Report on the Status of Enterprise Projects

November 15, 2016

Prepared for the Governor and the
Appropriations Committee of the Legislature

This report is submitted by the Chief Information
Officer pursuant to Neb. Rev. Stat. § 86-530.

NEBRASKA

OFFICE OF THE CIO

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	OCIO University of Nebraska NET	Network Nebraska Education – LB 1208	07/08/2009
3	Department of Education	Nebraska State Accountability (NeSA) (formerly Statewide Online Assessment)	07/08/2009
4	Nebraska Council of Regions	Nebraska Regional Interoperability Network (NRIN)	03/15/2010
5	Department of Education	District Dashboard	04/19/2013
6	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 regular NITC meeting, the Technical Panel provides an update to the NITC on the status of these projects.

STATUS REPORT

As of the date of this report, all of the enterprise projects currently reporting to the NITC are making satisfactory progress towards successful completion. Three projects (Nebraska Regional

---

[1] Neb. Rev. Stat. § 86-525 et seq.
[2] http://nitc.ne.gov/standards/1-205.html

Interoperability Network (NRIN), New Medicaid Management Information System (MMIS), and Medicaid Eligibility & Enrollment System) are reporting potential risks for reasons noted in the attachment. These risks are not deemed to be a critical threat to any of these projects.

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.

The Network Nebraska Education – LB 1208 and District Dashboard projects were completed since the last report on enterprise projects.

Nebraska Information Technology Commission
Enterprise Project Status Dashboard – as of October, 2016

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
	October	August	June	April	February	January
Overall Status	🟡	🟡	🟡	🟢	🟢	🟢
Schedule	🟡	🟡	🟡	🟢	🟢	🟡
Budget	🟢	🟢	🟢	🟢	🟢	🟢
Scope	🟢	🟢	🟢	🟢	🟢	🟢
Quality	🟢	🟢	🟢	🟢	🟢	🟢

Project Description

Nebraska's current Medicaid Management Information System (MMIS) has supported DHHS Medicaid operations since 1977. Medicaid is an ever-changing environment where program updates occur quickly. The need for access to data is increasing and technological enhancements are necessary to keep pace with program changes. Recognizing the need to implement new technology, and with the support of the Legislature, DHHS embarked on the planning phase for replacement of MMIS functionality.

Project Estimates: $113,600,000* ($4,571,755 have been expended)
 *Planning Expenditures include 7/01/2014 – 12/29/2016. Estimate is a rough order magnitude estimate based on information available. As the procurements are completed, categorical details will be available.

Status Report

October update:
The Data Management and Analytics (DMA) RFP was released on June 1, 2016. Five (5) bidder proposals were received on September 20, 2016. Proposal evaluation will be completed on October 21, 2016.

A Project Coordination Committee was established to address system integration across the MMIS Replacement Projects and related systems, such as Eligibility and Enrollment.

The Independent Verification and Validation (IV&V) RFP was awarded to First Data Government Solutions, LP and is in process of contract finalization.

Key Accomplishments since Last Report:
- The DMA RFP proposal evaluation process including training and selection criteria was approved by all Stakeholders. Evaluation began September 27, 2016 and runs through October 21, 2016.
- The Project Coordination Committee was established, consisting of key individuals across the DHHS enterprise.
- IV&V RFP award was protested and resolved. Contract with First Data Government Solutions, LP is currently being finalized.
- An update to the PAPD was submitted to CMS.

Upcoming Activities this reporting period:
- Stakeholder review of the DMA RFP took longer than planned.
- The amount of interest from the vendor community resulted in 519 questions that was much more than anticipated.

August update:
The Data Management and Analytics (DMA) RFP was released on June 1, 2016 with bidder proposals due September 20, 2016. The Independent Verification and Validation (IV&V) RFP selection has been recommended to DAS with a published intent to award to First Data Government Solutions, LP. The funding request for implementation (IAPD) has received CMS approval.
NOTE: Current planning activities are funded under an approved CMS PAPD.

Stakeholder review of the DMA RFP took longer than planned. The amount of interest from the vendor community resulted

in 519 questions that were much more than anticipated.

Key Accomplishments since Last Report:
- 519 DMA RFP vendor questions were received. The responses to the questions were posted on July 28, 2016.
- IV&V RFP proposals were received and scored. A Best and Final Offer (BAFO) resulted in an award recommendation with First Data Government Solutions, LP to DAS.

Upcoming Activities this reporting period:
- DMA evaluation process and materials are being developed. Evaluation team training is being scheduled.
- IV&V RFP will be awarded and contracted.

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.

Nebraska Information Technology Commission
Enterprise Project Status Dashboard – as of October, 2016

Project:	**Network Nebraska Education**			Contact:		**Tom Rolfes**
Start Date	05/01/2006	Orig. Completion Date	06/30/2012	Revised Completion Date		08/10/2016

	June	April	February	January	December	November
Overall Status	🟡	🟢	🟢	🟢	🟢	🟢
Schedule	🟡	🟢	🟢	🟢	🟢	🟢
Budget	🟢	🟢	🟢	🟢	🟢	🟢
Scope	🟢	🟢	🟢	🟢	🟢	🟢
Quality	🟢	🟢	🟢	🟢	🟢	🟢

Project Description

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).

Project Budget (2015-16): $702,894 ($759,244 has been expended, $56,738 over budget (108%))

Status Report

August update:
Six new entities joined Network Nebraska-Education on July 1, 2016. Request to close project for NITC reporting.

June update:
Six (6) new entities are expected to join Network Nebraska-Education prior to 8/10/2016. Minor risks and issues are addressed by the executive sponsors at the monthly CAP meetings.

State of Nebraska RFP 5153 was released on 10/23/2015 as the largest telecommunications RFP in the history of the State of Nebraska. Bid opening occurred on 12/18/2015 and included 226 circuits for K-12, 20 circuits for higher education, 98 circuits for UNL Extension, and 3 circuits for the Nebraska Game & Parks Commission. Intents to Award Contract were issued on January 13, 2016 (delayed 20 days). **As of May 25, all 13 provider contracts had been posted, a delay of over 60 days from expected**. A separate RFI and RFP for the statewide backbone will follow the WAN circuit upgrade in late summer, early fall, 2016. The RFP will include the four segments of the leased backbone. For 2016-17, existing backbone contracts will be renewed/extended. Lincoln City Libraries went live with fiber access to Network Nebraska in late March and their Internet purchase was initially 500Mbps. Commodity Internet orders for 2016-17 were collected from K-12 and higher education entities and total orders increased by 44% over 2015-16.

The delay in finalizing and posting the 13 provider contracts related to RFP 5153 caused angst among many K-12 school districts as they prepared to do their federal E-rate filing before the May 26, 2016 extended deadline. The Office of the CIO will want to review RFP terms and conditions and whether alternate language can be constructed to make future years' procurements and contracting more expedient.

Additional Comments/Concerns:
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 8/1/2016 so that all public school districts that want to participate have actually connected.

Project:	**Nebraska State Accountability (NeSA)**		Contact:		**John Moon**	
Start Date	07/01/2010	Orig. Completion Date	06/30/2011	Revised Completion Date		6/30/2017
	October	August	June	April	February	January
Overall Status	🟢	🟢	🟢	🟢	🟢	🟢
Schedule	🟢	🟢	🟢	🟢	🟢	🟢
Budget	🟢	🟢	🟢	🟢	🟢	🟢
Scope	🟢	🟢	🟢	🟢	🟢	🟢
Quality	🟢	🟢	🟢	🟢	🟢	🟢

Project Description

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.

Project Estimate: $4,329,379 ($0.00 has been expended for FY 2017)

Status Report

October update:

Technical reports for NeSA will be delivered this month.

Tests forms for ELA, math, and science were completed on September 13, 2016. The enrollment window for NeSA materials will be open from October 3rd through October 14th. Districts will need to order the number of materials for paper (students with documented need), Large Print, Contracted English Braille, Uncontracted English Braille, and paper Spanish Translation assessments in eDIRECT. NeSA-Alternate assessments will be based on the number of students identified as requiring an Alternate Assessment in the Nebraska Student and Staff Record System (NSSRS). The Alternate Assessment Flag is an entry in the Special Education Snapshot with information noted on page 51 of the Student Template.

NeSA practice tests are available. The NeSA Practice Tests Online Administration Manual and the practice test video training are available on the Assessment page. The NeSA-ELA practice test includes technology enhanced items and a practice Text-Dependent Analysis at each grade. Technology enhanced items became available on September 30th for Check4Learning.

NeSA-Math Transition workshops are scheduled for the following dates at the various locations across the state. The workshops are:

- Gering, Gering Civic Center, Oct. 11
- Kearney, Younes Center, Oct. 12
- Norfolk, Lifelong Learning Center, Northeast Com College, Oct. 13
- Lincoln, Holiday Inn Downtown, Oct. 18
- Omaha, DC Centre, Oct. 19

DRC has not billed the Department of Education for 2016-17.

August update:

The 2015-2016 contract will close with the delivery of the reports for district, school and student during August. The final task will be accomplished when the NeSA and NeSA-AA technical reports are delivered.

For 2016-2017 there will likely be no NeSA grade 11 testing, likewise no writing tests for grades 4, 8, and 11 will be

administered this year. The final year of the current contract started July 1, 2016. Item writing including Technical Enhanced items (TE) for both the NeSA English Language Arts (ELA) and Math assessments have been written and reviewed. These TE items will be uploaded into the item bank for field testing in the spring of 2017. The 2016-2017 Check4Learing (C4L) will be available on July 22, 2016. Forms construction for NeSA and NeSA-AA will begin in September 12 and be completed by September 23.

Key Accomplishments since Last Report:
- The State Board approved the 2016-2017 contract with DRC which started July 1, 2016.
- Scores have been reviewed to eliminate errors such as duplicates, wrong IDs, etc. during June and July based on feedback from Nebraska school districts.
- The final score resolutions will be sent to DRC on August 10, 2016.
- New items were developed with Nebraska teachers including Technically Enhanced items (TE) for math and ELA.
- NDE has released an RFP for a college entrance exam (see website for RFP).

Upcoming Activities this reporting period:
- NDE will send updated list of districts and schools to DRC for 2016-2017 assessment cycles.
- NDE staff will approve math sampler items for the math and alternate assessments practice tests.
- Along with DRC's support NDE staff will develop the test forms for the 2017 NeSA tests based on item parameters and test criteria for large scale assessments.
- NDE will approve NeSA test manuals and training for the 2017 test cycle.
- In October NDE and DRC will provide one day professional development sessions for district/school math staff members at five locations throughout the state of Nebraska on the 2018 college and career standards and the new item types to measure the more rigorous standards.

Additional Comments/Concerns:
July 2016 - 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 and mathematics tests (NeSA-RMS) for July 1, 2016 through June 30, 2017.   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   The testing window for NeSA-RMS and NeSA-AA will start on March 2016 and end on May 5, 2016.

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
	October	August	June	April	February	January
Overall Status	🟡	🟡	🟡	🟡	🟡	🟡
Schedule	🟡	🟡	🟡	🟡	🟡	🟡
Budget	🟢	🟢	🟢	🟢	🟢	🟢
Scope	🟢	🟢	🟢	🟢	🟢	🟢
Quality	🟢	🟢	🟢	🟢	🟢	🟢

Project Description

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.

Project Estimate: $10,024,084 ($8,745,330.26 has been expended)

Status Report

October update:
Work is being completed between Gibbon and Kearney to finalize the linear connection of the West to the East. Other areas being worked on are from Albion to Platte Center, Bruning to Gladstone and all of Cass County. Beatrice dispatch is in the process of connecting the network for their dispatching.

August update:
Continued work on the line from Grand Island to Lexington. New structural analysis is being performed on Atlanta NET as well as towers that will also host the SRS system. Small funding allocations will be a cause for schedule delays. The allocations are a result of the SHGP grant amounts and the distribution of State and Local agreed upon funds.

Key Accomplishments since Last Report:
- The installation of 3 sites along the I-80 corridor.

Upcoming Activities this reporting period:
- To complete the installation from Grand Island to Lexington and then up to Oconto.
- Turn it on and get it tested.

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 weather over the winter months and the difficulty in locating adequate tower sites and negotiating leasing agreements and/or MOU's. Additional delays will be caused by small funding allocations. FCC filings are taking 30-45 days and some materials are 4-6 weeks out. New grant dollars are in effect until August of 2018.

Project:	**District Dashboards**			Contact:	**Dean Folkers**	
Start Date	07/01/2013	Orig. Completion Date	06/30/2015	Revised Completion Date		06/30/2016
	June	April	February	January	December	November
Overall Status	🟢	🟡	🟡	🟡	🟡	🟡
Schedule	🟢	🟡	🟡	🟡	🟡	🟡
Budget	🟢	🟡	🟡	🟡	🟡	🟡
Scope	🟢	🟢	🟢	🟢	🟢	🟢
Quality	🟢	🟢	🟢	🟢	🟢	🟢

Project Description

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.

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).

Project Estimate: $466,623.75 has been expended, grant funds only

Status Report

August update:
Successfully completed the pilot testing for the ADVISER dashboard. Request to close project for NITC reporting.

June update:
The contract end date was extended until 6/30/2016 to align with the end of the grant period. Currently we have six pilot districts and 12 Early Adapter Program (EAP) districts running in production. The Phase II Early Adopter Program has started and around 80 districts are participating. The team is wrapping up the dashboard pilot testing with the six PowerSchool pilot districts and 12 EAP districts. Certification testing of Infinite Campus Phase II development continues with NDE/DLP and McCook pilot district. NDE and DLP have been holding regular knowledge transfer sessions for the Accountability Data Mart (ADM) and pilot testing of the ADM implementation is in progress.

Validation of data loaded to DWH and ADM will be delayed due to resource constraints. Creation of reports for accountability pilot testing is delayed. Pilot test of the dashboard will continue until the end of June. Pilot testing of the DWH/ADM continues until the end of June. Associated knowledge transfer for DWH/ADM continues thru June. NDE is still in the process of realigning staff responsibilities or hiring additional staff to provide the resource capacity for statewide rollout and long term maintenance. ESUCC staff is shared between multiple projects and therefore availability and allocation varies.

Creating an NSSRS migration strategy and plan for statewide rollout. Target timeline has been identified. Team working on detailed migration plan.

Project:	**Medicaid Eligibility & Enrollment System**			Contact:	**Don Spaulding**	

Start Date	10/28/2014	Orig. Completion Date	06/30/2016	Revised Completion Date		06/30/2017
	October	August	June	April	February	January
Overall Status	🟡	🟡	🟡	🟡	🟡	🟡
Schedule	🟡	🟡	🟡	🟡	🟡	🟡
Budget	🟢	🟢	🟢	🟢	🟢	🟢
Scope	🟢	🟢	🟢	🟢	🟢	🟢
Quality	🟢	🟢	🟢	🟡	🟡	🟡

Project Description

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.

Project Estimate: $57,741,564 ($21,301,064 has been expended)

Status Report

October update:

The Nebraska Eligibility and Enrollment Solution (NE EES) project is in the design phase. Design activities are being executed per the integrated master schedule (IMS). The project team has identified 2 areas of the design that are pushing out the design completion dates. Those areas are Functional Delivery Units (FDUs) and data conversion. Members of the project team are working with the project board to mitigate. Key members of the project have resigned and are no longer with the project from both Wipro and the State. Resource allocation to impacted areas of work is being assessed and staffed.

Major areas of design work for the business are packaged in Functional Delivery Units (FDU). Business design activities are In-progress for FDU 1 (MAGI), FDU 2 (Non-MAGI) and FDU 3 (case, appeals & notices). Major technical areas of the project include data conversion, data synchronization, interfaces, environments, audit/ logging, reporting, data warehouse and security / privacy. The project follows a rolling wave project methodology. The development phase approach and integrated master schedule (IMS) activities are starting.

Key Accomplishments since Last Report:
- Data conversion mapping from the source system NFOCUS to the target system NTRAC is on schedule. The team has completed the initial mapping and gap analysis is underway. File formats are being created to prepare for extract design and development.
- A comprehensive security matrix has been created and is getting incorporated into all aspects of the project work. The security matrix includes CMS standards.
- 15 interface control documents have been delivered and the State is reviewing, provided feedback and moving toward acceptance.
- The production class data conversion environment statement is being reviewed by the State.
- Conducted multiple design sessions for FDU-1 (MAGI) and FDU-2 (Non-MAGI) to define the capability of the Curam OOTB solution to satisfy business requirements.
- Completed final reviews for key sections of business rules - Curam Rate Tables, MAGI Chip Eligibility, MAGI Common

- Financial and Non-MAGI ABD rules Group.

Upcoming Activities this reporting period:
- Data conversion mapping for entity group 3 and continued gap analysis. Extract file design and development will begin in October.
- Design JAD sessions for Audit and logging strategy - State review and provide feedback on application, middleware, database layers.
- Security and privacy operating assumptions – initial State review and feedback
- 11 Interface JAD sessions are planned for October. Continued review, feedback and acceptance of ICD documents.
- Development environment requirements and planning work sessions will be held with the State.
- Continue design activities for FDUs already in progress
- Kick-off design for FDU-4
- Commence definition of content to be included in FDU-5
- Continue work to conclude definition of additional Business Rules

August update:
The Nebraska Eligibility and Enrollment Solution (NE EES) project is executing the design phase of the project. Stakeholders from the state are participating in Joint Application Design (JAD) sessions. JAD sessions are collaborative working meetings that allow stakeholders to discuss how to incorporate Nebraska specific requirements into the design of Nebraska Timely, Responsive, Accurate, Customer Service (NTRAC). JAD sessions are held for both business and technical design.

Design activities are being executed per the integrated master schedule (IMS). Major areas of design work for the business are packaged in Functional Delivery Units (FDU). Technical areas of the project are underway including data conversion, data synchronization, interfaces, environments, audit/ logging and security/ privacy.

Additional Comments/Concerns:
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 filling key roles on the project and does not have enough people on the project to support current work plan. The vendor is taking steps to hire additional resources.

Color Legend		
🔴	Red	**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.
🟡	Yellow	**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.
🟢	Green	**Project has no significant risk to baseline cost, schedule, or project deliverables.** Strong probability project will meet dates and acceptable quality.
⚪	Gray	**No report for the reporting period or the project has not yet been activated.**