Monthly IV&V Report

As of June 2025

Project Health Assessment Rubric

Project Health Assessment Area	Project Health Status Categorizations		
	Green	**Amber or Yellow**	**Red**
Scope:	All criteria below are being met: • 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. *If scope re-baselining has occurred, status may return to this categorization—provided that the above criteria is met for the re-baselined scope.*	One or more of the below circumstances is occurring: • 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.	One or more of the below circumstances is occurring: • 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:	All criteria below are being met: • The schedule and critical path are well-defined. • The schedule is progressing as planned, with all critical path milestones and deadlines being met. *If schedule re-baselining has occurred, status may return to this categorization—provided that the above criteria is met for the re-baselined schedule.*	One or more of the below circumstances is occurring: • 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.	One or more of the below circumstances is occurring: • 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:	All criteria below are being met: • The budget is well-defined. • Budget funds have been allocated as needed. • The budget is being expended as required. *If budget re-baselining has occurred, status may return to this categorization—provided that the above criteria is met for the re-baselined budget.*	One or more of the below circumstances is occurring: • 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.	One or more of the below circumstances is occurring: • 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:	All criteria below are being met: • All needed resources have been identified. • All identified resources have been allocated. • There are no overallocated resources.	One or more of the below circumstances is occurring: • 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.	One or more of the below circumstances is occurring: • 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.

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.

Program Status

*

Scope	• Given the new go-live date of October 1 determined at the end of June which allows for more time to complete work, additional discovery efforts have been underway and additional requirements were developed (scope) for Phase 1B and 1C HR and NDOT. This has reduced the unknowns that would likely impact the overall scope. • As the scope of the overall project, including the Phase 2 Transformation Phase and other planned functionality, has not been fully defined, unknowns will impact the overall scope in the future.
Schedule	• A working Project Plan with resources, all activities, completion dates and critical path is not yet fully defined for Phase 1C completion or Phase 2. Efforts are underway to document remaining work in Jira and progress has been made to identify the remaining tasks within the schedule.
Budget	• The budget has recently been approved for the next fiscal quarter only. Given the uncertainty of the available budget beyond the next quarter, the risk to the completion of the planned project is significant.
Quality	• Engagement of affected agencies, especially NDOT, DHRM, and SCO may not be adequate for mock conversions, as well as testing all validations, should include their review and sign-off.
Resources	• Ongoing, and significant efforts and resources are being spent addressing P1A post go-live support. Additionally, work around July 1, new fiscal year requirements for new departments, chart of account fields for NDOT, and updated budget profiles, in addition to the work required for HRM and NDOT go-live October 1, will continue to stress resource allocations.

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IV&V Recommendations

- Identify how and if July 1 project activities, including new reports, new budget framework for NDOT (in A4), new COA, and supporting the first year-end closing activities, affect the 1B project work, and report to the Executive Committee.

- All tasks, including development, testing, and deployment, required for October 1 should be communicated to all stakeholders across the State, including primary affected agencies such as SCO, DHRM, and NDOT.

- Focus on integrations, data warehouse, and reports design for build completion and subsequent validation by the data owners. All resources across the project, including agencies, contractors, and third parties, should be identified and included early.

- The status for tasks such as reports or interfaces that are the responsibility of other agencies (SCO, DHRM, and NDOT) should be tracked and reported in Jira and communicated regularly to the EC.

- The technical resources of other agencies (SCO, DHRM, and NDOT) are being supported and monitored for their ability to perform the technical tasks assigned to them, as new, potentially unfamiliar tools are being used with new programs.

- Continue to 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

	NV Project										IV&V										
	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	Jun
Risks Open *	7	5	8	5	3	3	0	8	7	6	10	6	12	15	17	10	15	5	10	8	6
Actions Open	0	8	4	2	1	4	2	1	1	1	8	5	6	6	15	12	12	5	5	5	6
Issues Open	6	5	3	1	0	1	0	0	1	2	45	22	16	14	13	8	6	5	5	7	3
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 224 RAID items.

- As of the current reporting period, we are reporting 15 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	47	3	18	101	36	2	209
Monitor		1			6	4		11
Open		1			2	1		4
Total	2	49	3	18	109	41	2	224

PLANTE MORAN OPEN RAID ITEMS BY MONTH ORIGINATED
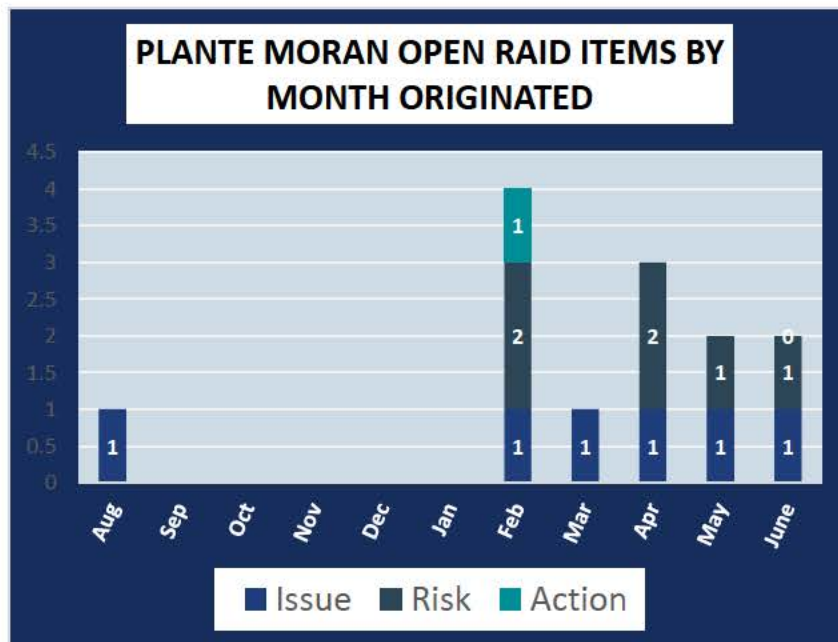
Plante Moran Open & Monitor Items by Month First Reported

	Aug-24	Feb-25	Mar 25	Apr 25	May 25	Jun 25	June 25	Total
Issue	1	1	1	1	1		1	6
Risk		2		2	1	1		6
Action		1				2	0	3
Total	1	4	1	3	2	3	1	15

Risk
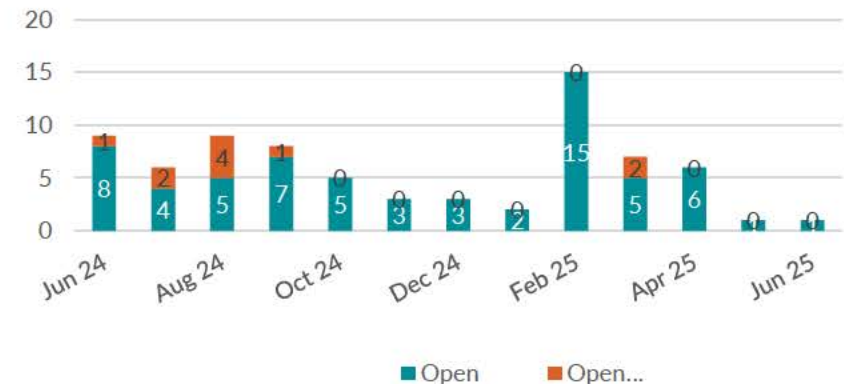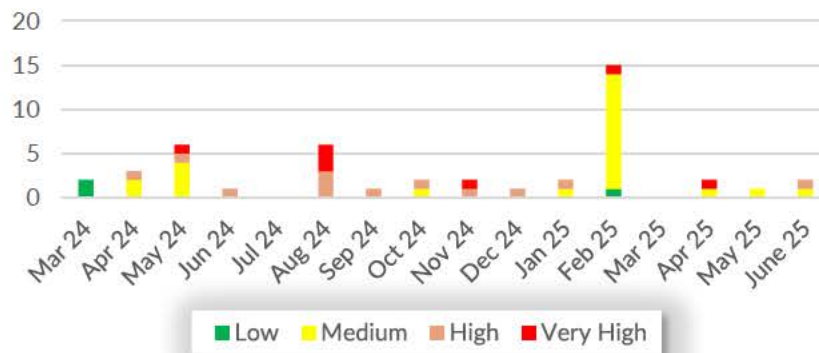Action
Issues
&
Decisions

Risk Summary

- There is currently 1 Open risk and 0 Candidate risks on the NV Project Risk Log (OPM) as of the end of the current reporting period.

- IV&V has 6 Risks open, which can be found in the accompanying Observations and Recommendations spreadsheet.

Open Risks and Open Risk Candidates Trend by Month

Legend: ■ Open ■ Open...

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

Legend: ■ Low ■ Medium ■ High ■ Very High

OPM - 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,0 actions remained open (OPM). During the month, 0 Action items were opened, and 0 Action items were closed.**

- **IV&V has 3 Action Items open in the accompanying Observations and Recommendations spreadsheet.**

Action Items Opened During the Month

Opened ■ Closed

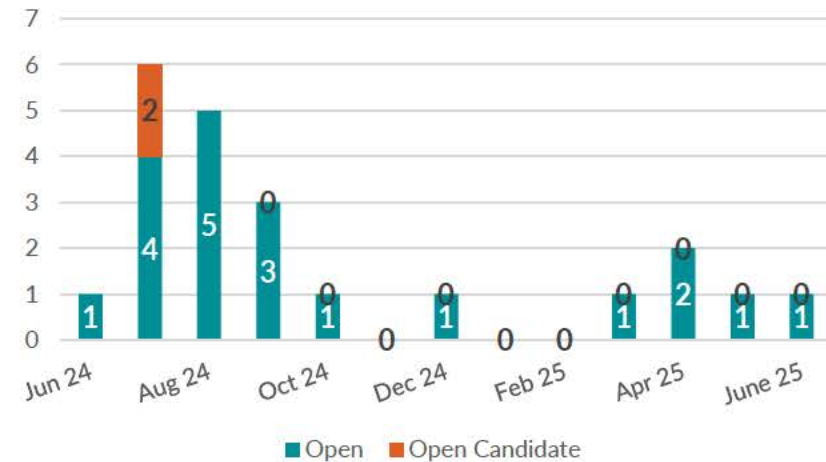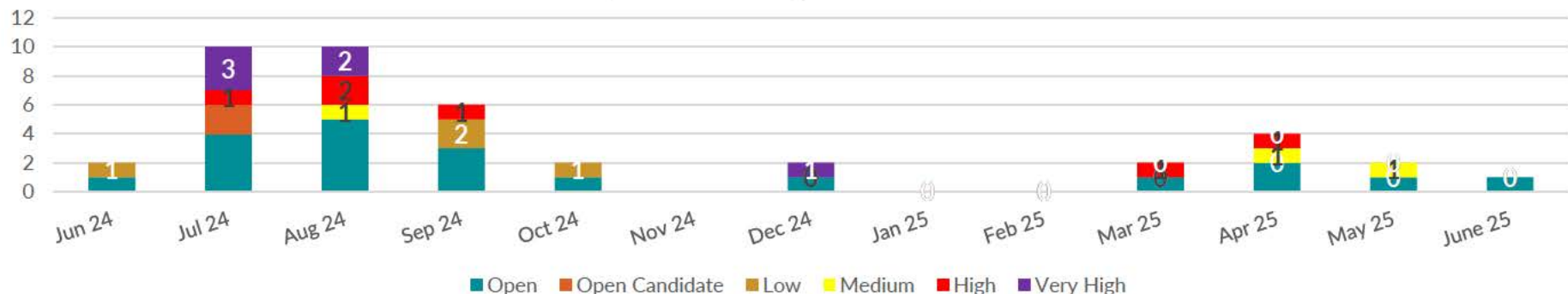## Average Days Action Items Open

Issue Summary

- As of the end of the current reporting period, OPM had 1 open issue. OPM opened 0 additional issues in June, and 17 issues were closed.
- IV&V has identified 6 open issues.

OPM Open Issues and Open Issue Candidates Trend by Month

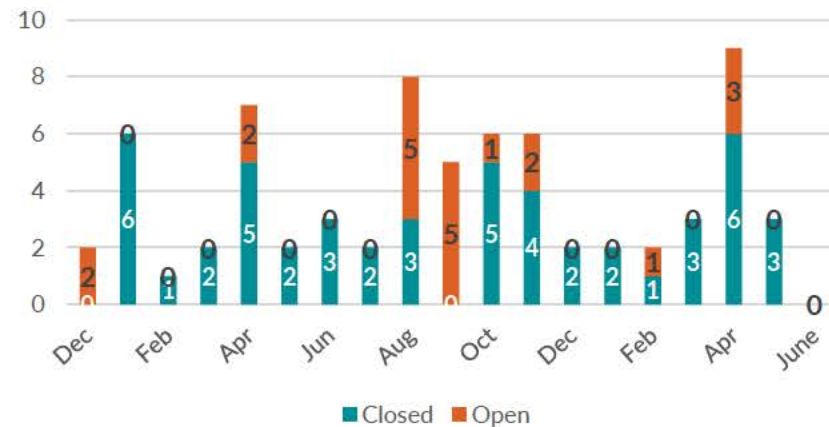**OPM Issues Impact Trend by Month (Not including Candidates)**

Decisions

- **OPM has logged 72 Decisions to date with 0 added in the current reporting period.**
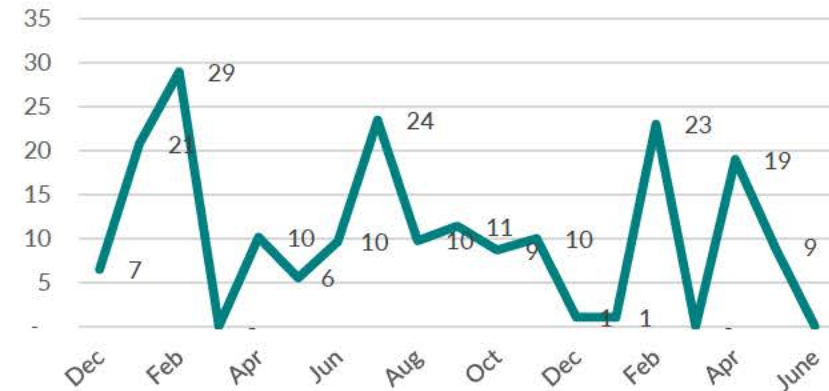- **There were 0 open Decisions at the end of the month.**

OPM Decision Log Entries

Closed ■ Open ■

OPM Decisions Open at the End of Each Month

OPM Decisions Average Days Outstanding

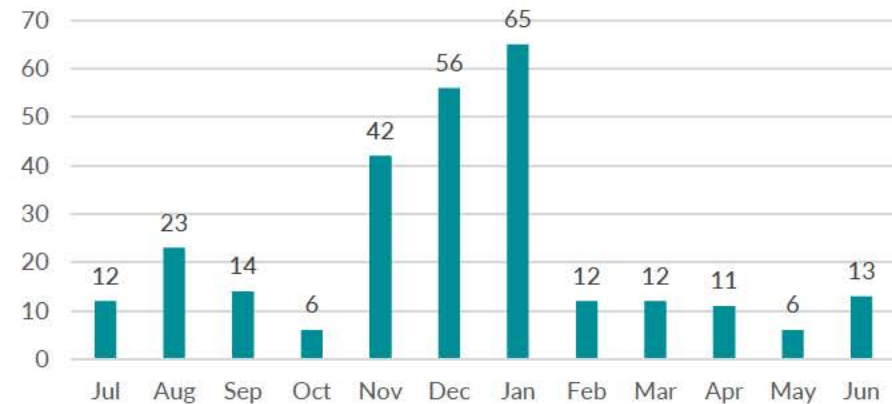Bugs Reported

Bugs Reported

- **272 bugs have been reported in Jira to date.**

- **6 new bugs were reported in the current reporting period.**

- **Of the reported bugs, 17 are in Open, Investigating, In Progress, Testing, Backlog, or related statuses and 11 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 June. **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

Month	Value
Jul	12
Aug	23
Sep	14
Oct	6
Nov	42
Dec	56
Jan	65
Feb	12
Mar	12
Apr	11
May	6
Jun	13

Status of Reported Bugs Not Done/Cancelled

Status	Value
Backlog	0
Blocked	0
Cancelled	0
Done	0
(Hotfix) - Ready...	1
In Progress	0
In Review	0
Investigating	0
Open	0
Ready	5
Ready for Review	4
Ready for Test	0
Ready to Release	1
Testing	0
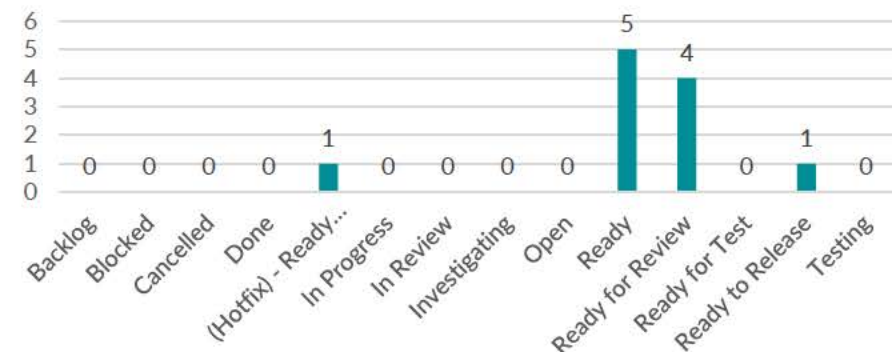
Contracts and Budgets Deliverables

Assessment of Contract Documents

CGI Technologies

» **Contract Highlights**	» **Contract**	» **Risks**

» **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**
  ❑ CR022 reallocated funds to FY25 to support phase 2 planning activities.
  ❑ CR023 shifted $1M from future software support to strengthen ongoing implementation services.
  ❑ CR024 added the PI7 Completion Report to expand existing reporting coverage.

» **Risks**

❑ Contracted dates for Phase 2 June be extended and the ability to complete Phase 1B and Phase 2 within the budget is a risk.

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Assessment of Contract Documents

BerryDunn

» **Contract Highlights**	» **Contract**	» **Risks**
❑ Overall project management support ❑ BerryDunn will lead and coordinate all State project activities ❑ Program Managers for FIN and HRM; not Technical	❑ 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.	❑ 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

June 28, 2025				
	CGI [1]	BerryDunn	Plante Moran	Total
Contract	$90,225,000	$771,896	$1,833,000	$92,829,896
CR/Amend		$4,039,470		$4,039,470
Total	$90,225,000	$4,811,366	$1,833,000	$96,869,366

Contract Value

Project Change Requests or Amendments
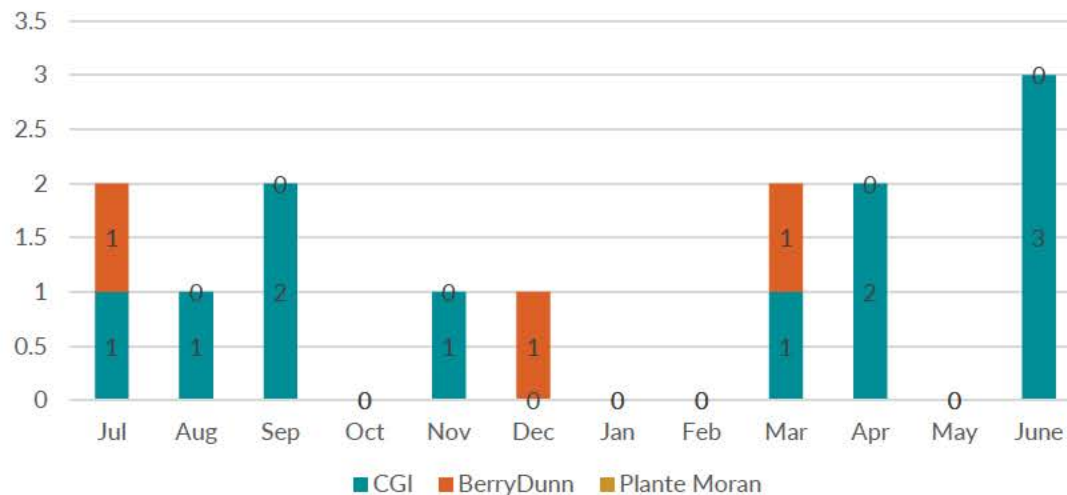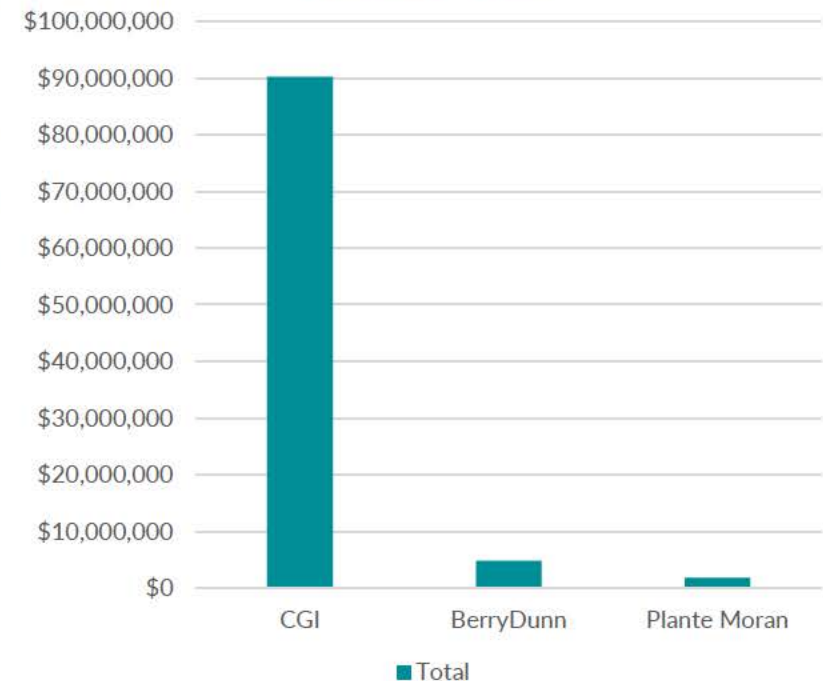
[1] Note: The total contract amount has not changed, but the timing of the consumption of the Change Control component of the budget to fund the contract has changed

CGI Budget FY 25

Excluding Software & Change Control

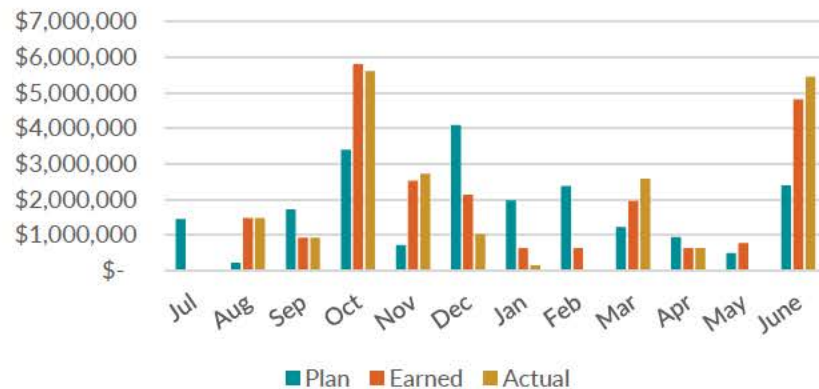|	FY 25 Jul	FY 25 Aug	FY 25 Sep	FY 25 Oct	FY 25 Nov	FY 25 Dec	FY 25 Jan	FY 25 Feb	FY 25 Mar	FY 25 Apr	FY 25 May	FY 25 June	FY 25 Total	FY 24 Total	Project Total
Plan	$ 1,450,000	$ 225,000	$ 1,725,000	$ 3,400,000	$ 725,000	$ 4,100,000	$ 1,975,000	$ 2,375,000	$ 1,225,000	$ 950,000	$ 500,000	$ 2,400,000	$ 21,050,000	$ 11,850,000	$ 32,900,000
Earned	$ -	$ 1,480,645	$ 925,000	$ 5,815,645	$ 2,530,645	$ 2,130,645	$ 630,645	$ 630,645	$ 1,955,645	$ 630,645	$ 780,645	$ 4,819,785	$ 22,330,590	$ 11,850,000	$ 34,180,590
Actual	$ -	$ 1,480,645	$ 925,000	$ 5,615,645	$ 2,730,645	$ 1,030,645	$ 1,730,645	$ -	$ 2,586,290	$ 630,645	$ -	$ 5,454,656	$ 22,184,816	$ 11,850,000	$ 34,034,816

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	FY25 May	FY 25 Jun	FY 25 Total	FY 24 Total	Project Total
Plan	$ 1,450,000	$ 225,000	$ 1,725,000	$ 8,785,000	$ 725,000	$ 4,100,000	$ 1,975,000	$ 2,375,000	$ 1,225,000	$ 950,000	$ 500,000	$ 2,400,000	$ 26,435,000	$ 17,407,580	$ 43,842,580
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	$ 630,645	$ 1,030,645	$ 4,819,785	$ 24,936,235	$ 17,407,580	$ 42,343,815
Actual	$ 200,000	$ 1,480,645	$ 1,205,645	$ 5,965,645	$ 2,980,645	$ 1,030,645	$ 2,930,645	$ -	$ 2,661,290	$ 630,645	$ 372,065	$ 5,704,656	$ 25,162,526	$ 17,407,580	$ 42,570,106

CGI Earned Value by Month Excluding Change Control and Software

CGI Earned Value by Month Including Change Control and Software

[1]The OPM deliverables trackers may not have been not fully updated by the time the data was generated for this report. Plante Moran has made certain updates based on known, current information, which may also recast prior months' reported data.

BerryDunn & Plante Moran Budget FY 25[1]

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 May	FY 25 June	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	$ 202,553	$ 202,553	$ 202,553	$ 202,553	$ 2,964,595	$ 771,896	$ 3,736,491
Earned	$ -	$ 244,164	$ 249,611	$ 278,731	$ 235,216	$ 192,408	$ 229,094	$ 233,072	$ 202,553	$ 291,345	$ 264,685	$ 300,296	$ 2,721,174	$ 759,141	$ 3,480,315
Actual	$ -	$ 244,164	$ 249,611	$ 278,731	$ 235,216	$ 192,408	$ 229,094	$ 233,072	$ 202,553	$ 291,345	$ 264,685	$ 300,296	$ 2,721,174	$ 759,141	$ 3,480,315

- BerryDunn contract

- Amendment 1 revised on 5/30/24 increased contract to $2,552,081 through June 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	FY25 May	FY25 June	FY 25 Total	FY 24 Total	Project Total
Planned	$ 64,365	$ 64,365	$ 64,365	$ 64,365	$ 64,365	$ 64,365	$ 64,365	$ 64,365	$ 64,365	$ 64,365	$ 64,365	$ 64,365	$ 772,375	$ 91,000	$ 863,375
Earned	$ 296,400	$ 39,975	$ -	$ 106,275	$ 149,825	$ 82,388	$ -	$ 55,575	$ 29,900	$ 24,375	$ 38,318	$ -	$ 823,030	$ -	$ 823,030
Actual	$ 296,400	$ 39,975	$ -	$ 106,275	$ 149,825	$ 82,388	$ -	$ 55,575	$ 29,900	$ 24,375	$ 38,318	$ -	$ 823,030	$ -	$ 823,030

[1]The OPM deliverables trackers may not have been fully updated by the time the data was generated for this report. Plante Moran has made certain updates based on known, current information, which may also recast prior months' reported data.

Combined 3 Partners Budget FY 25[1]

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	FY25 May	FY25 Jun	FY 25 Total	FY 24 Total	Project Total
Plan	$ 1,783,663	$ 558,663	$ 2,058,663	$ 3,733,663	$ 1,058,663	$ 4,433,663	$ 2,308,663	$ 2,708,663	$ 1,491,917	$ 1,216,917	$ 766,917	$ 2,666,917	$ 24,786,970	$ 12,712,896	$ 37,499,866
Earned	$ 296,400	$ 1,764,784	$ 1,174,611	$ 6,200,651	$ 2,915,686	$ 2,405,441	$ 859,739	$ 919,292	$ 2,188,098	$ 946,365	$ 1,083,647	$ 5,120,081	$ 25,874,794	$ 12,609,141	$ 38,483,935
Actual	$ 296,400	$ 1,764,784	$ 1,174,611	$ 6,000,651	$ 3,115,686	$ 1,305,441	$ 1,959,739	$ 288,647	$ 2,818,743	$ 946,365	$ 303,002	$ 5,754,952	$ 25,729,020	$ 12,609,141	$ 38,338,161

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 May	FY 25 Jun	FY 25 Total	FY 24 Total	Project Total
Plan	$ 1,783,663	$ 558,663	$ 2,058,663	$ 9,118,663	$ 1,058,663	$ 4,433,663	$ 2,308,663	$ 2,708,663	$ 1,491,917	$ 1,216,917	$ 766,917	$ 2,666,917	$ 30,171,970	$ 18,270,476	$ 48,442,446
Earned	$ 496,400	$ 1,764,784	$ 1,455,256	$ 6,550,651	$ 3,165,686	$ 2,605,441	$ 1,859,739	$ 994,292	$ 2,188,098	$ 946,365	$ 1,333,647	$ 5,120,081	$ 28,480,439	$ 18,166,721	$ 46,647,160
Actual	$ 496,400	$ 1,764,784	$ 1,455,256	$ 6,350,651	$ 3,365,686	$ 1,305,441	$ 3,159,739	$ 288,647	$ 2,893,743	$ 946,365	$ 675,067	$ 6,004,952	$ 28,706,730	$ 18,166,721	$ 46,873,451

Combined Earned Value by Month Including Change Control and Software

Combined Earned Value by Month Excluding Change Control and Software
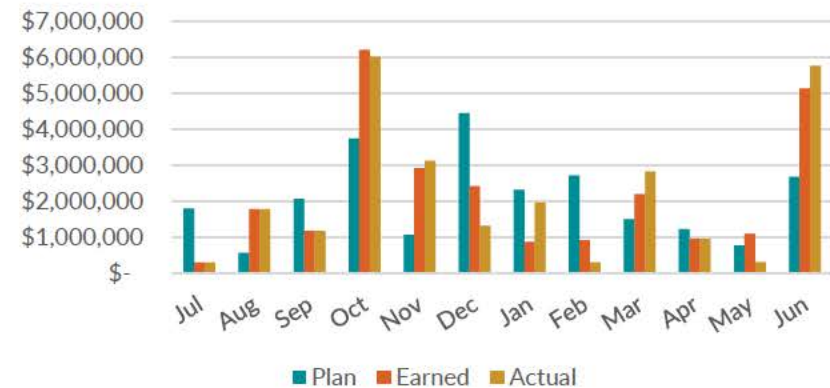
[1]The OPM deliverables trackers may not have been not fully updated by the time the data was generated for this report. Plante Moran has made certain updates based on known, current information, which may also recast prior months' reported data.

Deliverables*

		Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	FY24 Total	FY25 Total	Total
CGI	Performed	1	5	7	8	5	7	8	8	7	1	5	3	30	57	87
CGI	Submitted	1	5	1	4	5	7	3	5	5	1	6	11	30	37	67
CGI	Completed	0	3	0	0	5	4	6	4	5	1	6	6	28	28	56
BerryDunn	Performed	1	1	2	2	2	3	2	2	2	0	3	1	5	17	22
BerryDunn	Submitted	1	1	2	2	2	3	2	2	2	0	3	3	4	17	21
BerryDunn	Completed	1	1	1	2	2	3	2	2	2	0	3	3	4	16	20
Plante Moran	Performed	5	4	0	5	7	4	4	4	3	3	4	2	2	39	41
Plante Moran	Submitted	5	4	0	5	7	4	4	4	3	3	4	2	2	39	41
Plante Moran	Completed	7	4	0	4	8	4	0	8	3	0	4	1	0	38	38

		Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	FY24 Total	FY25 Total	Total
Total	Performed	7	10	9	15	14	14	14	14	12	4	12	6	37	113	150
Total	Submitted	7	10	3	11	14	14	9	11	10	4	13	16	36	93	129
Total	Completed	8	8	1	6	15	11	8	14	10	1	13	10	32	82	114

Monthly Deliverable Activity
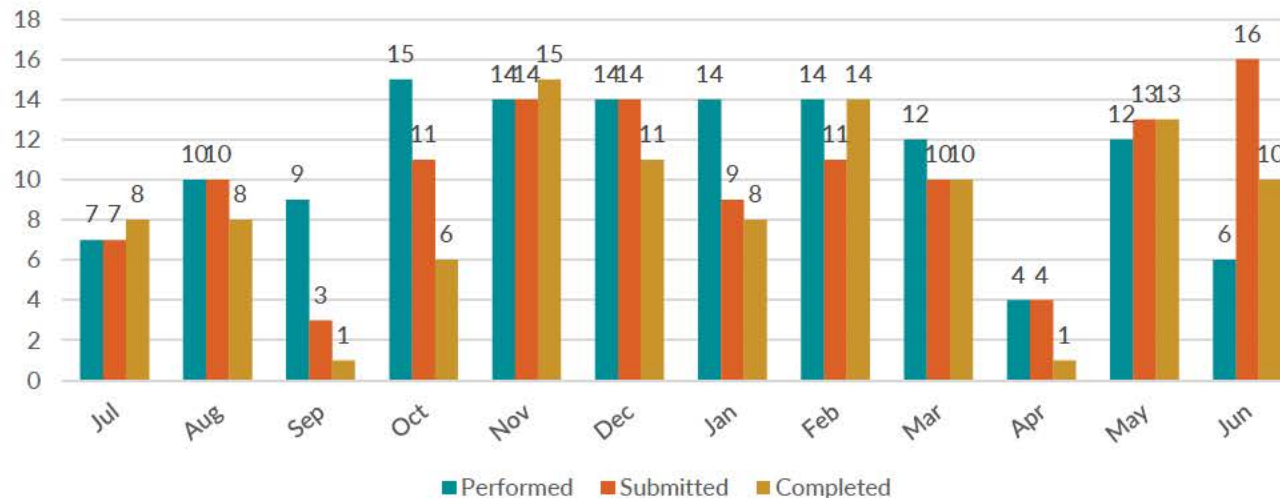
Observations and Recommendations

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* June 2025 *Report Attachment Observations and Recommendations*

#	Observation	Recommendation	OPM Response	OPM Status	PM Status	Probability	Severity
235	• During the course of interface development and production support, high-level/elevated permissions are assigned on the SFTP server for a large number of project team members in production to address incidents and issue remediation. This approach is not aligned with best practices and should not be available in a stable production environment. This approach creates both a cybersecurity and operational risk to the project.	• System and SFTP Access should be limited and based on a least privileged access model. OPM should identify the required permissions for Core.NV project staff and user activity should be logged in an audit log with an appropriate level of review, and a sunset plan for their access (where appropriate) should be in place and monitored for compliance.	• An IT Lead has worked with OCIO to both remove credentials for those individuals who do not need to access the SFTP directories & files, and also to change permissions to Read-Only for all but the specific individuals who need to upload Interface files to specific directories.		Issue - Monitor	N/A	Significant

Schedule

#	Observation	Recommendation	OPM Response	OPM Status	PM Status	Probability	Severity
246	• OPM Technical team has been impeded in the development of required HRM reports for Phase 1B by the unavailability of the required non-production (MA1) environment, due to its use for mock conversation activities.	• OPM and CGI should identify a non-production environment that is consistently available and with adequate data to support the development of the HRM reports for Phase 1B. This issue will increase in severity as the MA1 environment will be used for Mock 3, thus requiring a two week window of downtime for the OPM Tech reporting team.	• The reports team is no longer hampered by having to develop in the PROD environment. In addition, the process for designing, developing, and testing reports is going very, very smoothly. Therefore, the team does not believe this to be an ongoing Issue.		Issue - Open	Probable	Critical
224	• The project identification of issues and risks (RAID items) is not consistent with the issues and risks being reported elsewhere by the project (such as items needing resolution, blockers, etc.) as well as issues and risks reported by IV&V.	• 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.	• Not all "items needing resolution, blockers, etc." warrant being placed into the RAID Log. A blocker or action item may not be raised to the level of a Risk or an Issue. The resources on each workstream team are told to report all action items and/or blockers for traceability within their teams but, only report items that cross/impact other workstream teams or the project overall to be documented in the Project RAID Log. As such, IV&V will naturally see items within a CGI and/or BerryDunn/OPM report that are not in the RAID Log.		Issue - Monitor	Probable	Critical

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

Budget – The budget has recently been approved for the next fiscal quarter only. Given the uncertainty of the available budget beyond the next quarter, the risk to the completion of the planned project is significant.

#	Observation	Recommendation	OPM Response	OPM Status	PM Status	Probability	Severity

#	Observation	Recommendation	OPM Response	OPM Status	PM Status	Probability	Severity
239	• Succession support for departments/agencies should be planned as the OPM and related resources will sunset in 2027.	• Sustainment of user support should shift to "super users" in the departments who can deliver a sustainable model for support and process improvement over the coming years as the OPM org is retired.	• This is already being put into motion. OPM is working with DHRM to take the opportunity for go-live groundwork sessions (JIT). DHRM (as the super user for HRM) is using this as a building block to future trainings once the handover takes place at the end of the project.		Action Item - Open	N/A	N/A
240	• FHWA review is scheduled around September for "certification" of the NDOT ERP tool and is a risk if the agency does not meet the guidelines.	• Identify the scripts and functionality that need to be demonstrated to the "examiner" and socialize with the team so that they are prepared for the exam.	• The FHWA checklist for 'certification' is already in hand and the team has taken the time to understand each requirement. Project staff will verify and validate each checklist item independently prior to the September FHWA demonstration event. ▮, you are correct, we have the team documenting items as they passed the end to end testing in addition to items on FHWA requirements ▮,		Issue – Open	High	Critical
238	• The current Mock 2 conversion plan lacks adequate engagement from NDOT in the data validation activities.	• Given the unique data profile of NDOT and that they are the data custodians, it is recommended that NDOT functional resources explicitly be included in the cutover process. NDOT personnel should be responsible for validating the converted data during the cutover process and involved in QA activities during the cutover to ensure the system is operating as expected.	• Regarding NDOT participation in Mock Cutover, Data validation tasks are in fact the responsibility of NDOT resources. We are working with OPM to identify appropriate NDOT resource to engage with to ensure data validation is owned and signed off by NDOT resources. • There is an NDOT specific Readiness Checklist lead by a CGI resource where NDOT would be directly engaged.		Risk – Monitor	High	Significant

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

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#	The project team has limited resources, tools, infrastructure, policies & procedures, and experience managing stabilization.	Recommendation	OPM Response	OPM Status	PM Status	Probability	Severity
211	• Ongoing and significant efforts and 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".	• 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.	• The denial by the State Legislature to approve a Production Environment Team has placed the continued work on OPM in conjunction with conducting Project work. Project work will take priority, except for emergency issues, due to OPM's intended charge. Emergency issues will be mitigated in an emergency capacity. Otherwise, OPM will be utilizing the Incident Management Plan and Release Management Plan moving forward. Other agencies, such as SCO and DHRM, will be heavily utilized to assist OPM as possible. The accumulation and remediation efforts for non-emergency items are intended to continue to be handled as OPM is capable until such time that a Production Environment Team is stood up.	Issue - Monitor	N/A		High

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

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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

RISK/ISSUE SEVERITY

Label	Abbreviation	Description
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 June be acceptable without extensive mitigation efforts

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RAID Approach

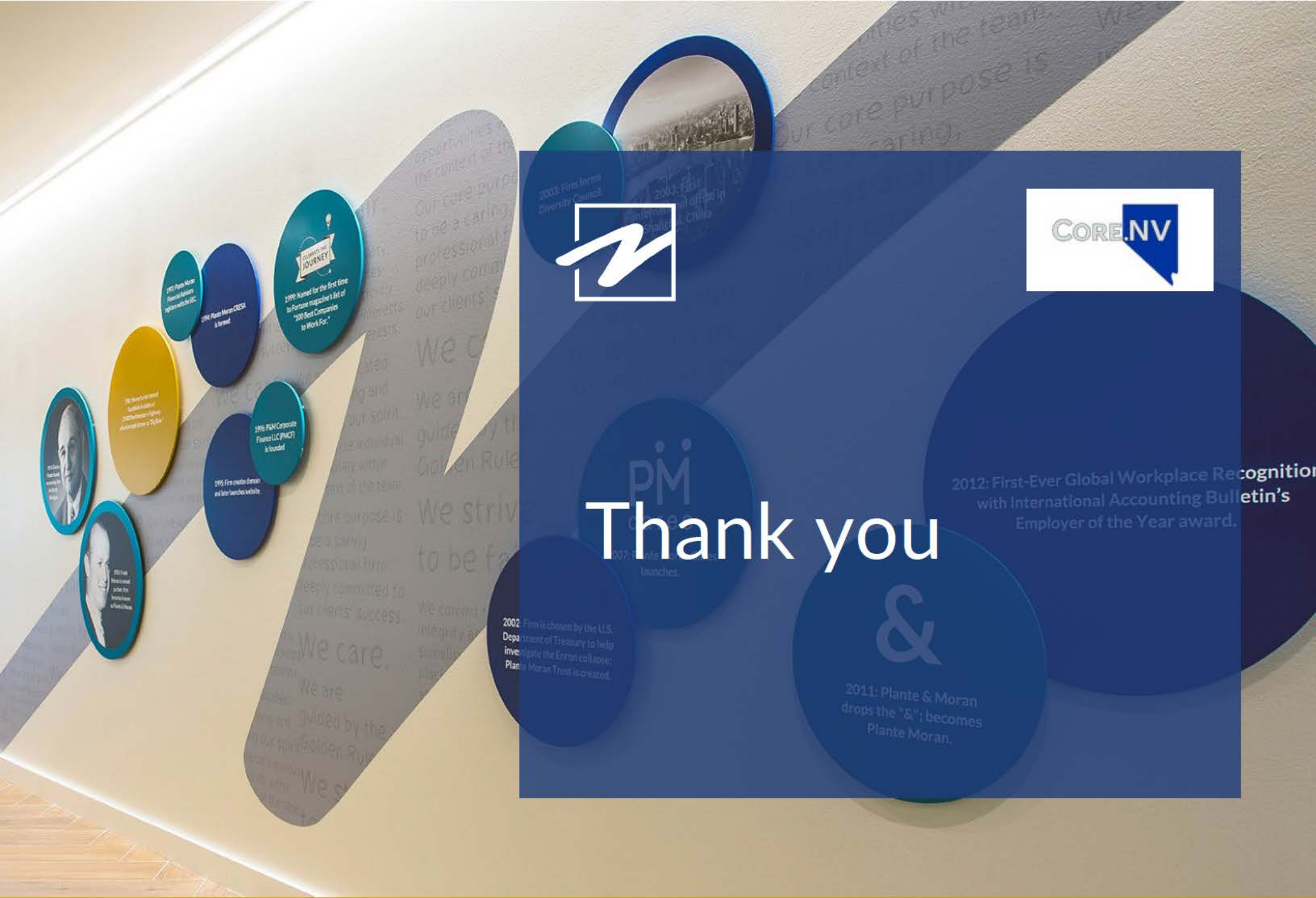| RAID LOG DEFINITIONS	
Risk Log	Risks are events that June occur over the course of the project that could have adverse or detrimental effect on overall success
Action Log	Actions are the things that need to be done throughout the duration of the project and should be communicated to stakeholders
Issue 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

Priority Ranking	
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

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

Thank you