Monthly IV&V Report

CORE.NV
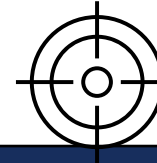
July 2024

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Overall Program Status

Target go-live Phase 1A Jan '2

CORE.NV

Overall Program Status

Scope	• Minimum Viable Product (MVP) definition is still challenging. • Skeptical approach from outside agencies may impact scope as identified with NDOT. • Consideration in replacing a planned module with 3rd party application. • Lack of transition plan to production support for Phase 1A. • The scope of business transformation is not defined and is not planned for Phase 2.
Schedule	• Lack of a complete Project Plan tied to resources, critical path, and completion % of work does not give confidence and insight into the project schedule. • Lack of clear critical path and dependencies with significant work remaining for interfaces, warehouse, conversions, and reports.
Budget	• The budget for the 3rd parties in scope appears to align with the plan. • Note: The budget for Nevada State project resources is not in scope and is being tracked by the State.
Quality	• Difficult to measure and validate the quality and quantity of work through the sprints. • Use of the RAID Logs should be more robust and emerging Risks and Issues should be identified early for socialization with project stakeholders.
Resources	• Critical workstreams are identified where tasks were significantly understaffed. • OPM is reacting to fill roles. Resources need a clear plan, training, and support to effectively complete the required tasks.
Overall	• Continue to monitor critical items for progress during the month of August. Progress has been made recently in critical areas but needs to continue to trend towards green. • The critical path is required to manage the work and the resources to completion. • Continuation of work without a clear schedule puts the go-live at risk.

Index

Contracts and Budgets Deliverables

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
- ❑ *July - 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 consumed in FY 24'*
- ❑ 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.
- ❑ *July - 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.
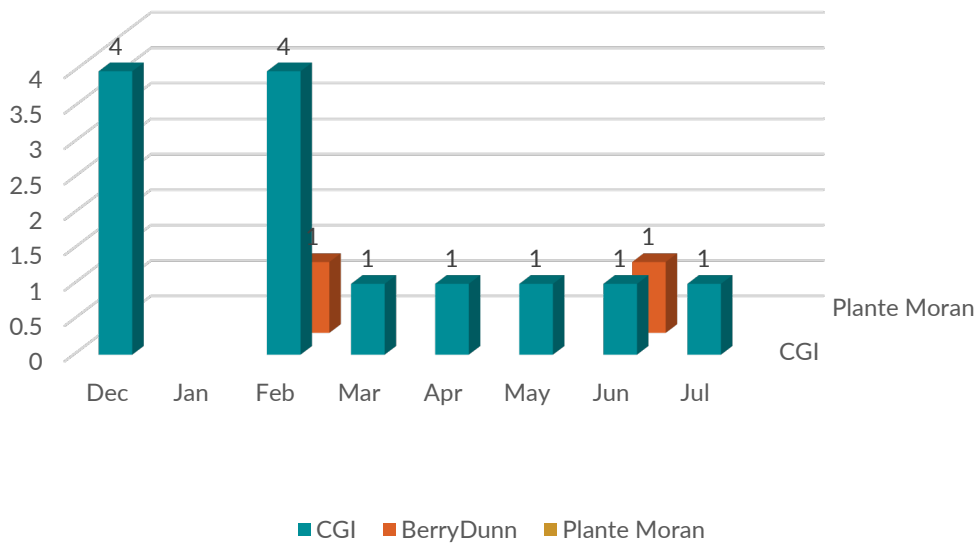
Change Requests

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

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

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CGI Budget FY24 & FY 25

Excluding Software & Change Control

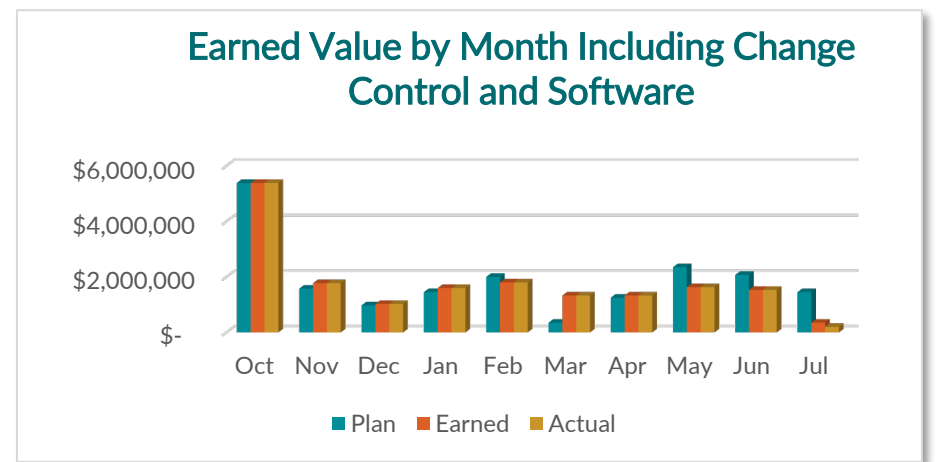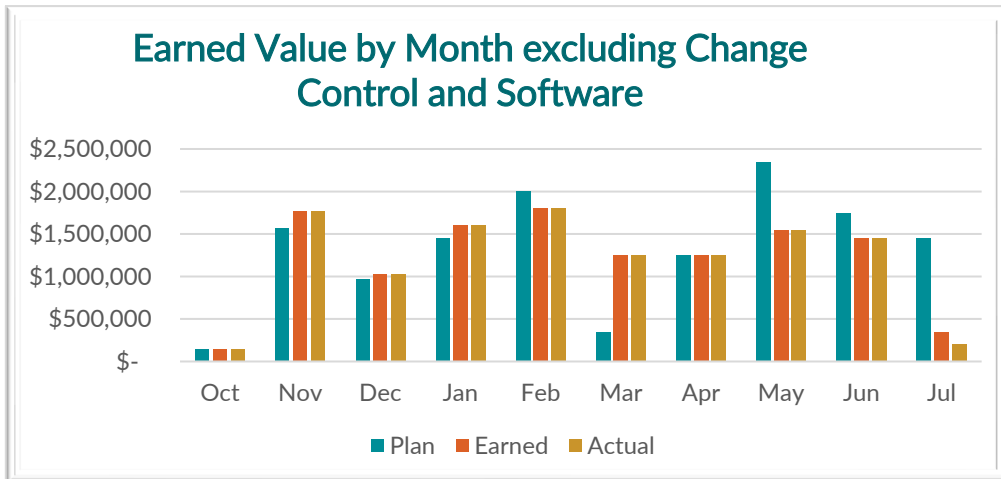|	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Total
Plan	$150,000	$ 1,575,000	$ 975,000	$ 1,450,000	$ 2,000,000	$ 350,000	$ 1,250,000	$ 2,350,000	$1,750,000	$1,450,000	$13,300,000
Earned	$150,000	$ 1,775,000	$1,025,000	$ 1,600,000	$ 1,800,000	$ 1,250,000	$ 1,250,000	$ 1,550,000	$1,450,000	$ 350,000	$12,200,000
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	$12,050,000

Including Software & Change Control

	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Total
Plan	$ 5,385,000	$ 1,575,000	$ 975,000	$ 1,450,000	$ 2,000,000	$ 350,000	$ 1,250,000	$ 2,350,000	$ 1,530,645	$ 1,450,000	$ 18,857,580
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	$ 17,757,580
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	$ 17,607,580

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

	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Total
Plan					$57,870	$192,974	$192,974	$ 192,974	$135,105	$ 197,798	$ 969,694
Earned					$57,870	$181,264	$175,971	$ 161,085	$ 182,951		$ 759,141
Actual					$57,870	$181,264	$175,971	$ 161,085	$ 182,951		$ 759,141

- Amendment 1 revised on 5/30/24 increased contract to $2,552,081 through March 25
- FY25 Budget of $1,780,185

Plante Moran

	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Total
Plan									$91,000	$ 103,500	$ 194,500
Earned										$ 296,400	$ 296,400
Actual										$ 296,400	$ 296,400

- Plante Moran IV&V plan delivered in July
- Initial invoice of $91,000 delivered with plan, subsequent invoices delivered in July
- Tracking FY25 invoicing to overall plan; months will vary based on activity

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Excluding Software & Change Control

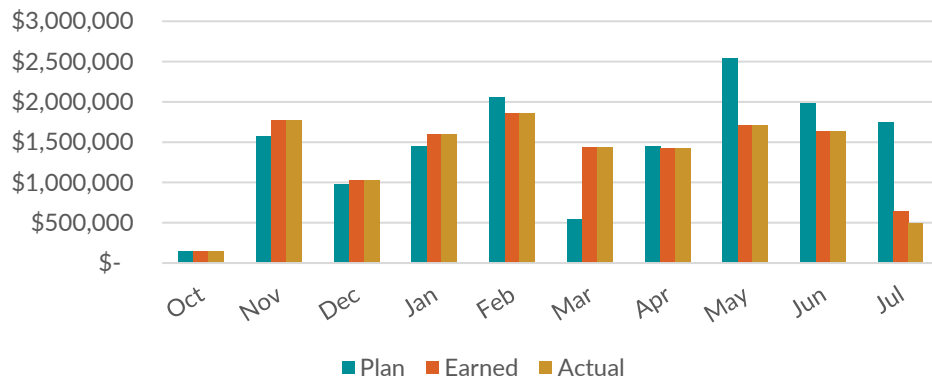|	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Total
Plan	$ 150,000	$ 1,575,000	$ 975,000	$ 1,450,000	$ 2,057,870	$ 542,974	$ 1,442,974	$ 2,542,974	$ 1,976,105	$ 1,751,298	$ 14,464,194
Earned	$ 150,000	$ 1,775,000	$ 1,025,000	$ 1,600,000	$ 1,857,870	$ 1,431,264	$ 1,425,971	$ 1,711,085	$ 1,632,951	$ 646,400	$ 13,255,541
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	$ 13,105,541

## Including Software & Change Control

	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	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	$ 20,021,774
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	$ 18,813,121
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	$ 18,663,121

Combined Earned Value by Month excluding Change Control and Software

Combined Earned Value by Month Including Change Control and Software *
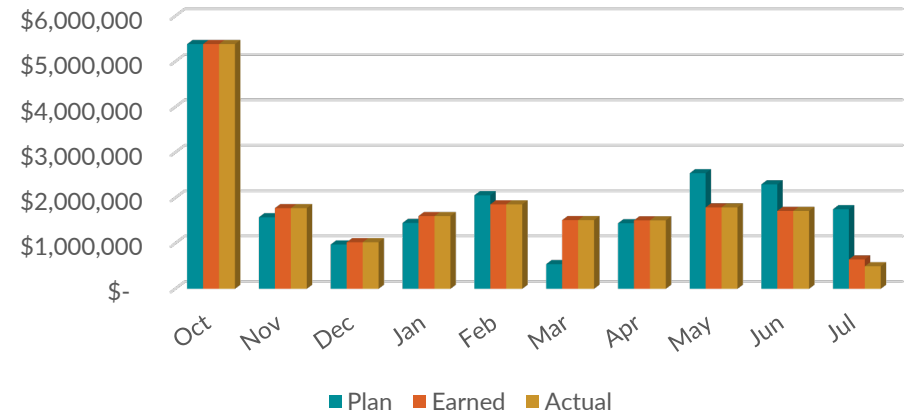
Deliverables

Entity	Action	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Total
CGI	Performed	1	6	3	1	4	3	4	3	5	1	31
CGI	Submitted		5	4	1	3	3	4	3	7	1	31
CGI	Completed		2		6	3	4	4	4	5	3	31
Berry Dunn	Performed					1	1	1	1	1	1	6
Berry Dunn	Submitted						1	1	1	1	1	5
Berry Dunn	Completed						1	1	1	1	1	5
Plante Moran	Performed									1	1	2
Plante Moran	Submitted										2	2
Plante Moran	Completed										2	2

Month Work Performed, Submitted & Deliverable Completed
3 Entities

Contract / Budget Observation & Recommendation

5 3	• **Contract alignment to schedule (Issue)** The contract for BerryDunn does not cover all phases of the project implementation.	• Project schedule must continue to be assessed, monitored, and re-baselined to align contracted resources and costs. This includes preparing new phase schedules at least 3 months in advance of the phase start. • In advance of the contract expiration, sufficient time should be given to evaluate next steps with the contractor, including the review of contract resources against future phase schedules. • Evaluate the timing, knowledge transfer, and ability to transition to State resourcing throughout the project. As of July Report: Continue to monitor issue.	The master contract vehicle that OPM used to contract with BerryDunn expires before the project is scheduled to end. BerryDunn recently submitted a proposal to renew its status under the master contract, which is being evaluated by the master contract holder/administrator. Once BerryDunn's status is renewed under the master contract, which is believed to be a highly likely scenario OPM intends to renew its contract with BerryDunn to span the duration of the project. In the event that BerryDunn is not awarded a renewed status under the master contract, OPM has contingency plans for a continued contract with BerryDunn.	Escalated	Open	M	H
5 4	• **Increase Scope and Timeline (Risk)** The current CGI contract may not be sufficient to implement Advantage 4.	• Close monitoring of the scope and timeline for the MVP and future phases. Future phase plans need to be created and monitored at least 3 months prior to a new phase beginning. As of July Report: Continue to monitor risk.	OPM, as a part of vendor/contract management (which is inherent in all projects), will continue to monitor the project and CGI's contract and scope. From OPM's perspective, this is a standard, inherent risk in all projects. Furthermore, OPM does not believe that developing future phase plans 3 months in advance of the respective phase will help avoid a risk that a current contract might not be sufficient overall to achieve a project's objectives.	Mitigating	Open	M	H
5 6	• **Change Control Budget (Action Item)** Overall, the project is tracking very close to the Plan. 25% of Change Control earmarked from training (CR#8) through Sep '26.	• In July OPM rolled forward the Change Control unused budget ($5M-$323k) to FY25 and updated the project budget documents. As of July Report: Budget was rolled forward and item was closed.	Item completed in the normal course of State Fiscal Year close. This finding has been marked as "closed" by both Plante Moran and OPM. Therefore, no update comment is needed.	Closed	Closed	L	L

Schedule

81	• **The project is lacking a comprehensive project plan** with a critical path and resources	• **The Project Plan should provide a critical path, resource specific assignments and dependencies** between teams to allow managers and staff to complete the necessary work on time. The reliance on Jira is not a substitute for a project plan with a critical path with resourcing.	This finding appears to be a duplicate, or at least a minor variation to other findings. If Plante Moran could please work to consolidate similar observations it would be very helpful to OPM for working to review, respond to, and address identified findings. However, OPM is using Jira to house and prioritize stories. The "critical path" for the project is shaped through the continual refinement and reprioritization of stories and is visible via the "timeline" feature in Jira, as is consistent with an Agile methodology - which is the method being used for the work in the Phase 1A Build stage. Resources are assigned to the stories in Jira and velocity is being monitored to help determine resource needs.	Identified	Open	H	H
71	• **The amount of aggregate, remaining technical work**, and the lack of scoping for adequacy of time and resources to complete may cumulatively impact the adequate testing of designs and/or Phase 1A go-live date.	• Identify where the scope definition is lacking and assign resources to estimate remaining work, along with completing a plan to identify the critical path remaining items and staff to be assigned to those tasks.	As the SDLC approach to Phase 1A Build stage is Agile, OPM's perspective is that the backlog does not need to be fully defined up front. Instead, the backlog and story scope/points are refined on a weekly basis, including story scope and points, to understand the true effort needed, related impediments and dependencies, and prioritization of work to be completed. Tech Leadership for the TECH workstream therefore refines the various technical backlogs in this manner on a weekly basis.	Closed	Open	H	H

Schedule/Resources observations and recommendations

8 0	• A **data warehouse** environment that is integrated with Advantage 4 is critical to the project success and is a dependency upon which many of the technical plans were built. A risk exists in that the data warehouse environment is not functional for Phase 1a go-live. No project plan or work breakdown structure has been established for the data warehouse workstream.	• Develop a comprehensive plan for the development of the Advantage 4 data warehouse environment that aligns with the user acceptance testing and other key project milestones. Given the work is being completed by a group of contractors and other employees outside of the formal OPM Tech team, the risk of schedule misalignment is increased.	There is no project plan or work breakdown structure for the data warehouse workstream, by design, as the Build stage work is Agile and therefore this work has been planned and is being managed in Jira using Kanban boards.	Identified	Open	H	H
4 1	• **The scope of required reports** needed for MVP is not finalized.	• A comprehensive and prioritized list of reports required for MVP Phase 1A needs to be finalized.	A comprehensive list of reports exists in the Forms, Reports, Interfaces, and Integrations (FFRI) Master MS Excel workbook and is currently being prioritized. OPM has hired a retired State resource as a business analyst who has knowledge of the Advantage 2 platform and is working directly with agencies to help further determine their reporting needs and prioritize them.	Mitigating	Open	H	H

76	• **Very few OPM Technical personnel** have detailed knowledge of the Advantage 2 platform and those staff are currently overallocated across multiple technical workstreams.	• Bolster the current Advantage 2 working knowledge by increasing knowledge transfer among OPM technical domains and reduce the reliance on single OPM Advantage 2 SME's leading various workstreams including data conversions, data warehousing, and reports.	OPM feels that in order to transfer knowledge on the Advantage 2 platform to other State resources is not achievable in any meaningful way, as recommended, as it would take an extensive amount of time to train someone on the intricacies of the Advantage 2 platform. Instead, OPM is working to shift tasks away from the Advantage 2 SMEs that is focused on work that requires Advantage 2 knowledge and experience. OPM has also brought on retired State staff members with Advantage 2 platform knowledge and CGI has onboarded 4 staff members with Advantage 2 platform knowledge. OPM therefore believes that the potential benefit of attempting to conduct knowledge transfer of this kind outweighs the effort required and also that implementing this recommendation is not feasible/viable.	Accepted	Open	H	H
15	• **Continued involvement of team members** in critical events on a tight project schedule is crucial for success. Lack of identification of events impacting staff availability can impact the timeline for completion of certain tasks.	• All events impacting project staff availability should be identified on a project calendar. This could include planned absences, holidays, benefit enrollment periods, fiscal year close and related audit involvement, etc. • Approval of project member planned absences should be considered in light of major project events such as the periodic eight-week planning events and go-live activities just prior to go-live. • Given the stress of a tight deadline for the project go-live, identify how team members can be incentivized and rewarded for their efforts. As of July report: Agree to close.	There is an OPM and CGI event calendar that includes all OPM staff absences/availability and physical presence onsite. OPM does not believe that loading a calendar with all State operational events/activities would be worth the effort of populating and managing it. Workstream staff are in constant communication in regard to availability, absences, and other activities that might divert their attention from the project. OPM feels that this is sufficient the manage staff availability.	Resolved	Closed	H	H

2 2	• **Security roles** are being aligned from Advantage 2 to Advantage 4 with minimal modification. The effort to discover, configure, and test Security Roles across the enterprise is significant. • No validation or approval from the functional teams has been completed to ensure the new roles provide the required level of access and adhere to the requirements for segregation of duties.	• Develop an Advantage 4 security matrix for each of the roles being configured seeking validation and approval from the functional teams before performing role configuration. Identify which resources across the State agencies can assist with the effort. • The CGI PM has advised best practice is to use the same roles and permissions across the enterprise which is the standard approach for most ERP implementations. • Identify a State resource who will be a dedicated security and workflow. The role would include visioning on how security and roles will transition from Phase 1 to Phase 2 and to provide guidance on how best to achieve the optimum solution. As of July report: This issue is not resolved. The OPM tech resources assigned to security are migrating/creating security roles without approval from functional teams. Knowledge gaps with OPM tech also exist pertaining to functional security in Advantage 4, requiring consultation from CGI.	A resource has been identified as a State resource for security. A resource has been identified for security workflow. As a team they are already engaged in this body of work, which is ongoing; this involves liaising with each functional team and external SME's where necessary. Unknown what further concern exists (other than capacity). Functional staff are not responsible for validating security roles prior to migration to the Advantage 4 platform. The SCO has and will continue to establish security roles for the Advantage platform. Security roles will be validated/tested during UAT to help ensure that the security roles continue as required. The backlog for security role requirements and build has been scoped in Jira tickets and are scheduled for Sprint 4.2.	Resolved	Open	H	H

RAID

**Risks
Actions
Issues
Decisions**

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

Key RAID items since last report

- Each RAID area has been addressed separately in the following slides

Risks Recorded	12	12	5	10
Open	8	7	5	10
Actions Recorded	58	85	11	16
Actions Open	4	7	11	8
Issues Recorded	8	15	42	53
Issues Open	2	3	42	45
** Decisions Recorded	22	25		
** Decisions Open	0	0		

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

Risk Summary

- There are twelve records on the July NV Project Risk Log.

- These are the same entries as reported the June Report

- IV&V has identified 10 Risks which can be found in the accompanying Observations and Recommendations spreadsheet.
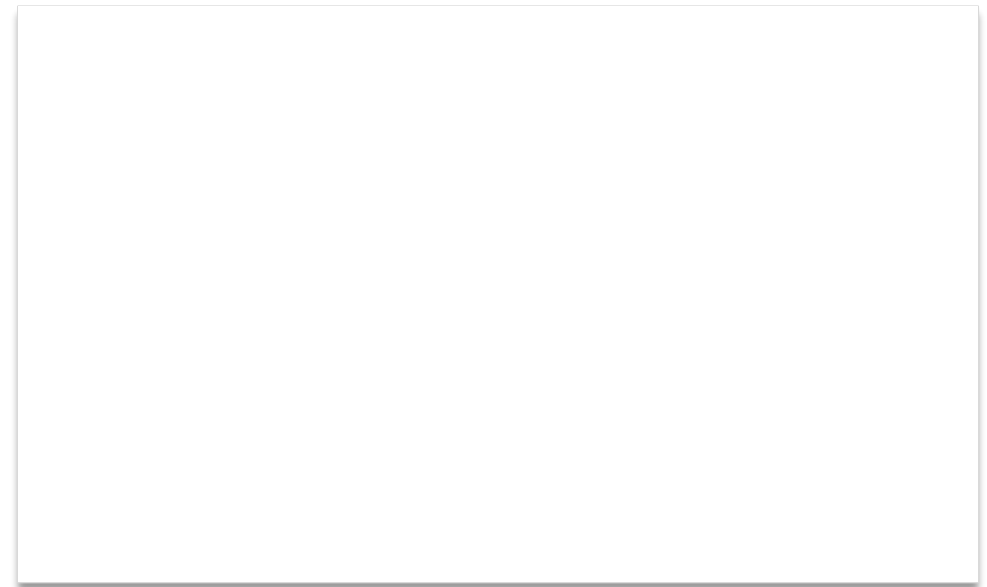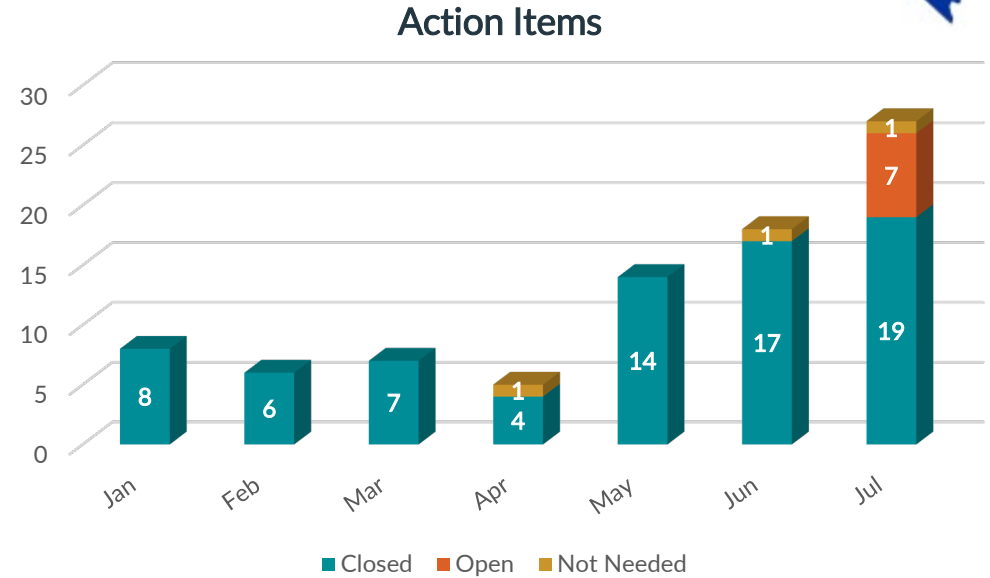
Risk Log - By Date Entered

Legend: ■ Open ■ Closed ■ Candidate

Risk Log – By Impact

Legend: ■ Low ■ Medium ■ High ■ Very High
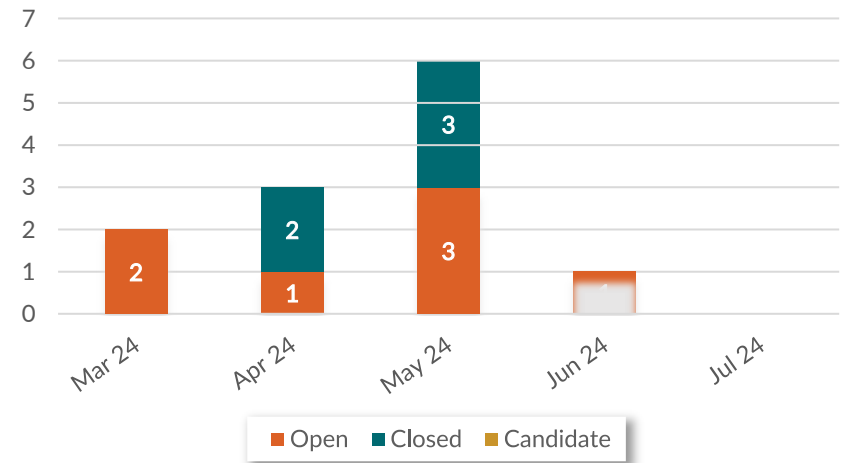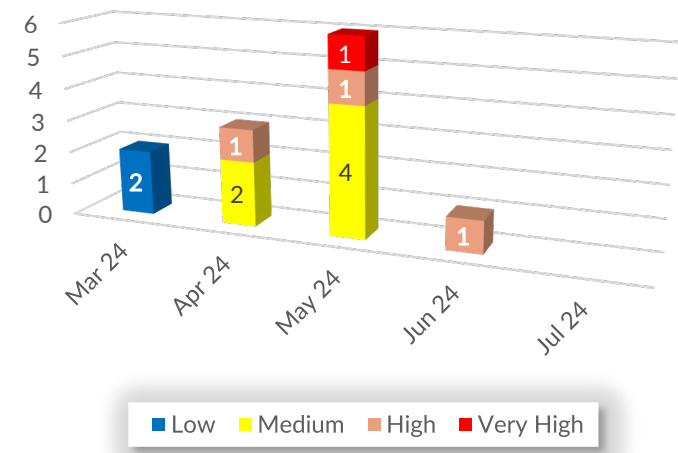
Actions Summary

- OPM has 85 Action Log entries recorded by Project to date; 7 open.

- Activity increased in May, June, and July

- Days open have diminished significantly as items are addressed promptly

- IV&V has identified 16 Action Items in the accompanying Observations and Recommendations spreadsheet.

Action Items

Chart legend: Closed, Open, Not Needed

Values by month:
- Jan: 8 (Closed)
- Feb: 6 (Closed)
- Mar: 7 (Closed)
- Apr: 4 (Closed), 1 (Not Needed)
- May: 14 (Closed)
- Jun: 17 (Closed), 1 (Not Needed)
- Jul: 19 (Closed), 7 (Open), 1 (Not Needed)

Issue Summary

- OPM has identified 15 Issues to date and 3 are still open on the project log. The number appears low based on the size and complexity of the implementation.

- IV&V has identified 45 Issues in the accompanying Observations and Recommendations spreadsheet.
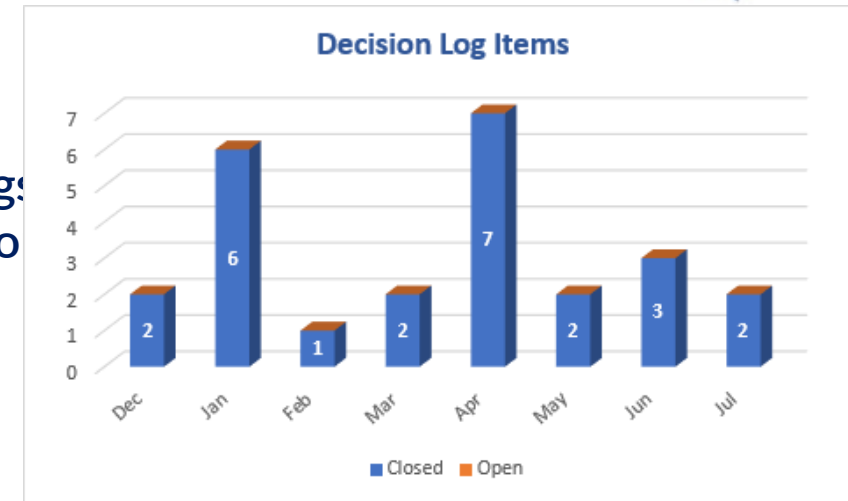
Issue Log - By Date Entered

Legend: Closed, Open, Candidate

Issue Log - By Impact

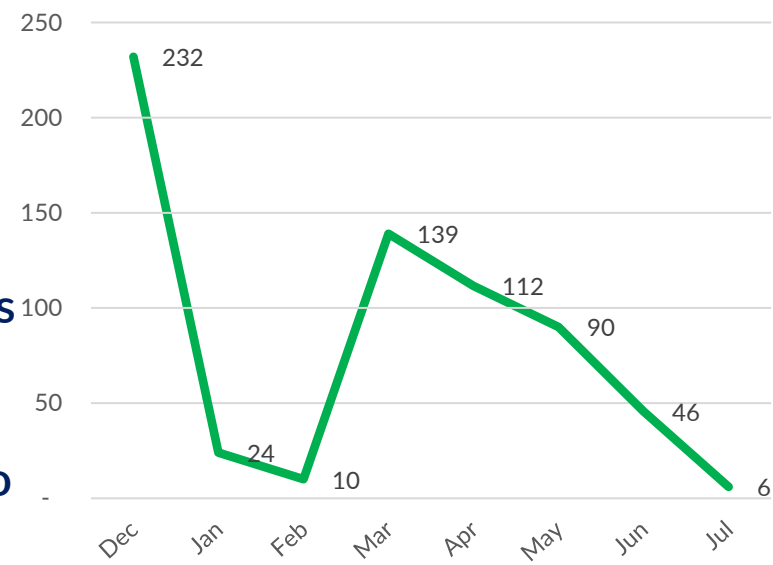Legend: Low, Medium, High, Very High
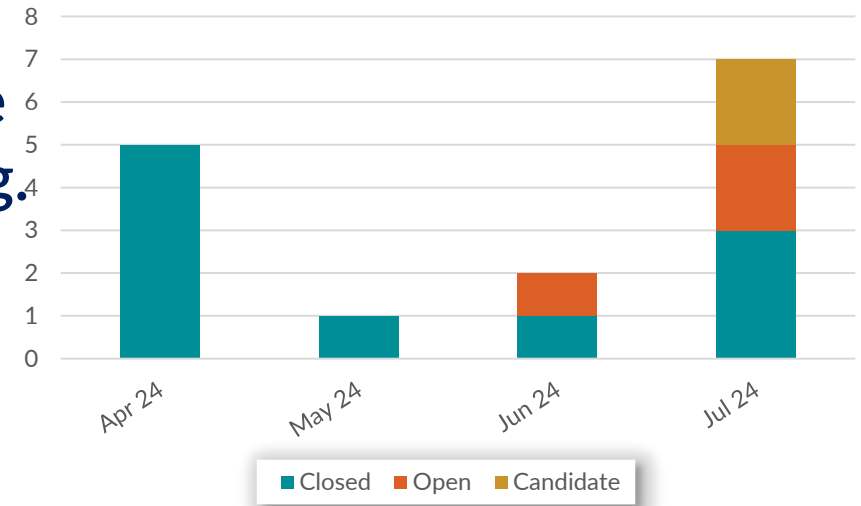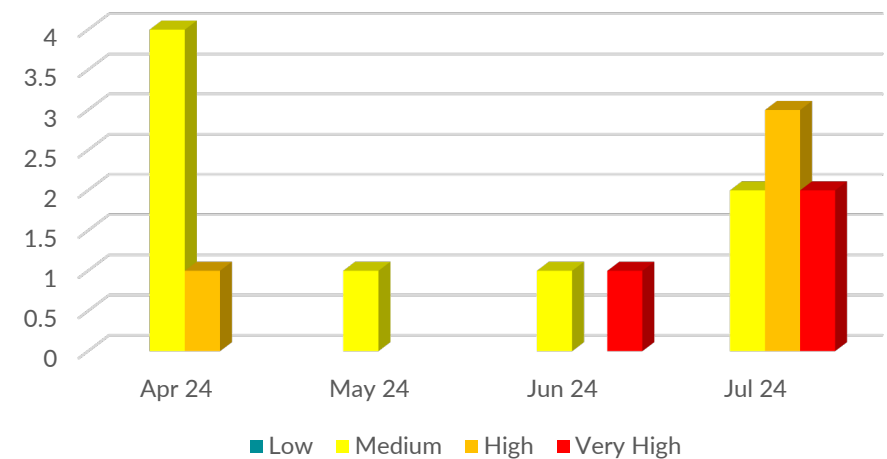
Decisions

- 25 Decisions to date may indicate underutilization of logs based on the scope and complexity of the implementation

- The Decision Log should be part of the communications effort as to what option(s) are being selected to inform staff and stakeholders of direction.

- The Decision Log should be used to inform project leadership of future directions and the reasoning for choices.

- The Decision Log should be used to support the team throughout the project when decisions are revisited to provide the history and background when future questions occur.

- Continued awareness and socialization of MVP will help to manage decisions.

Decision Log Items

Month	Closed
Dec	2
Jan	6
Feb	1
Mar	2
Apr	7
May	2
Jun	3
Jul	2

■ Closed ■ Open

Decisions Average Days Outstanding *

Month	Value
Dec	232
Jan	24
Feb	10
Mar	139
Apr	112
May	90
Jun	46
Jul	6

Questions

Thank you