

Nevada Governor's Finance Office, Office of Project Management

CORE.NV Project Monthly Status Report August 2024

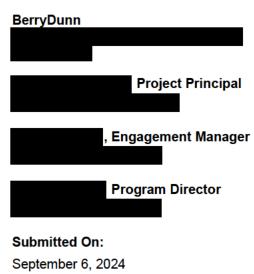




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1 Roadmap

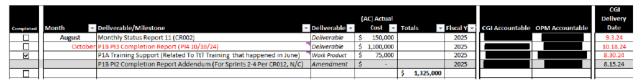
This section provides an overview of the CORE.NV Project Roadmap—including strategic milestones, timeline updates, changes to the roadmap over the past month, as well as a look ahead to the next 30 days and the next 60 to 90 days.

1.1 Previous 30-day Project Milestone Overview

Figure 1-1 below provides a high-level overview of the previous 30-day CORE.NV Project Milestone Schedule, including the CORE.NV Project scheduled activities, completed milestones, and performance against plan.

During August 2024, all sprint work continued to progress as planned. As the month came to a close, the FIN Configuration team was in the process of completing the configuration of several core areas of Advantage Financial, including General Accounting, Accounts Receivable (A/R), Accounts Payable (A/P), and some additional Chart of Accounts (CoA) work. The HRM team focused on IUAT support for PI4, writing and executing System Integration Testing (SIT) scripts and executing Designer changes to make updates to pages that better support the State. The HRM teams are working exclusively on Phase 1B tasks. The Organizational Change Management (OCM) team spent a great deal of time drafting, reviewing, and finalizing course materials, training aids, course guides, etc. for the upcoming training courses. The team also prepared to conduct the Quarterly Stakeholder meeting that is scheduled for early September 2024. The Training team saw the beginning of course registrations with over 1,000 registrants signing up for courses and many of those courses quickly being filled to capacity. The team also is working diligently to make sure that both the Carson City and Las Vegas training sites have all of the equipment needed to conduct the Instructor Led Training (ILT) that will begin in October 2024.

Figure 1-1: Previous 30-day Project Milestone Overview



1.2 Upcoming 30-day Project Activity/Schedule Overview

Figure 1-2 below provides an overview of the status of in-progress activities, and risk levels associated with meeting upcoming, short-term (i.e., next 30 days) target milestone dates and rationale.

For the next monthly reporting period, September 2024 will see the completion of the second (Sprint 4.2) of the Project Increment (PI) 4 sprints on September 2, 2024 and will see the completion of Sprint 4.3 on September 16, 2024 and Sprint 4.4 on September 30, 2024. PI 5 Planning sessions have been scheduled for Thursday and Friday, September 26th and September 27th, 2024. From BerryDunn will be onsite in Carson City, NV from Monday, September 16, 2024 through Friday, September 27, 2024.



The current BerryDunn Project Manager for the HRM team has now been assigned to oversee both the HRM and FIN workstream teams. BerryDunn is seeking to hire a new deputy/associate Project Manager, who resides in the Carson City, NV area, that can assist the HRM/FIN Project Manager in overseeing these two critical workstream teams. BerryDunn's full-time OCM team member, the technical team Project Manager, and the technical team strategic resource all continue to take on new responsibilities and add value to their respective teams. The technical team is eagerly awaiting the addition of new resources (business analysts and developers/testers for the report creation work) that have been requested from the Executive Committee.

Delivery Date Deliverable/Mileston ▼ Deliverable Cost - Total CGI Accountable **OPM Accountable** September | Monthly Status Report 12 (CR002) P1A UAT Support (UAT has moved to 10.7.24, so this will move to Oct) 200,000 2025 Work Product P1A Build Stage Complete (moved to Oct) Milestone 750,000 2025 P1A Implementation Assessment Document Deliverable 350,000 2025 \$ 1,100,000 2025 P1A Training Support (Related To TtT Training that happened in June) Work Product 75,000 2025 2025

Figure 1-2: Upcoming 30-day Project Activity/Schedule Overview

1.3 60- to 90-day Milestone Schedule Overview

Figure 1-3 below provides an overview of the 60- to 90-day milestone schedule, including the immediate horizon of scheduled activities necessary to achieve the milestones.

The months of October and November 2024 will see the completion of such functionality as budgets and Cost Accounting for NDOT as well as several major workstreams running concurrently. The Core.NV Project will see Iterative User Acceptance Testing (IUAT) continuing as well as the start of End User Acceptance Testing (EUAT). Also beginning in October 2024 will be End-User Instructor Led Training (ILT), system performance testing, initial FIN mock cutover efforts, as well other crucial Phase 1A technical work involving report creation, interface development work, database and data warehouse completion, etc.

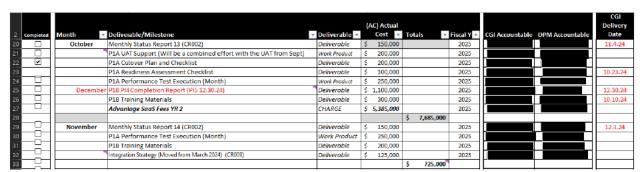


Figure 1-3: 60- to 90-day Milestone Schedule Overview



2 BerryDunn Resource Activity Summary

Table 2-1 below provides a high-level overview of the number of hours the BerryDunn team worked on the CORE.NV Project during this reporting period, categorized into four effort categories.

Figure 2-1: Resource Activity Summary

	Hours Category and Time Spent				
Staff Member and Core.NV Project Title	Project Meetings	BerryDunn Deliverable Development	CGI Deliverable Review	Other Support Efforts	Total Hours
Project Principal	11.5				11.5
Engagement Manager	25.5			18.5	44
Program Director	56.5	14.5	8.5	24.5	104
Financial (FIN) Project Manager (PM)	36.3			33.5	69.8
Human Resources Management (HRM) PM	151.3				151.3
Project Coordinator	46	25.5		66.5	138
Project Coordinator	3.6	0.5		0.7	4.8
Tech Senior Consultant	80	2		75.3	157.3
OCM Senior Consultant	54			109.5	163.5
Bus. Process Change, Comm., Training Support	14.6	2.1		3.5	20.2
Tech SME (Subcontractor)	49.5	25		23	97.5
Bus. Process Change, Comm., Training Support	2			1	3
Pool of BerryDunn Resources: Technical/Security/Project Mgmt.Subject Matter Experts (SMEs)	7.9				7.9



3 CORE.NV Project Workstream Status Review

Table 3-1 below provides a high-level overview of the CORE.NV Project workstreams for July 2024 and a look ahead to the upcoming activities for August 2024.

Table 3-1: CORE.NV Project Workstream Status Review for July 2024

Workstream Status Review		
Current Month Status	Next Month Upcoming Activities	
F	IN	
 Continued IUAT and EUAT Planning - Agreements on dates, number of expected test scripts, tester requirements, and testing of security roles and access. Completed PI4 Preparation and Planning. Reviewed Testing Strategy Document. Grants meetings have begun. Data table budget mapping discovery. Changes to the CoA based on NDOT requirements discovered. 3 fields have changed as follows:	 As the project begins the PI5 Planning Event, FIN will be entering into the Execute phase. FIN will be completing the final components of the builds and moving into the testing phase beginning October. IUAT testing will be occurring and FIN will be working towards the sunset date solutioning. FIN will also be working on the end-to-end scripts. 	



Workstream Status Review		
Current Month Status	Next Month Upcoming Activities	
 Quick Response Teams (QRT) created from meeting was held on 8/15/2024 to gain understanding of the use of these tables. 		
 SCO/SEFA Targeting team & SCO/SEFA Solution team. 		
 Follow-up meetings have been scheduled daily for the next 2 weeks to Identify the data & needs of the tables. 		
SCO reporting mitigation/strategy meeting. The following meetings came out of this:		
 SEFA Targeting meetings to further understand requirements. 		
 SEFA Auditor meeting to gain a deeper understanding of the Auditor's perspective and what they look for in an audit. 		
 SEFA Solutioning meeting to determine best path forward for the SEDFA requirements. 		
There has been an organizational change with the PM structure. will be the PM from BerryDunn over HRM and FIN, with an assistant PM being brought onboard to handle workload balance. OPM HRM PM will be providing additional assistance to FIN, as well.		
Final General Accounting build meeting was completed.		
Data tables for vendor/customer resolution in progress.		
FHWA - Meetings with NDOT and FHWA resource center representatives were successful, and the working group were level set.		
Additional requirements meetings with the group will be scheduled to ensure compliance.		



Workstream Status Review		
Current Month Status	Next Month Upcoming Activities	
HI	RM	
Held Cornerstone demonstration for DHRM Administration. Project leadership has requested that CGI provide an estimate for cost and schedule change to add LMS functionality. No other decisions were made as to whether Cornerstone (as contracted) or NEOGOV, will be the State's choice for recruiting and LMS services. HRM Configuration has moved into scripting and executing SIT tests that utilize converted data and follow the business		
 processes outlined during discovery. HRM OPM has worked with SMEs to address and close outstanding items in the punch list that were identified as blockers for Conversion. 		
A significant effort was made on the OPM side of HRM to interview NEOGOV and Cornerstone representatives to do a fact-finding assessment of the two recruiting solutions. A presentation was created, and these findings were presented to the Executive Committee, so that a decision can be made on which system will fit the State's needs for both recruiting and LMS.	 PI5 Planning Event activities will begin for HRM. OPM Reviews and Approves SIT PI-4 Sprint 4.2 SIT Results CGI Writes SIT Scripts for PI-4 Sprint 4.3 	
A big focus for the HRM OPM team was continued fact-finding for recruiting solutions. The team reached out to various agencies and providers to gather stats on their recruiting numbers.		
UAT finished 8/29/2024 and aside from the issues in the beginning, it went well. gave it an 85% success rate.		
Successfully completed Position Control, Personnel Management and initial Payroll test scripts, leading to tester identified improvements for user experience.		



Workstream Status Review		
Current Month Status	Next Month Upcoming Activities	
 Held a positive payroll discussion on 8/30/2024 with AERIS team and DHRM SMEs. 		
Organizational Chang	e Management (OCM)	
The OCM team pivoted in August to support the Training team, a lot of time was dedicated to this effort.		
OCM big efforts and accomplishments include:		
 Developed and finalized a CoA campaign with three products for the FIN End-User: 1) Cheat Sheet of the crosswalk, A complete reference guide and a slide deck with a voice track explaining all the changes. Developed a Change Readiness Survey for all FIN end users and statewide Leadership to send in early Sept. Developed and delivered CORE.NV's first monthly Newsletter Developed and released the legacy system Sunset Comm to Statewide Leadership Developed additional Stakeholder Group of Statewide Finance middle management to ensure our messaging get to the right people eat the right time. 	 Planned for the Q3 Stakeholder Leadership Event – held on Sept 4 Developed Statewide and Leadership Quarterly project update comms – released Sept 5th CAN on the 18th, Sept Newsletter in late Sept Change Readiness Survey push 	
TRAINING		
EUT Registration:		
 Finalized and built all EUT courses from Oct-Dec 20th and entered into NEATS. Opened Registration on Aug 9th Built EUT FAQ's, Reg Instructions and Course Descriptions Started (continued until no longer need) EUT Registration Office Hours 	9/9 meeting with SCO regarding login requirements On-going review of registration Testing of locations for connectivity and set-up	



Workstream Status Review		
Current Month Status	Next Month Upcoming Activities	
 Training Questions Management: 33 questions logged (Office Hours, Survey Monkey, OPM email, etc.); 6 questions being actively worked by the Training Team since FAQ triage started on Aug 12th. WIN: Over 1,050 seats filled! At the end of August, it was almost 900~ seats filled. EUT Course Curriculum: AR, GA, AP: All comments received and final draft in progress for final level approval by Training Review Committee. Fixed Asset and CA and Procurement: review completed and in final draft phase. Developed Training – SCO materials hand-off timeline. WIN: NEW BC Demo identified and now in development for those in state that need to understand BC at a high level. BC 8-hour course now only for SCO and GFO. WIN: Cash Receipts module from the AR course now also embedded in the GA course. WIN: CGI created a stand-alone SH4 environment just for EUT with no PII issues! State Trainer Initiative: Bi-weekly forum held on 8/28/24 with both FIN and HRM State Trainers. HRM TtT Workshop - Facilitated event on 8/14/24 with 10 HRM State Trainers. Survey results indicated the event was very positive. 	October • Delivering End-User Training in Carson City and Las Vegas	



Workstream Status Review		
	Current Month Status	Next Month Upcoming Activities
EUT Lo	Contingency Plan developed, finalizing in early Sept. Laptop risks for both LV and CC locales in JIRA and continue to be tracked – Owner.	
	TECH	
•	DW Team received VPN access.	DW Team to complete & test Data Warehouse build
•	SEC roles were completed this week 8/9; DW work going well minus issues log entries.	Security: Complete Security role mapping for all agencies, working on workflows, keeping legacy system running
•	Reports – resources are onsite and working Fulltime on training & building reports & Interfaces - we had a blocker with the JVD interfaces awaiting CGI to complete some additional research.	Reports: Complete analysis of all reports; Adding development resources and agency SMEs to complete reports needed for P1A
•	Barriers/challenges we faced with deliverables (reached out) and Dblink from DAWN to Adv.4x	Interfaces: Complete the last 2 P1A interfaces and begin analysis for P1B interfaces Buildout/ Completion of SSO/ SAML solution
•	Chart of Accounts Changes- 17 Interfaces will need rework – can do in Sprint 4.3 – 4.4	Plan for support of User Acceptance Testing
•	COBOL tables for SEFA reports needed Day 1 – Team working on impact analysis.	
•	Marked most of the reports for P1A as blocked for shortage of resources; this is communicated and being mitigated by the State.	
•	Decision was made that NV DOES NOT need the "VC" prefix on Account IDs that was wreaking havoc in terms of 1:1 data	



Workstream Status Review		
Current Month Status	Next Month Upcoming Activities	
and errors related to field character length. Discussing with CGI PM what CGI tech will need to do (re-convert data for an optimal solution from Tech NV perspective)		
Security Roles all in progress with no blockers		
Updated JIRA workflow for Bugs pending confirmation from CGI		
SSO: Successfully completed and tested SSO logins for State employees		
Interfaces: CoA Interfaces changes complete. Issue with JVD interfaces resolved, one blocker for HRM interface needed for P1A being collaborating w/ HRM to provide mappings.		
 Reports: New BA is working with Agencies directly to determine disposition of all reports. Expect the load to decrease as duplicate and unneeded reports are uncovered. SEFA report solution shared. 		
Security: Security roles moving along smoothly with no blockers		
DW & Conversion: Implemented "War Room" for DW work, and saw an immediate lift in ticket progressions and closed tickets.		



4 CORE.NV Project-Level Risks, Issues, and Decisions

In Table 4-1 below are the issues that are currently impacting the CORE.NV Project with their resolution strategy as well as the risks anticipated to impact the CORE.NV Project-Level Risks and their corresponding mitigation strategies.

Table 4-1: CORE.NV Project-Level Issues and Risks and the Corresponding Mitigation Strategies

Number	Risk/Issue Description	Resolution/Mitigation Strategy	
	Issues		
1)	The HRM team is facing issues finding stories in their backlog that are not blocked by conversion. This includes SIT scripts we are writing and SIT scripts for execution. This is making it difficult to plan our efforts for PI3.4 and if will impact planning of PI4.	To mitigate we are working with conversion team to resolve data inconsistency errors and HRM leads to identify areas that we can move forward that are less dependent on converted data.	
2)	During the months of October through December 2024, the GFO (Governor's Finance Office) will be going through their Budget Build process and will require assistance from several key Core.NV resources. As a result resources such as a mongst others, will be called away from the Core.NV Project.	Other resources will be called upon/delegated to act in their stead while away.	
3)	Testers may have access to data/information that is PII and this would violate State Personnel Policies. Current testing is not yet role based so this is highly likely to occur.	Discussions during the recent Executive Committee meeting explored options involving background/security checks and the use of an Admonishment document that would be signed by the testers. An example document which was approved by the DAG was provided.	
4)	With Advantage 2.0 failing, and critical Core.NV Project resources being pulled off the project to troubleshoot and fix defects, an alternate plan must be created to address these issues as it may impact the ability of the Teach team to complete project work.	Unknown at this time, more research is needed.	



CORE.NV Project-Level Risks and Issues and their Corresponding Mitigation Strategies		
Number	Risk/Issue Description	Resolution/Mitigation Strategy
	R	isks
1)	Purchasing and OCIO were finally able to get ePro setup on 08/29 to allow access for us to order the thin client computers and setup for the Las Vegas Training Room. These are being sent directly to OCIO in Las Vegas for installation. These were ordered 08/29 and are pending full approval to Dell for order submittal. These computers will need to be received in Las Vegas from Dell. OCIO will need to image these computers for login by any State employee. OCIO will need to install these in the computer lab and test these prior to October 1, 2024.	along with the Training Team are monitoring the progress on this.
2)	The old laptops, along with others in storage, need to be re-imaged by the OCIO and setup for login credentials for any State employee to outfit the Carson City Training Room. The deadline provided to the OCIO for this is Monday, September 23. This date is rapidly approaching with no work completed yet. This has finally been assigned to a team within the OCIO. However, no communication has been received from that team and their manager is on leave.	is taking the lead on this and is seeking a contact in the OCIO to assist in moving this work forward.
3)	After getting a better understanding of how we will conduct End to End UAT testing in October, it seems that we have a significant project wide risk in having a successful EUAT and signing off on the functionality of the Advantage 4 system for the State of Nevada. The risk here is that, per the contract, EUAT preparation (scripts) ultimately lies on the State to produce scripts for EUAT. The current state of scripts available and the progression of the FIN Build will not give us enough time	Can we maybe have CGI help convert Advantage 2 scripts to Advantage 4 scripts or provide Advantage 4 scripts for key major functions related to MVP? More people to assist with script writing may help but with 26 working days left until EUAT starts the amount of work may not be a task that is



CORE.NV	CORE.NV Project-Level Risks and Issues and their Corresponding Mitigation Strategies				
Number	Risk/Issue Description	Resolution/Mitigation Strategy			
	to compile and test everything the State needs Advantage 4 to do for MVP. This has a direct impact on the go live date and other project implications as it is stated in the contract. We are now 230 working hours out from the EUAT start date and parts of the project are still incomplete. It is difficult to produce functional UAT scripts without a functioning system or prior functional knowledge of the Advantage 4 system. The State's processes and scenarios for MVP may add up to 500 scripts or more. Testing all of the facets of FIN functional areas may take longer than 30 testing hours per person or more testers.	easily delegated out as we get closer to the end of PI4. (We would need individuals knowledgeable in ADV 2 scripts and ADV4 scripts.) I am not sure how else to mitigate this risk aside from compromising testing integrity.			
	I know we have something in the works to mitigate parts of this Risk, but it is a definite risk to our project success and I feel like it needs to be addressed immediately.				
	There are several items that rely on the Legacy Data Warehouses. These are: 1. Reports; 2. Outgoing Interfaces from DWs; 3. External Systems that rely (pull data from) the Data Warehouses.				
4)	There are three data warehouses currently get there data from the Legacy Advantage 2.X Applications - DAWN, FDOTDW, and HRDW	We have added resources to the DW Team and will push to get the blockers removed.			
	The Project does not have sufficient resources maintain the Legacy Data Warehouses (Per the Contract and in alignment to MVP) with the data from new Advantage 4 applications post Phase-1 go live. This is essential to continue day to day state operations.				



CORE.NV	CORE.NV Project-Level Risks and Issues and their Corresponding Mitigation Strategies			
Number	Risk/Issue Description	Resolution/Mitigation Strategy		
5)	The number of Reports necessary for the January 2025 go-live date will likely exceed the TECH team's capacity and therefore, not all that are needed may be completed.	Our current mitigation plan for this risk is: 1. @ will place the Arch roadmap as second priority to CORENV-5398: Reports Analysis for Roadmap to assist with understanding the scope of the work involved 2. has been added to support from a legacy perspective 3. from CGI joined on Aug 12, 2024 to help train @ in the ADV4 Reporting system. 4. Hire a Business Analyst to help with "legwork" on retrieving priority & requirements for reports.		
6)	All offline data captured for AR to be uploaded to ADV 4.0 -All agencies to provide AR data through worksheet buildout for transfer to ADV 4x Critical for AR go-live at the agency level statewide, 1/1/2025.	None identified at this time.		
7)	All offline data captured for CA to be uploaded to ADV 4.0 -All agencies to provide CA data through worksheet buildout for transfer to ADV 4x	None identified at this time.		



CORE.NV Project-Level Risks and Issues and their Corresponding Mitigation Strategies			
Number	Risk/Issue Description	Resolution/Mitigation Strategy	
	-All grants and CIP projects transferred to data worksheet buildout for transfer to ADV 4x		
	-All cost allocations, and special use category data worksheet buildout for transfer to ADV 4x		
	Critical for CA go-live at the agency level statewide, 1/1/2025.		



In Table 4-2 below are decisions that may require input from the Executive Leadership Team for the CORE.NV Project.

Table 4-2: CORE.NV Project Decisions that may require input from the Executive Leadership Team

COR	CORE.NV Project Decisions that may require input from the Executive Leadership Team		
Number	Decision	Input	
	CGI is not able to change the Core Conversion Logic of Vendors and make it same as 2.X as it goes against the fundamental principles of Advantage 4.X Vendor Design.		
	However, there may be a configuration option that the State can consider using to mitigate the issue raised in CORENV-5141. We can also incorporate a change in conversion code to support the configuration option.		
	The Vendor Customer Code can be restricted to 10 Characters , Same as 2.x Vendor ID using the Vendor Customer Configuration Page (See screenshot below)		
1)	The Address ID field on Vendor Customer Code can be restricted to the allowed minimum of 3 Characters on the same page. However, you would prefix the Address ID with "AD" and make only the last digit operational. Example: AD1.	None Identified at this time.	
	With the usage of Auto Numbering for Address ID , only numbers can be used . Example: AD1, AD2AD9		
	Adding this limitation would give you a maximum of 10 Addresses per vendor, per address type.		
	The Pentaho code for Interfaces must have all the logic to convert the Vendor data into a 2.X compatible format.		
	These are all self-limiting options and should be removed at the earliest opportunity.		
	Conversion Changes required to support the above configuration changes.		
	"VC" will be removed from Vendor Customer Code		



COR	CORE.NV Project Decisions that may require input from the Executive Leadership Team		
Number	Decision	Input	
	The Address Indicator will be converted to a 3-digit code. Example: Address Indicator "Z" from 2.x will be converted as "ADZ"		
	I understand that is responsible for the Vendor functionality. The Next step from your side will be to reach out to get in the restrictions and provide me with a JIRA decision. The conversion team will proceed with the changes after the JIRA decision entry is made.		
	Our team is requesting that CGI removes the preceding "VC" from the converted vendor data.		
	This will take less time than the changes that will need to be made to accommodate for the "VC" that was added.		
2)	History: In advantage 2 today a vendor with multiple addresses is reflected as multiple distinct vendors with address identifiers (as letters). What CGI has in ADV4 as a result of the conversion is a prepended "VC" on vendor records, but the multiple vendors have been combined into a singular vendor record with multiple addresses. This makes cross walking the data back to Datawarehouse and ADV2 very difficult. The other separate significant issue is that the increased length on the vendor number in ADV4 (because of the addition of the "VC") will require that all state agencies make changes to any system that they have related vendor information in (something they now no longer have enough runway to do) - AND it affects the standardized file layouts of all vendor related interface transaction files that state agencies and ADV2 use today.	None identified at this time.	
3)	As the State does not fund map to Object (Expense GLs) today, it is not possible to properly load Expense Budget lines into Advantage 4 to the second level. Therefore 2 options are available to proceed:	Deputy Controller and FPO to decide which tactic to proceed with. Acceptance is made once that	



CORE.NV Project Decisions that may require input from the Executive Leadership Team		
Number	Decision	Input
	Load Expense Budget lines into Advantage 4 to Level 1, which will give a similar output to what agencies are used to seeing today in DAWN. We will still budget to Level 2 for Revenue Budget Lines as Fund Maps do identify the specific revenues and how they are funded. Have every State agency, for every Budget Account, rapidly create a Fund Map based off of L01 for Fiscal Year 2025 down to the Objects (Expense GLs)	decision is indicated within this task.

In Table 4-3 below are the actions that may need the support of the Executive Leadership Team for the CORE.NV Project.

Table 4-3: CORE.NV Project Actions that may Need the Executive Leadership Team's Support

CORE.NV Project Actions that may need the Executive Leadership Team's support			
Number	Action	Support	
1)	Review options for showing resource predictability/velocity metrics given latest string of onboardings. Set up meeting with to talk through.	No support needed.	