Nevada Governor's Finance Office, Office of Project Management

CORE.NV Project Monthly Status Report

September 2024

BerryDunn
2211 Congress St. Portland, ME 04102
207.541.2200

██████████████, **Project Principal**
████████████████

████████████ **Engagement Manager**
███████████████

██████████████, **Program Director**
█████████████████

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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.

The first of several Cutoff Discussion meetings was conducted at the start of the month to create a list of risks, and solutions, for all the activities that will be necessary for the blackout period that will begin on December 20, 2024, in preparation for the Phase 1A go live date of January 2025. In addition, the first of several End User Acceptance Testing (EUAT) risk discussion meetings was conducted. These meetings discuss the scripts that must be written to fully test the solution, from end-to-end within each process, to determine if the solution is fully functional and ready for go live. Also discussed is the very short time frame for conducting these tests.
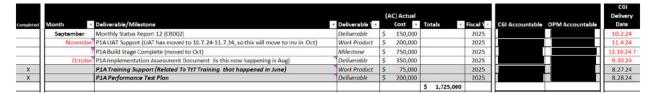
Also, at the start of this reporting period, the HRM team was working ahead of schedule and was completing work at a very rapid pace. The FIN team was on track but, there was quite a bit more work to complete and teams were preparing to plan their tasks for the upcoming PI 5 Planning sessions that would be conducted on September 26 and 27, 2024. Directives were handed out to the teams to not entertain any scope modifications/additions and that any requests should be documented and discussed for a post MVP go-live time frame.

At the later part of this reporting period, another session of End User Acceptance Testing (EUAT) discussions was conducted as well as another meeting to discuss plans, and contingencies, for the December 20, 2024, cutoff period. In addition, a Core.NV Program Increment (PI) 4 Review meeting and demo was conducted. Attendees saw firsthand the progress that has been made during PI 4. Each of the workstream teams showcased key features and functionalities that were delivered within the PI 4, time frame. The teams were anxious to share their progress with each other and the broader OPM team. Lastly, it was a great opportunity for each of the teams to provide comments and/or feedback!

During the last week of this reporting session, the decision was made to reschedule NDOT's go-live date with the Core.NV ERP system to July 1, 2025. This will allow the workstream teams to focus on the completion of the remaining work needed for Phase 1A as well as End User Acceptance Testing (EUAT) and Instructor Led Training (ILT) for End Users. Also, during this last week of the reporting period, Project Increment (PI) 5 planning sessions were conducted where teams scheduled their work for the next four sprints, 5.1 through 5.4.

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

Completed	Month	Deliverable/Milestone	Deliverable Type	(AC) Actual Cost	Totals	Fiscal Year	CGI Accountable	OPM Accountable	CGI Delivery Date
	September	Monthly Status Report 12 (CR002)	Deliverable	$ 150,000		2025			10.2.24
	November	P1A UAT Support (UAT has moved to 10.7.24-11.7.24, so this will move to Inv in Oct)	Work Product	$ 200,000		2025			11.4.24
	?	P1A Build Stage Complete (moved to Oct)	Milestone	$ 750,000		2025			12.16.24 ?
	October	P1A Implementation Assessment Document (Is this now happening in Aug)	Deliverable	$ 350,000		2025			9.30.24
X		P1A Training Support (Related To TtT Training that happened in June)	Work Product	$ 75,000		2025			8.27.24
X		P1A Performance Test Plan	Deliverable	$ 200,000		2025			8.28.24
					$ 1,725,000				

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, October 2024 will see the start of Sprint 5.1 (October 1, 2024) of the four Project Increment (PI) 5 sprints. The focus for these next four sprints will be on the successful completion of any remaining Phase 1A work necessary for go live in January 2025, as well as any work needed for ongoing Phase 1B work. Workstream teams have been meeting and collaborating regularly in terms of determining any scope changes needed for the rescheduling of NDOT's go live date to July 2025.

Major efforts to be undertaken during the month of October 2024 include the start of Instructor Led Training (ILT), with the first course beginning on Tuesday, October 1, 2024. The last of the training materials are in their final review stages and will be ready in time for the final courses in the ILT course sequence. In addition, End User Acceptance Testing (EUAT) will begin on Monday, October 7, 2024. Preparations are underway to make ready the MA1 testing environment, and to secure additional volunteer test script writers, to complete the remaining 20 test scripts of the 50 total test scripts needed for testing.

The draft Governance Plan has been finalized and shared with both the Executive Committee members and the CIO. During October 2024, they will be reviewing the contents of this significant document and will also be providing their comments/feedback in order to create and distribute the final version for review and approval. During October 2024, risks, issues, action items, and decisions will continue to be well documented in Jira and regular updates will also continue to be submitted by those assigned to each item. Lastly, during October 2024, meetings will begin to discuss mock cutover and final/actual cutover responsibilities, EUAT defect identification, triaging, and defect resolution for EUAT exit criteria, as well as go live preparedness and the checklist for go live approval in January 2025.

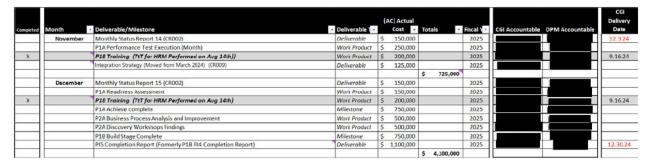## Figure 1-2: Upcoming 30-day Project Activity/Schedule Overview

Completed	Month	Deliverable/Milestone	Deliverable T	(AC) Actual Cost	Totals	Fiscal Y	CGI Accountable	OPM Accountable	CGI Delivery Date
	October	Monthly Status Report 13 (CR002)	Deliverable	$ 150,000		2025			11.4.24
	December	P1A UAT Support (11.11.247-12.13.24, so this will move to invoice in Dec)	Work Product	$ 200,000		2025			12.16.24
	November	P1A Cutover Plan and Checklist	Deliverable	$ 200,000		2025			11.06.24
		P1A Readiness Assessment Checklist	Deliverable	$ 100,000		2025			10.23.24
		P1A Performance Test Execution (Month)	Work Product	$ 250,000		2025			10.31.24
X		P1B Training Materials (Materials Produced for Aug 14th Training)	Deliverable	$ 300,000		2025			10.10.24
		PI4 Completion Report (Formerly P1B PI3 & P1A PI4)	Deliverable	$ 2,200,000		2025			10.18.24
		Advantage SaaS Fees YR 2	CHARGE	$ 5,385,000		2025			
					$ 8,785,000				

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 November and December 2024 will see the ongoing training of end users with numerous ILT courses being offered as well as the completion of End User Acceptance Testing (EUAT). Also, during November 2024, system performance testing will be conducted, ongoing FIN mock cutover efforts will be well underway, as well as other crucial Phase 1A technical work involving report creation, interface development work, database and data warehouse completion, etc. Lastly, agencies will be readying themselves for the December 20, 2024, cut off period where transactions in the old Advantage 2.0 system will cease for a period of 6 business days in preparation for the new Advantage 4.0 system to go live on January 2, 2025.

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

Completed	Month	Deliverable/Milestone	Deliverable T	(AC) Actual Cost	Totals	Fiscal Y	CGI Accountable	OPM Accountable	CGI Delivery Date
	November	Monthly Status Report 14 (CR002)	Deliverable	$ 150,000		2025			12.3.24
		P1A Performance Test Execution (Month)	Work Product	$ 250,000		2025			
X		P1B Training (TtT for HRM Performed on Aug 14th))	Work Product	$ 200,000		2025			9.16.24
		Integration Strategy (Moved from March 2024) (CR009)	Deliverable	$ 125,000		2025			
					$ 725,000				
	December	Monthly Status Report 15 (CR002)	Deliverable	$ 150,000		2025			
		P1A Readiness Assessment	Work Product	$ 150,000		2025			
X		P1B Training (TtT for HRM Performed on Aug 14th)	Work Product	$ 200,000		2025			9.16.24
		P1A Achieve complete	Milestone	$ 750,000		2025			
		P2A Business Process Analysis and Improvement	Work Product	$ 500,000		2025			
		P2A Discovery Workshops Findings	Work Product	$ 500,000		2025			
		P1B Build Stage Complete	Milestone	$ 750,000		2025			
		PI5 Completion Report (Formerly P1B PI4 Completion Report)	Deliverable	$ 1,100,000		2025			12.30.24
					$ 4,100,000				

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

Staff Member and Core.NV Project Title	Hours Category and Time Spent				
	Project Meetings	BerryDunn Deliverable Development	CGI Deliverable Review	Other Support Efforts	Total Hours
████████████ *Project Principal*	16				**16**
████████ *Engagement Manager*	15.5		5	10	**30.5**
████████ *Program Director*	84	33.5	16.5	38	**172**
████████ *Human Resources Management (HRM) PM*	188				**188**
████████ *Project Coordinator*	84.5	14.5		63	**162**
████████ *Tech Senior Consultant*	83.5			69.5	**153**
████████ *OCM Senior Consultant*	65.5			106.5	**172**
████████ *Bus. Process Change, Comm., Training Support*	32.2	1		1.6	**34.8**
████████ *Tech SME (Subcontractor)*	14	31.5		2	**47.5**
Pool of BerryDunn Resources: Technical/*Security*/*Project Mgmt. Subject Matter Experts (SMEs)*	3.6				**3.6**

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**
FIN	
Meetings held to discuss the 12/20/2024 cut-off, was not a solution meeting but, a meeting to ensure that we have all the points collected. Action items included: definition of emergency, clear vendor communications, new hires during the system lockout, NDOT emergency account increase. Met with Stakeholders and presented the current state of the FIN track. Questions about the plans for what happens between 12/20/2024 cut-off and go-live are being addressed. Reviewed final course materials for AP and GA. A risk was identified by the FIN OPM team. UAT scripts are currently being written using the SIT scripts from 4x builds to help identify changes in the future state. However, final builds are coming in later than expected, and the OPM team does not have the ability to use the SIT scripts to help identify changes in 4x. A meeting was held with the CGI PM to address this concern. The PM offered to research and address each of the identified blockers, and the OPM has begun sending those listed items. The OPM team is still concerned that this may not be enough, and that a knowledgeable resource is needed to help identify those changes in the 4x future-state. Held PI4 Review and Demonstrations. Team demoed Budget Structure 90 and Financial Security Roles. Business value for PI4	Key objectives were identified for the next 8 weeks: Perform integration testing across all parts of system (interfaces, reports, business functions) to ensure successful go live Jan 1, 2025. Complete script writing to ensure business functions for the State are available for testing through December 6, 2025. Support the conversion, reports, and interface teams to ensure other functional teams are prepared and ready for Go Live. Ensure the following: Conversions – data is successfully uploaded, Interfaces – all interfaces are functional, Reports/forms – State required reports/forms are built for MVP go live Jan 1, 2025, Cost Accounting, grants, other continuing work for NDOT 7/1/25 Go Live, Identify body of work – GAP analysis, Prioritize the body of work, Create a working plan in Jira for visual and reportable timelines.

Workstream Status Review	
Current Month Status	**Next Month Upcoming Activities**
work was assessed at 63 actual to 68 planned, for a 92% PI achievement.	
Worked with FIN team to identify outstanding tasks needed to complete existing stories and epics. From this, UAT script writing was identified as needing the most assistance so that we can overcome the bottleneck at the drafting phase.	
Making progress on NDOT agreements data conversion, job number tables, RM transaction and 12/20 Cut off plans.	
PI5 planning was the main focus during the last week but, there will need to be additional investigation into how NDOT's rescheduled go-live will affect current business processes and interface designs.	
HRM	
HRM is projecting to be ahead of schedule. HRM Config team is achieving all goals, ahead of schedule. In order to better support FIN go-live efforts, HRM is continuing to support FIN by providing needed resources to aid in UAT scripts.	Provide functional guidance to CGI and State Tech teams for Interface research and development and monitor team stories for PI5 to proactively identify any SME support required. This will allow for the creation of corresponding HRM Stories and ensure participation in meetings where necessary. Provide functional support to Training team for End User Training development and review.
Identified the main critical payroll interfaces for parallel payroll testing. 2x to 4x SPAR table conversion topics at 75% resolution. Hand-type check process improvement demo is being worked on for PI4 retrospective. Slides for retrospective were completed.	Provide functional guidance to HRM Conversion team and work with HRM SMEs to continue making progress towards having payroll specific HRM conversion including but not limited to Labor Distribution, Position information, Deduction, Leave, and Pay tables, Employee Information, and Title and Sub-Title reference data loaded. This will enable completed SIT scripts and successful UAT testing on converted data so that we can identify and correct conversion issues prior to Parallel Payroll Testing.
Personnel action codes/reasons are being mapped for conversion and set up in 4x.	
Held PI4 Review and Demonstrations. Team demoed Hand-Type Checks and overview of the decisions being made around supporting effective dating in our conversion of HRM data. Business value for PI4 work was assessed at 30 actual to 31 planned, for a 97% PI achievement.	Continue to work out details for Parallel Payroll runs that will start in PI6. Requires confirming all essential Interfaces and Reports are
PI5 Planning Event main objectives were identified:	

Workstream Status Review	
Current Month Status	**Next Month Upcoming Activities**
Execute SIT scripts that including processing of No Pay Calc, Online Check, Preliminary, Retroactive, Supplemental and Regular Payroll to confirm that data conversion and configuration supports these processes. Identifying configuration and/or software issues related to CORENV HR and payroll related business processes prior to batch and parallel testing will enable the clean transition into Parallel Payroll Processing and successful IUAT testing.	identified and communicated to the appropriate Tech Workstreams to ensure completion prior to Parallel Payroll. Other activities include, finalizing Payroll Compare Approach, writing Parallel Scripts, creating Parallel Payroll Test Execution Schedules and designing the Parallel Payroll Test Report. These efforts will allow us to begin Parallel Payroll Test Runs in PI6.
Organizational Change Management (OCM)	
Quarterly Leadership Event: Hosted event and released slides to all. Communication Memos: • CoA Campaign, Quarterly Memos to Statewide Leadership and All State Employees (Released 5 Sep) CoA Campaign: CoA Memo, CoA Cheat Sheet, CoA Quick Reference Guide, Video Resource, CoA section on SharePoint. Releasing campaign next week. Change Readiness Survey: Released OCM Metrics: Five OCM Pre-Live metrics; Power BI output; roll-out targeted for next week. One week lag due to obtaining EUT Regi data this week to include in metrics. Training EUT Comms Support: Ongoing communications support with messaging and updates, Potential Concern: Regarding the 6 day quiet period b/w legacy sunset to Jan 1: OCM is ready to support any panicked agencies with whatever FIN or PMO team needs. Delivered August OCM Metrics Update and Training Registration Metric Preview to OCM extended staff. Change Readiness Survey send, responses continue to come in, closing at end of week. Full Analysis starts next week. CoA Campaign work products finalized and sent. There are four new work products: new SP page, cheat sheet, slide deck/video and reference guide. Planning continued for Change Agent Network meeting on Sep 19. Development continued for release of the Sept CORE.NV Newsletter. Continued comm support for the Training team by way of EUT reminders, and mitigating EU training questions.	Initiate conversations to confirm OCM adjusted approach to working with NDOT per their rescheduled go live.

Workstream Status Review	
Current Month Status	**Next Month Upcoming Activities**
Change Readiness Survey Analysis completed. Mitigation on any issues that were uncovered. Change Agent Network Mtg was held. We asked Agents to take a poll asking them if they have been socializing all the monthly project updates within their agencies/depts, (this is their main responsibility since we started, we supply this deck with them monthly). 34% said no. The OCM team will talk about whether we need to change course with our change readiness campaign to ensure all agencies know about the project before Jan 25. Sep CORE.NV Newsletter – was pushed out. Supported the Training team with Comm Support and Registration Analysis. Prioritized support for the Training Team in preparation for the 10.1.24 Training start. Updated the CORE.NV SharePoint site with relevant changes/updates. Delivered the September OCM Newsletter, Presented an OCM update at PI Planning; Pivoted with others to do a change impact analysis of the decision to shift NDOT's go-live to July 1, 2025. Provided draft communication for NDOT leadership's considered use in communicating the time shift for their go live.	
TRAINING	
Identified Training schedule update, completed adjustment, & end-users updated. EUT Registration Open Office Hours on-going - currently held weekly, will reevaluate in coming weeks. Accounts Receivable, General Accounting, Accounts Payable, Cost Accounting, Fixed Assets courses in final draft. State review of Fixed Assets & Job Aids for Transaction Actions, Transaction Phases in completed . On-going careful watch of current registrations to identify necessary adjustments.	LV computer lab furniture delays: ███ is working with OCIO on the delays of the furniture. Looking to be mitigated shortly. Pivot of NDOT trainings delayed until April-June 2025 will pull resources during the HRM course delivery during the same time.

Workstream Status Review	
Current Month Status	**Next Month Upcoming Activities**
ILT end-user communication strategy - Training team developing a sequence of communication to end-users for reminders and training packets. Course schedule adjusted to align with system build for FA, CA and BC. Environment training prep and management. Identified training schedule discrepancies, completed adjustments and end-users updated. Met with State Controller's Office on 9/9; outcome will be another meeting specific to future state. Agency specific course content adjustment with on-going discovery FA and CA are in final State review, AP, AR and GA are final, Procurement and BC are in the initial State review In development: Adjustments to Procurement delivery due to different audiences. Accounts Payable PV recorded video and job aid. Environment: Training prep and maintenance. ▉▉ working with OCIO on set up of CC and LV computer labs. LV computer lab furniture delays: ▉▉ is working with OCIO on the delays of the furniture. Looking to be mitigated shortly. Monitoring of end-user training registration. Reviewing and planning of consolidation of courses to make room for other courses to be added. Targeted ILT end-user registration communication strategy. Providing participants with training materials and reminders. 1600+ seats filled Continued Open Office Hours for registration assistance Preparation for upcoming course start; OPM computer lab completed Received finalized course materials; printed course materials for AP, GA, AR, BC is back with CGI for final. In development: Adjustments to Procurement delivery due to different audiences. Accounts Payable PV recorded video and job aid Environment: Training prep and maintenance. ▉▉ working with OCIO on set up of LV computer lab.	Monitoring of end-user training registration. Reviewing and planning of consolidation of courses to make room for other courses to be added. Targeted ILT end-user registration communication strategy. Providing participants with training materials and reminders.

Workstream Status Review	
Current Month Status	**Next Month Upcoming Activities**
Pivot: Issue identified with FIN NDOT implementation causing Training to pivot; worked with NDOT to cancel NDOT only trainings.	
TECH	
Single Sign On (SSO): Development for SAML SSO solution being wrapped up this Sprint. Interfaces: Successfully added all requested interface data to CGI workbook for migration to CGI cloud; Two remaining interfaces for P1A are in progress. Reports: New BA is working with Agencies directly to determine disposition of all reports and a total of 20 JIRA tickets were canceled as duplicates - some reports were identical but had different names. Resources being queued up for development. Security: Security roles moving along smoothly with no blockers and missed requirement for workflows is being addressed. DW & Conversion: Implemented "War Room" for DW work seeing continued success though there are still ticket-level blockers due to some data not yet mapped. Workflows: Working with FIN on analysis - expecting to add tickets to execute in Sprint 4.4; SEC Roles: All but NDOT completed. Interfaces - P1A complete less (2) small DPS interfaces added and Supreme Court interfaces (still working to understand the ask/miss). Data Warehouse - identified blocked tickets that had been skipped over and pushed back to backlog; most are blocked by the same missing data- escalated to Program Director. Working to update JIRA tickets for accurate reporting. 43% Dev complete - lifting blockers will open up the ability to test/code review.	Interfaces - ITF005 is an HRM interface that needs assistance from CGI (pending); Of the remaining newly discovered for P1A, CGI will take ITF101 & 210. NV Tech has ITF211 and ITF 218, 232 & 233 are in analysis; Team will also be looking through previously vetted ITFs to leverage code for the Temporary NDOT ITFs needed for P1A. DW: Continue clearing blockers; Gathering a list of interfaces impacted by the NDOT changes so that it is clear what is dependent on DW. Reports: Continue mapping and analysis meetings with identified SMEs while incrementally developing reports that have been vetted. Infrastructure: Build & Test Usernames & SSH keys for SFTP; Outlying agencies to finish SSO UAT: Conducting EUAT & IUAT; Continue script writing incrementally as needed and validate scripts prior to running them.

Workstream Status Review	
Current Month Status	**Next Month Upcoming Activities**
Reports: Brought in 2+ OCIO resources; established process for analysis to completion; reduced the original list from 100+ to <60 due to duplicated and no longer needed reports. Workflows: To be analyzed in 5.1 & 5.2 and configured in 5.2-4 Interfaces - P1A complete - less ITF005 which is an HRM interface needed for P1A; The (2) small DPS interfaces are not needed after all for P1A and Supreme Court interfaces (still working to understand the ask/miss) Security Roles: Scheduled to complete NDOT roles in Sprint 4.4 as they are nearly completed.	

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

CORE.NV Project-Level Risks and Issues and their 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 ███████████ , ███████████ , and ███████████ , amongst 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)	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 currently, more research is needed.
4)		
Risks		
1)	Candidate: There are potential risks associated with a delayed start of Parallel Payroll. Original Start Date was 11/25, but	Discuss potential solutions, bringing MA2 online earlier, adding additional conversion team member to specifically support Parallel.

CORE.NV Project-Level Risks and Issues and their Corresponding Mitigation Strategies		
Number	**Risk/Issue Description**	**Resolution/Mitigation Strategy**
	due to FIN EUAT that date has been pushed back by at least 2 weeks. This means there are potential capacity issues for supporting Parallel Payroll during 1A Go Live Activities.	
2)	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.
3)	Lack of Field mapping for developing HRM interfaces, leading to potential delays and quality issues in project deliverables.

Context

This is becoming especially problematic with HRM interfaces, where no pre-existing crosswalks, data dictionaries, or business object definitions exist unlike the Finance workstream who documented and provided crosswalks and data definitions for critical chart of account elements as demonstrated here

CoA Conversion Work (Maintained by the NV FIN Team) | SHORT-TERM PLAN

Engage CGI leadership to secure additional resources and support. Propose a structured methodology to be adopted for interface development.

LONG-TERM PLAN

Develop internal documentation, crosswalks, and data dictionaries for HRM interfaces to reduce dependency on CGI. Provide training to the development team on HRM business objects and their mapping to ADV4. |

CORE.NV Project-Level Risks and Issues and their Corresponding Mitigation Strategies		
Number	**Risk/Issue Description**	**Resolution/Mitigation Strategy**
	FIN Transactional Source to Target Field Mappings (Maintained by the NV TECH Team) Interface Architectural Design Record (Maintained by the NV TECH Team) This forces development teams into an ad-hoc approach for requirements gathering and source-to-target mapping (similar to what was done for Finance Interfaces) -- this increases the complexity and risk of errors for interface development as this puts responsibility for requirements gathering and definition on development teams – and, without adequate source to target field mappings (crosswalks), the interface teams from both CGI and NV Tech does not have enough information to start development of planned interfaces. Additionally, the absence of Source to Target Field Definitions and mappings will impact any team engaged in production support during the 6 months between Finance go-live and HR go-live (~6 months). Project Work Streams Impacted NV & CGI Tech (Interfaces) - Impacted NV Tech (DW Team) - Likely Impacted NV & CGI Tech (Reports) - Likely Impacted	
4)	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	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?

CORE.NV Project-Level Risks and Issues and their Corresponding Mitigation Strategies

Number	Risk/Issue Description	Resolution/Mitigation Strategy
	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 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. 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.	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 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.
5)	There are a number of 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.	We have added resources to the DW Team and will push to get the blockers removed.

CORE.NV Project-Level Risks and Issues and their Corresponding Mitigation Strategies		
Number	**Risk/Issue Description**	**Resolution/Mitigation Strategy**
	There are three data warehouses currently get there data from the Legacy Advantage 2.X Applications - DAWN, FDOTDW, and HRDW 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.	
6)	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. (Done) @▮▮▮▮▮▮ 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. (Done)@▮▮▮▮▮▮ has been added to support from a legacy perspective 3. (Done▮▮▮ from CGI joined on Aug 12, 2024 to help train @▮▮▮▮ ▮▮▮ & @▮▮▮▮▮ in the ADV4 Reporting system. 4. (Done) Hire a Business Analyst to help with "legwork" on retrieving priority & requirements for reports.
7)	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	None identified at this time.

CORE.NV Project-Level Risks and Issues and their Corresponding Mitigation Strategies

Number	Risk/Issue Description	Resolution/Mitigation Strategy
	Critical for AR go-live at the agency level statewide, 1/1/2025.	
8)	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 -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.	None identified at this time.

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

Number	Decision	Input
1)	Most HRM data is effective dated, and validations are done based on a record's effective date. In 2x the effective dates start as early as 01/01/1920 so many validations were failing because the older outdated reference data was not being converted to 4.x. The following decisions were made to accommodate effective dated validations: All 2.x simple reference data (including expired records) will be converted to 4.x if they pass the system edits. Converted COA data only exists for FY 2022, 23, 24 and 25, so HRM Labor Distribution records will be converted with new effective dates that allow for COA validation. A small number of complex reference pages that have COA validations will need to be converted with validations turned off. Testing will be done with validations on to catch and correct any non-COA issues, but to successfully convert the records the actual load will be with validations turned off. This is because the COA will not pass validation if the effective date is prior to 07/01/2021. A list will be kept of the tables that are loaded without validations. Any changes made once data is loaded would have a new effective date and will not face the same COA validation issue that conversion is facing. We are keeping a log of all decisions we make on conversion; they are all being approved as we go by the HRM SMEs . We wanted to make sure we are sharing these decisions with the larger group. We do expect that the decisions listed above will be applied as needed to other tables as we move forward in our HRM conversion.	None identified at this time

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)	Draft CR for Debt Collection Module	No support needed
2)	Draft no-cost CR for Authentication/SSO Decision CORENV-5622	No support needed
3)	Follow up on CR016 – SSO for update	No support needed
4)	Update Completion to 60% for "OPM writes final UAT Scripts - FIN" and move out deadline to next week	No support needed
5)	Baseline EUT - FIN Scheduled Tasks	No support needed
6)	Add update comment for Risk CORENV-4583	No support needed
7)	Confirm if recent Interface updates is affected by the dependency that Any major CoA updates will cause blockers for Conversion.	No support needed