



Nevada Governor’s Finance Office, Office
of Project Management

CORE.NV Project Monthly Status Report
April 2024

BerryDunn
2211 Congress St.
Portland, ME 04102
207.541.2200

[REDACTED], Project Principal

[REDACTED], Engagement Manager

[REDACTED], Program Director

Submitted On:
July 10, 2024

Table of Contents

Section	Page
1 Roadmap	1
1.1 Previous 30-day Project Milestone Overview	1
1.2 Upcoming 30-day Project Activity/Schedule Overview	1
1.3 60- to 90-day Milestone Schedule Overview	2
2 BerryDunn Resource Activity Summary	3
3 CORE.NV Project Workstream Status Review	4
4 CORE.NV Project-Level Risks, Issues, and Decisions	9

1 Roadmap

This section provides an overview of the CORE.NV Project Roadmap—including strategic milestones, timeline updates, and changes to the roadmap over the past month.

1.1 Previous 30-day Project Milestone Overview

Figure 1-2 below provides a high-level overview of the previous 30-day CORE.NV Project Milestone Schedule, including the CORE.NV Project scheduled activities, completed milestones, and performance against plan.

During the month of April 2024, a significant number of CGI deliverables were able to be fully reviewed and approved in time for the last day of April. IV&V has begun reviewing numerous documents/artifacts from the Core.NV Project and representatives from Plante Moran have also begun scheduling their rounds of interviews with key project resources in advance of their being onsite in Carson City during the first week in June, when PI 3 sessions will also be underway. Progress continues for each of the work streams with the successful development and testing of major functionality, such as Expense Budget 80 (APEB), which had been a recent concern for several individuals.

Figure 1-1: Previous 30-day Project Milestone Overview

Completed	Month	Deliverable/Milestone	Deliverable	(AC) Actual			CGI Accountable	OPM Accountable	CGI Delivery Date
				Cost	Totals	Fiscal Year			
<input type="checkbox"/>	March, 2024	P1B Business Process Analysis Findings (1)	Work Product	\$100,000		2024			
<input type="checkbox"/>	March, 2024	P1B Discovery Workshops Findings (1)	Work Product	\$175,000		2024			
<input type="checkbox"/>	April, 2024	P1B Program Increment Objectives	Deliverable	\$500,000		2024			
<input type="checkbox"/>	April, 2024	P1B Business Process Analysis Findings (2)	Work Product	\$100,000		2024			
<input type="checkbox"/>	April, 2024	P1B Discovery Workshops Findings (2)	Work Product	\$175,000		2024			
<input type="checkbox"/>	May, 2024	P1B Envision Stage Complete	Milestone	\$400,000		2024			
					\$ 1,800,000				
<input type="checkbox"/>	March	Monthly Status Report 6	Deliverable	\$150,000		2024			*Due Apr 2
<input type="checkbox"/>		P1A P1B Completion Report	Deliverable	\$1,100,000		2024			
					\$1,250,000				
<input type="checkbox"/>	April	Monthly Status Report 7	Deliverable	\$150,000		2024			*Due May 2
<input type="checkbox"/>		P1B P1B Completion Report	Deliverable	\$1,100,000		2024			

1.2 Upcoming 30-day Project Activity/Schedule Overview

Figure 1-2 below provides an overview on the status of in-progress activities, and risk levels associated with meeting upcoming, short-term (i.e., next 30 days) target milestone dates and rationale.

In addition to the ongoing project work and the progress being made, this period will see a focus on meetings that will attempt to better understand, and address, the risks facing the Core.NV Project. Teams, as well as individuals, representing a variety of different work-streams from CGI and OPM/BerryDunn, will review risks that have already been identified as well as those that have only recently come to light all in an effort to define their root cause and to assign a risk mitigation strategy to help reduce the potential impact of those risks. A few risk candidates may be shifted to a "watch list" status until more information can be obtained, others may be assigned a risk mitigation response and be monitored so that they do not become issues. All risks will be documented in Jira.

Of concern is the sheer amount of work that the TECH team will be responsible for discovering, analyzing, and completing prior to the January 2025 go-live date. Items of concern include the number of interfaces necessary, the vast number of reports that will be required, and the security roles and responsibilities that will be required by all of the agencies. It is anticipated that additional resources will be necessary to complete all of this work as well as the complete cooperation of all agencies regardless of the timing of the work.

Figure 1-2: Upcoming 30-day Project Activity/Schedule Overview

Completed	Month	Deliverable/Milestone	Deliverable	Fiscal Year	CGI Accountable	OPM Accountable	CGI Delivery Date
<input type="checkbox"/>	May, 2024	P1B Envision Stage Complete	Milestone	2024			
<input type="checkbox"/>	May	Monthly Status Report 8	Deliverable	2024			*Due June 3
<input type="checkbox"/>		P1A P12 Completion Report	Deliverable	2024			
<input type="checkbox"/>		P1A Training Materials	Deliverable	2024			

1.3 60- to 90-day Milestone Schedule Overview

Figure 1-3 below provides an overview of the 60- to 90-day milestone schedule, including the immediate horizon of scheduled activities necessary to achieve the milestones.

It will become critical for all of the teams to agree on what metrics will be used to measure productivity within the workstreams. Leadership members from CGI and OPM/BerryDunn, as well as IV&V, will be meeting to discuss what agile metrics are needed in order to accurately report the current state of the Core.NV Project as well as forecast whether the January 2025 go-live date for the MVP solution is reasonable and achievable. While some work is still needed to have a complete and accurate forecast, several action items will be assigned in order to prepare the data and obtain the metrics necessary.

It is anticipated that the current state of the Advantage 2.0 system will cause all of the work streams to reassess the timing and priority of their work. This will be especially true for the Product Increment (PI) planning sessions that will be conducted onsite. The IV&V team will be continuing their interview sessions with key Core.NV Project resources and will be onsite to observe the planning sessions.

Figure 1-3: 1.3 60- to 90-day Milestone Schedule Overview

Completed	Month	Deliverable/Milestone	Deliverable	(AC) Actual Cost	Totals	Fiscal Year	CGI Accountable	OPM Accountable	CGI Delivery Date
<input type="checkbox"/>	May	Monthly Status Report 8	Deliverable	\$150,000		2024			*Due June 3
<input type="checkbox"/>		P1A P12 Completion Report	Deliverable	\$1,100,000		2024			
<input type="checkbox"/>		P1A Training Materials	Deliverable	\$300,000		2024			
					\$1,550,000				
<input type="checkbox"/>	June	Monthly Status Report 9	Deliverable	\$150,000		2024			*Due July 2
<input type="checkbox"/>		P1B P12 Completion Report	Deliverable	\$1,100,000		2024			
<input type="checkbox"/>		P1A Training	Work Product	\$200,000		2024			
					\$1,450,000				
<input type="checkbox"/>	July	Change Control		\$5,000,000		2024			
<input type="checkbox"/>	March	End User Training Monthly Progress Report, For March (Per CR0) Deliverable		\$80,645		2024			
<input type="checkbox"/>	April	End User Training Monthly Progress Report, For April (Per CR00) Deliverable		\$80,645		2024			
<input type="checkbox"/>	May	End User Training Monthly Progress Report, For May (Per CR00) Deliverable		\$80,645		2024			
<input type="checkbox"/>	June	End User Training Monthly Progress Report, For June (Per CR00) Deliverable		\$80,645		2024			

2 BerryDunn Resource Activity Summary

Table 2-1 below provides a high-level overview of the hours the BerryDunn team expended on the CORE.NV Project, categorized into four effort categories.

Figure 2-1: Resource Activity Summary

Staff Member and Project Title	Hours Category and Time Spent				Total Hours
	Project Meetings	Deliverable/Artifact Development	CGI Deliverable/Artifact Review	Other Planning and Support Efforts	
██████████ <i>Project Principal</i>	16	0	0	0	16
██████████ <i>Engagement Manager</i>	29.5	26.5	0	0.5	56.5
██████████ <i>Program Director</i>	59	35.5	10.5	18.5	123.5
██████████ <i>Financial (FIN) Project Manager (PM)</i>	111.1	10.8	0.5	49.2	171.6
██████████ <i>Human Resources Management (HRM) PM</i>	140	0	0	0	140
██████████ <i>Project Coordinator</i>	0.5	46.4	0	24.1	71
██████████ <i>Business Process Change, Communication, and Training Support</i>	30	11	6.3	10.8	58.1
██████████ <i>Business Process Change, Communication, and Training Support</i>	0	0	0	8.6	8.6
██████████ <i>Business Process Change, Communication, and Training Support</i>	17	2	0	12.5	31.5
Pool of BerryDunn Resources (as needed) <i>Technical/Security/Project Management Subject Matter Experts (SMEs)</i>	0	0	0	9.8	9.8

3 CORE.NV Project Workstream Status Review

Table 3-1 below provides a high-level overview of the status of the CORE.NV Project workstreams for the month of April 2024 and a look ahead to the upcoming activities for May 2024.

Table 3-1: CORE.NV Project Workstream Status Review for April 2024

Workstream Status Review	
Current Month Status	Next Month Upcoming Activities
FIN	
<ul style="list-style-type: none"> 1) Successfully completed PI2 and opened PI3. We held the first combined FIN Sprint Planning session with OPM and Configuration workstreams. 2) IUAT Iteration 2 Advantage Academy training for testers completed. Testing was shortened by 1 week, but all FIN scripts we able to complete at least 1 round of testing. We are considering FIN IUAT complete for iteration 2. 3) Completed all mapping and crosswalks for the “as-is” Chart of Accounts. 	<ul style="list-style-type: none"> 1) Working towards completion of Cost Accounting, Accounts Receivable, General Accounting, and Accounts Payable including Purchasing before 8/6/2024. 2) Progressing with Fixed Assets (to be completed in PI4), Security and Workflow, IUAT Iteration 3 prep and training, and PI4 Planning. 3) Continuous support for HRM, Tech Team, and OCM needs. 4) Beginning work on Functional Scenario Scripts.
HRM	
<ul style="list-style-type: none"> 1) Held PI2 Planning workshop. HRM team joined the train and executed their work towards the project plan. 2) Began and completed Sprint 2.1 with some changes to the HRM Support stories that better reflected the work that was completed in support of HRM Configuration. 3) Began Sprint 2.2 and held working sessions to refine stories for upcoming sprints. 4) Approved deliverables for Discovery Workshop Findings, Business Process Analysis, and P1B Envision Stage Complete. 	<p>Activities will be focused on:</p> <ul style="list-style-type: none"> 1) Walking through testing scripts with HRM SMEs 2) Holding discussions with stakeholders at DHRM to address COA and how it affects HRM. 3) Aligning the FIN and HRM tracks 4) Reviewing and planning sprint goals, and holding sprint retrospectives 5) Coordinate with OCM to determine how OCM can assist HRM 6) Hold PI3 pre-planning sessions 7) Define business roles for Advantage 4

Workstream Status Review	
Current Month Status	Next Month Upcoming Activities
<p>5) Worked with SMEs during regular daily sessions to address questions and comments coming from HRM Configuration as they pertained to conversion tables.</p> <p>6) Worked with SMEs to begin developing User Acceptance Testing (UAT) test scripts.</p>	<p>8) Create a meeting with PEBP to determine a document management system and an employee discount platform</p>
Organizational Change Management (OCM)	
<p>1) OCM Project Management:</p> <ul style="list-style-type: none"> a. 4/29 week: Conducted first OCM operational integration meetings with the FIN, Tech, and HRM Project Teams; explained OCM's value, introduced Benefits Realization work, and set the stage for ongoing collaboration. Discussed and initiated next steps in filling OCM staffing gaps per transitions of two BerryDunn OCM team members. b. 4/19 week: Meetings set with the HRM, Fin, and Tech teams to discuss how to best incorporate OCM support into the activities of these teams. Reviewed and updated the calendar CGI has populated for OCM activities with OCM and Training activities. c. 4/12 week: Discussed decision to transition OCM to operationally integrate with the FIN and HR Project Management teams. Reviewed the calendar format that CGI has populated for CCM activities. Met to discuss strategy for handling backlog and ongoing maintenance of key activities (e.g., interested, involved, and impacted party list maintenance) and discussed/finalized the plan for replacement of BD OCM team member [REDACTED] with the State. <p>2) WS 1: Change Readiness</p>	<p>Activities will be focused on:</p> <p>Will review and help finalize the Train-the-Trainer (TtT) Draft Course Guide that will outline the intent and approach for selecting, supporting, and utilizing State Trainers in support of end user training.</p> <p>Will distribute a Training Survey to help identify State Trainers and formalize the schedule of TtT activities.</p> <p>Will submit a proposal to Program/Project Leadership for consideration related to conducting Business Process Analysis (BPA) for FIN implementation prior to the transition to the CGI Minimum Viable Product (MVP).</p> <p>Will continue planning/developing materials for upcoming meetings including the second Change Agent Network (CAN) meeting and the Quarterly Stakeholder Meeting.</p> <p>Will complete the OCM Integration meetings with FIN, HRM, and Tech. Project Leaders will start taking new OCM Actions in partnership.</p>

Workstream Status Review	
Current Month Status	Next Month Upcoming Activities
<ul style="list-style-type: none"> a. 4/29 week: Discussed identified risk and proposed mitigation plan – both related to the critical OCM need to identify change impacts related to the FIN implementation. b. 4/19 week: The meetings mentioned earlier incorporating OCM support in with HRM, FIN, and Tech included discussing needed business process mapping planning to support Impact identification. This approach was then later updated. c. 4/12 week: Submitted document recommending option for conducting Town Halls or integrating OCM messaging into current agency calendar events. Recommended conducting poles for change readiness with the invited audiences. <p>3) WS 2: Sponsorship</p> <p>4) WS 3: Stakeholder Management</p> <ul style="list-style-type: none"> a. 4/12 week: Prepared for and conducted the Change Agent Network (CAN) Kickoff Meeting (approximately 48 attendees and 7 OCM team members). Sent request to Agency leaders to validate their lists of Advantage 4 Functional End Users; Followed up by asking CAN members to help ensure completed on time. Worked to update the Stakeholder Management Plan; updates included changes based on OCM progress plus inclusion of stakeholder list maintenance steps and schedule. <p>5) WS 4: Resistance Management</p> <p>6) WS 5: Communications</p> <ul style="list-style-type: none"> a. 4/29 week: Launched the CORE.NV Project internal SharePoint site. 	<p>Will help support initial awareness of the CGI MVP system via script-testing access for finite roles of the early-state, yet incomplete system.</p> <p>Will introduce Benefits Realization to FIN, HRM, and Tech. Project Leaders will orient measurement and motivate focus on facilitating the full capacity of enhancements available through the transition to ADV. 4.0.</p> <p>Will continue to strengthen management of the stakeholder register using key reports/data to help support full outreach and engagement to relevant stakeholders for messaging.</p> <p>Chart of Accounts (CoA) Campaign: Will continue to develop the CoA "movie trailer" (2-3 min) to demonstrate system functionality; aiming for completion for May Coffee Talks and Stakeholder Quarterly events HRM Functional End-User Validation: will analyze and cleanse before we send out to statewide leadership to validate in May.</p> <p>OCM Integration/Support: Will continue to meet with FIN/HRM/Tech teams to integrate and support - A Look Ahead: 16 May CAN Session: Slides in progress for next weeks mtg. 22 May Virtual Coffee Talk with Directors: Planning in progress 29 May Quarterly Stakeholder Meeting: Invite will be sent / Planning in progress 16 May: CAN Monthly Session 22 May: Virtual Coffee Talk with Directors 28 May: Quarterly Stakeholder Comms 29 May: Quarterly Stakeholder Meeting Training: FIN End-User Surveys: FIN will release survey ~ expecting over 300 responses!</p>

Workstream Status Review	
Current Month Status	Next Month Upcoming Activities
<p>b. 4/12 week: Conducted an experience test and complete the design of the CORE.NV SharePoint site for all State employees.</p> <p>7) WS 6: Measurement</p> <p>a. 4/19 week: A draft benefits management plan was created based upon goals and objectives from the project charter. Team worked with OPM on developing further granular measurements and metrics for OCM and CORE.NV Project success.</p> <p>b. 4/12 week: Reviewed and briefly discussed CGI proposed OCM measurement approach.</p> <p>8) WS 7: Training</p> <p>a. 4/29 week: Requested and reviewed the CGI Train-the-Trainer Course Guide, provided input to help finalize the Guide.</p> <p>b. 4/19 week: The training team progressed further on Training-the-Trainer materials/approach. As well, the training team developed a calendar view for all training and training communications that was incorporated into the overall OCM calendar. The training team researched best practices and approaches for training webinars for Train-the-trainers and end users. This approach included incorporating change management techniques and preparation into webinar preparation to enhance overall training.</p> <p>c. 4/12 week: The training team progressed further on developing the Training-the-Trainer materials/approach. Investigated the configured sandbox that is partially complete and will be used for training purposes.</p>	<p>Analysis will start next week. End-User Audience Analysis: Will define the approach and outline; researching all elements, including Advantage 4 functionality, business roles, agencies and stakeholders. Will complete in June 2024. FIN Train-the-Trainer (TtT) Course Guide: Will deliver on 9 May 10 FIN State Trainers and Workshop: Selection will be finalized next week / prepping to send State Trainer survey. 18 June Workshop scheduled A Look Ahead: 23 May: FIN TtT Course Guide will Finalize 18 Jun: FIN TtT Workshop 28 Jun: End-User Training Audience Analysis.</p> <p>1. Will hold CAN on May 16th: Updates will follow on CORE.NV, UAT and end-user training.</p> <p>2. Will continue working on Chart of Accounts (CoA) "Movie Trailer": 2-3 min sample of demo functionality. Finalizing next week.</p> <p>3. Will continue planning for the May 22nd Virtual Coffee Talk with Directors.</p> <p>4. Will continue planning for the May 29th Quarterly Stakeholder Meeting.</p> <p>5. Will continue developing BPA Mapping Proposal for EC.</p> <p>6: Will continue developing stakeholder Communications: Sending out next week.</p> <p>a. HRM Functional End-User Validation.</p> <p>b. More FIN SME Support to be entered at CAN.</p>

Workstream Status Review	
Current Month Status	Next Month Upcoming Activities
	<p>c. Will send reminder to Statewide Leadership from Executive Committee on Responding to Data Queries.</p> <p>Training:</p> <ol style="list-style-type: none"> 1. End-User Audience Analysis: In progress. Due on 28 Jun. 2. Orientation Video: Research and preparation in process. Development and release planned for June 2024. 3. FIN TtT Course Guide: Review / Finalization in progress . Due May 23 4. FIN TtT Workshop: Continued planning, 18 June Workshop to be scheduled. 5. 10 FIN State Trainers: Selection yet to be finalized / prepped to send State Trainer survey and comm next week.

4 CORE.NV Project-Level Risks, Issues, and Decisions

In Table 4-1 below are the issues that are currently impacting the CORE.NV Project and risks anticipated to impact the CORE.NV Project-Level Risks and their corresponding mitigation strategies.

Table 4-1: CORE.NV Project-Level Issues and Risks and the Corresponding Mitigation Strategies

CORE.NV Project-Level Issues and Risks and the Corresponding Mitigation Strategies		
Number	Risk/Issue Description	Mitigation Strategy
Issues		
1)	With two BerryDunn OCM team members originally no longer on the CORE.NV Project, the OCM team might be delayed in completing tasks or place extra stress on State and CGI OCM team members. The State has confirmed preference that BerryDunn hire a full-time OCM leader to be located full-time or near full-time on-site. The State is aware that BerryDunn will support with an interim team able to help competently support the OCM work in collaboration. An interim team has been selected and oriented to the CORE.NV project by the BerryDunn OCM lead; to be confirmed/introduced to [REDACTED] and the CGI OCM lead/team the week of 5/7/24. Interviews currently underway for the full-time resource.	Interim BD team for OCM support while hiring a full-time replacement.
Risks		
1)	Without a comprehensive of current, as-is operations by agency, the CORE.NV Project might miss important impacts with the CORE.NV implementation during the Transformation Phase. Recommend a workstream lead be identified to define current state and support processes through business process mapping. This work is essential to accurately capturing and communicating change impacts. This work must be done in advance to allow specific agencies to have time to respond and react. Without this effort, there is a high risk of items getting missed due to the lack of a central source of truth. Successful system adoption is dependent on readiness preparedness at the agency level and a complete understanding of change impacts.	Candidate
2)	Nevada Department of Transportation (NDOT) ([REDACTED]) is looking for an overview of procurement and how it will be implemented for NDOT. We need to decide as a team how we want to approach this ask. Would it make sense to allocate the capacity with the FIN-Configuration team in 2.1, or should we have [REDACTED] and the Procurement team on the state side speak with her? [REDACTED] has been involved in all stages of this project and is very aware of how we are configuring Procurement in Phase 1, including the NDOT requirements.	To be determined

CORE.NV Project-Level Issues and Risks and the Corresponding Mitigation Strategies		
Number	Risk/Issue Description	Mitigation Strategy
3)	<p>The Treasury Office has raised a risk to [REDACTED] and the Executive Committee (EC) regarding the Advantage 4 Reconciliation functionality. Specifically, OPM is concerned that Advantage 4 cannot accommodate the centralized banking process they use, including the number of bank accounts that the treasury office manages.</p> <p>We met with representatives of Treasury yesterday and will be having a series of meetings to get into the weeds on their concerns and possible solutions. We will also bringing the Financial Product Manager, [REDACTED], to the meetings.</p>	Candidate
4)	<p>All offline data captured for AR to be uploaded to ADV 4.0:</p> <ul style="list-style-type: none"> All agencies to provide AR data through worksheet buildout for transfer to ADV 4x. Critical for AR go-live at the agency level statewide, 1/1/2025. 	To be determined
5)	<p>All offline data captured for CA to be uploaded to ADV 4.0:</p> <ul style="list-style-type: none"> All agencies to provide CA data through worksheet buildout for transfer to ADV 4x. All grants and CIP projects transferred to data worksheet buildout for transfer to ADV 4x. All cost allocations, and special use category data worksheet buildout for transfer to ADV 4. Critical for CA go-live at the agency level statewide, 1/1/2025. 	To be determined

In Table 4-2 below are the decisions that require input from the Executive Leadership Team for the CORE.NV Project.

Table 4-2: CORE.NV Project Decisions Requiring Input from the Executive Leadership Team

CORE.NV Project Decisions Requiring Input from the Executive Leadership Team		
Number	Decision	Input
1)	Use CGI Test Savvy for automation.	
2)	Use Jira for tickets, Risks, Issues, Change Requests.	
3)	Use manual trackers for Action Items and Decision.	

In Table 4-3 below are the actions requested of the Executive Leadership Team to support for the CORE.NV Project.

Table 4-3: CORE.NV Project Actions Needing the Executive Leadership Team’s Support

CORE.NV Project Actions Needing the Executive Leadership Team’s Support		
Number	Action	Support
1)	Review Legacy Data Warehouses to Align’ task – ID# 350, 351. ██████ Assigned.	No Executive support needed.
2)	Finalize Jira’s Risk/Issue workflow and field updates, and create process doc.	█████ is supposed to work with ██████ to get our Risk/Issue Jira Workflow updated. This is taking longer than expected so could use support in moving this along. HERE is the Jira ticket ██████ opened for ██████ original ask with the Jira updates still needed.
3)	Propose Finance Change Impact Assessment to ██████ no later than Tuesday, 4/30.	No Executive support needed.
4)	Schedule meeting to confirm Business Value definition and point of recognition.	No Executive support needed.
5)	Reach out to ██████ for detailed update on Risk – email PM Gov members with details to confirm Risk Response.	No Executive support needed.
6)	Schedule meeting with ██████ to review Completion Report schedule for remainder of FY.	No Executive support needed.