SCOPE OF WORK

1. INTRODUCTION

1.1. This scope contemplates engagement and collaboration with an Independent Verification and Validation (IV&V) consulting firm in order to support data and process integrity on the CORE.NV ERP project. The IV&V vendor will assist the state in addressing the resulting complexity and data synchronization across multiple interoperable cloud-based solutions during their integration and implementation. This is a large-scale multimillion dollar project and requires early and aggressive risk identification through robust and independent project oversight and quality assurance methodology.

2. BACKGROUND

2.1. The State of Nevada realizes a need to replace its over 20-year-old financial and human resources system with a comprehensive ERP solution to increase statewide productivity and enhance decision making for resource allocation. In 2017, the State embarked upon an effort to accomplish these goals with the SMART 21 project, which proved a failure and was closed in 2023. The State of Nevada's new technology modernization approach, the Core.NV project, was launched in summer 2023 to continue this effort. The current state legacy ERP environment is made up of a series of standalone custom-built and Commercial Off-the-Shelf (COTS) solutions, many implemented by individual agencies to overcome the functional limitations of the statewide Advantage HRM and Financial solutions.

2.2. The State is currently utilizing the CGI Advantage ERP solution for its Financial Administration and Human Resource Management. Three separate instances of Advantage (e.g., Human Resources, NV Department of Transportation, and State Controller) are in use and these have been customized over time and differ from each other.

2.3. The State is currently in contract with CGI Technologies and Solutions, Inc. for development, implementation, and delivery of their Advantage 4 ERP solution.

3. SCOPE OF WORK SUMMARY

3.1. The IV&V effort aims to provide a comprehensive evaluation of the CORE.NV project implementation. This includes reviewing the project plan, validating requirements, assessing system design, and reviewing the testing strategy. The project also involves verifying data migration, evaluating interface and integration testing, assessing security measures, and evaluating performance and scalability. Additionally, the IV&V effort includes analyzing change management and training strategies, verifying deliverables meet acceptance criteria, conducting monthly risk reports, performing monthly Earned Value Management (EVM) analysis, and compiling a final IV&V report with recommendations for risk mitigation and long-term system sustainability.

4. REQUIREMENTS AND ASSUMPTIONS

4.1. The State of Nevada will designate a project manager to act as the primary point of contact for this project. Report delivery may be routed to a State Executive exterior to the project based upon the State's need. The State of Nevada project manager will work closely with the IV&V vendor employees as needed and will:

4.1.1. Approve project priorities, detailed task plans and schedules.
4.1.2. Facilitate the scheduling of interviews and work sessions with appropriate personnel.
4.1.3. Notify the vendor in writing of any project or performance issues.

4.2. The State of Nevada will provide staff who work iteratively throughout the effort to achieve consensus and approval of all work products and deliverables.

4.3. The State of Nevada is to identify, assign, and schedule resources of project activities and provide meeting facilities, as necessary.

4.4. The IV&V vendor will provide deep Enterprise Resource Planning system implementation expertise to guide the State; provide Project Management support and participate in key implementation activities, offer best practices, and advise the State on critical risks and decisions, and assist in implementation vendor management and contract adherence.

4.5. The IV&V vendor will assist the State to prepare for system implementation with the selected integration vendor by assisting with readiness, establishment of implementation-focused processes, project logistics and organizational change management (OCM) activities so that the State and integration vendor are aligned.

4.6. The IV&V vendor will provide ongoing independent project oversight and quality assurance, which includes assisting in vendor management, status report review, schedule review, as well as providing project management advisory services, tools and frameworks for the State and vendor PMs to utilize throughout the project. This includes:

4.6.1. Provide oversight for vendor implementation activities and project progress.
4.6.2. Proactively identify and evaluate risks and issues; develop mitigation strategies and drive resolution.
4.6.3. Produce thorough monthly assessment reports of CORE.NV and identify corrective actions needed.
4.6.4. Conduct vendor deliverable reviews based on industry best practices.
4.6.5. Provide system test evaluation to ensure that all CORE.NV business and technical requirements are met, and to provide early identification of potential design flaws or lack of testing discipline.
4.6.6. Provide on-call subject matter expertise to OPM staff.

4.7. The IV&V vendor's services will be delivered both on-site and remotely. Approximately two weeks per month of on-site for key meetings and working sessions. Analysis and deliverable production may be performed at the vendor's location or remotely.

4.8. Office space and access to the internet will be made available to the Vendor at State of Nevada locations for on-site project time.

4.9. The IV&V vendor will have access to printing/copying services at State of Nevada locations.

4.10. All deliverables will be developed using Microsoft products (for example, Office 365 suite products, MS Project, etc.)

4.11. All changes to scope will be accomplished through CORE.NV's established change control process pursuant to applicable project documentation and will be controlling for the IV&V vendor.

5. COMPLIANCE

5.1. These compliance requirements serve as benchmarks for evaluating the IV&V vendor's deliverables, ensuring that they meet the necessary standards of quality, accuracy, objectivity, and timeliness to support effective project oversight and decision-making.

5.1.1. **Accuracy and Completeness:** The IV&V vendor's deliverables must accurately and completely address the scope of work and requirements specified in CORE.NV's applicable project documentation. They should provide thorough analysis, findings, and recommendations without significant omissions or errors.

5.1.2. **Adherence to Methodologies:** The IV&V vendor's deliverables should demonstrate adherence to recognized industry best practices, methodologies, and standards relevant to IV&V activities. The vendor should follow established guidelines and frameworks to ensure consistency and reliability in their approach.

5.1.3. **Timeliness and Schedule Adherence**: The IV&V vendor's deliverables must be provided within the agreed-upon timeframes and milestones. They should adhere to the project schedule and align with the overall project timeline to support timely decision-making and project progress.

5.1.4. **Clear and Concise Communication:** The IV&V vendor's deliverables should effectively communicate complex technical information in a clear and concise manner. They should be organized, well-structured, and employ appropriate visual aids (e.g., charts, graphs) to enhance understanding and facilitate stakeholder decision-making.

5.1.5. **Compliance with Quality Standards:** The IV&V vendor's deliverables must meet predefined quality standards, ensuring a high level of accuracy, consistency, and professionalism. They should undergo rigorous quality assurance and quality control processes to minimize errors and ensure a reliable output.

5.1.6.   **Objectivity and Impartiality:** The IV&V vendor's deliverables should be objective and impartial, providing unbiased assessments and recommendations. The vendor should maintain independence and avoid conflicts of interest that could compromise the integrity of their findings and analysis.

5.1.7.   **Compliance with Confidentiality and Security:** The IV&V vendor's staff and deliverables should comply with confidentiality and security requirements outlined by the State in CORE.NV's security protocols and state statute and regulation. They should protect sensitive project information, adhere to data privacy regulations, and implement appropriate measures to safeguard data integrity and confidentiality.

5.1.8.   **Regulatory and Legal Compliance:** The IV&V vendor's deliverables should adhere to applicable regulatory and legal requirements governing the project. They should consider relevant state statutes, regulations, compliance standards, and contractual obligations to ensure the deliverables meet the necessary legal and regulatory criteria.

5.1.9.   **Stakeholder Alignment:** The IV&V vendor's deliverables should align with the needs and expectations of CORE.NV stakeholders. They should consider the perspectives of key stakeholders, address their concerns, and provide insights and recommendations that support informed decision-making and successful project outcomes.

5.1.10.   **Review and Approval Processes:** The IV&V vendor's deliverables should undergo review and approval processes as defined in CORE.NV documentation and herein. The vendor should be open to feedback, incorporate necessary revisions, and seek endorsement from project stakeholders to ensure the deliverables meet the required quality and compliance standards.

6.   PROJECT DELIVERABLES

6.1.   **Project Plan Review:** Conduct a thorough review of the CORE.NV project plan, including timelines, milestones, and resource allocation. Provide recommendations for any necessary adjustments or enhancements to ensure successful project execution.

6.2.   **Requirements Validation:** Verify the accuracy and completeness of the CORE.NV project requirements. Review the requirements documentation and compare it against industry best practices and client expectations. Identify any gaps or inconsistencies and provide recommendations for resolution.

6.3.   **System Design Assessment:** Evaluate the CORE.NV system design, including the architecture, modules, and integration points. Identify any design flaws, potential bottlenecks, or areas of improvement. Provide recommendations to enhance system performance, scalability, and reliability.

6.4.   **Test Strategy Review:** Analyze the CORE.NV project's testing strategy, including test plans, test cases, and test data. Assess the adequacy of the testing approach and identify any gaps or weaknesses. Provide recommendations for improving test coverage, test execution efficiency, and overall quality assurance.

6.5.   **Data Migration Verification:** Verify the accuracy and completeness of data migration activities from legacy systems to the new CORE.NV system. Validate the data mapping and transformation processes, ensuring data integrity and consistency. Identify any data migration issues and provide recommendations for data cleansing or remediation.

6.6.   **Interface and Integration Testing:** Review the interfaces and integrations between the CORE.NV system and other applications or systems. Assess the compatibility, data exchange mechanisms, and error handling capabilities. Identify any interface or integration issues and provide recommendations for seamless interoperability.

6.7.   **Security and Access Control Evaluation:** Evaluate the CORE.NV system's security measures, including user access controls, authentication mechanisms, and data protection protocols. Identify any security vulnerabilities or risks and provide recommendations for strengthening the system's security posture.

6.8.   **Performance and Scalability Assessment:** Measure the CORE.NV system's performance under various workloads and stress conditions. Identify any performance bottlenecks, latency issues, or scalability limitations. Provide recommendations for optimizing system performance, ensuring responsiveness, and accommodating future growth.

6.9. **Change Management and Training Review:** Assess the change management and training strategies implemented for the CORE.NV project. Evaluate the effectiveness of communication plans, user training materials, and user adoption strategies. Provide recommendations for improving change management processes and user training effectiveness.

6.10. **Monthly Risk Reports and Recommendations:** Conduct a comprehensive evaluation of project success and risk factors using a clearly defined set of project management-focused risk categories and evaluation criteria. Generate tactical and actionable recommendations to mitigate identified project risks. Produce a detailed risk report that includes a thorough risk assessment and a comprehensive risk mitigation plan. Deliver the risk report in the agreed-upon format.

6.11. **Monthly Earned Value Management (EVM) Analysis:** Conduct a comprehensive assessment of project performance and progress using the following EVM principles and techniques:

6.11.1. <u>Baseline Comparison:</u> Conduct a thorough analysis to compare the actual project performance against the established baseline plan. Evaluate the planned versus actual cost, schedule, and scope to determine the project's adherence to the initial projections.

6.11.2. <u>Earned Value Calculation:</u> Calculate the earned value of the project by analyzing the completed work in relation to the planned value. Determine the value earned based on the completion of specific tasks or milestones, providing insights into the project's progress.

6.11.3. <u>Cost and Schedule Variance Analysis:</u> Evaluate the cost and schedule variances by comparing the earned value with the actual costs incurred and the work completed within the scheduled timeframe. Identify any discrepancies between the planned and actual values and analyze their impact on project performance.

6.11.4. <u>Performance Indices Calculation:</u> Calculate performance indices such as Cost Performance Index (CPI) and Schedule Performance Index (SPI) to measure the efficiency and effectiveness of cost and schedule management. Assess the project's ability to deliver value within the allocated resources and timeframes.

6.11.5. <u>Forecasting and Variance Analysis:</u> Utilize the EVM data to forecast project performance and estimate future costs and schedule. Perform variance analysis to identify the root causes of any deviations from the baseline plan and recommend corrective actions to address them.

6.11.6. <u>Reporting and Documentation:</u> Prepare clear and concise reports on a monthly basis summarizing the EVM analysis findings and conclusions. Include visual representations, such as graphs or charts, to enhance the understanding of project performance. Document the calculations, assumptions, and methodologies used in the analysis for transparency and reproducibility.

6.12. **Final IV&V Report:** Upon project completion, or major project deliverable milestone as identified by the State, compile all findings, recommendations, and observations into a comprehensive IV&V report. Summarize the project's overall health, risks, and areas of improvement. Provide actionable recommendations for mitigating risks, enhancing project success, and ensuring the CORE.NV system's long-term sustainability.

7. PROJECT TIMELINE

7.1. The IV&V Vendor will be required to commence work within 5 business days of contract execution and continue through the length of the CORE.NV project.

7.2. The Core.NV project is currently scheduled to commence in October of 2023 and potentially extend to October 2026. The IV&V vendor should expect to provide contracted services until completion of the Core.NV project, but any service beyond October 31, 2026, will be subject to extension of vendor's services based upon subsequent agreement of the parties.