



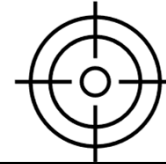
Monthly IV&V Report

As of August 2024





Program Status - August



Target go-live
Phase 1A Jan '25



Overall Program Status

Overall	<ul style="list-style-type: none"> Amount of remaining work effort across the timeline puts go-live at risk. Continuing to get requests for changes to MVP scope. Conversion is still challenging.
Scope	<ul style="list-style-type: none"> Scope changes, e.g., SEFA reporting, Budget structure 90, and COA changes continue to challenge. Continue to discover requirements. The conversion may not be complete in time for UAT or satisfy requirements. NDOT interfaces for MVP may not all be defined.
Schedule	<ul style="list-style-type: none"> Lack of a contingency plan for the schedule for Financial MVP – accepted risk. Impact of FIN go live on HRM and Phase 2 schedule is unknown. CGI interface and conversion development and visibility continues to be a concern as it was identified in the EC to be lagging.
Budget	<ul style="list-style-type: none"> The State has a change control budget to support additional needs and is managing well.
Quality	<ul style="list-style-type: none"> There is no formal design sign-off process associated with the work being completed by CGI or OPM software development resources. The Achieve Phase needs to be further defined in the schedule/work plan. The amount of testing occurring for the first time in UAT may impact quality.
Resources	<ul style="list-style-type: none"> Struggling to assign resources to write test scripts. OPM is reacting vigorously to add resources. The MVP Phase 1A post-go-live support approach has not been finalized and communicated.



IV&V Look Forward for September



- Phase 1 – Go Forward
 - Plan what the January 2025 go-live includes and the MVP backlog to address in the post-implementation period.
 - Identify, schedule, and assign key work necessary for go-live.
 - Validate UAT scripts and plans, including entrance and exit criteria necessary to determine project readiness for go-live.
 - Finalize the communications plan for the go-live.
 - Define the defect resolution process and communications plan for the post-January 2025 (stabilization period) go-live.
 - Plan support structure, tools, and staffing necessary for Phase 1A.
- Phase 2 – Go forward
 - Use lessons learned from Phase 1.
 - Create a full schedule and plan with resources.
 - Plan the transformation and related discovery processes for Phase 2.



Key RAID items since last report



Each IV&V RAID item has been documented in the Observations and Recommendations

Risks Open	8	7	5	5	10	6	2
Actions Open	4	0	8	11	8	5	1
Issues Open	1	6	5	42	45	22	12
Decisions Recorded**	3	2	8				
Decisions Open**	1	0	5				

** IV&V Decisions – IV&V not making decisions, but many Action items can be considered Decisions when adjudicated



CELEBRATE THE JOURNEY
1998: Named for the first time to Fortune magazine's list of "100 Best Companies to Work For."

1990: Plante Moran Financial Advisors registers with the SEC.

1996: Plante Moran CRESA is formed.

1995: Member of World Subdivided and 2007: Member of Global Advisors named a "500+."

1996: PSM Corporate Finance LLC (PMCF) is founded.

1995: Firm creates domain and later launches website.



2003: Firm forms Diversity Council.



2003: First international office in Shanghai, China.



Risk Action Issues Decisions

PM
cares

2007: Plante Moran Cares launches.

2002: Firm is chosen by the U.S. Department of Treasury to help investigate the Enron collapse; Plante Moran Trust is created.

2011: Plante & Moran drops the "&"; becomes Plante Moran.

2012: First-Ever Global Workplace Recognition with International Accounting Bulletin's Employer of the Year award.

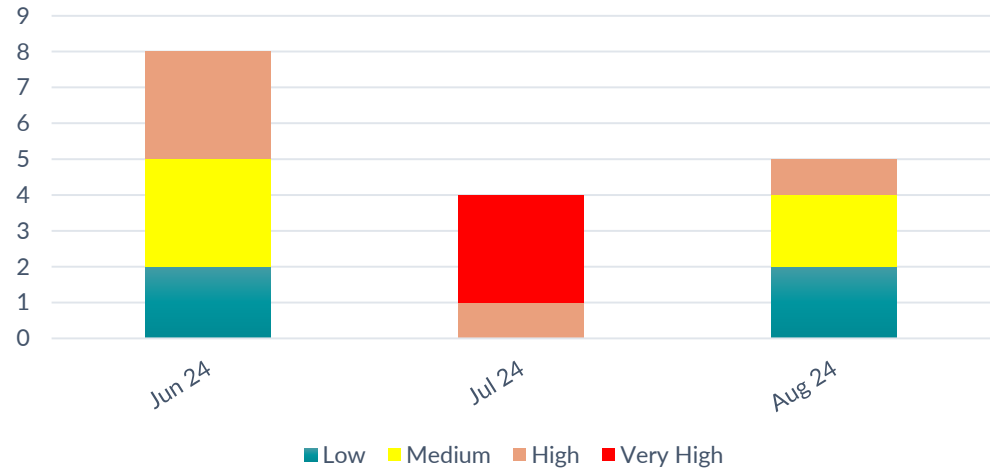


Risk Summary

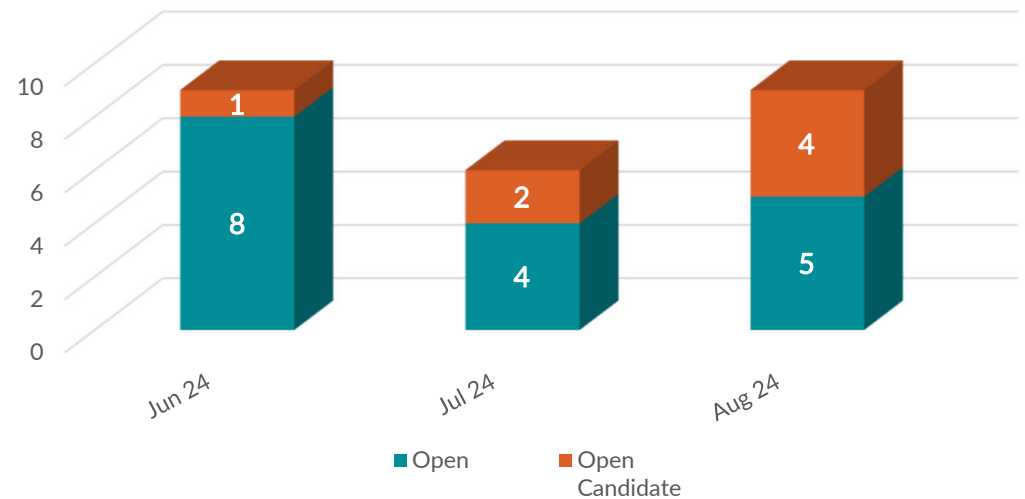
- There are 5 open risks on the August NV Project Risk Log.
- There are 4 open risk candidates.
- IV&V has identified 6 Risks which can be found in the accompanying Observations and Recommendations spreadsheet.



OPM Open Risks by Impact Trend by Month (Not including Candidates)



OPM Open Risks and Open Risk Candidates Trend by Month

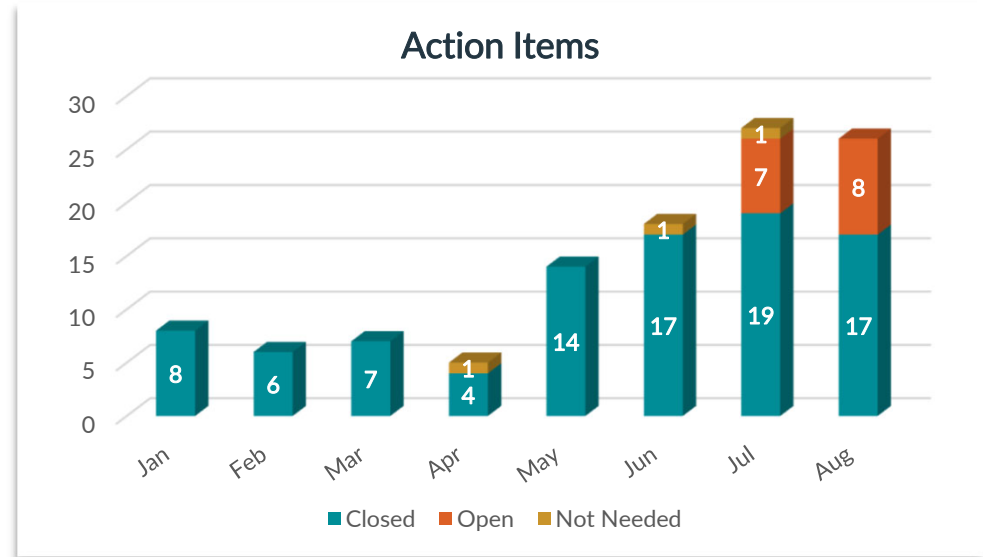




Actions Summary



- 8 are currently open
- OPM days open have diminished significantly as items continue to be addressed promptly
- IV&V has 8 open Action Items in the accompanying Observations and Recommendations spreadsheet.



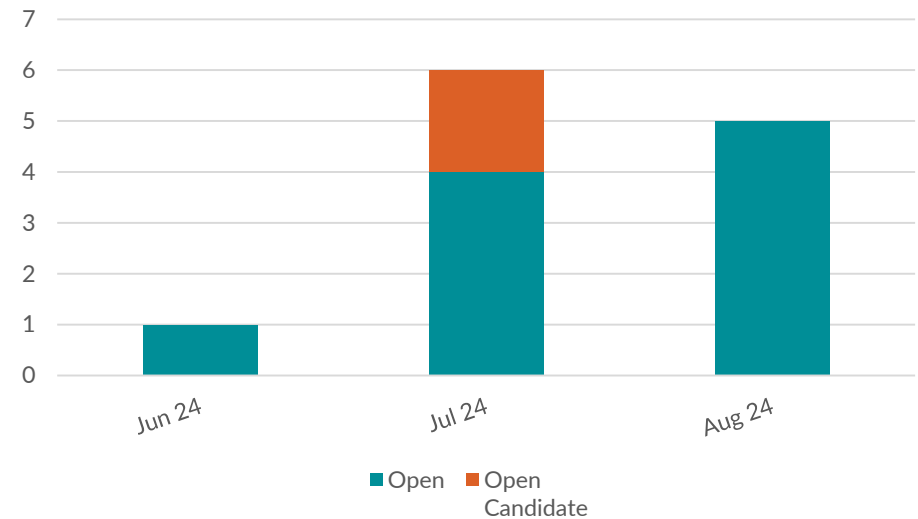


Issue Summary

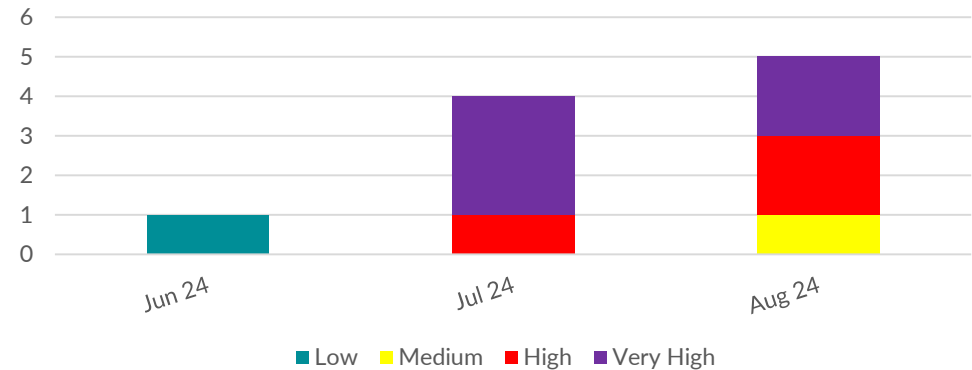


- OPM has 5 open issues to date
- No additional issues were identified by the Project Team in August however two July issues were moved from Candidate to Open status.
- IV&V has identified 22 open Issues of which 12 are closing in September.

OPM Open Issues and Open Issue Candidates Trend by Month



OPM Issues Impact Trend by Month (Not including Candidates)



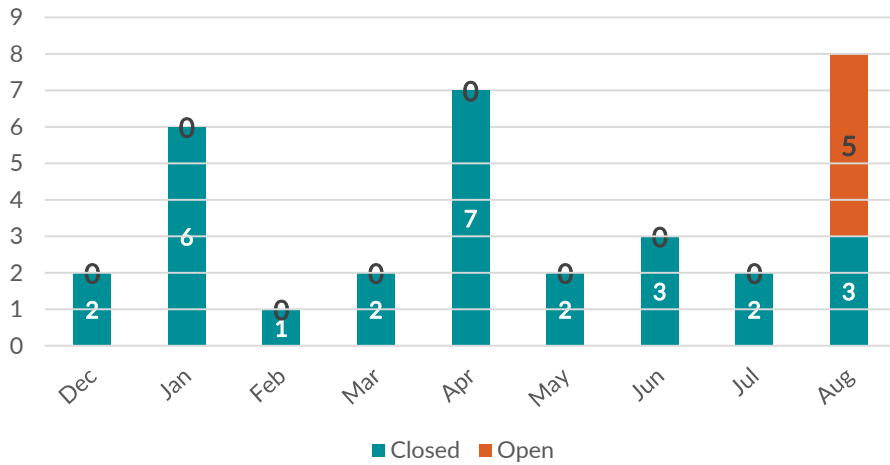


Decisions

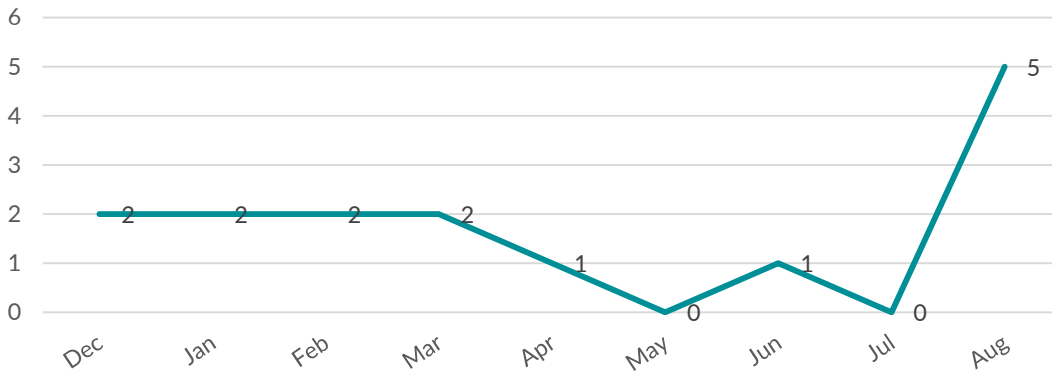


- 33 Decisions to Date by OPM.
- Decisions are trending to be closed more rapidly

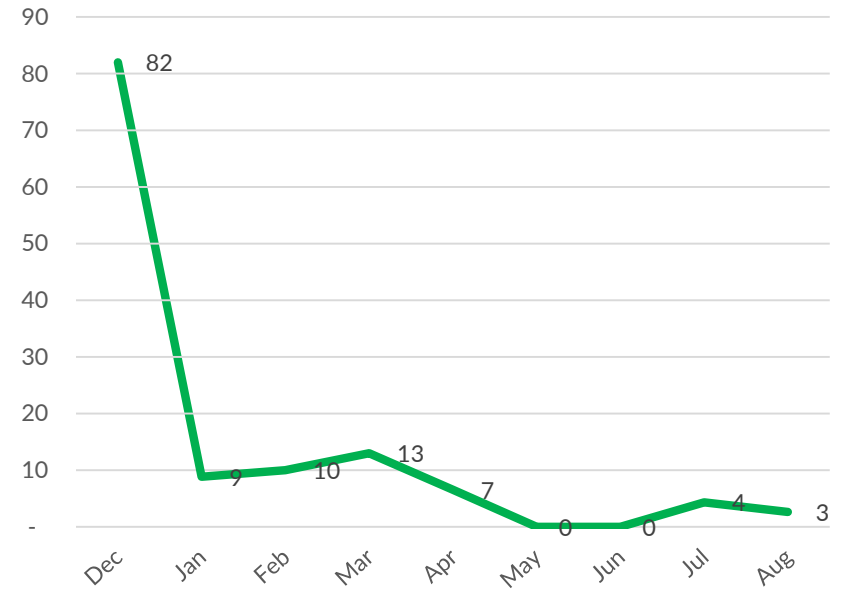
OPM Decision Log Entries



OPM Decisions Open at the End of Each Month



OPM Decisions Average Days Outstanding*



*Plante Moran is now able to calculate this chart based on date resolved, so numbers from prior months differ from previous reports.



Contracts and Budgets Deliverables

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1995: Member of World's Most Substantiated "Who's Who" in America since a "Who's Who"



2003: Firm forms Diversity Council.



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2002: Firm is chosen by the U.S. Department of Treasury to help investigate the Enron collapse; Plante Moran Trust is created.

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2012: First-Ever Global Workplace Recognition with International Accounting Bulletin's Employer of the Year award.



Assessment of Contract Documents



CGI Technologies

» Contract Highlights

- ❑ Covers Financial and Human Resource systems SaaS, including:
 - ❑ Phase 1A MVP FIN
 - ❑ Phase 1B MVP HRM including Payroll
 - ❑ Phase 2A FIN Business Transformation
 - ❑ Phase 2B HRM Business Transformation
- ❑ Supporting current CGI Advantage 2 environment
- ❑ **August - No changes having a material effect on budget.**

» Contract

- ❑ Initial contract executed Sep '23
- ❑ Value \$90,225,000
- ❑ Contracted term thru Sep '28

» Contract Amendments

- ❑ Multiple contract amendments but only 2 (CR#9 and CR#8) affected \$
- ❑ CR#8 earmarked \$2.5M for training at \$80,645 monthly from Mar '24 to Sep '26. **4 months training was consumed in FY24**
- ❑ CR#9 deferred \$125k from FY24 to FY25.

» Risks

- ❑ Contracted dates for Phase 2 may be extended and the ability to complete within the budget is a risk.



Assessment of Contract Documents



BerryDunn

» Contract

Highlights

- ❑ Overall project management support
- ❑ BerryDunn will lead and coordinate all State project activities
- ❑ Program Managers for FIN and HRM; not Technical

» Contract

- ❑ Initial contract executed Feb '24.
- ❑ Value \$771,896.
- ❑ Contract term
 - ❑ June '24
 - ❑ Extension for an additional 27 months

» Contract Amendments

- ❑ Amendment #1 for \$2,552,078 thru Mar '25 approved 6/11/24.
- ❑ Amendment #2 adds a role (IT PM) without cost impact.
- ❑ **August - No changes having a material effect on budget.**

» Risks

- ❑ Project continuity risk. The period extended does not cover HRM go-live or Phase 2 go-lives.
- ❑ Note: Amendment 3 is expected to be submitted by early 2025 to extend the BerryDunn contract through the life of the CGI Contract.



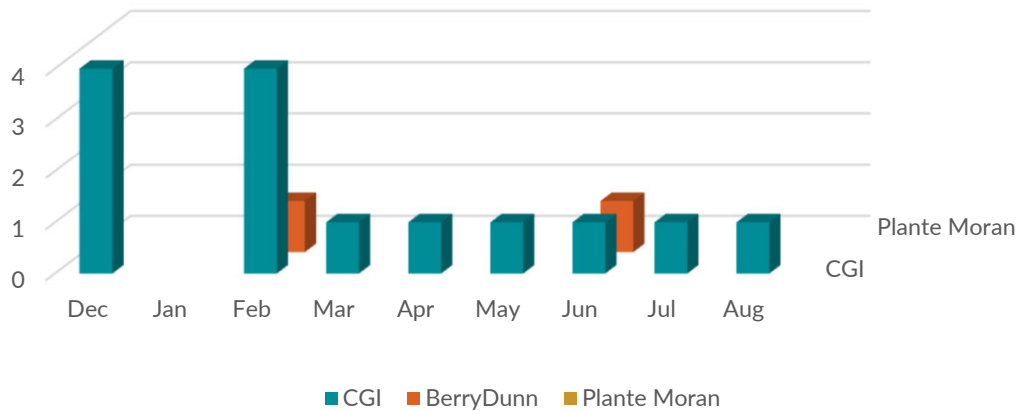
Change Requests



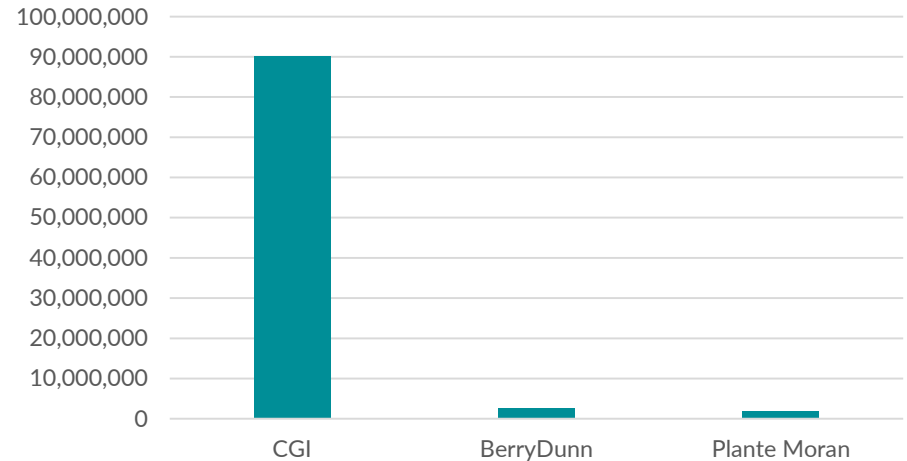
Change Requests and changes to scope – include core decision papers and process changes

	CGI	BerryDunn	Plante Moran
Contract	\$90,225,000	\$771,896	\$1,833,000
CR / Amend		\$1,780,185	
Total	\$90,225,000	\$2,552,081	\$1,833,000

Project Change Requests or Amendments



Contract Value



- August - No change requests were executed having a material effect on budget



CGI Budget FY24 & FY 25



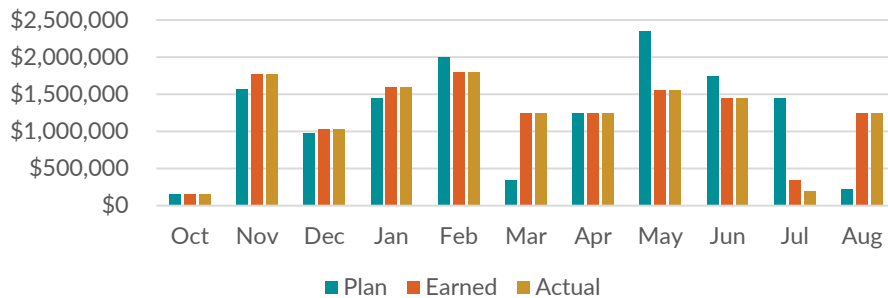
Excluding Software & Change Control

	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Total
Plan	\$150,000	\$1,575,000	\$975,000	\$1,450,000	\$2,000,000	\$350,000	\$1,250,000	\$2,350,000	\$1,750,000	\$1,450,000	\$225,000	\$13,525,000
Earned	\$150,000	\$1,775,000	\$1,025,000	\$1,600,000	\$1,800,000	\$1,250,000	\$1,250,000	\$1,550,000	\$1,450,000	\$350,000	\$1,250,000	\$13,450,000
Actual	\$150,000	\$1,775,000	\$1,025,000	\$1,600,000	\$1,800,000	\$1,250,000	\$1,250,000	\$1,550,000	\$1,450,000	\$200,000	\$1,250,000	\$26,975,000

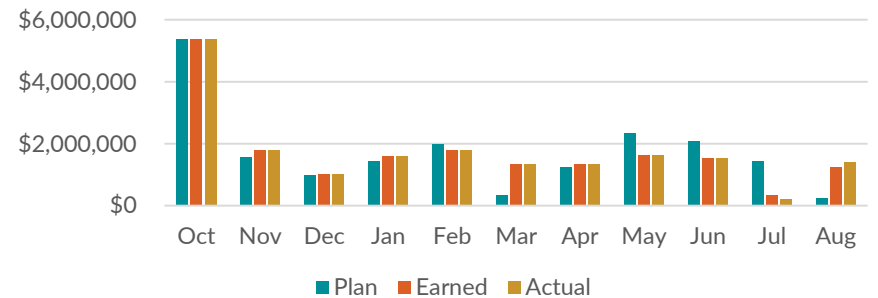
Including Software & Change Control

	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Total
Plan	\$5,385,000	\$1,575,000	\$975,000	\$1,450,000	\$2,000,000	\$350,000	\$1,250,000	\$2,350,000	\$2,072,580	\$1,450,000	\$225,000	\$19,082,580
Earned	\$5,385,000	\$1,775,000	\$1,025,000	\$1,600,000	\$1,800,000	\$1,330,645	\$1,330,645	\$1,630,645	\$1,530,645	\$350,000	\$1,250,000	\$19,007,580
Actual	\$5,385,000	\$1,775,000	\$1,025,000	\$1,600,000	\$1,800,000	\$1,330,645	\$1,330,645	\$1,630,645	\$1,530,645	\$200,000	\$1,400,000	\$19,007,580

Earned Value by Month Excluding Change Control and Software



Earned Value by Month Including Change Control and Software



* Note: of the \$5M Change Control budget (plan) for FY 2024, \$322,580 was allocated to FY24 and used. NV Rolled forward the difference (\$5M-\$323k) to future periods.



BerryDunn & Plante Moran Budget FY24 & FY 25



BerryDunn

Month	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Total
Plan					\$ 57,870	\$ 192,974	\$ 192,974	\$ 192,974	\$ 135,105	\$ 218,880	\$ 218,880	\$ 1,209,656
Earned					\$ 57,870	\$ 181,264	\$ 175,971	\$ 161,085	\$ 182,951	\$ -	\$ 244,164	\$ 1,003,304
Actual					\$ 57,870	\$ 181,264	\$ 175,971	\$ 161,085	\$ 182,951	\$ -	\$ 244,164	\$ 1,003,304

- Amendment 1 revised on 5/30/24 increased contract to \$2,552,081 through March 25
- Amendment 2 signed on 7/3/24 added a Program Manager (IT) Role to the contract
- NTE \$2,552,081.15

*Plan total in the July report did not include the updated NTE amount. Correct July totals are shown in this report.

Plante Moran

Month	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Total
Planned									\$ 91,000	\$ 103,500	\$ 58,000	\$ 252,500
Earned										\$ 296,400	\$ -	\$ 296,400
Actual										\$ 296,400	\$ -	\$ 296,400

- Tracking FY25 invoicing to overall plan; months will vary based on activity



Combined 3 Partners Budget FY24



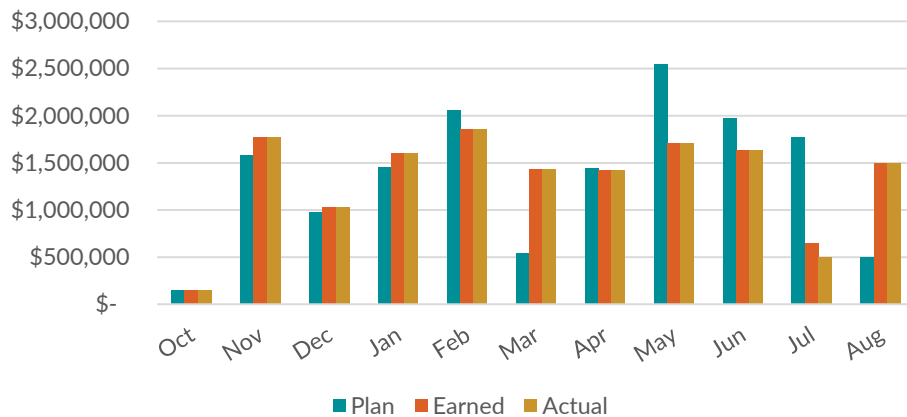
Excluding Software & Change Control

	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Total
Plan	\$ 150,000	\$1,575,000	\$ 975,000	\$1,450,000	\$2,057,870	\$ 542,974	\$1,442,974	\$2,542,974	\$1,976,105	\$1,772,380	\$ 501,880	\$14,987,156
Earned	\$ 150,000	\$1,775,000	\$1,025,000	\$1,600,000	\$1,857,870	\$1,431,264	\$1,425,971	\$1,711,085	\$1,632,951	\$ 646,400	\$1,494,164	\$14,749,704
Actual	\$ 150,000	\$1,775,000	\$1,025,000	\$1,600,000	\$1,857,870	\$1,431,264	\$1,425,971	\$1,711,085	\$1,632,951	\$ 496,400	\$1,494,164	\$14,599,704

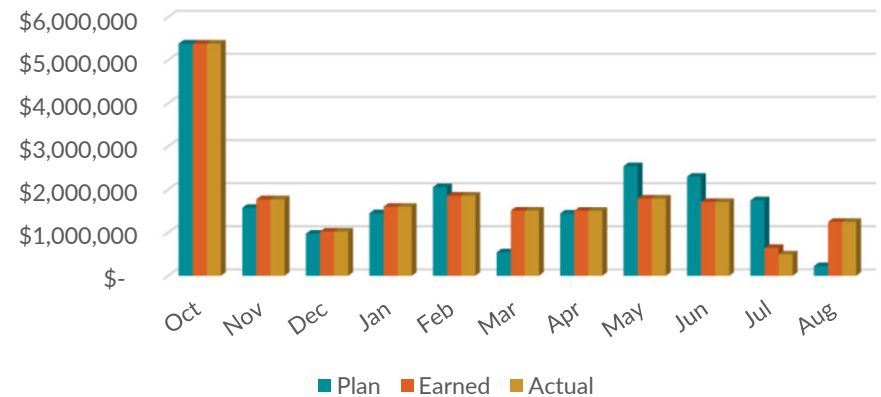
Including Software & Change Control

	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Total
Plan	\$5,385,000	\$1,575,000	\$ 975,000	\$1,450,000	\$2,057,870	\$ 542,974	\$1,442,974	\$2,542,974	\$2,298,685	\$1,751,298	\$ 225,000	\$20,246,774
Earned	\$5,385,000	\$1,775,000	\$1,025,000	\$1,600,000	\$1,857,870	\$1,511,909	\$1,506,616	\$1,791,730	\$1,713,596	\$ 646,400	\$1,250,000	\$20,063,121
Actual	\$5,385,000	\$1,775,000	\$1,025,000	\$1,600,000	\$1,857,870	\$1,511,909	\$1,506,616	\$1,791,730	\$1,713,596	\$ 496,400	\$1,250,000	\$19,913,121

Combined Earned Value by Month excluding Change Control and Software



Combined Earned Value by Month Including Change Control and Software *



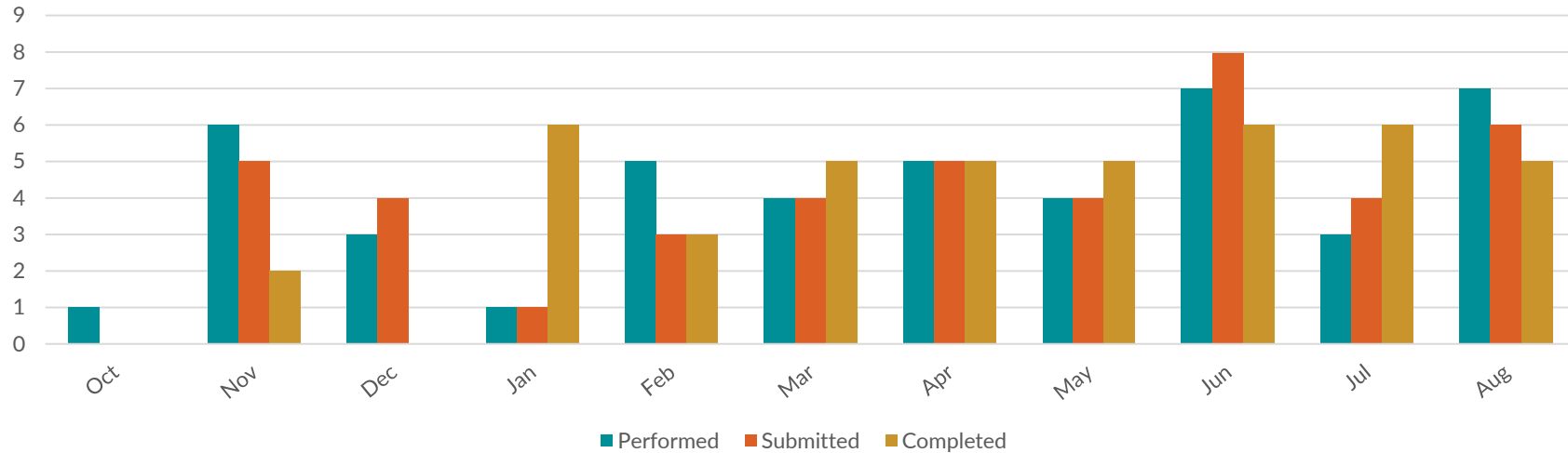


Deliverables



		Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Total
CGI	Performed	1	6	3	1	4	3	4	3	5	1	5	36
CGI	Submitted		5	4	1	3	3	4	3	7	1	5	36
CGI	Completed		2		6	3	4	4	4	5	3	4	35
BerryDunn	Performed					1	1	1	1	1	1	1	7
BerryDunn	Submitted						1	1	1	1	1	1	6
BerryDunn	Completed						1	1	1	1	1	1	6
Plante Moran	Performed									1	1	1	3
Plante Moran	Submitted										2		2
Plante Moran	Completed										2		2

Month Work Performed, Submitted & Deliverable Completed
3 Entities





Observations and Recommendations



The Observations and Recommendations below address items Plante Moran has identified in Slide 2, Program Status. Additional support can be found in the associated document, *Plante Moran Report Out Core NV Aug 2024 Report Attachment Observations and Recommendations*

1924: Elorion Plante founds accounting firm in Detroit, Michigan.



1950: Frank Moran is named partner; firm becomes known as Plante & Moran.

1993: Plante Moran Financial Advisors registers with the SEC.

1994: Plante Moran CRESA is formed.

1999: Named for the first time to Fortune magazine's list of "100 Best Companies to Work For."

2003: Plante Moran Diversity Council.

PM cares
100 Plante Moran Cares events.

2002: Firm is deemed by the US Department of Treasury to be a "Publicly Traded Firm" for the first time.

2005: Firm creates domain "plante.com".

2005: Firm creates domain "plante.com".



Scope



90	<ul style="list-style-type: none"> Discovery of current business processes affecting scope continues to be an issue challenging MVP, e.g. SEFA, COA structure, custom tables, etc. 	<ul style="list-style-type: none"> Due to the speed of which MVP is being implemented, necessary discovery was not performed. As the team plans Phase 2, discovery needs to be completed to include business transformation needs and the remaining items that were not completed as part of Phase 1. 	<ul style="list-style-type: none"> OPM agrees with this finding and is working with CGI to identify specific areas where data is needed and is not available. 	Open	**	H
91	<ul style="list-style-type: none"> The conversion plan is unclear and may not be complete in time for UAT. 	<ul style="list-style-type: none"> Jira should track all conversion activities. The conversion design also needs to be reviewed to ensure everyone (e.g. SCO, NDOT) agrees with the plan and data for go live. If there are manual conversions (e.g. AR and Budget) that agencies are responsible for, assignment of tasks, resources and delivery dates should be consistent with other project tracking in Jira. Plante Moran would like to review the conversion plan, tasks and the Jira ticket. 	<ul style="list-style-type: none"> OPM agrees with this finding that we require a conversion plan from CGI. 	Open	H	C
90	<ul style="list-style-type: none"> It is not clear in the documentation reviewed to date that all interface requirements for NDOT MVP are covered in the scope. 	<ul style="list-style-type: none"> A full review of interfaces with NDOT should occur to make sure that when they move to Adv 4, the other systems that connect to their instance of Adv 2.x operate. This should be part of the UAT testing plan. Recommend the team verify NDOT interfaces and testing. 		Open	*	H

* As item is an Issue, Probability is not applicable

**As item is an Action, Probability and Severity are N/A



Schedule



48	<ul style="list-style-type: none"> Lack of a contingency plan (Risk) for the schedule for both Financial and HRM MVP. 	<ul style="list-style-type: none"> Suggest leadership determines the contingency of missing schedule. This includes a defined GO-NO GO decision plan. 	<ul style="list-style-type: none"> It is best practice to have a contingency plan. The State has decided to go live with the solution based on the timeline, not readiness. We agree that based on the State's decision, this item can be marked as an accepted risk. 	Monitor	C	C
89	<ul style="list-style-type: none"> CGI interface and conversion development and visibility continues to be a concern as it was identified in the EC to be lagging. 	<ul style="list-style-type: none"> Develop the cycle (e.g. daily, weekly, monthly) to be used for UAT and performance testing and ultimately deployment. The cycle needs to include the interfaces, data warehouse refresh, reports, and forms as well as jobs that will need to run. 	<ul style="list-style-type: none"> A full conversion schedule was presented to OPM by CGI. All of the data will be converted by the end of Sprint 4.4. With the exception of the Fixed Assets data, which will be converted by the end of Sprint 5.1. CGI has 11 interfaces to build and they have almost completed them. 	Open	*	H
55	<ul style="list-style-type: none"> The FIN data conversion process is behind schedule due to conversion expectation issues associated with bulk data loading which bypasses system integrity and business logic rules 	<ul style="list-style-type: none"> Future phase plans need to be created and monitored at least 3 months prior to a new phase beginning. The schedule and related contracts point should be considered and synched. 	<ul style="list-style-type: none"> As Plante Moran has stated, work has begun on the overall project planning for Phase 2, but at this time this is not a priority and will be revisited following Phase 1A. 	Monitor	*	M

* As item is an Issue, Probability is not applicable

**As item is an Action, Probability and Severity are N/A



Budget



The State has a change control budget to support additional needs and is managing well. There are no RAID items associated with Budget for this month.

* As item is an Issue, Probability is not applicable
** As item is an Action, Probability and Severity are N/A



Quality



#	Observation	Recommendation	OPM Response	OPM Status	PM Status	Probability	Severity
7	<ul style="list-style-type: none"> There is no formal design sign-off process associated with the work being completed by either the CGI or OPM software development resources. 	<ul style="list-style-type: none"> A formal design approval process should be established for report, interface and conversion development. The formal design should also inform the IUAT process and associated test scenarios. 	<ul style="list-style-type: none"> OPM responses are below: <ol style="list-style-type: none"> OPM appreciates the callout on this item. We will conduct efforts to include interfaces in the FRII document. The reports are not yet completed, and therefore no designs have been approved - hence the blank columns. OPM appreciates the callout on this item. We will conduct efforts to show design specifications and their documented approval in Jira. 		Open	*	S
96	<ul style="list-style-type: none"> The Achieve Phase needs to be further defined in the schedule/work plan - it is too vague. There also needs to be a clear plan to track the tasks during this phase. 	<ul style="list-style-type: none"> Using JIRA to track project activities where possible is important for the team as they have been acculturated to using Jira as the tool for assigning, performing, and reporting on project work. Per OPM, improvements are being made to align tracking between Jira and the project plan as well as to improve the tracking of resources. 	<ul style="list-style-type: none"> OPM agree with this finding. 		Monitor	**	**
101	<ul style="list-style-type: none"> The current project plan does not inform stakeholders of the overall health of the project as it does not utilize a consistent methodology and tools to present a complete picture of the required elements of resources, tasks, and schedule. 	<ul style="list-style-type: none"> Develop a project plan to include those items that can inform leadership and stakeholders of the status and trend of the overall project that is built on tracking completion of tasks. 	<ul style="list-style-type: none"> OPM and CGI are currently exploring a Jira/Project connection/plugin, CEPTAH Bridge, to provide a holistic view of the project. 		Monitor	*	H

- As item is an Issue, Probability is not applicable
- **As item is an Action, Probability and Severity are N/A



	C	C	Open		<ul style="list-style-type: none"> CGI has provided a resource to assist with the Advantage 4x knowledge gaps that State resources have. OPM is working to identify additional resources to assist with writing test scripts. 		106
	C	C	Monitor		<ul style="list-style-type: none"> Develop and plan on how to support this activity, including defining the scope, resources, timing, and expectations for the resources. Scripts will be reviewed once completed. 	<ul style="list-style-type: none"> The State is responsible for writing its test scripts and is struggling to identify the proper level of scripts to develop. Additionally, without a functioning system currently, it is difficult to develop and test scripts for UAT. This has been identified as a Risk in the project Risk Log. 	78
	M	*	Monitor		<ul style="list-style-type: none"> This is very similar to finding #58. OPM requests that Plante Moran please combine these findings. OPM is still working to finalize the plan in collaboration with the OCIO. 	<ul style="list-style-type: none"> The MVP Phase 1A post-go-live support approach has not been finalized and communicated broadly to the CORE.NV project team. The technical staff are unaware of who will be the system "owner" and their role in the ongoing support and administration of the system, OPM technical staff with respect to their long term involvement in the CORE.NV project. 	21
			Monitor		<ul style="list-style-type: none"> 1) All interfaces that the State Tech Team is responsible for, for Phase 1A, are now complete. 2) The full list of reports were originally pulled from Advantage for Phase 1A, are now complete. 3) All interfaces that the State Tech Team is responsible for, for Phase 1A, are now complete. 4) All interfaces that the State Tech Team is responsible for, for Phase 1A, are now complete. 	<ul style="list-style-type: none"> The State's technical team lacks adequate personnel resources to address the interface and report development needs of the project. 	* As item is an Issue, Probability is not applicable

** As item is an Action, Probability and Severity are N/A



Appendices



Legend for Observations & Recommendations



RISK PROBABILITY		
Label	Abbreviation	Description
Certainty	C	Risk will occur
High Probability	H	Risk is very likely to occur
Probable	P	Probable
Unlikely	U	Risk not expected to Occur
Remote	R	Risk extremely unlikely to occur
Critical	C	Critical/Devastating impact to the project that requires immediate attention and action
Significant	S	Critical/Devastating impact to the project that requires immediate attention and action
High	H	Considerable impact to project that needs prioritized attention
Medium	M	Moderate impact on project but without high priority
Low	L	Minimal impact on project that may be acceptable without extensive mitigation efforts



RAID Approach



Risk Log	Risks are events that may occur over the course of the project that could have adverse or detrimental effect on overall success
Action Log	Actions are the things that need to be done throughout the duration of the project and should be communicated to stakeholders
Issue Log	An issue is an unexpected event happening in the present moment with a potential negative impact on reaching goals
Decision Log	Decisions that need to be made over the course of the project should be communicated with stakeholders and memorized

L = Low	Item is less important at this time
M = Medium	Item is usually necessary but are not the most important item at present
H = High	Items is critical to address currently

L = Low	Item will not materially affect the usability of the system
M = Medium	Item may impact some portion of the usability of the system but not the overall ability to go live
H = High	Item may impact the ability to go live if not mitigated



CELEBRATE THE JOURNEY
1998: Named for the first time to Fortune magazine's list of "100 Best Companies to Work For."

1990: Plante Moran Financial Advisors registers with the SEC

1996: Plante Moran CHESA is formed.

1985: Member of World Subdivided and 2007: Member of Global Advisors since a "500"

1996: PSM Corporate Finance LLC (PMCF) is founded

1995: Firm creates domain and later launches website.



2003: Firm forms Diversity Council.



2003: First international office in Shanghai, China.



Thank you

2002: Firm is chosen by the U.S. Department of Treasury to help investigate the Enron collapse; Plante Moran Trust is created.



2011: Plante & Moran drops the "&"; becomes Plante Moran.



2012: First-Ever Global Workplace Recognition with International Accounting Bulletin's Employer of the Year award.