schedule. Some disruption is likely and a different approach may be required. Mitigation strategies should be implemented as soon as feasible.
High		A priority of High is assigned if there is a possibility of substantial impact to product quality, scope, cost, and/or schedule. A major disruption is likely and the consequences would be unacceptable. A different approach is required. Mitigation strategies should be evaluated and acted upon immediately.

B. Status Definition

Status	Description
Open	Observation, risk, or issue is created.
In Progress	Observation, risk, or issue is addressed and is being worked on by the implementation team.
In Dispute	Observation, risk, or issue is not acknowledged or accepted by the implementation team.
Risk Accepted	Observation, risk, or issue is acknowledged or accepted by 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.
	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, 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 project team's ability to deliver on its contractual commitments such as cost, scope, size, etc.
	External Impact Management	Identify and assess risks and issues external to DOTH, IV&V, and LSI 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.

Subject	Subject Category	Description
	Documentation	Identify and assess risks and issues in documentation deliverables.
	System Testing	Identify and assess risks and issues related to testing the functionalities of the system for the requirements.
	Training and Knowledge Transfer	Identify and assess risks and issues with training and knowledge transfer of the new system and its use for DOTH business.
	Production Migration	Identify and assess risks and issues to the system migrating from test environment to production environment.

D. Observation, Risk, and Issues List

Observation, Risk and Issues (ORI) 4/29/2022

ORI ID	Type	LSI Deliverable / OR Source	Creation Date	Subject Area	Modules	Summary	Description	Responsible Party	Status	Impact	Priority	Feedback / Mitigation	Updates	Review / Target Date	Close Date	Reference ID/Doc	Comments
I-211021-02	Issue	M211021-3	10/21/2021	Requirement Management (Processes, Requirements and Fit/Gap)	N/A	POD	It is difficult for DOTH to determine if all of DOTH requirements are properly addressed and included in the correct sections in POD since they are not cross-referenced in RTM and the requirements are not listed/referenced sequentially in POD.	LSI	Closed	Medium	N/A	It is recommended that when POD is submitted the corresponding section/module of RTM needs to be completed for DOTH to track requirements coverage, since RTM is referencing POD.	10/28/2021: LSI project manager stated POD is to be completed first and RTM is a result of POD, also POD is a living document and if there are requirements from RTM that were missed then they will be updated in POD. 11/18/2021: No major updates. 12/7/2021: No major updates. 12/31/2021: No major updates. 1/31/2022: RTM is not completed and it is being tracked by I-211028-02. This item will be combined with I-211028-02.	1/31/2022	1/31/2022	I-211028-02	
I-211021-03	Issue	M211021-4	10/21/2021	Requirement Management (Processes, Requirements and Fit/Gap)	GENERAL	POD	It is difficult for DOTH users to understand and validate POD because: - Some requirements were not reviewed and some were not discussed in detail. Clarification and SAP solutions for requirements have not been properly documented. - The project team training was conducted, however it was a generic introduction to SAP using PowerPoint slides. It didn't address DOTH requirements directly. - There were not enough hands-on trainings to understand SAP Functions and features. Therefore, DOTH users are having a difficult time applying them to DOTH requirements. - Some DOTH critical core requirements were not discussed early enough in detail and not documented properly.	LSI	In Progress	High	N/A	It is recommended that: - LSI and DOTH should confirm whether all the requirements are reviewed, clarified, and included in POD. - More training content for DOTH should be provided. - Core requirements should be considered to be a higher priority.	11/18/2021: No major updates. 12/7/2021: No major updates. 12/31/2021: No major updates. 1/31/2022: All the initially planned POD documents are submitted at least once. Most of them are going through rounds of DOTH's reviews and discussions. There were difficulty with understanding the POD from each of the module having a different style and format for the process description and it was not standardized. Most of the POD documents were showing incomplete information and DOTH asked for a revision. PODs for Waterfall Funding, Invoicing Billing and Plant Maintenance are still not submitted. 2/28/2022: More POD sessions took place and LSI showed SAP functionalities and processes in Sandbox, which helped DOTH understand PODs better. However, there are still concerns about not being able to fully understand the document and SAP functionalities. 3/31/2022: POD sessions continued to take place but DOTH users were still having difficult time understanding PODs. More training and knowledge transfer need to be delivered to the DOTH Project Team. 4/29/2022: PODs review and discussion sessions continued to take place regarding Waterfall Funding/Split, Payroll, Billing including Flexible Match, Taper Match, Central Federal Land, and County Pass Through, etc. More training and knowledge transfer are needed.	4/29/2022			
R-211028-01	Risk	M211028-1	10/28/2021	Schedule Management	GENERAL	POD	The Go-Live date of 7/01/2022 may not be feasible due to: - Delays in deliverables. - Lack of solution design for DOTH critical core requirements. - Lack of focus on DOTH critical core requirements. - Multiple core staff turnover (Project Manager, Fund Management Consultant, Two Assistant Project Managers, FHWA Billing Consultant, Financial/Integration Lead)	LSI	In Progress	High	High	It is recommended that: - Outstanding deliverables should be completed as soon as possible. - DOTH critical core requirements solution design needs to make progress. - DOTH critical core requirements should be higher priority. - Reasons for high turnover should be evaluated.	11/18/2021: No major updates. 12/7/2021: No major updates. 12/31/2021: No major updates. 1/31/2022: Go-live date is planned to be discussed in mid-February. Go-live date of 7/01/2022 is close to impossible to meet as of the assessment date. 2/28/2022: The new Go-live date was tentatively planned to be updated in mid-February, however it is not announced by LSI and it will be discussed after PODs are complete. Currently, there is no Go-live date set. 3/31/2022: A new Go-live date still has not been set by LSI. LSI suggested that once PODs are completed and signed off, estimated Go-live date can be established. DOTH requested that H4 project needs a new Go-live date as soon as possible because project plan and resource scheduling requires a new Go-live date. 4/29/2022: New Go-live date will be re-assessed after PODs are completed and accepted by DOTH in the Explore Phase.	4/29/2022			
I-211028-01	Issue	M211028-1	10/28/2021	Reports and Analytics	GENERAL	Delay in Deliverables	The Analysis of Reporting Requirements was delayed and has not been completed.	LSI	In Progress	High	N/A	It is recommended that LSI complete the deliverable as soon as possible.	11/18/2021: No major updates. 12/7/2021: No major updates. 12/31/2021: No major updates. 1/31/2022: No major updates. 2/28/2022: No major updates. 3/31/2022: There was an Analysis of Reporting Requirement meeting held on 3/7/2022 and LSI decided to start analyzing DOTH reports first and get back to DOTH with a list of Standard Reports and Custom Reports. 4/29/2022: No major updates.	4/29/2022			
I-211028-02	Issue	M211028-1	10/28/2021	Requirement Management (Processes, Requirements and Fit/Gap)	GENERAL	Delay in Deliverables	The Requirements Traceability Matrix was delayed and has not been completed.	LSI	In Progress	High	N/A	It is recommended that LSI complete the deliverable as soon as possible.	11/18/2021: No major updates. 12/7/2021: No major updates. 12/31/2021: No major updates. 1/31/2022: No major updates. Not going through the full DOTH requirements and not completing RTM before PODs are completed are causing some requirements to be missed and that is causing multiple issues. 2/28/2022: No major updates. 3/31/2022: No major updates. 4/29/2022: LSI is targeting RTM to be completed by 5/31/2022.	4/29/2022		1/31/2022: Updated to High impact.	
I-211028-03	Issue	M211028-1	10/28/2021	Training and Knowledge Transfer	N/A	Delay in Deliverables	The End User Training Strategy was delayed and has not been completed.	LSI	Closed	Low	N/A	It is recommended that LSI complete the deliverable as soon as possible.	11/27/2021: LSI submitted End User Training Strategy and DOTH's review is being in progress. 12/7/2021: DOTH review is being in progress. 12/31/2021: DOTH accepted End User Training Strategy.	12/31/2021	12/31/2021		
I-211028-04	Issue	M211028-1	10/28/2021	Requirement Management (Processes, Requirements and Fit/Gap)	N/A	Delay in Deliverables	The Process Design Documents (PDD) (documented Business Process Model) was delayed and has not been completed.	LSI	Closed	Low	N/A	It is recommended that LSI complete the deliverable as soon as possible.	11/18/2021: No major updates. 12/7/2021: No major updates. 12/31/2021: No major updates. 1/31/2022: No major updates.	1/31/2022	1/31/2022	I-211021-03	
I-211028-05	Issue	M211028-1	10/28/2021	Interface and Integration	N/A	Delay in Deliverables	The Interface Plan was delayed and has not been completed.	LSI	Closed	Low	N/A	It is recommended that LSI complete the deliverable as soon as possible.	11/18/2021: No major updates. 11/24/2021: LSI submitted and DOTH is reviewing it. 12/7/2021: DOTH requested a revision. 12/31/2021: No major updates.	1/31/2022	1/14/2022		
I-211028-06	Issue	M211028-1	10/28/2021	Data Conversion	GENERAL	Delay in Deliverables	The Data Conversion Plan was delayed and has not been completed.	LSI	In Progress	Low	N/A	It is recommended that LSI complete the deliverable as soon as possible.	11/18/2021: No major updates. 12/7/2021: No major updates. 12/31/2021: No major updates. 1/31/2022: LSI submitted draft and DOTH is reviewing. 2/28/2022: Data Conversion Plan review and updates are in progress. 3/31/2022: Data Conversion Plan review and updates are in progress. The Data Conversion Plan is supposed to contain more details according to the DED but H4 Project Team agreed that the details of Data Conversion such as data mapping, cleansing procedures, data extraction process, etc. can be included in the Functional Specification Documents. A follow-up meeting for project data conversion is scheduled for 4/4/2022. 4/4/2022: There was a meeting to clarify the outstanding data conversion plan items. Data Conversion Plan review and updates are in progress. 4/29/2022: No major updates.	4/29/2022			
I-211028-07	Issue	M211028-1	10/28/2021	Production Migration	GENERAL	Delay in Deliverables	The Initial Deployment Plan was delayed and has not been completed.	LSI	In Progress	Medium	N/A	It is recommended that LSI complete the deliverable as soon as possible.	11/18/2021: No major updates. 12/7/2021: No major updates. 12/31/2021: No major updates. 1/31/2022: No major updates. 2/28/2022: No major updates. 3/31/2022: No major updates. 4/29/2022: No major updates.	4/29/2022			
I-211028-08	Issue	M211028-1	10/28/2021	Solution Design and Configuration	GENERAL	Delay in Deliverables	The Technical Infrastructure Plan/Design was delayed and has not been completed.	LSI	In Progress	Medium	N/A	It is recommended that LSI complete the deliverable as soon as possible.	11/18/2021: LSI submitted Technical Infrastructure Plan/Design and DED for DOTH's review. DOTH requested a revision due to the document being incomplete and inaccurate. 12/7/2021: No major updates. 12/31/2021: No major updates. 1/31/2022: No major updates. 2/14/2022: Technical Infrastructure Plan/Design document was submitted with very generic information and it also included another client's implementation information. The document should be reworked and resubmitted. 3/31/2022: No major updates. 4/29/2022: No major updates.	4/29/2022			
I-211028-09	Issue	M211028-1	10/28/2021	Requirement Management (Processes, Requirements and Fit/Gap)	GENERAL	Delay in Deliverables	The Document Fit/Gap Analysis was delayed and has not been completed.	LSI	In Progress	High	N/A	It is recommended that LSI complete the deliverable as soon as possible.	11/18/2021: No major updates. 12/7/2021: No major updates. 12/31/2021: No major updates. This is directly impacting the project schedule. 1/31/2022: No major updates. 2/28/2022: No major updates. 3/31/2022: No major updates. 4/29/2022: LSI is targeting Fit/Gap Analysis to be completed by 5/31/2022.	4/29/2022		1/31/2022: Impact was raised to Medium.	
I-211028-10	Issue	M211028-1	10/28/2021	Schedule Management	N/A	Delay in Deliverables	The Project Management Plan was delayed and has not been completed.	LSI	Closed	Medium	N/A	It is recommended that LSI complete the deliverable as soon as possible.	11/18/2021: No major updates. 12/7/2021: No major updates. 12/31/2021: No major updates. 1/31/2022: No major updates. 1/31/2022: LSI submitted and DOTH approved the deliverable.	2/16/2022	2/16/2022		
O-211028-01	Observation	M211028-1	10/28/2021	Solution Design and Configuration	N/A	POD	Implementation of Inventory and Plant maintenance modules have not been decided. Project Design Document (PDD) does not reflect System/Configuration alternatives on DOTH's decision of whether or not to carry out inventory and plant maintenance module with full implementation scope. Some items from issue log are being discussed without detailed resolution or follow-up.	DOTH/LSI	Closed	N/A	N/A	It is recommended that Project Design Document (PDD) include potential system/configuration solutions depending on DOTH's implementation scope decision.	11/18/2021: DOTH made a decision to include Inventory and Plant Maintenance modules in scope. 12/7/2021: No major updates. 12/31/2021: No major updates. 1/31/2022: This item will be tracked with I-220131-01 and tracked together with issue log.	11/18/2021	11/18/2021		
O-211028-02	Observation	M211028-1	10/28/2021	Risk/Issue Management	N/A	Issue Log	Some items from issue log are being discussed without detailed resolution or follow-up.	DOTH/LSI	Closed	N/A	N/A	It is recommended that the issue log be reviewed and discussed in more detail with proper LSI resources and resolution should be discussed the PMO meeting. A separate meeting or inviting the proper LSI resource during the PMO meeting may be required.	11/18/2021: No major updates. 12/7/2021: No major updates. 12/31/2021: No major updates. 1/31/2022: This item will be tracked with I-220131-01 and tracked together with issue log.	1/31/2022	1/31/2022	I-220131-01	
O-211028-03	Observation	M211028-1	10/28/2021	Training and Knowledge Transfer	N/A	Training	DOTH project team members are not familiar with H4 system functions and features for POD review and having difficulty applying them to DOTH's requirements.	DOTH/LSI	Closed	N/A	N/A	It is recommended that DOTH project team members request DOTH-specific one-on-one, hands-on training and question and answer sessions for more familiar with H4 because the project team training conducted by LSI in May 2021 was based on generic and high-level non-DOTH specific requirements without much detail, nor live system demo with exercises.	11/18/2021: No major updates. 12/7/2021: No major updates. 12/31/2021: No major updates. 1/31/2022: No major updates. 2/28/2022: No major updates. 3/31/2022: No major updates. 4/29/2022: No major updates.	1/31/2022	1/31/2022	I-211021-03	
O-211031-01	Observation	M211028-1	10/31/2021	Resource Management	N/A	Resource Qualification	There are turnovers in LSI project team members. Some team members need more time to understand information related to FHWA and DOT processes.	DOTH/LSI	Closed	N/A	N/A	LSI and DOTH should confirm that the consultants meet the qualifications as stated in the RFP, which includes FHWA experience and DOT equivalent work experience.	11/18/2021: No major updates. 12/7/2021: No major updates. 12/31/2021: No major updates. 1/31/2022: This item will be tracked with I-220131-02 as issue.	1/31/2022	1/31/2022	I-220131-02	
O-211031-02	Observation	M211031-1	11/3/2021	PM	PM	PM Implementation	Plant Maintenance implementation should not affect Go-Live on 7/1/2022.	DOTH/LSI	Closed	N/A	N/A	It is recommended that Plant Maintenance development is scheduled in order to not negatively impact Go-live date for Wave 1. It can go live with Wave 1 if it can have its own schedule/flow. Alternatively, a manual upload of plant maintenance financial data to OL may need to be considered.	12/7/2021: LSI is reviewing a solution for Plant Maintenance Go-live date. 12/31/2021: No major updates. 1/31/2022: No major updates. Go-live date is likely to be revised due to current standing of the project irrespective of Plant Maintenance module. This item will be closed and addressed if necessary in the future.	1/31/2022	1/31/2022		
I-21108-01	Issue	M21108-1	11/8/2021	Requirement Management (Processes, Requirements and Fit/Gap)	SD	Budget and Planning (SBP)	Budget and Planning (SBP) is a part of the H4 solution and it is supposed to encompass budget transactions, including DOTH's budget prep, execution, A-15, A-19, and A-21. However, LSI proposed that solution design for A-15, A-19, and A-21 will remain in Funds Management until Budget and Planning consultant is available in the future. The H4 Project Team with the SBP consultant will determine the best solution for processing budget maintenance requirements: A-15, A-19, and A-21.	DOTH/LSI	Closed	Medium	N/A	It is recommended that H4 Project Team design a permanent solution that will best fit DOTH budget requirements from its first design by engaging the SBP consultant, instead of postponing designing the solution.	12/7/2021: No major updates. 12/31/2021: No major updates. 1/31/2022: No major updates. LSI and DOTH need to collaborate to decide on the solution design. 2/28/2022: Some progress has been made. However, continuous participation is needed to keep making progress. 3/31/2022: Continuous participation is needed to keep making progress.	2/28/2022	2/28/2022		There was a discussion session for PM and SBP and implementation will take both modules in account. More details will be discussed in the future, especially since Wave 1 implementation is delayed and direct collaboration with Wave 2 SBP could take place.
O-21115-01	Observation	M21115-1	11/15/2021	Requirement Management (Processes, Requirements and Fit/Gap)	FG	Waterfall Funding Solution	A back-end split waterfall funding solution for FHWA billing is generally more common in the Department of Transportation Highways. However, the Department of Transportation Highways in Hawaii runs on a front-end split waterfall funding with many levels/proportions. During the procurement process of a new DOTH Financial Management System, LSI proposed and confirmed that a front-end split waterfall funding would fit DOTH's requirements the best. When H4 project started, the financial lead took leadership and discussed a broad overview of how the future front-end split waterfall funding could work in SAP. Soon after, the financial lead left H4 project and LSI confirmed again that a front-end split waterfall funding is still the best solution for DOTH.	LSI	Closed	N/A	N/A	N/A	12/7/2021: No major updates. 12/31/2021: No major updates. 1/14/2022: This item is tracked to issue: I-220114-01 with the current status and update.	1/31/2022	1/31/2022	I-220114-01	
I-21115-01	Issue	M21115-1	11/15/2021	Resource Management	FB	Consultants for FHWA	Waterfall Funding/Split is a core critical requirement for H4, however Waterfall Funding/Split was not discussed as much as it should be throughout the Explore Phase. It is only started to be discussed recently as an integrated solution during FHWA Billing session.	LSI	Closed	Medium	N/A	It is recommended that waterfall funding/split solution be designed by LSI as soon as possible.	12/7/2021: A whiteboard session is scheduled on 12/8/2021. DOTH held a workshop and presented again how DOTH processes: Waterfall funding/split. 1/31/2022: This item stems from Requirements not being discussed and that will be tracked with I-211028-02. Waterfall funding solution is being discussed it tracked with I-220114-01.	1/31/2022	1/31/2022	I-211028-02, I-220114-01	
I-21115-02	Issue	M21115-1	11/15/2021	Resource Management	FB	Consultants for FHWA	Workshops related to split Waterfall Funding require all consultants to participate because this requirement impacts the various DOTH requirements, including procurement, invoice, payroll, time sheet, project, etc. However, some consultants did not attend the split Waterfall-related workshops.	LSI	Closed	Medium	N/A	FHWA Billing process starts from cost collection where participation costs are incurred. It involves Fund Management, Requisitions, Purchase Orders, Accounts Payable, and General Ledger. Therefore, respective consultants should attend FHWA related workshops to collaborate and to develop an integrated solution for waterfall funding and FHWA billing.	12/7/2021: No major updates. 12/31/2021: No major updates. 1/31/2022: No major updates. 2/28/2022: Some progress has been made. However, continuous participation is needed to keep making progress. 3/31/2022: Continuous participation is needed to keep making progress.	4/29/2022	4/29/2022		This issue is closed because progress has been made. However, H4 Project Team will keep monitoring.
R-21118-01	Risk	M21118-1	11/18/2021	Solution Design and Configuration	FB	Waterfall Funding Solution	The consultants do not seem to have experience of FHWA's with many appropriations and with front-end split. These are unique requirements that Hawaii DOTH have that adds to the difficulty of the project for the consultants to understand the process and design the solution. Some consultants have very limited experience in those fields and it amplifies the difficulty. Some explore sessions showed that there are still areas that require better understanding of the processes.	LSI	Closed	Medium	Medium	There may need to be more sessions for a better and full understanding of the FHWA Billing, front-end split, waterfall funding, many to many relationship with appropriations and projects, along with any other module or area that need more information for POD. The H4 Project Team should ensure the implementation consultants meet the qualifications discussed in the RFP.	12/7/2021: No major updates. 12/31/2021: No major updates. 1/31/2022: No major updates. Lack of experience with some consultants is becoming more apparent as the deliverables are submitted. This item is being tracked to issue: I-220131-02	1/31/2022	1/31/2022	I-220131-02	
I-21102-01	Issue	M21102-1	12/2/2021	Quality Management	GENERAL	Errors, Omission, inaccuracy in Deliverables	Some LSI Deliverables contained errors and misinformation such as incorrect project name, other client's system architecture, missing/complete contents, etc. e.g., Technical Infrastructure Plan/Design, Project Standard Strategy, Scope Management Strategy, etc.	LSI	In Progress	High	N/A	It is recommended that deliverables are more carefully prepared, reviewed and proofread by LSI document quality team before submitting to DOTH for review.	1/31/2022: January has been mainly focused on POD documents, however the documents were not well standardized. In addition, other documents showing untimely information and documents with noticeably templated information not specified for DOTH are frequently present. 2/14/2022: Technical Infrastructure Plan/Design document was submitted with very generic information and it also included another client's implementation information. The document should be reworked and resubmitted. 3/31/2022: Continuous monitoring is needed to improve quality of deliverable documents. 4/29/2022: Only PODs and HODOs have been submitted and there has been some progress made, but other outstanding documents have not made progress.	4/29/2022			
I-21102-02	Issue	M21102-1	12/2/2021	Quality Management	N/A	Process Flow Formatting	Consultants worked on PODs based on their responsible business areas. However, Process Flows Diagrams are not standardized in PODs.	LSI	Closed	Low	N/A	N/A	1/31/2022: This item will be closed and be tracked together with I-211021-03.	1/31/2022	1/31/2022	I-211021-03	
I-21126-01	Issue	M21126-1	12/3/2021	Requirement Management (Processes, Requirements and Fit/Gap)	N/A	Level of Detail/Accuracy on POD	LSI and DOTH had different views on what information and level of details POD should include. LSI is looking at POD from a higher level/summary perspective compared to DOTH and DOTH's requesting POD to be more detailed in order to understand the document and the To-Be processes fully.	DOTH/LSI	Closed	Medium	N/A	POD should be developed and compiled based on the Deliverable Expectation Document and LSI and DOTH should come to an agreement on where the discrepancies are with the expectations for the documents.	12/7/2022: The level of details and contents supposed to be included in POD were discussed and the decision was made to follow the guidelines and instructions defined in POD DED.	1/31/2022	1/31/2022		
I-22014-01	Issue	M22014-1	1/18/2022	Solution Design and Configuration	GENERAL	Waterfall Funding Solution	LSI presented the Waterfall Funding solution with three options: Front End Split, Back End Split, and Hybrid. These options were already presented and discussed during the procurement process and, currently, nine-months into the project there is still no solid resolution or decision regarding the Waterfall Funding requirement.	LSI	In Progress	High	N/A	Waterfall funding is a Critical Core Requirement and design solution should be completed as soon as possible, especially since it impacts multiple areas of the System, and it may also impact the schedule.	2/10/2022: A Waterfall Funding meeting was held and the H4 Project Team discussed three options, improvement types, and programs codes. Review and updates are in progress. 3/13/2022: No major updates. LSI and DOTH need to collaborate to decide on the solution design. 4/12/2022: LSI presented a Waterfall Funding solution overview and DOTH is waiting for FHWA documentation. 4/27/2022: More Waterfall Funding and Billing meetings were held. DOTH is waiting for FHWA POD.	4/29/2022		M22014-3	

Observation, Risk and Issues (ORI) 4/29/2022																	
ORI ID	Type	LSI Deliverable / ORI Source	Creation Date	Subject Area	Modules	Summary	Description	Responsible Party	Status	Impact	Probability	Feedback / Mitigation	Updates	Review / Target Date	Close Date	Reference ID/Doc	Comments
O-230328-01	Observation	M220428-1	4/28/2022	Resource Management	GENERAL	New Resources	DOTH recently hired two additional system accountants and they are engaged with the H4 project.	DOTH	Closed	N/A	N/A	N/A		4/29/2022	4/29/2022		