



Monthly IV&V Report

As of August 2025



Project Health Assessment Rubric



Project Health Status Categorizations

Project Health Assessment Area	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. <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>	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. <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>	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. <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>	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.



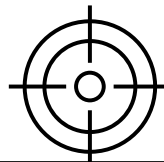
Plante Moran Independent Validation & Verification Approach



- 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 - August



Target go-live
Phase 1B & 1C Oct 25' **CORE.NV**

Program Status

Scope	- As the scope of the overall project, including the Phase 2 Transformation Phase and other planned functionality, has not been defined, unknowns will impact the overall scope in the future. - Upgrades to CGI (Feature Sets) were not expected in the time frame recently identified. - Reports are still being defined and designed. - Integrations are being rewritten ("refactored").
Schedule	- The cyber incident has touched on various system services such as network access, SFTP (file transfer) services, access to development environments, access to test environments, access to the Data Warehouses, and other areas. The OPM team and agencies have deftly pivoted to work around some of these challenges, but the ability to timely complete all of the planned work was impacted. As of this report, not all of the affected services have been restored. - Dependencies on other agencies to complete work on schedule caused missed deadlines and increased complexity to finish tasks before go-live.
Budget	The budget has recently been approved for the current fiscal quarter only. Given the uncertainty of the available budget beyond this quarter, the risk to the completion of the planned project is meaningful.
Quality	- As the schedule is fixed, quality is at risk due to incomplete build and testing. Uncertainty around incomplete testing at go-live of interfaces, reports, and converted data. - Environment management issues are delaying the ability to utilize non-production environments for testing
Resources	- The work required for HRM and NDOT go-live in October continues to stress resources, both on the project team and agencies that are part of the project. The Tech Team has a significant backlog of integrations and reports to resolve. - The work required from the functional and technical teams to support and prepare for the FHWA demo on September 8th has impacted resource availability for other tasks.



IV&V Recommendations



- Continue to prioritize communications with all stakeholders. With so many changes to HR, payroll, & NDOT, continuing to communicate consistently and often about training, job aides, and the support escalation processes and procedures before and after go-live.
- Protect Project Resources. With implementations of this scope, staff often will “burn out” due to the demands of the project. The high level of staff engagement will continue as they support the post-go-live stabilization efforts, but management should make sure that (1) staff take adequate time to recharge, and (2) support requests are channeled through the formal support processes. The value of the OPM staff to the organization, with their deep knowledge of the system and business processes, is difficult to replicate within a short time frame.
- Focus on prioritizing the integrations, data warehouse, and reports design for build completion and subsequent validation by the data owners. Prioritize via critical path planning, when those items are needed at go-live (day 1, day 15, etc.). All resources across the project, including agencies, contractors, and third parties, should be directed to address prioritized tasks for interfaces and reports, and progress should continue to be monitored and reported to ESC.



IV&V Recommendations



- One of the main “lessons learned” from the finance implementation (Phase 1A on Jan 1, 24) was the inability to complete end-to-end testing by the dates required, significantly impacting the quality of the business processes after go-live. End-to-end testing should be emphasized by all stakeholders and clearly reported to ESC with a focus on the quality of the next Mock conversion (4).
- Develop a reporting process to track trends on issues and resolutions as you move into code freeze, go-live, and stabilization.



Key RAID items since last report



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

	OPM								IV&V							
	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug
Risks Open *	0	8	7	6	1	1	3	8	15	5	10	8	11	6	8	9
Actions Open***	2	1	1	1	0	0	0		12	5	5	5	3	6	4	1
Issues Open	0	0	1	2	1	1	0	2	6	5	5	7	9	3	3	5
Decisions**	2	2	3	9	9	0	7	2								
Decisions Open**	0	1	1	4	4	0	4	1								

* Includes Candidates for NV Project

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

*** OPM discontinued reporting Action Items

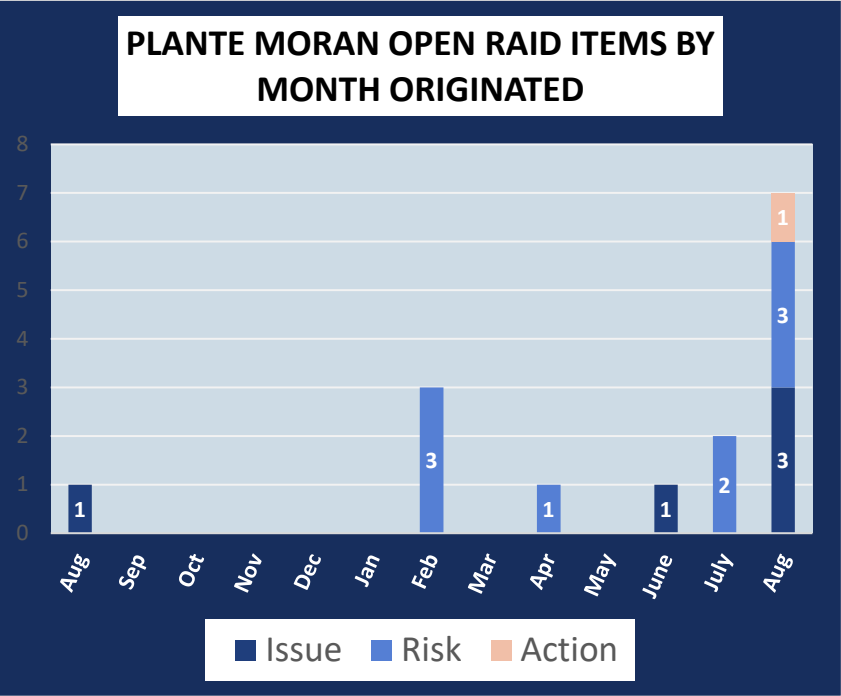


Plante Moran RAID History



- Since Plante Moran's initial reporting period in August 2024, we have reported 242 RAID items.
- As of the current reporting period, IV&V is reporting 16 open and monitoring RAID items.

Plante Moran Total Risks, Issues, & Actions Reported Since June 2024								
	Certainty	High Probability	Low	Medium	N/A	Probable	Unlikely	Total
Closed	2	52	3	18	111	39	2	227
Monitor		2			2	4		8
Open					3	4		7
Total	2	54	3	18	116	47	2	242



Plante Moran Open & Monitor Items by Month First Reported							
	Aug-24	Feb-25	Apr 25	Jun 25	Jul-25	Aug-25	Total
Issue	1			1		3	5
Risk		3	1		2	3	9
Action						1	1
Total	1	3	1	1	2	7	15

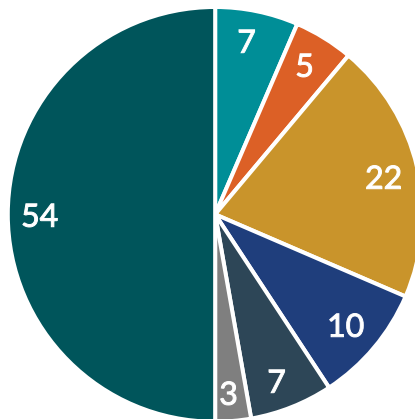


Risk Summary



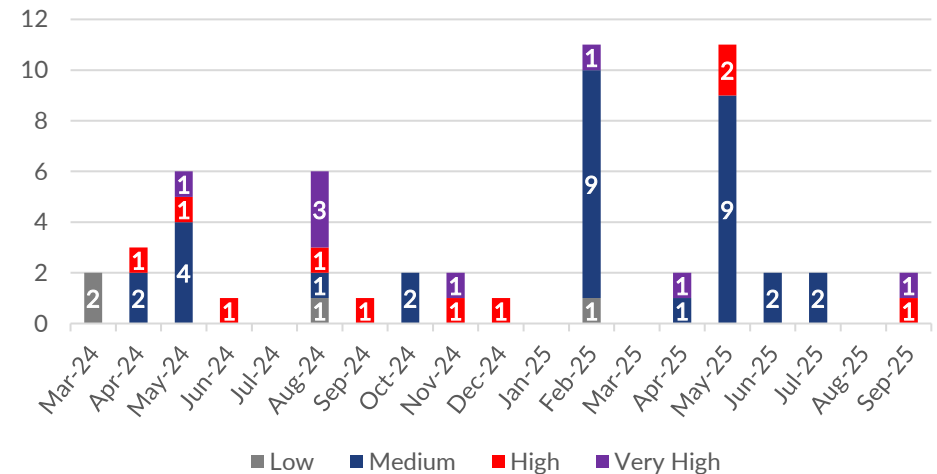
- There are currently 8 Open risks and Candidates on the NV Project Risk Log (OPM) as of the end of the current reporting period.
- IV&V has 9 Risks open, which can be found in the accompanying Observations and Recommendations spreadsheet.

OPM Open Risks by Impact Area

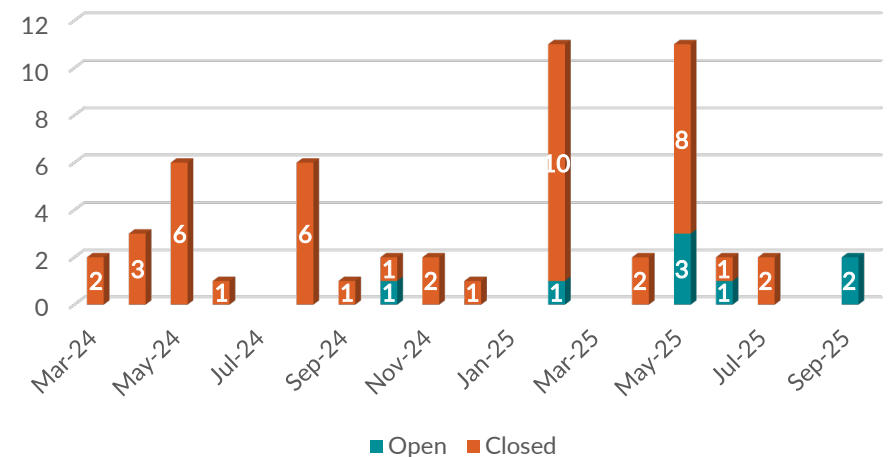


■ Phase ■ Process ■ Project ■ Resource ■ Schedule ■ System ■ Grand Total

OPM Risks by Severity Assigned by Month



OPM Risks by Open/Closed by Month



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



Issue Summary

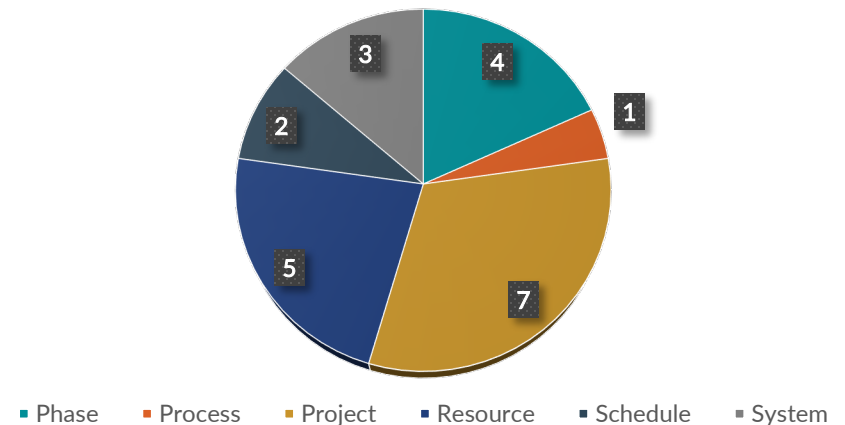


- As of the end of the current reporting period, OPM had 0 open issues; however, we have included 2 opened on September 2nd. All other issues opened since the log's inception are closed (20).
- IV&V has identified 5 open issues, which can be found in the accompanying Observations and Recommendations spreadsheet.

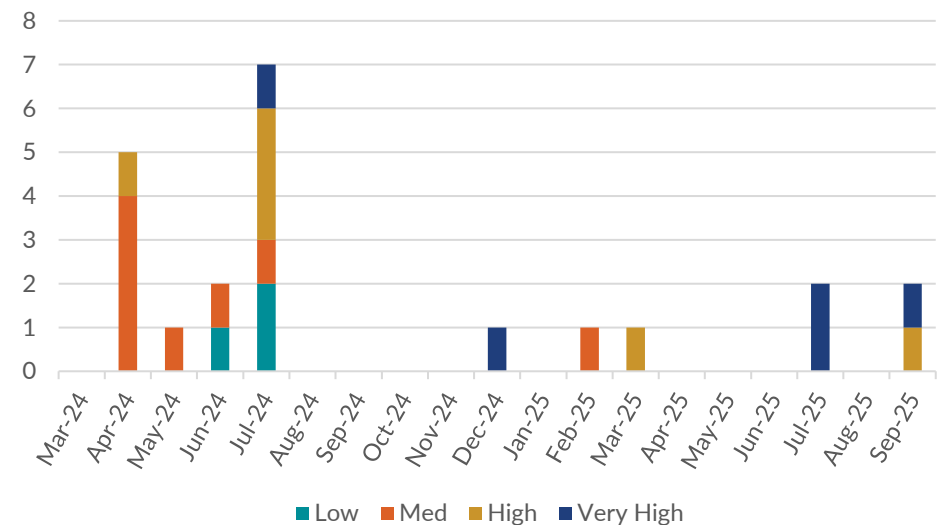
OPM Issues Opened by Severity by Month

	Low	Med	High	Very High
Mar-24				
Apr-24		4	1	
May-24		1		
Jun-24	1	1		
Jul-24	2	1	3	1
Dec-24				1
Feb-25		1		
Mar-25			1	
Jul-25				2
Sep-25			1	1
TOTAL	3	8	6	5

OPM Project Issues by Type



OPM Issues Opened by Severity by Month



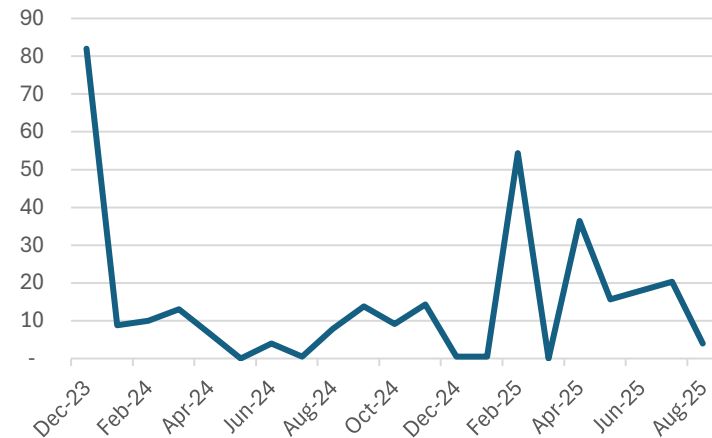


Decisions

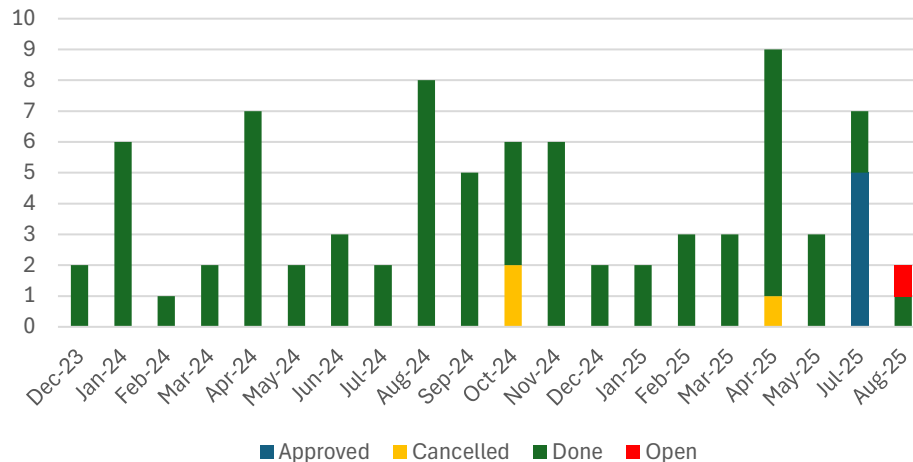


- OPM has logged 81 Decisions to date with 2 added in the current reporting period.
- There was 1 open Decision at the end of the month.

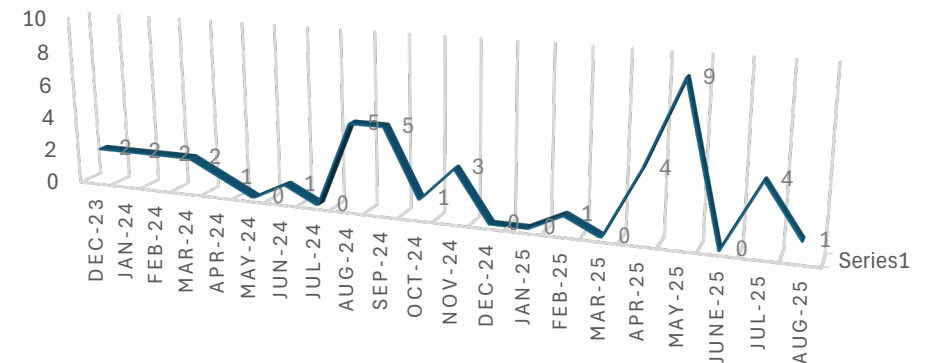
OPM Decisions - Average Days Outstanding



OPM Decisions Look Back at each EOM



OPM- OPEN DECISIONS AT EOM



Note: IV&V does not make decisions on the project.



Bugs Reported

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.

2000: Named for the first time to Fortune magazine's list of "100 Best Companies to Work For."

1994 Plante Moran CESA is formed.

1993 Plante Moran Financial Advisors registers with the SEC.

1996 PAM Corporate Finance LLC (PACF) is founded.

1995 Firm creates domain and later launches website.

1986 Number one rated Subdivision of 2000 Best Places to Work in "Top 100"



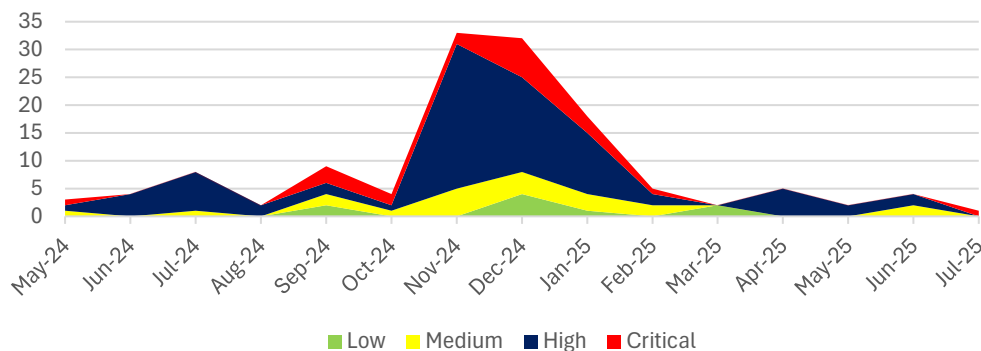


Bugs Reported



- 289 bugs have been reported in Jira to date.
- 9 new bugs were reported in the current reporting period.

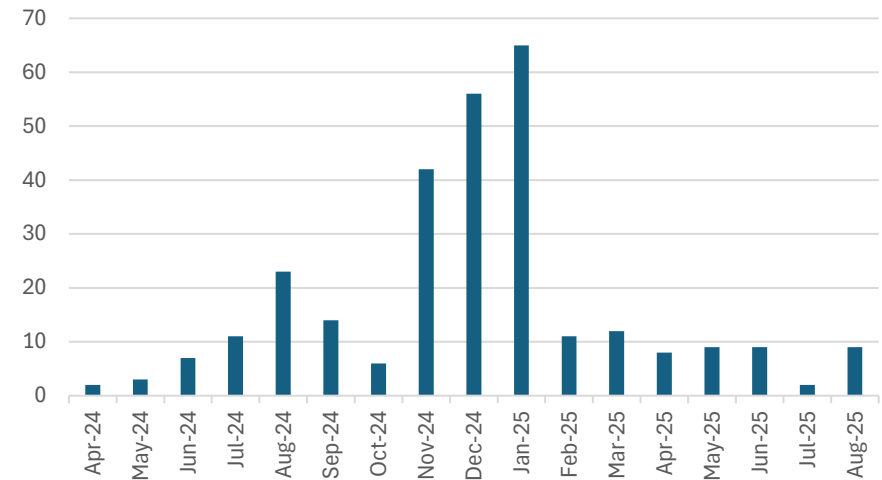
OPM Status of Reported Bugs with Criticality Assigned



**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 August.*

***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.*

OPM Bugs Reported by Month



OPM 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.

2000: Named for the first time to Fortune magazine's list of "100 Best Companies to Work For."

1994 Plante Moran CRESA is formed.

1993 Plante Moran Financial Advisors registers with the SEC.

1996 P&M Corporate Finance LLC (P&MCF) is founded.

1995 Firm creates domain and later launches website.

1986 Plante Moran is established as a "Top 100" firm in the "Top 100" list.





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 1C NDOT
 - ❑ Phase 2A FIN Business Transformation
 - ❑ Phase 2B HRM Business Transformation
- ❑ Supporting current CGI Advantage 2 environment
- ❑ Remote Support Services

» 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 August be extended and the ability to complete and Phase 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.



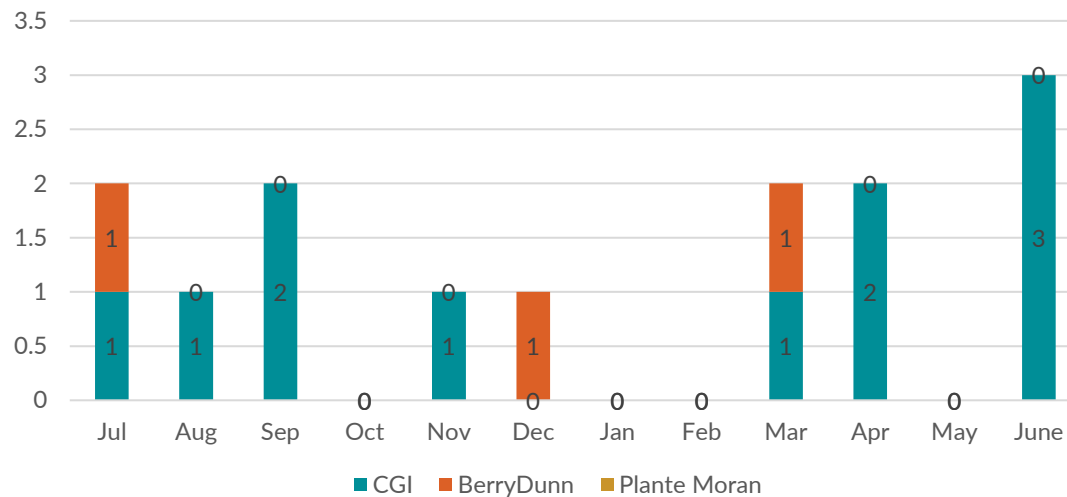
Change Requests



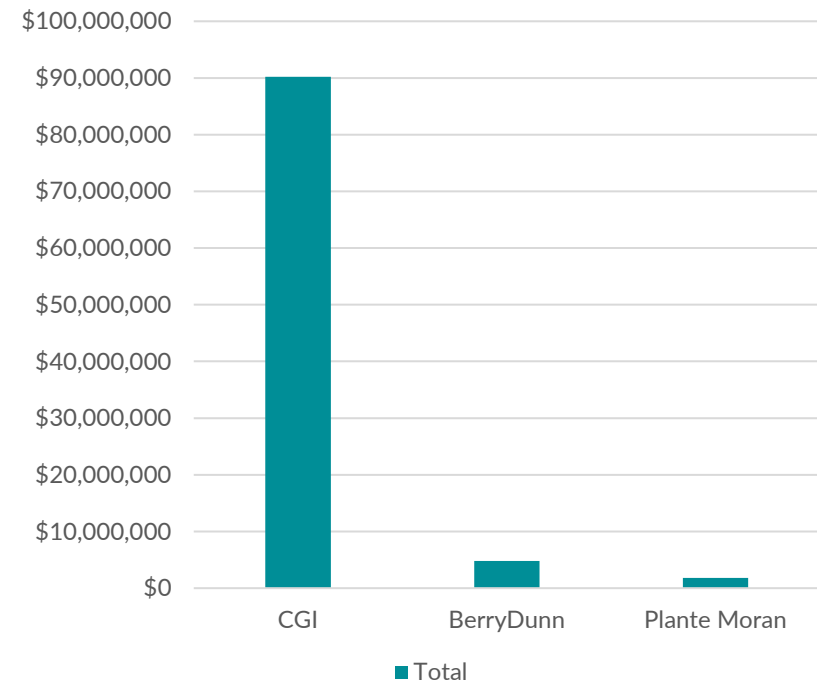
* Change Requests and changes to scope – include core decision papers and process changes

August 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

Project Change Requests or Amendments



Contract Value



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 Planned, Earned, & Actual for FY 26



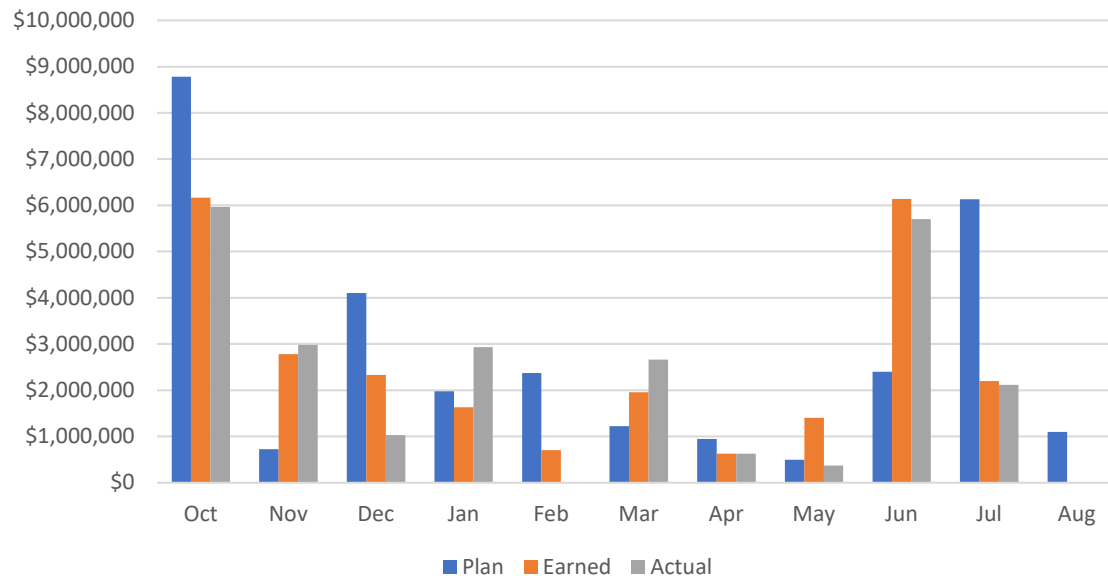
Excluding Software

	FY 26 Jul	FY 26 Aug	FY 26 Y-T-D
Plan	\$6,133,058	\$1,100,000	\$7,233,058
Earned	\$2,200,645	\$0	\$2,200,645
Actual	\$2,120,000	\$0	\$2,120,000

Including Software

	FY 26 Jul	FY 26 Aug	FY 26 Total
Plan	\$ 6,133,058	\$ 1,100,000	\$ 7,233,058
Earned	\$ 2,200,645	\$ -	\$ 2,200,645
Actual	\$ 2,120,000	\$ -	\$ 2,120,000

CGI Planned, Earned, & Actual
Fiscal Year 26' and Partial FY 25'



August Budget (Planned)
includes:

- \$2.1M for Local Support Services over 12 months
- \$1.5M for NeoGov

October Budget (Planned)
includes:

- \$5.4 Advantage SaaS Fees

- Planned = Budget for reported month
- Earned = Delivery accepted during reported month
- Actual = Invoiced Date during reported month

¹The 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 Planned, Earned, & Actual FY 26¹



BerryDunn

	FY 25	FY 25	FY 25	FY 25	FY 25	FY 25	FY 25	FY 25	FY 25	FY 25	FY 26	FY 26	FY 26
	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Total	Jul	Aug	Total
Planned	\$276,574	\$276,574	\$276,574	\$276,574	\$276,574	\$276,574	\$276,574	\$276,574	\$276,574	\$3,297,060	\$269,298	\$269,298	\$538,596
Earned	\$276,574	\$276,574	\$276,574	\$276,574	\$276,574	\$276,574	\$276,574	\$276,574	\$276,574	\$3,297,060	\$289,075	\$269,298	\$558,373
Actual	\$276,574	\$276,574	\$276,574	\$276,574	\$276,574	\$276,574	\$276,574	\$276,574	\$276,574	\$3,297,060	\$289,075	-	\$289,075

- BerryDunn contract
- Amendment 1 revised on 5/30/24 increased contract to \$2,552,081 through August 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	FY 25	FY 25	FY 25	FY 25	FY 25	FY 25	FY 25	FY 25	FY 25	FY 26	FY 26	FY 26
	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Total	Jul	Aug	Total
Planned	\$58,000	\$58,000	\$58,000	\$58,000	\$58,000	\$58,000	\$58,000	\$58,000	\$58,000	\$696,000	\$58,000	\$58,000	\$116,000
Earned	\$51,675	\$82,388	\$30,875	\$24,700	\$29,900	\$24,375	\$24,375	\$23,400		\$536,088	\$0	\$0	\$0
Actual	\$98,150	\$51,675	\$82,388	\$30,875	\$24,700	\$29,900	\$24,375	\$24,375	\$23,400	\$741,488	\$0	\$0	\$0

- Planned = Budget for reported month
- Earned = Delivery accepted during reported month
- Actual = Invoiced Date during reported month

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Combined 3 Partners Planned, Earned, & Actual for FY 26



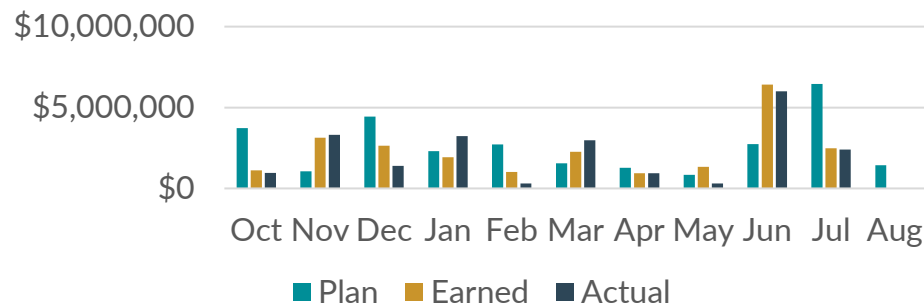
Excluding Software

	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 26 Jul	FY 26 Aug	FY 26 Y-T-D
Plan	\$3,734,574	\$1,059,574	\$4,434,574	\$2,309,574	\$2,709,574	\$1,559,574	\$1,284,574	\$834,574	\$2,734,574	\$6,460,356	\$1,427,298	\$7,887,654
Earned	\$1,108,894	\$3,139,607	\$2,638,094	\$1,931,919	\$1,012,119	\$2,256,594	\$931,594	\$1,330,619	\$6,407,649	\$2,489,720	\$0	\$2,489,720
Actual	\$955,369	\$3,308,894	\$1,389,607	\$3,238,094	\$301,274	\$2,967,764	\$931,594	\$300,949	\$6,000,404	\$2,409,075	\$0	\$2,409,075

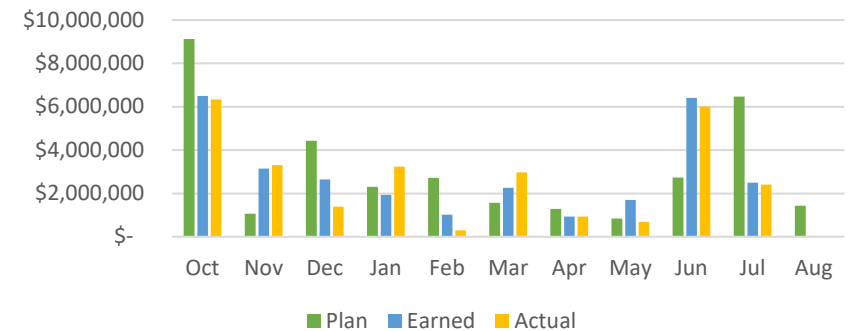
Including Software

	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 26 Jul	FY 26 Aug	FY 26 Total
Plan	\$9,119,574	\$1,059,574	\$4,434,574	\$2,309,574	\$2,709,574	\$1,559,574	\$1,284,574	\$ 834,574	\$2,734,574	\$6,460,356	\$1,427,298	\$7,887,654
Earned	\$6,493,894	\$3,139,607	\$2,638,094	\$1,931,919	\$1,012,119	\$2,256,594	\$ 931,594	\$1,702,684	\$6,411,875	\$2,489,720	\$0	\$2,489,720
Actual	\$6,340,369	\$3,308,894	\$1,389,607	\$3,238,094	\$ 301,274	\$2,967,764	\$ 931,594	\$ 673,014	\$6,004,630	\$2,409,075	\$0	\$2,409,075

Combined Earned Value by Month Excluding Software



Combined Earned Value by Month Including Software



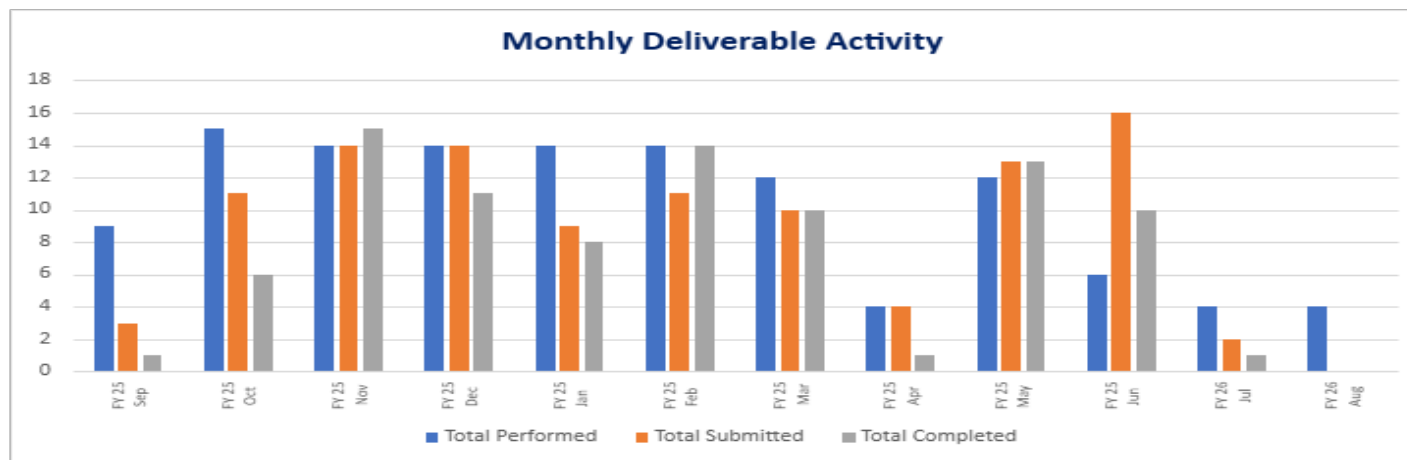
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Deliverables



		FY 25	FY 25	FY 25	FY 25	FY 25	FY 25	FY 25	FY 25	FY 25	FY 25	FY 26	FY 26	FY 26	FY 25	FY 24	
		Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Total	Total	Total	Total
CGI	Performed	7	8	5	7	8	8	7	1	5	3	2	2	4	65	30	99
CGI	Submitted	1	4	5	7	3	5	5	1	6	11	1	0	1	54	30	85
CGI	Completed	0	0	5	4	6	4	5	1	6	6	0	0	0	40	28	68
BerryDunn	Performed	2	2	2	3	2	2	2	0	3	1	1	1	2	21	5	28
BerryDunn	Submitted	2	2	2	3	2	2	2	0	3	3	1	0	1	23	4	28
BerryDunn	Completed	1	2	2	3	2	2	2	0	3	3	1	0	1	22	4	27
Plante Moran	Performed	0	5	7	4	4	4	3	3	4	2	1	1	2	45	2	49
Plante Moran	Submitted	0	5	7	4	4	4	3	3	4	2	0	0	0	45	2	47
Plante Moran	Completed	0	4	8	4	0	8	3	0	4	1	0	0	0	43	0	43
Total	Performed	9	15	14	14	14	14	12	4	12	6	4	4	8	131	37	176
Total	Submitted	3	11	14	14	9	11	10	4	13	16	2	0	2	122	36	160
Total	Completed	1	6	15	11	8	14	10	1	13	10	1	0	1	105	32	138





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 August 2025 Report Attachment Observations and Recommendations*



Scope



#	Observation	Recommendation (as updated)	OPM Response	OPM Status	PM Status	Probability	Severity
196	- The strategy for the HR data warehouse is unknown. OPM needs to determine if the HRDW will exist in its current form with a bridge interface created, or will be retired in favor on new ADV4 reports developed in its place. - The Data warehouse team velocity did not significantly improve over the prior reporting period. A portion of the team's resources (effort) was reallocated for post-production support issues, thus impeding progress. - As of this reporting period (includes NDOT DW and HRM) the Jira work is as follows: - Backlog - 17 - Assigned - 2 - In progress - 20 - Blocked - 5 - Code review - 40 - Testing - 17 - Plante Moran will continue to monitor this item as the team enters the final PI for October 2025 go-live.	This is a critical decision to be made by OPM that will impact the scope of work required for Phase 1B. The advantages and disadvantages of using a bridge (temporary) interface should be carefully considered. This approach will require that ADV4 data be retroactive back converted for ADV2 format, which is not a recommended long term strategy from Plante Moran.	- Access to the PROD and TEST environments for the Data Warehouses has been temporarily compromised due to ongoing security measures aimed at protecting Nevada's data. The team is actively collaborating with GTO to restore access, and while this has impacted our ability to move tickets to a "Done" status over the past two weeks, we remain optimistic about our progress. - We are confident that we will complete the necessary work on schedule, contingent upon the restoration of access. Notably, many items in the backlog consist of reports referenced in item 185, which the HRM leads anticipate may be canceled. This is because the required information can now be directly obtained from ADV4 or deferred to a post-October release. - Our proactive approach and collaboration with stakeholders ensure that we are well-positioned to address any challenges and meet our deadlines..		Action - Monitor	High	Critical



Schedule



#	Observation	Recommendation	OPM Response	OPM Status	PM Status	Probability	Severity
259	NDOT and SCO resources are tasked with developing certain required reports, developing scripts, testing scripts, developing interfaces, etc. Their activities are not included in the primary project task tracking system (Jira), which does not provide a clear, unified picture to stakeholders of progress, backlogs, and risks for all activities regardless of owner/assignee.	Visibility into agency activities and impact on the project team resources, both Functional and Tech should be clear to all stakeholders from a single point of tracking. Incorporate the resources and tasks into Jira to measure, monitor, and report progress to the stakeholders.	NDOT report tech is tracking the list and status of needed reports in a SharePoint workbook shared with OPM tech PMs and reports team, as well as IV&V. OPM's responsibility is to support NDOT's effort but does not own		Risk - Open	High Probability	Critical
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.	This is accurate. The reports team worked on NDOT support, PROD incident resolution, and HRM analysis during the time it was blocked from active development for HRM.		Issue - Monitor	N/A	Critical



Budget – The budget has recently been approved for the current 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
101	The current project plan does not inform stakeholders of the overall health of the project as it does not utilize a consistent methodology and tools to present a complete picture of the required elements of resources, tasks, and schedule.	Develop a project plan to include those items that can inform leadership and stakeholders of the status and trend of the overall project that is built on tracking completion of tasks.	There have been no material changes since the July update. The team continues testing the Jira automation enhancements and remains on track for rollout within the originally targeted timeframe, despite the PI event no longer occurring. We appreciate IV&V's continued monitoring and support.		Monitor	N/A*	High



Resources



#	Observation	Recommendation	OPM Response	OPM Status	PM Status	Probability	Severity
271	The project is performing "End To End Cycle Sim Testing" which was identified as an alternative to running a 4th payroll parallel test. This is the last critical cycle test prior to go-live. The team is not able to provide data on the results of the test to IV&V after multiple inquiries.	At this point in the project, it is likely that insufficient time is available before go-live to assemble the detailed data associated with the test results for IV&V to verify outcomes. Because of the degree of uncertainty with not being able to validate the outcomes, we have identified this as a risk.	I have not had a request from IV&V to provide results of the End to End Cycle Simulation test, can someone please forward this to me? As stated this is not a Parallel Payroll, rather it is a end to end test of the data flowing in via Interfaces and out via interfaces during the 2 week time between payroll cycles. The actual payroll results will be off based on any changes made to reference data and timesheet adjustments made online in Advantage 2. The CGI team did do some analysis and found major differences in Pension, Deductions and Gross Pay. It was confirmed that Pension adjustments were made online in Advantage 2 that explained the differences. The Deduction differences were related to the Health Care deduction which comes into the system as an interface. That interface was processed in our 4x cycle to cycle test but in production 2x the State did not process that interface because they had incorrectly double charged for Healthcare in the previous pay period. Finally the Gross Pay was off because all the 2026 pay rate changes came in on 7/17 when our data cut was from 7/14 and the 4x payroll was conducted on the old rates.		Open	* N/A	Critical



Resources



#	Observation	Recommendation	OPM Response	OPM Status	PM Status	Probability	Severity
270	NDOT timely response to the training team continues to be inconsistent, with a recent note in the 8/20 JTL meeting that they are finally starting to respond only after multiple reminders.	Continue to encourage NDOT's active participation in critical project activities prior to go-live, given that only 30% of whose users indicated they believe the system will be ready at go-live according to a recent survey. Consider sending an additional survey to NDOT users prior to go-live.	- The CORE.NV Training Team continues to work closely with OPM Leadership to address NDOT's limited and inconsistent participation in providing input and feedback. Based on experience, surveys have not proven to be the most effective way to engage NDOT users. Instead, the team is prioritizing direct collaboration and relationship-building with NDOT leadership to encourage active involvement in project activities. - By acknowledging NDOT's capacity constraints and competing priorities we position ourselves as collaborative partners and are focusing on supporting NDOT in addressing the most critical, high-priority needs. This includes finalizing all training content and materials, setting clear expectations, and maintaining open communication with NDOT regarding what will be delivered to support readiness at go-live.		Open	Probable	High



Resources



#	Observation	Recommendation	OPM Response	OPM Status	PM Status	Probability	Severity
266	The OPM technical team has a significant amount of interface-related work required for Phase 1B and 1C (October 2025). The Jira data indicates a work queue for OPM Tech of 165 story points associated with interface work, including 85 of these story points in the backlog (not started) status. Given the historical velocity of the team combined with personnel changes, there is a risk of interface development not being completed by the required deadline, delaying the go-live date or significantly impacting the quality of the system at go-live.	OPM Tech should continue to review interface staffing resource levels and capabilities, making adjustments where necessary to meet the required workload. Additionally, improvements should be made to the collaboration with functional teams (FIN, HR, NDOT) to ensure timely conveyance of information and requirements to the OPM Tech development teams to avoid unnecessary delays in the interface development process and subsequent end-to-end testing.	- The team has encountered several unforeseen blockers that have hindered our ability to provide accurate estimates. Additionally, mid-stream business decisions have altered the scope of many work items deemed essential for MVP. - Our team members are actively improving their estimation skills, and while past velocity metrics have been inconsistent, we are focused on establishing more reliable projections. Resource turnover and new additions have also impacted our metrics, making sprint-to-sprint comparisons less meaningful. - Production support has required more resources than initially anticipated, with approximately 60% of the reports team and 50% of the interface development team's time dedicated to this effort. We onboarded Local Support Services in August to manage new report incidents, while the project team continues to own existing open incidents. Two new resources joined the interface development team in August to enhance support. - The largest interface development effort, ITF108 Masterworks, has been postponed to a post-October release due to vendor constraints on the NDOT side. However, we are confident that the remaining interface work is well within our team's capacity. - While we acknowledge that these impediments have affected our velocity, we are making steady progress and remain committed to delivering our objectives..		Risk - Open	High	Critical



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 August be acceptable without extensive mitigation efforts



RAID Approach



RAID LOG DEFINITIONS

Risk Log	Risks are events that August 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 August impact some portion of the usability of the system but not the overall ability to go live
H = High	Item August impact the ability to go live if not mitigated

