



Monthly IV&V Report

As of September 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 - September



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

Program Status

Scope	Per the Project Health Assessment Rubric definition for Green ("any scope changes made are not expected to impact overall schedule or budget"), the remaining validation and development work will not impact either schedule or budget.
Schedule	Although not all tasks are completed, including interface validation and report builds, the project has decided to go-live on the scheduled date, which is the reason IV&V has reflected green herein.
Budget	- The budget has been approved for the current fiscal quarter. Given the uncertainty of the available budget beyond this quarter, there is risk to the completion of the planned project. - It should be noted that OPM has been performing post-go-live support for the prior phases which has impacted their resources. Typically, project resources focus on completion of project tasks, not production support. Resources are overallocated and could impact the overall budget for the project.
Quality	The cyber incident touched on various system services, delaying completion of project tasks. Although the OPM team and agencies pivoted to work around challenges, insufficient time was available to complete all scheduled work. As a result, not all work will be complete or sufficiently validated by go-live, therefore impacting the quality and subsequent incident management by the team.
Resources	The work required for go-live in October continues to challenge resources, both on the project team and agencies that are part of the project. These same resources will be supporting the go-live issues in addition to completing their project tasks.



IV&V Recommendations



- Focus on stabilization. With the potential risks to payroll, NDOT billings, and financial reporting, quick and effective support efforts during stabilization will determine the success of the Phase. All available project resources should be dedicated to user support and system stabilization through the HyperCare period. Support KPI's and critical issues should be reported near-real time to all relevant stakeholders.
- Anticipate and determine if additional time will be required for extended support after HyperCare and discuss potential heightened needs with stakeholders. Although Phase 2 of the project is important, completion of Phase 1B and 1C must be accomplished as quickly and efficiently as possible to prevent disruption to state operations.
- Focus on prioritizing the integrations, data warehouse, and reports design, build, and/or 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



- Safeguard Project Resources. Staff engagement will remain strong throughout post-go-live stabilization, but management should ensure that:
 - All support requests are routed through established support channels to reduce unnecessary pressure and minimize disruptions.
 - Team members are encouraged to take sufficient breaks and recharge when possible, promoting sustained productivity and well-being.
- Build your sustainment organization, including help desks. Make sure the help desks are adequately staffed so that the customers' first contact for help will maximize their productivity, encourage early adoption, reduce time wasted, and improve morale for the users as well as the support teams. Assigning staff to both help desk duties and post-go-live system stabilization can place extra strain on resources, so management should carefully balance these responsibilities to prevent burnout and maintain service quality.



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						
	Mar	Apr	May	Jun	Jul	Aug	Sep	Mar	Apr	May	Jun	Jul	Aug	Sep
Risks Open *	7	6	1	1	3	8	5	10	8	11	6	8	9	7
Actions Open***	1	1	0	0	0			5	5	3	6	4	1	2
Issues Open	1	2	1	1	0	2	0	5	7	9	3	3	5	5
Decisions**	3	9	9	0	7	2	7							
Decisions Open**	1	4	4	0	4	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

*** OPM discontinued reporting Action Items



Plante Moran RAID History



- Since Plante Moran's initial reporting period in September 2024, we have reported 249 RAID items of which 235 are closed.
- As of the current reporting period, IV&V is reporting 14 open and monitoring RAID items.

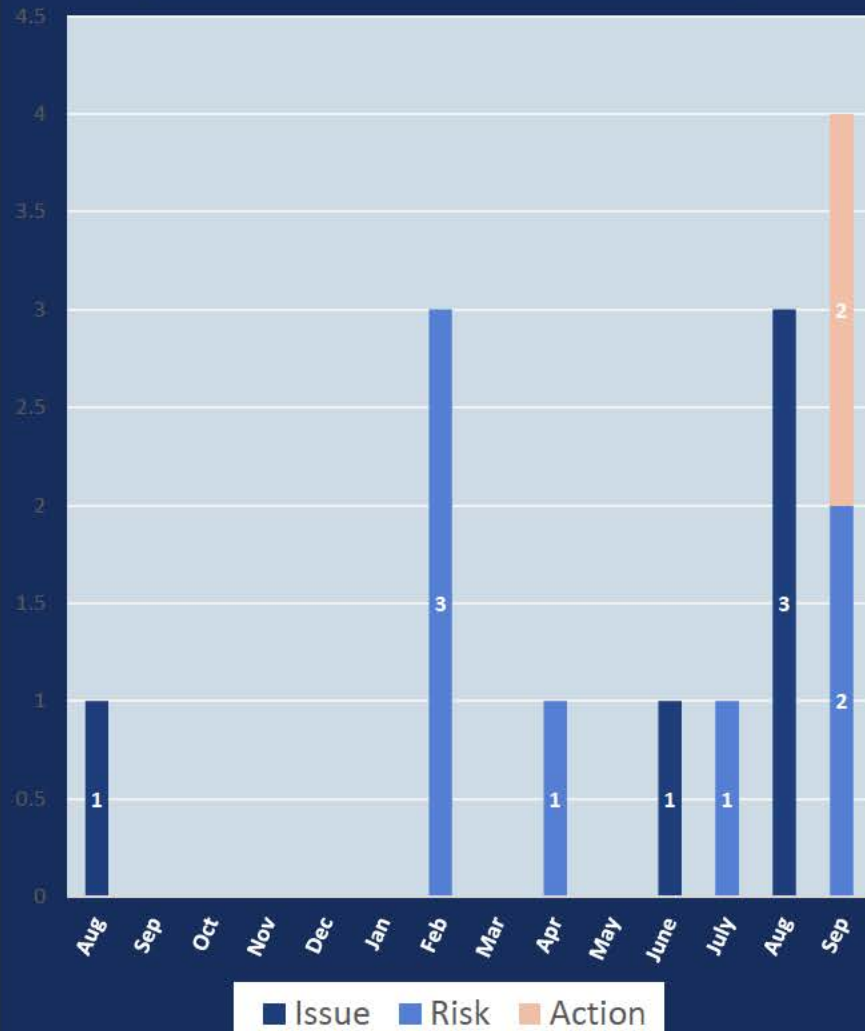
Plante Moran RAID Log Items - Month Opened				
	Closed	Monitor	Open	Total
Jun-24	59			59
Jul-24	20			20
Aug-24	17	1		18
Sep-24	17			17
Oct-24	9			9
Nov-24	14			14
Dec-24	7			7
Jan-25	14			14
Feb-25	23	3		26
Mar 25	7			7
Apr 25	11	1		12
May 25	13			13
Jun 25	6	1		7
June 25	1			1
Jul-25	10	1		11
Aug-25	7			7
Sep-25			7	7
Total	235	7	7	249



Plante Moran RAID History



PLANTE MORAN OPEN RAID ITEMS BY MONTH ORIGINATED



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	114	44	2	235
Monitor		2			2	3		7
Open		2			5			7
Total	2	56	3	18	121	47	2	249

Plante Moran Open & Monitor Items by Month First Reported

	Aug-24	Feb-25	Apr 25	Jun 25	Jul-25	Sep-25	Total
Issue	1			1		3	5
Risk		3	1		1	2	7
Action						2	2
Total	1	3	1	1	1	7	14



Risk Action Issues Decisions

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

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

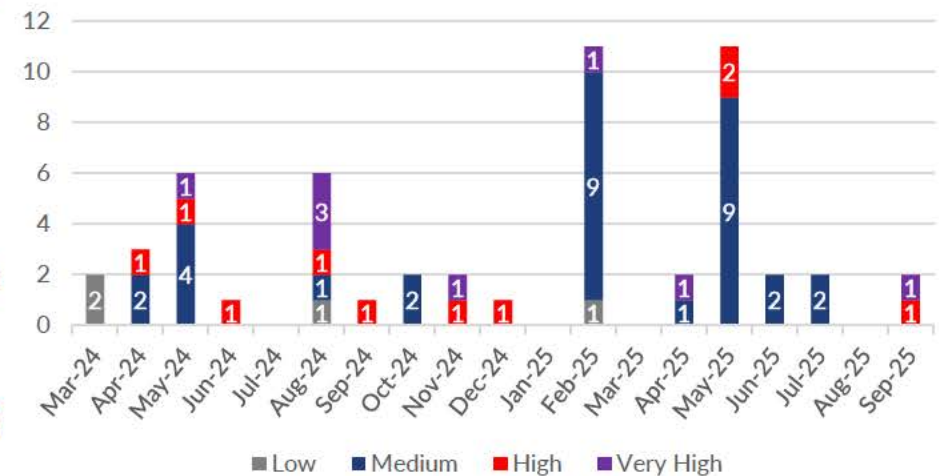


Risk Summary

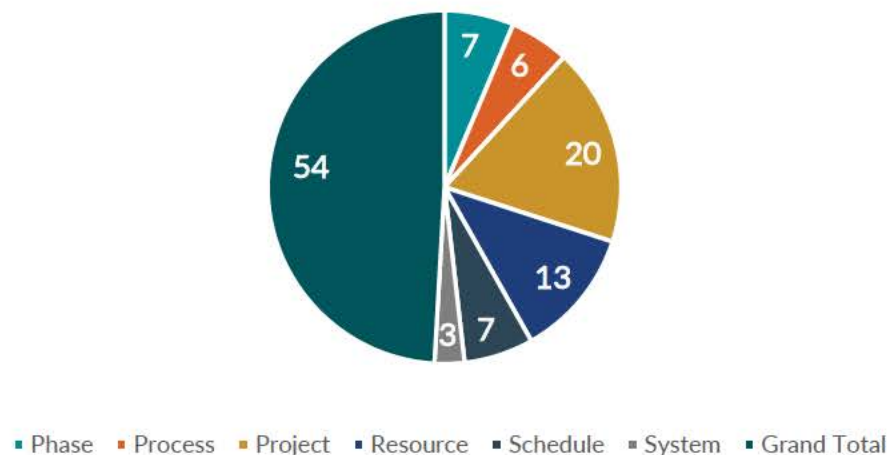


- There are currently 5 Open risks and Candidates on the NV Project Risk Log (OPM) as of the end of the current reporting period.
- IV&V has 7 Risks open, which can be found in the accompanying Observations and Recommendations spreadsheet.

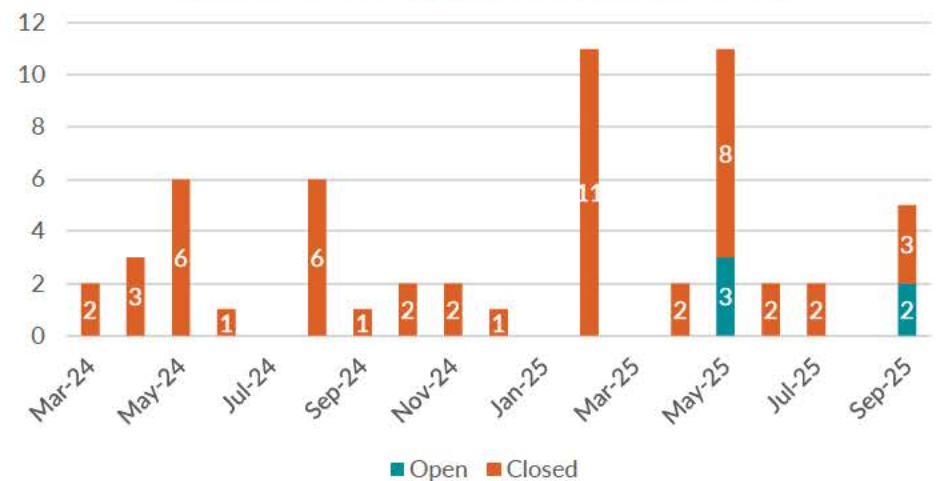
OPM Risks by Severity Assigned by Month



OPM Open Risks by Impact Area



OPM Risks by Open/Closed by Month



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

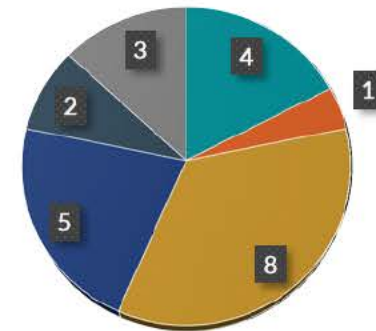


Issue Summary



- As of the end of the current reporting period, OPM had 0 open issues.
- IV&V has identified 5 open issues, which can be found in the accompanying Observations and Recommendations spreadsheet.

OPM Project Issues by Type

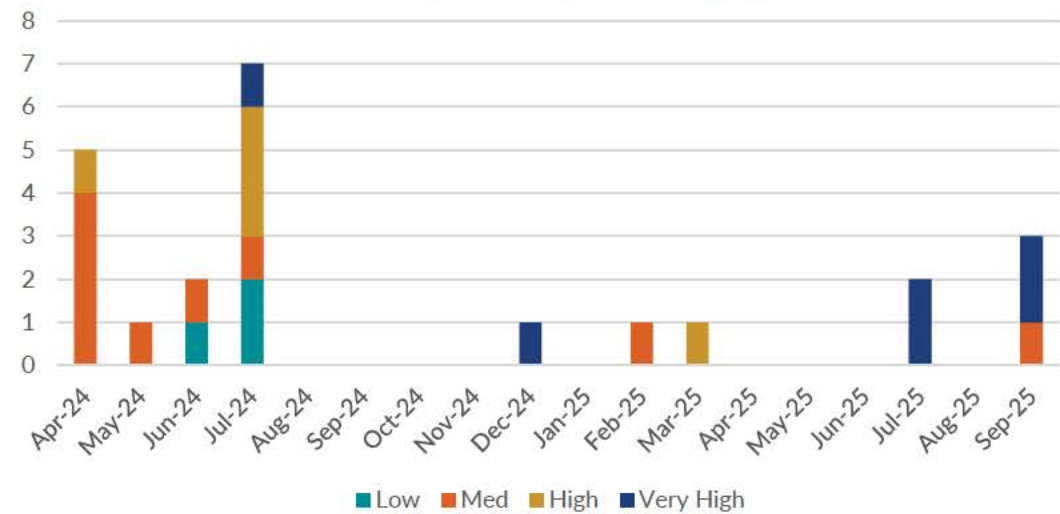


■ Phase ■ Process ■ Project ■ Resource ■ Schedule ■ System

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		2
TOTAL	3	9	5	6

OPM Issues Opened by Severity by Month

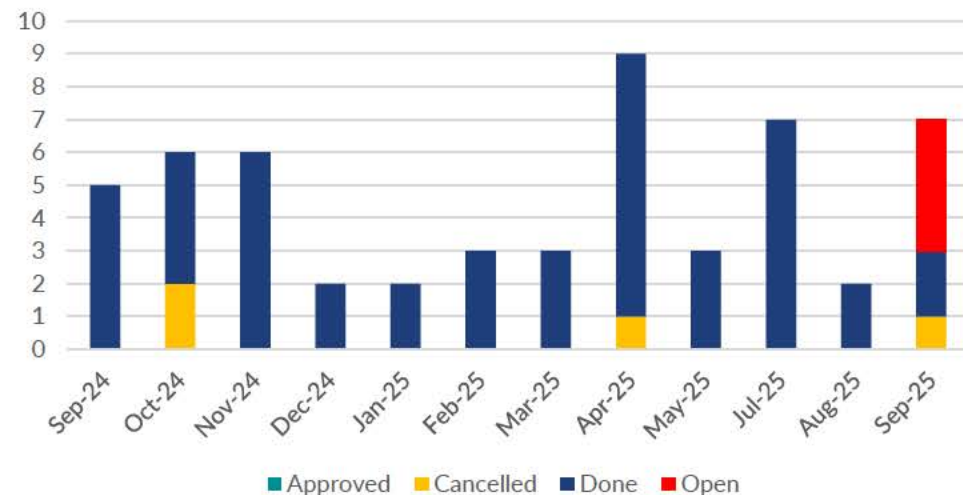




Decisions

- OPM has logged 88 Decisions to date with 7 added in the current reporting period.
- There were 3 open Decisions at the end of the month.

OPM Decisions Look Back at each EOM

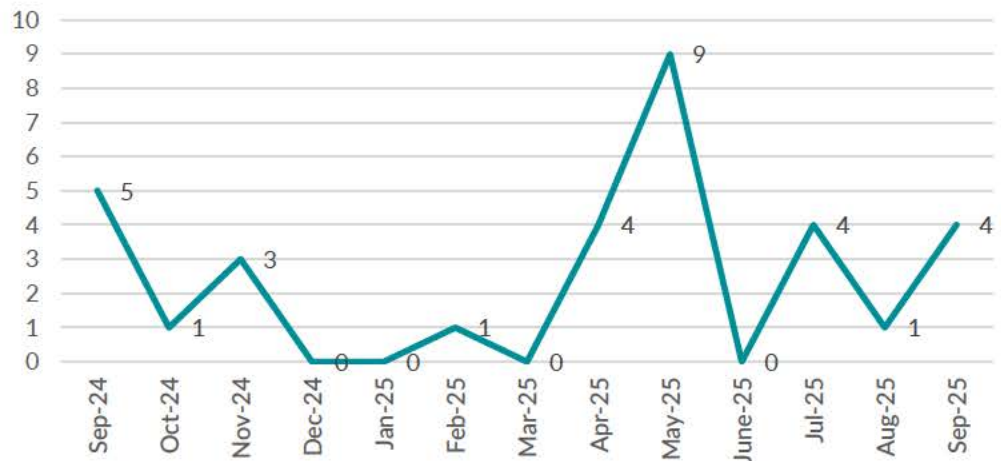


Note: IV&V does not make decisions on the project.

OPM Decisions - Average Days Outstanding



OPM- Open Decisions at EOM



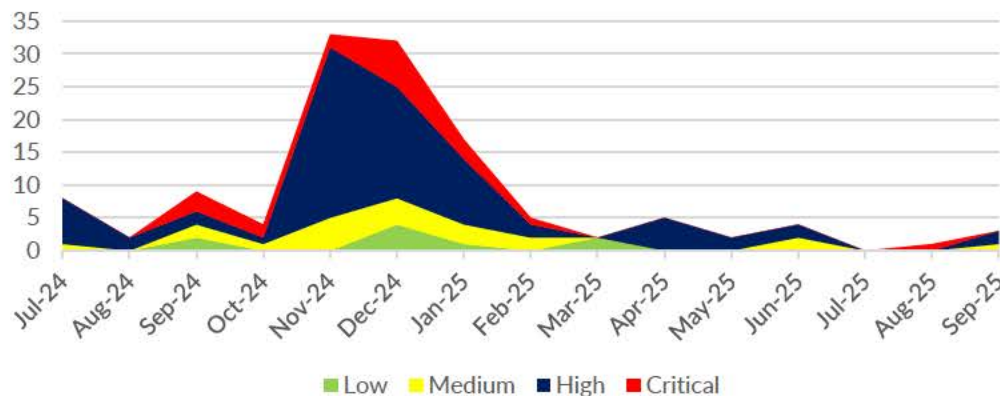


Bugs Reported



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

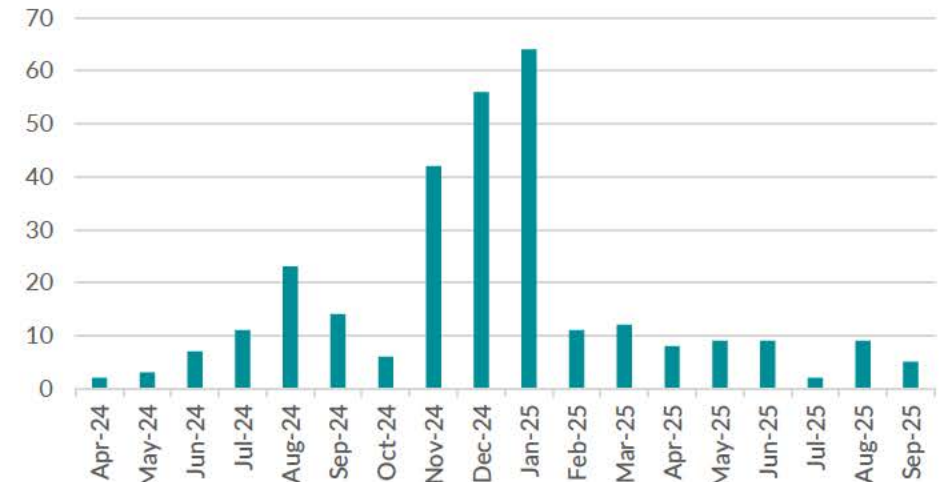
OPM Status of Reported Bugs with Criticality Assigned



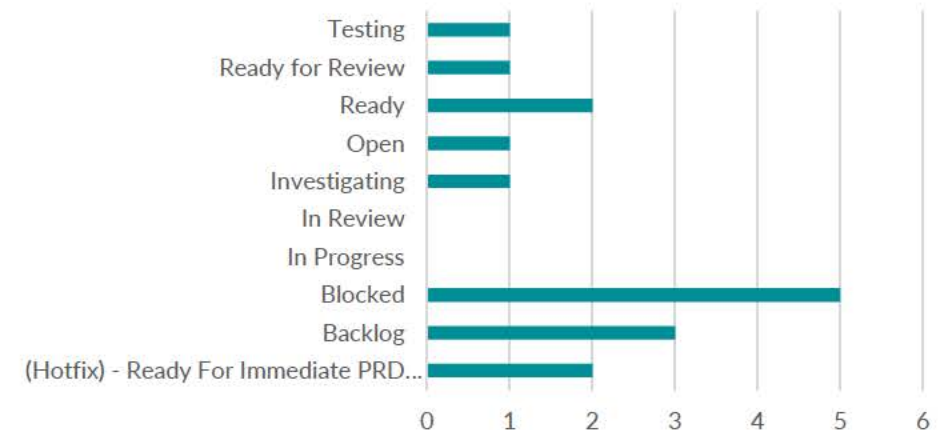
**Data is not available for the dates when bug statuses are changed. Plante Moran is only able to track open dates and provide a snapshot of statuses as they existed in early September.*

***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.

2003: Firm forms Diversity Council.

2003: First international office in Shanghai, China.

2009: Named for the first time in Fortune magazine's list of "100 Best Companies to Work For."

2006: Plante Moran CESA is formed.

1993: Plante Moran Financial Advisors registered with the SEC.

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

1995: Firm creates design and later launches website.

1986: Plante and Moran establish Plante & Moran, a P&M.





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 [REDACTED] Completion Report to expand existing reporting coverage.

» Risks

- ❑ Contracted dates for Phase 2 September 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 September 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.

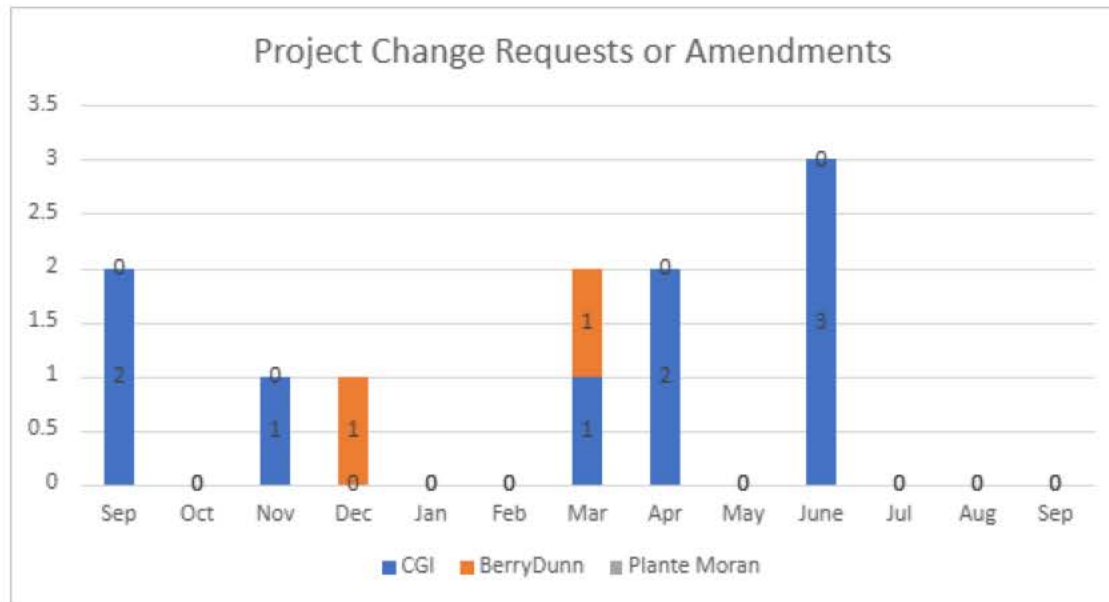


Change Requests



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

September 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



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



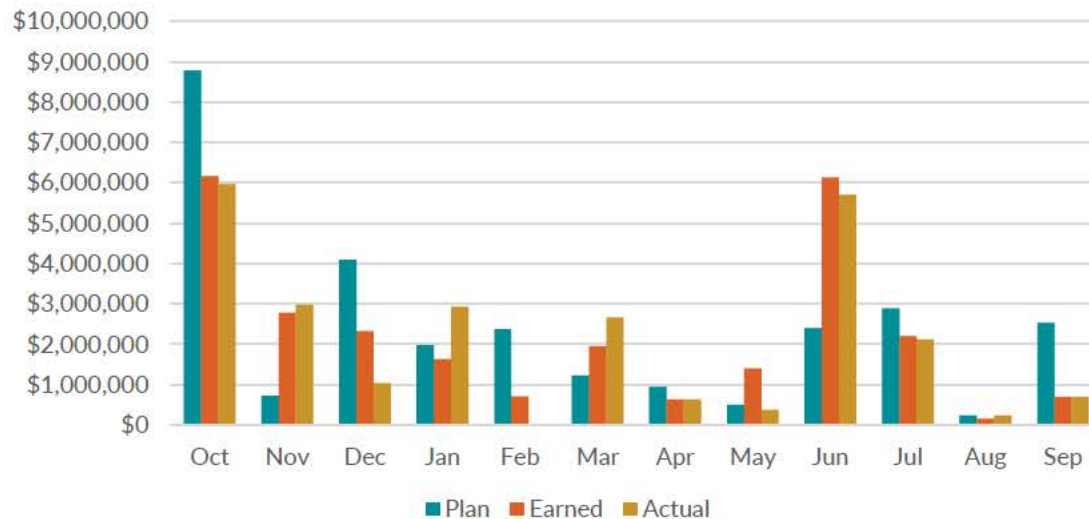
Excluding Software

FY 26 Jul	FY 26 Aug	FY 26 Sep	FY 26 Total
\$2,888,604	\$230,645	\$2,530,645	\$5,649,894
\$2,200,645	\$150,000	\$698,897	\$3,049,542
\$2,120,000	\$230,645	\$698,897	\$3,049,542

Including Software

FY 26 Jul	FY 26 Aug	FY 26 Sep	FY 26 Total
\$2,888,604	\$230,645	\$2,530,645	\$5,649,894
\$2,200,645	\$150,000	\$698,897	\$3,049,542
\$2,120,000	\$230,645	\$698,897	\$3,049,542

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



October Budget (Planned)
includes:

- \$5.4 Advantage SaaS Fees

November Budget (Planned)
includes:

- \$396,828 for NeoGov modules

- 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	FY 26
	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Total	Jul	Aug	Sep	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	\$269,298	\$807,894
Earned	\$276,574	\$276,574	\$276,574	\$276,574	\$276,574	\$276,574	\$276,574	\$276,574	\$276,574	\$3,297,060	\$289,075	\$258,413	\$269,282	\$816,770
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	\$258,413	\$836,563

- BerryDunn contract
- Amendment 1 revised on 5/30/24 increased contract to \$2,552,081 through September 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	FY 26
	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Total	Jul	Aug	Sep	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	\$58,000	\$174,000
Earned	\$51,675	\$82,388	\$30,875	\$24,700	\$29,900	\$24,375	\$24,375	\$23,400		\$536,088	\$50,375	\$62,400	\$0	\$112,775
Actual	\$98,150	\$51,675	\$82,388	\$30,875	\$24,700	\$29,900	\$24,375	\$24,375	\$23,400	\$741,488	\$30,875	\$50,375	\$62,400	\$143,650

- 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



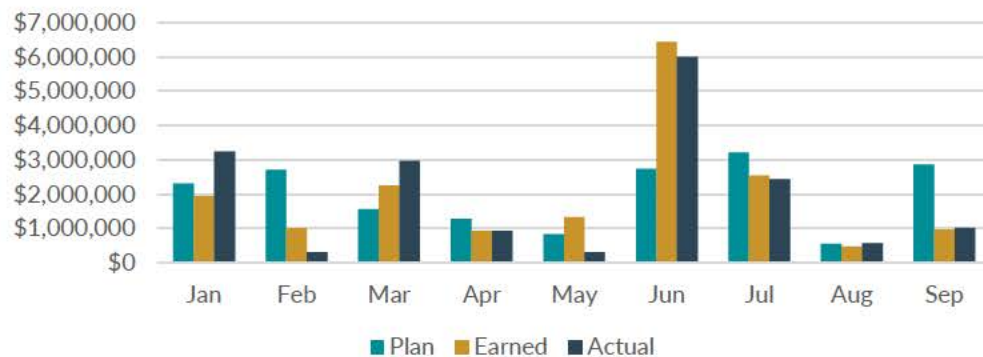
Excluding Software

	Jan	Feb	Mar	Apr	May	Jun	FY 26 Jul	FY 26 Aug	FY 26 Sep	FY 26 FY 25 Total
Plan	\$2,309,574	\$2,709,574	\$1,559,574	\$1,284,574	\$834,574	\$2,734,574	\$3,215,902	\$557,943	\$2,857,943	\$3,773,845
Earned	\$1,931,919	\$1,012,119	\$2,256,594	\$931,594	\$1,330,619	\$6,438,524	\$2,540,095	\$470,813	\$968,179	\$3,010,908
Actual	\$3,238,094	\$301,274	\$2,967,764	\$931,594	\$300,949	\$6,000,404	\$2,439,950	\$570,095	\$1,019,710	\$3,010,045

Including Software

	Jan	Feb	Mar	Apr	May	Jun	FY 26 Jul	FY 26 Aug	FY 26 Sep	FY 26 FY 25 Total
Plan	\$ 2,309,574	\$ 2,709,574	\$ 1,559,574	\$ 1,284,574	\$ 834,574	\$ 2,734,574	\$3,215,902	\$557,943	\$2,857,943	\$6,631,788
Earned	\$ 1,931,919	\$ 1,012,119	\$ 2,256,594	\$ 931,594	\$ 1,702,684	\$ 6,442,750	\$2,540,095	\$470,813	\$968,179	\$3,979,087
Actual	\$ 3,238,094	\$ 301,274	\$ 2,967,764	\$ 931,594	\$ 673,014	\$ 6,004,630	\$2,439,950	\$570,095	\$1,019,710	\$4,029,755

Combined Earned Value by Month Excluding Software



Combined Earned Value by Month Including Software



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.



Deliverables



		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 Sep	FY 26 Total	FY 25 Total	FY 24 Total	Total
CGI	Performed	8	5	7	8	8	7	1	5	3	2	2	4	8	65	30	103
CGI	Submitted	4	5	7	3	5	5	1	6	11	1	0	2	3	54	30	87
CGI	Completed	0	5	4	6	4	5	1	6	6	0	0	0	0	40	28	68
BerryDunn	Performed	2	2	3	2	2	2	0	3	1	1	1	1	3	21	5	29
BerryDunn	Submitted	2	2	3	2	2	2	0	3	3	1	1	1	3	23	4	30
BerryDunn	Completed	2	2	3	2	2	2	0	3	3	1	1	1	3	22	4	29
Plante Moran	Performed	5	7	4	4	4	3	3	4	2	1	1	1	3	45	2	50
Plante Moran	Submitted	5	7	4	4	4	3	3	4	2	0	1	1	2	45	2	49
Plante Moran	Completed	4	8	4	0	8	3	0	4	1	0	1	1	2	43	0	45
Total	Performed	15	14	14	14	14	12	4	12	6	4	4	6	14	131	37	182
Total	Submitted	11	14	14	9	11	10	4	13	16	2	2	4	8	122	36	166
Total	Completed	6	15	11	8	14	10	1	13	10	1	2	2	5	105	32	142

Monthly Deliverable Activity





CORE.NV

Observations and Recommendations



plante moran

Audit. Tax. Consulting.
Wealth Management.

100 years



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 September 2025 Report Attachment Observations and Recommendations*



Scope

#	Observation	Recommendation (as updated)	OPM Response	OPM Status	PM Status	Probability	Severity
278	NDOT has not been able to validate certain project data as there is a need to complete reconciliation between systems, but not adequate time.	A decision is needed on whether to convert the incompletely reconciled data or to reconcile the data in the old systems and bring it over when complete. Either approach will engender additional, meaningful data cleansing for NDOT.	Decision was made 10/6/2025 to convert all data forward, and flag any project suspected of incorrect data for remedy post go-live. Disagree with the observation that there was not adequate time: NDOT was given files to validate in July and failed to complete said validations, and not for lack of time, but for some NDOT units, a complete lack of effort. The combined project team considered 2.5 months as 'adequate time.'		Open	Issue - N/A*	Critical



Schedule



#	Observation	Recommendation	OPM Response	OPM Status	PM Status	Probability	Severity
189	Lack of an environment management plan including container updates is insufficient to mitigate risks to the project plan. Not having visibility into environment management has lead to unanticipated schedule changes and delays.	Develop a plan and share with all of the stakeholders who are affected including the project team.	The CORE.NV Environment Management Plan was published on October 1. Input was sought from CGI personnel, BerryDunn personnel, as well as OPM Project Managers in the Finance, HRM, and Tech workstreams. The Governor's Technology Office has zero input to this process at the current time, therefore GTO was not solicited for input. Input for concerns moving forward will be documented and considered for revision to this Plan at a future date. Assigned OPM staff, or assigned CGI staff, will be responsible for collecting input for future consideration.		Risk - Monitor	Probable	Significant
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 (████) 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 (████) environment will be used for Mock (████) thus requiring a two week window of downtime for the OPM Tech reporting team.	All technical development work needed for October 20 has passed at least one review by the HRM SMEs and agency SMEs. NDOT technical SMEs stated that all reports needed for October 20 are complete and that they plan to continue development and testing for the 3 remaining reports starting October 20. This great progress is primarily due to the OPM Tech Team and functional teams making good use of the time they could not use (████). It is also due to CGI functional resources assisting with providing the designated data needed to test.		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
282	As a significant amount of work will remain at go, live, OPM and agencies will be challenged to complete work within the planned support period. One of the lessons learned with the Phase 1A Finance implementation was that work not completed at go-live continued throughout Phase 1 B.	Extend the post-production support period to sufficiently stabilize operations.	We cannot extend the post-production support period without significant financial expenditure, which at the current time is impossible given the universally recognized and documented budget restrictions OPM has been placed under. This recommendation is not helpful.		Open	Action - N/A*	Action - N/A*
280	Due to the statewide Cybersecurity incident occurring on August 24, 2025, the states secure FTP (SFTP) was offline for more than 30 days. The SFTP server is a required component for interface automation between Advantage 2/4 and other systems. During this period, only essential interfaces were manually run (i.e., manual interfacing). The result is a significant backlog of interface processing (transactions) needed to "catch-up" the various systems.	OPM in collaboration with CGI, should establish a formal and documented plan to perform the required interface "catch-up" processing needed to synchronize the various interfaced systems. It may be necessary for OPM to conduct one or more special batch processing cycles for this purpose. Additionally, functional validation should be sought in this process to confirm the interface processing and sequencing was correct, and all data reconciles across systems.	OPM did establish a plan to reestablish SFTP service in collaboration with the GTO. Due to the emergent nature of the incident and response, we felt it imprudent to stop work to document a formal plan prior to engaging on relatively simple, known work. OPM has already conducted all testing, validation, and catch up processing approximately two weeks ago, returning the State to normal operational tempo for this item.		Open	Issue - N/A*	Critical



#	Observation	Recommendation	OPM Response	OPM Status	PM Status	Probability	Severity
276	Low votes of confidence from NDOT end users on recent surveys may indicate lower adoption levels at go-live. Over half reported being nervous/doubtful about the system, and the same either somewhat or strongly disagreed that the new system will enhance the quality of their work.	Continue to work deliberately with NDOT leadership at all levels to make sure end users are prepared for go-live.	- This is acknowledged as an adoption risk. Work has been ongoing with NDOT leadership for approximately two years in this vein, to no great success. OPM is open to any other recommendations that Plante may have here. - I agree with staff, this has been a risk all along and OCM has been mitigating this all along the way.		Open	High	High
281	Additional validation of interfaces and data will be required after go-live from agencies as not all planned work will be complete.	Prioritize the work required for completion with OPM continuing to drive agencies for sign-off and completion of outstanding data conversion and interface validation	- All October 20 interfaces for NDOT have received agency sign off. For HRM, eighteen (18) of 27 interfaces are actively in demo/validation to obtain sign off: three are internal to Adv4. The final 3 are impeded by the 3rd parties involved have been slow to validate SFTP and provide pgp keys. We will continue to pursue them. Our functional team has validated the functionality, so the 3rd party acceptance is added, not MVP, value - There are NO interfaces on the FIN side requiring validation after the go live date. The final interface [REDACTED] has been officially approved today. - Disagree with the observation that 'not all planned work will be complete.' We are actually nearing completion of all planned work early. Further, the recommendation is to continue with OPM status quo procedure, so again, why was this item brought forward?		Open	Action - N/A*	N/A



#	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.	The team made progress on the technical execution of the Project Schedule being sourced from Jira work. We will continue to incorporate Envision and Achieve Stage activities into the project schedule as needed.		Monitor	N/A * - Issue	High



#	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.	- As reported last month, velocity is not a good metric for judging productivity of the OPM Tech Team. Any development work that is not already in demo/validation and is designated fixVersion Phase 1B or Phase 1C is not needed for October 20. - All work for October 20 is in the sign off stage: technical testing and validation is completed. The technical testing includes the HRM lead. Once the HRM lead "passes" the interface we move on to include the final validation with functional stakeholders. Thus far the validation/sign off step has not uncovered substantial re-work. We, and our functional partners, are confident in where we stand for the October 20 go live. Our efforts are focused on obtaining sign off documentation.		Monitor	*N/A	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 September be acceptable without extensive mitigation efforts



RAID Approach



RAID LOG DEFINITIONS

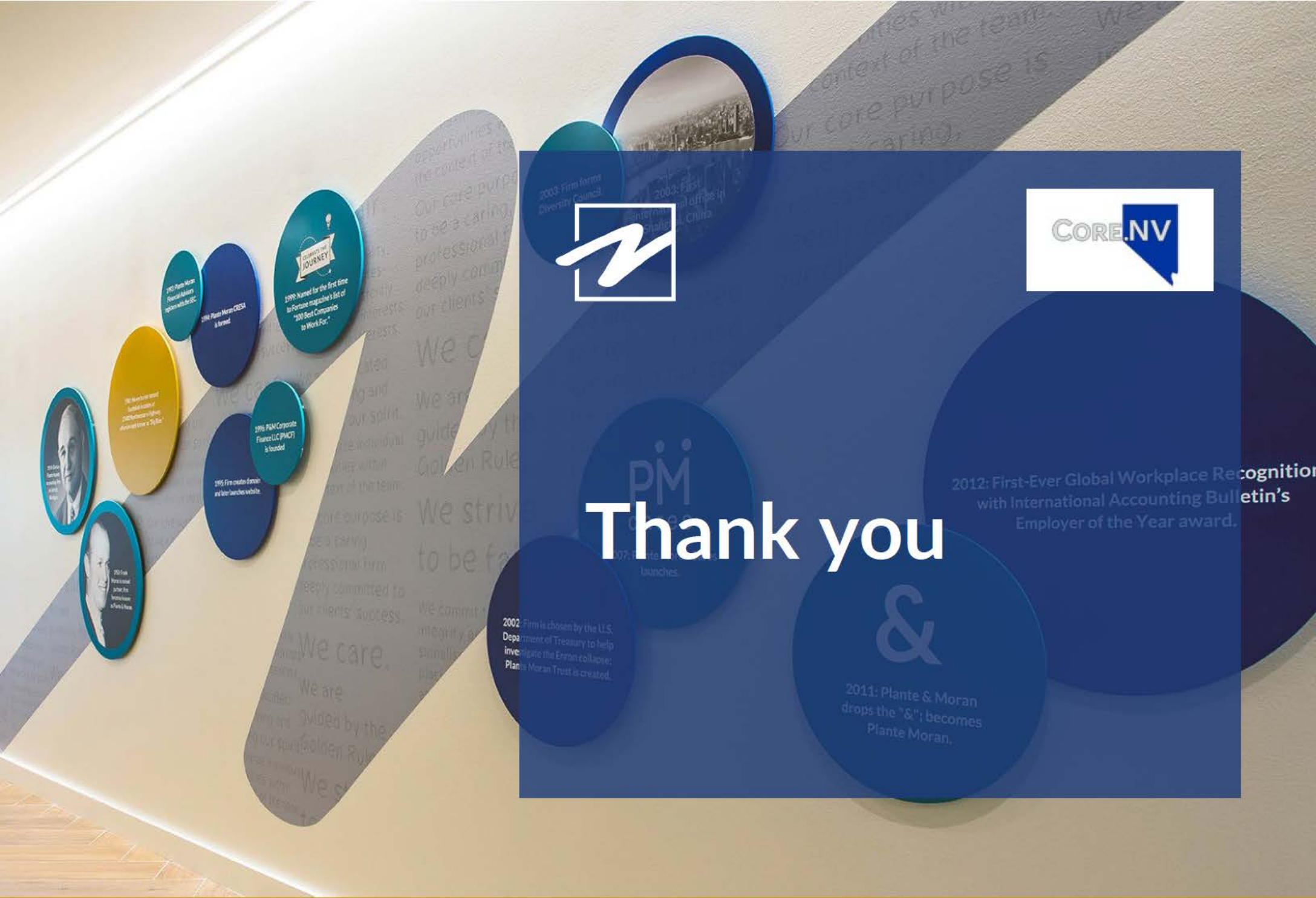
Risk Log	Risks are events that September occur over the course of the project that could have adverse or detrimental effect on overall success
Action Log	Actions are the things that need to be done throughout the duration of the project and should be communicated to stakeholders
Issue Log	An issue is 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 September impact some portion of the usability of the system but not the overall ability to go live
H = High	Item September impact the ability to go live if not mitigated



Thank you

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.

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

1998: Plante Moran CESA is formed.

1993: Plante Moran Financial Advisors registered with the SEC.

1986: Plante Moran established as a Public Company.

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

1995: Firm creates design and later launches website.

