



Monthly IV&V Report

As of April 2025



Plante Moran Independent Validation & Verification Approach



- We focus on early detection and correction of errors, enhance management insight into risks, provide observations and recommendations, and ensure compliance with project scope, schedule, and budget requirements. We will assess the health of the project on an ongoing basis, focusing on the artifacts and deliverables being produced by the project team.
- The principles that guide the work we perform include:
 - Complete vendor independence provides integrity to our observations.
 - Transparency in all observations and issues as early as possible.
 - Collaboration with SI, the State project team, and the key stakeholders.
 - Advise on issues and potential opportunities to improve.
 - Being respectful of staff time and project schedule.
- We use the *Project Health Assessment Rubric* (Slide 3) to report levels of risks (using colors) as associated with the areas indicated. Our approach does not necessarily indicate project ultimate success or failure; it is meant to indicate the current risk levels associated with the identified project components with the purpose of advising and reporting on opportunities to improve.



Project Health Assessment Rubric



Project Health Status Categorizations

Project Health Assessment Area	Green	Amber or Yellow	Red
Scope:	<p>All criteria below are being met:</p> <ul style="list-style-type: none"> The scope is well-defined. The scope has not been changed outside of the original scope definition or any scope changes made are not expected to impact the current overall schedule or budget. <p><i>If scope re-baselining has occurred, status may return to this categorization—provided that the above criteria is met for the re-baselined scope.</i></p>	<p>One or more of the below circumstances is occurring:</p> <ul style="list-style-type: none"> There are one or more areas of scope that have yet to be fully defined, but they are not expected to impact the current overall schedule and/or budget. The scope has not been changed outside of the original scope definition or any scope changes made are expected to have no, or minimal, impact to the current overall schedule or budget, and will not impact the critical path. 	<p>One or more of the below circumstances is occurring:</p> <ul style="list-style-type: none"> There are areas of scope that have yet to be fully defined, and these unknowns are expected to impact the current overall schedule and/or budget. The scope has been changed outside of the original scope definition and any such scope changes are expected to impact the current overall schedule or budget and/or critical path.
Schedule:	<p>All criteria below are being met:</p> <ul style="list-style-type: none"> The schedule and critical path are well-defined. The schedule is progressing as planned, with all critical path milestones and deadlines being met. <p><i>If schedule re-baselining has occurred, status may return to this categorization—provided that the above criteria is met for the re-baselined schedule.</i></p>	<p>One or more of the below circumstances is occurring:</p> <ul style="list-style-type: none"> There are areas of the schedule that have yet to be fully defined, but the critical path is well-defined. The schedule is not progressing as planned but, all critical path milestones and deadlines are currently being met and are expected to continue to be met. 	<p>One or more of the below circumstances is occurring:</p> <ul style="list-style-type: none"> There are areas of the critical path schedule that have yet to be fully defined. The schedule is not progressing as planned and critical path milestones and deadlines are not being met and/or are expected to not be met.
Cost:	<p>All criteria below are being met:</p> <ul style="list-style-type: none"> The budget is well-defined. Budget funds have been allocated as needed. The budget is being expended as required. <p><i>If budget re-baselining has occurred, status may return to this categorization—provided that the above criteria is met for the re-baselined budget.</i></p>	<p>One or more of the below circumstances is occurring:</p> <ul style="list-style-type: none"> There are areas of the budget that have yet to be fully defined, but estimated funds that will be needed are available. Funds needed are exceeding originally budgeted funds and it is impacting the current overall schedule but, not the critical path. The short-term budget is being over-expended but, spending is expected to remain within the overall long-term budget. 	<p>One or more of the below circumstances is occurring:</p> <ul style="list-style-type: none"> There are areas of the budget that have yet to be fully defined and estimated funds needed are not expected to be available. Budget funds are not being allocated as needed and this is impacting the critical path. The budget is being over-expended per the original planned budget and spending is expected to exceed the overall budget (including any contingency funds).
Resources:	<p>All criteria below are being met:</p> <ul style="list-style-type: none"> All needed resources have been identified. All identified resources have been allocated. There are no overallocated resources. 	<p>One or more of the below circumstances is occurring:</p> <ul style="list-style-type: none"> There are needed resources that have yet to be fully identified, but it is not expected to impact the current overall schedule and/or budget. There are identified resources that have yet to be allocated, but they are not expected to impact the current overall schedule and/or budget. There are resources that are overallocated, but these are not expected to impact the current overall schedule and/or budget. 	<p>One or more of the below circumstances is occurring:</p> <ul style="list-style-type: none"> There are needed resources that have yet to be fully identified and this is impacting, or is expected to impact, the current overall schedule and/or budget. There are identified resources that have yet to be allocated and they are impacting, or are expected to impact, the current overall schedule and/or budget. There are allocated resources that are overallocated and it is impacting, or is expected to impact, the current overall schedule and/or budget.



Program Status - April



Target go-live
Phase 1B Jul '25*



Program Status

*Note: This report is for the period ended April 30, 2025, and it reflects the outlook at this point in time.

However, at the end of April, it was decided to move the go live date for Phase 1B HR to October 1st, 2025, which may impact other parts of the overall project.

- | | |
|--|--|
| | <ul style="list-style-type: none"> Sufficient discovery and requirement development (scope) for Phase 1B (HR) is not fully defined. Although a new go-live date has been identified, by not having the scope defined, the unknowns would likely impact the overall schedule or the overall quality. The scope of the overall project, including Phase 2 Transformation, Cost Accounting, and other planned functionality has not been defined, the unknowns would likely impact the overall schedule or overall quality. |
| | <ul style="list-style-type: none"> A working Project Plan with resources, all activities, completion dates and critical path is not yet fully defined for Phase 1B completion or Phase 2. Although efforts are underway, the timing to complete the plan may not be adequate to validate and manage the work required for the October 1, go-live of Phase 1B. |
| | <ul style="list-style-type: none"> The change control budget to support the balance of the project may be challenged due to unplanned work in prior phases, changes in schedule, and change in scope such as NeoGov. |
| | <ul style="list-style-type: none"> Project Plan to provide clear and consistent reporting and socialization to stakeholders is not available, impacting all project components. Reporting of project metrics is incomplete. The risk of not completing adequate testing due to time constraints can lead to finding defects in production. |
| | <ul style="list-style-type: none"> The lack of a project plan that includes a critical path, resources, schedules and tasks, introduces significant uncertainty whether resources are adequate to complete the work within the scheduled go-live timeframe with an acceptable level of quality. Phase 1A stabilization and remediation efforts being covered by project resources continue to adversely impact the completion of tasks for Phase 1B. |



IV&V Recommendations



- Develop a single comprehensive project plan with critical path, tasks and resources for Phase 1B and beyond and socialize with all stakeholders. Consider an intense replanning exercise for Phase 1B given the new go-live date to understand schedule, scope and report resources and tasks required for go live.
- Focus on integrations, data warehouse, and reports design and resourcing for build completion and subsequent validation. All resources across the project including agencies, contractors, and third parties should be identified and included.
- Monitor and include in reporting, the impact of stabilization activities (and completion of FIN tasks) on Phase 1B resources.
- Communicate clearly to stakeholders as Phase 1B and plans for Phase 2 progress. Get stakeholders excited about enhancements.
- Set testing end-to-end processes as a priority.



Key RAID items since last report



Each IV&V RAID item has been documented in the accompanying document, Observations and Recommendations Spreadsheet

Risks Open *	7	5	8	5	3	3	0	8	7	6	10	6	12	15	17	10	15	5	10	8
Actions Open	0	8	4	2	1	4	2	1	1	1	8	5	6	6	15	12	12	5	5	5
Issues Open	6	5	3	1	0	1	0	0	1	2	45	22	16	14	13	8	6	5	5	7
Decisions **	2	8	5	6	6	2	2	2	3	9										
Decisions Open**	0	5	4	1	3	0	0	1	1	4										

* Includes Candidates for NV Project

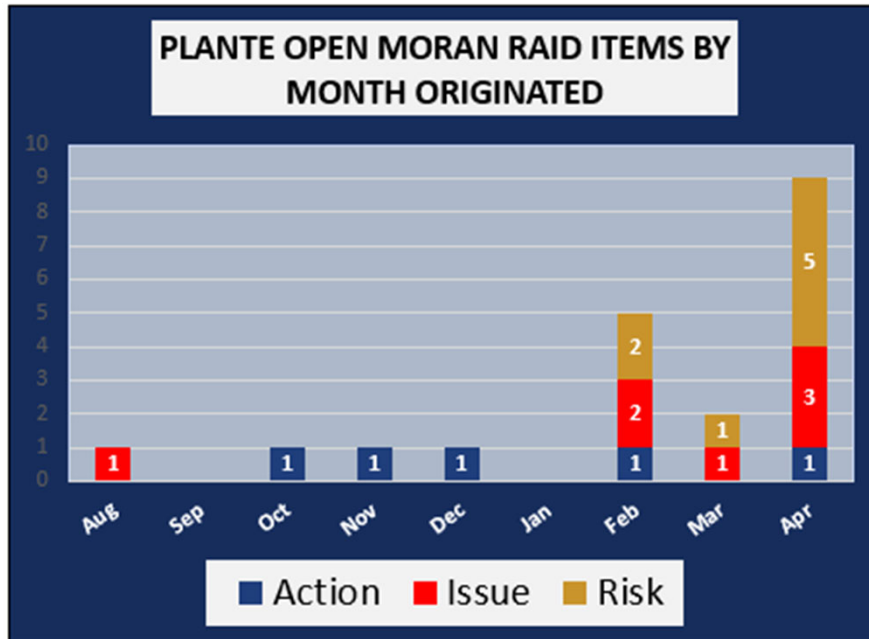
** IV&V Decisions – IV&V not making decisions, but many Action items can be considered Decisions when adjudicated



Plante Moran RAID History



- Since Plante Moran's initial reporting period June 2024, we have reported 202 RAID items.
- As of the current reporting period, we are reporting 21 open and monitoring RAID items.



Plante Moran Total Risks, Issues, & Actions Reported Since June 2024								
	Probability							
	Certainty	High Probability	Low	Medium	N/A	Probable	Unlikely	Total
Closed	2	45	3	18	85	26	2	181
Monitor					8	3		11
Open					4	5		9
Total	2	45	3	18	97	34	2	201

Plante Moran Open & Monitor Items by Month First Reported								
	Aug-24	Oct-24	Nov-24	Dec-24	Feb-25	Mar 25	Apr 25	Total
Issue	1				2	1	3	7
Risk					2	1	5	8
Action		1	1	1	1		1	5
Total	1	1	1	1	5	2	9	20



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: New York Times Substack column "The Future of the Audit Firm" published.



1996: PGM Corporate Finance LLC (PGMCF) is founded.

1995: Firm creates domain and later launches website.

2003: Firm forms Diversity Council.



2003: First international office in Shanghai, China.

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.



Risk Action Issues Decisions

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

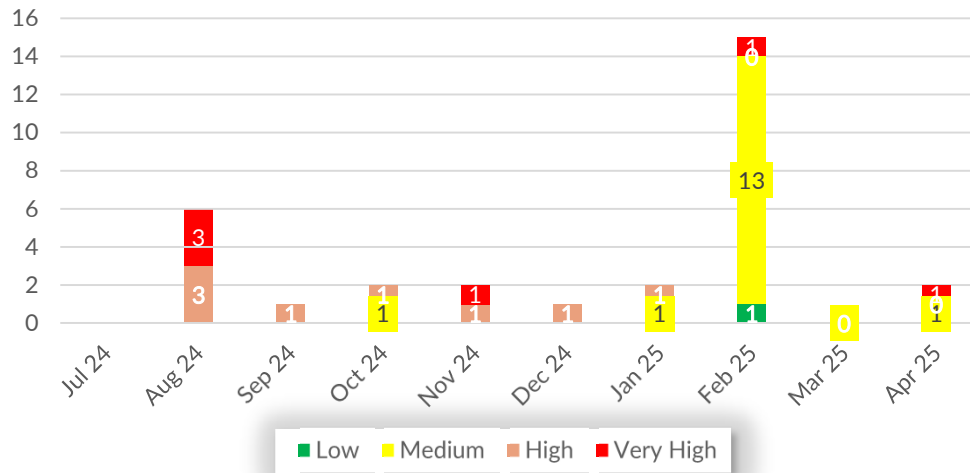
2012: First-Ever Global Workplace Recognition with International Accounting Bulletin's Employer of the Year award.



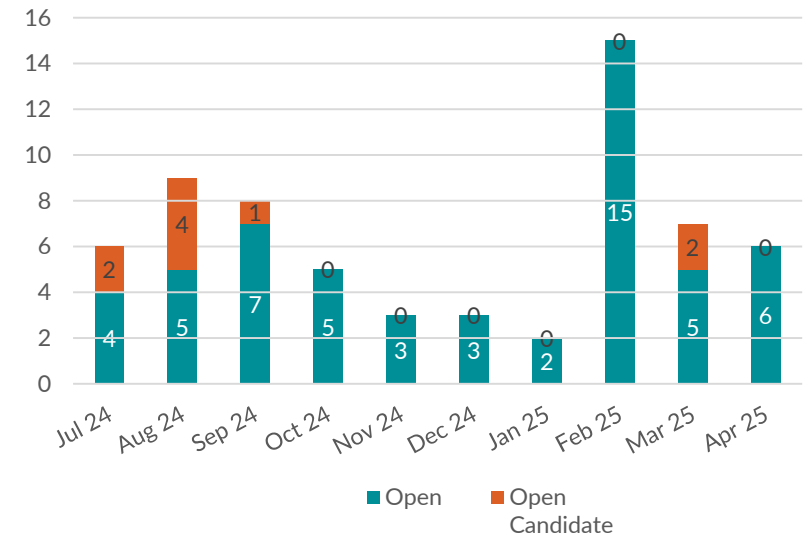
Risk Summary

- There are currently 6 open risks and 0 Candidate risks on the NV Project Risk Log (OPM) as of the end of the current reporting period.
- IV&V has 8 Risks open which can be found in the accompanying Observations and Recommendations spreadsheet.

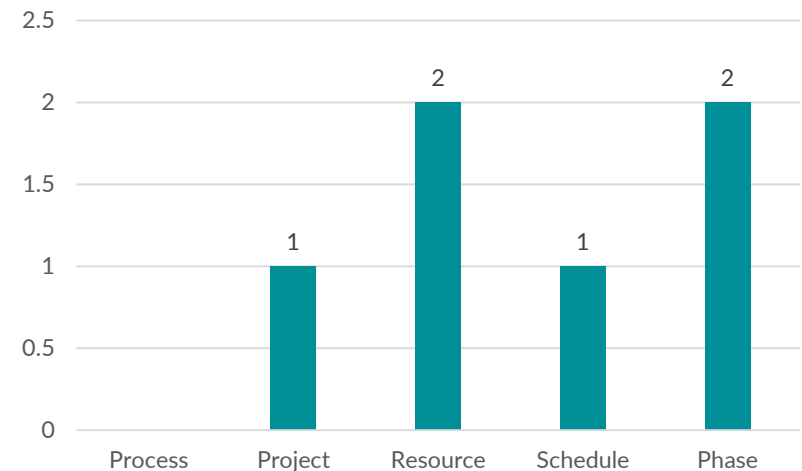
OPM Open Risks by Impact Trend by Month
(Not Including Candidates)



Open Risks and Open Risk Candidates
Trend by Month



Open Risks by Category



* Candidates are items being considered by Governance group for risk status.

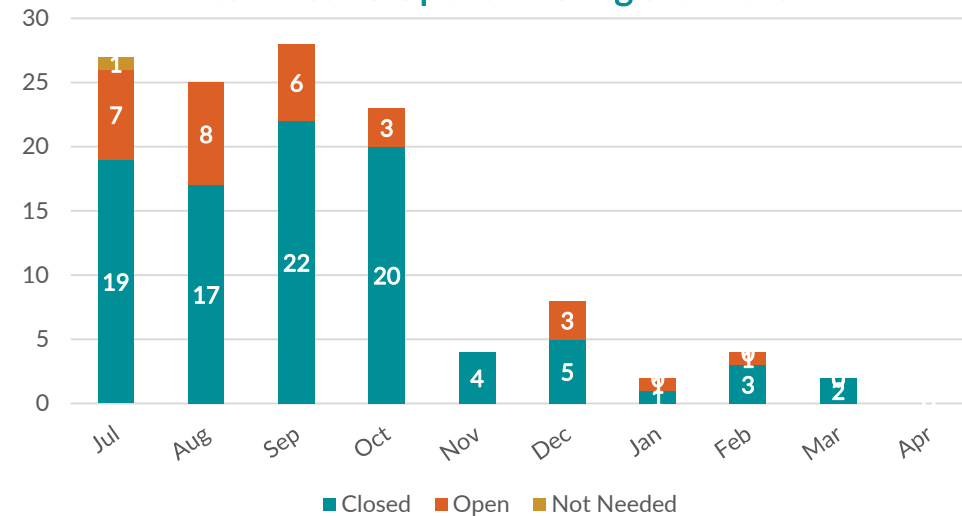


Actions Summary

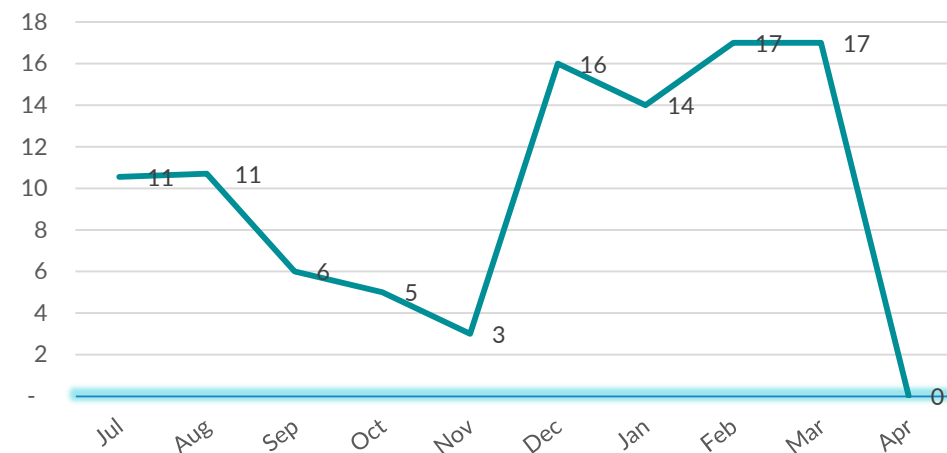


- As of the end of the current reporting period, there was 1 Action remaining open (OPM). During the month 0 Action items were opened, and 0 Action items were closed.
- IV&V has 5 Action Items open in the accompanying Observations and Recommendations spreadsheet.

Action Items Opened During the Month



Average Days Action Items Open



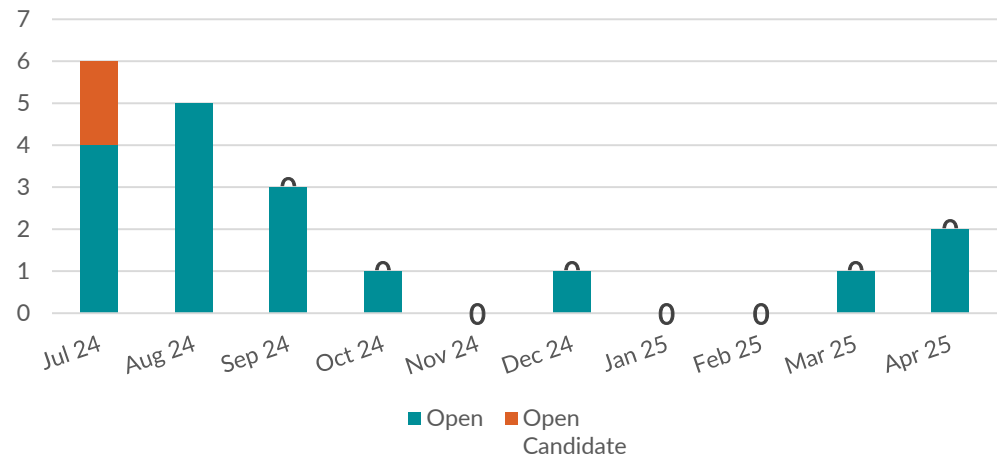


Issue Summary

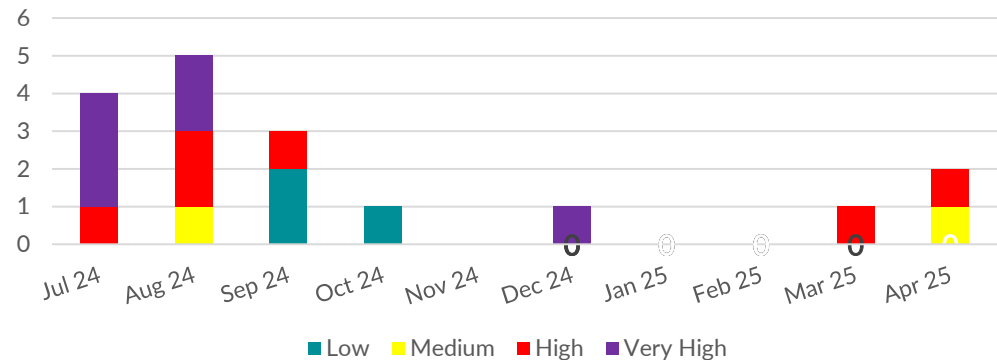


- As of the end of the current reporting period, OPM had 2* open issues.
- The Project Team opened 0 additional issues in April and 0 issues were closed.
- IV&V has identified 7 open Issues.

OPM Open Issues and Open Issue Candidates
Trend by Month



OPM Issues Impact
Trend by Month
(Not including Candidates)



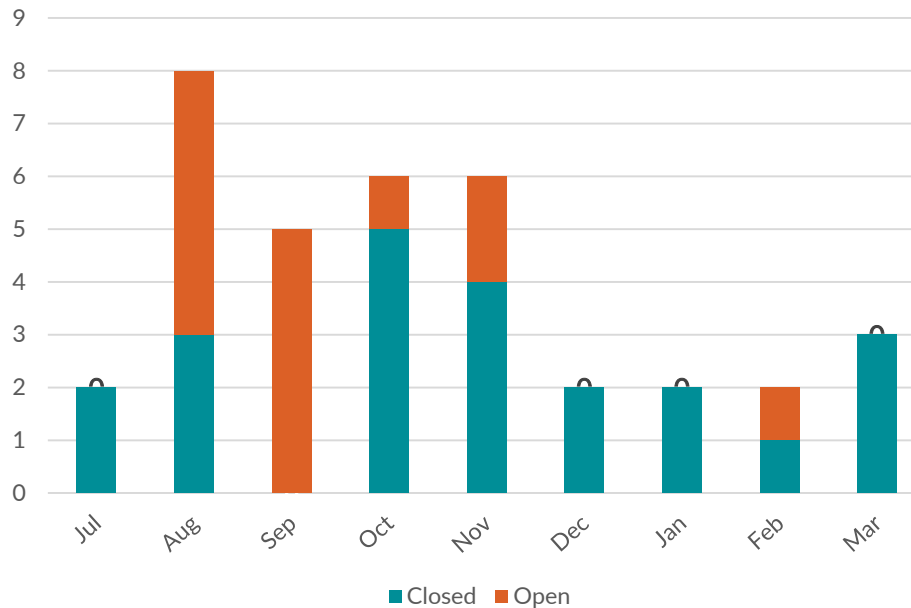
*One of the OPM open issues was created as a Risk in March and changed to an Issue in Jira during April.



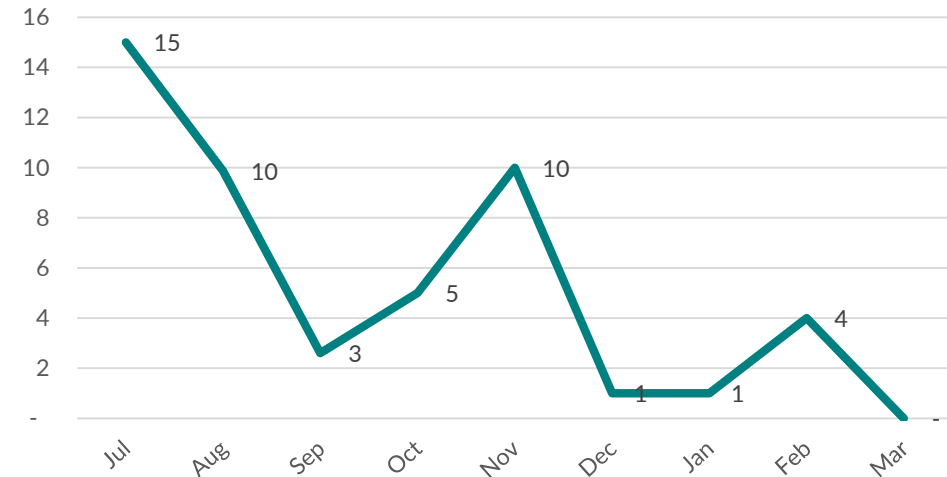
Decisions

- OPM has logged 69 Decisions to date with 9 added in the current reporting period.
- There were 4 open Decisions at the end of the month.

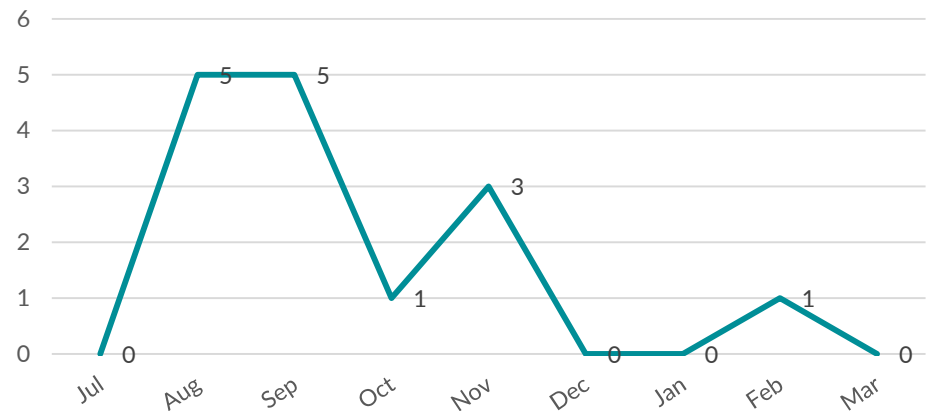
OPM Decision Log Entries



OPM Decisions Average Days Outstanding



OPM Decisions Open at the End of Each Month



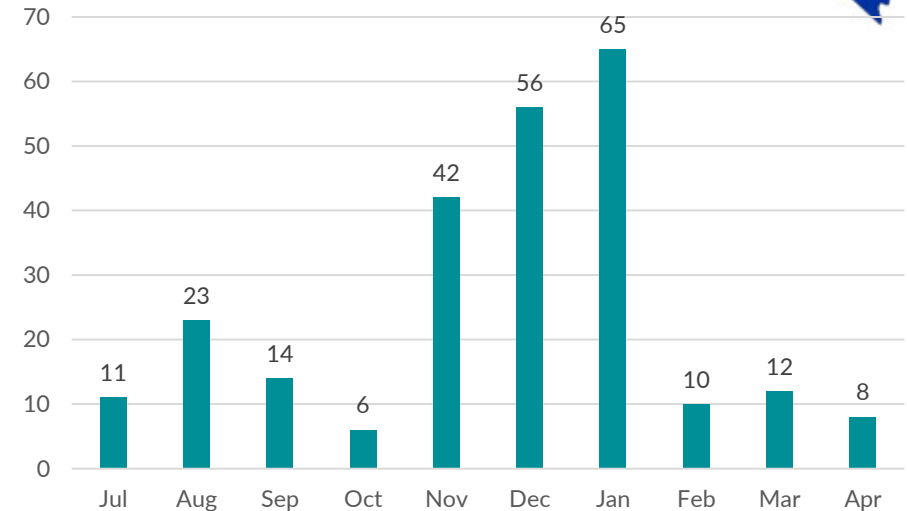


Bugs Reported

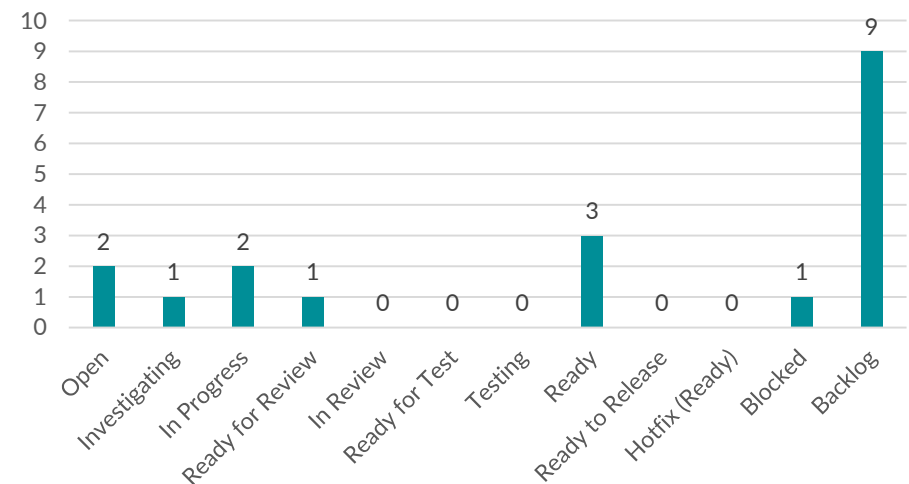
- 259 bugs have been reported in Jira to date.
- 8 new bugs were reported in the current reporting period.
- Of the reported bugs, 15 are in Open, Investigating, In Progress, Testing, Backlog, or related statuses and 14 are in Ready statuses.

**Data is not available for the dates when bug statuses are changed. Plante Moran is only able to track open dates and provide a snapshot of statuses as they existed in early May.*
***One bug entered on 1/1 was identified as a Test Bug with no information included, so this was removed from the totals presented here.*

Bugs Reported by Month



Status of Reported Bugs Not Done/Cancelled





Contracts and Budgets Deliverables

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

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

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

2003: Firm forms Diversity Council.

2003: First international office in Shanghai, China.



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

1996: Plante Moran CHESA is formed.

1992: Plante Moran Financial Advisors registers with the SEC.

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

1995: Firm creates domain and later launches website.

1992: New York World Journal Bulletin "100 Most Powerful Individuals in New York City."





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

» Contract

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

» Contract Amendments

- ❑ CR015 added NeoGov implementation to the scope of the project. \$2,825,994 was reallocated from the change control amount.
- ❑ CR021 shifted the start date of Local Support Services with no monetary change.

» Risks

- ❑ Contracted dates for Phase 2 may be extended and the ability to complete Phases 1B and 2 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.
- ❑ Current NTE \$4,811,366
- ❑ Contract term
 - ❑ Extended to Sept 2025

» Contract Amendments

- ❑ CR001 moved the delivery date of the Phase 1A Legacy System Impact Analysis from December 2024 to August 2025. There is no cost difference from this CR.

» Risks

- ❑ Project continuity risk. The period extended does not cover HRM post go-live or Phase 2 go-live.



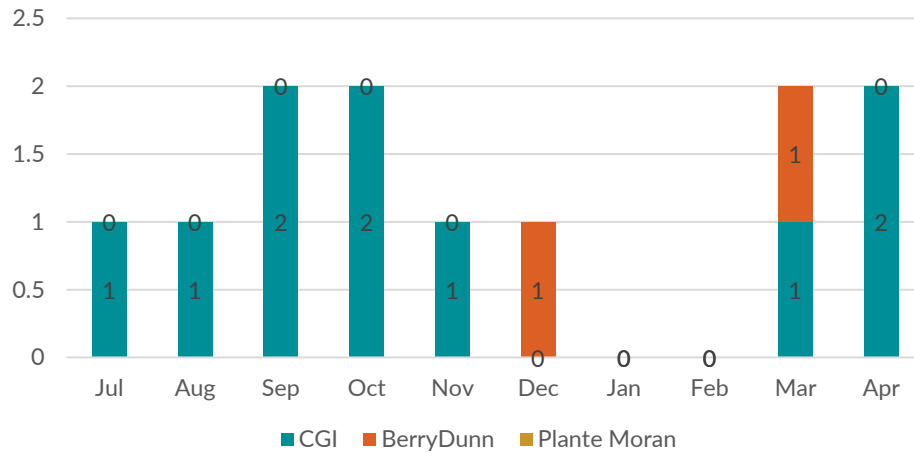
Change Requests



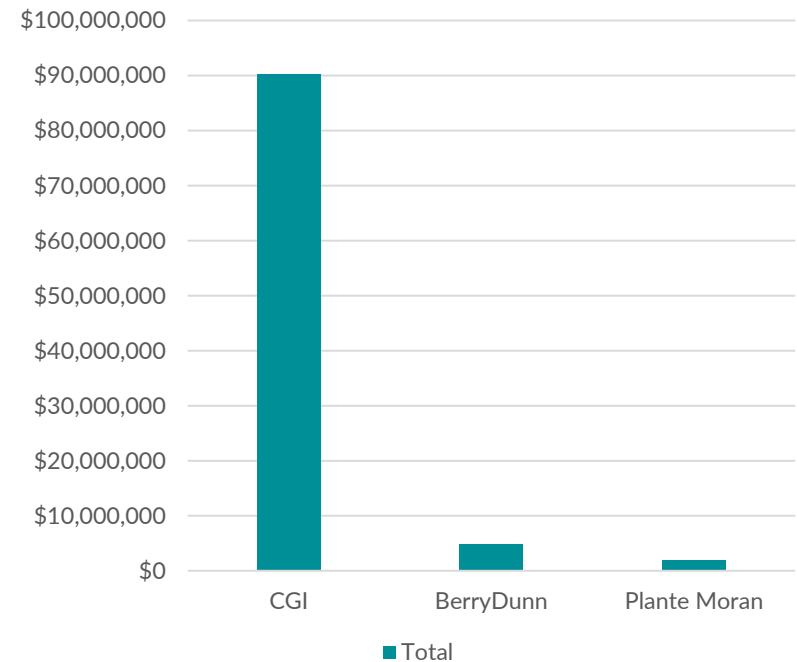
Change Requests and changes to scope – include core decision papers and process changes

CR/Amend		\$4,039,470		\$4,039,470
Total	\$90,225,000	\$4,811,366	\$1,833,000	\$96,869,366

Project Change Requests or Amendments



Contract Value





BUDGET AND KNOWN UPCOMING COMMITMENTS AT A GLANCE



- Recap of Budget and Known Upcoming Commitments

PROJECT BUDGET AND KNOWN UPCOMING COMMITMENTS AT A GLANCE		
CGI		
Implementation Services	\$ 48,950,000	
Advantage SaaS Fees	26,775,000	
Local Support	4,500,000	
Change Control ¹	10,000,000	
Total		90,225,000
Berry Dunn		
Original Budget	771,896	
Berry Dunn CO#1 Extension June 24' to March 25'	1,780,185	
Berry Dunn CO#3 Additional Service and Extension to Sep 25'	2,259,285	
Subtotal		4,811,366
Plante Moran		
Original Budget		1,833,000
TOTAL BUDGET		\$ 96,869,366

- Recap of Change Control Budget

CGI CHANGE CONTROL REMAINING BUDGET	
¹ CGI CHANGE CONTROL	\$ 10,000,000
CGI CO#8 Training, Support, OCM	(2,500,000)
CGI CR#15 NeoGov (NeoGov)	(2,825,994)
CGI CR#20 Additional Licenses	(4,226)
Total Change Control Remaining	\$ 4,669,780



CGI Budget FY 25*



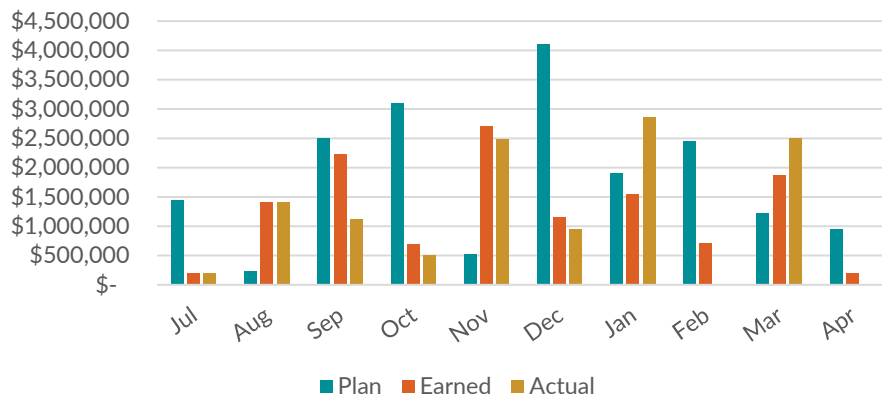
Excluding Software & Change Control

	FY 25 Jul	FY 25 Aug	FY 25 Sep	FY 25 Oct	FY 25 Nov	FY 25 Dec	FY 25 Jan	FY 25 Feb	FY 25 Mar	FY 25 Apr	FY 25 Total	FY 24 Total	Project Total
Plan	\$ 1,450,000	\$ 225,000	\$ 2,500,000	\$ 3,100,000	\$ 525,000	\$ 4,100,000	\$ 1,900,000	\$ 1,275,000	\$ 1,225,000	\$ 950,000	\$ 17,250,000	\$ 11,850,000	\$ 29,100,000
Earned	\$ 200,000	\$ 1,400,000	\$ 1,125,000	\$ 700,000	\$ 2,700,000	\$ 2,250,000	\$ 1,550,000	\$ 625,000	\$ 1,875,000	\$ 200,000	\$ 12,625,000	\$ 11,850,000	\$ 24,475,000
Actual	\$ 200,000	\$ 1,400,000	\$ 1,125,000	\$ 500,000	\$ 2,900,000	\$ 950,000	\$ 2,850,000	\$ -	\$ 2,500,000	\$ -	\$ 12,425,000	\$ 11,850,000	\$ 24,275,000

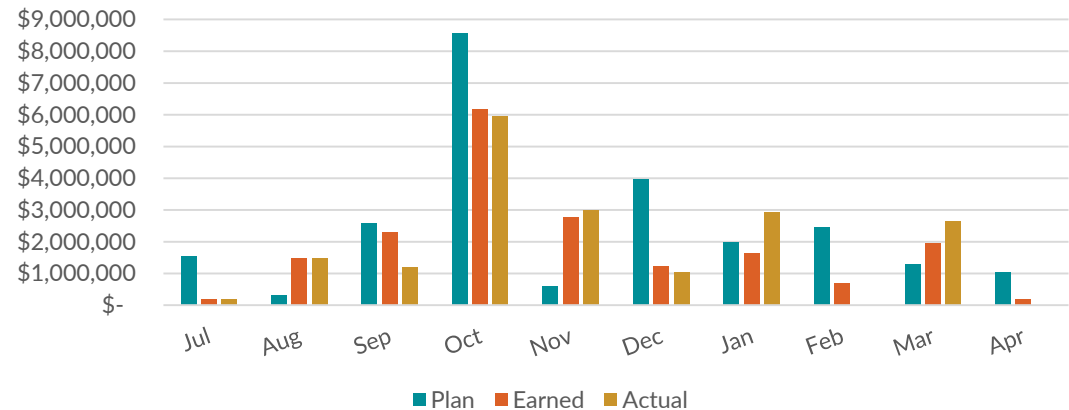
Including Software & Change Control

	FY 25 Jul	FY 25 Aug	FY 25 Sep	FY 25 Oct	FY 25 Nov	FY 25 Dec	FY 25 Jan	FY 25 Feb	FY 25 Mar	FY 25 Apr	FY 25 Total	FY 24 Total	Project Total
Plan	\$ 1,530,645	\$ 305,645	\$ 2,580,645	\$ 8,565,645	\$ 605,645	\$ 3,980,645	\$ 1,980,645	\$ 2,455,645	\$ 1,305,645	\$ 1,030,645	\$ 24,341,450	\$ 17,407,580	\$ 41,749,030
Earned	\$ 200,000	\$ 1,480,645	\$ 1,205,645	\$ 6,165,645	\$ 2,780,645	\$ 2,330,645	\$ 1,630,645	\$ 705,645	\$ 1,955,645	\$ 200,000	\$ 18,655,160	\$ 17,407,580	\$ 36,062,740
Actual	\$ 200,000	\$ 1,480,645	\$ 1,205,645	\$ 5,965,645	\$ 2,980,645	\$ 1,030,645	\$ 2,930,645	\$ -	\$ 2,661,290	\$ -	\$ 18,455,160	\$ 17,407,580	\$ 35,862,740

CGI Earned Value by Month Excluding Change Control and Software



CGI Earned Value by Month Including Change Control and Software



*OPM deliverables trackers were not fully updated for April. Numbers may change for May's report



BerryDunn & Plante Moran Budget FY 25*



BerryDunn

	FY 25 Jul	FY 25 Aug	FY 25 Sep	FY 25 Oct	FY 25 Nov	FY 25 Dec	FY 25 Jan	FY 25 Feb	FY 25 Mar	FY 25 Apr	FY 25 Total	FY 24 Total	Project Total
Plan	\$ 269,298	\$ 269,298	\$ 269,298	\$ 269,298	\$ 269,298	\$ 269,298	\$ 269,298	\$ 269,298	\$ 269,298	\$ 269,298	\$ 2,692,980	\$ 771,896	\$ 3,464,876
Earned	\$ -	\$ 244,164	\$ 247,196	\$ 278,731	\$ 235,216	\$ 192,408	\$ 229,094	\$ 233,072	\$ 202,553	\$ -	\$ 1,862,433	\$ 759,141	\$ 2,621,574
Actual		\$ 244,164	\$ 247,196	\$ 278,731	\$ 235,216	\$ 192,408	\$ 229,094	\$ 233,072	\$ 202,553	\$ -	\$ 1,862,433	\$ 759,141	\$ 2,621,574

- Amendment 1 revised on 5/30/24 increased contract to \$2,552,081 through April 25
- Amendment 2 signed on 7/3/24 added a Program Manager (IT) Role to the contract NTE \$2,552,081
- Amendment 3 signed on 12/11/24 extended the contract through September 2025 and increased the NTE to \$4,811,366

Plante Moran

	FY 25 Jul	FY 25 Aug	FY 25 Sep	FY 25 Oct	FY 25 Nov	FY 25 Dec	FY 25 Jan	FY 25 Feb	FY 25 Mar	FY 25 Apr	FY 25 Total	FY 24 Total	Project Total
Planned	\$ 61,791	\$ 61,791	\$ 61,791	\$ -	\$ -	\$ -	\$ -	\$ -		\$ -	\$ 185,373	\$ 91,000	\$ 276,373
Earned	\$ 296,400	\$ 39,975	\$ -	\$ 106,275	\$ 149,825	\$ 82,388	\$ 30,875	\$ 24,700	\$ 29,900	\$ 24,375	\$ 784,713	\$ -	\$ 784,713
Actual	\$ 296,400	\$ -	\$ -	\$ 204,425	\$ 149,825	\$ 82,388	\$ -	\$ 55,575	\$ 29,900	\$ -	\$ 818,513	\$ -	\$ 818,513

*OPM deliverables trackers were not fully updated for April. Numbers may change for May's report



Combined 3 Partners Budget FY 25*



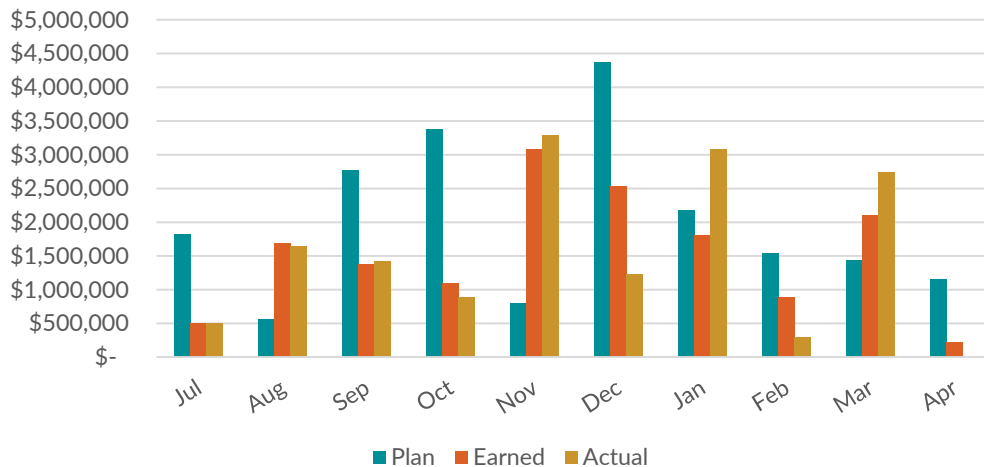
Excluding Software & Change Control

	FY 25 Jul	FY 25 Aug	FY 25 Sep	FY 25 Oct	FY 25 Nov	FY 25 Dec	FY 25 Jan	FY 25 Feb	FY 25 Mar	FY 25 Apr	FY 25 FY 25 Total	FY 24 FY 24 Total	Project Total
Plan	\$ 1,822,798	\$ 552,298	\$ 2,769,298	\$ 3,369,298	\$ 794,298	\$ 4,369,298	\$ 2,169,298	\$ 1,544,298	\$ 1,427,553	\$ 1,152,533	\$ 19,970,970	\$ 12,712,896	\$ 32,683,866
Earned	\$ 496,400	\$ 1,684,139	\$ 1,372,196	\$ 1,085,006	\$ 3,085,041	\$ 2,524,796	\$ 1,809,969	\$ 882,772	\$ 2,107,453	\$ 224,375	\$ 15,272,146	\$ 12,609,141	\$ 27,881,287
Actual	\$ 496,400	\$ 1,644,164	\$ 1,412,171	\$ 885,006	\$ 3,285,041	\$ 1,224,796	\$ 3,079,094	\$ 288,647	\$ 2,732,453	\$ -	\$ 15,047,771	\$ 12,609,141	\$ 27,656,912

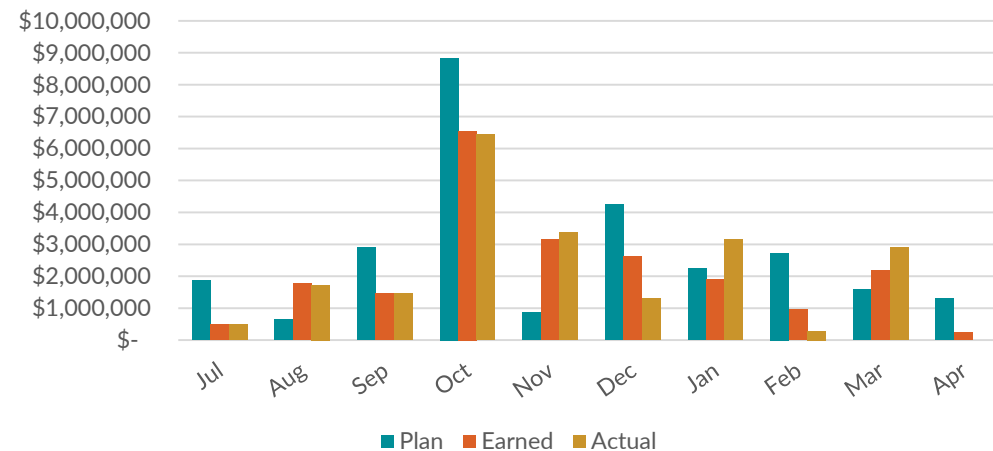
Including Software & Change Control

	FY 25 Jul	FY 25 Aug	FY 25 Sep	FY 25 Oct	FY 25 Nov	FY 25 Dec	FY 25 Jan	FY 25 Feb	FY 25 Mar	FY 25 Apr	FY 25 FY 25 Total	FY 24 FY 24 Total	Project Total
Plan	\$ 1,861,734	\$ 636,734	\$ 2,911,734	\$ 8,834,943	\$ 874,943	\$ 4,249,943	\$ 2,249,943	\$ 2,724,943	\$ 1,574,943	\$ 1,299,943	\$ 27,219,803	\$ 18,270,476	\$ 45,490,279
Earned	\$ 496,400	\$ 1,764,784	\$ 1,452,841	\$ 6,550,651	\$ 3,165,686	\$ 2,605,441	\$ 1,890,614	\$ 963,417	\$ 2,188,098	\$ 224,375	\$ 21,302,306	\$ 18,166,721	\$ 39,469,027
Actual	\$ 496,400	\$ 1,724,809	\$ 1,452,841	\$ 6,448,801	\$ 3,365,686	\$ 1,305,441	\$ 3,159,739	\$ 288,647	\$ 2,893,743	\$ -	\$ 21,136,106	\$ 18,166,721	\$ 39,302,826

Combined Earned Value by Month
Excluding Change Control and Software



Combined Earned Value by Month Including
Change Control and Software



*OPM deliverables trackers were not fully updated for April. Numbers may change for May's report

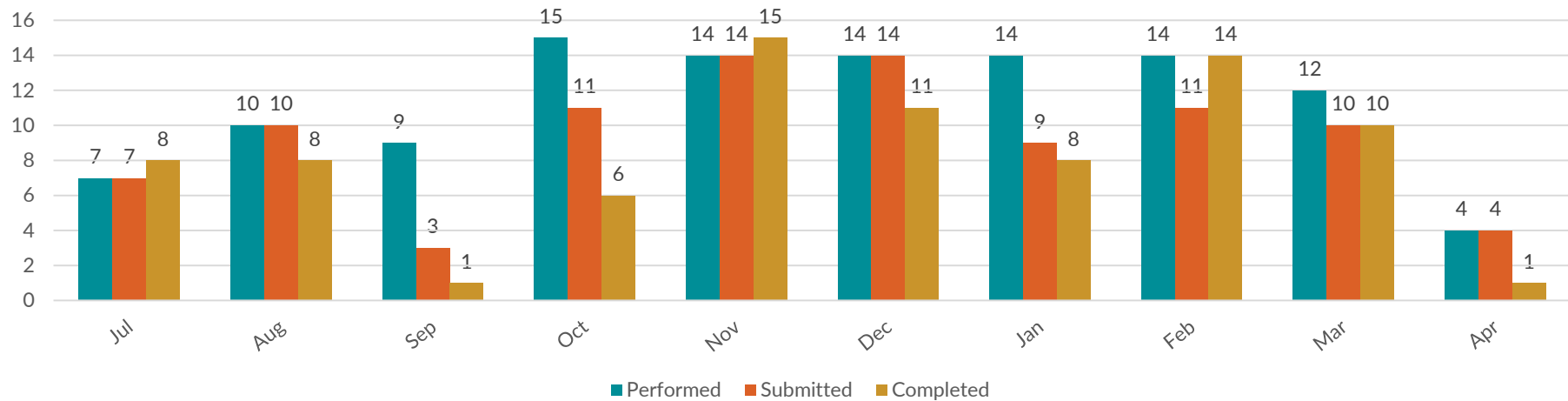


Deliverables*



		Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	FY24 Total	FY25 Total	Total
CGI	Performed	1	5	7	8	5	7	8	8	7	1	30	57	87
CGI	Submitted	1	5	1	4	5	7	3	5	5	1	30	37	67
CGI	Completed	0	3	0	0	5	4	6	4	5	1	28	28	56
BerryDunn	Performed	1	1	2	2	2	3	2	2	2	0	5	17	22
BerryDunn	Submitted	1	1	2	2	2	3	2	2	2	0	4	17	21
BerryDunn	Completed	1	1	1	2	2	3	2	2	2	0	4	16	20
Plante Moran	Performed	5	4	0	5	7	4	4	4	3	3	2	39	41
Plante Moran	Submitted	5	4	0	5	7	4	4	4	3	3	2	39	41
Plante Moran	Completed	7	4	0	4	8	4	0	8	3	0	0	38	38
		Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	FY24 Total	FY25 Total	Total
Total	Performed	7	10	9	15	14	14	14	14	12	4	37	113	150
Total	Submitted	7	10	3	11	14	14	9	11	10	4	36	93	129
Total	Completed	8	8	1	6	15	11	8	14	10	1	32	82	114

Monthly Deliverable Activity



*OPM deliverables trackers were not fully updated for April. Numbers may change for May's report



Observations and Recommendations





The Observations and Recommendations below address items Plante Moran has identified in Slide 4, Program Status. Additional support can be found in the associated document, *Plante Moran Report Out Core NV April 2025 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."

1995: Firm creates domain name and website.

PM cares

100 Plante Moran Cares locations

2012: Firm is chosen by the U.S. Department of Treasury to help investigate the Enron collapse. Plante Moran first a creditor.





Scope



#	Observation	Recommendation	OPM Response	OPM Status	PM Status	Probability	Severity
208	<ul style="list-style-type: none"> Based upon a review of required interfaces for phase 1B, it is determined based upon the scope, resources, and timeline that not all interfaces will be completed by go-live on June 30, 2025, for Phase 1B. 	<ul style="list-style-type: none"> Determine if additional tech resources (both OPM and CGI) can be made available and if those resources can be effectively deployed with the toolset being used and the requisite knowledge required of State systems. Prioritize the interfaces and identify those (if any) that are not critical to P1B go-live and can be deployed after go-live. Such a plan should be submitted to the EC for their review and approval. 	<ul style="list-style-type: none"> The Executive Committee (EC) has unanimously voted to reschedule the Phase 1B go-live to early October, 2025. All workstream teams are working to re-prioritize the existing backlog of work and when the work will be assigned to each sprint. 		RISK - Monitor	Probable	Critical



#	Observation	Recommendation	OPM Response	OPM Status	PM Status	Probability	Severity
196	<ul style="list-style-type: none"> Ownership of Positive Reporting-related messaging is not clear. DHRM has indicated they would lead these efforts, but the OCM team does not have visibility to determine if this has occurred. This is critical messaging to all affected employees. 	<ul style="list-style-type: none"> Defining responsibilities and ensuring follow through with planned messaging is crucial to ensure staff are paid with the regularity expected. DHRM and OCM should meet regularly to synthesize a messaging plan consistent with project best practices as well as to deliver a consistent message about project related activities to the affected staff. The plan and activities should be presented regularly to the EC to ensure they are aware of the shared responsibilities. 	<ul style="list-style-type: none"> Yes, we are aware and now, with the additional time we will ensure to work out the logistics with Pos Reporting messaging to ensure DHRM pushes communications on a timely basis. 		Risk - Open	Probable	Critical



Schedule



#	Observation	Recommendation	OPM Response	OPM Status	PM Status	Probability	Severity
224	<ul style="list-style-type: none"> The project identification of issues and risks (RAID items) is not consistent with the issues and risks being reported by the project (such as items needing resolution) as well as issues and risks reported by IV&V. 	<ul style="list-style-type: none"> Review project reports and update issues and risks to be consistent with the reported challenges identified in the reports. This will inform the stakeholders, including the project team of items that may impact their work. 	<ul style="list-style-type: none"> All OPM, CGI PMs should make note of whatever blockers, risks and issues that they are reporting and make sure that these are also reflected in JIRA. 		RISK - Open	Probable	Critical
185	<ul style="list-style-type: none"> Timely report development for 1B is at risk due to inadequate OPM report development resources and the unplanned impact of supporting Phase 1A (Finance) during the period when discovery, design, and development should have been taking place. 	<ul style="list-style-type: none"> The State is reportedly working to onboard additional report development resources to augment the tech staff which may mitigate part of the risk. The full scope of report development is not known and initial discovery of State required reports needs to be completed along with the prioritized list of reports. 	<ul style="list-style-type: none"> The Executive Committee (EC) has unanimously voted to reschedule the Phase 1B go-live to early October, 2025. All workstream teams are working to re-prioritize the existing backlog of work and when the work will be assigned to each sprint. 		RISK - Monitor	Probable	Significant



Budget – no items in April



#	Observation	Recommendation	OPM Response	OPM Status	PM Status	Probability	Severity
					Monitor	N/A	High



#	Observation	Recommendation	OPM Response	OPM Status	PM Status	Probability	Severity
216	<ul style="list-style-type: none"> Documentation of technical work is often incomplete with no identifiable review and approval of work 	<ul style="list-style-type: none"> Identify if Change Area Network (CAN) participants can be "first responders" for issues such as locating the ADV4 link, logging in with SSO, and helping staff get access to nav/basic items. 	<ul style="list-style-type: none"> Yes, already planned to use CAN members as POC's at Go-Live to triage operational questions, navigation, etc. 		ACTION - Monitor	N/A	N/A
218	<ul style="list-style-type: none"> Performance issues with the HRDW may exist when executing complex or long running reports. The HRDW team is actively working to optimize queries for reports to reduce their runtime and impact on the HRDW computing infrastructure, however this issue is not fully mitigated. 	<ul style="list-style-type: none"> OPM tech should continue to review and optimize database queries wherever possible. It is recommended that HRDW performance testing be completed to identify and resolve any performance-related issues prior to Phase 1B go-live. 	<ul style="list-style-type: none"> Some of the existing reports that are being asked of the Project team to create in Advantage 4, are so convoluted and complex, that they are actually numerous reports all combined into a single overly complex report. The team is working with Agency SMEs to determine if individual reports may fulfill the needs rather than the requested combined reports. 		ACTION - Open	N/A	Significant
197	<ul style="list-style-type: none"> As the Advantage 4 system complexity increases with the Phase 1B build activities, it will become increasingly difficult to understand the interconnectedness of systems. Presently, OPM does not maintain a comprehensive systems architecture diagram that depicts the interfaces between ADV4 and other systems. 	<ul style="list-style-type: none"> A comprehensive systems architecture diagram should be developed that shows the connections to external systems and depicts the data flow characteristics. 	<ul style="list-style-type: none"> A solutions technical/architect resource has onboarded extremely well and has been adding value for several weeks already. The quality of the information in Backlog Refinement and Sprint Planning have substantively increased. As we iterate, the quality will continue to increase which will provide a better baseline for development efforts. Her focus has been on sequencing P1b interfaces based on functional need and backend processing workflow. The overall architectural diagram will be the focus of early PI8 		ISSUE - Monitor	N/A	High



Resources



#	The project team has limited resources, tools, infrastructure, policies & procedures, and experience managing stabilization.	Recommendation	OPM Response	OPM Status	PM Status	Probability	Severity
211	<ul style="list-style-type: none"> Ongoing and significant efforts/resources are being spent on addressing P1A post go-live support. This continues to limit the available resource capacity to work on the activities planned for the current PI and sprints. A review of the Jira incident/issue data in Jira shows more issues/incidents are being created than are being resolved thus resulting in additional backlog of work. A review of the current "In process" incidents shows there are 27 items with several being opened in January 2025, as well as, another 15 bugs reported as "open" or "in-progress" 	<ul style="list-style-type: none"> Review the accuracy of the 20% effort allocated in the current PI for Phase 1A support to determine it's adequacy to address the planned P1B work efforts and backlog of open incidents and bugs. If necessary, adjustments should be made to the sprint plans to account for all work efforts and resources necessary to meet the Phase 1B go-live date. 	<ul style="list-style-type: none"> Efforts are underway to tally up efforts dedicated to Production support. The Enhancement Request process referenced in the latter part of this item has been adopted as official Project decision, Jira Update to implement this process is under construction and to be rolled out to the State when done. 		Open	High	High
157	<ul style="list-style-type: none"> The project team has limited resources, tools, infrastructure, policies & procedures, and experience managing stabilization. 	<ul style="list-style-type: none"> Consider robust support engagement from the OCIO for post go-live production stabilization. Plante Moran will continue to monitor this item and would encourage continued collaboration with existing support structures at the State. 	<ul style="list-style-type: none"> OCIO is unable to provide support engagement without the staff to do so. Even if they did, OPM would have to financially support those staff for that effort. Neither of those resources, human or financial, were granted by the Legislature, so there is no possible way, given the reality of the State's situation on this issue, for the offered recommendation to be effected. Recommend Plante move this item from Monitor to Accepted/Closed. 		Monitor	N/A	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



Thank you