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**STATE OF NEVADA  
GOVERNOR'S FINANCE OFFICE  
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Date: January 11, 2024

To: Amy Stephenson, Director  
Governor's Finance Office

From: Aaron Frantz, Executive Branch Budget Officer  
Governor's Finance Office, Budget Division

Subject: INTERIM FINANCE COMMITTEE **INFORMATION** ITEM

The following describes an information item submitted for placement on the agenda of the next Interim Finance Committee meeting. An analysis of the information item is also provided.

**GOVERNOR'S FINANCE OFFICE  
OFFICE OF PROJECT MANAGEMENT**

Agenda Item Write-up:

Pursuant to the 2023 Legislative Session Letter of Intent - the agency is to provide quarterly reports to the Interim Finance Committee during the 2023-2025 biennium on efforts to replace the state's existing financial and human resource system. This report is for the period of July 1, 2023 through September 30, 2023.

Additional Information:

Statutory Authority:

REVIEWED: ARF

INFO ITEM: \_\_\_\_\_

## MEMORANDUM

**TO:** Daniele Monroe-Moreno, Chair Assembly Committee on Ways and Means  
Marilyn Dondero Loop, Chair Senate Committee on Finance

**FROM:** Brian Boles, Administrator, Office of Project Management

**SUBJECT:** Quarterly Status Report of the CORE.NV ERP Project for the period covering July 1, 2023, to September 30, 2023.

**DATE:** January 11, 2024

Attached is the first report on the CORE.NV Enterprise Resource Planning (ERP) project for the reporting period of July 1, 2023 through September 30, 2023.

Nevada's statewide ERP solution, the CORE.NV project, offers Nevada's executive branch agencies a modern, integrated, and cloud-based statewide system to replace its aging Financial and Human Resources legacy systems. It facilitates the creation of a single, secure set of books for all state agencies as well as accurate, real-time reporting capabilities.

The Office of Project Management and CGI Technologies and Solutions, Inc. have successfully negotiated a service agreement to provide the State with CGI's Advantage360 ERP solution and will begin project work with an official kick-off in November 2023.

On behalf of the CORE.NV team, thank you for your efforts to support this key initiative. Please don't hesitate to contact me at [BrianB@opm.nv.gov](mailto:BrianB@opm.nv.gov) or 775-687-7220.

**Cc:** Jack Robb, Director, Department of Administration  
Amy Stephenson, Director, Governor's Finance Office  
Andy Mathews, State of Nevada Controller



State of Nevada  
Office of Project Management  
CORE.NV Enterprise Resource Planning  
Project

Interim Finance Committee  
Quarterly Report  
July 1, 2023 – September 30, 2023

## Table of Contents

1.0 Reporting Period.....	4
2.0 Executive Summary .....	4
Background.....	4
CORE.NV – A New Statewide Solution .....	4
3.0 Activities Conducted by the Office of Project Management .....	5
4.0 CORE.NV Contract Updates .....	5
5.0 CORE.NV Implementation Plan, Deployment Timeline and Costs .....	6
Implementation Plan.....	6
Deployment Timeline .....	6
CORE.NV overall deployment timeline:.....	6
CORE.NV Phase 1 detailed timeline: .....	7
CORE.NV/Advantage Contract Cost Schedule .....	7
6.0 Summary of Activities and decisions made by the Executive Committee.....	7
July:.....	7
August: .....	8
September:.....	8
7.0 Summary of Change Management and Training Activities .....	9
8.0 Overview of CORE.NV Staff Activity.....	9
State Staff .....	9
Contract Staff.....	10
Vendor Staff.....	10
9.0 Summary of Project Deliverables .....	10
Deliverables Received.....	10
Deliverables Anticipated Next Reporting Period .....	10
Deliverables Behind Schedule .....	11
10.0 Transition Plan for State Staff and Resources Post CORE.NV ERP Project .....	12
11.0 Allocation Plan.....	12
12.0 Summary of Expenditures and Projected Expenditures by Category.. <b>Error! Bookmark not defined.</b>	2
13.0 Cost Projections for the Remainder of Project Implementation .....	13

## 1.0 Reporting Period

This document is the quarterly status report of the CORE.NV project and the activities of the Office of Project Management (OPM) presented to the Interim Finance Committee during the 2023-2025 biennium as requested by the Senate Committee on Finance and the Assembly Committee of Ways and Means. Reports will be submitted to the Interim Finance Committee within 30 days of the close of each fiscal quarter for transmittal to the Interim Finance Committee starting with the period covering July 1, 2023, to September 30, 2023.

## 2.0 Executive Summary

### Background

A benchmark study completed by the Hackett Group in 2014 revealed the State of Nevada’s administrative process around financial and human resources management lagged behind other states in efficiency and effectiveness. This was marked by a high rate of manual processes and lack of automation or investment in technology. The existing ERP system that was put in place in 1999 was highlighted in the study as a customized solution that has not been upgraded since the original implementation.

The Silver State Modernization Approach for Resources and Technology in the 21st Century project commonly referred to as SMART 21 was initiated to replace the State’s existing human resources and financial information systems with a modernized, comprehensive cloud-based Enterprise Resources Planning (ERP) solution. Established under Assembly Bill 504 of the 79th Legislative Session, the State of Nevada’s Office of Project Management (OPM) was created to oversee the SMART 21 ERP project and ensure success.

In late 2020, the SMART21 project timeline was deployed. In 2021 an Independent Verification and Validation (IV&V) vendor was hired for SMART21 oversight and began to see issues with the State’s project plan and the vendor, LSI. Ultimately, both the launched and pending software solutions proved a failure, and as a result the SMART21 Executive Committee (EC) along with the Governor’s Office made the decision to terminate LSI’s service integrator contract in late 2022. The State was hopeful that replacing the service integrator in late 2022 would revive the project and allow the full implementation of the SMART21 solution, but it was eventually determined that moving forward with SMART21 was not in the best interest of the State. SMART21 as a project, along with the separate cloud services contract, was cancelled in early 2023.

### CORE.NV – A New Statewide Solution

After the SMART21 project was canceled, the State of Nevada and OPM sought a replacement of its core software systems that provide human resources and financial core functions to executive branch agencies. The OPM rebranded the project to CORE.NV in mid-2023 to align with a new solution yet to be determined.



CORE.NV is the State's commitment to propel Nevada's government towards a future of streamlined efficiency, transparency, and effectiveness by transitioning from outdated HR and Financial systems to an integrated, statewide ERP solution.

### 3.0 Activities Conducted by the Office of Project Management

OPM has enjoyed successes throughout this reporting period, most notably the successful completion of an Invitation to Negotiate (ITN) solicitation for the CORE.NV project, and negotiation of a contract with vendor CGI Technologies and Solutions, Inc. for the implementation of their modern cloud-based ERP solution Advantage 4. The contract was approved at the September Board of Examiners meeting, providing the vendor and vehicle to get CORE.NV underway and deliver a modern ERP to Nevada. CORE.NV will be a phased hybrid agile project with aims to complete Phase 1, an initial platform deployment of the Finance solution, by January 1, 2025, and the HR solution by June 30, 2025.

OPM has also seen success in partnering with the State Controller's Office and Tyler Technologies in contracting for and launching a project to provide replacement for the State's Open.NV.GOV Transparent Government website with a modern government transparency solution that will be more powerful and nimble, providing the public with real-time and user-friendly access to the State's financial data in an outwardly facing and secure site. Work is ongoing and the new website and search tools to provide that transparent look at Nevada's data will go live near the beginning of January 2024.

OPM brought on a Senior Enterprise Project Manager in September 2023. There are two remaining positions to be filled, and OPM hopes to be fully staffed with all assigned FTEs by mid November 2023.

Other challenges faced include direct management of the rollback from SMART 21's SAP solutions for Human Resources: SuccessFactors, Employee Central, Onboarding, and Learning Management System. OPM was successful in pivoting back to legacy systems for operation of the State's HR services, the extraction and preservation of data from the SAP systems by the previous vendor. Work is ongoing on this effort, with positive progress being made. OPM anticipates completing this last task on the SMART 21 project by the end of October 2023.

OPM has also been working towards moving the physical office location to a new building that can adequately house State and vendor project staff in one location. OPM is scheduled to move in late October.

### 4.0 CORE.NV Contract Updates

OPM is currently managing multiple contracts:

1. **SMART21 Cloud Service Contract with LSI (01GO-NV19-2584)** – This contract was cancelled in May 2023, and pursuant to the terms of that contract, Exit Services were negotiated and engaged to provide for the extraction of all State data from the instances of Employee Central, Success Factors, Onboarding, and Learning Management System that were live at that time. Extraction of this data is critical to continued operations, statutory compliance, and preparation for data

conversion into the future solution. Due to the nature of those systems, they were required to be maintained in a read-only environment to facilitate the extraction and validation of State data. Products and services by LSI are anticipated to cease on October 30, 2023.

2. **Open Finance Suite contract with Tyler Technologies (99SWC-NV22-12006 (AR3764))** – This contract was approved in the August 2023 BOE to provide for replacement of the State’s aging Open.NV.gov website with a modern and user-friendly transparency solution, as noted above.
3. **CORE.NV/Advantage 4 contract with CGI (99WC-NV-17722 (AR2475 (CH161612 / 99SWC-S108)))** – This contract was approved in the September 2023 BOE and provides for full ERP implementation as noted above.

## 5.0 CORE.NV Implementation Plan, Deployment Timeline and Costs

### Implementation Plan

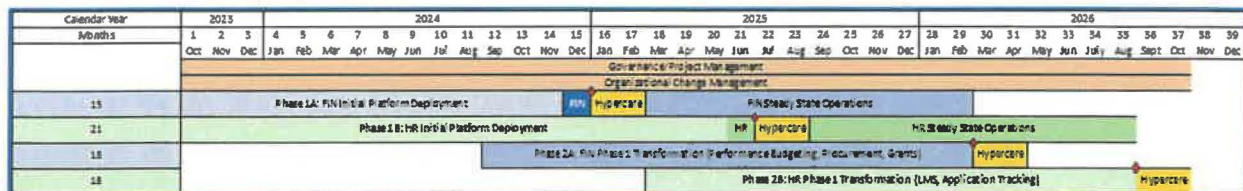
OPM and CGI have yet to finalize a detailed implementation plan beyond that which is shared below in the timeline section. CGI and OPM will use a hybrid agile project management methodology. An implementation plan will be forthcoming in future updates.

### Deployment Timeline

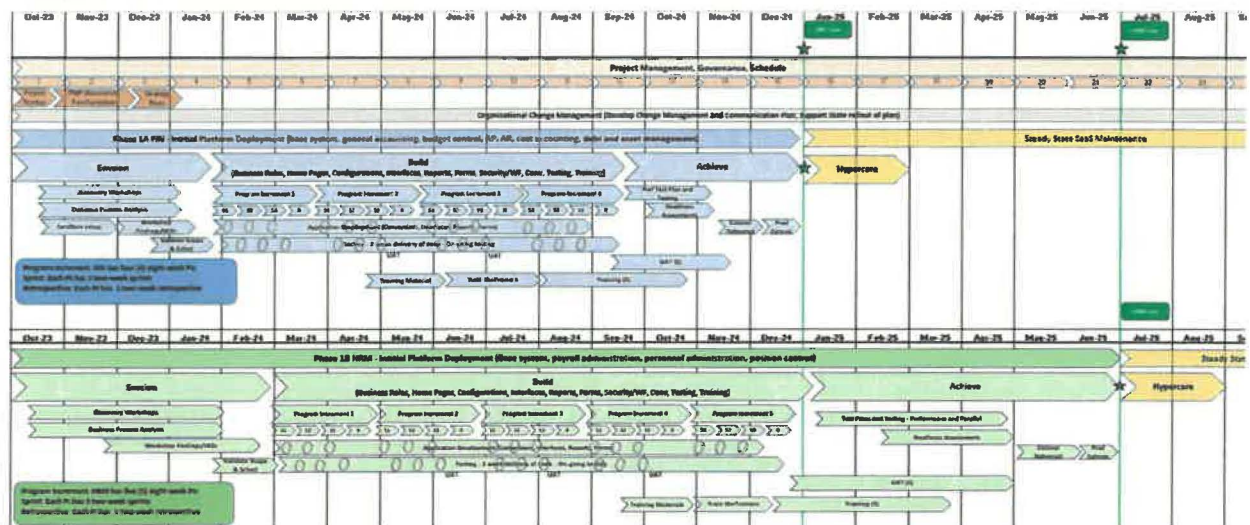
Below is a high-level Gantt chart of our projected deployment timeline. Go-Live dates are approximate and presented as the targeted dates and subject to change based upon best practices and operational necessities during the targeted week(s).

- Phase 1A (Finance technical upgrade) targeted Go-Live: 1/1/2025
- Phase 1B (HR technical upgrade) targeted Go-Live: 6/30/2025
- Phase 2A (Finance Transformation/Modernization) targeted Go-Live: 2/28/2026
- Phase 2B (HR Transformation/Modernization) targeted Go-Live: 8/31/2026

CORE.NV overall deployment timeline:



CORE.NV Phase 1 detailed timeline:



CORE.NV/Advantage Contract Cost Schedule

CGI Contracted Services	Cost	Fiscal Year Subtotals	Cost
Implementation Services	\$ 48,950,000	FY24	\$22,210,000
Advantage SaaS Fees	\$ 26,775,000	FY25	\$31,310,000
Local Support	\$ 4,500,000	FY26	\$18,735,000
Change Control	\$ 10,000,000	FY27	\$10,205,000
<b>Grand Total</b>	<b>\$ 90,225,000</b>	FY28	\$7,765,000
		<b>All Years</b>	<b>\$90,225,000</b>

6.0 Summary of Activities and decisions made by the Executive Committee

July:

- The top three ITN vendors were selected in June, ITN negotiation team members approved to evaluate and negotiate with first place vendor, CGI.
- After a CGI demonstration of Advantage 4 solution, a final viability demonstration from CGI was approved.
- The new stakeholder group, Executive Advisory Committee (EAC) members, was approved.

- Approved to have OPM step into direct management of the rollback from SMART 21's SAP solutions for Human Resources: SuccessFactors, Employee Central, Onboarding, and Learning Management System.
- EC conducts first round of final interviews for OPM's Sr. Enterprise Project Management (SEPM) position.

#### August:

- Approval to have debt collection module be included in the CORE.NV scope with CGI.
- Approval to continue moving forward to complete contract with CGI to target September BOE.
- Approval to purchase Indeed.com job postings to increase applicant pipeline for OPM's SEPM position.
- EC continues to conduct final interviews for OPM's Sr. Enterprise Project Management (SEPM) position.

#### September:

- Approved possibly outsourcing SEPM position if OPM could not find applicant to fill it.
- Approval to proceed with OPM scope of work and process CGI contract for the September BOE.
- New IV&V cost and RFP approved and sent to Purchasing for review. EC also approved to have the IV&V vendor report directly to the Chief Information Officer (CIO) Tim Galluzi.
- EC conducts final interview of candidate and selects her for the OPM SEPM position.
- After BOE approval, the EC approved a statewide communication announcing CGI and Advantage 4 solution platform.

## 7.0 Summary of Change Management and Training Activities

CORE.NV Organizational Change Manager (OCM) began to develop foundational strategies for the people side of change, training, and overall communication to help prepare for a successful ERP implementation. The OCM first sought to understand why the SMART21 project failed in these areas and to incorporate new change, communication and training best practices going forward with the new CORE.NV project.

The OCM, with input from the CORE.NV team, developed change strategies, a draft communication plan, and a stakeholder engagement plan draft ahead of the vendor being chosen.

Components of these plans include (but not limited to) the following:

- Developing CORE.NV stakeholder groups and their roles and engagement responsibilities
- Assisting in the development of CORE.NV's vision, charter, principles, and project roles to understand how changes align with CORE.NV's project direction.
- Determining best practices for effective communication platforms, methods, means and frequencies.
- Determining who will need training and when.
- Determining best practices for feedback strategy, readiness assessment plans and surveys, success metrics, training and coaching plans, Go-Live support plans, and post-implementation plans.

Once CGI was chosen and onboarded in late September, finalizing of all OCM, communication and training plans began. Finalizing all OCM, Communication Plan, and Training Plan will be completed in early 2024 in partnership with CGI's OCM team. Early November 2023 focus on training will start with familiarization training on the Advantage 4 platform for all OPM staff and CORE.NV Subject Matter Experts.

## 8.0 Overview of CORE.NV Staff Activity

### State Staff

State staff worked to close out the SMART21 project and participated closely with the Division of Human Resource Management (DHRM) and Enterprise Information Technology Service (EITS) / Office of the Chief Information Officer (OCIO) staff in the rollback and data extraction effort. Certain members of OPM staff were embedded into host agencies during this reporting period to augment operations and to facilitate project goals by beginning a business process analysis of their host agencies workflows and fostering relationships within those agencies.

State staff worked to pivot from SMART21 project operations to solicitation and procurement of a new vendor and product to restart the ERP effort and launch CORE.NV. OPM worked with and through the EC, and State Purchasing Division to conduct a solicitation using already contracted service providers signed onto Master Service Agreement contracts through the National Association of State Procurement Officials (NASPO). This solicitation process allowed the CORE.NV team to conduct the ITN, review vendor

proposals and demonstrations, negotiate with the selected vendor, and present a finalized contract to the Board of Examiners for approval all within this reporting period.

State staff also worked diligently to correct a 40% vacancy rate on OPM's staff, conducting many recruitments and interviews to add valuable members to the CORE.NV team prior to initiating work with the vendor, CGI.

Finally, State staff conducted a thorough review, cataloguing, and archiving of SMART21 project documentation. Staff identified all documentation that will be of value to the CORE.NV project moving forward. Staff also worked through drafts of the project plan, communications plan, stakeholder engagement matrix, and risk register. All of these archive documents and draft project documents are available to the vendor upon engagement in the Envision phase set to begin during the next reporting period.

### Contract Staff

Contract staff worked exclusively on legacy system support during this reporting period, most notably leading the effort to rollback to those legacy systems upon the decision to discontinue use of the SMART21 SAP products. Contract staff have been critical in keeping Nevada's systems operational which has allowed the continued operations of all finance and human resources functionality, including State payroll during this reporting period.

### Vendor Staff

The previous vendor's staff worked in support of the rollback and data extraction efforts after cancellation of the SMART21 project.

## 9.0 Summary of Project Deliverables

### Deliverables Received

- SMART21 Cloud Services Contract
  - Read-only access to all previously live environments for data extraction purposes
  - Extraction of State data into State SFTP site
  - Validation collaboration with State staff
- Open Finance Suite
  - Charter
  - Project Plan
  - Statement of Work

### Deliverables Anticipated Next Reporting Period

- SMART21 Cloud Services Contract
  - Extraction and validation of all State data

- Contract termination, SMART21 project close-out
- Open Finance Suite
  - Open Checkbook finance app launch – internal to State
  - Open Budget finance app launch – internal to State
  - Open Payroll finance app launch – internal to State
  - Commence testing
  - Prep for migration of all apps to public-facing website
- CORE.NV/Advantage 4
  - October
    - Monthly Status Report 1
    - Advantage SaaS Licenses YR 1
  - November
    - Monthly Status Report 2
    - PMP - Issues Management Plan
    - PMP - Schedule Management Plan
    - PMP - Scope Management Plan
    - Project Schedule
    - Sandbox environment
    - Familiarization Sessions
  - December
    - PMP - Risk Management Plan
    - Monthly Status Report 3
    - Interface/Integration Strategy
    - Training Strategy
    - Testing Strategy

#### Deliverables Behind Schedule

- SMART21 Cloud Services Contract – was originally scheduled to be completed this reporting period but now anticipated to be complete next reporting period.
  - Extraction and validation of all State data
  - Contract termination, SMART21 project close-out

## 10.0 Transition Plan for State Staff and Resources Post CORE.NV ERP Project

There is no current transition plan for State staff and resources post CORE.NV ERP go-live dates. This is referred to as a Governance Plan and will be drafted during Phase 2 of the implementation of the ERP project.

The initial thought process is that the maintenance and technical ownership of the ERP will transition to the OCIO, pursuant to the recent statutory charge and obligation of the CIO. OPM technical staff will also transition to the OCIO for technical support, while other staff will transition to operational executive branch agencies in the normal course of state operations. The EC and OPM leadership are fully committed to ensuring that there is a place for every employee post project.

## 11.0 Allocation Plan

There is no current plan for allocation of funds to reimburse the ERP costs. This will be the Governance Plan mentioned in section 10.0.

## 12.0 Summary of Expenditures by Category

### **B/A 1325 - CORE.NV FY 2024 Expenditures as of 9/30/2023**

<b>Category</b>	<b>Description</b>	<b>Expended</b>
1	PERSONNEL SERVICES	\$ 457,204.49
3	IN STATE TRAVEL	\$ -
4	OPERATING EXPENSES	\$ 103,647.24
8	ARPA ERP	\$ 366,184.25
9	ERP IMPLEMENTATION	\$ -
11	TRAINING ROOM	\$ 18.22
26	INFORMATION SERVICES	\$ 19,295.60
30	TRAINING	\$ -
35	AB468 TRN E710 ONE SHOT	\$ -
36	AB468 E710 ONE SHOT	\$ -
82	DEPARTMENT COST ALLOCATION	\$ 39,115.75
87	PURCHASING ASSESSMENT	\$ 416.25
	<b>TOTAL</b>	<b>\$ 985,881.80</b>

### 13.0 Cost Projections for the Remainder of Project Implementation

#### FY2024 Projections

Month	Deliverable/Milestone	Cost	Totals
October	Monthly Status Report 1	\$150,000	
	<i>Advantage SaaS Fees YR 1</i>	<i>\$5,235,000</i>	
			<b>\$5,385,000</b>
November	Monthly Status Report 2	\$150,000	
	PMP - Issues Management Plan	\$200,000	
	PMP - Schedule Management Plan	\$200,000	
	PMP - Scope Management Plan	\$200,000	
	Project Schedule	\$250,000	
	Sandbox environment	\$425,000	
	Familiarization Sessions	\$150,000	
			<b>\$1,575,000</b>
December	PMP - Risk Management Plan	\$200,000	
	Monthly Status Report 3	\$150,000	
	Interface/Integration Strategy	\$250,000	
	Training Strategy	\$250,000	
	Testing Strategy	\$250,000	
			<b>\$1,100,000</b>
January	Forms, Conversions, Reports Strategy	\$250,000	
	Monthly Status Report 4	\$150,000	
	P1A Business Process Analysis Findings	\$200,000	
	P1A Discovery Workshops Findings	\$350,000	
	P1A Program Increment Objectives	\$500,000	
			<b>\$1,450,000</b>
February	P1A Envision Stage Complete	\$400,000	
	Monthly Status Report 5	\$150,000	
	P1B Business Process Analysis Findings	\$200,000	
	P1B Discovery Workshops Findings	\$350,000	
	P1B Program Increment Objectives	\$500,000	
	P1B Envision Stage Complete	\$400,000	
			<b>\$2,000,000</b>
March	OCM and Communication Plan	\$200,000	

	Monthly Status Report 6	\$150,000	
			<b>\$350,000</b>
April	P1A PI1 Completion Report	\$1,100,000	
	Monthly Status Report 7	\$150,000	
			<b>\$1,250,000</b>
May	P1B PI1 Completion Report	\$1,100,000	
	Monthly Status Report 8	\$150,000	
	P1A PI2 Completion Report	\$1,100,000	
			<b>\$2,350,000</b>
June	P1A Training Materials	\$300,000	
	Monthly Status Report 9	\$150,000	
	P1B PI2 Completion Report	\$1,100,000	
	P1A Training	\$200,000	
			<b>\$1,750,000</b>
Any	Change Control	\$5,000,000	
			<b>\$5,000,000</b>
		<b>FY24 Total</b>	<b>\$22,210,000</b>

### FY2025 Projections

Month	Deliverable/Milestone	Cost	Totals
July	Monthly Status Report 10	\$ 150,000	
	P1A PI3 Completion Report	\$ 1,100,000	
	P1A Training	\$ 200,000	
			<b>\$ 1,450,000</b>
August	Monthly Status Report 11	\$ 150,000	
	P1A PI3 Completion Report	\$ 1,100,000	
	P1A Training	\$ 75,000	
			<b>\$ 1,325,000</b>
September	Monthly Status Report 12	\$ 150,000	
	P1A UAT Support	\$ 200,000	
	P1A Build Stage Complete	\$ 750,000	
	P1A Implementation Assessment Document	\$ 350,000	
	P1A PI4 Completion Report	\$ 1,100,000	
	P1A Training Support	\$ 75,000	
	P1A Performance Test Plan	\$ 200,000	
			<b>\$ 2,825,000</b>
October	Monthly Status Report 13	\$ 150,000	

	P1A UAT Support	\$ 200,000	
	P1A Cutover Plan and Checklist	\$ 200,000	
	P1A Readiness Assessment Checklist	\$ 100,000	
	P1A Performance Test Execution	\$ 250,000	
	P1B PI4 Completion Report	\$ 1,100,000	
	P1B Training Materials	\$ 300,000	
	<i>Advantage SaaS Fees YR 2</i>	\$ 5,385,000	
			<b>\$ 7,685,000</b>
November	Monthly Status Report 14	\$ 150,000	
	P1A Performance Test Execution	\$ 250,000	
	P1B Training Materials	\$ 200,000	
			<b>\$ 600,000</b>
December	Monthly Status Report 15	\$ 150,000	
	P1A Readiness Assessment	\$ 150,000	
	P1B PI5 Completion Report	\$ 1,100,000	
	P1B Training	\$ 200,000	
	P1A Achieve complete	\$ 750,000	
	P2A Business Process Analysis and Improvement	\$ 500,000	
	P2A Discovery Workshops Findings	\$ 500,000	
	P1B Build Stage Complete	\$ 750,000	
			<b>\$ 4,100,000</b>
January	Monthly Status Report 16	\$ 150,000	
	P1B UAT Support	\$ 200,000	
	P1B Training Support	\$ 75,000	
	P1B Implementation Assessment Document	\$ 350,000	
	P1B Performance Test Plan	\$ 200,000	
	P2A Program Increment Objectives	\$ 500,000	
	P2A Envision Stage complete	\$ 250,000	
	P1A Hypercare Support	\$ 250,000	
			<b>\$ 1,975,000</b>
February	Monthly Status Report 17	\$ 150,000	
	P1B UAT Support	\$ 200,000	
	P1B Training Support	\$ 75,000	
	P1A Hypercare Support	\$ 250,000	
	P1B Performance Test Execution	\$ 250,000	
	P2A Build Stage Activities	\$ 350,000	
			<b>\$ 1,275,000</b>
March	Monthly Status Report 18	\$ 150,000	
	P1B UAT Support	\$ 200,000	
	P1B Cutover Plan and Checklist	\$ 200,000	
	P1B Performance Test Execution	\$ 250,000	
	P1B Training Support	\$ 75,000	
	P2A Build Stage Activities	\$ 350,000	

			<b>\$ 1,225,000</b>
April	Monthly Status Report 19	\$ 150,000	
	P1B UAT Support	\$ 100,000	
	P1B Performance Test Execution	\$ 250,000	
	P1B Readiness Assessment Checklist	\$ 100,000	
	P2A Build Stage Activities	\$ 350,000	
			<b>\$ 950,000</b>
May	Monthly Status Report 20	\$ 150,000	
	P2A Build Stage Activities	\$ 350,000	
			<b>\$ 500,000</b>
June	Monthly Status Report 21	\$ 150,000	
	P1B Readiness Assessment	\$ 150,000	
	P1B Achieve Complete	\$ 750,000	
	P2A Build Stage Activities	\$ 350,000	
	P2B Business Process Analysis and Improvements	\$ 500,000	
	P2B Discovery Workshops Findings	\$ 500,000	
			<b>\$ 2,400,000</b>
Any	Change Control	\$ 5,000,000	
			<b>\$ 5,000,000</b>
		<b>FY25 Total</b>	<b>\$ 31,310,000</b>

### FY2026 Projections

Month	Deliverable/Milestone	Cost	Totals
July	Monthly Status Report 22	\$ 150,000	
	P2B Program Increment Objectives	\$ 500,000	
	P2B Envision Stage complete	\$ 250,000	
	P1B Hypercare Support	\$ 250,000	
	P2A Build Stage Activities	\$ 350,000	
			<b>\$ 1,500,000</b>
August	Monthly Status Report 23	\$ 150,000	
	P1B Hypercare Support	\$ 250,000	
	P2A Build Stage Activities	\$ 350,000	
	P2B Build Stage Activities	\$ 350,000	
			<b>\$ 1,100,000</b>
September	Monthly Status Report 24	\$ 150,000	
	P2A Build Stage Activities	\$ 350,000	
	P2B Build Stage Activities	\$ 350,000	
			<b>\$ 850,000</b>
October	Monthly Status Report 25	\$ 150,000	
	P2A Build Stage Complete	\$ 750,000	

	P2B Build Stage Activities	\$ 350,000	
	<i>Advantage SaaS Fees YR 3</i>	<i>\$ 5,385,000</i>	
			<b>\$ 6,635,000</b>
November	Monthly Status Report 26	\$ 150,000	
	P2A Implementation Assessment Document	\$ 350,000	
	P2A Achieve Stage Activities	\$ 500,000	
	P2B Build Stage Activities	\$ 350,000	
			<b>\$ 1,350,000</b>
December	Monthly Status Report 27	\$ 150,000	
	P2A Achieve Stage Activities	\$ 500,000	
	P2B Build Stage Activities	\$ 350,000	
			<b>\$ 1,000,000</b>
January	Monthly Status Report 28	\$ 150,000	
	P2A Achieve Stage Activities	\$ 500,000	
	P2B Build Stage Activities	\$ 350,000	
			<b>\$ 1,000,000</b>
February	Monthly Status Report 29	\$ 150,000	
	P2A Achieve Complete	\$ 750,000	
	P2A Achieve Stage Activities	\$ 500,000	
	P2B Build Stage Activities	\$ 350,000	
			<b>\$ 1,750,000</b>
March	Monthly Status Report 30	\$ 150,000	
	P2A Hypercare Support	\$ 250,000	
	P2B Build Stage Activities	\$ 350,000	
			<b>\$ 750,000</b>
April	Monthly Status Report 31	\$ 150,000	
	P2B Build Phase Complete	\$ 750,000	
	P2A Hypercare Support	\$ 250,000	
			<b>\$ 1,150,000</b>
May	Monthly Status Report 32	\$ 150,000	
	P2B Implementation Assessment Document	\$ 350,000	
	P2B Achieve Stage Activities	\$ 500,000	
			<b>\$ 1,000,000</b>
June	Monthly Status Report 33	\$ 150,000	
	P2B Achieve Stage Activities	\$ 500,000	

			\$ 650,000
		<b>FY26 Total</b>	<b>\$ 18,735,000</b>

**FY2027 Projections**

Month	Deliverable/Milestone	Cost	Totals
July	Monthly Status Report 34	\$ 150,000	
	P2B Achieve Stage Activities	\$ 500,000	
			<b>\$ 650,000</b>
August	Monthly Status Report 35	\$ 150,000	
	P2B Achieve Stage Complete	\$ 750,000	
	P2B Build Stage Activities	\$ 500,000	
			<b>\$ 1,400,000</b>
September	Monthly Status Report 36	\$ 150,000	
	P2B Hypercare Support	\$ 250,000	
			<b>\$ 400,000</b>
October	P2B Hypercare Support	\$ 250,000	
	<i>Advantage SaaS Fees YR 4</i>	<i>\$ 5,385,000</i>	
	<i>Local Support Services</i>	<i>\$ 2,120,000</i>	
			<b>\$ 7,755,000</b>
		<b>FY27 Total</b>	<b>\$ 10,205,000</b>

**FY2028 Projections**

Month	Deliverable/Milestone	Cost	Totals
October	<i>Advantage SaaS Fees YR 4</i>	<i>\$ 5,385,000</i>	
	<i>Local Support Services</i>	<i>\$ 2,380,000</i>	
			<b>\$7,765,000</b>
		<b>FY28 Total</b>	<b>\$7,765,000</b>



# Nevada Legislature

August 18, 2023

Andy Matthews, State Controller  
Office of the State Controller  
101 North Carson Street, Suite 5  
Carson City, NV 89701

Jack Robb, Director  
Department of Administration  
515 East Musser Street, Suite 102  
Carson City, Nevada 89701

Amy Stephenson, Director  
Governor's Office of Finance  
209 East Musser Street, Room 200  
Carson City, Nevada 89701

Dear Controller Matthews, Director Robb, and Director Stephenson:

The 2023 Legislature approved the continuation of funding for the Office of Project Management in the Silver State Modernization Approach for Resources and Technology in the 21st Century (SMART 21) budget in the 2023-25 biennium to support efforts to replace the state's existing financial and human resource information systems (now known as the Core.NV project). To monitor the status of the project and the activities of the Office of Project Management, the Senate Committee on Finance and the Assembly Committee on Ways and Means requested that the agency provide quarterly reports to the Interim Finance Committee during the 2023-25 biennium. The reports should include, at a minimum, the following:

- An overview of activities conducted by the Office of Project Management;
- Updates on contracts to support the project;
- Updates on the project implementation plan and projected deployment timeline and project costs;
- A summary of activities and decisions made by the executive committee;
- A summary of change management and training efforts;
- An overview of the activities of Core.NV state staff;
- An overview of the activities of Core.NV contract staff and project vendors;

Andy Matthews, State Controller, Office of the State Controller  
Jack Robb, Director, Department of Administration  
Amy Stephenson, Director, Governor's Office of Finance  
August 18, 2023  
Page 2 of 2

- A list of project deliverables received, deliverables anticipated for the next reporting period, and deliverables that are behind schedule;
- Information regarding the planned location of the enterprise resource planning system following the transition from implementation to ongoing operations;
- Information regarding the development of a plan to allocate Core.NV system costs to state agencies as a means of recovering non-General Fund and non-Highway Fund funding sources for the implementation costs and ongoing operational support costs of the system; and
- A summary of categorical expenditures incurred to date and cost projections for the remainder of the project implementation.

The first quarterly report should be submitted on or before October 30, 2023, for the period covering July 1, 2023, through September 30, 2023. Subsequent reports should be submitted to the Fiscal Analysis Division within 30 days of the close of each quarter for transmittal to the Interim Finance Committee.

Sincerely,



Daniele Monroe-Moreno, Chair  
Assembly Committee on Ways and Means



Marilyn Dondero Loop, Chair  
Senate Committee on Finance

cc: Ben Kieckhefer, Chief of Staff, Office of the Governor