



# Science, Technology & Telecommunications Committee

## Agency Update & Reporting Tool

11/12/2025

Presented by

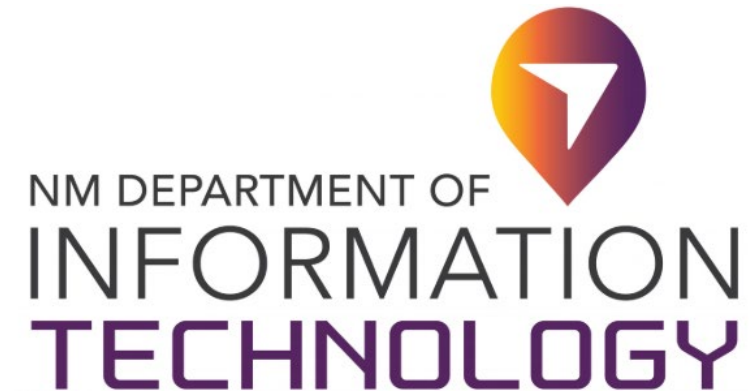
Manny Barreras, Cabinet Secretary and State CIO

Jason Habedank, Deputy Cabinet Secretary

# Agenda



- In-work Priorities
- Background: DoIT Mission
- Enterprise Architecture
- Oversight
- Important Trends
- Reporting
- Strategic Changes
- Q&A



# In-Work Priority Projects



## 1. Enterprise Modernization & Integration

- **Statewide Enterprise Architecture Program: Establishing a leadership-driven roadmap to unify and modernize IT architecture**

## 2. Technology Expansion & Adoption

- P25 Radio Network: Expanding coverage from 80% to over 90%.
- Microsoft 365 Rollout: Completing statewide deployment.
- AI Adoption: Scaling AI onboarding and use across agencies.
- Data Backup Modernization

## 3. Digital Experience & Accessibility

- Website Modernization: Initiating a unified branding and user experience strategy for state websites.

## 4. Operational Excellence

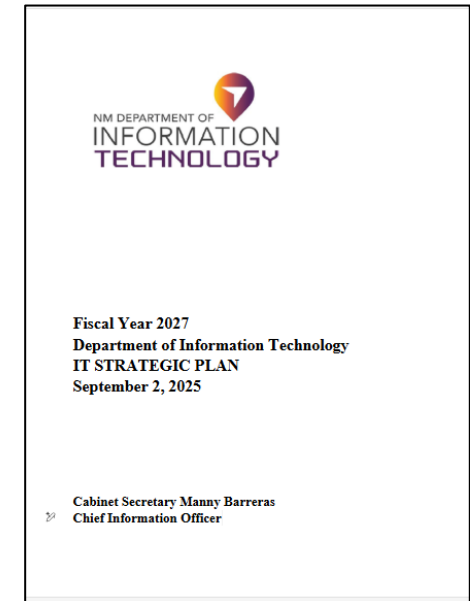
- **Dashboarding: Developing dashboards for operations, finance, and strategic tracking.**
- **Oversight Modernization: Streamlining project approvals and contracting processes.**

## 5. Security & Compliance

- Data Classification Tools: Deployment of Microsoft G5 E-Discovery and Purview.
- AI Policy: Drafted and distributed to guide responsible AI use.

## 6. Workforce & Organizational Challenges

- Agency Buy-In: Encouraging adoption of state-provided services through Customer Success Managers.

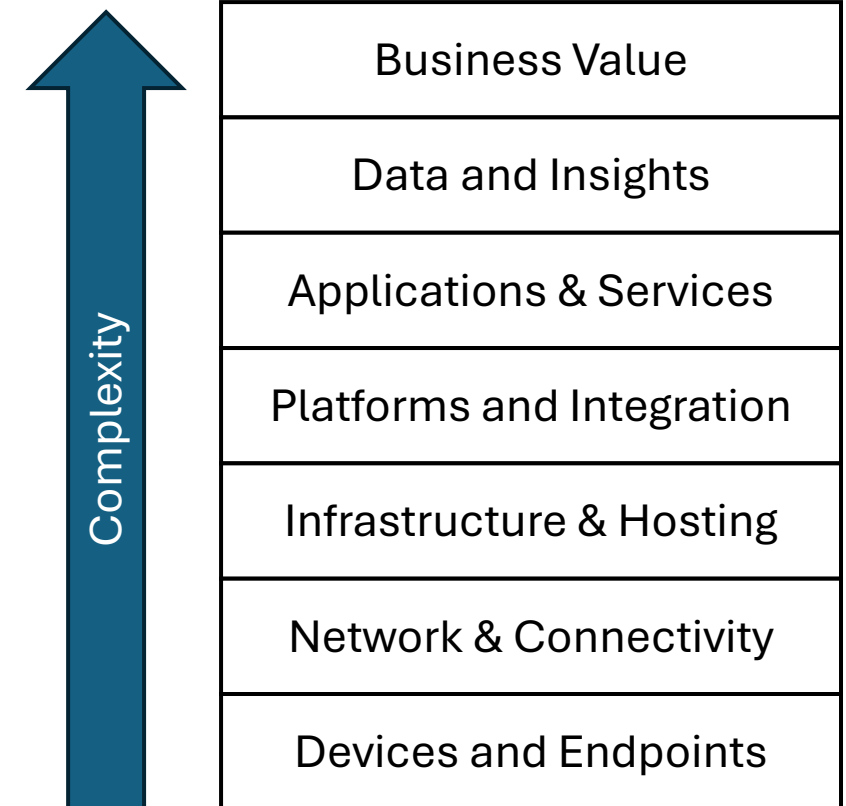


# Background: DoIT Mission



- **Core Services:**
  - Infrastructure, networking, and end-user support.
  - Beyond Infrastructure: Platforms, integration, and service management enable agencies to deliver digital services efficiently.
- **Strategic Role:** Aligns IT with business needs, supports data-driven decisions, ensures policy compliance, and evaluates major IT investments.
- **Common Perception:** Often seen primarily as a utility provider (hardware, connectivity, help desk).
- **The Overlooked Value:** Contributions to innovation, policy alignment, and statewide digital services.
- **Maximizing Impact:** Engage DoIT early in planning and strategy, not just implementation.

## Simple IT Value Chain



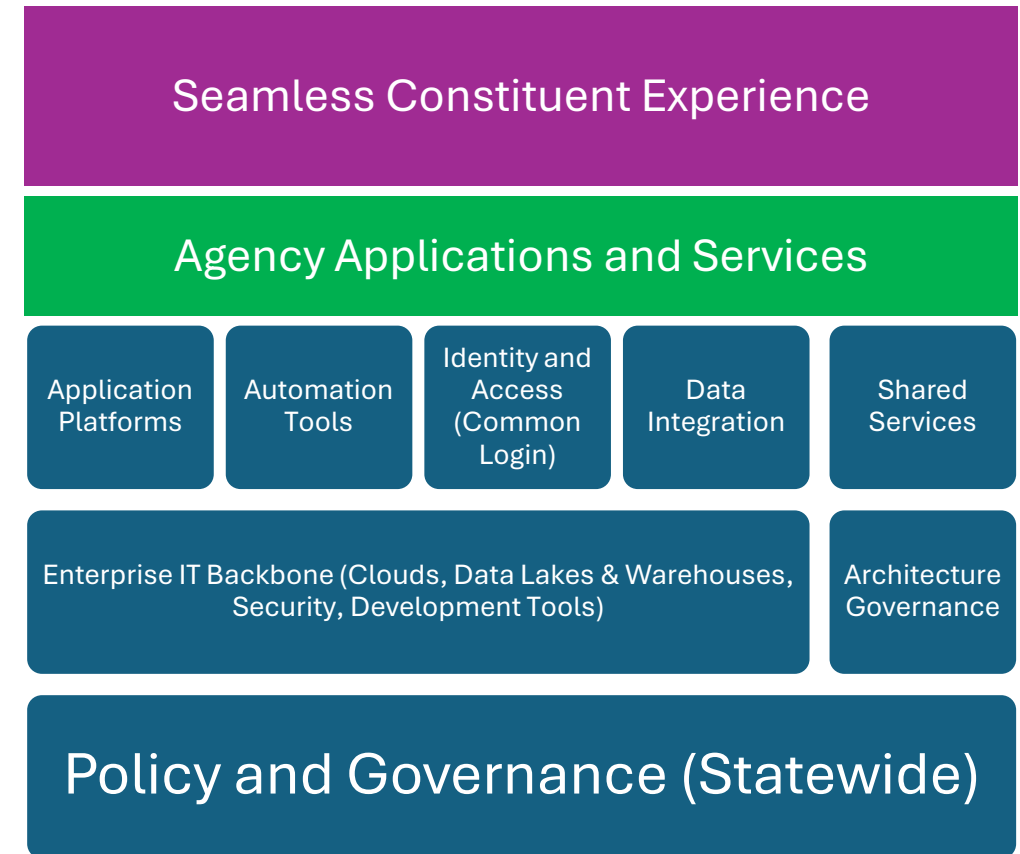
Recognizing DoIT across the full IT value chain improves alignment, efficiency, and results for the state.

# DoIT Enterprise Architecture



***DoIT Statewide Enterprise Architecture Program: Establishing a leadership-driven roadmap to unify and modernize IT architecture.***

- Promoting interoperability and avoiding system fragmentation
- Delivering efficient, citizen-centric services across agencies
- Reducing costs through shared platforms and reusable components
- Standardizing technology stacks for streamlined procurement
- Enhancing security and lowering risk
- Enabling faster, modular, and scalable innovation



Goal: Defined architecture and digital strategies allow DoIT to act as a **strategic partner** and ensure **governance, accountability, and consistency** across the state!

# DoIT Enterprise Architecture



Let's use Microsoft CoPilot as an example:

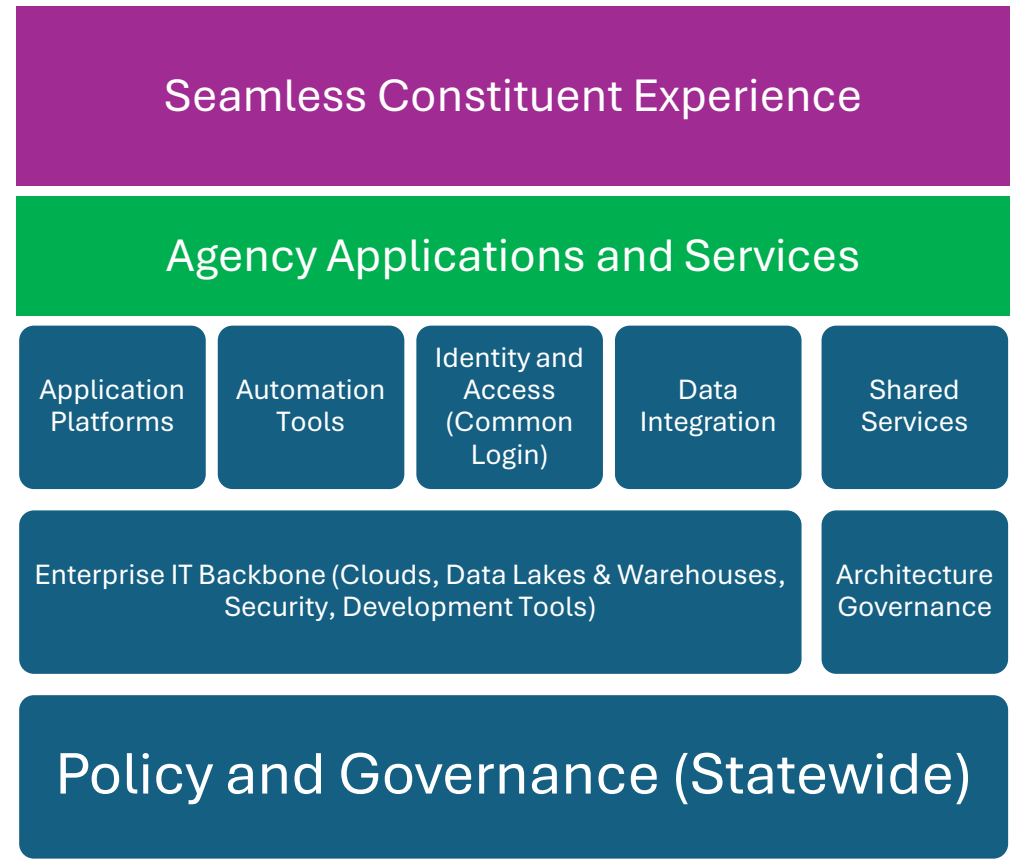
Constituents can access data provided by multiple agencies using the same user ID and password. Interfaces have a common “look and feel”. Data from different agencies may be combined and viewed without special effort.

Agency personnel (and/or applications) can leverage CoPilot to gather data, perform analysis and create end products using existing credentials. (Note: No special integrations required for data access.)

CoPilot products are deployed within DoIT managed Microsoft 365 tenant for agencies to use. CoPilot leverages tenant services and can access data within the tenant, based on user permissions. CoPilot becomes part of an integrated solution.

Microsoft CoPilot and CoPilot Premium are selected as products and incorporated into NM Microsoft 365 tenant. Requirements and policies for data & application security, rollout and usage are defined.

DoIT in conjunction with OCS, OGC, industry partners and agency CIOs drafts initial AI policy establishing statewide direction and guidance. Policy balances demand, business requirements and security considerations.



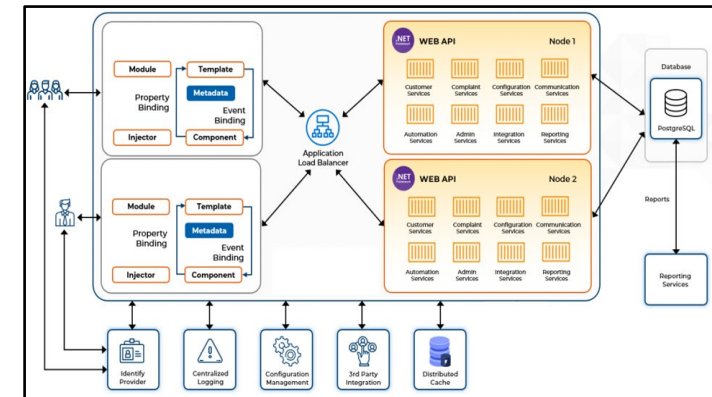
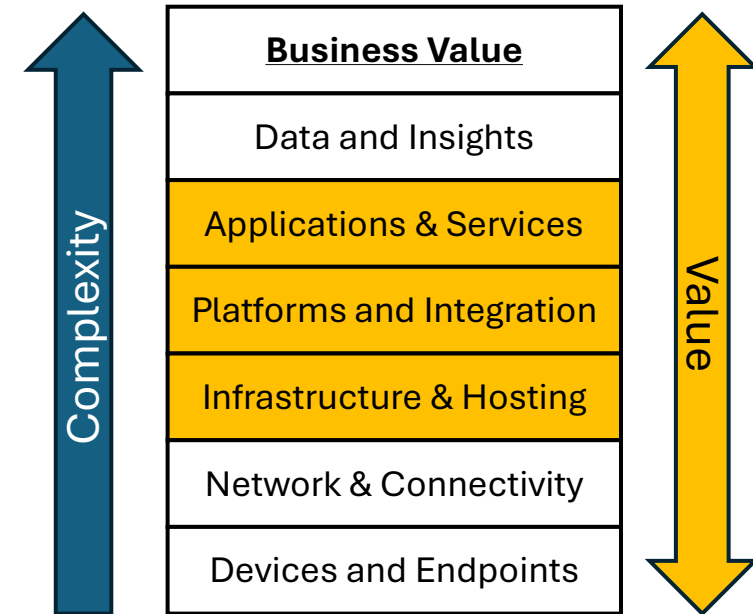
**Goal:** Defined architecture and digital strategies allow DoIT to act as a **strategic partner** and ensure **governance, accountability, and consistency** across the state!

# Technical Architecture Reviews at DoIT



## Why does it matter?

- Clarifies system structure:
  - Visualizes hardware, software, data flows, and integrations
  - Enables shared understanding across technical and non-technical stakeholders
- Supports governance:
  - Ensures alignment with security, compliance, and operational standards
    - State Information Architecture
    - Security and compliance standards
    - Operational readiness
- Drives success over entire value chain:
  - Facilitates
    - Strategic planning and risk mitigation
    - Lifecycle management and resource alignment
    - Efficient resource **allocation, reuse & interoperability**
    - Accurate, **quality data** for informed decision-making and stakeholder confidence
    - Consistent, simplified, constituent experiences



# DoIT Program and Project Oversight



## Oversees:

- IT contracts and amendments (excluding terms and conditions)
  - FY 25 Totals
    - Total Quality Draft Reviews: 516
    - Fully Executed Procurements: 284 (**\$134.4M Total Value**)
      - > \$1M: 29 procurements (10.2%) → **\$96.5M**
      - < \$1M: 255 procurements (89.8%) → **\$37.9M**
    - Value added changes (IT specific)
      - Break down services into clear, manageable increments
      - Improvements to Project Management and Professional Services costs
      - Elimination of unnecessary costs (assessments)
      - Encourage use of multiple vendors (competition)
  - Sole source determinations
  - IT RFPs
  - IT Special Appropriation (C2) Requests



## Manages:

- Project Certification and Exception Requests (May be process or technical exceptions.)
- Technical Architecture Reviews
  - Expanding to include defined (“pre-approved”) solution sets and standards
  - System Hosting Evaluations

DoIT Provides **IT strategic planning, oversight, and consulting** to state agencies to improve services for New Mexicans.



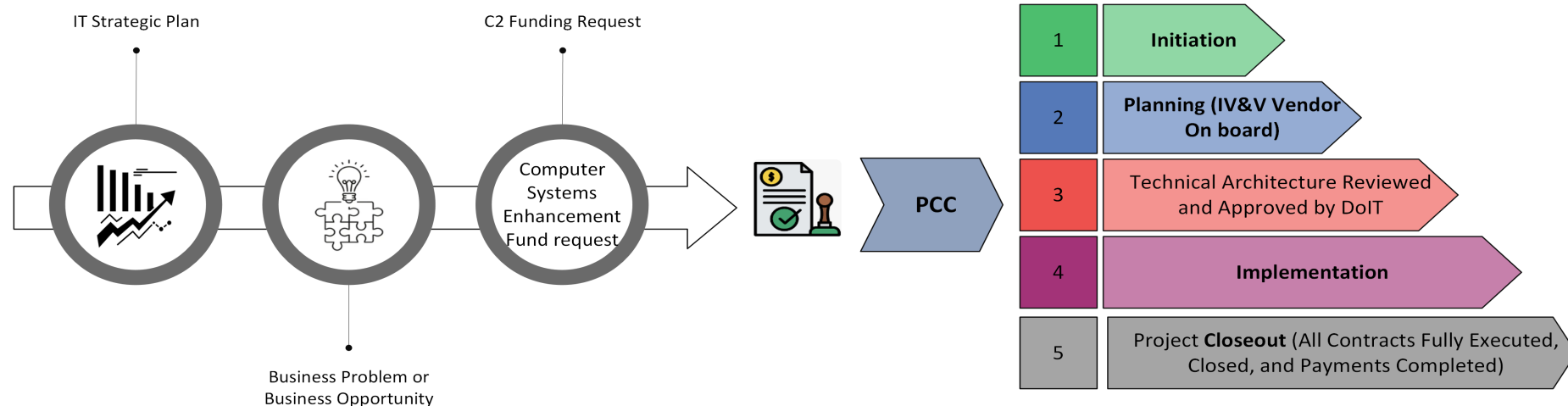
# Project Certification, Oversight & Reporting



The **Project Certification Committee (PCC)** oversees the **certification of IT projects and funding** for executive agencies. Certification is required for projects that meet any of the following criteria:

- The project is mandated to undergo **phased certifications** due to appropriation or grant conditions.
- It is a **subsequent or interrelated project** to one already certified.
- The **project cost is \$100,000 or more.**
- The **DoIT Cabinet Secretary (State CIO)** deems the project appropriate for certification.

*The diagram below outlines the typical project lifecycle with associated phases or “gates” which provide checkpoints for continued project funding. Project complexity, risks or performance may drive additional checkpoints within a phase.*



# Trend: Shift Toward Agile



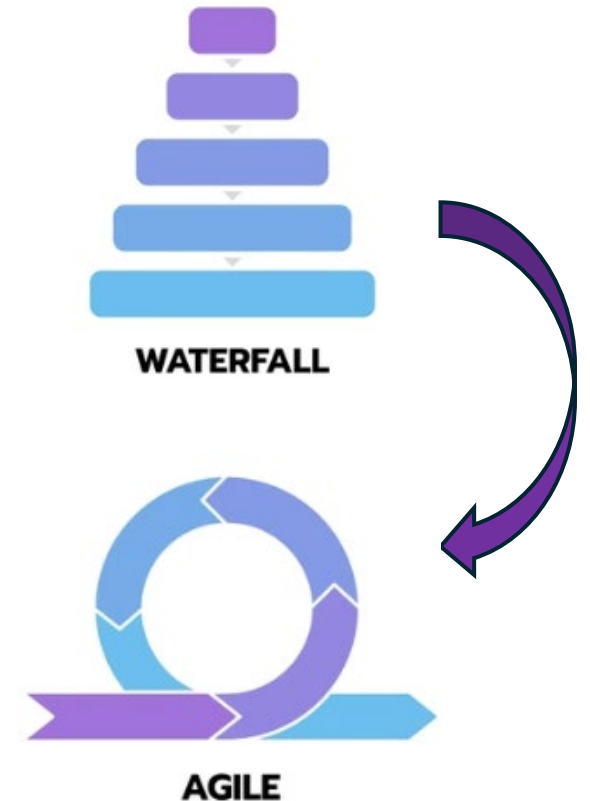
**Waterfall:** Sequential, low flexibility; best for fixed requirements.

**Agile:** Iterative, adaptive, high flexibility; continuous feedback.

**Hybrid:** Combines Waterfall planning with Agile development; balances structure and adaptability.

## Agile in Practice:

- Start small → Get feedback → Continuous improvement cycle
- Like building a puzzle: add pieces, check, adjust, repeat.
- Cultural shift: Requires active agency participation in development of user stories, demonstrations and quality assurance.
- Defined process.
- Requires changes to procurement processes.



# Trend: Shift Toward Agile



## Methodology Trends - NM IT Projects

- **Waterfall Dominance:**

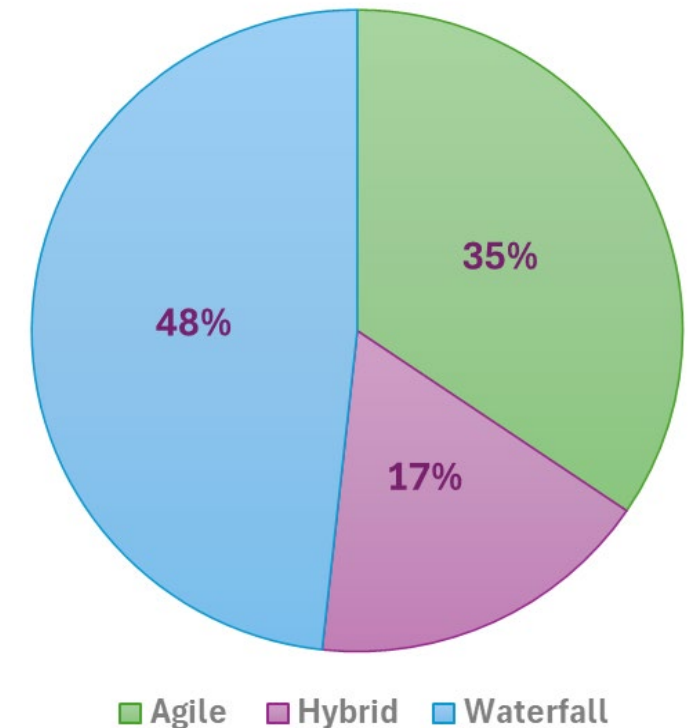
Many large-scale infrastructure and modernization projects use the Waterfall methodology, likely due to their complexity, regulatory requirements, and need for structured milestones.

- **Agile Adoption:**

Agile is favored for projects requiring flexibility and iterative development, such as licensing software, data exchanges, and digitization efforts.

- **Hybrid Approaches:**

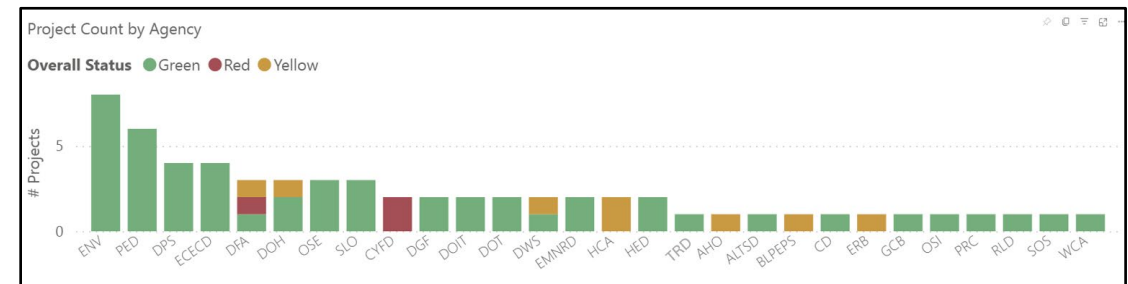
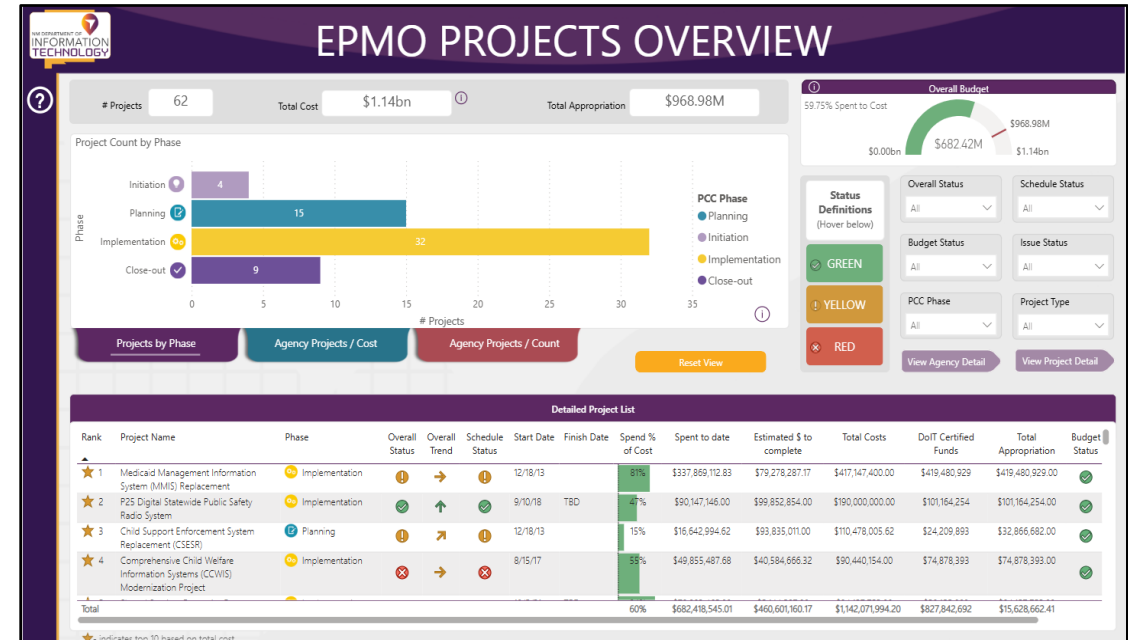
Used for modernization projects that blend legacy system upgrades with new development (e.g., **Educational Retirement Board PAS Modernization, Health Care Authority CSESR**)



# IT Project Portfolio Dashboard Reporting



- Statewide IT Project portfolio dashboard updated in September.
  - Tableau licensing expired; latest Microsoft agreement includes Power BI.
  - DoIT has focused “in-house” development and consulting capabilities on Microsoft toolsets.
- Improved visuals and sorting/filtering:
  - High level phase, schedule, funding and risk data.
  - Quickly provides information on IT project spend and health.
  - Specific breakouts for each agency.
- Opportunities to provide more detail:
  - Sometimes lacks details on value returned by projects.
  - No “Get to Green” story for “yellow” & “red” projects.
- Data is currently sourced from agency provided status reports.
- Descriptive data is available by clicking into the report.



# Notes on Funding



- Multiple large projects in current portfolio list significant amounts of funding.
- Incremental funding is common. Factors influencing incremental funding include:
  - Budget and FY alignment.
  - Phased approaches to implementation.
  - Requirements growth and technology updates toward end of longer projects.
  - Note: Some projects receive matching federal funds or grants.
- Most large projects are delivering capabilities before completion.

Agency/Project	Methodology	Total Funding	Funding Phases	Latest Funding Date
Health Care Authority MMIS Replacement	Hybrid	\$117,869,173	15+	05/19/2025
DoIT P25 Digital Statewide Public Safety Radio	Waterfall	\$101,164,254	7+	07/28/2025
CYFD CCWIS Modernization	Waterfall	\$78,545,900	10+	05/19/2025
Higher Education ERP	Hybrid	\$52,250,000	5+	05/19/2025
Regulation & Licensing Accela Replacement	Waterfall	\$17,160,306	10+	02/24/2025
Educational Retirement Board PAS Modernization	Hybrid	\$22,492,029	3	01/27/2025

# Accessing Detailed Reporting



Highlight the project from the list. The vertical bar next to the row indicates selected project

**Overall Budget**  
59.75% Spent to Cost  
\$0.00bn to \$968.98M (Total), \$682.42M (Spent)

**Project Cost by Agency**  
Budget Status: Green (●), Yellow (●)

Agency	Total Cost
HCA	\$527.6M
DOT	\$192.2M
HED	\$100.6M
CYFD	\$32.9M
DPS	\$28.5M
ERB	\$19.5M
DOH	\$12.2M
PED	\$10.2M
RLD	\$8.3M
DWS	\$5.8M
ECECD	\$3.2M
ENW	\$2.1M
SLO	\$1.5M
CD	\$1.1M
OSE	\$0.3M
DFA	\$0.3M
(Blank)	\$0.3M
WCA	\$0.3M
DOT	\$0.3M
ALTSD	\$0.3M
EMNRD	\$0.3M
PRC	\$0.3M
GCB	\$0.3M
BLPEPS	\$0.3M
DGF	\$0.3M
SOS	\$0.3M
AKO	\$0.3M
OSI	\$0.3M

**AGCY**

**Projects by Phase** | **Agency Projects / Cost** | **Agency Projects / Count** | **Reset View**

**Status Definitions**  
GREEN (●) | YELLOW (!) | RED (⊗)

**Overall Status**: All | **Schedule Status**: All | **Budget Status**: All | **Issue Status**: All | **PCC Phase**: All | **Project Type**: All

**View Agency Detail** | **View Project Detail**

Rank	Project Name	Phase	Overall Status	Overall Trend	Schedule Status	Start Date	Finish Date	Spend % of Cost	Spent to date	Estimated \$ to complete	Total Costs	DoIT Certified Funds	Total Appropriation	Budget Status
Modernization														
★ 7	Electronic Health Record (EHR)	Planning	!	↗	!	4/25/22	TBD	6%	\$1,379,218.00	\$20,702,367.00	\$22,000,000.00	\$2,418,264	\$22,000,000.00	✓
★ 8	Criminal Justice Information System Modernization	Planning	✓	↑	✓	6/1/23		12%	\$2,423,805.28	\$17,555,674.39	\$19,999,999.67	\$20,000,000	\$23,000,000.00	✓
★ 9	Permitting and Inspection Software Modernization (Accela Replacement)	Implementation	✓	→	✓	5/23/18		97%	\$18,879,485.37	\$586,034.35	\$19,465,519.72	\$17,160,307	\$20,074,272.53	✓
★ 10	New Mexico Longitudinal Data Systems	Implementation	✓	→	✓	8/27/20	TBD	65%	\$10,719,457.00	\$5,715,383.00	\$16,434,840.00	\$11,984,830	\$16,434,830.00	✓
11	Statewide Student Information System	Planning	✓	↑	✓	6/24/25		0%	\$39,414.13	\$11,960,585.87	\$12,000,000.00	\$2,000,000	\$12,000,000.00	✓
12	Intelligence Lead Policing	Implementation	✓	↑	✓	5/23/22		58%	\$5,384,399.77	\$4,200,600.23	\$9,585,000.00	\$9,585,000	\$9,585,000.00	✓
<b>Total</b>								60%	\$682,418,545.01	\$460,601,160.17	\$1,142,071,994.20	\$827,842,692	\$15,628,662.41	

★ - indicates top 10 based on total cost.

Click the "Project Details" button

# Detailed Reports



Project Name  
 Permitting and Inspection Software Modernization (Accela Replacement)  
 PCC Phase ● Implementation

Top 10 ▼ Active

- ★
- ✔
- Overall Status ✔
- Overall Trend ↗
- Schedule Status ✔
- Budget Status ✔
- Issue Status ✔

### Project Summary

**Project Description**  
 Agency: Regulation and Licensing Department  
 PM: Juan Torres  
 Exec Sponsor: Clay Bailey, Superintendent, RLD  
 Project Code: RLD-PISM  
 Code: 1  
 Detail: The State of New Mexico Regulation and Licensing Department (RLD) - Manufactured Housing Division (MHD) and Construction Industries Division (CID) is replacing the legacy permitting and inspection software, Accela. Additionally, RLD's Boards and Commissions Division (BCD) as well as Alcohol Beverage Control Division (ABC) is replacing the legacy system used for licensing (MLO).  
 Final phase of this project will be to bring in Securities Division (SEC), Financial Industries Division (FID), as well as several other programs within CID to include: Elevator Program, Carnival Ride Insurance Program, and Crane Operators Safety Program Insurance Company.

**Project PM Info**  
 Name: Juan Torres

### Status Detail

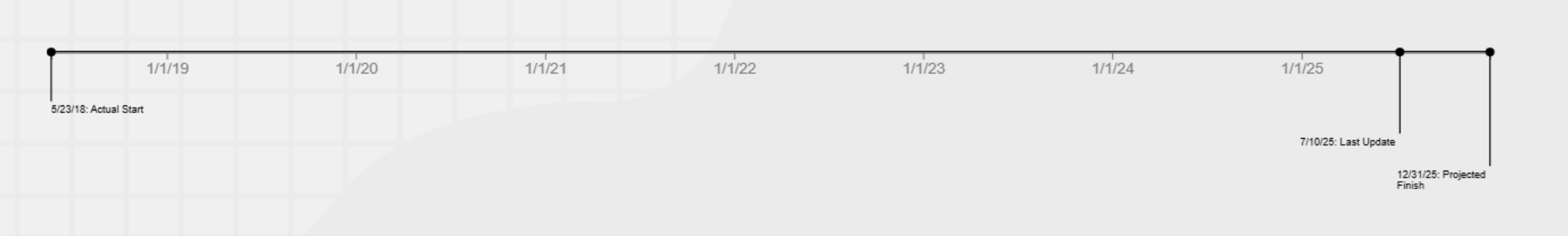
*(Project Status, Budget Status, Schedule Status, Issues/Risk Status)*

Spend	Spent to date	Est \$ to complete	Total Costs	DoIT Cert. Funds	Total Appropriation	Budget Status
97%	\$18,879,485	\$586,034	\$19,465,520	\$17,160,307	\$20,074,273	✔

**Overall Project Status - Green**  
 Detail:  
 Sprint 2 Demo given on 10/03/25. AST working on feedback discussed on demo. Will have updates on 10/09/25. NM team working on Sprint 2 Testing. Currently working on reviewing Sprint 3 User stories. Resource Priyanshu left project. Received new QA member, Nichijuanda R.. Finalizing RTM requirements on JIRA with the help of Jane and Arihant.

**Budget Status - Green**  
 % Spend to Cost: 97%  
 Spent to Date: \$18,879,485.37

**Project Information**  
 Project Code: RLD-PISM  
 Agency: Regulation and Licensing Department  
 Exec. Sponsor: Clay Bailey, Superintendent, RLD  
 File Name: RLD-PISM\_MonthlyReport\_10102025  
 Project Impact: Agency Wide



# DoIT Oversight Modernization & Reporting



## Purpose:

- Implement a portal for agencies to submit IT project documents (charters, plans, status reports, IV&V, PCC/TARC materials, exception requests, strategic plans, and more).
- Automate data validation and error checking to reduce manual review, corrections, and redundant data entry.
- **Enable robust data analytics for project health, performance tracking, and decision support.**
- **Leverage AI tool sets for reviews, analysis and reporting. (Use expanded data sets/sources.)**
- Free staff time for strategic planning, training, and agency support by reducing document handling workload.
- Use a rapid development platform for flexibility, scalability, and integration.
- Perform value stream mapping activities to lean out processes and accelerate value to agencies

## Benefits:

- Considerable reduction in document handling and review time.
- **Improved accuracy, consistency, and transparency in project reporting.**
- **Enhanced agency (and legislature) access to project status and analytics.**
- Increased training and support for agencies.
- Better decision-making through enterprise-wide data visibility.

### RLD-PISM: AI Generated Details

**Agency:** Regulation & Licensing Department (RLD)  
**Project:** Permitting and Inspection Software Modernization (PISM)  
**Platform:** Salesforce Cloud

**Strategic Purpose**

- Multi-phase modernization of legacy licensing systems into a centralized Salesforce platform
- Improves operational efficiency, customer service, and regulatory oversight
- Current Phase (V) focuses on the **Securities Division** — automating fee reconciliation, streamlining workflows, and improving transparency

**Project Status & Financials**

- **Overall Status:** ● **Green – On Track** (Static Trend)
- **Total Appropriation:** \$20.07M
- **Certified Funds:** \$17.16M
- **Progress Milestones:**
  - Kickoff & Discovery – Complete (Jul–Aug 2025)
  - Sprints 1–3 – Complete (Oct 2025)
  - **SIT/UAT – Nov 2025**
  - **Go Live – Dec 2025**
  - Project Closeout – Jun 2026

Roadrunner picture credit: ChatGPT

### RLD-PISM: AI Generated Details

**Governance & Oversight**

- Strong **Executive Steering Committee** and active sponsorship
- Joint **RLD-ASTPM Team** coordinates weekly using Jira for requirements tracking
- Transparent financial and schedule reporting through **DoIT EPMO oversight**

**Key Risks & Mitigation**

- **Fast-Tracked Timeline:** Weekly reviews and overlapping sprints
- **Resource Constraints:** Daily standups and escalation path for approvals
- **Data Migration Challenges:** Multiple validation iterations
- **UAT Complexity:** Enhanced test planning and coordination

**IV&V Findings**

- **Rating:** ● **Green** – Management, Sponsorship, Communication  
● **Yellow** – Schedule, Risk Management

**DoIT Oversight Value**

- ✓ Aligns modernization with statewide IT strategy
- ✓ Provides transparency and fiscal accountability
- ✓ Enables early risk identification and corrective action
- ✓ Builds delivery confidence for high-impact agency projects

Roadrunner picture credit: ChatGPT



# Q&A



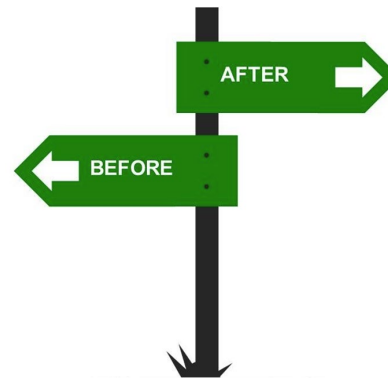
# Backup Slides



# SOW Review Example: DoIT Improvements



<b>Requirement Development</b>	<b>Sub 1-1</b>	<ol style="list-style-type: none"> <li>1. The contractor shall provide requirement development for system enhancements for the Unified Application. The Contractor shall ensure consistent task scheduling, requirement definition, risk management, and status reporting.</li> <li>2. Development and testing of all system enhancements for the Unified Application. The Contractor shall document, demonstrate, and validate that all system enhancements directed by the Department work as expected.</li> <li>3. Release of application enhancements into production. Each release shall be tagged with a Release Date and Label including a list of upgrades and modifications contained within the release. The Contractor shall submit a request to deploy all enhancements through the Department.</li> </ol>
<b>Review and Acceptance</b>		<ul style="list-style-type: none"> <li>• Contractor shall provide evidence that all assigned tasks and work products as requested/directed by the Procuring Entity are satisfactorily advancing or complete for final review and acceptance by the Procuring Entity.</li> </ul>



## DoIT Improvements to SOW Review:

- Organized tasks into clear phases for better structure and tracking.
- Added specific, measurable actions (traceability, risk mitigation, rollback).
- Strengthened reporting, documentation, and review requirements.
- Standardized the language for consistency and enforceability.
- Enhanced quality control with defined testing and approval steps.

<b>Requirement Definition and Planning</b>	<b>Sub 1-1</b>	<ul style="list-style-type: none"> <li>• The Contractor shall develop detailed functional and technical requirements for system enhancements.</li> <li>• The Contractor shall ensure consistent task scheduling, requirement traceability, and identification of dependencies.</li> <li>• The Contractor shall provide risk assessments and mitigation strategies for all planned enhancements.</li> </ul> <ol style="list-style-type: none"> <li>1. The Contractor shall provide weekly or monthly status reporting (as directed by the Procuring Entity) to communicate progress, risks, and issues.</li> </ol>
<b>Development and Testing</b>	<b>1-2</b>	<ul style="list-style-type: none"> <li>• The Contractor shall design, configure, and code all system enhancements in accordance with Procuring Entity requirements.</li> <li>• The Contractor shall conduct unit, integration, and regression testing to validate that enhancements perform as intended.</li> <li>• The Contractor shall maintain comprehensive documentation of development and testing activities, including test scripts, results, and validation evidence.</li> <li>• The Contractor shall demonstrate new functionality to the Procuring Entity for review and feedback prior to release.</li> </ul>
<b>Release and Deployment</b>	<b>1-3</b>	<ul style="list-style-type: none"> <li>• The Contractor shall prepare release notes that identify the Release Date, Release Label, and a complete list of upgrades, bug fixes, and modifications included in each release.</li> <li>• The Contractor shall package enhancements for deployment and submit a deployment request to the Procuring Entity for approval.</li> <li>• The Contractor shall ensure that all production releases are successfully implemented, tested, and validated in the production environment.</li> <li>• The Contractor shall provide rollback and recovery procedures in case of deployment failure.</li> </ul>
<b>Review and Acceptance</b>		<ul style="list-style-type: none"> <li>• Contractor shall provide evidence that all assigned tasks and work products as requested/directed by the Procuring Entity are satisfactorily advancing or complete for final review and acceptance by the Procuring Entity.</li> </ul>

# RLD-PISM: AI Generated Details



**Agency:** Regulation & Licensing Department (RLD)

**Project:** Permitting and Inspection Software Modernization (PISM)

**Platform:** Salesforce Cloud

## Strategic Purpose

- Multi-phase modernization of legacy licensing systems into a centralized Salesforce platform
- Improves operational efficiency, customer service, and regulatory oversight
- Current Phase (V) focuses on the **Securities Division** — automating fee reconciliation, streamlining workflows, and improving transparency

## Project Status & Financials

- **Overall Status:** ● *Green – On Track* (Static Trend)
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## Key Risks & Mitigation

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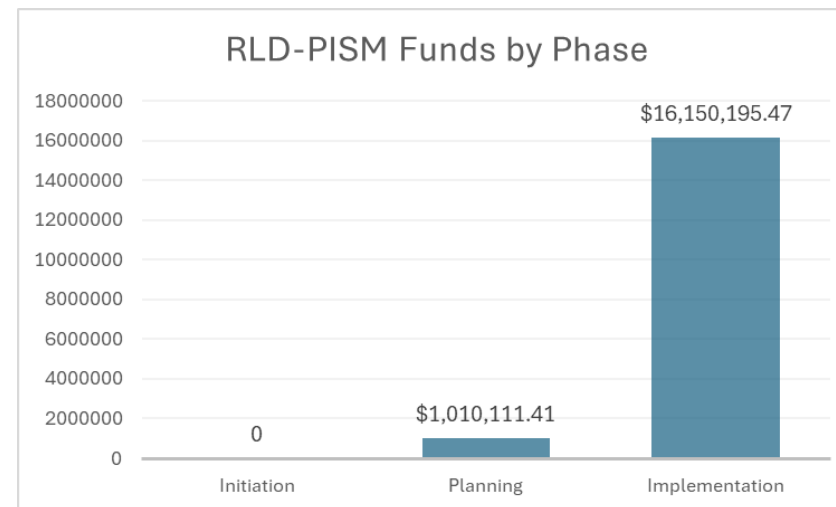
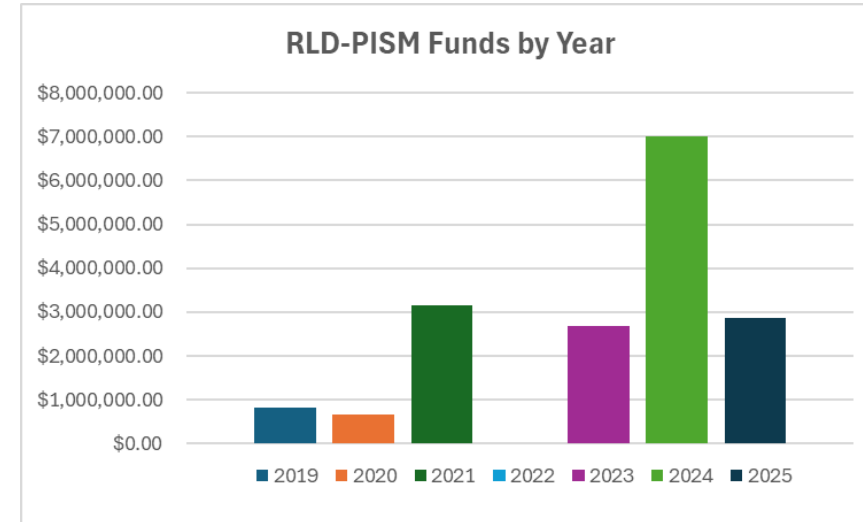
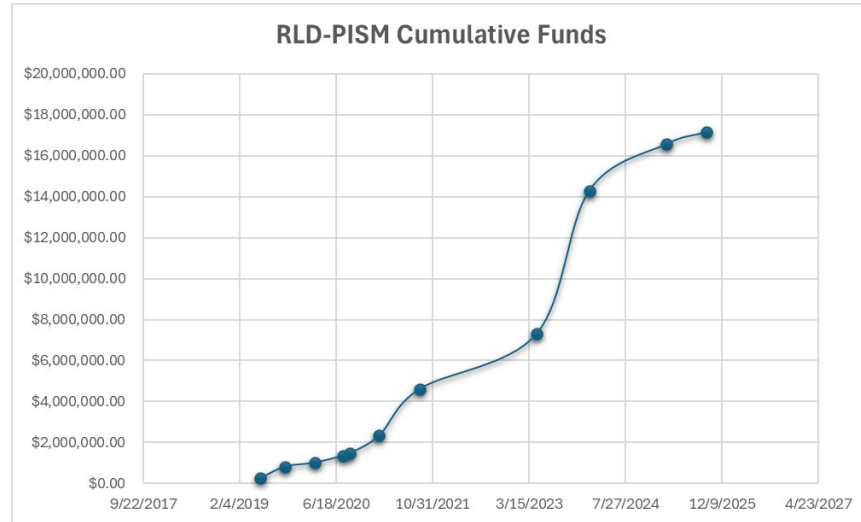
## IV&V Findings

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● *Yellow* – Schedule, Risk Management

## DoIT Oversight Value

- ✓ Aligns modernization with statewide IT strategy
- ✓ Provides transparency and fiscal accountability
- ✓ Enables early risk identification and corrective action
- ✓ Builds delivery confidence for high-impact agency projects

# Funding Overview Example (PISM)



# “Raw” AI Analysis of RLD PISM Project – Phase V



## Data used to generate slides 20 & 21

### 1. Project Overview & Strategic Objectives

- **Purpose:** The RLD-PISM project is a multi-phase modernization initiative for the Regulation and Licensing Department, migrating legacy licensing systems to a centralized Salesforce platform. The goal is to improve operational efficiency, customer service, and regulatory oversight across divisions, including Manufactured Housing, Construction Industries, Boards & Commissions, Alcohol & Beverage Control, and now Securities  
1.
- **Phase V Focus:** The current phase targets the Securities Division, aiming to streamline business processes, enhance collaboration, automate fee reconciliation, and improve tracking of applications, registrations, filings, and examinations for investment firms  
2.

### 2. Financials & Funding

- **Total Appropriation:** \$20,074,272.53 (from multiple fiscal years and legislative sources)  
1.
- **Certified Funds to Date:** \$17,160,306.88, with a remaining balance of \$2,913,965.65  
1.
- **Recent Expenditures:** For Phase V (Securities), purchase orders and deliverables have been paid out for kickoff and discovery, with remaining funds allocated for implementation and IV&V services  
3.

### 3. Project Status & Milestones

- **Overall Status:** The project is rated **Green** (on track), with a trend marked as “Static” (neither improving nor deteriorating)  
3.
- **Key Milestones:**
  - Kickoff and Discovery completed (July–August 2025)

- Sprints 1–3 completed (by October 2025)
- System Integration Testing (SIT) and User Acceptance Testing (UAT) scheduled for November 2025
- Go Live planned for December 2025
- Project closeout by June 2026  
3.

### 4. Governance & Management

- **Executive Sponsorship:** Strong governance with an active Executive Steering Committee and monthly meetings to review progress, risks, and schedule  
2.
- **Project Management:** Joint PM team (RLD and AST) meets weekly, maintains a master schedule, and uses Jira for tracking user stories and requirements  
2.
- **Communication:** Collaborative communication plan in place, with well-attended meetings and open channels between business owners, PMs, and contractors  
2.

### 5. Risks & Issues

- **Top Risks Identified:**
  - **Fast-tracked Timelines:** Limited contingency for schedule slippage, especially around holiday PTO periods  
2.
  - **Resource Constraints:** Large workload and limited client resources may require more time than allocated for approvals, testing, and decision-making  
2.
  - **Agile Development Challenges:** Requirements traceability and alignment may be difficult, requiring careful management of user stories and change logs  
2.

- **Data Migration & Integration:** Potential for technical issues and need for multiple iterations to ensure data quality  
3.
- **UAT Complexity:** User Acceptance Testing may be more challenging than expected  
3.
- **Mitigation Actions:**
  - Weekly schedule reviews to identify time savings
  - Overlapping work between sprints
  - Daily status meetings to ensure tasks are completed
  - Use of Jira and Excel snapshots for requirements management  
2.

### 6. Deliverables & Progress

- **Completed:** Phases I–IV (MHD, CID, BCD, ABC) are fully implemented and closed out, with all deliverables met  
1.
- **Current:** Phase V (Securities) is in execution, with kickoff, discovery, and design completed; development sprints are underway, and integration/testing is scheduled  
3.
- **Upcoming:** Final Go Live and project closeout by mid-2026  
3.

### 7. IV&V (Independent Verification & Validation) Findings

- **Status:** IV&V rates the project as “Green” for management, sponsorship, and communication; “Yellow” for scheduling and risk management (due to resource and timeline constraints)  
2.
- **Recommendations:** Strengthen sprint planning, update requirements change control, conduct bi-weekly risk reviews, improve document management, and

ensure organizational change management planning  
2.

### Summary Table: Key Insights

Area	Status/Insight	Source(s)
Strategic Objective	Modernize RLD licensing systems, improve efficiency, support investor protection	All docs
Financials	\$20M+ appropriated, \$17M+ certified, Phase V funded and on track	Docx, xlsx
Governance	Strong executive sponsorship, active steering committee, joint PM team	PDF, docx
Risks	Fast-tracked schedule, resource constraints, agile traceability, data migration challenges	PDF, xlsx
Mitigation	Weekly reviews, overlapping sprints, daily meetings, Jira/Excel for requirements	PDF, xlsx
IV&V	Green for management/communication, Yellow for schedule/risk; recommendations for improvement	PDF
Deliverables	Phases I–IV complete, Phase V in execution, Go Live Dec 2025, closeout June 2026	Docx, xlsx

### Business Recommendations

- **Monitor Resource Allocation:** Ensure sufficient client-side resources for approvals and testing to avoid delays.
- **Strengthen Change Management:** Develop and implement a robust organizational change management plan.
- **Enhance Risk Management:** Continue bi-weekly risk reviews and maintain proactive mitigation strategies.
- **Maintain Communication:** Keep collaborative channels open between all stakeholders and contractors.

- **Track Deliverables:** Use project management tools (Jira, Excel) to ensure requirements and milestones are met.