

APPROVED BUDGET \$14.8M 12 initiatives	ACTUAL SPEND (ITD) \$7.65M 51.7% of approved	BUDGET ATTACHED TO FLAGGED INITIATIVES \$3.45M 3 initiatives · 23.3%	EXPOSURE UNDER REVIEW \$455K deduplicated · gross \$688K	BENEFIT BASELINES 7 of 12 58.3% documented	OWNER UPDATES 11 of 12 1 missing (stale)
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Budget attached to flagged initiatives is the full approved budget of initiatives that need investigation. It is not lost capital, probable loss, or savings.

WHAT NEEDS YOUR DECISION, BY WHOM, AND BY WHEN3 decisions · \$320K in decision amounts · recommendations are not realized savings

1. Review the \$185K ERP change order against signed scope and delivery evidence				CFO · by Wed, Nov 4
RECOMMENDATION \$185K	DECISION AMOUNT	FACT INITIATIVE APPROVED BUDGET \$1.95M (APX-01)	FORECAST FORECAST BENEFIT None claimed by the change order	FACT CONFIRMED RESULT None. Decision pending.
Recommendation: Hold approval until the integrator confirms which of the three interfaces are already covered by SOW v3.1 \$4.2, and release only the uncovered scope against milestone evidence. Sources: SOW-ERP-114 (Oct 22, signed) · CO-ERP-07 (Oct 27, current) · MS-ERP-W44 (Oct 29, current).				
2. Defer the \$90K AI pricing expansion until a benefit baseline exists				Chief Commercial Officer · by Fri, Nov 6
RECOMMENDATION \$90K	DECISION AMOUNT	FACT INITIATIVE APPROVED BUDGET \$650K (APX-02)	FORECAST FORECAST BENEFIT Not established. No baseline.	FACT CONFIRMED RESULT None
Recommendation: Defer. Ask the workstream to document baseline margin by product family, a measurement period, and a benefit owner by Nov 20, then reconsider. Sources: CH-PRC-01 (Jun 2, baseline) · REQ-PRC-03 (Oct 29, current).				
3. Consider reallocating \$45K to support a forecast \$1.2M post-acquisition lease synergy				COO · by Mon, Nov 9
RECOMMENDATION \$45K	DECISION AMOUNT	FACT INITIATIVE APPROVED BUDGET \$400K (APX-04)	FORECAST FORECAST BENEFIT \$1.2M annual. Workstream forecast, subject to landlord consent at two sites and Line B relocation by March 2027.	FACT CONFIRMED RESULT \$0 realized to date
Recommendation: Consider moving \$45K of unallocated contingency from Supplier Consolidation (APX-09) to fund relocation design, conditional on landlord consent confirmation (PD-0426). Sources: LA-LSE-2026 (Jul 15, baseline) · SYN-LSE-04 (Oct 28, current) · CTR-SUP-W44 (Oct 29, current).				

WHAT CHANGED THIS WEEKFact, forecast, or risk as labeledFINANCIAL POSITION AND EXPOSURELedger extract Oct 30

FACT APX-01 Change order CO-ERP-07 submitted for \$185K (three interfaces). (CO-ERP-07)	Approved budget	FACT \$14.8M
FACT APX-02 \$90K expansion requested for four more product families. (REQ-PRC-03)	Actual spend, inception-to-date	FACT \$7.65M (51.7%)
RISK / VARIANCE APX-03 Second consecutive missed update; last delivery evidence Oct 9. (EV-PM3-09)	Open commitments	FACT \$2.28M
FORECAST APX-06 Forecast at completion rose to \$2.66M (\$60K above approved). (VC-PL2-29)	Remaining (approved – actual – committed)	\$4.87M
FACT APX-09 \$45K unallocated contingency identified after Wave 2 awards. (CTR-SUP-W44)	Forecast at completion	FORECAST \$15.248M (+\$448K)
FORECAST APX-10 Update received Fri 3:10 PM, before the 5 PM cutoff; UAT start moved one week. (UPD-WFS-W44)	EXPOSURE UNDER REVIEW (EACH ITEM COUNTED ONCE)	
	ERP change order pending scope review (APX-01, APX-05)	\$185K
	Pricing expansion requested without benefit baseline (APX-02)	\$90K
	Unreconciled vendor accrual (APX-03)	\$72K
	Forecast above approved budget (APX-06)	\$60K
	Shared data-migration vendor rate variance (APX-01, APX-12)	\$48K
	Deduplicated total (gross across records \$688K)	\$455K
A risk flag is a reason to investigate, not proof of loss.		

WHAT HAPPENED AFTER PRIOR DECISIONSDetail on page 2

3 completed · 1 overdue · 1 in progress · 1 open. Overdue: PD-0421 (Plant 3 evidence, COO). Status not supported by evidence: APX-01 ERP Consolidation Phase 2; APX-03 Plant 3 Maintenance Modernization.

INITIATIVE MATRIX: FACTS VERSUS FORECASTS

Actual and committed: ledger Oct 30 (fact) · Forecast: workstream · Progress vs agreed weighted baseline

INITIATIVE	APPROVED	ACTUAL	COMMIT.	FORECAST	VS APPR.	EVID./PLAN	OWNER	ASSESSED	BASELINE	UPDATE
APX-01 ERP Consolidation Phase 2 🔴	\$1.95M	\$1.21M	\$410K	\$2.135M	+\$185K	55/68%	Green	Flagged	Documented	● Current
APX-02 AI-Assisted Pricing Pilot 🔴	\$650K	\$298K	\$64K	\$740K	+\$90K	40/45%	Green	Flagged	Gap	● Current
APX-03 Plant 3 Maintenance Modernization 🔴	\$850K	\$503K	\$120K	\$880K	+\$30K	38/60%	Green	Flagged	Gap	○ Stale
APX-04 Post-Acquisition Lease Consolidation	\$400K	\$132K	\$58K	\$445K	+\$45K	34/35%	Amber	Watch	Documented	● Current
APX-05 Procure-to-Pay Automation	\$1.1M	\$612K	\$150K	\$1.09M	–\$10K	57/58%	Green	On track	Documented	● Current
APX-06 Plant 2 Line Retooling	\$2.6M	\$1.84M	\$420K	\$2.66M	+\$60K	72/74%	Amber	Watch	Documented	● Current
APX-07 Cybersecurity Controls Uplift	\$1.2M	\$540K	\$260K	\$1.2M	—	46/48%	Green	On track	Gap	● Current
APX-08 Distribution Network Redesign	\$1.8M	\$690K	\$300K	\$1.82M	+\$20K	41/40%	Green	Watch	Documented	● Current
APX-09 Supplier Consolidation Program	\$750K	\$305K	\$40K	\$705K	–\$45K	44/42%	Green	On track	Documented	● Current
APX-10 Workforce Scheduling System	\$900K	\$410K	\$95K	\$925K	+\$25K	47/50%	Amber	Watch	Gap	● Current
APX-11 Integrated Business Planning (S&OP)	\$1.05M	\$388K	\$120K	\$1.05M	—	37/37%	Green	On track	Documented	● Current
APX-12 Quality Data Platform	\$1.55M	\$720K	\$240K	\$1.598M	+\$48K	49/52%	Amber	Watch	Gap	● Current
Portfolio total (12)	\$14.8M	\$7.65M	\$2.28M	\$15.248M	+\$448K	Flagged 3: \$3.45M attached			7 of 12	11 of 12

Flags: APX-01 change order pending against signed scope, progress 13 pts behind plan · APX-02 expansion requested without benefit baseline · APX-03 no owner update for two cycles. Stage-gate counts are an unweighted screening signal, not earned value or evidence of waste.

PRIOR-DECISION REGISTER

Carried forward until closed with an observed result

REF	DECISION	OWNER	DUE	STATUS	OBSERVED RESULT	EVIDENCE
PD-0419	Pause P2P second-entity rollout until ERP interface testing passes (APX-05)	Corporate Controller	Oct 23	Completed	Interface test passed Oct 21; rollout resumed Oct 26.	TST-P2P-21
PD-0418	Hold \$120K data-migration milestone payment until SOW amendment is signed (APX-01)	VP Finance	Oct 23	Completed	SOW v3.1 signed Oct 22; payment released against accepted milestone evidence.	SOW-ERP-114
PD-0421	Require sensor installation evidence before any further Plant 3 scope additions (APX-03)	COO	Oct 30	Overdue	No submission in W43 or W44. Scope additions remain frozen.	None yet
PD-0424	Approve expedited tooling freight up to \$38K to protect the Plant 2 restart date (APX-06)	VP Operations	Oct 28	Completed	\$36.2K committed (PO 55817). Dec 7 restart is still a vendor forecast, not yet confirmed.	PO-55817
PD-0425	Assign an owner and document the Quality Data Platform benefit baseline (APX-12)	CFO	Nov 13	In progress	VP Quality assigned Oct 27; draft KPI definition received; baseline not yet documented.	None yet
PD-0426	Confirm landlord consent timeline before committing lease exit costs (APX-04)	VP Real Estate	Nov 6	Open	Consent requests sent Oct 28 for two sites; no response yet.	SYN-LSE-04
D-W44-1	Review the \$185K ERP change order against signed scope and delivery evidence (APX-01)	CFO	Nov 4	New	Confirmed result: None. Decision pending.	SOW-ERP-114
D-W44-2	Defer the \$90K AI pricing expansion until a benefit baseline exists (APX-02)	Chief Commercial Officer	Nov 6	New	Confirmed result: None	CH-PRC-01
D-W44-3	Consider reallocating \$45K to support a forecast \$1.2M post-acquisition lease synergy (APX-04)	COO	Nov 9	New	Confirmed result: \$0 realized to date	LA-LSE-2026

EVIDENCE LABELS AND METHOD

🔍 SOURCE-SUPPORTED FACT🔗 WORKSTREAM FORECAST⚠️ INDEPENDENT RISK OR VARIANCE

👤 EXECUTIVE RECOMMENDATION

Facts are checked against a named record, date, and scope. Forecasts are workstream estimates. Risks or variances are reasons to investigate. Recommendations are not realized savings.

Freshness at the Fri Oct 30, 5:00 PM CT cutoff: source records are Current at 7 days or less, Aging at 8–28 days, and Stale beyond 28 days. An initiative with two missed weekly updates is Stale. Baseline documents are versioned.

Cycle: Thu 10:00 AM collection · Fri 1:00 PM nudge · Fri 5:00 PM cutoff · Sat human approval · Mon 6:00 AM release (America/Chicago). No Sunday work. Approved Sat Oct 31, 2026 · 11:20 AM CT. Portal and printed scorecard show the same approved snapshot.