

Report on the Status of Enterprise Projects

Prepared for the Governor and the
Appropriations Committee of the Legislature

October 1, 2015

Report on the Status of Enterprise Projects

Pursuant to statute, the Nebraska Information Technology Commission (“NITC”) is tasked with identifying and monitoring information technology related “enterprise projects.”¹ The NITC adopted an enterprise project policy that established the procedures used to designate certain information technology projects as enterprise projects and provided for the monitoring of these projects by the Technical Panel of the NITC.²

“Enterprise project” is defined as “an endeavor undertaken by an enterprise over a fixed period of time using information technology, which would have a significant effect on a core business function or which affects multiple government programs, agencies, or institutions....” NEB. REV. STAT. § 86-506. The NITC uses this definition and the criteria set forth in the enterprise project policy to designate projects.

The NITC has designated the following projects as enterprise projects:

	Agency/Entity	Project	Designated
1	Department of Health and Human Services	New Medicaid Management Information System (MMIS)	07/08/2009
2	Administrative Services	LINK – Procurement	07/08/2009
3	OCIO University of Nebraska NET	Network Nebraska Education – LB 1208	07/08/2009
4	Department of Education	Nebraska State Accountability (NeSA) (formerly Statewide Online Assessment)	07/08/2009
5	Nebraska Council of Regions	Nebraska Regional Interoperability Network (NRIN)	03/15/2010
6	Department of Education	District Dashboard	04/19/2013
7	Administrative Services	EnterpriseOne System Upgrade	12/10/2013
8	Department of Health and Human Services	Medicaid Eligibility & Enrollment System	10/28/2014

Pursuant to the enterprise project policy, the agency/entity primarily responsible for the enterprise project must coordinate with the Technical Panel to provide periodic status reports. The Technical Panel has a regular agenda item at each of its meetings to discuss the status of these projects. The Panel utilizes the status reports and in-person meetings with project representatives to monitor the status of each project. At each NITC meeting, the Technical Panel provides an update to the Commission on the status of these projects.

¹ Neb. Rev. Stat. § 86-525 et seq.

² <http://nitc.ne.gov/standards/1-205.html>

STATUS REPORT

Three projects – Nebraska Regional Interoperability Network (NRIN), District Dashboards, and Medicaid Eligibility & Enrollment System (ESS) – are reporting potential and/or significant risks for reasons noted in the attached Enterprise Project Status Dashboard report. The Technical Panel is closely monitoring all three of these projects.

Regarding the EES project, the State CIO has begun participating in project Steering Committee meetings. It appears that the System Integrator lacks experience with the target application and general agency policies. Based on the information available, the State CIO's opinion is that the Scope and Budget risk for this project are not adequately noted in the project status report provided by the agency. The State CIO's opinion is that these two categories – Scope and Budget – should be reported as “yellow” status. The State CIO concurs with the agency report that the Overall Status and Schedule are “red” status.

The Nebraska Statewide Radio System project was completed and closed out since the last report on enterprise projects. The EnterpriseOne System Upgrade project has been completed; however, the Technical Panel is waiting on the closeout report from the agency before closing the project. The LINK – Procurement project was suspended and the contract was allowed to expire due to the system not meeting the needs of the State of Nebraska.

Attachment A provides the current Enterprise Project Status Dashboard report with summary information on the current status of each of the enterprise projects. More detailed project status information is available by contacting the Office of the CIO.

ATTACHMENT A
Nebraska Information Technology Commission
Enterprise Project Status Dashboard – as of September, 2015

Project: LINK – Procurement		Contact: Bo Botelho				
Start Date	01/14/2013	Orig. Completion Date	10/31/2013	Revised Completion Date	Pending	
	September	July	June	April	February	December
Overall Status						
Schedule						
Budget						
Scope						
Project Description						
<p>Workday Procurement standardizes business processes for procurement documents. Workday Procurement will be the data entry location for all procurement documents (requisitions, purchase orders and contracts). Approvals and printing of the documents will be processed in Workday. Selected supplier websites will be available for access to state contracted pricing through punch-out capability. Purchase Orders will be interfaced in to the State’s financial system for encumbering, receipts, and accounts payable. Suppliers will be available for selection in Workday and their associated commodities and procurement contact information will be maintained within Workday.</p>						
<p>Project Estimate: \$1,895,800 (\$1,624,009.27 has been expended)</p>						
Comments						
<p>September update: The Workday Procurement project requests to be closed for NITC reporting. Bo Botelho will present the closeout report at the October 13 Technical Panel Meeting.</p> <p>April Update: The Workday Procurement project has been suspended. The Department will continue to prioritize the current upgrading of the EnterpriseOne financial system and ongoing support of the existing HCM solution.</p>						

Nebraska Information Technology Commission
Enterprise Project Status Dashboard – as of September, 2015

Project: Network Nebraska Education						Contact: Tom Rolfes
Start Date	05/01/2006	Orig. Completion Date	06/30/2012	Revised Completion Date	08/01/2015	
	September	July	June	April	February	December
Overall Status						
Schedule						
Budget						
Scope						
Project Description						
<p>Network Nebraska-Education is a statewide consortium of over 260 K-12 and higher education entities working together to provide a statewide backbone, commodity Internet, distance education, and other value-added services to its participants. Network Nebraska-Education is managed by the State Office of the CIO partnering with the University of Nebraska Computing Services Network (UNCSN).</p> <p>Project Budget (2014-15): \$717,781 (\$612,873 has been expended)</p>						
Comments						
<p>September update: Since the last reporting period, the Network Nebraska summer project implementation for new members (14 public school districts and the Lincoln Diocese schools) and backbone upgrades (to ESU 3 and to ESU 6) were completed. On July 1, the primary Internet egress in Omaha was switched from Unite Private Networks to Cogent Communications and data was flowing. With schools and colleges in session from one to three weeks, Cogent Communications is having difficulty meeting the State reliability standard for Internet service for many end users. If not resolved, steps will be taken soon to intervene using the contractual terms of State Contract 65386(04). State contract research revealed that over 300 WAN transport circuits are being served by 22 separate State contracts with 11 different providers, all expiring on 6/30/2016, as well as four segments of the statewide backbone. Consequently, the fall 2015 RFP will be the largest telecommunications RFP in the history of the State of Nebraska.</p>						
<p>July update: Fifteen (15) new entities are expected to join Network Nebraska-Education on 8/1/2015.</p> <p>Since the last reporting period, the Network Nebraska Advisory Group (NNAG) and the Collaborative Aggregation Partnership (CAP) finalized the budgets and monthly fees for the Participation Fee, Interregional Transport Fee, and the Internet Cost Center. The summer project implementation for new members (14 public school districts and the Lincoln Diocese schools) and backbone upgrades (to ESU 3 and to ESU 6) were approved. On July 1, all cutovers and circuit upgrades were to be completed unless the Participant requested otherwise. The primary Internet egress in Omaha was switched to Cogent Communications and data was flowing, and the expiring service with Unite Private Networks will soon be terminated.</p>						
<p>Additional Comments/Concerns: The Network Nebraska-Education Participation Fee fund account has been updated with the 2014-15 estimated costs and the 4th quarter UNCSN invoice submitted on 6/22/2015. The fourth quarter UNCSN invoice revealed that IT Consulting-UNCSN was 1% over budget by \$2,081; Equipment Maintenance was over budget by \$66,771; Software Maintenance was over budget by \$17,295; and Training-UNCSN was over budget by \$2,867. The overall annual revenue and expenses produced an estimated positive variance of approximately \$105,000.</p> <p>Even though the Chief Information Officer fulfilled the Legislative benchmark of “providing access (the ability to connect) to every public K-12 and public higher education entity at the earliest date and no later than July 1, 2012” [Neb. Rev. Stat. 86-5,100], the NITC Technical Panel has extended the enterprise project designation for Network Nebraska-Education until 8/1/2015 so that all public school districts that want to participate have actually connected.</p>						

Nebraska Information Technology Commission Enterprise Project Status Dashboard – as of September, 2015

Project: Nebraska State Accountability (NeSA) (formerly Statewide Online Assessment)	Contact: John Moon					
Start Date	07/01/2010	Orig. Completion Date	06/30/2011	Revised Completion Date	6/30/2016	
	September	July	June	April	February	December
Overall Status						
Schedule						
Budget						
Scope						
Project Description						
<p>Legislative Bill 1157 passed by the 2008 Nebraska Legislature required a single statewide assessment of the Nebraska academic content standards for reading, mathematics, science, and writing in Nebraska’s K-12 public schools. The new assessment system was named Nebraska State Accountability (NeSA), with NeSA-R for reading assessments, NeSA-M for mathematics, NeSA-S for science, and NeSA-W for writing. The assessments in reading and mathematics were administered in grades 3-8 and 11; science was administered in grades 5, 8, and 11; and writing was administered in grades 4, 8, and 11.</p> <p>Project Estimate: \$7,278,025 (\$464,940.58 has been expended)</p>						
Comments						
<p>September update:</p> <p>The NDE assessment office has noted along with DRC that the frequency of testing issues were minimal for the 2014-15 testing year. For 2014-15 over 400,000 tests or 90% of all tests taken were online. On August 19th DRC delivered the 2014-15 student results for reading, math, science and writing to the state and respective districts through eDIRECT. The results for 160,000 students were aggregated into state, district and school reports for public release.</p> <p>The new contract starting July 1, 2015 has been signed by DRC and NDE. The planning meeting for 2015-2016 was completed on May 28, 2015 at the DRC headquarters in Minneapolis. The new contract included the continuation of the full-time technical resource based in Nebraska and the development of items/assessments measuring the new English Language Arts (ELA) standards including technology enhanced ELA items to be field tested in spring 2016. The new contract included options for the revision of NeSA math items based on the new Math standards. The Check for Learning System (C4L) has been expanded with more districts participating in 2015-16 school year and more students taking online formative assessments in the same format as the state summative assessments.</p> <p>The DRC INSIGHT Online Learning System requirements for fall 2015 are provided on the assessment website at the following link:</p> <p>http://www.education.ne.gov/Assessment/pdfs/DRC INSIGHT System Requirements Fall 2015 Final.pdf</p> <p>The requirements document provides information on</p> <ul style="list-style-type: none"> • operating systems and levels • hardware devices, processor • disk space, and memory • screen size and resolution • certain testing accommodations <p>July update:</p> <p>On July 7 a WebEx for districts about NeSA-RMS reports training was completed. NDE is working with districts to review student data results for any resolutions necessary due student movement etc. Districts will receive their data on July 8th and have until July 29th to identify appropriate not tested codes for resolution. Final reports in eDirect and on the State of the Schools Reports will include these in all corrections.</p>						

Nebraska Information Technology Commission
Enterprise Project Status Dashboard – as of September, 2015

Work continues on the transition of English Languages Assessments to technology enhanced items of field testing in 2016 and operational testing in 2017.

Additional Comments/Concerns:

Nebraska State Accountability (NeSA) is a statewide assessment system mandated by Nebraska Statute. Nebraska Department of Education has contracted with Data Recognition Corporation (DRC) to continue the development of the assessment system including management, development, delivery, administration, scanning/imaging, scoring, analysis, reporting, and standard setting for the online and pencil/paper reading, science, writing, and mathematics tests (NeSA-RMS) for July 1, 2015 through June 30, 2016. DRC will facilitate the delivery, administration, scanning/imaging, scoring, analysis, and reporting for the alternate pencil/paper reading, science, and mathematics tests during the same assessment window. During January 18 through February 5, 2016, DRC will deliver the online writing assessment (NeSA-W) for grades 8 and 11 and the pencil/paper writing assessment for grade 4 as well. The testing window for NeSA-RMS and NeSA-AA will start on March 21 and end on May 6, 2016.

Nebraska Information Technology Commission
Enterprise Project Status Dashboard – as of September, 2015

Project: Nebraska Regional Interoperability Network (NRIN)		Contact: Sue Krogman				
Start Date	10/01/2010	Orig. Completion Date	06/01/2013	Revised Completion Date	09/30/2016	
	September	July	June	April	February	December
Overall Status						
Schedule						
Budget						
Scope						
Project Description						
<p>The Nebraska Regional Interoperability Network (NRIN) is a project that will connect a majority of the Public Safety Access Points (PSAP) across the State by means of a point to point microwave system. The network will be a true, secure means of transferring data, video and voice. Speed and stability are major expectations; therefore there is a required redundant technology base of no less than 100 mbps with 99.999% availability for each site. It is hoped that the network will be used as the main transfer mechanism for currently in-place items, thus imposing a cost-saving to local government. All equipment purchased for this project is compatible with the networking equipment of the OCIO.</p> <p>Project Estimate: \$10,820,003 (\$8,915,330.26 has been expended)</p>						
Comments						
<p>NEMA is struggling with issues of governance and maintenance of the network. Governance would be needed at the local jurisdiction and not at the state agency (there is no state agency heading the project, it's all run at the local jurisdiction). There is no formal governance heading the project.</p> <p>September update: The project is at a point where multiple areas can now be worked on. Everything is in place to move forward on the remaining configurations and installation. Materials have been purchased as spare parts for the EC911 portion of the network.</p> <p>July update: The Deviation Contract was approved by DAS with an amendment removing the reference to any MSA contract with the OCIO. Cornerstone began work immediately upon the signature of the document and they are significantly engaged in progressing rapidly on this project to do a possible loss of grant dollars for both FY2013 and FY2014. NEMA and Cornerstone have had several meetings with the locals to re-connect from where the project was left. Efforts are not being made with the East Central Region on acquiring a place to store their spares. Dates have been changed to reflect the 3 month changeover from the OCIO MSA to the deviation contract.</p> <p>Additional Comments/Concerns: It's possible that upcoming target dates might be missed. Based on the uncertainty of the infrastructure needed for the project and the time involved in obtaining the environmental approvals to proceed with the project, any target dates are fluid. Delays are inevitable due to the difficulty in locating adequate tower sites and negotiating leasing agreements and/or MOU's.</p> <p>The Deviation Contract is in place with Cornerstone Towers. The new grant dollars are in effect until August of 2016.</p>						

Nebraska Information Technology Commission
Enterprise Project Status Dashboard – as of September, 2015

Project: Medicaid Management Information System Replacement Project (MMIS)		Contact: Don Spaulding				
Start Date	7/01/2014	Orig. Completion Date	TBD	Revised Completion Date	N/A	
	September	July	June	April	February	December
Overall Status						
Schedule						
Budget						
Scope						
Project Description						
<p>Project Estimates: \$113,600,000* (\$3,165,164 have been expended) *Planning Expenditures include 7/01/2014 – 6/30/2015. Estimate is a rough order magnitude estimate based on information available. As the procurements are completed, categorical details will be available.</p>						
Comments						
<p>September update:</p> <ul style="list-style-type: none"> • This is the first NITC report on the project. However, quarterly legislative reports have been completed summarizing work to date. • Strategic Analysis is completed and being reviewed by the steering committee. • Data Management and Analytics (DMA) and Independent Verification and Validation (IV&V) procurement schedule has been created. • DMA kick-off was completed and drafting of DMA RFP is progressing. • Communicated Claims Broker Services model and vision to CMS. <p>Additional Comments/Concerns: Many state resources are not full-time on the project and have other duties including other Legislative mandates to implement which may have a higher priority than this project. Funding for the project is 90% federal funding and 10% state funding.</p>						

Nebraska Information Technology Commission
Enterprise Project Status Dashboard – as of September, 2015

Project: District Dashboards		Contact: Dean Folkers				
Start Date	07/01/2013	Orig. Completion Date	06/30/2015	Revised Completion Date	06/30/2016	
	September	July	June	April	February	December
Overall Status						
Schedule						
Budget						
Scope						
Project Description						
<p>Made possible by a Statewide Longitudinal Data System (SLDS) grant from the United States Department of Education in 2012, the focus of the Nebraska Ed-Fi Dashboard initiative is to provide readily available data to the Nebraska classrooms to facilitate informed decision-making. Potential users include teachers, counselors, and administrators. NDE intends to leverage the Ed-Fi dashboard solution made available by the Michael & Susan Dell Foundation to provide Nebraska with an advanced student performance dashboard system to be customized for Nebraska needs. The Ed-Fi data standard will serve to define the initial data elements powering the Nebraska Ed-Fi dashboard.</p> <p>Our Plan of Work for design, development, and piloting of the Nebraska Dashboards will commence in three phases, each to proceed subsequently upon successful completion of the previous phase, between the months of September 2013 and December 2014. The phases include: Phase I - Dashboard Readiness (September 2013-February 2014), Phase II – Dashboard Development (February 2014-June 2014), and Phase III – Dashboard Deployment (June 2014-December 2014).</p> <p>Project Estimate: \$466,623.75 has been expended, grant funds only</p>						
Comments						
<p>September update: A revised schedule for pilot testing is being aligned with vendor timelines, and staff capacity constraints for districts, ESUs, ESUCC and NDE. Dashboard pilot testing is now planned for January 2016 timeframe. Some accountability pilot testing may start in fall of 2015 for prior school year submissions.</p> <p>July update: A one-year no cost extension was received from the US Department of Education for the project to continue work to June 30, 2016.</p> <p>The project made strong progress during June. DLP (the contractor), Nebraska Department of Education (NDE) and ESUCC completed Phase I & II co-development, integration testing and preparations for district data staging/QA. The pilot districts completed initial validation/certification activities with Pearson in June. Six Pearson pilot districts started data staging activities 6/29 – 6/30 with three of the six districts loading sufficient data to build their district dashboard. District data staging and dashboard QA will continue into July/August.</p> <p>Despite strong progress, the project continues to experience delays in planned staging due to delays in SIS vendor development and integration schedules. Infinite Campus has reported additional delays in planned development and a revised schedule is still pending. Pearson plans to take an iterative approach to developing their complete Ed-Fi interface with development and district staging continuing into July/August.</p> <p>Due to delays with Tyler and Infinite Campus, NDE plans to accelerate activities for ESU3/SIMS and Harris Schools. The expectation is that validation and data staging activities for these vendors will overlap with planned pilot activities.</p>						

Nebraska Information Technology Commission
Enterprise Project Status Dashboard – as of September, 2015

Project: EnterpriseOne System Upgrade		Contact: Lacey Pentland				
Start Date	10/01/2013	Orig. Completion Date	10/03/2014	Completed Date	04/28/2015	
	September	July	June	April	February	December
Overall Status						
Schedule						
Budget						
Scope						
Project Description						
<p>The State of Nebraska has been using JD Edwards to support the State’s agencies for over ten years. The current EnterpriseOne 9.0 system is relatively stable with a medium level of modifications. The program is planned, as much as possible, to be a technical upgrade with minimal impact on the existing business processes, interfaces and the related applications. The current applications landscape is proposed to be upgraded as follows:</p> <ul style="list-style-type: none"> • Upgrade from E1 9.0 to E1 9.1 to stay current with the JD Edwards technology stack • Migrate/Retrofit required customizations to E1 9.1 based on the keep drop analysis • Be on the latest stack • Simplification of the existing ecosystem – minimize customization, expand usage of JDE application • Leverage standard functionalities provided by new features of E1 9.1 <p>Project Estimate: \$2,250,000 (\$2,693,544.20 has been expended)</p>						
Comments						
<p>September update: Lacey Pentland will present the closeout report at the October 13 Technical Panel Meeting.</p> <p>July update: The project went live on April 28, 2015. They will begin the process of closing out the project for NITC reporting. The total cost of the project increased due to extending the go-live date from September, 2014 to June 30, 2015 (9 months).</p> <p><u>Current work completed:</u></p> <ul style="list-style-type: none"> • Post Go-Live Support (Resolve outstanding issues from Go-Live) 6/30/2015 <p><u>Next Steps:</u></p> <ul style="list-style-type: none"> • Conduct lessons learned session with upgrade team • Implement Expense Management as a separate project 						

Nebraska Information Technology Commission
Enterprise Project Status Dashboard – as of September, 2015

Project: Medicaid Eligibility & Enrollment System	Contact: Don Spaulding					
Start Date	10/28/2014	Orig. Completion Date	06/30/2016	Revised Completion Date	03/31/2017	
	September	July	June	April	February	December
Overall Status						
Schedule						
Budget						
Scope						
Project Description						
<p>The Affordable Care Act (ACA) included numerous provisions with significant information systems impacts. One of the requirements was to change how Medicaid Eligibility was determined and implement the changes effective 10/1/2014. As a result of the lack of time available to implement a long-term solution, the Department of Health and Human Services implemented a short-term solution in the current environment to meet initial due dates and requirements. This solution did not meet all Federal technical requirements for enhanced Federal funding but was approved on the assumption that a long-term solution would be procured. An RFP was developed and procurement has been completed with Wipro selected as the Systems Integrator for an IBM/Curam software solution.</p> <p>Project Estimate: \$57,741,564 (\$15,823,054 has been expended)</p>						
Comments						
<p>September update:</p> <p>Don Spaulding has replaced Eric Henrichsen as the contact on this project until a new permanent IT administrator is hired.</p> <ul style="list-style-type: none"> • Conducted the first CMS Gate Review on August 13, 2015, and the session went well. The team is waiting for feedback from CMS to determine what follow-up activities will be necessary. • The Steering Committee has reviewed and approved 03/31/2017 as the target Go-Live for the project • The development of the IMS details to the end of the Requirements Phase continues to progress. Planning for the design phase will begin upon completion of the Requirements Phase in keeping with the rolling wave approach. • Work for non-Core business and operational processes will begin after Requirements Phase planning is complete. • Development of preliminary Architecture models continues. • Planning for installation of the Sandbox environment has begun. • Organizational Change Management (OCM) Plan deliverable was delivered and approved. <p>July update:</p> <ul style="list-style-type: none"> • Preparation for the first Centers for Medicare and Medicaid Services (CMS) Gate Review is progressing well. All documents/artifacts have been completed, and development of a draft presentation is complete. The team is waiting for an agenda and date from CMS at this time. Once received, the presentation will be updated to align with the CMS agenda. • Development of the IMS to the end of the Requirements Phase is underway while we wait for CMS to provide a date for the Gate Review That will be followed by preparing IMS for remaining phases in keeping with the rolling wave approach. • Core Business Process definition and modeling is complete. Work for non-core business and operational processes will begin after the Requirements Phase planning is complete. • Development of preliminary architecture models continues. • Installation of the demo system is completed. User setup is underway. • Three deliverables were approved early in the project. From March to May there were 14 other deliverables that have received final approval (the project will have approximately 70 deliverables of this form). <p>Additional Comments/Concerns:</p> <p>Many state resources are not full-time on the project and have other duties including other Legislative mandates to implement. The vendor is having difficulty in filling key roles on the project.</p>						

Nebraska Information Technology Commission
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Color Legend		
	Red	<p>Project has significant risk to baseline cost, schedule, or project deliverables. Current status requires immediate escalation and management involvement. Probable that item will NOT meet dates with acceptable quality without changes to schedule, resources, and/or scope.</p>
	Yellow	<p>Project has a current or potential risk to baseline cost, schedule, or project deliverables. Project Manager will manage risks based on risk mitigation planning. Good probability item will meet dates and acceptable quality. Schedule, resource, or scope changes may be needed.</p>
	Green	<p>Project has no significant risk to baseline cost, schedule, or project deliverables. Strong probability project will meet dates and acceptable quality.</p>
	Gray	<p>No report for the reporting period or the project has not yet been activated.</p>