

Nebraska Information Technology Commission

**2013-2015 – IT Project Proposals**

<b>Project #</b>	<b>Agency</b>	<b>Project Title</b>
09-01	Secretary of State	Rules & Regulations Filing & Approval Application
09-02	Secretary of State	Collections / Licensing Filing Application
09-03	Secretary of State	State Records Center Web Application
18-01	Department of Agriculture	Paperless Inspections
22-01	Department of Insurance	Nebraska Exchange
23-01	Department of Labor	Electronic Content Management for UI Programs
23-02	Department of Labor	State Information Data Exchange System
25-01	DHHS	ACA IT Implementation
25-02	DHHS	ICD-10
25-03	DHHS	SMHP (State Medicaid Hit Plan)
25-04	DHHS	MMIS Replacement Study
25-05	DHHS	MMIS Replacement
25-06	DHHS	Medicaid Managed Care Expansion
25-07	DHHS	Behavioral Health Data System
47-02	NETC	Radio Transmission Replacement
47-03	NETC	Enterprise Uninterrupted Power Supply
47-04	NETC	Media Services Technology Project
47-05	NETC	NETC Facility Technical Corridor Redesign
47-06	NETC	Facility Routing Project
78-01	Crime Commission	Criminal Justice Information System
ESUCC-01**	ESUCC	Nebraska's BlendEd eLearning System

## IT Project Proposal Report - Detail

### Agency: 009 - SECRETARY OF STATE

Budget Cycle: 2013-2015 Biennium

Version: AF - AGENCY FINAL REQUEST

### IT Project : Rules & Regulations Filing & Approval Application

#### General Section

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<b>Address :</b> State Capitol, Suite 2300	<b>Telephone :</b> 4024712554	<b>NITC Priority :</b>
<b>City :</b> Lincoln		<b>NITC Score :</b>
<b>State :</b> Nebraska	<b>Zip :</b> 68509	

#### Expenditures

IT Project Costs	Total	Prior Exp	FY12 Appr/Reappr	FY14 Request	FY15 Request	Future Add
<b>Contractual Services</b>						
Design	0	0	0	0	0	0
Programming	200,000	0	0	150,000	50,000	0
Project Management	25,000	0	0	15,000	10,000	0
Data Conversion	0	0	0	0	0	0
Other	3,600	0	0	1,800	1,800	0
<b>Subtotal Contractual Services</b>	<b>228,600</b>	<b>0</b>	<b>0</b>	<b>166,800</b>	<b>61,800</b>	<b>0</b>
<b>Telecommunications</b>						
Data	0	0	0	0	0	0
Video	0	0	0	0	0	0
Voice	0	0	0	0	0	0
Wireless	0	0	0	0	0	0
<b>Subtotal Telecommunications</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Training</b>						
Technical Staff	0	0	0	0	0	0
End-user Staff	0	0	0	0	0	0
<b>Subtotal Training</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

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### Expenditures

IT Project Costs	Total	Prior Exp	FY12 Appr/Reappr	FY14 Request	FY15 Request	Future Add
<b>Other Operating Costs</b>						
Personnel Cost	0	0	0	0	0	0
Supplies & Materials	0	0	0	0	0	0
Travel	0	0	0	0	0	0
Other	8,000	0	0	4,000	4,000	0
<b>Subtotal Other Operating Costs</b>	<b>8,000</b>	<b>0</b>	<b>0</b>	<b>4,000</b>	<b>4,000</b>	<b>0</b>
<b>Capital Expenditures</b>						
Hardware	0	0	0	0	0	0
Software	0	0	0	0	0	0
Network	0	0	0	0	0	0
Other	0	0	0	0	0	0
<b>Subtotal Capital Expenditures</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>TOTAL PROJECT COST</b>	<b>236,600</b>	<b>0</b>	<b>0</b>	<b>170,800</b>	<b>65,800</b>	<b>0</b>

### Funding

Fund Type	Total	Prior Exp	FY12 Appr/Reappr	FY14 Request	FY15 Request	Future Add
General Fund	0	0	0	0	0	0
Cash Fund	236,600	0	0	170,800	65,800	0
Federal Fund	0	0	0	0	0	0
Revolving Fund	0	0	0	0	0	0
Other Fund	0	0	0	0	0	0
<b>TOTAL FUNDING</b>	<b>236,600</b>	<b>0</b>	<b>0</b>	<b>170,800</b>	<b>65,800</b>	<b>0</b>
<b>VARIANCE</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

# IT Project Proposal Report - Detail

## Agency: 009 - SECRETARY OF STATE

Budget Cycle: 2013-2015 Biennium

Version: AF - AGENCY FINAL REQUEST

### IT Project: Rules & Regulations Filing & Approval Application

#### EXECUTIVE SUMMARY:

The proposed project is a multiple agency workflow and archival system for the promulgation and maintenance of proposed and current rules and regulations using the Enterprise Content Management System (ECM) provided by Hyland OnBase. Rules and Regulations (rule/s) affect virtually every citizen and business in Nebraska. The Secretary of State is the "keeper" of state agency rules. The basic process of promulgating rules is this: publication of a draft for comment by interested or affected citizens or businesses, hold public hearing, review and approval. Rules become effective, five days after filing with the Secretary of State and have the force and effect of a statute. The proposed system would begin with the post-hearing workflow and archiving.

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The OnBase ECM system would provide central document storage, where documents could be: checked out for modification, electronically sent to reviewers, electronically routed to final approvers, and electronically filed. The system would also maintain archived versions of the rules and interact with our online docket to notify subscribers about pending and approved rules. The official electronically stamped regulations would be published online allowing citizens' access to the official version of all current regulations.

By moving to an electronic system we would be able to maintain consistent formatting for rules, reduce filing errors and have the documents clearly dated maintaining the documents integrity throughout the process.

#### GOALS, OBJECTIVES, AND OUTCOMES (15 PTS):

Two major goals have been defined for this project. One is to eliminate the paper promulgation process and create a totally electronic workflow. The second goal is to publish the official rules online in a searchable format.

### Section 3: Goals, Objectives, and Projected Outcomes (15 Points)

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## Agency: 009 - SECRETARY OF STATE

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1. Describe the project, including:

- Specific goals and objectives;
- Expected beneficiaries of the project; and
- Expected outcomes.

Two major goals have been defined for this project. One is to eliminate the paper promulgation process and create a totally electronic workflow. The second goal is to publish the official rules online in a searchable format.

The first goal would be met by using ECM Onbase to create a web based workflow where documents could be: checked out for modification by an agency, electronically sent to reviewers, electronically routed to final approvers, and electronically filed. This project would involve all agencies. Each agency user would be limited to a very specific set of actions which they could perform. The system would maintain archived versions of the rules and would work with our current regulations website.

Benefits of using ECM OnBase are a streamlined process to promulgate rules with each agency using the exact same format. An electronic system avoids the current issue of formatting inconsistencies and the cumbersome promulgation process which includes copying and delivering four copies of the proposed rules to multiple approving and filing agencies. By using ECM we can create a workflow and format that would be utilized by each agency to deliver a properly vetted and reliable document.

The second goal addressed by using ECM OnBase is publishing the official rules online. Currently, the official stamped version is only available via paper copy. To accommodate the public, our office began posting the unofficial version of rules on our website several years ago. Today, citizens are predominately accessing rules using this online function. We receive very few requests for copies or paper versions of rules. The current online version of rules is not official and is simply a soft copy version provided by the agency. Often the versions are not dated and are not consistently formatted. Further, we do not have the staff to review each version to make sure it is identical to the official paper version filed in our office. Since we are the filer of state agency regulations, many other state agencies' websites link to our online version of the regulations

With ECM, we would be able to put the "official" file stamped version of the regulation online. Citizens would have real-time access to rules once filed. Moving to an electronic version of the regulation would allow for the document to be fully searchable online in a consistent format, with clear approval and filing date stamps.

An added benefit of moving to a totally electronic promulgation process is that our office would dramatically reduce the amount of staff time used for low value activities such as date stamping and filing each page of a filed rule. Many times rules encompass hundreds of pages of paper. In 2011, over 120 regulations were filed and processed. We currently

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receive three paper copies of each rule and manually date stamp each page received. We then file one copy in a current regulation binder by title, another copy in a file cabinet, and send one copy back to the agency. We also scan a paper copy into an access database for archiving and research purposes and make another copy of the regulation to file in an agency binder. These manual time consuming tasks would be eliminated with the proposed ECM system.

2. Describe the measurement and assessment methods that will verify that the project outcomes have been achieved.

The OCIO has provided a proposal as of August 2012 which included both functional requirements and project benefits. We believe the project will take the entire FY13-15 biennium to complete because all agencies will be affected by this system. We will measure success by meeting the functional requirements and benefits as laid out in the OCIO proposal. This includes getting all agencies, boards and commissions integrated into this system with standardized document formats. Furthermore, making sure the Governor's PRO and AG's Office are comfortable with and sign-off on the electronic workflow.

3. Describe the project's relationship to your agency comprehensive information technology plan.

This project is consistent with our agency's technology plan as existing technology will be utilized. Software and system licenses will be provided by the OCIO. The State's Active Directory and core network will be utilized for application communication, thus providing integrity, reliability and high system availability.

### **PROJECT JUSTIFICATION / BUSINESS CASE (25 PTS):**

#### **Section 4: Project Justification / Business Case (25 Points)**

4. Provide the project justification in terms of tangible benefits (i.e. economic return on investment) and/or intangible benefits (e.g. additional services for customers).

The greatest benefit of the OnBase ECM project is that workflow redundancies are eliminated and the official regulations are published and searchable online.

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This technology would move our promulgation process from a silo approach with each agency using slightly different formats to a shared service electronic system where each regulation would move through an identical process. A very specific set of statutes are followed for the promulgation of regulations and moving to OnBase would allow for templates to be used for statutorily required documents. OnBase would effectively "lock down" the regulation so that once the post hearing process started editing the rule (document) would not be allowed and workflow would determine where the regulation was routed for approval. Document and process integrity would be heightened by using OnBase because of the ability to time and date-stamp each workflow step. Gaps in the current process, such as the regulation being returned to the agency after approval by the Attorney General's office, would be eliminated, creating a faster promulgation process. All in all the entire process would be clearer for the agencies and less cumbersome.

A major benefit for all citizens of the state will be the ability to have the official regulations available online. These documents will allow a person to use a key word search to search throughout the entirety of the code and pull up the stamped official version of the regulation. Currently the official stamped version is only available via paper copy. To accommodate the public, our office began posting the unofficial version of rules on our website several years ago. Today, citizens are predominately accessing rules using this online function. We receive very few requests for copies or paper versions of rules. The current online version of rules is not official and is simply a soft copy version provided by the agency. Often the versions are not dated and are not consistently formatted. Further, we do not have the staff to review each version to make sure it is identical to the official paper version filed in our office. Since we are the filer of state agency regulations, many other state agencies' websites link to our online version of the regulations

With OnBase ECM, we would be able to put the "official" file stamped version of the regulation online. Citizens would have real-time access to rules once filed. . Moving to an electronic version of the regulation would allow for the document to be fully searchable online in a consistent format, with clear approval and filing date stamps.

A tangible benefit for our office would be the space gained from removing the need to retain three sets of regulations. Currently our office keeps one copy of the code indexed by title, one copy indexed by agency and a third copy indexed by agency, code and year. The official code is found only in our office in these paper formats and in a scanned PDF version of the same paper format. We estimate that our office supply usage, including paper, printing, and scanning costs used to process new regulations would be eliminated. Staff time could be reallocated to other higher value office needs, most likely moving towards using .5 FTE verses the current 1.0 FTE.

5. Describe other solutions that were evaluated, including their strengths and weaknesses, and why they were rejected. Explain the implications of doing nothing and why this option is not acceptable.

An electronic system was discussed in 2008 but at that time Nebraska had not begun to use ECM and there was no state vetted vendor.

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Our office also looked at making the archived regulations into searchable documents. Archived regulations are kept in a PDF version. Converting PDF documents would have allowed historical archived rules to be searchable, but would not have eliminated the time spent maintaining a paper promulgation method nor would it have streamlined the promulgation process.

In reality citizens are using the online unofficial version of rules more than the official version found in our office. With this information, it is apparent that our office needed to make the official version available online and as user friendly as possible. We believe ECM OnBase delivers such a product.

6. If the project is the result of a state or federal mandate, please specify the mandate being addressed.

Not Applicable

### **TECHNICAL IMPACT (20 PTS):**

7. Describe how the project enhances, changes or replaces present technology systems, or implements a new technology system. Describe the technical elements of the project, including hardware, software, and communications requirements. Describe the strengths and weaknesses of the proposed solution.

Using the OnBase ECM for promulgating rules and regulations would be a completely new electronic workflow and incorporate new technology. Currently, our agency uses a Microsoft Access Database to track Rules and Regulations metadata along with a Windows path to physically store the Rules and Regulations documents. Our agency will not require any hardware. The OnBase ECM system utilizes the OCIO's Active Directory for access permissions. No communication enhancements will be needed as our network resides on the State backbone. Since multiple agencies are involved in the promulgation process using a centralized technology that all agencies can have access too provides a great level of efficiency.

Access files would be imported into the OnBase SQL RDBMS with the OnBase application handling the regulation workflow functionality. The State's Active Directory and core network will be utilized for application communication, thus providing integrity, reliability and high system availability. OnBase ECM has already been vetted and purchased by the OCIO; furthermore OnBase has become the ECM standard as referenced in NITC Standard 5-101. Weaknesses of the project are minimal because of the nature of the technology and hosting presence.

8. Address the following issues with respect to the proposed technology:

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- Describe the reliability, security and scalability (future needs for growth or adaptation) of the technology.
- Address conformity with applicable NITC technical standards and guidelines (available at <http://nitc.ne.gov/standards/>) and generally accepted industry standards.
- Address the compatibility with existing institutional and/or statewide infrastructure.

The OnBase ECM System was chosen through an RFP selection process. The system has been properly vetted and subsequently approved by the NITC in its Standard 5-101. This project is consistent with our agency's technology plan as existing technology will be utilized. Software and system licenses will be provided by the OCIO through a monthly fee. The State's Active Directory and core network will be utilized for application communication, thus providing integrity, reliability and high system availability. It is our understanding that the OCIO will be responsible for the growth of storage moving forward.

### **PRELIMINARY PLAN FOR IMPLEMENTATION (10 PTS):**

#### **Section 6: Preliminary Plan for Implementation (10 Points)**

9. Describe the preliminary plans for implementing the project. Identify project sponsor(s) and examine stakeholder acceptance. Describe the project team, including their roles, responsibilities, and experience.

A preliminary plan has been submitted to the Secretary's office by the OCIO. The plan includes a two part solution beginning with a conversion of current regulations with the second part addressing the electronic workflow.

The project sponsor is the Secretary of State, John A. Gale. Stakeholders are the Agencies, Boards and Commissions of the State of Nebraska and the citizens and businesses of the State. Special approving stakeholders would be the Attorney General's Office and Governor's Policy Research Office.

SOS Project Team Members are: Grace Willnerd, Licensing Director; Colleen Byelick, General Counsel, Bess Boesiger, Rules and Regulations Assistant and Josh Daws, IT Manager.

OCIO OnBase ECM Team Members are still to be determined.

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10. List the major milestones and/or deliverables and provide a timeline for completing each.

Major Milestones: Project to take entire FY13-15

1. Sign-off on a Statement of Work (SOW). (July 2013)
2. Planning of Business workflow with GPRO and AGO. (6 months)
3. Conversion of current regulations to OnBase (450 hours)
4. Meetings with State agencies to discuss workflow; receive input. (3 months)
5. System requirements meetings for development with OCIO OnBase ECM team. (6 months)
6. Testing and sign-off for each configuring document, workflow and eform. (6 months)
7. System training for SOS, GPRO, AGO and State agencies. (April/May 2015)
8. Signoff on the completed system. (June 2015)

11. Describe the training and staff development requirements.

Moving the promulgation of rules to the OnBase ECM System would involve training and staff development covering a multitude of different government agencies. The Secretary, Attorney General, and Governor's Policy Research Offices would have to be trained on the system as well as how they fit into the workflow of the promulgation.

Other departments that submit rules would have to be trained on how to submit as well as the formatting that would now be required.

12. Describe the ongoing support requirements.

The user fee is a monthly ongoing cost of \$36 per month per user x 4 users (\$144 per month x 24 months= \$3456 (biennium). Document storage costs are unknown at this time. Unless a statutory change occurs, we do not anticipate any changes to the system, if implemented. Only the Secretary of State's Office would incur the system cost going forward. All other agencies, boards and commissions would be utilizing the web based version of the OnBase ECM system at no cost.

### **RISK ASSESSMENT (10 PTS):**

#### **Section 7: Risk Assessment (10 Points)**

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13. Describe possible barriers and risks related to the project and the relative importance of each.

Possible barriers include agreement by agencies of the electronic workflow that should be applied. The process must be affirmed by the two approving agencies: Governor's Policy Research Office and the Office of the Attorney General. Receiving agencies, boards and commissions buy-in early on in the process will be very important to move the project forward.

Processing and migration 24,000 different Rules and Regulations into a single e-form format is a significant task to complete. It is unlikely that the migration process can be automated.

14. Identify strategies which have been developed to minimize risks.

Risks will be minimized by utilizing scheduled Joint Application Development (JAD) sessions to learn about the needs and concerns of agencies that promulgate regulations. During these JAD sessions we will cement the workflow to meet statutory requirements.

Adequate staff time will be given to the conversion step including as estimated 450 hours by the OCIO.

### **FINANCIAL ANALYSIS AND BUDGET (20 PTS):**

The agency proposes a one-time transfer of cash funds from the Corporation Cash fund (Fund 20920) to the Administration Cash Fund (Fund 20940) to cover the project costs in FY14 & FY15. Costs to include OnBase Licenses, ongoing document storage fees from the OCIO and document scanning through our Records Management Division (DISC). Statutory language would be necessary to enable the cash transfer between funds.

### **Attachments:**

NESOS Rules\_Regs Creation PPD 083012.pdf

NESOS Post-Hearing Reg Change Workflow PPD 083012.pdf

## Project Proposal Document

Ownership	
<b>Client:</b>	Nebraska Secretary of State (NESOS)
<b>Project Name:</b>	Rules/Regs Updates in OnBase
<b>Key Stakeholder(s):</b>	NESOS: Colleen Byelick – General Counsel Grace Willnerd – Assoc. General Counsel Bess Boesiger – Process SME
<b>Other Stakeholder(s):</b>	Josh Daws, Dale Arp, Kevin Keller

Overview	
<b>Project Objectives:</b>	<ul style="list-style-type: none"> <li>Migrate the current language for all agency regulations into OnBase</li> <li>Have current regulations available in OnBase at the Title, Chapter and Section level</li> <li>Provide agencies the ability to add, modify or delete Titles, Chapters or Sections of their regulations</li> </ul>
<b>Project Benefits:</b>	<ul style="list-style-type: none"> <li>Ability to lock down submitted changes throughout the process</li> <li>Ability for all agencies to select and submit only impacted language</li> <li>Online versioning and visibility into “before” and “after” of changes</li> <li>Ability to access regulations as they existed on a specific date</li> <li>Ability to search for and access any changes for a specific regulation within a specific date range</li> <li>Opportunity to eliminate multiple copies that may not be identical</li> <li>Opportunity to sync the “agency copy” with the “SOS copy”</li> </ul>

Functional Requirements	
<ul style="list-style-type: none"> <li>The agencies need the ability to             <ul style="list-style-type: none"> <li>Add new language to an existing regulation</li> <li>Remove existing language from an existing regulation</li> <li>Modify existing language within a regulation</li> <li>A combination of add, remove or modify language within the same regulation</li> <li>Author a new regulation</li> <li>Repeal an existing regulation</li> <li>Merge multiple existing regulations</li> <li>Add, modify or remove forms affiliated with regulations</li> <li>Add, modify or remove appendices affiliated with regulations</li> </ul> </li> <li>The user should be able to select and modify only impacted Titles, Chapters or Sections that need to be updated</li> <li>Both Tables of Contents (numerical and alphabetical) should reflect changes to the proposed regulations</li> <li>Page numbers should reflect changes to the proposed regulations</li> <li>The user will need to provide both a “clean” and “dirty” copy for review</li> <li>The users should have the ability to retrieve the version of a regulation that was in effect at a certain date</li> <li>The users should have the ability to retrieve any chapters or sections that were modified for a specific title within a certain date range</li> <li>Reserved Titles, Chapters and Sections must be created</li> <li>There should be a designation as to whether language within versions that may be accessible by the public is unofficial or official language.</li> <li>The users should have the ability to “claim” and use reserved Titles, Chapters and Sections when appropriate</li> </ul>	

- When repealing an existing Title, Chapter or Section, that respective component should then be marked as reserved and available for later use the text of that corresponding section should be archived and stored for historical purposes
- The approved, stamped official version should be presented to the public users who wish to read, download or print a regulation
- A text rendition of the regulations should be used to provide for search functionality
- The user should be able to use the utility that will be designed for the initial regulation section import to manually import old regulations and sections.

Proposed Dates	
<b>Request Date:</b>	8/23/12
<b>Proposed Start Date:</b>	07/01/13
<b>Proposed Due Date:</b>	1/01/14 (+/- 90 days)
<i>Dates are subject to change due to the project acceptance date and the availability of resource in said range of dates.</i>	

### Projected Resource Requirements

High Level Task	Description	Est Hours	Hr. Rate	Est. Cost
Discovery/Requirements	Detailed Review of Process and Requirements	40	128	\$ 5,120.00
Development	Custom MS Word Integrations	40	128	\$ 5,120.00
Meeting and Information Sharing	Meetings to review and update progress as well as validate project deliverables	50	128	\$ 6,400.00
Documentation	Full Project Documentation	20	128	\$ 2,560.00
Solution Design	Doc Types, Folders, Keywords, End User Interface, Workflow: Lifecycles, notifications, timers, AdHoc Tasks - Document Composition: Templates - Security Setup	80	128	\$ 10,240.00
File Import	Process to bring SOS Sections	30	128	\$ 3,840.00
Testing	Unit Testing	80	128	\$ 10,240.00
Training	Train the trainer	16	128	\$ 2,048.00
Go Live Support	Production Issue Resolution	24	128	\$ 3,072.00
Project Management	Update project documentation, status, issue and task tracking, budget, client management and organize meetings and correspondence	70	128	\$ 8,960.00
		450		\$ 57,600.00

*Estimates are based on eDoc's current understanding of project requirements. These estimates have a variance level of +/- 50%*

### Assumptions

This project proposal has been developed based on the following assumptions and restrictions to scope.

1. eDocument Resources (eDoc) must receive MS Word files from SOS in the format and granularity (Title, Chapter, Section) that SOS expects to use in OnBase.
2. SOS will provide a mapping document that will relate the title, chapter, section structure to the files submitted for importing into OnBase.
3. SOS will provide the original effective date and revised effective date for each Title, Chapter or Section that should be included in OnBase.
4. The current promulgation process includes and assumes some risk today at multiple process steps that the language being used and/or approved may not be identical to the "official copy."
5. The risk identified in #4 cannot be eliminated or transferred through this project. It will remain and be inherent in that the original source documentation provided for use in OnBase may not be 100% validated.
6. During testing, the SOS will be responsible for coordinating, approving and accepting test data as it relates to the language and content within test files.
7. As these documents are process triggers near the front of the promulgation process, this project may impact process steps of the agency themselves, the Executive Council and the Governor's Policy Review Office (GPRO).
8. A related project (NESOS Post-Hearing Reg Change Workflow) has been requested for review, also. The scope of that project is limited to the promulgation process steps beginning after approval at the agency hearing. As such, there may be unintentional impact to people and process steps in between the creation of the proposed regulation in OnBase and the point at which the proposed workflow begins. Neither proposed project addresses the gap in between.
9. Any proposed solution and workflow would not include any automated awareness of circular references to pages, chapters or sections that could be impacted by adding, rearranging or deleting chapters or sections. Likewise, any possible references to other Titles that could be modified or repealed would also require manual research and updating.
10. More research will be required as it pertains to supporting changes to graphs, charts, tables and other exhibits that are part of the document. This could impact any proposed solution and the final estimate.

11. All forms associated with a Title may need to be defined and mapped as individual items.
12. SOS would need to indicate known reserved Titles, Chapters and Sections prior to the solution build.
13. This estimate does not include any workflow or process to submit the proposed regulation changes into the promulgation process.
14. Only current rules and regulations will initially be brought into OnBase under the scope of this project.
15. This estimate does not include any effort or cost related to any meetings, research, analysis, demos or documentation associated with review, consideration or adoption by the AG, GPRO or any other associated agency or supporting body.

### Dependencies

The successful implementation is dependent on, but not limited to, the following variables.

1. The acceptance and approval by affected departments not directly within the reporting structure of the SOS to change their processes and adopt steps and methods required by the process and associated systems to work as envisioned.
2. The timing and approval of the proposed project is contingent upon funding availability and associated processes and timelines.

### Risk

1. The current process assumes the risk that the initiating language submitted by the agency may not be the same as the current, approved regulatory language.
2. The current process does not validate that 100% of the text presented to the SOS in the final step is either a) consistent with current approved regulatory language or b) limited to only the intended, reviewed and approved changes.
3. The possibility that the AG and GPRO would not accept the conversion of complete, official documents into components as official, approved language. **UPDATE:** Per the 8/29 PPD walkthrough, this was not seen as an issue by SOS personnel.

### Outstanding Deliverables and Questions

1. eDoc needs to research what extent that MS Word formatting and changes can be controlled once the original requested format is in OnBase.
2. Need to walk through the process of merging two titles and whether there would be a complete re-write or whether selected chapters and sections would be combined into a new document.
3. It is currently unknown what the legal opinion would be of complete, official language that is parsed into pieces either by a system or person. Would the AG and GPRO accept those derivations of the original as still approved language? **UPDATE:** Per the 8/29 PPD walkthrough, this was not seen as an issue by SOS personnel.
4. There are graphs, charts and forms that aren't in MS Word today. Need to research how to support this in proposed solution.
5. SOS and eDoc need to walk through what the page numbering requirement will be (if any) going forward.

<b>Executive Approval</b>			
<b>Executive Sponsor:</b>		Date:	
<b>Team Lead:</b>		Date:	

## Project Proposal Document

Ownership	
<b>Client:</b>	Nebraska Secretary of State (NESOS)
<b>Project Name:</b>	Post-Hearing Rules/Regs Approval Workflow
<b>Key Stakeholder(s):</b>	NESOS: Colleen Byelick – General Counsel Grace Willnerd – Assoc. General Counsel Bess Boesiger – Process SME
<b>Other Stakeholder(s):</b>	Josh Daws, Dale Arp, Kevin Keller

Overview	
<b>Project Objective:</b>	Automate, simplify, digitize and report the promulgation process of agency regulation changes.
<b>Project Benefits:</b>	<ul style="list-style-type: none"> <li>- Eliminate paper</li> <li>- Automated, electronic process</li> <li>- Streamlined process - Eliminate unnecessary steps where possible</li> <li>- Eliminate multiple copies</li> <li>- Real time access to updates by citizens</li> <li>- Reduce use of printing supplies by 50%</li> <li>- Reduce scanning costs</li> <li>- Improve useful life of scanning/printing hardware by lowering use and reducing wear</li> <li>- Increase FTE productivity by eliminating redundant, low value tasks</li> <li>- Simplify the process for all involved</li> <li>- Visibility into the status of each proposed change</li> <li>- Eliminate risk associated with "unofficial" version currently being published to public - #1</li> <li>- Eliminate electronic/paper redundancy</li> <li>- Retire existing internal database</li> <li>- Improved reporting and querying functionality</li> <li>- Introduce electronic templates in place of some supporting required documents today that would auto-populate with known data</li> <li>- Document integrity – the system can validate the presence of all required documents prior to routing to Attorney General (AG)</li> </ul>

Functional Requirements	
<ul style="list-style-type: none"> <li>• Provide agencies with eForm templates that can replace some of the supporting documents used today <ul style="list-style-type: none"> <li>○ eForms should auto-populate with known data when available and provide defined fields for free text entry</li> </ul> </li> <li>• The process should validate the presence of required supporting documents before sending on in the process</li> <li>• The AG and Governor’s Policy Review Office (GPRO) need the ability to review the proposed regulation as well as the related, required documents</li> <li>• The AG and GPRO need the ability to Approve, Decline or Recall a submission</li> <li>• The process should record the Received Date when the submission is received by the AG, GPRO and SOS.</li> <li>• The process should record the decisions rendered by the AG and GPRO</li> <li>• In real-time, the process should populate the following fields on the SOS website: <ul style="list-style-type: none"> <li>○ Attorney General Office Received</li> <li>○ Attorney General Office Approved</li> </ul> </li> </ul>	

- Pre-defined statuses and terminology should be used
  - Governor's Policy Research Office Received
  - Date Governor Approved
    - Pre-defined statuses and terminology should be used
  - Filed at Secretary of State
  - Effective Date
    - All regulations are effective 5 calendar days following SOS filing, unless specifically noted for an effective date more than 5 days (ex – 1/1/2013)
- Each of the aforementioned SOS web updates should also trigger an email notification to the distribution group that receives updates on proposed changes to regulations
- Users within the AG office and GPRO should have the ability to designate where there stamp will go and upon approval the workflow should stamp the "clean copy" and include either the initials or signature of the logged in user who approves the task.
- The originating agency should receive a notification when AG and GPRO approve the change and the submission is sent to the next step in the workflow
- The end of submitted language should contain notation as to the original effective date of the legislation as well as reflect the date of the most recent, approved change
  - Ex - FR 23603, Nov 4, 1972, as amended 50 FR 12466, Mar. 28, 1985
- The originating agency should have the ability to terminate the process at any point prior to the SOS submitting for storage (SOS Rec'd Date) and online publication
  - This process should update the SOS website with language to reflect terminated at the agency's request
- The approved, stamped official version should be presented to the public users who wish to read, download or print a regulation at SOS site through Nebraska.gov.
- A text rendition of the regulations should be used to provide for search functionality online
- Monthly folders should be set up and retained for a rolling 12 months
  - Approved regulation changes will be stored in the monthly folder based on date filed w/ SOS
- OnBase should publish monthly folders to CD for monthly electronic subscribers

Proposed Dates	
<b>Request Date:</b>	8/23/12
<b>Proposed Start Date:</b>	07/01/13
<b>Proposed Due Date:</b>	10/15/13 (+/- 90 days)
<i>Dates are subject to change due to the project acceptance date and the availability of resource in said range of dates.</i>	

Projected Resource Requirements				
High Level Task	Description	Est Hours	Hr. Rate	Est. Cost
Discovery/Requirements	Detailed Review of Process and Requirements	80	\$ 128.00	\$ 10,240.00
Meeting and Information Sharing	Meetings to review and update progress as well as validate project deliverables	80	\$ 128.00	\$ 10,240.00
Integrations	Integration to SOS Website	80	\$ 128.00	\$ 10,240.00
Documentation	Full Project Documentation	40	\$ 128.00	\$ 5,120.00
Solution Design	Doc Types, Folders, Keywords, End User Interface, Workflow: Lifecycles, notifications, timers, AdHoc Tasks - Document Composition: Templates - Security Setup	140	\$ 128.00	\$ 17,920.00
Testing	Unit Testing	40	\$ 128.00	\$ 5,120.00
Training	Train the trainer	16	\$ 128.00	\$ 2,048.00
Go Live Support	Production Issue Resolution	24	\$ 128.00	\$ 3,072.00
Project Management	Update project documentation, status, issue and task tracking, budget, client management and organize meetings and correspondence	80	\$ 128.00	\$ 10,240.00
		580		\$ 74,240.00

*Estimates are based on eDoc's current understanding of project requirements. These estimates have a variance level of +/- 50%*

### Assumptions

This project proposal has been developed based on the following assumptions and restrictions to scope.

1. The process steps in scope occur after the agency hearing and adoption. This proposal does not account for any possible changes to process or staff impact related to the steps, decisions and processing prior to agency adoption.
2. Any dates or statuses reported to the SOS website pertaining to activity that occurs prior to agency adoption will continue to be updated manually as is consistent with the current process.
3. The "Proposed Regulation Details" section of the "Proposed Rules and Regulations Docket" will continue to be populated manually and linked to the appropriate proposed regulation change.
4. The "Proposed Regulation Details" section does not need to be updated with any information from the post-hearing adoption process, nor does the proposed regulation need to be replaced with the approved regulation.
5. This project and workflow do not address the sub-processes, steps or decision making that occur within any of the agencies, nor specifically the supporting tasks of the AG office or GPRO.
6. The process as it relates to the AG and GPRO is simply to provide; a mechanism in which to present the proposed regulation as well as the required supporting documentation, the ability to approve, decline (substantial or non-substantial) or recall a proposed regulation, the ability to indicate where the stamp should be placed within the document and the stamp should bear either the signature or initials associated with the user decisioning the document.
  - a. When the AG or GPRO would recall a submission, it would be done because the submission was routed forward mistakenly. This recall function would return the submission to the queue of the agency that recalled it.
7. The SOS office will maintain the email distribution groups to be used in status notifications to docket subscribers and subscribers to monthly updates.
8. Any proposed change that is rejected along this process (except AG non-substantial change) will be treated as a new and distinct submission if it is sent back through the process and does not need to maintain a relationship in the system with the previous unapproved submission
9. If a proposed regulation requires multiple submissions and as a result undergoes several iterations, there is no

requirement to track, retain and version the iterations between what was the existing regulation at the beginning of the process and the updated, approved regulation that results from the process.

- a. These unsuccessful submissions can be purged at any time.
- 10. The process update notifications that are currently sent to docket subscribers are a 1:1 relationship to each update, not a single daily update that combines all of the data for the day.
- 11. The SOS website fields "Attorney General Office Approved" and "Date Governor Approved" should also contain information related to adverse decisions.
- 12. Look and feel of Nebraska.gov should retain as much look and feel as present today
- 13. This estimate does not include any effort or cost related to any meetings, research, analysis, demos or documentation associated with review, consideration or adoption by the AG, GPRO or any other associated agency or supporting body.
- 14. This does not include a conversion of any existing regulation or any items currently in the existing process.

### Dependencies

The successful implementation is dependent on, but not limited to, the following variables.

- 1. The acceptance and approval by affected departments not directly within the reporting structure of the SOS to change their processes and adopt steps and methods required by the process and associated systems to work as envisioned.
- 2. The appropriate legal authority(ies) must conclude that electronic dates, stamps and signatures satisfy any statutory requirements to carry the full effect of the law.
- 3. Successful implementation will require state IT resources and support related to data and documents within the current Access DB/Windows Shared Folder solution as well as integrating with the SOS website.
- 4. The timing and approval of the proposed project is contingent upon funding availability and associated processes and timelines.

### Risk

- 1. The current process assumes the risk that the initiating language submitted by the agency may not be the same as the current, approved regulatory language.
- 2. The current process does not validate that 100% of the text presented to the SOS in the final step is either a) consistent with current approved regulatory language or b) limited to only the intended, reviewed and approved changes.
- 3. With 1 and 2 present in the current system, aside from eDocument Resources receiving source files that a) meet the business' requirements for defined section granularity and b) have been reviewed and approved as consistent with the current regulatory language, the current risk exposure could not be mitigated.

### Outstanding Deliverables and Questions

- 1. eDoc needs the format of the emails currently send to docket subscribers for both status updates as well as monthly updates.
- 2. eDoc and SOS need to validate the assumption surrounding resubmissions and related tracking. There may be conflicting requirements.
- 3. eDoc and SOS need to discussion Document Retention and Records Management guidelines.

<b>Executive Approval</b>			
<b>Executive Sponsor:</b>		Date:	
<b>Team Lead:</b>		Date:	

## IT Project Proposal Report - Detail

### Agency: 009 - SECRETARY OF STATE

Budget Cycle: 2013-2015 Biennium

Version: AF - AGENCY FINAL REQUEST

### IT Project : Collections / Licensing Filing Application

#### General Section

<b>Contact Name :</b> Colleen Byelick	<b>E-mail :</b> colleen.byelick@nebraska.gov	<b>Agency Priority :</b> 1
<b>Address :</b> State Capitol, Suite 2300	<b>Telephone :</b> 4024712554	<b>NITC Priority :</b>
<b>City :</b> Lincoln		<b>NITC Score :</b>
<b>State :</b> Nebraska	<b>Zip :</b> 68509	

#### Expenditures

IT Project Costs	Total	Prior Exp	FY12 Appr/Reappr	FY14 Request	FY15 Request	Future Add
<b>Contractual Services</b>						
Design	0	0	0	0	0	0
Programming	59,820	0	0	59,820	0	0
Project Management	0	0	0	0	0	0
Data Conversion	0	0	0	0	0	0
Other	3,600	0	0	1,800	1,800	0
<b>Subtotal Contractual Services</b>	<b>63,420</b>	<b>0</b>	<b>0</b>	<b>61,620</b>	<b>1,800</b>	<b>0</b>
<b>Telecommunications</b>						
Data	0	0	0	0	0	0
Video	0	0	0	0	0	0
Voice	0	0	0	0	0	0
Wireless	0	0	0	0	0	0
<b>Subtotal Telecommunications</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Training</b>						
Technical Staff	0	0	0	0	0	0
End-user Staff	0	0	0	0	0	0
<b>Subtotal Training</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

# IT Project Proposal Report - Detail

## Agency: 009 - SECRETARY OF STATE

Budget Cycle: 2013-2015 Biennium

Version: AF - AGENCY FINAL REQUEST

### Expenditures

IT Project Costs	Total	Prior Exp	FY12 Appr/Reappr	FY14 Request	FY15 Request	Future Add
<b>Other Operating Costs</b>						
Personnel Cost	0	0	0	0	0	0
Supplies & Materials	0	0	0	0	0	0
Travel	0	0	0	0	0	0
Other	7,000	0	0	3,500	3,500	0
<b>Subtotal Other Operating Costs</b>	<b>7,000</b>	<b>0</b>	<b>0</b>	<b>3,500</b>	<b>3,500</b>	<b>0</b>
<b>Capital Expenditures</b>						
Hardware	0	0	0	0	0	0
Software	0	0	0	0	0	0
Network	0	0	0	0	0	0
Other	22,500	0	0	15,000	7,500	0
<b>Subtotal Capital Expenditures</b>	<b>22,500</b>	<b>0</b>	<b>0</b>	<b>15,000</b>	<b>7,500</b>	<b>0</b>
<b>TOTAL PROJECT COST</b>	<b>92,920</b>	<b>0</b>	<b>0</b>	<b>80,120</b>	<b>12,800</b>	<b>0</b>

### Funding

Fund Type	Total	Prior Exp	FY12 Appr/Reappr	FY14 Request	FY15 Request	Future Add
General Fund	0	0	0	0	0	0
Cash Fund	92,920	0	0	80,120	12,800	0
Federal Fund	0	0	0	0	0	0
Revolving Fund	0	0	0	0	0	0
Other Fund	0	0	0	0	0	0
<b>TOTAL FUNDING</b>	<b>92,920</b>	<b>0</b>	<b>0</b>	<b>80,120</b>	<b>12,800</b>	<b>0</b>
<b>VARIANCE</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

# IT Project Proposal Report - Detail

## Agency: 009 - SECRETARY OF STATE

Budget Cycle: 2013-2015 Biennium

Version: AF - AGENCY FINAL REQUEST

### IT Project: Collections / Licensing Filing Application

#### EXECUTIVE SUMMARY:

We are proposing to implement an Enterprise Content Management System (ECM) using Hyland OnBase to consolidate current systems, documents and processes. This project is needed to modernize the record keeping and electronic database system currently being used to operate licensing and registration of the following occupations: Collection Agency, Athlete Agent, Credit Services, Debt Management, Private Detectives, Non-Recourse Civil Litigation Funding Companies, and Truth & Deception Examiners.

OnBase ECM would allow our office to replace filing cabinets currently taking up a fourth of our office with digital storage easily accessible from each employee's desk. Our current licensing processes would also be modernized creating a business workflow within OnBase where licenses would be processed, reviewed, approved and finally issued within the system. By converting our system to OnBase ECM we can eliminate paper, automate and streamline our workflow to serve citizens faster and better, and have our documents safe and secure, centrally stored and accessible by authorized staff.

#### GOALS, OBJECTIVES, AND OUTCOMES (15 PTS):

The two main goals for moving to an ECM system are: electronic filing and storage system and streamlined workflow. Beneficiaries include citizens of Nebraska, licensees and our office employees.

### Section 3: Goals, Objectives, and Projected Outcomes (15 Points)

1. Describe the project, including:

- Specific goals and objectives;
- Expected beneficiaries of the project; and
- Expected outcomes.

The two main goals for moving to an ECM system are: electronic filing and storage system and streamlined workflow. Beneficiaries include citizens of Nebraska, licensees and our office employees.

# IT Project Proposal Report - Detail

## Agency: 009 - SECRETARY OF STATE

Budget Cycle: 2013-2015 Biennium

Version: AF - AGENCY FINAL REQUEST

By converting our system to ECM OnBase we expect to reduce paper usage, automate and streamline our workflow to serve citizens faster and better, and have our documents safe and secure, centrally stored and accessible by each employee. Moving from a paper based filing system to an electronic one would not only save office space but would allow each employee to answer citizen and licensee questions without searching for the paper file. Our quarterly Collection Agency Board Meeting would also benefit from electronic records as the typical meeting preparation packet includes upwards of 500 pages. Instead of producing a paper copy for each Board member each meeting, we would send the meeting packet electronically for Board member meeting preparation and produce a limited amount of the packet in paper form for the actual meeting.

Filing and retrieving paper documents would become less cumbersome and employee time would be saved. Combining electronic storage with a workflow process allows applications to be properly vetted and approved before licensing, eliminating the errors that sometimes occur with transferring paper files to and from employees' desks. An electronic workflow forces applications to move through a set of predetermined steps before being approved. Employees are able to track and see where in the process the application is and what elements might be missing. Many times Collection Agency applications are returned to the applicant multiple times for correction. By using an electronic system these corrections could be added to the application without the hassle and cost of paper and postage. Applicants and licensees would benefit from faster processing. With many of the ministerial tasks being completed by software staff time could be allocated to better serve citizens, applicants, and licensees. Put simply, more time would be devoted to citizens and licensees versus managing paper files.

2. Describe the measurement and assessment methods that will verify that the project outcomes have been achieved.

Our staff currently consists of one FTE dedicated to licensing, thirty percent of another FTE's time and one manager. Low value tasks such as file retrieval, logging, and copying correspondence take up staff time which would be better spent on high value core business activities such as investigating applications, answering citizen questions, and regulating the occupations that are licensed. About sixty percent of our dedicated FTE is used conducting ministerial tasks such as file retrieval with the remaining forty percent of their time allocated for core business functions like preparing for Collection Agency Board meetings. We believe an ECM system could flip this percentage to sixty to seventy percent of staff time being devoted to core functions and thirty to forty percent dedicated to ministerial tasks by eliminating the need to keep paper files and allowing some types of correspondence to be transmitted automatically. Because we are a small staff the measurement would be easily recognizable by the time allocated to those low value vs. high value tasks.

3. Describe the project's relationship to your agency comprehensive information technology plan.

This project is consistent with our agency technology plan. Software and system licenses will be provided by the OCIO. Our agency will be able to use our existing infrastructure (i.e. PCs, printers and scanners) to utilize the system. The State's Active Directory and core network will be utilized for application communication, thus providing integrity, reliability and high system availability.

### **PROJECT JUSTIFICATION / BUSINESS CASE (25 PTS):**

# IT Project Proposal Report - Detail

## Agency: 009 - SECRETARY OF STATE

Budget Cycle: 2013-2015 Biennium

Version: AF - AGENCY FINAL REQUEST

### Section 4: Project Justification / Business Case (25 Points)

4. Provide the project justification in terms of tangible benefits (i.e. economic return on investment) and/or intangible benefits (e.g. additional services for customers).

We estimate our office supplies including paper, toner, photocopier, staples, would be reduced by at least half by using ECM OnBase. Currently a fourth of the office is utilized for file storage. The bulk of files pertain to Collection Agencies. Once paper files are reduced this space would be utilized as a meeting area for staff and a place where licensing tests could be conducted.

There are many intangible benefits to our office using OnBase ECM. Filing and retrieving paper documents would become less cumbersome and employee time would be saved. Combining electronic storage with a workflow process allows applications to be properly vetted and approved before licensing, eliminating the errors that sometimes occur with transferring paper files to and from employees' desks. An electronic workflow forces applications to move through a set of predetermined steps before being approved. Employees are able to track and see where in the process the application is and what elements might be missing. Applicants and licensees would benefit from faster processing. With many of the ministerial tasks being completed by software staff time could be allocated to better serve citizens, applicants, and licensees. The burdensome process of preparing Collection Agency quarterly meeting materials would also be reduced by being able to supply electronic meeting packets. Put simply, more time would be devoted to citizens and licensees verses managing paper files.

As described above, a greater focus could be given to high value tasks such as investigating collection agency licensee applications and answering citizen questions more quickly. Everyday each staff person spends time accessing the paper files to respond to applicant and citizen questions. Being able to access records from our desktop would not only save staff time, but would save our callers' time. The applicant/licensee will also benefit from our streamlined workflow and quicker processing times.

Staff time dedicated to ministerial work would be shifted to core business services. This shift will allow staff time to be used more efficiently to address citizen and licensee concerns.

5. Describe other solutions that were evaluated, including their strengths and weaknesses, and why they were rejected. Explain the implications of doing nothing and why this option is not acceptable.

# IT Project Proposal Report - Detail

## Agency: 009 - SECRETARY OF STATE

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Our office has evaluated our needs for the last few years. We have participated in demonstrations of other licensing electronic systems as well as received project estimates from these companies. OnBase encompasses features of the other vendors and offers a similar cost and has been vetted by the State for use. NITC 5-101 Groupware Architecture recommendation states that agencies managing content and creating workflow shall use the Enterprise Content Management System (ECM) as provided by the OCIO. Using ECM to create a more efficient office space and workflow would allow us to better serve the occupational groups that we license as well as the citizens coming to our office for information about these occupations.

Taking no action would result in a continued overcrowding of office space and inefficiencies of time used looking for files. The use of paper meeting packets for Collection Agency Board quarterly meetings would continue without a way to provide the more efficient electronic copy. We do not have the physical space to continue using paper based files in our office.

6. If the project is the result of a state or federal mandate, please specify the mandate being addressed.

Not Applicable

### **TECHNICAL IMPACT (20 PTS):**

#### **Section 5: Technical Impact (20 Points)**

7. Describe how the project enhances, changes or replaces present technology systems, or implements a new technology system. Describe the technical elements of the project, including hardware, software, and communications requirements. Describe the strengths and weaknesses of the proposed solution.

Using the OnBase ECM for our Licensing Division would be completely new from a business process and technology standpoint. Currently, our business processes utilizes separate Access databases for each license type. Each Access database currently holds licensee information, but other turnkey functionality is not available using this model. Moreover, our Access system is problematic at times and not user-friendly as compared to OnBase ECM. For example, our Access databases must be compacted periodically by IT staff. Also, the Access databases can become corrupted, which causes data input to be redone after a restore has been performed.

All Access files would be imported into the OnBase SQL RDBMS with the OnBase application handling the Licensing workflow functionality. The State's Active Directory and core

# IT Project Proposal Report - Detail

## Agency: 009 - SECRETARY OF STATE

Budget Cycle: 2013-2015 Biennium

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network will be utilized for application communication, thus providing integrity, reliability and high system availability. We do not anticipate any hardware procurement because the OnBase system is hosted by the OCIO.

OnBase ECM has already been vetted and purchased by the OCIO; furthermore OnBase has become the ECM standard as referenced in NITC Standard 5-101. Weaknesses of the project are minimal because of the nature of the technology and hosting presence.

8. Address the following issues with respect to the proposed technology:

- Describe the reliability, security and scalability (future needs for growth or adaptation) of the technology.
- Address conformity with applicable NITC technical standards and guidelines (available at <http://nitc.ne.gov/standards/>) and generally accepted industry standards.
- Address the compatibility with existing institutional and/or statewide infrastructure.

The OnBase ECM System was chosen through an RFP selection process. The system has been properly vetted and subsequently approved by the NITC in its Standard 5-101. Software and system licenses will be provided by the OCIO through a monthly fee. The State's Active Directory and core network will be utilized for application communication, thus providing integrity, reliability and high system availability. It is our understanding that the OCIO will be responsible for the growth of storage moving forward.

### **PRELIMINARY PLAN FOR IMPLEMENTATION (10 PTS):**

#### **Section 6: Preliminary Plan for Implementation (10 Points)**

9. Describe the preliminary plans for implementing the project. Identify project sponsor(s) and examine stakeholder acceptance. Describe the project team, including their roles, responsibilities, and experience.

The Secretary of State's Office has met with the OCIO OnBase ECM team on several occasions to discuss preliminary project plans, options and business processes. We have received an estimate of conversion and implementation costs based on those discussions.

The project sponsor is the Secretary of State, John A. Gale. Stakeholders are the State of Nebraska, Secretary of State's Office and the citizens of the State.

# IT Project Proposal Report - Detail

## Agency: 009 - SECRETARY OF STATE

Budget Cycle: 2013-2015 Biennium

Version: AF - AGENCY FINAL REQUEST

SOS Project Team Members are: Grace Willnerd, Licensing Director; Colleen Byelick, General Counsel, Allyn Pella, Licensing Assistant and Josh Daws, IT Manager I, Dale Arp, IT Infrastructure Analyst, Senior.

OCIO OnBase ECM Team Members are still to be determined.

10. List the major milestones and/or deliverables and provide a timeline for completing each.

Major Milestones:

1. Sign-off on a Statement of Work (SOW).
2. Importation of seven (7) Access databases – including any data normalization needed. (340hrs. estimated)
3. Creation, testing and sign-off for each configuring document, workflow and eform. (4 months)
4. Training of four (4) staff members. (1 to 3 days)
5. Signoff on the completed system.

11. Describe the training and staff development requirements.

Minimal training would be necessary for our four (4) end users. We anticipate one to three days of training with staff manuals being produced as a part of the conversion process. Training would be necessary for two licensing staff and two managers.

12. Describe the ongoing support requirements.

The OCIO will provide technical and application support for the OnBase system. The user fee is a monthly ongoing cost of \$36 per month per user x 4 users (\$144 per month x 24 months= \$3456 (biennium). Unless a statutory change occurs, we do not anticipate any changes to the system.

### **RISK ASSESSMENT (10 PTS):**

# IT Project Proposal Report - Detail

Agency: 009 - SECRETARY OF STATE

Budget Cycle: 2013-2015 Biennium

Version: AF - AGENCY FINAL REQUEST

## Section 7: Risk Assessment (10 Points)

13. Describe possible barriers and risks related to the project and the relative importance of each.

A possible risk would be database conversion issues associated with any software transition.

14. Identify strategies which have been developed to minimize risks.

All Access databases would be backed up prior to conversion. Testing is a required deliverable as is executive review and signoff before the project can be listed as complete.

## **FINANCIAL ANALYSIS AND BUDGET (20 PTS):**

The attached document is an estimate to perform work on the Licensing project. The estimated cost is \$39,880 with a +/- of 50% increase based on OCIO analysis. The current cash balance in the Collection Cash Fund (Fund 20910) is sufficient to accommodate the entire cost of this project.

## **Attachments:**

Secretary of State Licensure Estimate with comments 07 24 12.docx

# Secretary of State – Licensure Estimate

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## License Types

### General Information

Information can be found at <http://www.sos.state.ne.us/dyindex.html#boxingName>

Retention => Keep for 2 yrs for Athlete Agent, 5 Yrs for Collection, Debt Management, Truth & Deception and Nonrecourse Civil Litigation, and 10 yrs for Private Detective files and databases.

### Collection Agencies

#### Forms

- Initial License Application
- Oath of Applicant
- Personal/Corporate Financial Statement
- Officers' Interrogatory
- Bond
- Customers for Reference
- Licenses Held in Other States

Renew Yearly by December 30

- Must reapply if miss the deadline. Quarterly Board meetings
- Board approves the licenses
- Solicitors and branch offices are added throughout the year

### Private Detective

#### Forms

- Fingerprint Card
- United States Citizenship Attestation Form
- Application for Private Detective Agency
- Application for Private Detective/Plain Clothes Investigator
- Private Detective Agency License Bond
- Addendum to Application for Plain Clothes Investigator
- Authorization for Release of Information

Renewals => Even Years by June 30

- Pictures needed for Badges
- Need to Save Pictures in ECM, and print information to Zebra printer

### Debt Management

#### Forms

- License Application

Personal/Corporate Financial Statement  
Officers' Interrogatory  
Bond  
Branch Office Application  
Renewals Annually by December 30<sup>th</sup>

## **Credit Services**

Forms  
Registration  
Bond

## **Truth and Deception**

Forms

## **Athlete Agents**

Forms  
Application  
Affidavit  
Reciprocal Forms from other states  
Renew every two years from issuance

## **Civil Litigation**

Forms  
Application  
Officers' Interrogatory  
Bond  
Oath of Applicant  
Renew September 30

\*\* Need to create a yearly report for the Legislature in October

\*\* Need details of what this report would contain

## **Reports for Legislature**

Number of times SOS Contacted the Company

Complaints – Generally just basic information needed

- We would want to make sure that complaints would be routinely deleted, maybe 6 months after they are closed.

Collection gets a large amount of complaints. Would want e-form to track the following information:

- Who complaint is against (may not be a licensed person/company)
- License Type (if any)
- Date
- Who is filing complaint – name, email, phone, fax
- Complaint
- Resolution
- Status
- Date Open
- Date Resolved

## License Approval Process

- Mail is opened and initial processing completed
  - All license types have a checklist to help verify when all information is completed
- All items are recorded, regardless of whether they are complete or not
- Items missing information are sent back with request to fill out missing information
  - These items are placed in a pending status
- Business Services is contacted for information on businesses. They provide information, but are not a part of the approval process
- Completed items are routed to Grace for approval
  - Grace puts Collections on agenda for next board meeting. The Board will approve the Collections applications
    - Collections applications may be able to be sent out electronically before the meeting, either through the agenda management or emails or workflow
  - Grace initials the checklist on the rest of the applications to indicate that new licenses can be sent out to the applicant
- Audit Manager – will they need to have access to ECM?
- Licenses are paid by Cash and Check – need to track payment type and amount collected.
  - Could there be multiple charges for a license type?
  - Be able to print receipt from ECM for monies collected
- Print Certificate from ECM when the process is completed. Gather items in a queue so they can be batched together

## Email Notifications

- Private Detective – none
- Be able to send applicants individual emails looking for more information, or mass emails informing group of deadlines
- Renewal Notifications
- Maillist for Rules and Regulations Distribution
- May need workflow to accomplish this

## Exams

- Private Detective – monthly exams. Possibly take pictures at exam time
- Truth and Deception has exams, but not regularly scheduled.

## Authorization in ECM

- 2 Levels – one level as super-user, one level as regular user

## Collections Board Meeting Agenda

Use this as a way to collect information for the Board.

Estimate on setting this up so it can be used

\*\*\* Note: The estimate for this will not be included in this estimate. There are some new features coming out in the next version that could affect this estimate.

## Conversion Information

There are 7 access databases that could be converted. If we convert the paper as needed, there would not be any additional charges. It would be the same as scanning in a new paper application. If we convert the access databases, we would need to set up an eform for each of the access databases that are listed.

Estimates are based on size of tables (number of fields, number of records), number of tables to convert into an eform, and complexity of fields. There is a certain amount of setup needed for all tables so some small tables may seem to be higher than expected.

I listed all the tables in all the access databases that were provided to me. We do not need to convert all of these tables. We can convert them as needed.

License Type	Number of Fields	Hours to set up eform	Cost
Athlete Agent – Current and Temporary	11 fields	6 hr	\$510
Collections – Branch	13 fields	8 hours	\$680
Collections – Collection Table	53 fields	24 hours	\$2040
Collections – Agency License Dates	15 fields	8 hours	\$680
Collection Copy 10-23-09	45 fields	16 hours	\$1360
Collection Renewal 2007 – 2011	8 fields	6 hours	\$510
Credit Service Organizations	10 fields	6 hours	\$510
Debt Management - Branch	9 fields	6 hours	\$510
Debt Management – 2004 - 2010 ***	25 fields	16 hours	\$1360
Debt Management – Current	30 fields	16 hours	\$1360
Debt Management Renewals – 2008 – 2011	9 fields	8 hours	\$680
Civil Litigation - Current	33 fields	16 hours	\$1360
Private Detective – Applications Received	13 fields	8 hours	\$680
Private Detective – Cannot be licensed ###	2 fields	4 hours	\$340
Private Detective – Denied License ###	2 fields	4 hours	\$340
Private Detective – Old Plain Clothes Investigator	16 fields	8 hours	\$680
Private Detective – Old Private Detective Agencies	30 fields	18 hours	\$1530
Private Detective – Old	16 fields	8 hours	\$680

Private Detectives			
Private Detective – Plain Clothes Investigator	20 fields	12 hours	\$1020
Private Detective – Private Detective Agencies	42 fields	14 hours	\$1190
Private Detective – Private Detectives w/ pictures	23 fields	20 hours	\$1700
Truth and Deception – Private – all years	19 fields	24 hours (Hours could be reduced if we do not do all these tables)	\$2040
Truth and Deception – Private Renewals – All years	10 fields	12 hours (Hours could be reduced if we do not do all these tables)	\$1020
Truth and Deception – Public	20 fields	24 hours (Hours could be reduced if we do not do all these tables)	\$1020
Truth and Deception – Public Renewals	10 fields	12 hours (Hours could be reduced if we do not do all these tables)	\$1020
Truth and Deception – Voice	16 fields	24 hours (Hours could be reduced if we do not do all these tables)	\$2040
Truth and Deception – Voice Renewals	10 fields	12 hours (Hours could be reduced if we do not do all these tables)	\$1020
Total Conversion:			\$27,880

\*\*\* If we convert the Debt Management – Current access table, then the effort to convert these tables would be reduced to about 4 hours.

### I highly recommend we create these electronic forms and build this into the licensing process for private detectives. We could build these into one form and reduce the effort.

## Estimate

The estimate for creating configuring documents, setting up workflows, and other items needed for the solution, for the various licenses, based on what is known today, is \$10,000 - \$12,000. This would be reduced if it was decided not to do all licenses types.

To convert all the tables in the access databases would come to approximately \$27,880. We could discuss what tables would need to be converted. If only a few tables needed to be converted, the charges would be only for those tables.

All work is time and materials. If the work was done sooner, you would not be charged the entire amount.

## IT Project Proposal Report - Detail

### Agency: 009 - SECRETARY OF STATE

Budget Cycle: 2013-2015 Biennium

Version: AF - AGENCY FINAL REQUEST

### IT Project : State Records Center Web Application

#### General Section

Contact Name : Cathy Danahy	E-mail : cathy.danahy@nebraska.gov	Agency Priority : 1
Address : 440 S. 8th Street, Suite 210	Telephone : 4024712550	NITC Priority :
City : Lincoln		NITC Score :
State : Nebraska	Zip : 68508	

#### Expenditures

IT Project Costs	Total	Prior Exp	FY12 Appr/Reappr	FY14 Request	FY15 Request	Future Add
<b>Contractual Services</b>						
Design	0	0	0	0	0	0
Programming	20,000	0	0	12,500	7,500	0
Project Management	7,500	0	0	5,000	2,500	0
Data Conversion	0	0	0	0	0	0
Other	10,000	0	0	5,000	5,000	0
<b>Subtotal Contractual Services</b>	<b>37,500</b>	<b>0</b>	<b>0</b>	<b>22,500</b>	<b>15,000</b>	<b>0</b>
<b>Telecommunications</b>						
Data	0	0	0	0	0	0
Video	0	0	0	0	0	0
Voice	0	0	0	0	0	0
Wireless	0	0	0	0	0	0
<b>Subtotal Telecommunications</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Training</b>						
Technical Staff	0	0	0	0	0	0
End-user Staff	0	0	0	0	0	0
<b>Subtotal Training</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

# IT Project Proposal Report - Detail

## Agency: 009 - SECRETARY OF STATE

Budget Cycle: 2013-2015 Biennium

Version: AF - AGENCY FINAL REQUEST

### Expenditures

IT Project Costs	Total	Prior Exp	FY12 Appr/Reappr	FY14 Request	FY15 Request	Future Add
<b>Other Operating Costs</b>						
Personnel Cost	0	0	0	0	0	0
Supplies & Materials	1,800	0	0	900	900	0
Travel	12,000	0	0	6,000	6,000	0
Other	0	0	0	0	0	0
<b>Subtotal Other Operating Costs</b>	<b>13,800</b>	<b>0</b>	<b>0</b>	<b>6,900</b>	<b>6,900</b>	<b>0</b>
<b>Capital Expenditures</b>						
Hardware	0	0	0	0	0	0
Software	10,000	0	0	10,000	0	0
Network	0	0	0	0	0	0
Other	0	0	0	0	0	0
<b>Subtotal Capital Expenditures</b>	<b>10,000</b>	<b>0</b>	<b>0</b>	<b>10,000</b>	<b>0</b>	<b>0</b>
<b>TOTAL PROJECT COST</b>	<b>61,300</b>	<b>0</b>	<b>0</b>	<b>39,400</b>	<b>21,900</b>	<b>0</b>

### Funding

Fund Type	Total	Prior Exp	FY12 Appr/Reappr	FY14 Request	FY15 Request	Future Add
General Fund	0	0	0	0	0	0
Cash Fund	61,300	0	0	39,400	21,900	0
Federal Fund	0	0	0	0	0	0
Revolving Fund	0	0	0	0	0	0
Other Fund	0	0	0	0	0	0
<b>TOTAL FUNDING</b>	<b>61,300</b>	<b>0</b>	<b>0</b>	<b>39,400</b>	<b>21,900</b>	<b>0</b>
<b>VARIANCE</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

# IT Project Proposal Report - Detail

## Agency: 009 - SECRETARY OF STATE

Budget Cycle: 2013-2015 Biennium

Version: AF - AGENCY FINAL REQUEST

### IT Project: State Records Center Web Application

#### EXECUTIVE SUMMARY:

The Secretary of State (SOS) serves as the state records administrator. The Records Management Division (RMD) assists state agencies in managing the creation, use, storage and disposal of records in an efficient and economical manner. The State Records Center (SRC) currently maintains and tracks over 70,000 cubic feet of state agency records. The SOS-RMD is interested in a web-based software application to maximize the efficient and cost-effective use of updated technologies in order to upgrade from a limited and somewhat unstable database system. The City of Lincoln developed a web-based records tracking system for use in the Lancaster County Records & Information Management office. They have offered to share this web application with the state for a modest investment.

#### GOALS, OBJECTIVES, AND OUTCOMES (15 PTS):

The primary goals for this new and updated system are to establish a more client-oriented program which allows the customer base to take advantage of a "Self-service" records management model.

### Section 3: Goals, Objectives, and Projected Outcomes (15 Points)

1. Describe the project, including:

- Specific goals and objectives;
- Expected beneficiaries of the project; and
- Expected outcomes.

#### **Specific Goals & Objectives:**

The primary goals for this new and updated system are to establish a more client-oriented program which allows the customer base to take advantage of a "Self-service" records management model. For an extended period of years, the clients have been required to make manual requests to the SRC for all types of inquiries involving their record collections. This translates to inefficient access of important records and information each agency needs to conduct their business operations. We expect this system to significantly enhance all aspects of the process for requesting, transferring, accessing and retrieving records across the state. In addition, we understand each agency has a need

# IT Project Proposal Report - Detail

## Agency: 009 - SECRETARY OF STATE

Budget Cycle: 2013-2015 Biennium

Version: AF - AGENCY FINAL REQUEST

to analyze various aspects of their collections. The older more antiquated methods have left a significant gap in the ability of each agency to control their own destiny with respect to records access, analysis and management. Finally, the SOS-RMD simply does not have the staff available, on a day to day basis, to assist each agency with a wide variety of unique requests for each type of record collection. This system will allow agencies quick and efficient access [24/7] to request, review and develop specific reporting capabilities for effective analysis based on their individual needs as they arise day to day.

**Current Process:** The SRC uses a Microsoft Access 2007 database to track and manage its holdings. A "hardcopy" Records Transfer Form is completed to initiate a transfer request by each client. Today, this form is delivered or emailed to the State Records Center for processing. A photocopy is maintained for reference and any future actions on the records. The transfer form is received and must be data-entered into the Access database by SRC staff. This entire process is manually oriented and very labor intensive while being prone to basic human error.

Clients wishing to query their holdings must request a print-out or report from the SRC. This requires extra steps for SRC staff to generate a report and submit it back to the client via email or in hardcopy form. This is time consuming and delays client access to important records and information which ultimately restricts their ability to analyze and review critical records in the decision-making process. The current tool does not allow record requests to be tracked through the electronic system. This is a critical aspect of effective records management and customer service. Presently, requests are handled in a manual fashion and out cards are generated to allow SRC staff the ability of knowing when boxes and files have been checked out. This makes the tracking process cumbersome and requires manual intervention by SRC staff to determine the current status of a box or file.

**Objective:** The new system would allow clients to quickly reference all records and their current check-out status without extra steps by SRC staff. An automated system would provide all parties with a current and accurate status of each request. In the new system, the client generates a Records Transfer Form online via web access with the ability to search & review their holdings, directly. The system will track a wide range of key criteria for each client making it much more efficient to analyze "in-real-time" various elements of their record collections. Requesters with appropriate security will be able to search on requests utilizing the data fields captured, including record description. SRC staff can process record requests from an automated queue for more efficient handling with increased processing & turnaround speeds.

**Beneficiaries:** State agency records officers and authorized requesters will benefit from a web-based system. Our current user group exceeds 100 customers around the state. Agencies will be capable of accessing their holdings at any time and numerous reports may be compiled based upon their business needs eliminating the time delay of receiving a report. SRC staff will be able to respond to transfers and requests in a more timely and efficient manner alleviating numerous manual and repetitive tasks such as re-keying data which ultimately eliminates errors.

Describe the measurement and assessment methods that will verify that the project outcomes have been achieved.

Customers will have the ability to input directly into the records tracking system. Requests will be tracked electronically eliminating numerous manual tracking steps. Accuracy and

# IT Project Proposal Report - Detail

## Agency: 009 - SECRETARY OF STATE

Budget Cycle: 2013-2015 Biennium

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response times will be enhanced with this system. An assessment of these critical elements should quickly confirm anticipated benefits have been achieved.

3. Describe the project's relationship to your agency comprehensive information technology plan.

Upgrading to this newer technology will allow us to modernize our records management (Microsoft Access) system and processes while working to build a more stable environment in a sequel based custom software application to house critical data used to track important record collections for agencies on a state-wide basis. We envision the web application to use the OCIO's Active Directory with Group Policy, so agency records officers can use their credentials to logon to the system, thus providing integrity, reliability and high system availability. Going forward, the new web application will require the use of a Microsoft SQL database and 1 web server (VMware). As our agency has already acquired the necessary SQL licenses; owns or has access to the hardware, we think this project is in-line with our agency's IT plan.

### **PROJECT JUSTIFICATION / BUSINESS CASE (25 PTS):**

#### **Section 4: Project Justification / Business Case (25 Points)**

4. Provide the project justification in terms of tangible benefits (i.e. economic return on investment) and/or intangible benefits (e.g. additional services for customers).

Record transfers, requests, and disposals will be completed in a more timely and efficient manner through automation. Clients have consistently requested more robust reporting capabilities for their holdings for some time. Client business needs such as monitoring records retention lifecycles will be enhanced by allowing the client to query, sort and create reports from their workstation(via the Web) directly from the database for comprehensive decision making. Automated records request functionality (replacing paper-based requests) is a significant enhancement to the Records Management Division and will dramatically improve customer service.

5. Describe other solutions that were evaluated, including their strengths and weaknesses, and why they were rejected. Explain the implications of doing nothing and why this option is not acceptable.

# IT Project Proposal Report - Detail

## Agency: 009 - SECRETARY OF STATE

Budget Cycle: 2013-2015 Biennium

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A comprehensive RFP for a “complete” Records Center Management solution involving the State Records Center, Scanning & Microfilming Services, Records Retention Schedule capability and service billing was released in July, 2010. The investment would have exceeded \$200,000. The SOS – Records Management Division determined the budget would not allow for that large an expenditure given circumstances at that time. Since the issue of a more complete Records Information Management (RIM) solution was reviewed, the Records Management Division has continued to struggle with various aspects of maintaining effective customer service. Our customer base is demanding better and more efficient capabilities in the management of their record collections. This business driver will not go away and continues to magnify each year. We need better and more robust tools to keep pace with customer demands and constant changes to the business climate. At this stage, doing nothing will continue to erode our abilities to provide superior records management services to all state agencies.

6. If the project is the result of a state or federal mandate, please specify the mandate being addressed.

N/A

### **TECHNICAL IMPACT (20 PTS):**

#### **Section 5: Technical Impact (20 Points)**

7. Describe how the project enhances, changes or replaces present technology systems, or implements a new technology system. Describe the technical elements of the project, including hardware, software, and communications requirements. Describe the strengths and weaknesses of the proposed solution.

Essentially, we intend to upgrade from a basic MS Access 2007 centralized database which is somewhat unstable with limited growth potential and zero customer access to an online web-based solution which allows more efficient access by our customer base. There would be no need to add hardware should we proceed with a strategy for the OCIO to host this application moving forward using virtual servers and shared relational database engines. We will need the ability to install this in a network environment whereby our state agency records officers may gain access to it via the web using their STN credentials. Additional communications requirements would not be necessary. We believe the current infrastructure is capable of handling the demand of this system.

8. Address the following issues with respect to the proposed technology:

- Describe the reliability, security and scalability (future needs for growth or adaptation) of the technology.
- Address conformity with applicable NITC technical standards and guidelines (available at <http://nitc.ne.gov/standards/>) and generally accepted industry standards.
- Address the compatibility with existing institutional and/or statewide infrastructure.

# IT Project Proposal Report - Detail

## Agency: 009 - SECRETARY OF STATE

Budget Cycle: 2013-2015 Biennium

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We intend for the proposed system to comply with all NITC standards as well as adapt the system to the statewide infrastructure. By upgrading and doing these things we will dramatically improve the reliability and security of accessing this important information for all agencies. It will be backed up and have a better security model which will ultimately make this critical system more stable. It will grow and should be scalable to adapt to our changing records management environment. We envision the proposed system to utilize the State of Nebraska's Active Directory Domain (STN), so state agencies, boards and commissions may use their STN accounts to access the new system.

### PRELIMINARY PLAN FOR IMPLEMENTATION (10 PTS):

#### Section 6: Preliminary Plan for Implementation (10 Points)

9. Describe the preliminary plans for implementing the project. Identify project sponsor(s) and examine stakeholder acceptance. Describe the project team, including their roles, responsibilities, and experience.

The Project Team involves a cross-section of resources from several groups which includes the following:

Project Sponsor: Cathy Danahy – SOS Deputy for Records Management

Josh Daws – SOS - IT Manager

Dale Arp – SOS - IT Infrastructure Analyst, Senior

Duane Doppler – SOS Electronic Records Manager

OCIO - Database Resource (TBD)

OCIO - Network Resource with Web-based knowledge (TBD)

Terry Lowe – City of Lincoln ISD

Nicholas J. Wemhoff – City of Lincoln ISD

Brian Pillard – Lancaster County Records Manager

# IT Project Proposal Report - Detail

## Agency: 009 - SECRETARY OF STATE

**Budget Cycle: 2013-2015 Biennium**

**Version: AF - AGENCY FINAL REQUEST**

Basically, this group would be responsible for transferring and installing this software system to the new environment where it could be hosted by the OCIO on a state-managed technology platform. We would need some guidance and consulting from the OCIO group in order to assure this system could be migrated without any major technical difficulties. We believe the resources identified on this project have a very strong understanding and knowledge base to accomplish this project in a very short period of time. The original writers for this software system are on the team and the primary user from Lancaster County is also identified and would be available to answer questions. Therefore, we have a high degree of experience and acceptance from the team involved in working to make this a successful transition.

10. List the major milestones and/or deliverables and provide a timeline for completing each.

The major milestones and deliverables will involve copying the current system from the City of Lincoln technology platform and assuring it can be installed directly to the state-managed platform. The City and State have previously worked in conjunction with one another in this capacity and therefore are very familiar with each other's technology infrastructure. Beginning 07/01/2013, project management planning will begin for the State Records Center to convert their ACCESS database to the City of Lincoln application as soon as the Oracle to SQL conversion is completed. The software currently resides in an Oracle database. The City of Lincoln intends to convert this application to a Microsoft SQL database by 12/31/2013. Beginning 01/2014 State conversion, testing, rollout and training will begin.

Once installed, it is possible some minor modifications to the software will be needed to accommodate the records management warehouse processes for the State Records Center. We have discussed this possibility in detail and are confident this can be accomplished by the project team with some analysis and minor testing. Another milestone includes working to map current data from the SRC MS Access database over to the new system. We will need technical assistance to assure this is completed in an effective and efficient manner. The final milestone involves testing the software system in the new environment to work out any final bugs or issues to make it operational for the State Records Center Team.

11. Describe the training and staff development requirements.

Internal SRC staff will need training on the use of the new system. The Lancaster County Records Manager will be available to aid in this process as they are already utilizing this program in their day to day operations. There will be some changes to our current processes, however, we believe the software is very compatible with our vision moving forward. Training for the user community which includes all state Records Officers will range from 80-100 customers. The SRC staff will be the primary resource to accomplish this phase of installation.

# IT Project Proposal Report - Detail

## Agency: 009 - SECRETARY OF STATE

Budget Cycle: 2013-2015 Biennium

Version: AF - AGENCY FINAL REQUEST

12. Describe the ongoing support requirements.

We will need the OCIO to provide ongoing support for the database and the web-based access for the overall user-community. The system will operate across the state network and will require security clearance for each state agency and/or user group in order to access their specific record collections.

### **RISK ASSESSMENT (10 PTS):**

#### **Section 7: Risk Assessment (10 Points)**

13. Describe possible barriers and risks related to the project and the relative importance of each.

The limited risks we have identified involve the initial stages of migration to assure the software will run effectively on the state technology platform. We may also encounter some initial learning curve issues from the user-group community which we believe can be overcome with basic training. Overall, we believe the risks are minimal.

14. Identify strategies which have been developed to minimize risks.

By testing the software prior to rollout to the customers, we should be able to correct and eliminate nearly all the risk factors. In addition, by developing a training program for the user-group community, we should be able to move them through the learning curve which will effectively allow them to access their record collections in a more timely and efficient manner.

### **FINANCIAL ANALYSIS AND BUDGET (20 PTS):**

The agency proposes a one-time transfer of cash from the Corporation Cash Fund (Fund 20920) to the Records Management Revolving Fund (Fund 50900) to cover the project costs in FY14 and FY15. Statutory language may be necessary to accommodate the transfer between funds.

## IT Project Proposal Report - Detail

### Agency: 018 - DEPT OF AGRICULTURE

Budget Cycle: 2013-2015 Biennium

Version: AF - AGENCY FINAL REQUEST

### IT Project : Paperless Inspections

#### General Section

<b>Contact Name :</b> Tom Jensen	<b>E-mail :</b> tom.jensen@nebraska.gov	<b>Agency Priority :</b> YES
<b>Address :</b> 301 Centennial Mall South	<b>Telephone :</b> 402-471-2341	<b>NITC Priority :</b>
<b>City :</b> Lincoln		<b>NITC Score :</b>
<b>State :</b> Nebraska	<b>Zip :</b> 68509	

#### Expenditures

IT Project Costs	Total	Prior Exp	FY12 Appr/Reappr	FY14 Request	FY15 Request	Future Add
<b>Contractual Services</b>						
Design	0	0	0	0	0	0
Programming	76,500	0	0	38,250	38,250	0
Project Management	0	0	0	0	0	0
Data Conversion	0	0	0	0	0	0
Other	0	0	0	0	0	0
<b>Subtotal Contractual Services</b>	<b>76,500</b>	<b>0</b>	<b>0</b>	<b>38,250</b>	<b>38,250</b>	<b>0</b>
<b>Telecommunications</b>						
Data	0	0	0	0	0	0
Video	0	0	0	0	0	0
Voice	0	0	0	0	0	0
Wireless	0	0	0	0	0	0
<b>Subtotal Telecommunications</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Training</b>						
Technical Staff	0	0	0	0	0	0
End-user Staff	0	0	0	0	0	0
<b>Subtotal Training</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

# IT Project Proposal Report - Detail

## Agency: 018 - DEPT OF AGRICULTURE

Budget Cycle: 2013-2015 Biennium

Version: AF - AGENCY FINAL REQUEST

### Expenditures

IT Project Costs	Total	Prior Exp	FY12 Appr/Reappr	FY14 Request	FY15 Request	Future Add
<b>Other Operating Costs</b>						
Personnel Cost	0	0	0	0	0	0
Supplies & Materials	0	0	0	0	0	0
Travel	0	0	0	0	0	0
Other	0	0	0	0	0	0
<b>Subtotal Other Operating Costs</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Capital Expenditures</b>						
Hardware	160,000	0	0	80,000	80,000	0
Software	180,000	0	0	90,000	90,000	0
Network	0	0	0	0	0	0
Other	0	0	0	0	0	0
<b>Subtotal Capital Expenditures</b>	<b>340,000</b>	<b>0</b>	<b>0</b>	<b>170,000</b>	<b>170,000</b>	<b>0</b>
<b>TOTAL PROJECT COST</b>	<b>416,500</b>	<b>0</b>	<b>0</b>	<b>208,250</b>	<b>208,250</b>	<b>0</b>

### Funding

Fund Type	Total	Prior Exp	FY12 Appr/Reappr	FY14 Request	FY15 Request	Future Add
General Fund	216,500	0	0	108,250	108,250	0
Cash Fund	200,000	0	0	100,000	100,000	0
Federal Fund	0	0	0	0	0	0
Revolving Fund	0	0	0	0	0	0
Other Fund	0	0	0	0	0	0
<b>TOTAL FUNDING</b>	<b>416,500</b>	<b>0</b>	<b>0</b>	<b>208,250</b>	<b>208,250</b>	<b>0</b>
<b>VARIANCE</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

# IT Project Proposal Report - Detail

Agency: 018 - DEPT OF AGRICULTURE

Budget Cycle: 2013-2015 Biennium

Version: AF - AGENCY FINAL REQUEST

## IT Project: Paperless Inspections

### EXECUTIVE SUMMARY:

The department's biennium request contains an expanded budget request that includes a one time biennium cost to convert inspection activities to a paperless document flow between the office and sixty plus inspection staff home officed throughout the State. This will allow the department to perform electronic inspections, provide the opportunity for a single employee productivity/time entry system, better communications with field staff, including field staff access to central data base data, and give all employees access to the State's LINK system to comply with Administrative Services (AS) new business process. Edoucment Resources conducted a Return On Investment (ROI) study for this project. The report is attached.

### **Attachments:**

Dept of Ag - ROI Projections Slides.pdf

### GOALS, OBJECTIVES, AND OUTCOMES (15 PTS):

The primary focus is to perform electronic inspections, but this would also provide the opportunity for NDA to provide a single employee productivity/time entry system, better communications with field staff, including field staff access to central data base data, and give all employees access to the State's LINK system to comply with Administrative Services (AS) new business process.

To accomplish this the following goals have been identified.

1. Improve processing time of field inspections to gain efficiencies for field staff.
  - Remove the form design, purchase and form distribution currently in place.
  - Reduce time handwriting inspection forms and performing various manual calculations.
  - Create a uniform process that will provide better documentation if there is a legal challenge.

Outcome - Implement an electronic data capture solution that would replace the paper process, write directly to the legacy AS400 database and replace current paper records retention with an electronic storage and retrieval system.

2. Reduce cost of printing, preparation and distribution of paper inspection forms.

# IT Project Proposal Report - Detail

Agency: 018 - DEPT OF AGRICULTURE

Budget Cycle: 2013-2015 Biennium

Version: AF - AGENCY FINAL REQUEST

- Reduce the cost of printing NCR multipart inspection forms; handling and storage.
- Create staff efficiency in not having to order and handle paper inspection forms.

Outcome - Provide field staff the ability to collect data using an electronic form via a mobile device or tablet.

3. Reduce office clerical time handling and filing of inspection forms.

- Eliminate duplicate data entry of form information.
- Reduce staff time manually filing and retrieving information from files.
- Reduce number of file cabinets that store inspection form data.

Outcome - Provide a solution that electronically stores inspection form data and writes data to a central database.

4. Develop additional applications to replace time sheet and productivity reporting process currently used.

- Provide a mobile device or tablet to all inspection staff.
- Create a uniform electronic time and productivity reporting system for all field staff.
- Provide access to all field staff to the State's LINK system to comply with AS new business process for employee benefits, talent learning and performance reporting.

Outcome - Provide a solution that electronically gives all field staff Internet access to state systems similar to office employees who have either a desktop, laptop, or like device.

# IT Project Proposal Report - Detail

Agency: 018 - DEPT OF AGRICULTURE

Budget Cycle: 2013-2015 Biennium

Version: AF - AGENCY FINAL REQUEST

## **PROJECT JUSTIFICATION / BUSINESS CASE (25 PTS):**

Performing manual hand written inspections, mailing into the office, clerical staff reentering data into a data base, manual filing and retrieval is not the most cost effective use of limited staff and funding resources. With recent year budget cuts and staff reductions, it was determined there is a need to change the processes used for all the inspection work performed by over sixty field inspectors. The department consulted with the OCIO's office who used an independent contractor to complete an in-depth Return On Investment (ROI) analysis. The report shows in 1.43 years there would be a payback to our agency. The ROI attachment further details the factors taken into consideration.

## **TECHNICAL IMPACT (20 PTS):**

Under this proposed concept, there would be a uniform process to complete all types of inspections performed by the department. There are currently over 100,000 inspections performed annually, mostly on paper forms. An electronic inspection system will increase the number of devices that will need to be managed. The department proposes not to change current data bases. Development costs include design/architecture of e-forms, configuration of document types, key words, foldering, workflow, records storage, digital signatures and printer configuration. Consideration has also been taken into account for AS400 integration of data flow, device testing, training and the need for a support structure. The department has reviewed other private outside vendors and will continue to analyze cost/benefit factors compared to the results found in the OCIO's ROI document.

## **PRELIMINARY PLAN FOR IMPLEMENTATION (10 PTS):**

The department will direct one time additional resources to implement a new electronic inspection program and to try and convert all programs in this time frame. During FY2012-13, utilizing approved federal funding and some existing resources, the department plans to purchase six each hand held devices from two manufacturers. Selected applications will be developed and tested by field staff. An analysis will be performed to select the best device for the type of inspections being performed and electronic communication needs to interact with the central data base. The department will then prioritize, by focus area, an equipment purchase and development plan. To the extent state funding is available and utilizing approved federal funds, application development will be started.

During the next biennium, assuming funding and appropriation is approved by the Legislature, full implementation will begin to purchase devices, set up communications and develop programs with a goal to have full implementation by January, 2015.

## **RISK ASSESSMENT (10 PTS):**

The department worked with the OCIO's office who utilized a contractor to do a Return On Investment (ROI). The OCIO has up to a 15 year commitment with Edocument Resources that will provide stability if this is the chosen developer. The department is currently in process of evaluating other products that have similar products that are currently utilized in other states. The department has biweekly meetings with focus area administrators that include reviewing risk assessment.

## **FINANCIAL ANALYSIS AND BUDGET (20 PTS):**

## **IT Project Proposal Report - Detail**

**Agency: 018 - DEPT OF AGRICULTURE**

**Budget Cycle: 2013-2015 Biennium**

**Version: AF - AGENCY FINAL REQUEST**

The current proposed model is to use approximately 1/3 state general funds, 1/3 cash fund user fees, and 1/3 federal funding over an approximate 2 year time frame. A large percentage of the federal funds have already been approved. The agency biennium budget request reflects an expanded budget request for state general and cash fund appropriation. There would be an estimated \$616,500 fiscal impact over approximately a 2 fiscal year time frame to make this happen. Based on the ROI study and other management decisions, this could change.

The federal government is supportive so there is uniformity between cooperating states, paperless flow of information, and real time sharing of data.



# Return on Investment Findings *Department of Agriculture*



# Agenda

- Scope of Analysis
- Business Objectives
- Key Factors
- Operational Costs and Savings
- Investment Requirements
- Return On Investment Projections
- Benefits
- Important Considerations

# Scope of Analysis

- **Scope Explained**

- Paper Forms Process for Field Staff: Onsite data collection and processing.
- *Process of ordering, distributing, onsite data collection, data entry and filing.*

- **Other Notes**

- More detailed analysis done of the field staff workflow process
- Key assumptions about the workflow steps have been made for other departments in order to simplify the process
- Process Time for Mailing and Time Saving will be significant

# Business Objective #1

- **Improve process time to gain efficiencies for Field Staff**
  - **Purpose**
    - Remove Form Purchase and Distribution
    - Reduce time handwriting inspection forms and performing various calculations
    - Create uniform process that will provide better documentation if there is a legal challenge
  - **Consequences of not meeting this Objective**
    - The Department of Agriculture collects over 100,000 paper filings of data collection from its Field Staff. This causes slower processing and higher overhead.
    - Potential for calculation error's and making calculation changes
  - **Remedy:** *Implement a electronic data capture solution that process that replaces the paper process and writes directly to the legacy AS400 database.*

## Business Objective #2

- **Reduce Material Cost**
  - **Purpose**
    - Reduction in yearly form procurement and distribution
    - Form distribution time savings
  - **Consequences of not meeting this Objective**
    - Continued high cost to print forms and mailing distribution cost to the agency. Continued delay in form distribution to field staff.
  - **Remedy:** *Provide field staff the ability to collect data using an electronic form via a mobile device or tablet.*

## Business Objective #3

- **Reduce Clerical Handling and Filing of Inspection Forms**
  - **Purpose**
    - Reduce clerical time for data entry into central database
    - Reduce time in filing forms and number of file cabinets
  - **Consequences of not meeting this Objective**
    - Continued clerical staff handling of forms and filing of the information.
  - **Remedy:** *Provide a solution that electronically stores inspection form data and writes data to central database.*

# Picture of Current Cost (As-Is)

## Cost Summarization

Cost Category	Definition	Current Op Cost	Daily Op Cost
<i>Total Paper Management Costs</i>	<i>Costs associated to handling paper files. Not associated to a business process.</i>	\$ -	\$ -
<i>Total Information Distribution Costs</i>	<i>Costs associated to the receiving and sending of information.</i>	\$ 18,500.00	\$ 77.08
<i>Total Existing Technology Costs</i>		\$ -	\$ -
<i>Total Miscellaneous Costs (Labor)</i>		\$ -	\$ -
<i>Total Process Costs (Labor)</i>	<i>Costs associated to specific business processes</i>	\$ 914,711.04	\$ 3,811.30
<i>Workflow Support Costs</i>	<i>Costs for support functions and assets pertaining to a business process</i>	\$ 43,740.00	\$ 182.25
<i>Loss Expectancy Costs</i>	<i>Cost avoidance items</i>	\$ -	\$ -
<b>Total</b>		<b>\$ 976,951.04</b>	<b>\$ 4,070.63</b>

### Notes:

- All figures are annual
- Full details available

# Proposed Savings with Solution

## Cost Summarization

Cost Category	Definition	Current Op Cost	Daily Op Cost	New Op Cost	New Daily Op Cost	Cost Benefit
<i>Total Paper Management Costs</i>	<i>Costs associated to handling paper files. Not associated to a business process.</i>	\$ -	\$ -	\$ -	\$ -	\$ -
<i>Total Information Distribution Costs</i>	<i>Costs associated to the receiving and sending of information.</i>	\$ 18,500.00	\$ 77.08	\$ 18,500.00	\$ 77.08	\$ -
<i>Total Existing Technology Costs</i>		\$ -	\$ -	\$ -	\$ -	\$ -
<i>Total Miscellaneous Costs (Labor)</i>		\$ -	\$ -	\$ -	\$ -	\$ -
<i>Total Process Costs (Labor)</i>	<i>Costs associated to specific business processes</i>	\$ 914,711.04	\$ 3,811.30	\$ 292,169.68	\$ 1,217.37	\$ 622,541.36
<i>Workflow Support Costs</i>	<i>Costs for support functions and assets pertaining to a business process</i>	\$ 43,740.00	\$ 182.25	\$ -	\$ -	\$ 43,740.00
<i>Loss Expectancy Costs</i>	<i>Cost avoidance items</i>	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Total</b>		<b>\$ 976,951.04</b>	<b>\$ 4,070.63</b>	<b>\$ 310,669.69</b>	<b>\$ 1,294.46</b>	<b>\$ 666,281.36</b>

### Notes:

- All figures are annual
- Full details available

# Investment Required

Investment Summary Table

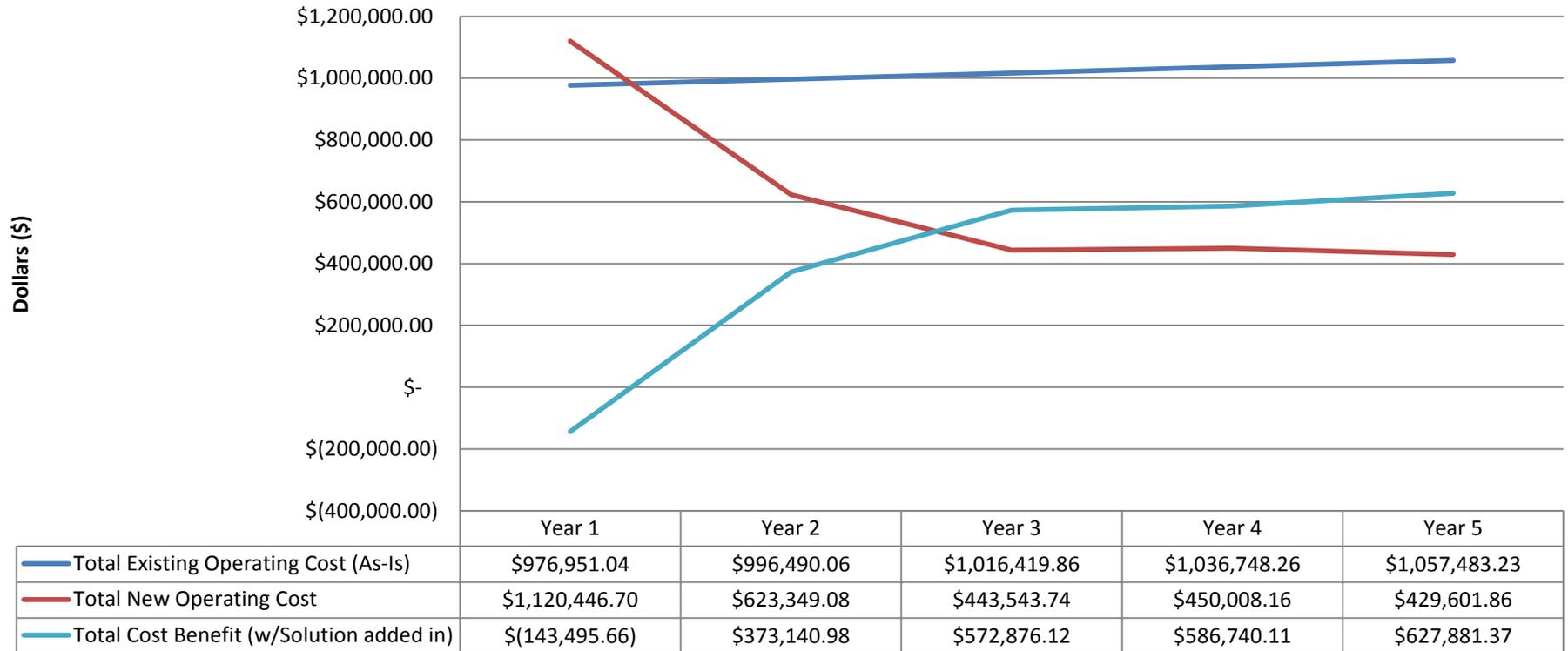
Cost Category	Year 1	Year 2	Year 3	Year 4	Year 5	Total
<i>eDoc Products and Services</i>	\$ 12,800.00	\$ 12,800.00				\$ 25,600.00
<i>Hardware</i>	\$ 102,740.00	\$ 99,140.00	\$ 36,140.00	\$ 36,140.00	\$ 9,140.00	\$ 283,300.00
<i>Software License</i>	\$ 61,956.00	\$ 61,956.00	\$ 40,608.00	\$ 40,608.00	\$ 40,608.00	\$ 245,736.00
<i>OCIO Products and Services</i>	\$ 92,595.00	\$ 92,595.00	\$ 3,600.00	\$ 3,600.00	\$ 3,600.00	\$ 195,990.00
<i>Ag. Support - Department FTE</i>	\$ 39,975.00	\$ 39,975.00	\$ 39,975.00	\$ 39,975.00	\$ 39,975.00	\$ 199,875.00
<b>Grand Total</b>	<b>\$ 310,066.00</b>	<b>\$ 306,466.00</b>	<b>\$ 120,323.00</b>	<b>\$ 120,323.00</b>	<b>\$ 93,323.00</b>	<b>\$ 950,501.00</b>

## Notes:

- Full details available
- Estimate Only

# Financial Projections

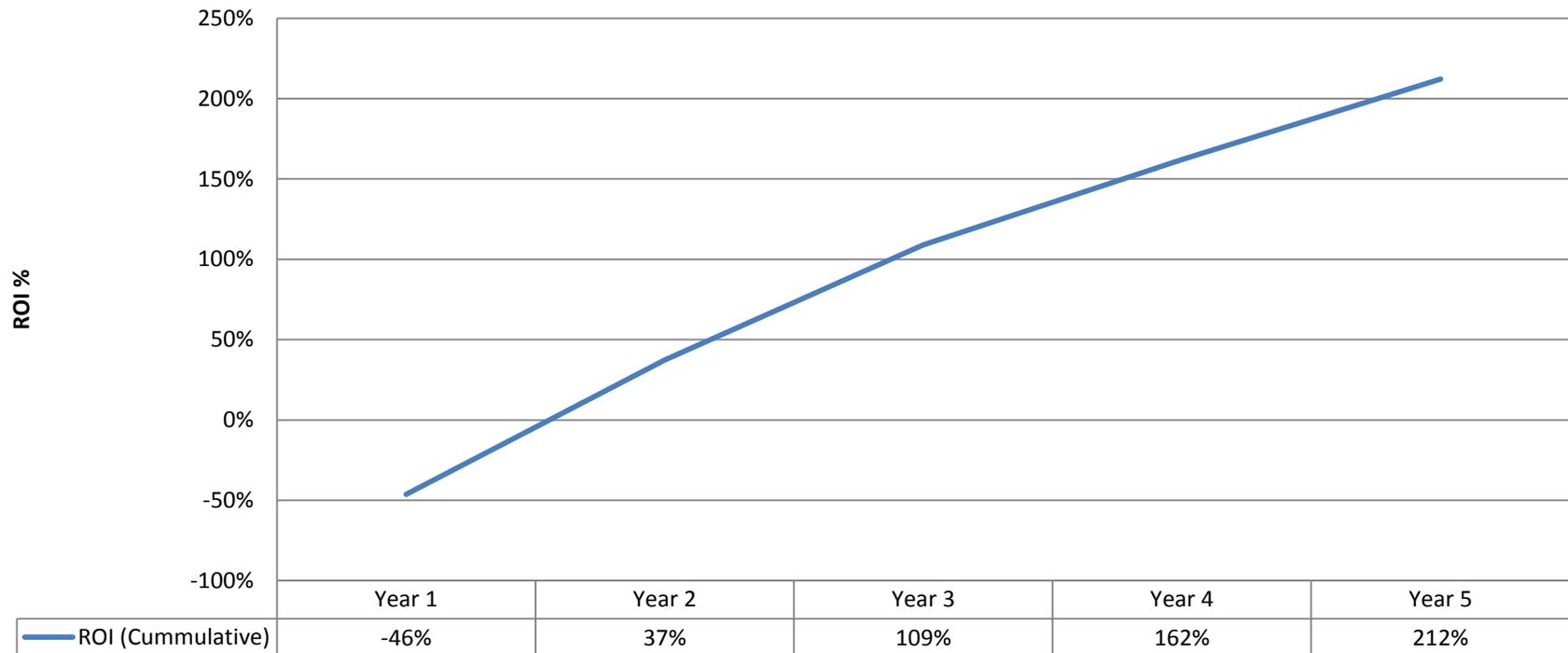
## Cost Scenarios



*Note:.*

# Return On Investment Projection

## Project ROI



$$ROI (\%) = \text{Net Benefits} / \text{Project Cost}$$

# Financial Summary

## Base Benefits Statement and Financial Summary

Financial Summary	Value	Notes
<i>Current Operating Cost</i>	\$ 976,951.04	<i>As-Is. Annual Figure</i>
<i>New Operating Cost</i>	\$ 310,669.69	<i>Assumed To-Be. Annual Figure</i>
<i>Operating Cost Delta</i>	\$ 666,281.36	<i>Assumed. Annual Figure</i>
<i>Total Initial Investment</i>	\$ 950,501.00	<i>See Investment Table/Tab</i>
<i>Payback Period (in Years)</i>		1.43
<i>Net Benefit</i>	\$ (284,219.64)	
<i>Base ROI (Return on Investment)</i>		-30% <i>All Costs, All Benefits</i>
<i>BCR (Benefits to Cost Ratio)</i>		0.70

# Other Important Considerations

- Time to market for project
  - Developing eForms Unity Forms
  - Development and Professional Services
    - Change Management
    - Discovery
    - Design/Architecture
    - Configuration
      - Document Types and Keywords
      - Foldering
      - Workflow
      - Records Management
      - Digital Signatures (?)
      - Printer Configuration
      - Brief Case Set Up
    - AS400 Integration
    - Tablet Set Up and Testing
    - Testing
    - Training (Train the Trainer)
    - Production Support
    - Support Structure Planning/Define
    - On Going Support
    - Project Management

## IT Project Proposal Report - Detail

**Agency: 022 - DEPT OF INSURANCE**

**Budget Cycle: 2013-2015 Biennium**

**Version: AF - AGENCY FINAL REQUEST**

### IT Project : Nebraska Exchange

#### General Section

<b>Contact Name :</b> Martin Swanson	<b>E-mail :</b> Martin.Swanson@nebraska.gov	<b>Agency Priority :</b> 1
<b>Address :</b> 941 O Street, Suite 400	<b>Telephone :</b> 402-471-4648	<b>NITC Priority :</b>
<b>City :</b> Lincoln		<b>NITC Score :</b>
<b>State :</b> Nebraska	<b>Zip :</b> 68508	

#### Expenditures

IT Project Costs	Total	Prior Exp	FY12 Appr/Reappr	FY14 Request	FY15 Request	Future Add
<b>Contractual Services</b>						
Design	12,000,000	0	6,000,000	5,000,000	1,000,000	0
Programming	85,000,000	0	40,000,000	30,000,000	15,000,000	0
Project Management	7,719,137	719,137	3,000,000	3,000,000	1,000,000	0
Data Conversion	6,000,000	0	3,000,000	2,000,000	1,000,000	0
Other	20,000,000	0	8,500,000	6,000,000	5,500,000	0
<b>Subtotal Contractual Services</b>	<b>130,719,137</b>	<b>719,137</b>	<b>60,500,000</b>	<b>46,000,000</b>	<b>23,500,000</b>	<b>0</b>
<b>Telecommunications</b>						
Data	6,000,000	0	3,000,000	2,500,000	500,000	0
Video	0	0	0	0	0	0
Voice	3,000,000	0	1,500,000	1,200,000	300,000	0
Wireless	0	0	0	0	0	0
<b>Subtotal Telecommunications</b>	<b>9,000,000</b>	<b>0</b>	<b>4,500,000</b>	<b>3,700,000</b>	<b>800,000</b>	<b>0</b>
<b>Training</b>						
Technical Staff	2,500,000	0	1,250,000	1,000,000	250,000	0
End-user Staff	2,500,000	0	1,250,000	1,000,000	250,000	0
<b>Subtotal Training</b>	<b>5,000,000</b>	<b>0</b>	<b>2,500,000</b>	<b>2,000,000</b>	<b>500,000</b>	<b>0</b>

# IT Project Proposal Report - Detail

**Agency: 022 - DEPT OF INSURANCE**

**Budget Cycle: 2013-2015 Biennium**

**Version: AF - AGENCY FINAL REQUEST**

## Expenditures

IT Project Costs	Total	Prior Exp	FY12 Appr/Reappr	FY14 Request	FY15 Request	Future Add
<b>Other Operating Costs</b>						
Personnel Cost	1,398,720	126,830	0	635,945	635,945	0
Supplies & Materials	263,742	23,742	0	200,000	40,000	0
Travel	57,451	17,451	0	25,000	15,000	0
Other	0	0	0	0	0	0
<b>Subtotal Other Operating Costs</b>	<b>1,719,913</b>	<b>168,023</b>	<b>0</b>	<b>860,945</b>	<b>690,945</b>	<b>0</b>
<b>Capital Expenditures</b>						
Hardware	91,250,000	0	20,000,000	10,000,000	5,000,000	56,250,000
Software	54,062,500	0	22,000,000	13,000,000	5,000,000	14,062,500
Network	20,875,000	0	5,000,000	2,500,000	1,000,000	12,375,000
Other	19,500,000	0	8,500,000	6,000,000	5,000,000	0
<b>Subtotal Capital Expenditures</b>	<b>185,687,500</b>	<b>0</b>	<b>55,500,000</b>	<b>31,500,000</b>	<b>16,000,000</b>	<b>82,687,500</b>
<b>TOTAL PROJECT COST</b>	<b>332,126,550</b>	<b>887,160</b>	<b>123,000,000</b>	<b>84,060,945</b>	<b>41,490,945</b>	<b>82,687,500</b>

## Funding

Fund Type	Total	Prior Exp	FY12 Appr/Reappr	FY14 Request	FY15 Request	Future Add
General Fund	0	0	0	0	0	0
Cash Fund	82,687,500	0	0	0	0	82,687,500
Federal Fund	249,439,050	887,160	123,000,000	84,060,945	41,490,945	0
Revolving Fund	0	0	0	0	0	0
Other Fund	0	0	0	0	0	0
<b>TOTAL FUNDING</b>	<b>332,126,550</b>	<b>887,160</b>	<b>123,000,000</b>	<b>84,060,945</b>	<b>41,490,945</b>	<b>82,687,500</b>
<b>VARIANCE</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

# IT Project Proposal Report - Detail

Agency: 022 - DEPT OF INSURANCE

Budget Cycle: 2013-2015 Biennium

Version: AF - AGENCY FINAL REQUEST

## IT Project: Nebraska Exchange

### EXECUTIVE SUMMARY:

Nebraska Department of Insurance is the state agency designated to administer the Nebraska Health Insurance Exchange. The Exchange is responsible for complying with the mandates required within the Patient Protection and Affordable Care Act (PPACA), including the implementation of a Health Insurance Exchange to facilitate access to affordable health insurance coverage for citizens of the State of Nebraska.

The federal vision for the Exchange is to reduce the number of uninsured individuals, provide a transparent marketplace, conduct consumer education, and assist individuals in gaining access to insurance affordability programs, premium assistance tax credits, and cost-sharing reductions.

The State of Nebraska, Department of Insurance (NDOI) is issuing a Request for Proposal (RFP), for the purpose of selecting a qualified contractor to provide services, technical solutions, and operational support for the State of Nebraska Health Insurance Exchange to be administered NDOI.

Nebraska has completed the preliminary design phase of establishing a State-based Exchange and has a vision to develop a web-based solution that can be accessed by external customers and stakeholders on a 24 hour/7 days a week basis. Stakeholders include individual applicants/enrollees, employers, brokers, navigators, and issuers. Nebraska's Exchange system will provide a single point of access to multiple doorways based on an individual's eligibility. Nebraska has determined that the optimal strategy is one that allows the two organizations (e.g., Medicaid and Exchange) to develop and deploy their systems as independently as possible while ensuring proper data integration and consistency of user experience. Under this model, the Exchange IT systems are deployed independently from Medicaid's eligibility and enrollment and web portal systems. Further details will follow in this request.

NDOI is seeking proposals from qualified bidders to design, develop and implement a Health Insurance Exchange system which combines the Individual Exchange and the Small Business Health Options Program (SHOP) Exchange into one Exchange. The Exchange will facilitate access to affordable health insurance coverage for all Nebraska citizens in compliance with the mandates required within the Patient Protection and Affordable Care Act (PPACA).

If you want more detail on any area of the narrative, please see attached consultant PCG's Health Insurance Exchange Planning - Technology Plan (Oct 2011) and Concept of Operations Plan. The costs referenced in PCG's Technology Plan report are not accurate due to the length of time since it was prepared, the shortened time line, Supreme Court Ruling, and US-HHS guideline and regulation changes since October of 2011.

### **Attachments:**

Health\_Insurance\_Exchange\_Planning - Technology Plan.pdf  
NE HIX CONOPs v1-31.pdf

### **GOALS, OBJECTIVES, AND OUTCOMES (15 PTS):**

Major goals for the Exchange are to increase access to quality health plans and to reduce the number of uninsured individuals in Nebraska.

# IT Project Proposal Report - Detail

Agency: 022 - DEPT OF INSURANCE

Budget Cycle: 2013-2015 Biennium

Version: AF - AGENCY FINAL REQUEST

The Exchange must be a transparent marketplace that simply and seamlessly:

- Directs consumers to the appropriate Qualified Health Plans (QHPs) including Dental Plans
- Allows consumers to apply for QHPs
- Determines and allows consumers to apply for subsidies
- Enrolls consumers in QHPs selected

The Nebraska Exchange will be designed, developed and implemented in a manner that will leverage, when possible, its existing infrastructure. Leveraging existing infrastructure and maximizing interoperability will minimize Nebraska's ongoing operational costs. This interoperability will allow the Exchange to maintain financial sustainability after federal funding changes in 2015. The selected vendor will need to provide a web portal solution for the delivery of Exchange functionality. The web portal should allow user based access for consumers, employers, navigator/assisters, agent/brokers, and exchange staff allowing access specific to their responsibilities. The Exchange will maintain security over private information and comply with Health Insurance Portability and Accountability Act (HIPAA).

The project measurements and assessments will be defined in the contract with the chosen vendor. This contract is being developed by a hired consulting group and independent of the chosen vendor of this project. A separate RFP will be issued for an Independent Validation and Verification vendor to make sure all areas of the contract with project vendor are met and satisfied.

## **PROJECT JUSTIFICATION / BUSINESS CASE (25 PTS):**

The purpose of this project is to procure a shared services configurable solution for the implementation of a fully functional Health Insurance Exchange by October 1, 2013. The Exchange system is a web-based solution that can be accessed by external customers and stakeholders on a 24 hour/7 days a week basis. Stakeholders include individual applicants/enrollees, employers, brokers, navigators, and issuers. This project will provide the opportunity for individual and employer enrollees seeking health insurance to find a qualified health plan from an insurer and determine if the enrollee qualifies for subsidized health insurance.

The options are for a federal based, a partnership (federal/state), or a state based exchange. The preferred option is a state based exchange, with a partnership next, and the federal based exchange as the least preferred. The state based option is the most robust, and the other two options are subsets of the state based option.

The Nebraska Exchange project is a federally mandated project as the result of the Patient Protection and Affordable Care Act of 2010 (PPACA).

## **TECHNICAL IMPACT (20 PTS):**

The project will try to provide enhancements to existing, replace outdated, and additional technology and solutions whenever possible and feasible. This project will require additional hardware, software, and communications capabilities. The details of these capabilities are not available until the vendor is selected. There are numerous possibilities to provide a solution for this project, and until we select the vendor, we will not know what the technical elements for the project are.

## **Reliability**

# IT Project Proposal Report - Detail

Agency: 022 - DEPT OF INSURANCE

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The system will include full redundancy at all physical layers, including network (routers, load balancers), web servers, application servers, and database servers. The system will provide the capability to be backed up to a remote site that is separate and distinct from primary hosting facility within the Recovery Time Objective (RTO) defined by the Exchange. The system will be built upon an infrastructure that is easily upgradable through patches and point releases, including the upgrading of the Exchange software and all prerequisite infrastructure software and the application of data migration or update scripts.

## Security

The Exchange solution must allow the implementation, management and monitoring of the following security and compliance policies:

- Health Insurance Portability and Accountability Act (HIPAA)
- Health Information Technology for Economic and Clinical Health Act (HITECH) of 1996
- Privacy Act of 1974
- Patient Protection and Affordable Care Act (ACA) of 2010, Section 1561 Recommendations
- Safeguarding and Protecting Tax Returns and Return Information (26 U. S. C. 6130 and related provisions)
- Nebraska Information Technology Commission (NITC) Standards and Guidelines
- CMS's *Harmonized Security and Privacy Framework – Exchange TRA Supplement*
- The Exchange solution must implement a security architecture based on MITA 3.0 Security and Privacy model, including the following security architectural elements

The Security Plan include oversight of Exchange information resources and infrastructure, including electronic and non-electronic processes and data, network and computing utilities, personnel and all Exchange facilities.

The Security Report will document all security incidents (potential or actual) of sufficient severity and their time of identification.

## Scalability

- The Bidder will provide architecture diagrams or other documentation that demonstrates that the host environment has the ability to scale while maintaining adequate performance, is secure, and is sufficiently fault-tolerant.
- The Bidder will describe how its solution meets the CMS growth projections including allowance for future interfaces not defined within the requirements of this RFP.
- The Bidder will describe any upper limits to the solution's performance and scalability. The description should include sufficient data to allow the Exchange to determine the limitations, at a minimum, by user accounts and transactions, peak period processing, and what actions are required to upgrade the solution to meet future needs.
- The Bidder shall provide an overview of the internal operations relative to operating and maintaining the solution, including which party is responsible for each of the operational activities. If the Bidder is proposing uses the services of subcontractors or third party vendors to hosting of the solution, the Bidder shall describe how the Bidder ensures the third party stays current on appropriate evidence of having implemented a "standard enterprise operational framework".

## PRELIMINARY PLAN FOR IMPLEMENTATION (10 PTS):

The current plan is to announce the RFP on September 14, 2012 with opening of proposals 30 days later. Vendor(s) will be selected after the group of vendor finalists presents their solutions to an evaluation team.

The major milestones are to have a complete system implemented for the Nebraska for healthcare insurance exchange on October 1, 2013. The details of the timeline will be provided by the vendor selected from the RFP.

# IT Project Proposal Report - Detail

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The Training Plan describes how the Bidder plans to train the business, help desk, and technical Exchange personnel on how to operate and maintain the Exchange within the boundaries of the Exchange's responsibilities.

The Bidder must develop a training curriculum based and segmented toward specific security levels and role-based groups. The Bidder must develop all initial and ongoing training documentation and training curriculum for technical, Exchange, and business personnel.

Additionally, the Exchange Solution Bidder will be responsible for developing a Training Plan for Exchange Operations and Maintenance phase. The following areas will be addressed in the Training Plan:

- Training Needs by Position: For each position identified collaboratively with the Exchange, identify the training need and source or approach to acquiring the training.
- Applicable Training Tools and Methods: Identify and describe the tools and methods to be employed in the personnel training process.
- Trainer Roles and Responsibilities: Identify: 1) personnel and their responsibilities for developing and implementing the training, development, and distribution of instructional materials, etc.; 2) person(s) and organization(s) that will conduct the training; and 3) any other groups who may serve as consultants, such as members of the development team, experienced users, etc.
- Training Evaluation: Describe how training evaluation will be performed and how feedback will be elicited from personnel to ensure that training objectives were met (e.g., evaluation tools, forms, etc.).
- Training Development Schedule: Provide a schedule of training activities to be accomplished in accordance with the Training Plan, which may or may not include actual course information.
- Monitoring and Reporting: Describe how training registration and training completion will be monitored and tracked.

## **RISK ASSESSMENT (10 PTS):**

The major risks facing the procurement and deployment of the Exchange IT systems include the following:

- The tight timelines for Exchange certification and initial enrollment defined by the ACA and Federal regulations make proper procurement and testing time difficult at best and leave little room for error and correction of those errors if any.
- The "go-live" date is immovable due to the federal statute. The release of regulations which effect business process flow for the IT project have made it extremely difficult for the procurement of an IT solution. Every regulation release, every piece of guidance to those regulations and every interpretation of the regulations make the process of procurement extremely difficult. The adjustment of the IT system, once procured, to any new rules or adjustment of rules may also be difficult as well with the current deadlines as set forth by the ACA.
- In the wake of the Supreme Court decision upholding the ACA, CMS and CCIIO have been delayed in releasing post-decision guidance to the states, leaving uncertain multiple key issues that may change the design of the business processes and IT systems necessary to support the Exchange.

# IT Project Proposal Report - Detail

Agency: 022 - DEPT OF INSURANCE

Budget Cycle: 2013-2015 Biennium

Version: AF - AGENCY FINAL REQUEST

- The Federal Department of Health and Human Services has announced that additional regulations will be published at the end of the summer of 2012, which may introduce new business and systems requirements late in the Nebraska design and procurement process.
- Dozens of states are engaging in Exchange implementations at the same time, which will likely create a shortage of qualified vendor resources to deliver the system implementations.
- Many of the systems and services with which the Exchange IT systems have not yet been built and, in some cases, are not even known at this stage, making integration requirements difficult to define.
- The Exchange implementation has dependencies on many systems and processes outside of its control, including the Federal Data Hub, other Federal systems, and the SERFF plan management system. Delays in the timeline for deploying these systems could create delays in the Exchange IT system implementation.
- The Nebraska Medicaid non-MAGI eligibility and enrollment systems for the aged, blind, and disabled populations are in the process of redesign and updates, creating both a development dependency and also leaving uncertain the details of data exchange.

14. Identify strategies which have been developed to minimize risks.

- The primary strategy is to learn from states that are further along in this process. To select a vendor that already has experience in the development of this solution for another state.
- The Exchange team meets weekly with federal and Nebraska HHS to make sure we have the latest information, and troubleshoot potential roadblocks as we discover them.
- The Exchange should minimize implementation risk by selecting vendors with a proven track record in the health insurance and state government market and high likelihood of success.
- The Exchange should seek a reliable, proven commercial-off-the-shelf (COTS) solution that is in production with multiple other customers (either in the state Exchange space or related health insurance industries).

## **FINANCIAL ANALYSIS AND BUDGET (20 PTS):**

The financial information submitted is based on information from RFIs received in early May of 2012. There have been some significant changes since then and, as a result of these changes, the accuracy of the information in the RFIs is less accurate today. The Exchange team has revised these earlier estimates to the best of our ability, based on the information we have at the present time.

The cost for FY13 is in anticipation of the grant and will be as of January 1, 2013.

The costs in Future Add column are for projected hardware and software replacements through 2020.

**Nebraska Department of Insurance  
Exchange Planning Division**

**Patient Protection and Affordable Care  
Act -  
Nebraska Health Insurance  
Exchange Project (NE-HIX)**

**Concept of Operations  
(CONOPs)**

**Version:** 1.3

**Last Modified:** August 27, 2012

**Document Number:** <document's configuration item control number>

**Contract Number:** <current contract number of company maintaining document>

## APPROVALS

### Submitting Organization's Approving Authority:

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Signature	Printed Name	Date	Phone Number
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*Exchange – Project Manager*

### CMS' Approving Authority:

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Signature	Printed Name	Date	Phone Number
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*<Position Title> [e.g., <Contract or System Name> Government Task Leader]*

## REVISION HISTORY

<b>Version</b>	<b>Date</b>	<b>Organization/Point of Contact</b>	<b>Description of Changes</b>
1.0	Mar 15, 2012	NE-DOI HIX / Michael Sciullo	Baseline Version
1.1	Aug 10, 2012	Navigant Consulting / J. Azpeitia	Updated Draft
1.2	Aug 22, 2012	Navigant Consulting / J. Azpeitia	Updated Draft based on NDOI discussion and input
1.2	Aug 27, 2012	Navigant Consulting / C. Duva	Updated Draft

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*This project has significant operational impacts on all involved State agencies. Each of the agencies will need to initiate changes and additions to their existing operations to support the ACA requirements and for ensuring an efficient and proper implementation and operation of the NE-HIX solution. These state agencies are active participants in supporting and guiding the project.....* 33

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*This project has significant organizational impacts on all involved State agencies. The staffing and the allocation of staff time for many of the agencies will change to support the requirements analysis, development, testing, implementation and ongoing maintenance of this solution. The State workers will need to go through re-training and education on the ACA requirements and processes, as well as the new system features.....* 33

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## 1. INTRODUCTION

The Patient Protection and Affordable Care Act (PPACA) drastically changes the State of Nebraska's insurance and Medicaid programs specifically related to enrollment in public programs including subsidized health insurance plans on the Exchange and in terms of the state's IT infrastructure needed to support the eligibility and enrollment process. PPACA sets forth a vision that includes:

- A technology platform that supports a cutting edge consumer experience and provides shared services to the Exchange and the Nebraska Department of Health and Human Services (NE-DHHS).
- Seamless coordination and integration experience between Medicaid, CHIP and State Insurance Exchange.
- Direct communication, integration, and coordination between the Exchange and insurers, employers, brokers, and navigators.
- Multiple right doors for consumers to access insurance affordability programs.
- The ability for Nebraska's consumers to compare high quality health care plans with the federally mandated standardization.

Nebraska is starting its planning and design process and is working toward a high level IT architecture solution that meets PPACA guidelines in the form of multiple right doors through the Health Insurance Exchange and Medicaid agency. The goals for this solution focus on the following:

- Allow Nebraska consumers to access MAGI based eligibility for private insurance products, and MAGI based Medicaid categories via the Health Insurance Exchange web portal and NE-DHHS ACCESSNebraska portal.
- Plan and design a Health Insurance Exchange technical solution that allows Nebraskans to access, and facilitates their application of, MAGI based Medicaid and private health insurance products.
- Facilitation of this process includes using contemporary and cost effective technologies and models to provide the highest level of consumer service, efficiency, and quality outcomes.
- Leverage existing business processes, turn-key solutions, early innovator artifacts, and federal Exchange documents to aid in planning and designing Nebraska's Exchange.

## **2. REFERENCED DOCUMENTS**

Nebraska's Health Insurance Exchange Gap Analysis, Performed by Public Consulting Group (October 11 2011). This document is referenced as the Alternatives Analysis and can be found as an attachment.

Use Case Scenarios, completed by the NE-HIX team, is also an attached document.

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## **3. CURRENT SYSTEM**

Nebraska faces many challenges in developing and implementing a federally compliant and fully functional Health Insurance Exchange (HIX) solution by October 1<sup>st</sup>, 2013. Project timelines are very rigid, and therefore this project will require efficient coordination, as well as significant federal support and guidance. Nebraska realizes that our existing legacy systems are unable to support PPACA requirements. Therefore, Nebraska must procure and integrate capable and configurable solutions.

### **3.1 Functional Description**

The functional description of the current systems in Nebraska is described below:

- The eligibility for Medicaid categories, and all Supplemental Nutrition Assistance Program (SNAP), Temporary Assistance for Needy Families (TANF) and other human services programs are handled by the Nebraska Department of Health and Human Services (NE-DHHS).
- The eligibility for CHIP, Long Term Care and Aged, Blind or Disabled Medicaid categories are handled by NE-DHHS.
- The Nebraska Family Online Client User System (N-FOCUS) is the State's integrated eligibility and case management system, which integrates to Nebraska's Medical Management Information System (MMIS). This system is subject to change.
- ACCESSNebraska is the public facing front-end for N-FOCUS. Its web-based interface provides the public access to apply for public aid (multiple programs). Personal support provided by customer service representatives occurs through ACCESSNebraska.
- ACCESSNebraska and N-FOCUS are not currently integrated electronically, therefore eligibility workers rekey scanned online applications to initiate the eligibility and enrollment process.

- NE-DHHS operates four Call Centers that operate in conjunction with the ACCESSNebraska online portal for the applicants to apply, submit changes, and check their application status.

Nebraska's current systems do not meet federal PPACA requirements or satisfy CMS's vision of a streamlined approach guided by MITA principles.

The State's intent is for our proposed approach to meet PPACA requirements, and provide a manageable scope of work and streamlined and consumer friendly platform for private insurance products and MAGI based Medicaid enrollment and eligibility.

### 3.2 User Community Description

The current user community in Nebraska includes the following constituents:

- **Agents**
- **Consumers** – Individuals who apply for services for themselves and/or their families.
- **Community Groups (Assistors)** – Individuals who assist consumers in applying for services and who work in hospitals, clinics, Indian Health Services and other community based organizations.
- **DHHS State Workers** – State workers who determine eligibility for Medicaid, CHIP, Supplemental Nutrition Assistance Program (SNAP), Temporary Assistance for Needy Families (TANF) and other programs.
- **Brokers** – Individuals who will be able to help consumers or employers purchase health insurance or apply for advance payments of the premium tax credit and cost-sharing reductions for Qualified Health Plans.
- **Navigators** – Individuals or entities who will educate consumers about the Exchange and the health coverage options offered by the Exchange.

### 3.3 Technical Architecture

The current technical environment is developed, managed, and maintained by a combination of two organizations, NE-DHHS Information Systems & Technology (IS&T) and the State's Office of the Chief Information Officer (OCIO).

IS&T administers the NE-DHHS computer resources and provides support in such areas as: feasibility studies, system design and development, system maintenance, computer hardware/network acquisition, installation and maintenance, data processing operations,

and system project management. IS&T maintains the NE-DHHS' Help Desk, desktop support, Outlook email and Lotus Notes databases. It is responsible for application support of Nebraska DHHS applications, including those highlighted in this report: 1) the Medicaid Management Information System (MMIS), 2) the Nebraska Family Online Client User System (N-FOCUS) and 3) ACCESSNebraska. Over the past several years, IS&T's efforts have primarily focused on maintaining the NE-DHHS' legacy applications.

The OCIO administers the State's data center, data network, and telecommunications network. The NE-DHHS purchases staffing and computing resources from the OCIO, and collaborates with the OCIO to manage, operate and maintain the MMIS.

The IT applications that are maintained by IS&T in support of the NE-DHHS Division of Medicaid and Long-Term Care programs include:

- Nebraska Family Online Client User System (N-FOCUS) – Nebraska's integrated eligibility and case management system.
- ACCESSNebraska – Nebraska's public facing front-end for N-FOCUS
- Medicaid Management Information System (MMIS) – Nebraska's Medicaid Claims Processing system

---

#### **4. GOALS, OBJECTIVES, AND RATIONALE FOR NEW OR SIGNIFICANTLY MODIFIED SYSTEM**

Nebraska's goal is to reach certification requirements by utilizing a MAGI based rules system to determine eligibility for MAGI applicable Medicaid determinations. Our proposed solution will have difficulty leveraging existing assets or modifying them to be compliant with the ACA requirements. Even though Nebraska has some minor assets that can be leveraged, the existing system components will need to go through significant modifications to meet the ACA requirements and, in most cases, new solutions and services will need to be either built or purchased. Therefore, a new system will be procured. The Exchange's isolated business rules engine will be a deployed shared service between Medicaid and the Exchange.

## **4.1 Project Purpose**

The purpose of this project is to procure a shared services configurable solution for the implementation of a fully functional Health Insurance Exchange by October 1, 2013.

## **4.2 System Goals and Objectives**

Nebraska will procure a shared services configurable solution, such as an eligibility determination system, noticing, user accounts, verification, and appeals. A plan management selection portal will also provide seamless interaction between the consumer with the Exchange, state eligibility systems, the federal and state data warehouse, other systems and Qualified Health Plans (QHPs).

## **4.3 Proposed System**

The vision for the Exchange system is a web-based solution that can be accessed by external customers and stakeholders on a 24 hour/7 days a week basis. Stakeholders include individual applicants/enrollees, employers, brokers, agents, assisters, navigators, and issuers.

Nebraska's Exchange system will allow for both the self-service for private insurance products and MAGI based Medicaid and assisted enrollments. Assisted enrollments will allow a range of qualified enrollers to help the consumers apply, per federal and state regulatory requirements.

The eligibility for Non-MAGI Medicaid categories, and all SNAP, TANF and other human services programs are handled by the Nebraska Department of Health and Human Services' integrated eligibility determination system.

The proposed system will fundamentally change Nebraska's IT infrastructure. As noted, Nebraska will procure other solutions for the below functions in order to achieve certification and compliance.

- Eligibility (Shared Service)
- Enrollment
- Plan Management [System for Electronic Rate and Form Filing (SERFF)]
- Plan Selection

- Small Business Health Options Program (SHOP) and support services
- Consumer assistance and support services (Shared Service)
- Notices Management and support services (Shared Service)
- Appeals, Grievances and Complaints Management and support services (Shared Service)
- Financial Management and support services
- Audit and Compliance and support services (Shared Service)
- Reporting and Data Warehouse functions and support services (Shared Service)
- Training and development services

The procured solutions will support the above business functions of Nebraska's Individual and Small Business Health Options Program (SHOP) Exchange, while providing shared services to NE-DHHS.

#### **4.3.1 System Scope**

The overall system scope is a web-based system that provides portals for consumers, small employers and their employees, navigators, assisters, community groups, state workers, brokers and agents, and qualified health plans. The NE-HIX will provide full capabilities across this spectrum of portals to provide the business processes noted below.

The NE-HIX will also provide the functionality allowing consumers and employees the capability to apply for health insurance and/or public benefits including Medicaid and APTC for private insurance plans. To accomplish this, the NE-HIX will share its rules engine and additional services with NE-DHHS (per Nebraska's Multiple Right Door approach) and integrate with a shared database, and the Federal Hub.

#### **4.3.2 Business Processes Supported**

The core business processes that will be supported in the proposed system are as follows:

- Eligibility and Enrollment - Individual
- Eligibility and Enrollment - SHOP
- Consumer Assistance
- Plan Management

- Financial Management
- Audit and Compliance
- Reporting and Data Warehouse Functions

### **4.3.3 High Level Functional Requirements**

The high level functional requirements for the proposed system are described below:

- Integrate with State and Private Insurance Systems
- Interface with State and Federal Health Insurance Portals and data hubs and other verification systems
- Integrate with Plan Management (SERFF) which will be secured through National Association of Insurance Commissioners
- Integrate with Plan Selection, SHOP, Financial Management, Appeals Management (shared service) component solutions that will be procured through competitive bids
- Integrate with Qualified Health Plans (QHPs)
- Support management of any applicable data (Data Warehouse)
- Provide support for customer service support systems and processes
- Utilize customer feedback surveys, notices, help language, live chat, email and texting
- Provide a State Worker Portal to support the completion of applications for public benefits, renewals, and updates
- Provide Navigator, Broker and Agent Portals to support the completion of applications, renewals, and updates
- Provide a Qualified Health Plan Portal and/or integration to link current provider lists
- Provide an Employer portal so employers can access SHOP and keep rosters current

### **4.3.4 Summary of Changes**

As described above, there are not many assets that can be leveraged in Nebraska. Many of the existing system features and functionalities will need to be completely replaced to accommodate the ACA requirements. At the same time new solutions and services will need to be implemented to fill in the gaps. Summarized below are some potential new solutions and services that will need to be implemented:

### **New Solutions and Services**

- NDOI Shared Rules Engine to accommodate MAGI and other ACA rules
- Eligibility & Enrollment solution and support services
- SHOP solution and support services
- Plan Selection solution
- Plan Management solution
- Consumer Support solution and support services
- Financial Management solution and support services
- Notices Management solution and support services
- Appeals, Grievances and Complaints Management solution
- Customer feedback and support system
- e-Learning solution and support services
- Integration with Federal Data Services Hub
- Integration with the Federal Tax Credit Calculator and Cost Sharing
- Data Management solution and support services
- Data Warehousing and Reporting solution and support services
- NE-HIX Workflow
- E-mail and text messaging framework

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## **5. SCENARIOS ANALYSIS**

The NE-HIX team has completed the process of developing business and functional use case scenarios (please see Attachment B of this document) as a part of the requirements analysis and has finalized the business process models. The state started the process with the blueprints provided by CMS and CCIIO and customized them for Nebraska. Details were expanded to ensure that the use cases reflect the breadth and complexity of the NE-HIX process. Many of these scenarios are used to guide the requirements and system design and development process. Any documents submitted to CMS are subject to change as the state reserves the right to make modifications based on internal and external stakeholder review. Finalized business process flows will be submitted on November 16, 2012 as part of the Blueprint application submission. Once the documents are completed, the State will post them to CALT.

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## 6. FACTORS INFLUENCING TECHNICAL DESIGN

High level factors that will influence the technical design of the system are:

- IT Guidance 1.0, 2.0 & 3.0 from CMS
- Seven Conditions and Standards
- MITA framework and guidelines

### 6.1 Relevant Standards

Relevant standards that will be addressed during the design of the NE-HIX and its supporting solutions include:

- All applicable Nebraska state laws and regulations
- Section 1561 standards
- Security, privacy and operational standards required by HIPAA, HITECH, NIST, and FIPS standards
- NIST standards for Disaster recovery and Continuity of Operations Program (COOP)  
([http://csrc.nist.gov/publications/nistpubs/800-34-rev1/sp800-34-rev1\\_errata-Nov11-2010.pdf](http://csrc.nist.gov/publications/nistpubs/800-34-rev1/sp800-34-rev1_errata-Nov11-2010.pdf))
- ADA Section 508 and W3C standards for disability support
- Limited English Proficiency (LEP) standards

### 6.2 Assumptions and Dependencies

Nebraska's work on the NE-HIX assumes that CMS will provide sufficient guidance and support so that Nebraska can make decisions and build capability for the NE-HIX in time for an October 1, 2013 start up. Additional assumptions include:

- While existing State systems and processes will be leveraged where feasible, the Exchange will procure its own IT systems as necessary to support its business operations.

- The procurement will be based upon the business and technical requirements known today to meet the ACA and current Federal HHS regulations.
- While we may leverage existing facilities or equipment, the Exchange will operate a separate call center for consumer assistance that will be staffed by the Exchange and not by other agencies.
- The Exchange will be hosted at the NDOI. The Director of Insurance is tasked with the oversight of a potential state based exchange.
- Project has support from the project sponsor, stakeholders, and all involved divisions/departments.
- A third party vendor may administer the project management for NE-HIX development.
- Decisions will be made in a timely fashion, based on information known at the time of the decision.
- Decisions will be based on sound business and technical analysis.
- NDOI will be responsible for managing business related project activities such as business case, business scope, business objectives, business requirements, business rules, and user acceptance testing for the Exchange.
- NE-DHHS will be responsible for managing business related project activities such as business case, business scope, business objectives, business requirements, business rules, and user acceptance testing for Medicaid.
- NDOI will be responsible for managing its plan and for all IT functions, such as technical requirements, system design, code development, unit/system/regression testing, infrastructure development, IT implementation, and IT training for the Exchange.
- The Federal Government will provide timely and relevant guidance that will not delay or impede the progress of the creation of an exchange.
- Federal Government will provide on-going refinement of guidance once released.
- Adequate federal / state funding will be available and will cover costs to achieve the project scope.
- Agency partners will provide necessary resources when needed.
- Strong possibility that significant changes in federal or state law, court rulings, policy or regulation will materially impact the project.
- Internal / external suppliers and integrators will provide deliverables in a timely manner.

There are several dependencies for this project; many of them are related to Federal rules, guidelines and services. These dependencies are listed below:

- Federal rules around MAGI and other ACA rules
- APTC guidance and details in a State-Based Exchange
- Federal Data Services Hub

- Federal Calculator for Tax Credits and Cost Sharing Reduction
- Federal standards such as NIEM
- Federal guidelines on areas such as Risk Adjustment, Identity Resolution and more
- SERFF
- State Legislation

### **6.3 Constraints**

The following are some of the high level project constraints:

- The “go-live” date is immovable due to the federal statute.
- Initial system procurement and deployment can be funded via Federal Exchange Establishment Grants, but the ongoing support costs of the systems must be fully-funded by the Exchange’s operating funds.
- First year of operational testing will be funded by Federal Exchange Establishment Grants.
- Availability of CCIO Federal Solutions
- Unknowns around the Federal Rules, Federal Data Services Hub, Federal Calculator for Tax Credits and Cost Sharing Reduction, NIEM Standard.
- Limited verification data to be provided by IRS, combined with onerous security requirements.
- Pending guidelines on Identity Resolution
- Unknowns around specifics of the Risk Adjustment, Reinsurance and Risk Corridor programs and associated operations.
- Pending federal regulations, revised regulations or additional guidance or other program memoranda.
- Multiple layers of oversight which consume project leadership time.
- State Legislation
- Time and schedule
- Project complexity

### **6.4 Design Goals**

The following are some of the goals that will be considered during the design of NE-HIX and its supporting solutions:

- Provide a first-class customer experience for the residents of Nebraska
- Meet, or beat, the initial minimum requirements of the ACA
- Financially and operationally sustainable
- Service Oriented Architecture (SOA)
- System architecture based on open standards
- Flexible architecture that can easily incorporate change and new features
- Easily adaptable to new products and regulatory requirements
- Focus on reusable, reliable, and maintainable solutions that avoid the writing of custom code and the duplication of systems
- Design for maximum reusability
- Highly available and highly scalable architecture
- Ensure the security and privacy of the Exchange system and the data it contains
- Mitigate business continuity risks and support formal processes and best practices for disaster recovery, including automated fail over and horizontal and vertical scalability

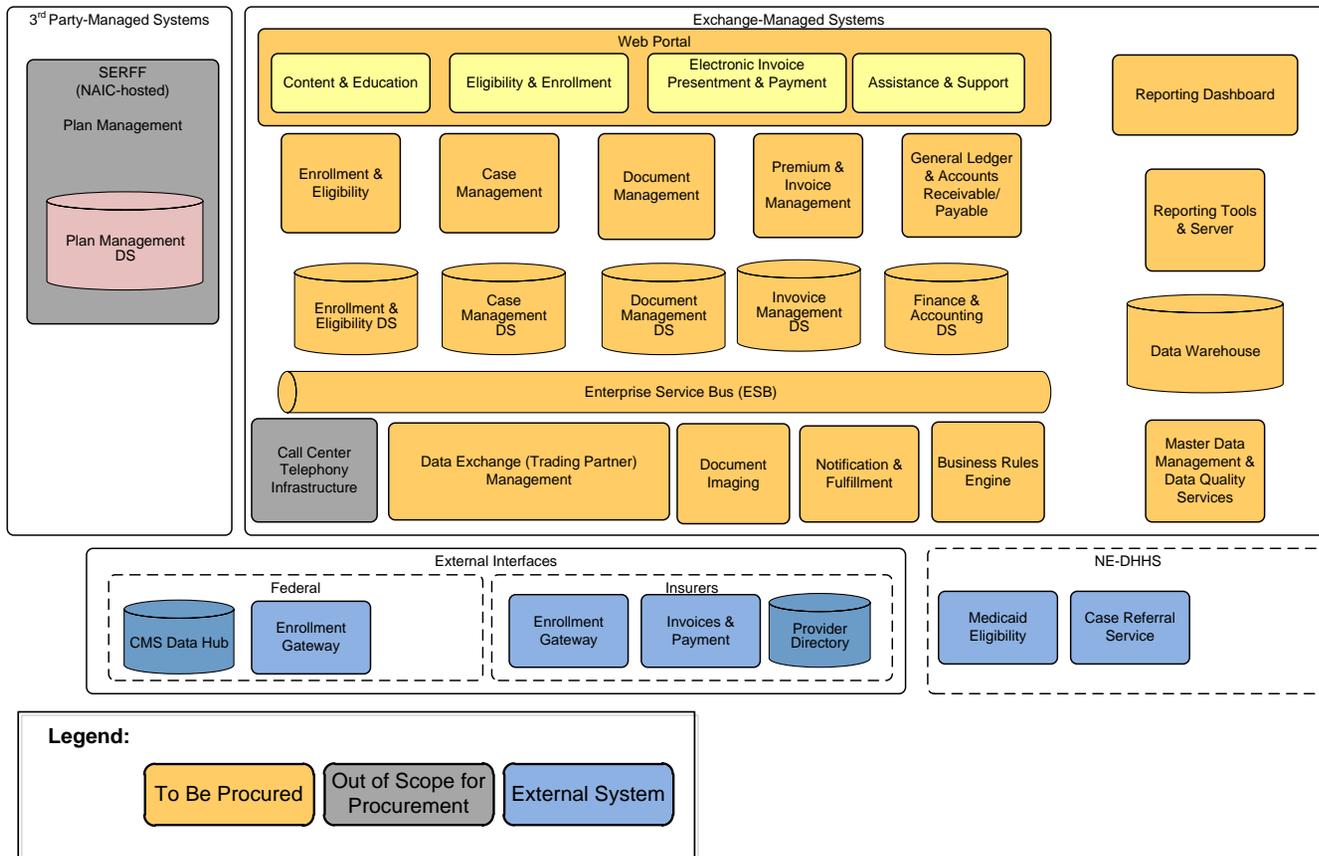
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## **7. PROPOSED SYSTEM**

The core NE-HIX will provide full capabilities across this spectrum of portals to provide the business processes noted above. The NE-HIX will also provide configurable shared services so that consumers and employees can apply for health insurance and Medicaid.

### **7.1 Context Diagram**

The System Context Diagram for NE-HIX is presented below:



## 7.2 High-Level Operational Requirements and Characteristics

Some of the high level operational requirements and characteristics that will be considered while planning Nebraska’s integrated solution include:

- First Class Consumer Experience
- Consumer Mediated Approach
- Eligibility support and determinations
- Real Time Verification with Federal and State Systems
- Automated renewal process
- Reasonable compatibility and self-attestation
- Integrate with State and Private Insurance Systems
- Integrate with State and Federal Health Insurance Portals and data hubs
- Integrate with Plan Management (SERFF)
- Integrate with Qualified Health Plans (QHPs) and state eligibility systems
- Provide support for and integration with customer support systems and processes
- Provide a State Worker Portal to support the completion of applications for public benefits, renewals, and updates
- Provide a Community Assistor and Navigator, Broker and Agent Portals to support the completion of applications, renewals, and updates
- Provide a Qualified Health Plan Portal and/or integration to link current providers lists
- Provide an Employer portal so employers can access SHOP and keep rosters current
- HIPAA (5010), NIST, HITECH, and FIPS Compliance

### 7.2.1 User Community Description

User Group	Description / Expected Use of System	Type (Federal/State Employee, Contractor)	Geographic Location	Total Users	Concurrent Users
Consumer	This group will include individuals, families and small business employees who want to use NE-HIX for public benefits and private	Non Federal or State Employee or Contractor	Nebraska	Approximately 290,000 - 300,000	Analysis in Progress

<b>User Group</b>	<b>Description / Expected Use of System</b>	<b>Type (Federal/State Employee, Contractor)</b>	<b>Geographic Location</b>	<b>Total Users</b>	<b>Concurrent Users</b>
	insurance				
Community Assistor	Community Assistors who will be helping the consumers to apply	Non Federal or State Employee or Contractor	Nebraska	Analysis of Total Users in Progress	Analysis in Progress
Navigator	Navigators who will be helping the consumers to apply	Non Federal or State Employee. Will be contracted under the State's Navigator program	Nebraska	Analysis of Total Users in Progress	Analysis in Progress
Small Business	Employers who will be eligible as small business in Nebraska to purchase insurance for their employees	Non Federal or State Employee or Contractor	Nebraska	Analysis of Total Users in Progress	Analysis in Progress
State Worker	State Workers from participating State agencies who will work on the public benefits and/or private insurance areas	State Employee or Contractor	Nebraska	Analysis of Total Users in Progress	Analysis in Progress
Brokers and Agents	Brokers and Agents who may be helping consumers or employers purchase health insurance	Non Federal or State Employee or Contractor	Nebraska	Analysis of Total Users in Progress	Analysis in Progress

<b>User Group</b>	<b>Description / Expected Use of System</b>	<b>Type (Federal/State Employee, Contractor)</b>	<b>Geographic Location</b>	<b>Total Users</b>	<b>Concurrent Users</b>
Qualified Health Plan	Users from Health Plans who will offer their insurance plans in NE-HIX	Non Federal or State Employee or Contractor	Nebraska	Analysis of Total Users in Progress	Analysis in Progress

## 7.2.2 Non-Functional Requirements

The following are the non-functional requirements for this project:

- The enrollment management system must support the configuring of dozens of issuers and thousands of plans and enrollment transactions while still ensuring rapid system response times.
- Exchange systems managing credit card payments must be certified to meet PCI Compliance Level 4 standards
- All exchange of enrollment related information must conform to HIPAA security standards.

### 7.2.2.1 Security and Privacy Considerations

The eligibility, enrollment and other processes required by ACA will require NE-HIX to collect, store and share Personally Identifiable Information (PII) and Personal Health Information (PHI). Accordingly, NE-HIX will implement appropriate security and privacy controls. The integrated NE-HIX solution will be compliant with appropriate security and privacy guidelines. It will also be comply, as necessary, with the appropriate standards for Disaster Recovery and Continuation of Operations Program (COOP).

### 7.2.2.2 Volume and Performance Expectations

Based on the analysis conducted for the Exchange Planning Grant, Nebraska is expecting new consumers to be a part of the NE-HIX solution. See the tables below:

*Baseline Scenario: Separate Markets with Small Employer at 50, Estimated Covered Lives*

Year	Exchange Market			Outside Market		
	Individual	Small Group	Total	Individual	Small Group	Total
2014 <sup>‡</sup>	48,545	1,663	50,207	22,340	94,770	117,110
2015 <sup>‡</sup>	72,790	4,465	77,255	28,037	97,451	125,488
2016	106,129	14,180	120,309	35,410	148,640	184,049
2017	110,186	16,801	126,987	38,384	151,205	189,589
2018	110,967	16,920	127,887	38,656	152,276	190,932

*Baseline Scenario: Separate Markets with Small Employer at 100, Estimated Covered Lives*

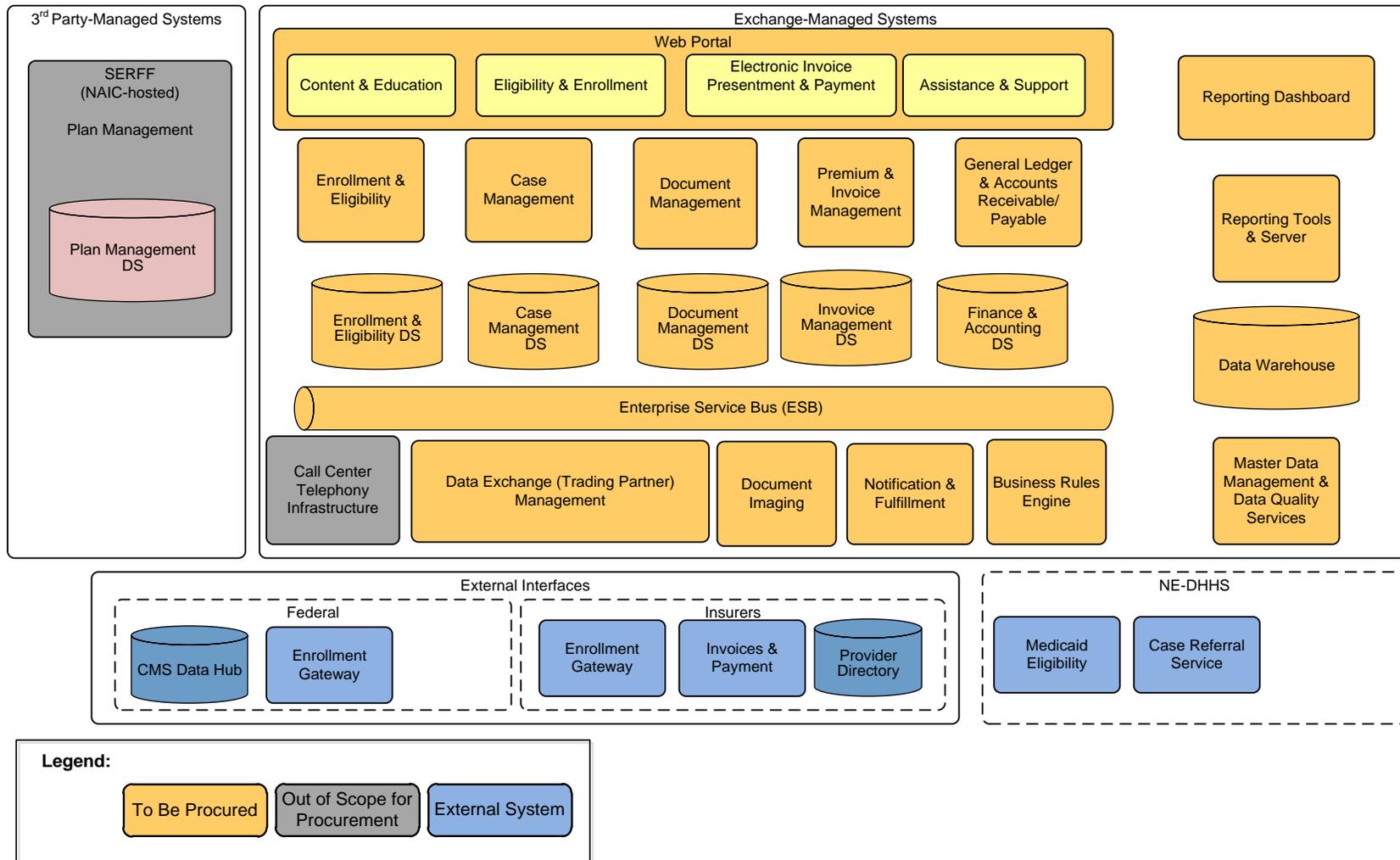
Year	Exchange Market			Outside Market		
	Individual	Small Group	Total	Individual	Small Group	Total
2014 <sup>‡</sup>	48,545	2,467	51,012	22,340	140,634	162,974
2015 <sup>‡</sup>	72,790	6,626	79,416	28,037	144,612	172,650
2016	106,129	14,180	120,309	35,410	148,640	184,049
2017	110,186	16,801	126,987	38,384	151,205	189,589
2018	110,967	16,920	127,887	38,656	152,276	190,932

<sup>‡</sup>The PPACA defines small employer to be those employers with up to 100 employees. States have the option for 2014 and 2015 to define small employer to be those with up to 50 employees.

### 7.3 High Level Architecture and Alternatives Analysis

The high level business architecture for the NE-HIX is presented below:

# Nebraska Department of Insurance - Health Benefits Exchange



The Alternatives Analysis is included as Attachment A of this document.

### 7.3.1 Application Architecture

The following table provides the application component and associated application architecture:

<b>Diagram ID</b>	<b>Application Component</b>	<b>Description (Business Process Supported, Purpose of Component)</b>	<b>Type (Identify both – (1) Operational or Analytical; (2) Batch or Online?)</b>	<b>Strategy (Build, Buy, Reuse, Rewrite)</b>
	Eligibility and Enrollment	Support eligibility and enrollment into Medicaid and QHPs	TBD	Procure
	State Worker View	Allow State Workers to process applications, determine eligibility (if required) and manage benefits (if required) for public and private benefits	TBD	Procure
	Plan Management	Management of the certification, recertification, decertification and compliance monitoring of qualified health plans that want to offer their plans in the NE-HIX.	TBD	Procure
	Plan Selection	The Plan Selection will allow consumers to search for public health plans (Medicaid and CHIP) and QHP (private health	TBD	Procure

<b>Diagram ID</b>	<b>Application Component</b>	<b>Description (Business Process Supported, Purpose of Component)</b>	<b>Type (Identify both – (1) Operational or Analytical; (2) Batch or Online?)</b>	<b>Strategy (Build, Buy, Reuse, Rewrite)</b>
		insurance) plans that are offered in the NE-HIX		
	SHOP	The SHOP business area assists “qualified” small employers with enrolling their employees in private health insurance plans	TBD	Procure
	Financial Management	The Financial Management business area deals with the administration and management of financial transactions that are related to the NE-HIX	TBD	Procure
	Consumer Support	The Consumer Support business area requires the NE-HIX to act as the first point of contact, and provide consumer support through multiple channels and mechanisms	TBD	Procure
	Appeals, Complaints and Grievances	The Complaints, Grievances and Appeals management business area establishes a process for	TBD	Procure

<b>Diagram ID</b>	<b>Application Component</b>	<b>Description (Business Process Supported, Purpose of Component)</b>	<b>Type (Identify both – (1) Operational or Analytical; (2) Batch or Online?)</b>	<b>Strategy (Build, Buy, Reuse, Rewrite)</b>
	Management	customers to submit their complaints, grievances or appeals regarding eligibility decisions and other activities related to the NE-HIX		
	Notices Management	Notices Management will allow inbound and outbound notifications between NE-HIX and the customers	TBD	Procure
	Document Management	Document Management will provide submission, storage, management, retrieval and tracking of electronic documents, images. Audio and video files	TBD	Procure
	Outreach and Education (e-Learning and more)	This feature will deal with the outreach and education of the users on the functions, features and programs of NE-HIX	TBD	Procure
	Data Management	The Data Management solution	TBD	Procure

<b>Diagram ID</b>	<b>Application Component</b>	<b>Description (Business Process Supported, Purpose of Component)</b>	<b>Type (Identify both – (1) Operational or Analytical; (2) Batch or Online?)</b>	<b>Strategy (Build, Buy, Reuse, Rewrite)</b>
		will enable the NE-HIX to uniquely identify data records from multiple systems and provide a single view of data records		
	Reporting and Data Warehouse	The Data Warehouse solution will allow the State to have the required business intelligence for analyzing the operational impacts and improvements of the NE-HIX as well as satisfying the various stakeholders (Federal and State) reporting requirements	TBD	Procure
	NIEM Translator	The NIEM translator will allow NE-HIX to translate the data that will be exchanged with HHS and the Federal services (e.g. Federal Data Hub, Federal Calculator etc.) into a NIEM format	TBD	Procure

### 7.3.2 Information Architecture

<b>Diagram ID</b>	<b>Conceptual Information Entity</b>	<b>Description</b>	<b>Type of Data Store (Transactional, Analytical)</b>	<b>System of Record? (Does this system or another system serve as system or record for information?)</b>	<b>Data Acquisition Approach (e.g., User Data Entry, Interface)</b>
	Eligibility and Enrollment Data	Information to support the eligibility and enrollment for MAGI, QHPs and Other benefits supported in NE-HIX	Analytical and Transactional	Yes	User Data Entry, Interface with Federal and State Data Hubs, other state agency data
	SHOP Data	Information about the small business and their employees to support the SHOP process	Transactional	Yes	User Data Entry
	Plan Management Data	Data from the Health Plans to support Plan Management	Analytical	Yes	Interface
	Plan Selection Data	Information about the QHPs from the Health Plans to support Plan Selection	Analytical	Yes	Interface
	Financial	Data to support the Financial	Transactional	Yes	Interface

<b>Diagram ID</b>	<b>Conceptual Information Entity</b>	<b>Description</b>	<b>Type of Data Store (Transactional, Analytical)</b>	<b>System of Record? (Does this system or another system serve as system or record for information?)</b>	<b>Data Acquisition Approach (e.g., User Data Entry, Interface)</b>
	Management Data	Management for NE-HIX			
	Reporting Data	Data to support Reporting	Transactional	Other systems above	Interface

### 7.3.3 Interface Architecture

Diagram ID	Information Shared	Interfacing Application	Purpose	Platforms Involved	Inbound or Outbound?	Batch or Near Real Time?	Data Stored Persistently? (Will the proposed system stored inbound data from the external system persistently?)
	Verification Information for a Consumer	Federal Data Services Hub	Real time verification	TBD	Both	Real Time	TBD
	Verification Information for a SHOP	Federal Data Services Hub	Realtime verification	TBD	Both	Real Time	TBD
	Data required to calculate Tax Credit and Cost Sharing Reduction	TBD	Information collection	TBD	Both	Real Time	TBD
	Eligibility and Enrollment Data	TBD	Information collection	TBD	Both	Real Time	TBD

<b>Diagram ID</b>	<b>Information Shared</b>	<b>Interfacing Application</b>	<b>Purpose</b>	<b>Platforms Involved</b>	<b>Inbound or Outbound?</b>	<b>Batch or Near Real Time?</b>	<b>Data Stored Persistently? (Will the proposed system stored inbound data from the external system persistently?)</b>
	for public benefits						
	Eligibility and Enrollment Data for QHPs	TBD	Information collection	TBD	Both	Real Time	TBD
	Plan Management Data	SERFF	Information collection	TBD	Both	Real Time	No

### **7.3.4 Technology Architecture**

The technology architecture for NE-HIX will be a Service Oriented Architecture that will follow the MITA 3.0 guidelines. The technology architecture of the solutions being procured to augment the core NE-HIX are not yet known, but are required to be provided so that they can be integrated with the core NE-HIX technical architecture.

Some of the high level targeted features of the core NE-HIX architecture are described below:

- System architecture based on open standards
- Reusable services and system components
- Flexible architecture that can easily incorporate change and new features

#### **7.3.4.1 Platform**

- Currently Unknown

#### **7.3.4.2 System Hosting**

- Currently Unknown

#### **7.3.4.3 Connectivity Requirements**

- Currently Unknown

#### **7.3.4.4 Modes of Operation**

- Currently Unknown

### **7.3.5 Security and Privacy Architecture**

- Currently Unknown

#### **7.3.5.1 Authentication**

- Currently unknown

#### **7.3.5.2 Authorization**

- Currently unknown

### **7.3.5.3 Encryption**

- Currently unknown
- 

## **8. ANALYSIS OF THE PROPOSED SYSTEM**

Summarized below is the analysis of the proposed system:

### **8.1 Impact Analysis**

#### **8.1.1 Operational Impacts**

This project has significant operational impacts on all involved State agencies. Each of the agencies will need to initiate changes and additions to their existing operations to support the ACA requirements and for ensuring an efficient and proper implementation and operation of the NE-HIX solution. These state agencies are active participants in supporting and guiding the project.

#### **8.1.2 Organizational Impacts**

This project has significant organizational impacts on all involved State agencies. The staffing and the allocation of staff time for many of the agencies will change to support the requirements analysis, development, testing, implementation and ongoing maintenance of this solution. The State workers will need to go through re-training and education on the ACA requirements and processes, as well as the new system features.

#### **8.1.3 Risks**

Summarized below are some of the major risks that have been identified to date for this project:

- Schedule/Timeline
- State Legislation
- Procurement
- Unknowns around the Federal Rules, Federal Data Services Hub, NIEM, Federal Calculator for Tax Credits and Cost Sharing Reduction
- Limited verification data elements to be provided by IRS, combined with onerous security requirements
- Pending guidelines on Identity Resolution
- Unknowns around specifics on the Risk Adjustment, Reinsurance and Risk Corridor programs

- Ongoing funding risks for supporting development and operations of the NE-HIX

## **8.2 Issues to Resolve**

The majority of the risks mentioned above remain as unresolved issues at this point.

## **8.3 Critical Success Factors for Remainder of Project**

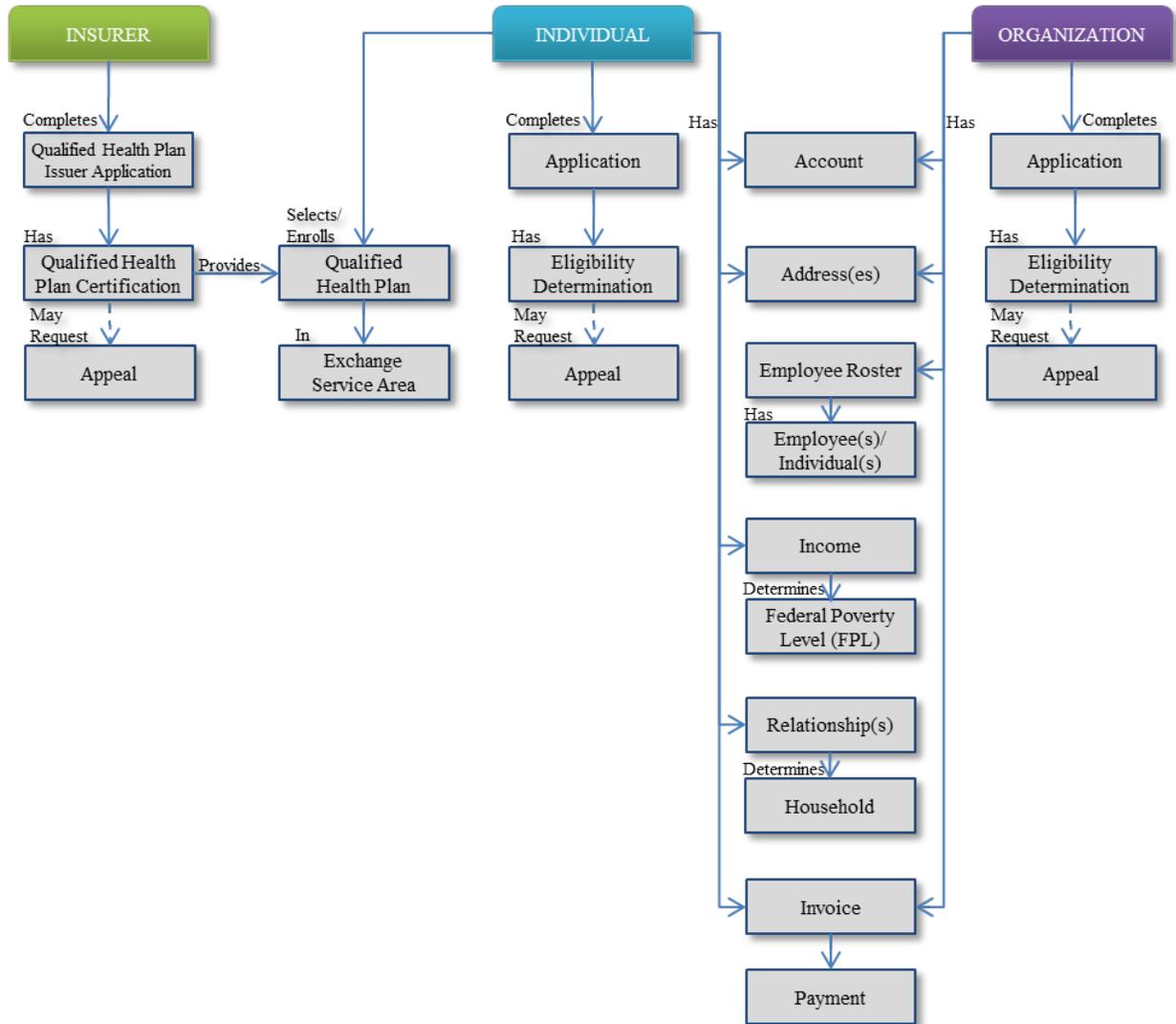
Some of the critical success factors for the remainder of the project are listed below:

- Successful completion of the Establishment reviews
- Successful completion of the IAPD
- On time solicitation award
- Successful and timely completion of the requirements analysis
- Successful and timely completion of the system and interface designs
- Successful and timely completion of the system development and integration tasks
- Successful completion of the CMS certification of the Exchange
- Successful and timely completion of the User Acceptance Testing (UAT)
- Successful completion of the Training and Outreach
- Go Live

## 9. GLOSSARY

<b>ACCESS NEBRASKA</b>	Over Arching System Architecture for Current Public Assistance Programs
<b>CMS</b>	Centers for Medicare and Medicaid Services
<b>HIX</b>	Health Insurance Exchange
<b>IS&amp;T</b>	Information Systems & Technology
<b>MMIS</b>	Medical Management Information System
<b>N-FOCUS</b>	Nebraska Family Online Client User System (Nebraska's Current Eligibility System)
<b>NDOI</b>	Nebraska Department of Insurance
<b>NE-DHHS</b>	Nebraska Department of Health and Human Services
<b>NE-HIX</b>	Nebraska Health Insurance Exchange
<b>OCIO</b>	Office of the Chief Information Officer
<b>PPACA</b>	Patient Protection and Affordable Care Act
<b>QHP</b>	Qualified Health Plan
<b>SERFF</b>	System for Electronic Rate and Form Filing
<b>SHOP</b>	Small Business Health Options Program

## 10. APPENDIX A: CONCEPTUAL INFORMATION MODEL



# **State of Nebraska Department of Insurance**

**Health Insurance Exchange  
Information Technology Roadmap  
Final Report**

**October 11, 2011**

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## 1. Executive Summary

The Patient Protection and Affordable Care Act of 2010<sup>1</sup> (hereinafter the ACA) provides for the creation of state-based Health Benefit Exchanges that will allow consumers to access and evaluate plans from commercial insurers and to apply for health subsidy programs that best meet their needs for coverage effective January 2014. In so doing, the federal government expects states to use a “single, streamlined form that: may be used [by individuals] to apply for all applicable State health subsidy programs within the State; may be filed online, in person, by mail, or by telephone; may be filed with an Exchange or with State officials operating one of the other applicable State health subsidy programs; and is structured to maximize an applicant’s ability to complete the form satisfactorily, taking into account the characteristics of individuals who qualify for applicable State health subsidy programs.”

States have the option of leveraging a federal Health Insurance Exchange (Exchange), joining with other states to offer a regional Exchange, building a state-based Exchange, or creating multiple Exchanges within a single state to implement this new law. The Nebraska Department of Insurance (NDOI) awarded a contract to Public Consulting Group, Inc. (PCG) to determine the financial feasibility of creating a state-based Exchange, focusing specifically on what will be required to streamline the eligibility and enrollment processes for publicly subsidized health coverage programs. This information, considered in tandem with other planning work that Nebraska is pursuing, will help to inform the State’s decision-making process and support its efforts to request enhanced federal funding through the federal grant making process should the State decide to move forward.

To conduct this analysis, the PCG project team reviewed materials that document the Nebraska Department of Health and Human Services’ (DHHS’) current program and technical environments. The project team also met with key staff members to better understand the existing information technology (IT) systems that could be leveraged to meet the requirements of the ACA and to identify alternatives that the State could pursue. PCG also looked at state initiatives that might impact the Nebraska Exchange planning process and identified recent activities in the Early Innovator states to identify potential leveraging opportunities.

When this project was conducted, the health care reform environment was very fluid. There were many unknowns in terms of services that would be provided at the federal level and leveraged by the states. Regulations were in the making. New rules to streamline the eligibility determination process for all of Medicaid,

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<sup>1</sup> Public Law 111-149, Patient Protection and Affordable Care Act, March 23, 2010, 124 Stat. 119, <http://www.gpo.gov/fdsys/pkg/PLAW-111publ148/content-detail.html>.

not just those for the expanded populations, were pending. In the midst of this shifting environment, the NDOI (as well as many other states) initiated its planning processes in order to meet the implementation deadline as required by federal law. To meet this need, PCG worked with representatives of the NDOI and the Nebraska DHHS to identify a recommended solution for moving ahead.

Nebraska's solution for meeting the requirements of the ACA is to acquire a rules engine that will provide a coordinated set of rules for the State's publicly-subsidized health coverage programs in one system. The eligibility rules engine will function to determine eligibility and be usable by authorized systems that are accessible to consumers, state workers, Navigators, or individuals shopping for health coverage. This recommended solution also includes the acquisition of a federated database to store recipient data for all of the publicly subsidized programs and the modification of existing systems to support the new populations. All total, the high-level one-time cost is estimated to be \$14,223,503. The annual ongoing IT-related cost is estimated at \$3,942,859.

The results of our work are provided in this Information Technology Roadmap, which describes the recommended solution and provides details on the estimated costs, as well as the steps and timeline for moving ahead.

## **2. Purpose, Scope, Approach**

In September 2010, the NDOI received a \$1 million grant award from the Office of Consumer Information and Insurance Oversight in the U.S. Department of Health and Human Services (HHS) to evaluate if Nebraska will establish an Exchange, and if so, begin conducting the critical planning activities for Exchange development. A portion of the grant award was used to fund a contract that was awarded to Public Consulting Group (PCG) to assist the NDOI in the development of an Information Technology (IT) Roadmap to inform future funding needs for a state-based Health Insurance Exchange. The overall goal of this planning effort was to conduct an initial assessment of existing state IT systems and to identify modifications and/or new systems that may be needed. This included customer service centers, state Medicaid eligibility and enrollment systems (to include Internet applications) and other existing state infrastructure that could be leveraged by an Exchange. The project scope included:

- Reviewing the Nebraska Department of Health and Human Services current processes and systems that support the eligibility and enrollment processes for primarily Medicaid and the Children’s Health Insurance Program (CHIP), but also for the Temporary Assistance for Needy Families (TANF) and the Supplemental Nutrition Assistance Program (SNAP).<sup>2</sup>
- Identifying current state initiatives and projects that may be impacted by, or have an impact upon, the Exchange planning efforts.
- Identifying the processes and systems that must be in place by the fall of 2013 in order to support the eligibility and enrollment functions for the new ACA populations.
- Conducting an IT Gap Analysis to compare current capabilities to the functional requirements of an Exchange.
- Identifying alternatives for bridging the gap between the current and future environments through leveraging existing technology assets and building new technology to meet the requirements of the ACA.
- Developing an estimated budget and timeline for implementing the recommended solution by the fall of 2013 and include ongoing annual maintenance costs.
- Documenting the outcome of the above activities in the final IT Roadmap report.

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<sup>2</sup> At the start of this project, the NDOI and the DHHS determined that the Exchange will not determine eligibility for welfare programs (e.g., SNAP, TANF) in January 2014. As a result, any discussion of current SNAP and TANF eligibility processes are discussed only in relation to processes that are used to determine eligibility for Medicaid in this report.

To complete this project, the PCG project team performed the following tasks:

- Reviewed existing ACA requirements and kept abreast of newly developed regulations as they were released by the HHS.
- Reviewed existing documentation provided by the Nebraska DHHS program and Information Technology (IT) areas.
- Reviewed and summarized responses to the NDOI's Request for Information (RFI) that was sent to vendors to identify the extent to which solutions exist in the marketplace to support the business functions of an Exchange.
- Met with Nebraska DHHS program and IT subject matter experts to agree upon the project assumptions, identify current projects underway, discuss the alternatives under consideration, and refine the recommended solution.
- Developed workflow diagrams to depict the process of applicants applying for medical insurance through the Health Insurance Exchange.
- Met with a representative of the Nebraska IT Commission (NITC) eHealth Council to identify current planning efforts related to two Health Information Exchanges that are being planned in the State.
- Met with a representative of the Nebraska DHHS' Customer Service Centers, and toured the Customer Service Center in Lincoln, NE to understand and document the State's ability to leverage the call centers to support the expanded Medicaid population in January 2014.
- Documented efforts that are being undertaken in the Early Innovator States to develop technologies to support the implementation of the ACA and potentially avail those technologies and lessons learned.
- Attended weekly meetings with the NDOI project team to review project status, identify issues and mitigate any risks that arose during the project.
- Attended bi-monthly meetings with Health Management Associates (HMA) who were providing actuarial and non-IT Exchange planning assistance to NDOI during the course of this project.

### **3. The Current Health Care Reform Environment**

Today's exchange planning environment is typified by a plentitude of activity and many unknowns. States are challenged with designing and implementing technical solutions while the ACA regulations are evolving and are being challenged in the courts. Efforts to build new governance structures while determining how best to leverage and share supporting technologies to support an Exchange by the fall of 2013 within the confines of federal and state rules are ambitious to say the least. To inform the State's decision-making process on how best to move ahead during these very fluid times, this section provides a brief description of the ACA requirements related to this project and discusses what is transpiring in states that were awarded Early Innovator grant funding.

#### **3.1. The ACA Requirements**

In March 2010, the ACA was enacted by Congress and signed into law by the President. The Health Care Reform law mandates the creation of Health Benefit Exchanges that will allow consumers to access and evaluate plans from commercial insurers and to apply for health subsidy programs (e.g., Medicaid, the Children's Health Insurance Program [CHIP], and subsidized commercial insurance through the Exchange) that best meet their needs through an online marketplace.

Integrating the eligibility determination and enrollment processes for publicly-subsidized health coverage programs and providing seamless coordination between the Exchange, Medicaid and CHIP will be critical to providing a 'one-stop shop' to coverage for millions of people across the country starting in 2014. The intent of the law is to allow an individual to supply a limited amount of information that can be used to determine eligibility for coverage under any of the publicly-subsidized health coverage programs available in the State.

The successful establishment and operation of the Exchange supports the ACA goal of extending coverage to tens of millions of Americans. Non-elderly individuals with incomes up to 133 percent<sup>3</sup> of the federal poverty level (FPL); based on the applicant's Modified Adjusted Gross Income (MAGI) will be eligible for expanded Medicaid. Through the Exchange, lower and middle-income individuals with MAGI up to 400 percent FPL may be eligible for subsidized commercial health insurance, with limits on point-of-service cost sharing and caps on out-of-pocket expenses. Small employers with lower-income workers that provide employer-sponsored insurance (ESI) purchased through the Exchange may also be eligible for premium subsidies for up to two years. IT systems and processes must be in place by mid-2013 to support these

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<sup>3</sup> The ACA provides for a 5% income disregard, which effectively increases the income eligibility for Medicaid to 138% FPL.

programs. The State will also need to establish processes to effectively and efficiently handle situations that will arise when circumstances change and people become ineligible for one program (e.g., Medicaid) and eligible for another (e.g., premium subsidies through the Exchange).

### **Recent Rule Making**

In July 2011, CMS issued rules on the establishment of Exchanges and Qualified Health Plans (QHPs). Rules were also issued on standards related to reinsurance, risk corridors and risk adjustment, which do not directly impact this project. However, the establishment of Exchanges and QHP rules present states with an option to pursue “a flexible State partnership model combining State-designed and operated business functions with Federally-designed and operated business functions. Examples of such shared business functions might include eligibility and enrollment, financial management, and health plan management systems and services.” Based on these unknowns, PCG believes that Nebraska should stay on course with its current planning efforts until the services that will be available at the Federal level become more clear.

In August 2011, CMS issued proposed rules implementing ACA requirements on Medicaid and CHIP eligibility determinations after 1/1/14, including a comprehensive redesign of eligibility categories and requirements, use of MAGI as the new financial eligibility standard for applicants who will be “newly eligible” beginning in 2014 due to the ACA, increased Federal medical assistance percentages (FMAP) for state expenditures with respect to such persons, and increased FMAP on state expenditures beginning in 2014 in “expansion states” offering a comparable federal financial benefit to states that expanded eligibility earlier. While these rules could impact the eventual governance and design of Nebraska’s proposed approach considerably, comments on the proposed rules are not due until the end of October 2011.

## **3.2. The Early Innovator States**

In February 2011, the U.S. Department of Health and Human Services (HHS) announced the award of seven cooperative agreements to help a group of “Early Innovator” states design and implement the IT infrastructure that would be needed to operate Health Insurance Exchanges<sup>4</sup>. The federal government sought to reduce replication and the cost of work on the IT components of the Exchange in offering this opportunity. States seeking federal funding were required to provide assurances that new technology would be designed to be reusable and transferable in order to serve as building blocks for Exchange IT systems in other states and provide models for how Exchange IT systems can be created.

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<sup>4</sup> Cooperative Agreement to Support Innovative Exchange Information Technology Systems Funding Opportunity, February 2011.

As a result of this funding opportunity, Kansas, Maryland, New York, Oklahoma, Oregon, Wisconsin, and a multi-state consortium led by the University of Massachusetts Medical School (known as the New England States Collaborative Insurance Exchange Systems, or NESCIES) received a total of approximately \$241 million and became known as the Early Innovator states. Representing diverse approaches and different regions of the country, it was the federal government's intent to provide for a wide range of IT models from which every state could benefit rather than re-inventing the wheel.

### **Summary**

While most of the Early Innovator states are moving ahead, the planning process is slow going. Kansas and Oklahoma returned their grant money to the federal government. Most states are still in the process of establishing their governance structures. The reality of whether technologies developed by the Early Innovator states will be accessible and available for use in other states by January 2014 has come into question and in some instances is very dubious. Very few appear to be "cross-pollinating" with other states in order to understand their mutual business needs and information technology challenges. The Early Innovator states' exchange planning activities as of August 2011 are summarized in the table below.

**Table 3-1: Exchange Planning Activities in the Early Innovator States**

State	Grantee	Grant Amount	Original Proposal	Current Status
Kansas	Kansas Insurance Department	\$31,537,465	<p>Proposed IT Strategy:</p> <ul style="list-style-type: none"> <li>Leverage the new Kansas Medicaid/CHIP eligibility system (K-MED) that was procured and implemented by the Kansas Health Policy Authority (KHPA) and integrate K-MED with the Kansas Health Insurance Exchange to meet the requirements of the ACA.</li> <li>Explore the possibility of creating a “cloud” solution that would be accessible to other states.</li> </ul>	<p>Progress to Date:</p> <ul style="list-style-type: none"> <li>Kansas returned \$31.5 million of federal grant funding in August 2011</li> <li>Prior to that, the state had yet to pass legislation for an Exchange and is in the midst of suing the federal government to declare the ACA unconstitutional.</li> <li>The KHPA had announced that it would seek a Software as a Service (SaaS) solution for their Exchange in April 2011.</li> <li>Although the Exchange Steering Committee planned to release an RFP for a SaaS solution for the Exchange in July 2011, the Administration had delayed the procurement until the 2012 Legislature has the opportunity to evaluate the plan developed by the Committee.</li> </ul>
Maryland	Maryland Dept of Health and Mental Hygiene	\$6,227,454	<p>Proposed IT Strategy:</p> <ul style="list-style-type: none"> <li>Build off a prototype it has already developed that models the point of access for the Exchange,</li> <li>Integrate with Maryland legacy systems and the federal portal</li> </ul>	<p>Progress to Date:</p> <ul style="list-style-type: none"> <li>The Maryland Health Benefit Exchange Act of 2011 was signed into law in April 2011, which established the Exchange as an independent unit of State government.</li> </ul>

State	Grantee	Grant Amount	Original Proposal	Current Status
			<p>systems, and Maryland's consumption of planned federal web services (e.g. verification and rules).</p> <ul style="list-style-type: none"> <li>Healthy Maryland initiative to serve as technology foundation, extending this platform currently being used by several other states. This "point" solution will extend the existing Healthy Maryland platform, which was recently implemented.</li> </ul>	<ul style="list-style-type: none"> <li>The State is developing a solution that extends its existing "Healthy Maryland" platform as the Exchange infrastructure.</li> <li>The State plans to develop a hybrid Exchange that will be comprised of both public and private entities. The Exchange is expected to support social services eligibility as well.</li> <li>The State intends to generate a solution that can be leveraged within other states. Governor Martin O'Malley hopes the state becomes a leader in implementing an Exchange.</li> <li>In June 2011, the Exchange Board voted and approved the resolution for the Exchange Establishment Level 1 Grant Proposal. The application for Level One funding was submitted to HHS at the end of June.</li> <li>In July 2011, Maryland Health Benefit Exchange issued a Navigator and SHOP Research/Analysis RFP, and named the Chairs of the Advisory Committees (18 in total).</li> </ul>
Connecticut, Maine, Massachusetts, Rhode Island,	University of Massachusetts Medical School	\$35,591,333	<p>Proposed IT Strategy:</p> <ul style="list-style-type: none"> <li>Create and build a flexible Exchange information technology</li> </ul>	<p>Progress to Date:</p> <ul style="list-style-type: none"> <li>The University hired a consultant (CGI Group Inc.) to</li> </ul>

State	Grantee	Grant Amount	Original Proposal	Current Status
and Vermont (NESCIES)			<p>framework in Massachusetts and share those products with other New England states.</p> <ul style="list-style-type: none"> <li>Apply lessons learned from the Massachusetts Exchange implementation and gain efficiencies so it can accelerate Exchange development for participating New England states.</li> </ul>	<p>assist in a business process redesign that will determine whether the current Exchange IT components will meet the CCIIO and CMS standards, and the extent to which they could be reusable by members of the consortium.</p> <ul style="list-style-type: none"> <li>NESCIES has categorized its reusability approach into 3 tiers: sharing artifacts, jointly procuring HW/SW, and offering a SaaS approach to members of the consortium.</li> <li>NESCIES is planning on releasing its RFP for a systems integrator in August 2011</li> <li>The solution is projected to go live in February 2013.</li> </ul>
New York	New York Department of Health	\$27,431,432	<p>Proposed IT Strategy:</p> <ul style="list-style-type: none"> <li>Build off its eMedNY Medicaid Management Information System (MMIS) system to build products for the Exchange.</li> <li>This approach will also result in the development of Exchange IT components fully extensible and scalable to any other jurisdiction.</li> </ul>	<p>Progress to Date:</p> <ul style="list-style-type: none"> <li>In late June 2011, negotiations were concluded on a bill to establish a Health Benefit Exchange. The bill authorizes one statewide Exchange that would be governed by a Board of Directors, consisting of nine state officers or employees, with appropriate powers to implement key components of the federal law in New York State. Exchange bill passed in the Assembly by an 82-44 vote, but has not yet been approved</li> </ul>

State	Grantee	Grant Amount	Original Proposal	Current Status
				<p>by the Senate.</p> <ul style="list-style-type: none"> <li>• The New York Department of Health plans to build an Exchange off of the existing eMedNY Medicaid Management Information System (MMIS). The eMedNY MMIS system will serve as a base and produce products for the future exchange.</li> <li>• The Exchange technical architecture will support and integrate with the Medicaid program, including but not limited to Medicaid eligibility and enrollment determinations and to anticipated enhancements to New York's current Medicaid eligibility system, as well as support the six core business areas as defined by CMS.</li> <li>• The state released a Funding Availability Solicitation (FAS) to acquire a contractor to design, develop and deliver an operational ready Exchange solution in July 2011. The Department of Health intends to award a four year contract with the option to extend the contract for five additional years.</li> <li>• The state has two ideas for models for the Exchange -- one being a public benefit corporation, the other a public</li> </ul>

State	Grantee	Grant Amount	Original Proposal	Current Status
				authority. The first model, in which the Exchange authority would act as a buyer, would regulate insurance plans and set minimum requirements for plans offered. The second model would have no regulatory leverage and no power to act as a buyer.
Oklahoma	Oklahoma Health Care Authority	\$54,582,269	<p>Proposed IT Strategy:</p> <ul style="list-style-type: none"> <li>Extend its current technical architecture of Medicaid Management Information System (MMIS) and several other systems to implement the Oklahoma Health Infrastructure and Exchange initiative.</li> <li>Leverage tools such as the web-based real time claims processing provider service portal created in 2003 by the Oklahoma Health Care Authority.</li> <li>Oklahoma will issue an RFP under this grant to conduct a gap analysis to determine the necessary steps for its systems to become operational for the Exchange factoring in portability and reuse.</li> </ul>	<p>Progress to Date:</p> <ul style="list-style-type: none"> <li>Oklahoma returned \$54.6 million of federal grant funding in April 2011 due to fears that accepting the funding would intrude upon the State's Exchange planning efforts.</li> <li>Legislation (SB971) to establish the Oklahoma Health Insurance Private Enterprise Network has been introduced.</li> <li>The State plans to use its own funds to develop an Exchange. Legislative leaders in Oklahoma have stated that they will not be considering a plan to set up an Exchange, and instead will be study the issue in the interim.</li> </ul>
Oregon	Oregon Health Authority	\$48,096,307	<p>Proposed IT Strategy:</p> <ul style="list-style-type: none"> <li>Leverage a commercial off-the-shelf (COTS) application to create the Exchange.</li> <li>Create a modular, reusable IT</li> </ul>	<p>Progress to Date:</p> <ul style="list-style-type: none"> <li>Oregon is moving forward with system design for its Exchange. The state hired a consulting firm (Wakely Consulting) to assist in</li> </ul>

State	Grantee	Grant Amount	Original Proposal	Current Status
			<p>solution that will provide the Exchange's customers</p>	<p>planning efforts, and passed legislation (Senate Bill 99) in June 2011 to establish an Exchange.</p> <ul style="list-style-type: none"> <li>• Oregon will also be considering House Bill 3650 for Health Care Transformation that will create an integrated, coordinated health care delivery system for Oregon Health Plan recipients. The Governor is encouraging state lawmakers to move forward on the bill.</li> <li>• Oregon released a request for proposal (RFP) to procure the Exchange software, which will be followed by a solicitation for system integrator services.</li> </ul>
Wisconsin	Wisconsin Department of Health Services	\$37,757,266	<p>Proposed IT Strategy:</p> <ul style="list-style-type: none"> <li>• Implement a single, intuitive portal through which residents can access subsidized and non-subsidized health care and other state-based programs (e.g. Medicaid, CHIP, child care).</li> <li>• The Exchange will integrate across health and human services programs to promote efficiency and lower overall administrative cost.</li> </ul>	<p>Progress to Date:</p> <ul style="list-style-type: none"> <li>• Wisconsin is building out its automated eligibility system for state-based health insurance programs despite the Governor's oppositions to the healthcare reform law.</li> <li>• Wisconsin has held numerous webinars to demonstrate its web portal and has offered the source code at no cost to interested states.</li> <li>• The State has contracted Deloitte to work on its eligibility system, known as CARES, which will have Exchange</li> </ul>

State	Grantee	Grant Amount	Original Proposal	Current Status
				<p>capabilities. ACCESS, Wisconsin's Web-based self-service tool for checking eligibility for health benefits and other forms of assistance is fully integrated with CARES and the State's MMIS system.</p> <ul style="list-style-type: none"> <li>• The State recently released a Request for Information (RFI) for research relating to marketing of an Exchange.</li> <li>• In mid-July, Wisconsin reported that it will be using Corticon's automatic rules engine to streamline the eligibility process. The system will determine eligibility upfront and then guide the information selection process with little to no interaction with case workers.</li> </ul>

## 4. Existing Eligibility Processing Operational and Technical Environment

This section provides a brief description of the current program and technical environments at the Nebraska DHHS.

### 4.1. Program

#### The Medicaid Program

In 1965, Title XIX of the Social Security Act initiated a jointly funded medical assistance program for certain individuals and families with low incomes and resources. The program, called Medicaid, is a cooperative venture between the federal and state governments to assist states in providing medical care to eligible needy persons. Nebraska's Children's Health Insurance Program (CHIP) is a Medicaid expansion program, meaning that the State uses federal CHIP funds to extend Medicaid benefits to children who meet the CHIP eligibility requirements<sup>5</sup>. Today, the Medicaid program is the largest program providing medical and health-related services to America's poorest people.

The Medicaid program, although jointly funded by the federal and state governments, is administered by the state. Under broad federal guidelines, each state establishes its own eligibility standards, determines the scope of covered services and sets rates of payment. In Nebraska, Medicaid provides health care services to eligible elderly and disabled individuals and eligible low-income pregnant women, children and parents. Nebraska Medicaid has a budget of roughly \$1.6 billion. Currently an estimated 11.6 percent of Nebraska residents are enrolled in Medicaid, or approximately one in nine residents. Based on an independent study<sup>6</sup>, the new provisions of the federal health care law could expand eligibility to close to 20 percent of residents, or approximately one in every five Nebraskans, adding more than 145,000 Nebraskans to the Medicaid program over the next decade.

#### Nebraska DHHS

The Nebraska Department of Health and Human Services (DHHS) is comprised of six divisions led by a Chief Executive Officer. The agency divisions and brief descriptions are outlined below.

- *Behavioral Health* administers state hospitals for the mentally ill and publicly funded community-based behavioral health services.

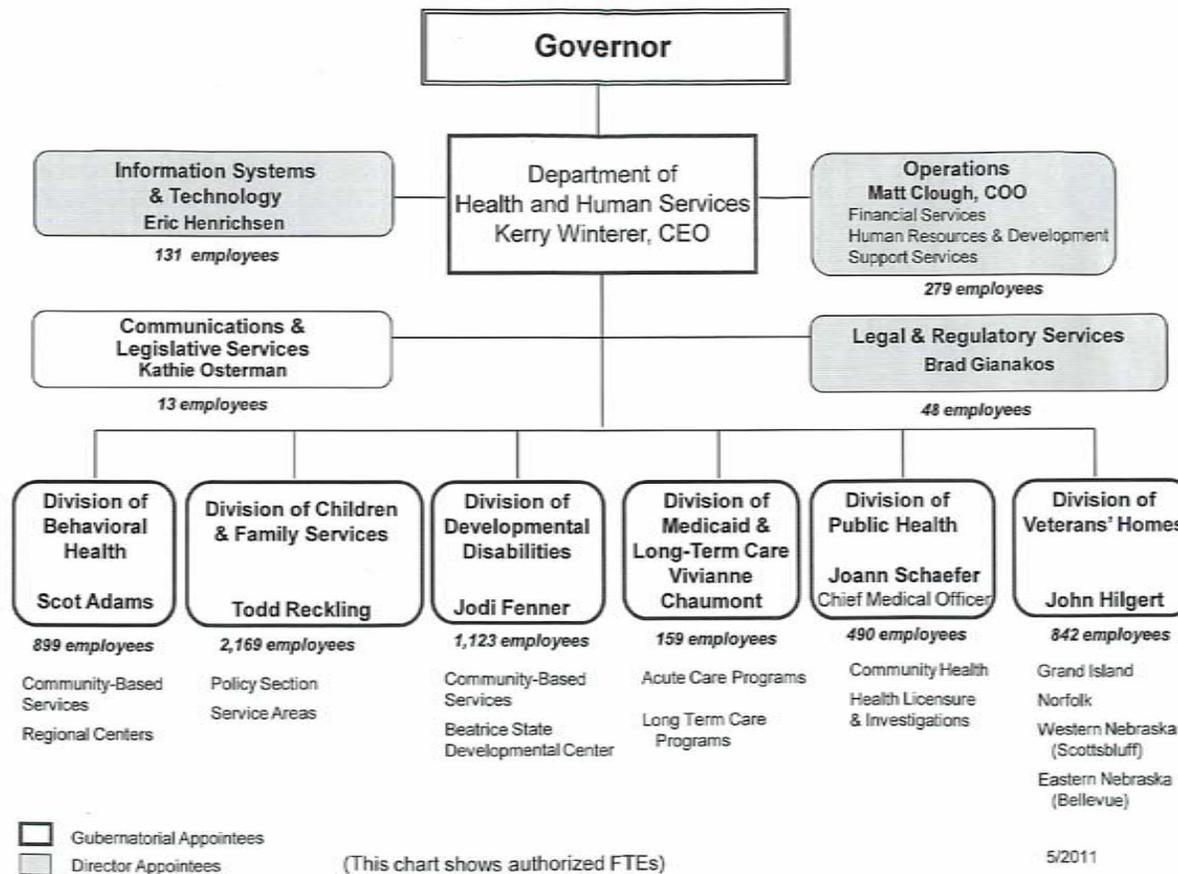
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<sup>5</sup> Hereinafter within this report the use of the term 'Medicaid' will refer to both Medicaid and CHIP.

<sup>6</sup> <http://www.governor.nebraska.gov/news/2010/08/pdf/Nebraska%20Medicaid%20PPACA%20Fiscal%20Impact.pdf>

- *Children and Family Services* includes protection and safety programs and services (child welfare, juvenile services), economic and family support programs and services, and the service areas. Economic assistance service delivery of the determination of eligibility and benefits including Medicaid is currently provided by local DHHS offices located throughout Nebraska.
- *Developmental Disabilities* consists of the Beatrice State Developmental Center and publicly-funded community-based developmental disabilities services
- *Medicaid and Long-Term Care* administers the Medicaid program, aging services, and other related programs and services
- *Public Health* includes preventive and community health programs and services, regulation and licensure of health-related occupations, regulation and licensure of health care facilities, and health care services
- *Veterans' Homes* includes several facilities located throughout the State

The current Nebraska DHHS organization chart is provided in the figure below.



**Figure 4-1: Nebraska DHHS Organization Chart**

A Chief Information Officer (CIO), in charge of Information Systems and Technology (IS&T) and a Chief Operating Officer (COO), in charge of operations that support the Department, also report to the CEO. Operations areas within the Nebraska DHHS include: Communications and Legislative Services, Financial Services, Human Resources and Staff Development, Legal and Regulatory Services, and Support Services.

### **The Current Application Process**

In Nebraska, the current application process is supported through AccessNebraska, which modernized how services are provided to applicants and recipients. Through AccessNebraska, individuals can apply for Medicaid, the Supplemental Nutrition Assistance Program (SNAP), Temporary Assistance for Needy Families (TANF), and other programs. The AccessNebraska concept is comprised of three components: the ability to apply for services online; document scanning and retrieval of economic assistance case files; and the creation of four customer service centers.

Currently, over 60 percent of the individuals seeking Medicaid services apply online. Through an online tool (described in Section 4.1.1) that is currently available via the Nebraska DHHS website<sup>7</sup>, applicants can identify programs that might meet their needs, determine whether they may qualify for services, apply or re-apply for services, report changes, and view their current benefits. The application process can be completed within 15 – 20 minutes through AccessNebraska.

To support the application process, the Nebraska DHHS recently established Customer Service Centers that are responsible for conducting interviews, taking customer changes and providing information and referral services via the telephone. By 2012, the Nebraska DHHS will have four customer service centers to provide a more efficient way to process and approve requests for economic assistance services like Medicaid, SNAP, Aid to Dependent Children, energy assistance, assistance to the aged, blind or disabled, child care, employment assistance, and Social Services Block Grant (transportation, chore, meals, respite) assistance.

Customer Service Centers are already, or will soon be, located in:

- Lincoln: This center has approximately 100 staff and began taking calls in November.
- Fremont: This center opened in May 2011 with approximately 150 staff.
- Lexington: This center is planned to open with about 50 staff in the fall of 2011.

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<sup>7</sup> <https://dhhs-access-neb-menu.ne.gov/start/?tl=en>

- Scottsbluff: This center is planned for January 2012 and will include 100 staff.

The Lincoln Customer Service Center was the test site for a new Universal Queue Caseload methodology and began taking calls from clients in mid-November. With this new system, clients call an 800 number for assistance. Instead of having one assigned caseworker, calls are routed to either a family team or adult team of caseworkers, based on preliminary information provided by the caller. The Nebraska DHHS allowed for 25 percent growth in building the Customer Service Centers.

The Customer Service Centers primarily offer service over the phone. However, people will continue to have the option of going to a local office and talking to someone in person even after all four centers are in place. Many local offices also are equipped with computer kiosks, and telephones to provide increased access to services.

## **4.2. Technical**

The current technical environment is developed, managed, and maintained by a combination of two organizations, IS&T and the State's Office of the Chief Information Officer (OCIO).

IS&T administers the Nebraska DHHS computer resources and provides support in such areas as: feasibility studies, system design and development, system maintenance, computer hardware/network acquisition, installation and maintenance, data processing operations, and system project management. IS&T maintains the Nebraska DHHS Help Desk and desktop support, Outlook email and Lotus Notes databases. It is responsible for application support of Nebraska DHHS applications, including the ones highlighted in this report: the Medicaid Management Information System (MMIS), the Nebraska Family Online Client User System (N-FOCUS) and AccessNebraska<sup>8</sup>. Over the past several years IS&T's efforts have primarily focused on maintaining the Nebraska DHHS' legacy applications.

The OCIO administers the State's data center and telecommunications network. The Nebraska DHHS purchases staffing and computing resources from the OCIO, and collaborates with the OCIO to manage, operate and maintain the MMIS.

The IT applications that are maintained by IS&T in support of the Nebraska DHHS Division of Medicaid and Long-Term Care programs include:

- *N-FOCUS* – Nebraska's integrated eligibility and case management system.

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<sup>8</sup> This section of the report speaks to the component of AccessNebraska that offers an online web application.

- *AccessNebraska* – This application is a public facing front-end for N-FOCUS. Its web-based interface provides the public access to apply for public aid (multiple programs). Personal support provided by Customer Service Representatives occurs through AccessNebraska
- *Medicaid Management Information System (MMIS)* – This system adjudicates Medicaid claims and maintains the claims history and eligibility data of Medicaid beneficiaries

These core systems that currently support the enrollment and eligibility determination functions of Nebraska’s publically subsidized benefits programs are described below.

#### **4.2.1. The Nebraska Family Online Client User System (N-FOCUS)**

N-FOCUS (Nebraska Family Online Client User System) is an integrated client/server system that automates benefit and service delivery and case management for over 30 Nebraska Health and Human Services System programs, including client benefit determination, Medicaid eligibility and child welfare. N-FOCUS functions include client/case intake, eligibility determination, case management, service authorization, benefit payments, ancillary claims processing and payments, provider agreements, and government and management reporting. N-FOCUS is also the Statewide Automated Child Welfare Information System (SACWIS) for the Nebraska DHHS. N-FOCUS was implemented in production in mid-1996 and today is operational statewide. N-FOCUS interfaces with the MMIS.

The application has both batch and online components and stores data in DB2, V9. The DB2 database has over 500 tables, some with a corresponding archive table. There are over 550 relationships between tables, 935 indexes, and over 8700 attributes. There are over 1.3 billion rows of production data with over 200 million rows in one table.

The batch system is coded in Z/OS COBOL and executes in a Z/OS environment. There are more than 700 procedures, over 640 programs, and over 220 stored procedures. The application generates over 540 reports using Crystal Reports that are published to a web portal through Business Objects Enterprise software.

The online system is an integrated client/server based software system. The client software executes on Windows 7 client workstations and resides on Windows 2003/2008 servers located throughout the State. Computer Associates Gen and AION toolsets are used to generate windows and C code, along with custom in-house architecture code written in C. The server components are Z/OS CICS transactions. The CICS programs are Gen-generated COBOL, along with in-house written COBOL and Assembler externals. The CICS programs access DB2 on the Z/OS mainframe. The Gen clients use External Call Interface (ECI), IBM’s CICS Universal Client to connect to the Z/OS CICS using TCP/IP

protocol. The Gen online system consists of over 490 client procedures, 470 server procedures, 475 windows, and 1300 dialog boxes. The AION online system supports the complex eligibility data gathering and automated determination and noticing processes.

N-FOCUS web applications consist of public applications, including dashboard applications, and applications launched directly from N-FOCUS. Eclipse is the IDE used to generate the Java Server Faces and Facelets code. These Java applications run on Tomcat application servers on the Linux Operating System. The Java applications call stored procedures to access DB2 data and SQL to access SQL Server data.

#### **4.2.2. AccessNebraska**

The web-based front end application called AccessNebraska is approximately three years old. It was established in 2008. This tool supports: 1) Screening – a 17 question survey that helps clients understand their eligibility status; 2) e-App – the electronic application for benefits; 3) Change reporting – permits clients to update name, address and other demographic data with changes; and 4) Inquiry – allows clients to check on the status of their benefits. This front-end application is available to users in Spanish and English.

AccessNebraska operates with a temporary SQL database which is refreshed to the DB2 database in N-FOCUS every 15 minutes. The AccessNebraska applications include:

- Dashboard Client – This application uses a CTI (computer-telephone integration) client agent from E-Metro Tel. This allows the call center workers to answer calls, place them on hold, or terminate them using the computer.
- Dashboard Manager Shortcut – This shortcut provides access to the Nortel Contact Manager. This provides the ability to review call statistics as they are taking place in real time.
- Nortel Contact Recording and Quality Monitoring (CRQM) – This tool is used to monitor customer interactions. It allows search of the recorded customer calls so they can be listened to for follow up on customer and staff issues.

#### **Database**

N-FOCUS provides the call center/IVR real time data using stored procedure calls to DB2.

#### **WAN**

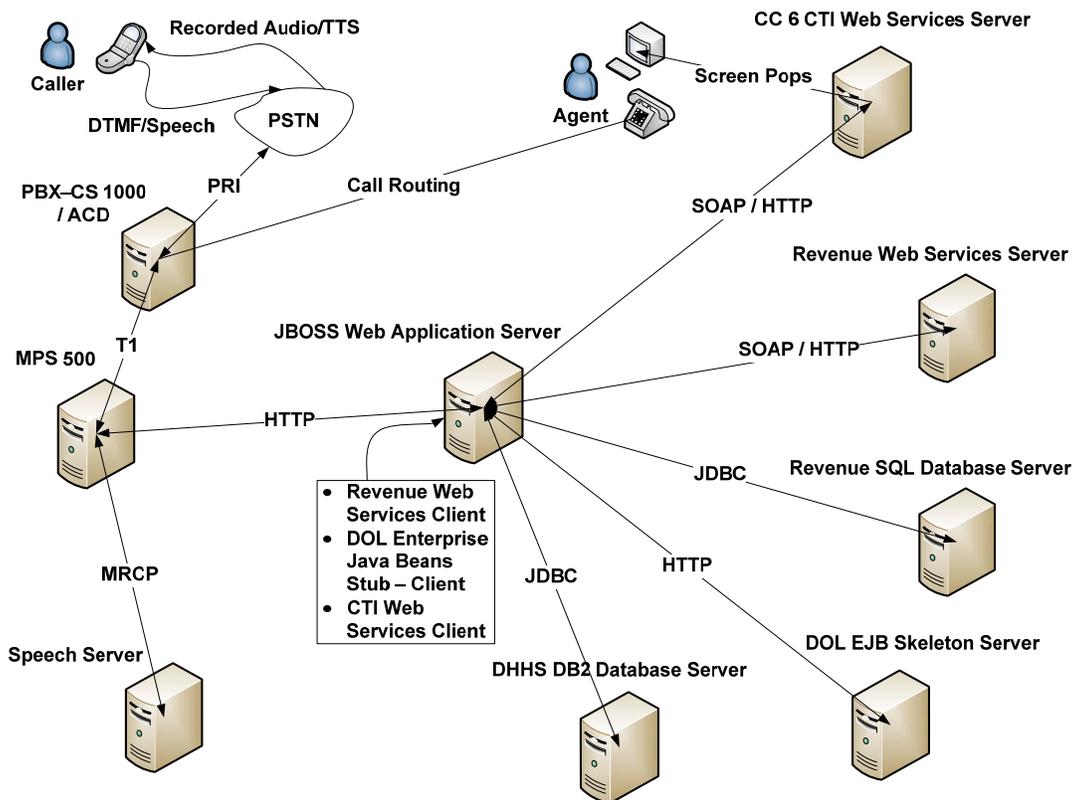
Each Customer Service Center is connected to the State's MPLS backbone with a 10Mb point-to-point WAN circuit. This circuit is used for both data and Voice over Internet Protocol (VoIP) traffic.

## Voice

All calls into the Customer Service Centers initially arrive at an Interactive Voice Response System hosted on an Avaya MPS500. The system can be interfaced by the caller using either DTMF touch tones or voice recognition. The MPS500 scripting carries callers through an elaborate dialogue where information is exchanged between the Nebraska DHHS N-FOCUS database and the caller. Some callers may be able to complete their business using only the IVR while others are placed in a queue to talk to a Customer Service Representative best suited to assist them based on information provided while interfacing with the IVR.

All Customer Service Representatives use a combination of Avaya telephone sets, custom designed Computer Telephone Integration software, and screen pops to communicate with the callers. As a call arrives at the Customer Service Center, the callers account information is automatically “popped” onto the computer screen in order to more effectively and expeditiously assist the caller. The Customer Service Center hardware and software operates on a combination of Avaya platforms designed to distribute calls to the Customer Service Representative most available in any one of four geographically dispersed call centers throughout Nebraska. The Avaya platform provides redundancy, resiliency, reporting, and centralized management. Customer Service Centers in Lincoln, Fremont, Scottsbluff, and Lexington operate as a single unit utilizing VOIP across the State backbone. Each site is designed and configured for remote survivability. In the event of a data network outage each site can operate independently with the exception of having the ability to accept calls. Currently the AccessNebraska system processes an average of 58,000 calls per month.

Following is a graphical depiction of the Customer Service Center server configuration.



**Figure 4-2: Server Configuration for the Customer Service Center**

### 4.2.3. Medicaid Management Information System (MMIS)

The foundation of the current MMIS technical architecture was developed in 1973. The current MMIS has been fully operational since 1978 and became HIPAA compliant in October 2003. The MMIS consists of batch and online CICS mainframe components and a front-end HIPAA compliant Sybase Translator.

The Nebraska MMIS currently consists of the following 16 subsystems:

1. Data Management – The Nebraska DHHS currently contracts with Thomson Reuters for data management, housing ten years of Medicaid claims and provider and client information used to facilitate management reporting, including the Management & Administrative Reporting Subsystem (MARS), the Surveillance and Utilization Review Subsystem (SURS) and the MSIS reporting.
2. Drug Claims Processing – The Nebraska DHHS currently contracts with First Health Services Corporation (FHSC) for drug claims receipt and adjudication. The FHSC Point of Service (POS) system supports the National Council for Prescription Drug Programs standards, including currently 5.1 (real-time) and 1.1 (batch) formats. The POS sends processed pharmacy claims to the State’s MMIS on a daily basis, where

the claims are passed into the MMIS weekly payment cycle for final adjudication, payment, and reporting.

3. Management & Administrative Reporting Subsystem (MARS) – Provides system generated reports. The Nebraska DHHS also contracts with Thomson Reuters to provide management information.
4. Medicaid Drug Rebate (MDR) – A PC-based extract from MMIS claims history to prepare quarterly invoices for drug rebates from manufacturers.
5. Medical Claims Processing (MCP) – Edits claims and calculates reimbursement amounts.
6. Medical Non-Federal (MNF) – Ensures that Title XIX Federal matching funds are not used to pay for health care services otherwise available through Title XVIII (Medicare) funding.
7. Medical Provider Subsystem (MPS) – Maintains demographic, eligibility, and licensing data for all enrolled Medicaid providers.
8. Nebraska Aging Management Information System (NAMIS II) – This application supports the activities of the State Unit on Aging. It was developed to enter, edit, monitor, and report services provided by Area Agencies on Aging in Nebraska, track services required by the U.S. Administration on Aging (AoA), and to compile information required by the AoA for NAPIS, the National Aging Program Information System. It is also used to manage programs, track costs in certain services, track program usage, and analyze client demographics.
9. Nebraska Disability Program (NDP) – Accounts for the separate funding of health care services for disabled persons who do not meet the SSI disability duration requirements but are eligible for the same medical services as Medicaid.
10. Nebraska Managed Care System (NMC) – Provides plan and PCP enrollment of Medicaid clients into managed care, and documentation of communications between the client, the enrollment broker, and the managed care plans. The NMC offers basic case management functionality.
11. Nebraska Medicaid Eligibility System (NMES) – An automated voice response system used to verify client Medicaid or managed care eligibility for Nebraska Medicaid. The current Interactive Voice Response Unit also supports the Nebraska's Child Support system, known as Children Have A Right To Support (CHARTS), which serves as Nebraska's statewide Child Support Enforcement (CSE) system.
12. Recipient File Subsystem (RFS) – Uses and maintains Medicaid client eligibility data obtained from N-FOCUS.

13. Reference File Subsystem (RSS) – A database containing various reference information that includes but is not limited to, procedure, diagnosis and drug codes, and fee schedules.
14. Screening Eligible Children (SEC) – Facilitates comprehensive, preventative health care and early detection and treatment of health problems in Medicaid eligible children.
15. Surveillance and Utilization Review Subsystem (SURS) – Provides system generated reports. The Nebraska DHHS also contracts with Thomson Reuters for reports and tools to support the investigation of potential provider fraud, abuse, or misuse.
16. Third Party Liability (TPL) – Stores information on Medicaid clients with private insurance; contains edits and produces reports for coordination of benefits and recovery.

The MMIS consists of batch and online CICS mainframe components and a front-end HIPAA compliant Sybase Translator. Batch components consist of 829 COBOL programs and 208 Batch Assembler programs (DRG software). The online CICS consists of 343 COBOL programs and 2 Online Assembler programs. There are 7 COBOL programs that are used both in Batch and Online. There are 406 jobs executed on a scheduled basis and an additional 150 on a request basis. The online CICS component consists of 27 transactions with over 225 on-line screens.

The Sybase translator communicates to a server database (mainframe DB2) through a UDB Gateway utilizing the TCP/IP communications protocol. The translator application consists of 44 VBScripts, 7 VA Cobol programs, 282 Gateway Scheduler Tasks, 272 Gateway Process Scripts, 13 Compliance Maps, 13 in-house developed EMap maps and 10 CONNECT: Direct processes. As of February 2011 there are 359 Trading Partners set up in the Trading Partner server, 231 of which are in production with one or more transactions. A total of six servers are used to support the translator software.

The CICS online and batch components make use of 13 DB2 databases with 523 tables and 505 million rows of data. The Sybase Translator utilizes 79 tables and over nine million rows of data in a Windows server environment.

#### **4.2.4. System Limitations**

Starting in 2014, Exchanges will help qualified individuals and small employers shop for, select, and pay for private health plans that, according to proponents, will be high-quality, affordable, and fit individual needs at competitive prices. By providing a place for one-stop shopping, it is intended that Exchanges will make purchasing health insurance easier and more understandable. Having a sophisticated, consumer-friendly IT infrastructure will be critical to success. Nebraska's ability to meet these requirements will be significantly impacted by: 1) the age of some of its back-end legacy systems that are built on outdated

technology and, 2) the federal timeframe that has been established for states to implement Exchanges.

Expectations at the federal level have been set. To help frame the future, “to-be” environment for which the State needs to strive, direction provided by the Centers for Medicaid and Medicare Services (CMS) regarding IT systems is summarized below.

### **CMS Framework for IT Systems**

The CMS has established a framework and approach for developing IT systems<sup>9</sup>, focusing primarily on those components and functions that are the subject of the Early Innovator IT Cooperative Agreement awards issued in February 2011<sup>10</sup>, and the Final Rule on Federal Funding for Medicaid Eligibility Determination and Enrollment Activities<sup>11</sup>. In January 2011, the U.S. Department of Health and Human Services (HHS) announced enhanced funding opportunities for grants to help states implement Exchanges. States receiving funding under a Cooperative Agreement for Exchange development or under an Advance Planning Document (APD) under Medicaid for eligibility system development must pay close attention to, and comply with this guidance. Based upon these national standards, new systems must:

- Support real-time eligibility determination, routing and enrollment whenever feasible, and for all individuals, a timely and responsive resolution process;
- Create a knowledge-base that serves as a single “point of truth” for business rules and is complemented with a high level of integration to avoid duplication of costs, processes, data and effort on the part of the State and beneficiaries;
- Leverage the federal approach [federal hub] for verification from federal agencies such as the Internal Revenue Service, Department of Health and Human Services, and Department of Homeland Security to eliminate the independent establishment of those interfaces and connections at the State level;
- Achieve the necessary degree of interoperability between technology components to provide health insurance coverage through the Exchange, Medicaid or the Children’s Health Insurance Program (CHIP);

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<sup>9</sup> *Guidance for Exchange and Medicaid Information Technology (IT) Systems*, ver. 2.0, May 2011.

<sup>10</sup> See <http://www.healthcare.gov/news/factsheets/exchanges02162011a.html>.

<sup>11</sup> Published in the Federal Register on April 19, 2011 (Volume 76, Number 75, at 21950).

- Build a solution that will meet the seven CMS conditions and standards<sup>12</sup> that were developed to ensure that states are making efficient investments and improving the likelihood of successful implementation and operation;
- Support MITA initiatives that provide a common framework to focus on opportunities to build common services by decoupling legacy systems and processes, liberating data previously stored and contained in inaccessible silos, and increasing the State's ability to keep up with the rate of change demanded by the changing business landscape of health care delivery and administration;
- Move the design and development of the State's Medicaid systems away from siloed systems to a service oriented architecture (SOA) framework;
- Build a solution that provides the flexibility of open interfaces and exposed application program interfaces (APIs);
- Ensure alignment with, and incorporation of federal standards to include HIPAA requirements<sup>13</sup>, standards that provide greater accessibility for individuals with disabilities<sup>14</sup>, ACA requirements<sup>15</sup>, and federal civil rights laws;
- Reduce time to deliver and overall costs by separating the business rules from the rest of the application logic; and
- Be scalable to allow for the incorporation of shared eligibility determination rules to support the State's phased approach.

### **Nebraska's IT System Limitations**

Like most states, Nebraska's current IT environment is not yet in line with CMS' vision for the future. Nebraska's current legacy systems are characterized as follows:

- The MMIS was designed in the 1970s and as such employs a dated application architecture. N-FOCUS was designed in the early 1990s and utilizes client/server application architecture. Neither of these architectures embodies relevant MITA principles such as comprehensive modularity, use of open and exposed application programming interfaces (APIs), and separation of business rules from core programming. Neither

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<sup>12</sup> *Enhanced Funding Requirements: Seven Conditions and Standards, Medicaid IT Supplement (MITS-11-01-v1.0) Version 1.0, April 2011.*

<sup>13</sup> The security, privacy and transaction standards established under Health Insurance Portability and Accountability Act of 1996 (HIPAA).

<sup>14</sup> Section 508 of the Rehabilitation Act.

<sup>15</sup> Section 1104 of the ACA, and standards and protocols adopted by the Secretary under section 1561 of the ACA.

the MMIS nor N-FOCUS use a service-oriented architecture or a business rules engine.

- The MMIS was not designed for configuration, although some MMIS reference subsystem elements are table-driven. The MMIS does not employ a comprehensive table-driven architecture and system features are not designed to be configurable. Similarly, the MMIS design predates a benefit plan approach to administration of health care programs, as such the system does not support configurable benefit plans.
- Given these conditions, the ability to reuse and leverage current investments, especially from the national perspective, is limited. In addition, the ability to change the systems rapidly in response to today's dynamic Medicaid business environment is limited.
- The MMIS does not support real time (or near real time) adjudication of claims. The MMIS utilizes a non-relational master file for core batch claims processing activities which does not readily lend itself to an enhancement to support real time adjudication. The non-relational nature of the master file also adds time and cost to changes that involve new data elements or significant data structure changes.
- The MMIS lacks a web portal with functionality for external stakeholders.
- Two of the primary N-FOCUS development tools, CA Gen and CA Aion, are no longer leading, strategic development technologies in the marketplace.
- Both the MMIS and N-FOCUS have limited current capability to meet management reporting needs.
- There is no electronic feed between the AccessNebraska online tool and N-FOCUS. Applications received electronically must be rekeyed by staff in order to complete the eligibility determination and enrollment process.

### **4.3. State Initiatives**

The following is a list of ongoing projects and/or initiatives that are on Nebraska's horizon – whether from a program planning or an IT development perspective – and should be considered as the State moves through its Exchange planning efforts. While some projects may pose resource contentions, others may be seen as significant contributors to the goals of health care reform. Having awareness and understanding of if and how these initiatives impact the project in terms of creating project dependencies or providing opportunities for leverage new functionality is important. The initiatives that were identified as of the date of this report, and the impact each has on the DOI Exchange planning project, are included in the table below.

**Table 4-1: Current State Initiatives**

<b>Initiative / Project</b>	<b>Description</b>	<b>Impact</b>
Nebraska DHHS Customer Service Centers	Customer Service Centers are responsible for conducting interviews, taking customer changes and providing information and referral services via the telephone.	High -- These centers could be leveraged to meet some of the ACA requirements regarding the establishment of call centers.
Eligibility re-certification / re-determination	Will retrieve previous information for a client when they are required to submit a new application to meet review/recertification requirements through AccessNebraska. The requested target release date for this project is March 2012.	High -- This project directly supports the federal government's goals of allowing applicants to either apply for, or re-apply for health coverage online.
Automated clearance	Will automate/facilitate 'clearance', or the process to identify whether an applicant is already receiving benefits or services. The requested target release date for this project is July 2012.	High -- This project directly supports the federal government's goal of streamlining the eligibility determination process and CMS' expectation that most individuals will be able to complete their online application and be enrolled in a program within 15 to 20 minutes.
Document Imaging	Will allow applicants to electronically submit documentation in support of an electronic application that is submitted through AccessNebraska. This project is to be released in July 2011 and is supported by a federal grant.	Medium -- This project supports the federal government's goal of streamlining the application process for publicly funded health coverage programs.
Client Benefit Inquiry	Will allow clients to inquire into the tracking/ status of the receipt of their requested verifications through AccessNebraska. The requested target release data for this project is March 2012.	Medium -- This project supports the federal government's goal of making it easier for individuals to seek health coverage through an automated process
Nebraska IT Commission (NITC) eHealth Council studies	The NITC is currently administering a \$6.8 million grant that is supporting the development and enhancement of two Health Information Exchanges (HIEs) – the Nebraska Health Information Initiative (NEHII) and the eBehavioral Health Information Network (eBHIN) – that will eventually become part of the National Health	Low -- While the NITC does not see any linkage between the HIE and Exchange planning efforts, NEHII is currently developing a provider directory that will be available in 2012. Once available, the NDOI may wish to evaluate the extent to which the directory could be leveraged by a

<b>Initiative / Project</b>	<b>Description</b>	<b>Impact</b>
	Information Network (NHIN).	state-based Exchange.
Applicant verification / DMV Access	Will provide users the ability to access their Department of Motor Vehicle information directly from N-FOCUS. This project is to be released in July 2011.	Low -- This project is indirectly related to the ACA requirements which encourage states to implement real-time interfaces.
Adding Developmental Disabilities programs to N-FOCUS	Will provide screening, electronic application and change reporting functionality for DD programs through AccessNebraska. This project is to be released in July 2011.	Low -- This project is indirectly related to the ACA requirements that encourage states to provide a "one-stop shop" to individuals seeking health and welfare benefits and services.
Automated Interface with the Department of Education	Will provide an interface to N-FOCUS that allows the Department of Education to certify an applicant for the National School Lunch Program (NSLP).	Low -- This project is to be released in July 2011. As the NSLP and Express Eligibility are addressed in the ACA requirements, this project speaks to the federal government's intent of health care reform.
Automated Interview Scheduling	Will provide an automated interview scheduling system for AccessNebraska. The requested target release data for this project is March 2012.	Low -- This project may support the federal government's goal of streamlining the application process for publicly funded health coverage programs.

## 5. Future Environment / IT Roadmap

This section presents the recommended approach to leveraging Nebraska's existing systems supporting Medicaid eligibility determination and enrollment functions and developing new systems to support the requirements of the ACA. It describes:

- Alternatives considered.
- The recommended solution.
- High-level cost estimates for the planning, design, development and implementation (DD&I) and maintenance and operations (M&O) of the recommended solution
- A road map / project timeline for the DOI and the Nebraska DHHS to pursue in order to implement the recommended solution in accordance with the ACA requirements.

### 5.1. Alternatives Considered

Models that were considered to implement the eligibility and enrollment requirements of the ACA in Nebraska are described in this section. Through collaboration with the NDOI and the Nebraska DHHS, PCG developed and presented four alternatives upon which Nebraska could base its future, "to-be" environment.

It is important to note that these alternatives were developed in the midst of a rapidly changing health care reform environment characterized by several unknowns. Regulations are still in the making and functionality, such as the federal hub for validating personal information and federal exchange services, is not fully defined. This leaves the role the federal government will perform unclear at a time when critical decisions need to be made by the states. Dealing with this uncertainty and working under the assumption that Nebraska would offer a state-based Exchange, four viable alternatives were developed for the NDOI and the Nebraska DHHS. These are presented on the following pages.

#### **Alternative 1 – Centralizing the Rules and Member Data**

Alternative 1 introduces the use of a business rules engine to store the Modified Adjusted Income (MAGI) rules and determine eligibility for the commercial insurance subsidies and expanded Medicaid. The rules engine would house these rules in separate sets that would be accessible to the Exchange portal and AccessNebraska. Eligibility determination for traditional Medicaid eligibility would remain in N-FOCUS. Recipient data for the commercial subsidies would be stored in an Exchange database. Recipient data for Medicaid, including expanded Medicaid, would be stored in N-FOCUS. To determine whether an applicant is already receiving publicly subsidized coverage (commercial subsidies or Medicaid) recipient data would be copied to a federated recipient

database that would be accessible to the front-end portals. The front-end web portal would verify applicant data through the federal hub. The MMIS would pay Medicaid claims, including those for expanded Medicaid.

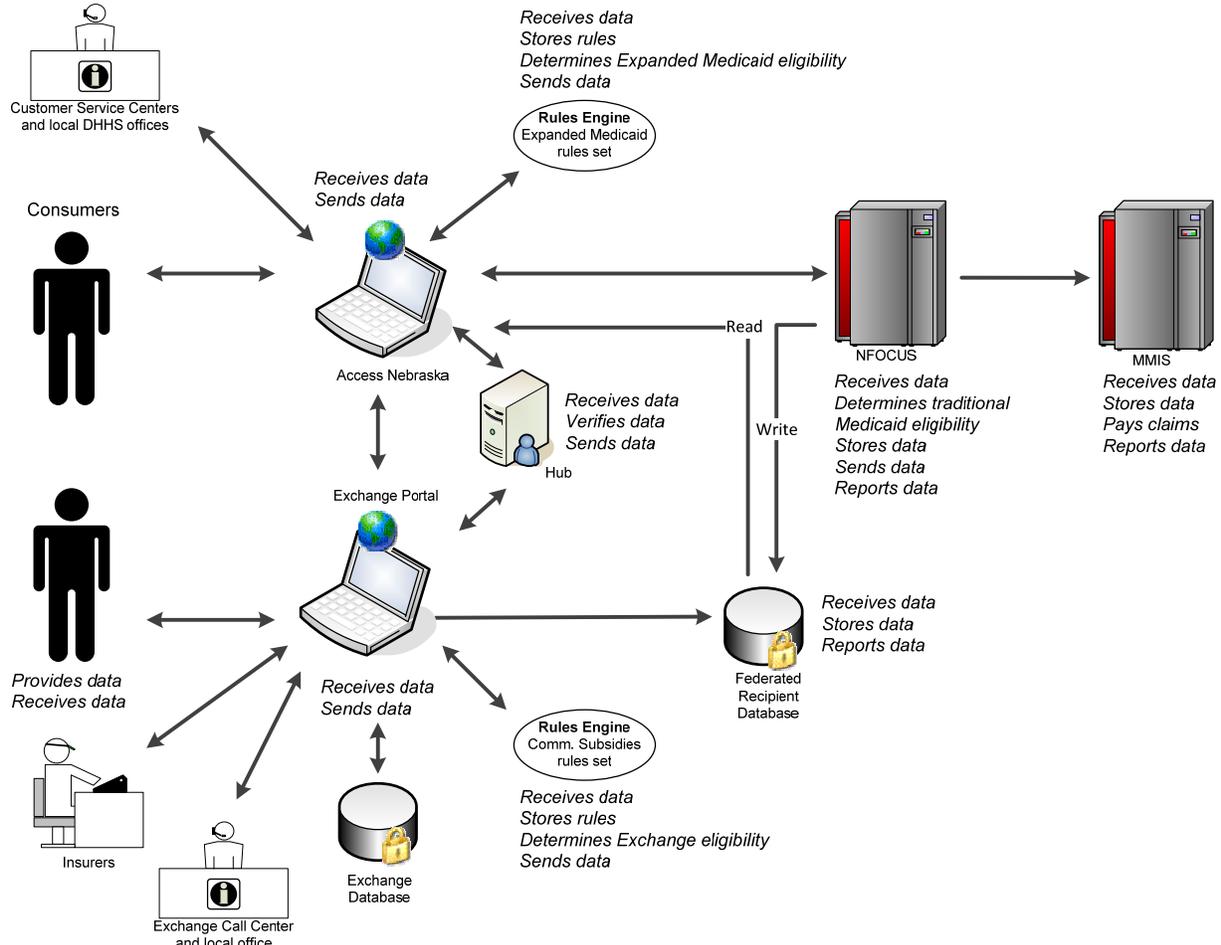
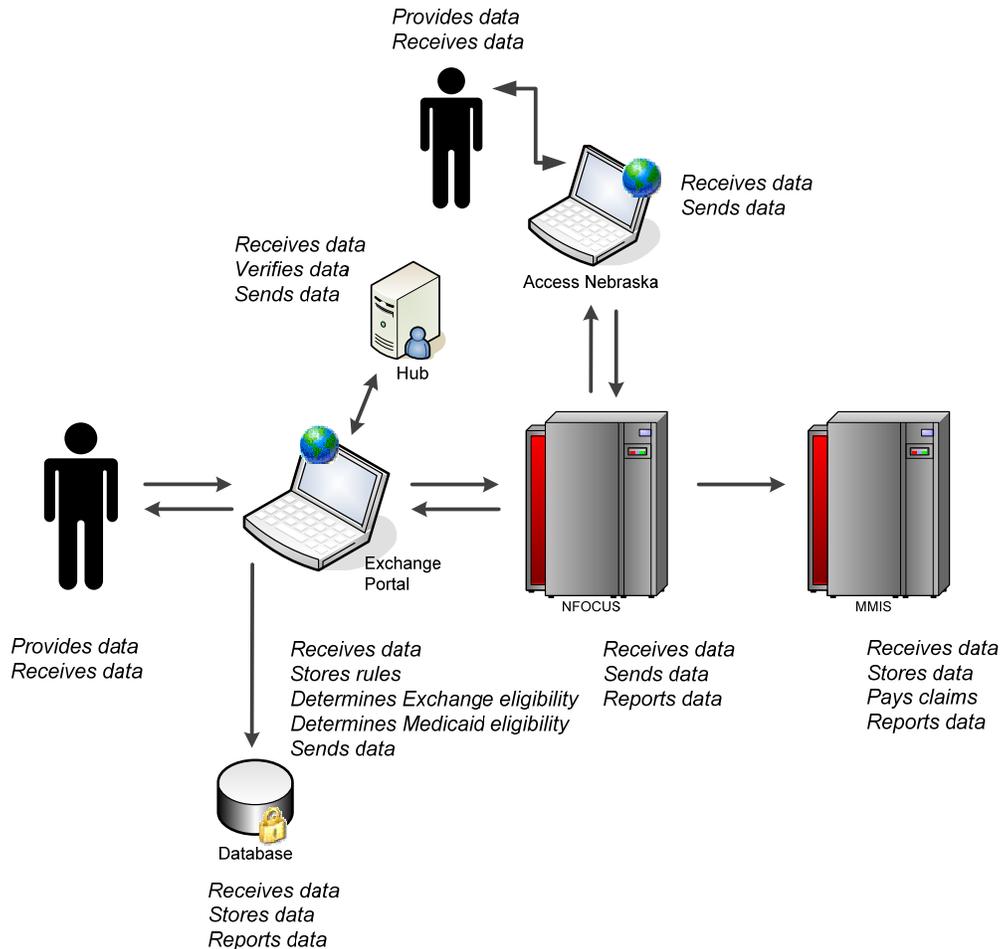


Figure 5-1: Alternative 1 – Centralizing the Rules and Member Data

### Alternative 2 – Determining Eligibility in the Exchange Portal without a Rules Engine

Alternative 2 does not include the use of a rules engine and stores all of the MAGI rules in the Exchange portal, which would function to determine eligibility for commercial insurance subsidies and expanded Medicaid, and validate applicant data through the federal hub. Recipients seeking commercial insurance subsidies would be limited to using the Exchange portal; AccessNebraska would not support any eligibility determinations based on the MAGI rules. Recipient data for Medicaid, including expanded Medicaid, would be stored in N-FOCUS. Recipient data for the commercial insurance subsidies would be stored in the Exchange database. To determine whether an applicant is already receiving

publically subsidized coverage (commercial subsidies or Medicaid) the portal would need to search both N-FOCUS and the Exchange database. The MMIS would pay Medicaid claims, including those for expanded Medicaid.

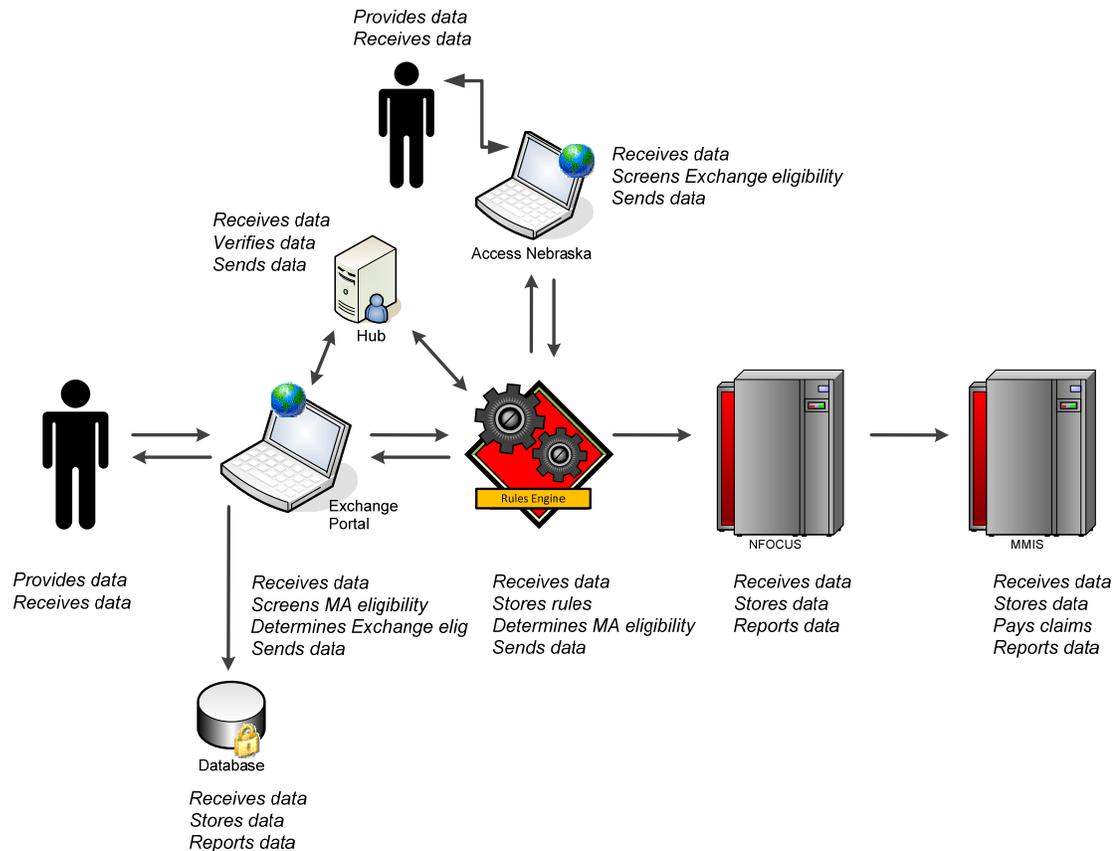


**Figure 5-2: Alternative 2 – Determining Eligibility in the Exchange Portal without a Rules Engine**

### Alternative 3 – Decentralizing MAGI Eligibility Determination

Alternative 3 is similar to Alternative 1 with the introduction of a business rules engine, but introduces an applicant screening function in the front-end portals and places the eligibility determination processes for expanded Medicaid and the commercial insurance subsidies in different places. In this alternative, the rules engine would determine eligibility for expanded Medicaid. The Exchange web-portal would determine eligibility for the commercial insurance subsidies. Eligibility determination for traditional Medicaid eligibility would remain in N-FOCUS. Recipient data for the commercial subsidies would be stored in an Exchange database. Recipient data for Medicaid, including expanded Medicaid, would be stored in N-FOCUS. To determine whether an applicant is already

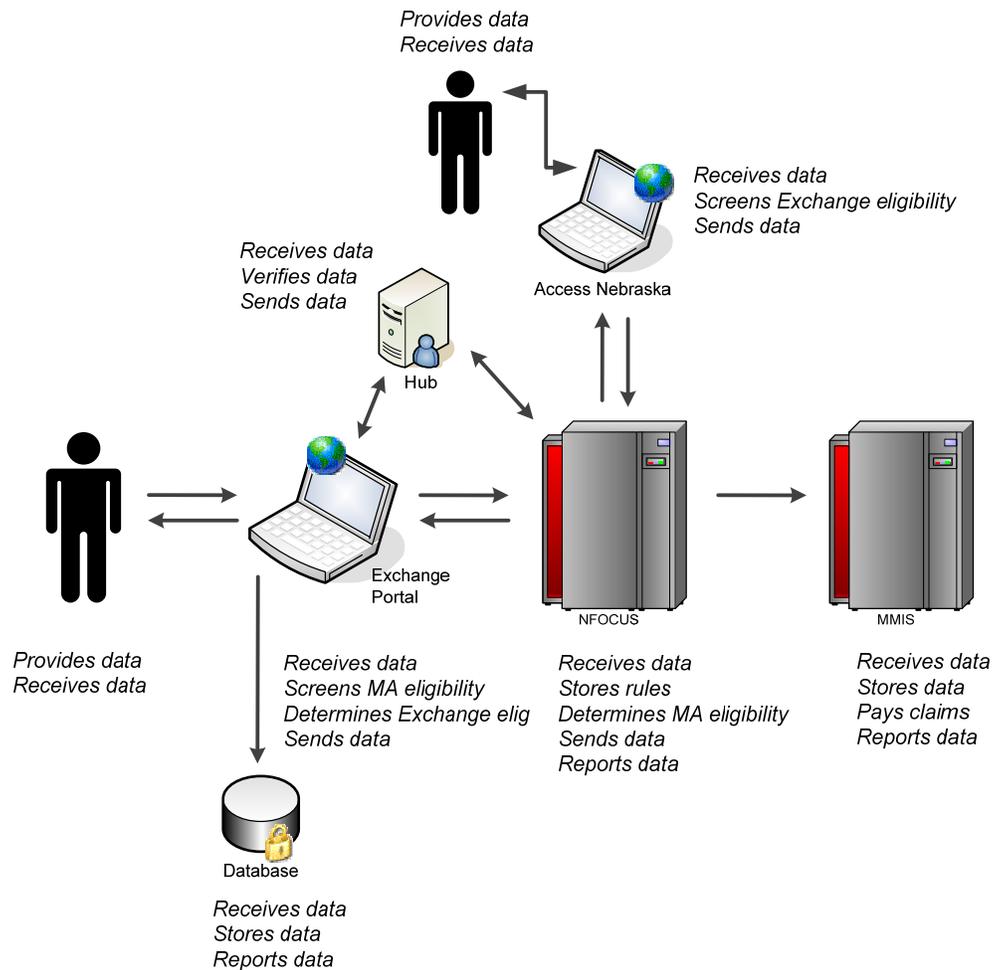
receiving publically subsidized coverage (commercial subsidies or Medicaid) both N-FOCUS and the Exchange database would be searched. The Exchange portal and the rules engine would verify applicant data through the federal hub. The MMIS would pay Medicaid claims, including those for expanded Medicaid.



**Figure 5-3: Alternative 3 – Decentralizing MAGI Eligibility Determination**

### Alternative 4 – Building the Rules into N-FOCUS

In alternative 4, the MAGI rules would be stored in N-FOCUS to determine eligibility for expanded Medicaid. The most significant differentiator between this alternative and the others is that it would require the replacement of N-FOCUS because the system does not meet CMS' enhanced funding requirements (see footnote 12). This alternative also stores the MAGI rules in the Exchange portal to determine eligibility for the commercial insurance subsidies. Eligibility determination for traditional Medicaid eligibility would remain in N-FOCUS. Recipient data for the commercial subsidies would be stored in an Exchange database. Recipient data for Medicaid, including expanded Medicaid, would be stored in N-FOCUS. To determine whether an applicant is already receiving publically subsidized coverage (commercial subsidies or Medicaid) both N-FOCUS and the Exchange database would be searched. The Exchange portal and N-FOCUS would verify applicant data through the federal hub. The MMIS would pay Medicaid claims, including those for expanded Medicaid.



**Figure 5-4: Alternative 4 – Building the Rules into N-FOCUS**

High-level cost estimates for one-time development and ongoing maintenance and operations (M&O)<sup>16</sup> for the alternatives discussed above appear in the table below.

**Table 5-1: One-Time Development and M&O Cost Estimates for the Viable Alternatives**

Alternative	One-Time Development Costs	Ongoing Annual M&O Costs
1 – Centralizing Rules and Member Data	\$7.6 million	\$1.2 million
2 – Determining Eligibility in the Exchange Portal	\$2.3 million	\$352,000
3 – Decentralizing MAGI Eligibility Determination	\$6.5 million	\$976,000
4 – Building the Rules into N-FOCUS	\$17.1 million	\$2.6 million

<sup>16</sup> Cost estimates reflected in Table 5-2 do not include the costs associated with administrative overhead, planning services, infrastructure, hardware and software costs, training, customer service center, and Independent Verification and Validation (IV&V) services.

The pros and cons associated with each one of the alternatives are provided in the table below.

**Table 5-2: Alternatives Comparison**

Alternatives	Pros	Cons
<b>1 – Centralizing Rules and Member Data</b>	<ul style="list-style-type: none"> <li>• Applies a modular, flexible approach to systems development</li> <li>• Separates the business rules from the rest of the applications, and enables the rules to be accessible and adaptable</li> <li>• Ensures seamless coordination between Medicaid and the Exchange</li> <li>• Stores recipient data for both the commercial insurance subsidies and expanded Medicaid in a single repository</li> <li>• Leverages functionality of current systems</li> <li>• Minimizes impact on, and investment in existing legacy systems</li> <li>• Supports Nebraska’s “multiple right doors” approach</li> <li>• Facilitates efficient “look-up” of recipients who may already be receiving services and/or benefits</li> <li>• Begins to move Nebraska towards a Service Oriented Architecture (SOA) approach</li> </ul>	<ul style="list-style-type: none"> <li>• Requires modifications to existing legacy systems that need to be replaced.</li> <li>• Somewhat costly in comparison to other alternatives because it requires the purchase and development of new technologies</li> </ul>

Alternatives	Pros	Cons
<b>2 – Determining Eligibility in the Exchange Portal without a Rules Engine</b>	<ul style="list-style-type: none"> <li>• Stores the business rules in a single location</li> <li>• Leverages functionality of current systems</li> <li>• Minimizes impact on existing legacy systems</li> <li>• Model could support pursuing some Exchange services at the federal level, depending on the functionality (i.e., providing a common set of MAGI business rules as a service) that will be afforded.</li> <li>• Lowest cost</li> </ul>	<ul style="list-style-type: none"> <li>• Access to the business rules is limited</li> <li>• Business rules are not isolated from the rest of the applications</li> <li>• Limits user ability to access MAGI-based programs through AccessNebraska</li> <li>• Does not create a single repository that stores recipient data for both the commercial insurance subsidies and expanded Medicaid</li> <li>• Does not facilitate an efficient “look-up” process to identify recipients who may already be receiving services and/or benefits</li> <li>• Does not distinguish a centralized source to access the federal hub</li> </ul>
<b>3 – Decentralizing MAGI Eligibility Determination</b>	<ul style="list-style-type: none"> <li>• Applies a modular, flexible approach to systems development</li> <li>• Separates the business rules from the rest of the applications, and enables the rules to be accessible and adaptable</li> <li>• Begins to move Nebraska towards a Service-Oriented Architecture (SOA) approach</li> </ul>	<ul style="list-style-type: none"> <li>• Eligibility determination for MAGI-based programs is not centralized in one location</li> <li>• Does not create a single repository that stores recipient data for both the commercial insurance subsidies and expanded Medicaid</li> <li>• Does not facilitate an efficient “look-up” process to identify recipients who may already be receiving services and/or benefits</li> </ul>

Alternatives	Pros	Cons
<b>4 – Building the Rules into N-FOCUS</b>	<ul style="list-style-type: none"> <li>Model could support pursuing some Exchange services at the federal level, depending on the functionality (i.e., providing a common set of MAGI business rules as a service) that will be afforded.</li> </ul>	<ul style="list-style-type: none"> <li>N-FOCUS does not meet CMS' Seven Conditions and Standards for enhanced funding. Because of the extent of modification that would be required, N-FOCUS would need to be replaced, into which the expanded Medicaid rules would be incorporated.</li> <li>Highest cost</li> <li>State would not be able to replace N-FOCUS by October 2013</li> <li></li> <li>Determines eligibility in different places</li> <li>Does not distinguish a centralized source to access the federal hub</li> <li>Business rules are not isolated from the rest of the applications</li> <li>Does not facilitate an efficient "look-up" process to identify recipients who may already be receiving services and/or benefits</li> </ul>

## 5.2. Selecting the Recommended Solution

To evaluate these alternatives, PCG used a set of criteria that is primarily based upon the architectural principles<sup>17</sup> set forth by the Center for Consumer Information and Insurance Oversight (CCIIO) at CMS, which are presented and described in the following table.

**Table 5-3: Description of Evaluation Criteria**

Criteria Used	Description
System Integration	Applies a modular, flexible approach to systems development, including the use of open interfaces and exposed application programming interfaces, and the separation of business rules from core programming, available in both human and machine-readable formats. Ensures seamless coordination between Medicaid, CHIP, and the Exchange, and allows interoperability with health

<sup>17</sup> *Guidance for Exchange and Medicaid Information Technology (IT) Systems, Version 1.0*, November 3, 2010.

Criteria Used	Description
	information exchanges, public health agencies, human services programs, and community organizations providing outreach and enrollment assistance services.
Service-Oriented Architecture (SOA)	Employs common authoritative data sources and data exchange services such as but not limited to, federal and state agencies or other commercial entities.
Isolation of Business Rules	Uses standards-based business rules and a technology-neutral business rules repository. Enables the business rules to be accessible and adaptable by other states.
Security and Privacy	Supports the application of appropriate controls to provide security and protection of enrollee privacy.
Efficient and Scalable Infrastructure	Leverages the concept of a shared pool of configurable, secure computing resources.
System Performance	Ensures quality, integrity, accuracy, and usefulness of functionality and information. Provides timely information transaction processing, including maximizing real-time determinations and decisions. Ensures systems are highly available and respond in a timely manner to customer requests.
Time to Implement	Timeliness of implementation in accordance with the ACA requirements. State's ability to address scope of solution/system requirements by October 2013.
Cost	Minimizes impact on federal and state funding sources.

Each alternative was evaluated against, and assigned a rating of high, medium or low based on the degree to which it satisfied each criterion. The high, medium, and low ratings were defined as follows:

- High – the alternative meets the criteria to the fullest extent.
- Medium – the alternative meets some aspects of the criteria.
- Low – the alternative does not meet, or meets minimal aspects of the criteria.

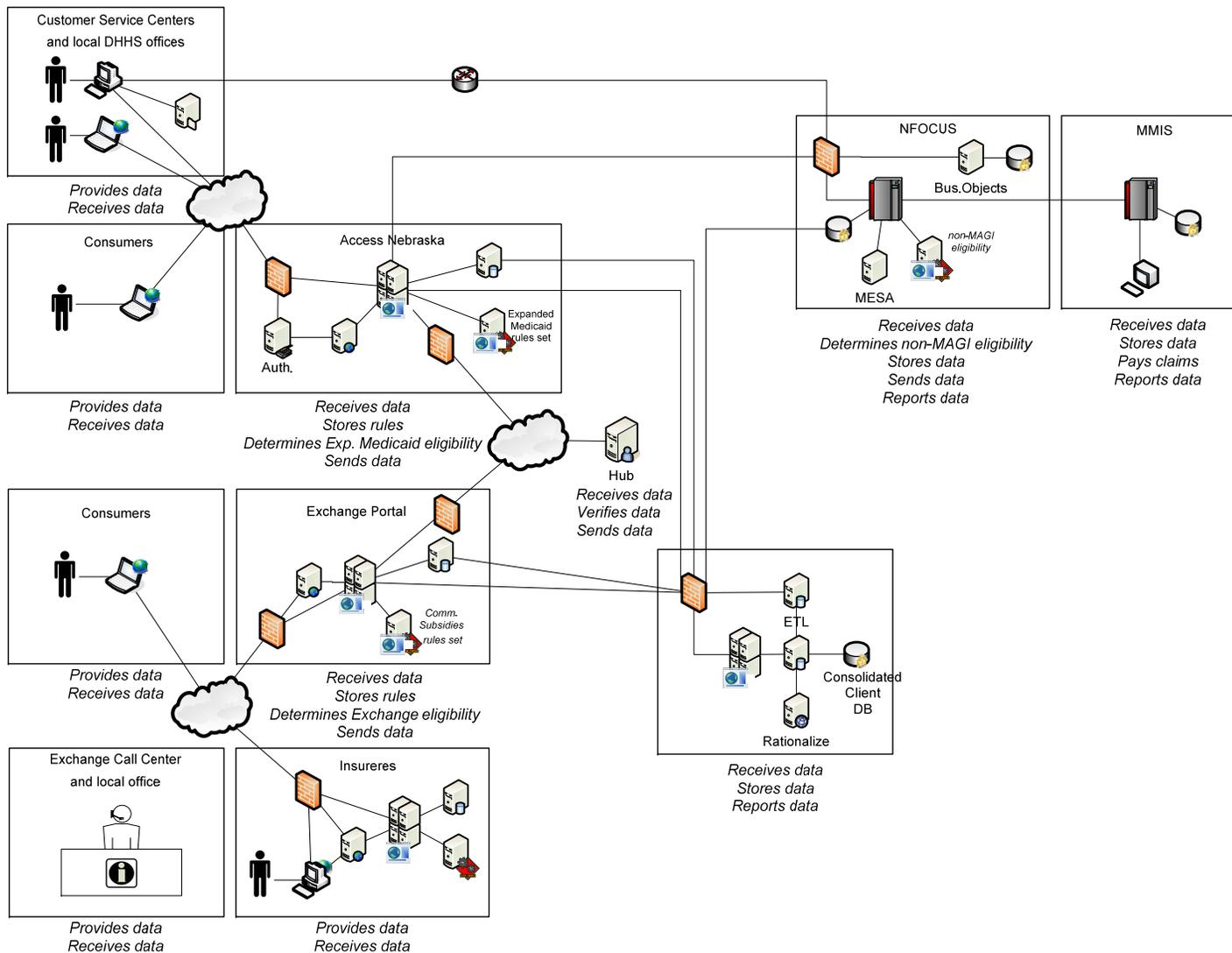
The comparison of the alternatives based on the above evaluation is provided in the table below.

**Table 5-4: Alternatives Comparison**

<b>Criteria / Alternative</b>	<b>#1: Centralizing Rules and Member Data</b>	<b>#2: Determining Eligibility in the Exchange Portal w/o a Rules Engine</b>	<b>#3: Decentralizing MAGI Eligibility Determination</b>	<b>#4 Building the Rules into N- FOCUS*</b>
System Integration	High	High	Medium	High
Service-Oriented Architecture (SOA)	High	High	High	High
Isolation of Business Rules	High	Low	Medium	High
Security and Privacy	High	High	High	High
Efficient and Scalable Infrastructure	High	Medium	High	High
System Performance	High	High	High	High
Time to Implement	Medium	High	Low	Low
Cost	Medium	High	Medium	Low

\* Assumes N-FOCUS would be replaced.

Based on the pros and cons, the project cost estimates, and the alternatives comparison based on the CCIIO's criteria, the NDOI and the Nebraska DHHS selected Alternative 1 – Centralizing the Rules and Member Data, as the recommended solution to meet the eligibility determination and enrollment requirements of ACA. While the current thinking may evolve as the ACA environment matures, the logical diagram for the recommended solution is presented in the figure on the following page.



**Figure 5-5: Logical Diagram for the Preferred Alternative**

The estimated costs and timeline for implementing the recommended solution are presented in the following section.

### 5.3. Estimated Cost for the Recommended Solution

This section provides the high-level cost estimate for the recommended solution. The total estimated one-time cost is \$14,223,503. The annual ongoing IT-related cost is estimated at \$3,942,859.

#### 5.3.1. Costing Assumptions

The assumptions that were made in developing the estimates for the one-time and ongoing costs are presented below.

#### One-Time Cost Estimates

##### State Staffing Costs

The state staffing cost estimate is \$1,444,800, which represents 15% of the total design, development and implementation (DD&I) cost. The state staffing costs are budgeted in January 2012 to coincide with the commencement of work on the existing system modifications and will continue through the life of the project. This estimate encompasses the state staffing costs at both the Nebraska DHHS and the NDOI.

##### Planning Contractor Costs

The planning contractor cost estimate is \$400,000. This will allow the NDOI and the Nebraska DHHS to seek outside consultants to develop the Implementation Advance Planning Document (IAPD) to obtain enhanced federal funding for the project and the Request for Proposal (RFP) to acquire a contractor for the DD&I of the business rules engine, federated database, and associated interfaces. A total of 2,500 hours at \$160/hour was estimated for these services.

##### Design, Development and Implementation (DD&I) Costs for the Business Rules Engine and Federated Database

The DD&I cost estimate is \$4,998,750 under the assumption that the State will acquire Commercial-off-the-Shelf (COTS) solutions for the business rules engine and the federated database. This work will be performed by an outside contractor that will be acquired through a competitive bidding process. DD&I for the business rules engine, federated database and associated interfaces will begin in July 2012 and end in October 2013, allowing for a 16 month DD&I cycle.

##### DD&I Costs for Modifying the Existing Systems

Software estimation techniques fall into three camps: counting artifacts, computation based on known information, and personal judgment. The first two techniques rely on quantitative measures to provide a basis for the estimate; the last technique relies solely on the experience of the estimator. Of the three

methods, counting and computation provide estimates with a higher degree of probability than just personal judgment.

Software application size is a key input to estimating the cost, effort, and schedule associated with the development of any complex application. The main objective of our methodology is to estimate the size of the application's required functionality in order to build the model. There are a number of techniques and numerous tools available for size estimation; many of which are included in available software cost models. It is generally recommended that small projects (usually, less than \$50K) use either a bottom up or top down estimate to generate a size estimate. For medium sized projects (\$50K to \$1M), a metric based approach should be employed (e.g. lines of code, function point, object point).

For larger projects it is appropriate to use two or more metric-based approaches and models and correlate the results. The most popular metric-based approaches for estimating software size are source lines of code (SLOC), function points (FP), and object points (OP). This was the original metric-based approach and was popularized by the Constructive Cost Model (COCOMO).

PCG's estimation methodology employs several metric-based models for estimating – Function Point Analysis, Analogy Model, and a proprietary variation of the Wideband Delphi Model. Once the metric-based models are created, PCG utilizes data from Software Productivity Research (SPR), a company founded by Capers Jones in 1984, which captures, analyzes, and calibrates the software development data and practices. Every year, SPR releases its industry reference Programming Language Tables (PLT), based on its extensive software development project data knowledge base. The PLT comparatively ranks language into levels along with correlation data for Function Point to source lines of code. Tapping into this knowledge base of historical software development data allows PCG to “fill in the blanks” when looking at software development projects in a variety of different languages and technologies.

The Function Point Analysis (FPA) model is an internationally recognized methodology developed by IBM for determining the overall size of a software application. It is one of the most common techniques for estimating management information system (MIS) application size. In its simplest terms, function points count the externally visible aspects of software products: inputs to an application, outputs from an application, user inquiries, the data files updated by the application, and the number of interfaces to other applications. These items are then weighted by their complexity – the relative difficulty of implementing each. Once adjusted by their complexity factors, the total of all these represent the function point count of the application.

The Analogy Model estimates program size by comparison with one or more software applications with a similar user base and scope of business process support. The list of candidate comparable applications is culled from several sources: for public sector application development, the costs for other state's

similar implementations; for private sector applications, the cost data for similarly sized, functionally equivalent systems.

The last model is an experiential-based model maintained by PCG – Technology Consulting based on their experience of working as a Quality Assurance and Independent Verification and Validation (IV&V) consultant on a number of government and private sector systems.

We use these results to provide estimated project effort, scheduling, and costs.

Each model produces an independent high and low cost estimate for the development of the application. After close examination of the range of estimates based on the different models and approaches, a consensus estimate is reached using triangulation based on the low and high estimates from all models. This approach is very similar to the Wideband Delphi technique (team based, collaborative estimating) with the exception that the independent estimates were based on metrics based models. By triangulating all these separate data points, we are able to double-check and validate our estimations.

The DD&I cost estimate for modifying the existing systems and building the new systems to support the ACA requirements is \$2,633,250, based on information (i.e., level of effort) provided by IS&T and cost estimation techniques described above. These estimates are based on an internal rate of \$75/hour and contractor rates of \$150/hour. DD&I to modify the existing systems is scheduled to begin in January 2012, and will be completed by IS&T staff with a complement of contractor positions.

### **DD&I Cost for Enhancing the Customer Service Center**

The DD&I cost estimate for enhancing the Customer Service Center is \$150,000, based on information provided by the Nebraska DHHS and adjusted by PCG to allow for contingencies. The total estimated cost to complete the coding changes is based on 1,200 hours at \$125/hour. The DD&I timeframe for the Customer Service Center enhancements is scheduled to begin in October 2012.

### **Infrastructure Costs**

The infrastructure cost estimate is \$1,329,215, based on information provided by the Nebraska DHHS and covers items such as workstations, telephone, computers, supplies, and equipment. This estimate captures what would be required to support the completion of the systems modifications (\$590,015) and enhance the Customer Service Center (\$739,200).

### **Hardware Costs**

The hardware costs estimate was determined to be \$682,538 based on the assumption that the OCIO will host the new technologies and to ensure that the necessary hardware will be in place.

### **Software Costs**

The software cost estimate is \$1,981,750, which is for a COTS business rules engine based upon vendor quotes received.

### **Staff Training Costs**

The staff training cost estimate is \$125,000, which includes the cost of obtaining business rules engine training for up to 10 technical staff (\$75,000) and for training staff in the Customer Service Centers (\$50,000).

### **Independent Verification and Validation Costs**

The Independent Verification and Validation (IV&V) cost estimate is \$778,200, which represents 10% of the DD&I cost estimate.

## **Ongoing Cost Estimates**

### **Maintenance and Operations (M&O) Costs**

Ongoing M&O is scheduled to begin in October 2013.

- Annual DD&I maintenance represents 15% of the estimated DD&I cost.
- Annual hardware maintenance represents 20% of the estimated hardware cost.
- Annual software maintenance represents 22% of the estimated software cost.

### **State Data Center Costs**

The annual State Data Center cost was estimated at \$987,167, which was provided by the Nebraska DHHS and represents computer processing charges that will be incurred to support the new populations.

### **Customer Service Center Costs**

The annual Customer Service Center infrastructure cost was estimated to be \$1,131,900, which was provided by the Nebraska DHHS and represents the costs associated with telephones, computers, supplies and rent.

This estimate does not include the ongoing Customer Service staffing cost that was estimated to be \$5,131,527, based on Nebraska DHHS' annual salaries and benefits for 100 social service workers and 10 supervisors that would be funded through the FMAP process

### **Printing and Postage Costs**

The annual printing and postage costs were estimated to be \$84,000, which is based upon 200,000 notices at .42/notice.

The total estimated project costs are broken out by State Fiscal Year (SFY) in the table below.

**Table 5-5: Estimated Project Costs by Fiscal Year**

Cost Item	FY 2011/12	FY2012/13	FY2013/14	Total One-Time Costs	Ongoing Costs
<b>One-Time Costs:</b>					
State Personnel	\$312,218	\$624,436	\$208,145	<b>\$1,444,800</b>	
Planning Contractor	\$400,000	\$0	\$0	<b>\$400,000</b>	
DD&I:					
BRE / Federated Database	\$0	\$3,749,063	\$1,249,688	<b>\$4,998,750</b>	
System Modifications	\$1,026,968	\$1,204,712	\$401,571	<b>\$2,633,250</b>	
Customer Service Center		\$112,500	\$37,500	<b>\$150,000</b>	
Infrastructure	\$664,607	\$664,607	\$0	<b>\$1,329,215</b>	
Hardware	\$0	\$682,538	\$0	<b>\$682,538</b>	
Software	\$0	\$1,981,750	\$0	<b>\$1,981,750</b>	
Staff Training	\$0	\$125,000	\$0	<b>\$125,000</b>	
IV&V	\$0	\$583,650	\$194,550	<b>\$778,200</b>	
<b>Total One-Time Cost</b>	<b>\$2,403,793</b>	<b>\$9,728,256</b>	<b>\$2,091,454</b>	<b>\$14,223,503</b>	
<b>Ongoing Costs:</b>					
DD&I Maintenance			\$778,200		<b>\$1,167,300</b>
Hardware Maintenance			\$91,005		<b>\$136,508</b>
Software Maintenance			\$290,657		<b>\$435,985</b>
State Data Center Costs			\$658,111		<b>\$987,167</b>
Customer Service Center Infrastructure			\$754,600		<b>\$1,131,900</b>
Printing / Postage			\$56,000		<b>\$84,000</b>
<b>Ongoing Costs</b>			<b>\$2,628,573</b>		
<b>Total Annual Ongoing Cost</b>					<b>\$3,942,859</b>

### 5.3.2. Sustainability

The ACA requires Exchanges to be self-sustaining by the end of 2015. As indicated in Table 5.3 above, the annual ongoing IT costs for the Exchange,

comprised of maintenance, infrastructure, and printing/postage costs, are estimated to be \$3.9 million. This estimate does not include the ongoing cost of staffing the Nebraska DHHS' Customer Service Center to support an increased volume of incoming calls. While there may be merits to leveraging the existing Call Center to support the expanded Medicaid population, the State should pursue the competitive bidding process to provide a basis upon which to evaluate this option.

#### 5.4. Potential Exchange Solutions in the Marketplace

In March of 2011, the NDOI issued a Request for Information (RFI)<sup>18</sup> to identify IT solutions in the marketplace that could meet the Exchange's business needs and better understand the associated costs. Above and beyond the eligibility determination and enrollment processes, the business functions that the Exchange must perform fall into the areas of plan management, financial management, customer service, communications and oversight<sup>19</sup>.

The NDOI received five responses to their RFI and have attended several meetings with vendors as an outcome of this exercise. While this experience allowed the NDOI to vet its requirements and obtain a better understanding of the marketplace, the most prominent finding was that many vendors are in a position not dissimilar to those in the state government – with regulations in flux and business demands unclear, it is difficult to develop and price new applications. At this point, “vaporware” is prolific and vendors looking to partner are in abundance. While some vendors tout strong web-based insurance shopping experience, others bring expertise in Medicaid and CHIP eligibility and enrollment processing. Both state hosted and Software as a Service (SaaS) IT solutions are in the offing. All claim to be flexible, scalable and adaptable. While the Congressional Budget Office (CBO) report<sup>20</sup> to the House of Representatives estimated that Exchange start-up costs would approximate \$2 billion nationwide (or \$40 million for each state if divided equally among the states) we are seeing costs ranging anywhere from \$4 - \$120 million<sup>21</sup>, excluding plan management (e.g., plan certification, rating and monitoring), financial management (e.g., plan assessment, reinsurance, risk adjustment, and risk corridors), governance, and other critical needs of an Exchange.

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<sup>18</sup> PCG was not involved in the RFI process.

<sup>19</sup> US Department of Health and Human Services, Centers for Medicare and Medicaid Services, Exchange Reference Architecture: Foundation Guidance, March 16, 2011.

<sup>20</sup> Dated March 20, 2010.

<sup>21</sup> Vendor response to Nebraska's RFI that offered a SaaS solution was \$4 million; start up costs for the Massachusetts Health Insurance Connector Authority were estimated at \$25 million; Texas Health and Human Services Commission's preliminary estimate of \$120 million for the establishment of the web portal and information technology systems based on projected population. If using Nebraska's projected population, estimate may equate to approximately \$17.8 million.

## 5.5. Proposed Timeline

This section provides a proposed timeline for performing the activities that will be required to acquire, design, develop and implement the IT solution to support the Exchange by October 2013. The underlying assumptions that were used in developing the timeline are stated below:

- In order for the State to implement the IT solution to support the Exchange, ongoing support and commitment will be required from executive level management in the Administration, the Nebraska DHHS and the NDOI.
- The timeline encompasses the planning activities (development of the Level One Establishment Grant Application, an Implementation Advanced Planning Document (IAPD), and a Request for Proposal (RFP) in order to secure funding for, and acquire assistance from, a vendor to design, develop, and implement the solution) as well as the design, development and implementation (DD&I) of the recommended solution.
- The NDOI and the Nebraska DHHS will seek assistance from an outside vendor to develop the IAPD and the RFP.
- The procurement strategy for acquiring the technical solution has not been determined. For the purposes of the estimated schedule, it is assumed that one RFP will be released, seeking a vendor to design and develop the new technologies and coordinate with the IS&T in regards to the existing system modifications.
- The DD&I for the business rules engine and the federated database will span 16 months. In order for this to occur, the State will acquire COTS solutions for these applications rather than pursuing in-house development.
- The DD&I for modifying the existing systems will start in January 2012 and once a vendor comes on board, will be performed in parallel with the DD&I for the business rules engine / federated database in order to allow sufficient time for development and to meet the implementation deadline of October 2013.
- Five day review cycles will be allowed for the NDOI / Nebraska DHHS review and finalization of documents prepared.
- Sixty-day review cycles will be allowed for federal agency review of the Level One Grant Application, the IAPD and the RFP.
- The development of the RFP will commence with CMS' review of the IAPD.

The proposed timeline is presented on the following page.

**Table 5-6: Estimated Implementation Timeline**

<b>Milestone</b>	<b>Start</b>	<b>Duration</b>	<b>Finish</b>
Develop Level One Grant Application to secure HIX funding	September 1, 2011	3 weeks	September 23, 2011
NDOI / Nebraska DHHS review	September 23, 2011	1 week	September 30, 2011
Submit to HHS	September 30, 2011		
HHS review and approval	September 30, 2011	2 months	November 30, 2011
Develop the IAPD to obtain Medicaid / CHIP funding	September 1, 2011	3 weeks	September 23, 2011
NDOI / Nebraska DHHS review	September 23, 2011	1 week	September 30, 2011
Submit to HHS	September 30, 2011		
HHS review and approval	September 30, 2011	2 months	November 30, 2011
Select planning vendor through competitive bid process	September 6, 2011		October 24, 2011
Develop RFP	October 31, 2011	3 months	December 30, 2011
NDOI / Nebraska DHHS review	January 2, 2012	1 week	January 6, 2012
Submit to HHS	January 9, 2012		
HHS review and approval	January 2012	2 months	March 2012
Release RFP	March 1, 2012		
Receive vendor responses	March 2012	1 month	April 2012
Select vendor / contract award	April 2012	1 month	May 2012
CMS approval of contract	May 2012	2 months	July 2012
Design / develop	July 2012	13 months	July 2013
Test	July 2013	3 months	October 2013
Full Implementation	October 2013		

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### IT Project : Electronic Content Management for UI Programs

#### General Section

<b>Contact Name :</b> Terri Slone	<b>E-mail :</b> terri.slone@nebraska.gov	<b>Agency Priority :</b>
<b>Address :</b> 550 S 16th Street	<b>Telephone :</b> 402-471-8358	<b>NITC Priority :</b>
<b>City :</b> Lincoln		<b>NITC Score :</b>
<b>State :</b> Nebraska	<b>Zip :</b> 68508	

#### Expenditures

IT Project Costs	Total	Prior Exp	FY12 Appr/Reappr	FY14 Request	FY15 Request	Future Add
<b>Contractual Services</b>						
Design	100,000	0	0	100,000	0	0
Programming	200,000	0	0	200,000	0	0
Project Management	100,000	0	0	100,000	0	0
Data Conversion	0	0	0	0	0	0
Other	8,000	0	0	8,000	0	0
<b>Subtotal Contractual Services</b>	<b>408,000</b>	<b>0</b>	<b>0</b>	<b>408,000</b>	<b>0</b>	<b>0</b>
<b>Telecommunications</b>						
Data	0	0	0	0	0	0
Video	0	0	0	0	0	0
Voice	0	0	0	0	0	0
Wireless	0	0	0	0	0	0
<b>Subtotal Telecommunications</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Training</b>						
Technical Staff	0	0	0	0	0	0
End-user Staff	0	0	0	0	0	0
<b>Subtotal Training</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

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## Expenditures

IT Project Costs	Total	Prior Exp	FY12 Appr/Reappr	FY14 Request	FY15 Request	Future Add
<b>Other Operating Costs</b>						
Personnel Cost	0	0	0	0	0	0
Supplies & Materials	0	0	0	0	0	0
Travel	0	0	0	0	0	0
Other	0	0	0	0	0	0
<b>Subtotal Other Operating Costs</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Capital Expenditures</b>						
Hardware	0	0	0	0	0	0
Software	0	0	0	0	0	0
Network	0	0	0	0	0	0
Other	0	0	0	0	0	0
<b>Subtotal Capital Expenditures</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>TOTAL PROJECT COST</b>	<b>408,000</b>	<b>0</b>	<b>0</b>	<b>408,000</b>	<b>0</b>	<b>0</b>

## Funding

Fund Type	Total	Prior Exp	FY12 Appr/Reappr	FY14 Request	FY15 Request	Future Add
General Fund	0	0	0	0	0	0
Cash Fund	0	0	0	0	0	0
Federal Fund	408,000	0	0	408,000	0	0
Revolving Fund	0	0	0	0	0	0
Other Fund	0	0	0	0	0	0
<b>TOTAL FUNDING</b>	<b>408,000</b>	<b>0</b>	<b>0</b>	<b>408,000</b>	<b>0</b>	<b>0</b>
<b>VARIANCE</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

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## IT Project: Electronic Content Management for UI Programs

### EXECUTIVE SUMMARY:

The Department of Labor has invested in and implemented Electronic Content Management (ECM) for UI (Benefits and Appeals) and Employment & Training (WOTC and WIA/Wagner-Peyser) programs. This project is a continuation of NDOL's commitment to the enterprise ECM solution. It will extend ECM functionality into other UI program areas to provide a seamless workflow and document management tools for the UI program.

This project is funded by federal UI Automation funds, made available by USDOL. Funds must be obligated by September 30, 2013 and liquidated by December 31, 2013.

### GOALS, OBJECTIVES, AND OUTCOMES (15 PTS):

This project will convert documents, emails, faxes, and records currently in a paper format to an electronic format and archive them into a central repository, incorporating existing processes into a workflow for easy document handling, storage and retrieval in a secure manner based on a key word search.

The goals and objectives of the project are:

- Integrate systems, storage, databases, and applications to manage documents in a full life cycle manner
- Reduce organizational risk
- Increase end user productivity
- Reduce costs (paper, printing, staff time)
- Preserve records for the long term

This project is a continuation of NDOL's commitment to ECM. NDOL through funding received from USDOL, has already implemented ECM in UI Benefits and Appeals and for other federally funded programs. This project will address other business units in UI, including: Tax, Benefit Accuracy Measurement, Benefit Payment Control, Tax Performance System, Treasury, so that an end-to-end solution is in place.

NDOL will develop business requirements and project plans that track against the documented requirements to ensure all objectives are met.

This project fits into NDOL's overall technology plan of leveraging enterprise resources to provide internal and external users with technology solutions and tools to address their needs.

### PROJECT JUSTIFICATION / BUSINESS CASE (25 PTS):

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The Office of the Chief Information Officer (OCIO) evaluated bids and vendors for an enterprise solution for an electronic content management system and awarded the bid to OnBase. NDOL has completed implementation of ECM in several UI business units, as well as Employment & Training for their case management system. NDOL has reduced use of paper and ink and saved in paper, printing, and mailing costs, while increasing staff availability to work directly with the public. The applications have provided tools to the public to meet their particular needs, whether it be filing an appeal and providing exhibits for a hearing, or applying for a worker opportunity tax credit. Implementing ECM has streamlined processes and improved efficiencies, while providing a repository for easy retrieval and long-term retention of records.

This project is funded by dollars made available by USDOL. Funds must be encumbered by September 30, 2013 and liquidated by December 31, 2013. Through supplemental budget requests, USDOL has emphasized the importance of using technology to provide tools and services to the public, while improving business processes in the UI program.

### **TECHNICAL IMPACT (20 PTS):**

This project will utilize the existing ECM infrastructure and interface with existing NDOL systems. All hardware, software, and communications requirements are in place under the existing enterprise agreement. Conformity with NITC technical standards and guidelines and generally accepted industry standards has been met. Reliability, security and scalability of the infrastructure has been addressed by OCIO.

### **PRELIMINARY PLAN FOR IMPLEMENTATION (10 PTS):**

NDOL has developed an overall project plan and timeline for the development of ECM projects for the business units described in Section 2. The development process will be interactive and include a communication plan, project status reporting and meetings and coordination between project managers to ensure availability of NDOL resources. A detailed project plan developed for each business unit includes milestones and tasks.

The Project will include the following high level tasks: Project management, discovery/requirements, gap analysis and cross project review, business process improvement analysis, design, documentation, configuration, integration with existing systems, testing, training, and support.

Project sponsors include: UI Benefits Administrator, UI Tax Administrator, General Counsel, Director of Administrative Services.

Project team members include: OnBase and NDOL Project Managers, Business Analysts, Subject Matter Experts, IT Resource (Hardware/OS, Desktop, LAN, DBA, Developers), Testers.

Roles and responsibilities are defined in a Statement of Work.

Ongoing support requirements have been defined in an agency service support plan, which includes a process for trouble tickets, as well as defect resolution and enhancements.

NDOL staff have participated in the training sessions offered by OCIO and ECM user meetings.

### **RISK ASSESSMENT (10 PTS):**

Successful completion of this project is dependent upon critical success factors and mitigation of risks.

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Critical success factors applicable to this project include: Availability of NDOL resource who are already committed to numerous projects; timely review and acceptance of deliverables; subject matter expert participation; clear definition of project scope and limitation of change order requests.

Risks applicable to this project include: Dependency to other NDOL projects mandated by state or federal legislation; ongoing changes to existing systems required by state or federal mandates; loss of key staff or contractors; scope creep due to insufficient discovery or added business requirements.

Risks can be mitigated through collaboration, communication, and commitment to the project plan and critical success factors.

**FINANCIAL ANALYSIS AND BUDGET (20 PTS):**

(Revise dates as necessary for your request.)

	Estimated Prior Expended	Request for FY2014 (Year 1)	Request for FY2015 (Year 2)	Request for FY2016 (Year 3)	Request for FY2017 (Year 4)	Future	Total
1. Personnel Costs							\$ -
2. Contractual Services							
2.1 Design		\$ 100,000.00					\$ 100,000.00
2.2 Programming		\$ 200,000.00					\$ 200,000.00
2.3 Project Management		\$ 100,000.00					\$ 100,000.00
2.4 Other		\$ 8,000.00					\$ 8,000.00
3. Supplies and Materials							\$ -
4. Telecommunications							\$ -
5. Training							\$ -
6. Travel							\$ -
7. Other Operating Costs							\$ -
8. Capital Expenditures							
8.1 Hardware							\$ -
8.2 Software							\$ -
8.3 Network							\$ -
8.4 Other							\$ -
<b>TOTAL COSTS</b>	\$ -	\$ 408,000.00	\$ -	\$ -	\$ -	\$ -	\$ 408,000.00
General Funds							\$ -
Cash Funds							\$ -
Federal Funds		\$ 408,000.00					\$ 408,000.00
Revolving Funds							\$ -



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### IT Project : State Information Data Exchange System

#### General Section

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<b>City :</b> Lincoln		<b>NITC Score :</b>
<b>State :</b> Nebraska	<b>Zip :</b> 68508	

#### Expenditures

IT Project Costs	Total	Prior Exp	FY12 Appr/Reappr	FY14 Request	FY15 Request	Future Add
<b>Contractual Services</b>						
Design	0	0	0	0	0	0
Programming	207,300	0	0	207,300	0	0
Project Management	0	0	0	0	0	0
Data Conversion	0	0	0	0	0	0
Other	30,000	0	0	30,000	0	0
<b>Subtotal Contractual Services</b>	<b>237,300</b>	<b>0</b>	<b>0</b>	<b>237,300</b>	<b>0</b>	<b>0</b>
<b>Telecommunications</b>						
Data	0	0	0	0	0	0
Video	0	0	0	0	0	0
Voice	0	0	0	0	0	0
Wireless	0	0	0	0	0	0
<b>Subtotal Telecommunications</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Training</b>						
Technical Staff	0	0	0	0	0	0
End-user Staff	3,000	0	0	3,000	0	0
<b>Subtotal Training</b>	<b>3,000</b>	<b>0</b>	<b>0</b>	<b>3,000</b>	<b>0</b>	<b>0</b>

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## Expenditures

IT Project Costs	Total	Prior Exp	FY12 Appr/Reappr	FY14 Request	FY15 Request	Future Add
<b>Other Operating Costs</b>						
Personnel Cost	0	0	0	0	0	0
Supplies & Materials	0	0	0	0	0	0
Travel	0	0	0	0	0	0
Other	50,000	0	0	50,000	0	0
<b>Subtotal Other Operating Costs</b>	<b>50,000</b>	<b>0</b>	<b>0</b>	<b>50,000</b>	<b>0</b>	<b>0</b>
<b>Capital Expenditures</b>						
Hardware	0	0	0	0	0	0
Software	0	0	0	0	0	0
Network	0	0	0	0	0	0
Other	0	0	0	0	0	0
<b>Subtotal Capital Expenditures</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>TOTAL PROJECT COST</b>	<b>290,300</b>	<b>0</b>	<b>0</b>	<b>290,300</b>	<b>0</b>	<b>0</b>

## Funding

Fund Type	Total	Prior Exp	FY12 Appr/Reappr	FY14 Request	FY15 Request	Future Add
General Fund	0	0	0	0	0	0
Cash Fund	0	0	0	0	0	0
Federal Fund	290,300	0	0	290,300	0	0
Revolving Fund	0	0	0	0	0	0
Other Fund	0	0	0	0	0	0
<b>TOTAL FUNDING</b>	<b>290,300</b>	<b>0</b>	<b>0</b>	<b>290,300</b>	<b>0</b>	<b>0</b>
<b>VARIANCE</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

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## IT Project: State Information Data Exchange System

### EXECUTIVE SUMMARY:

In 2005 the Information Technology Support Center (ITSC) of the National Association of State Workforce Agencies (NASWA) undertook a project to evaluate, develop, and implement the State Information Data Exchange System (SIDES). SIDES utilizes a standardized format and specifications for a web service-based electronic exchange of separation information with multi-state employers/TPAs.

This project is federally mandated and supports state and federal initiatives for the integrity of the UI program and the prevention, detection, and recovery of improper UI benefit payments.

This project is funded by Supplemental Budget Request funds made available by USDOL. Funds must be obligated by September 30, 2013 and liquidated by December 31, 2013.

### GOALS, OBJECTIVES, AND OUTCOMES (15 PTS):

The goals and objectives of the project are:

- Improve response time to UI separation information requests from employers/TPAs
- Ensure more complete information is provided and validated
- Provide a mechanism for immediate and ongoing reduction of improper payments
- Improve detection of improper payments as a result of misreported earnings
- Reduce follow up phone calls and streamline UI response processes
- Improve BTQ performance to maintain >75% minimum standard
- Improve First Payment Timeliness: meet/exceed established federal standards (87%)
- Improve Non-Monetary Determination Timeliness: meet/exceed established federal standards (80%)
- Allow completion of the SIDES initiative in Nebraska's integrity strategic plan

SIDES functions as an electronic message broker for electronic communication between state agencies and employers or TPAs. These communications are managed by a Central Broker that uses web services (computer-to-computer internet connection). SIDES provides a method for states, and employers / TPAs to improve timeliness, accuracy and reduce costs by creating an electronic exchange of information using a standardized, secure mechanism with data validations that are strictly enforced to prevent the transfer of incomplete or incorrectly formatted data. SIDES can be thought of as a strategic program and partnership between states, and employers / TPAs. Through this cooperative effort, the SIDES participants work together to implement and add standardized data exchanges that will ultimately accommodate the majority of information exchanged between states, and employers / TPAs.

The UI program must meet performance measures as defined by USDOL (see above). The outcomes of this project will be assessed against USDOL established performance

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measures.

This project fits into NDOL's overall technology plan of leveraging resources and technology solutions to improve program performance and delivery of services to the public.

**PROJECT JUSTIFICATION / BUSINESS CASE (25 PTS):**

Verification of earnings data and separation information related to an unemployment insurance claim is central to the entire UI benefits process. Untimely earnings information responses and incorrect separation decisions can contribute to a higher employer tax rate. SIDES allows for a complete and comprehensive collection of employer UI information, which provides cost savings through increased speed and accuracy of determinations and fewer improper payments. SIDES helps states reduce improper payments through verifying earnings by claimant who appear to be working and collecting UI benefits simultaneously.

Benefits:

- Reduced postage and handling costs;
- Reduced time to follow-up efforts to obtain/provide complete and correct employer separation Information and earnings information;
- Reduced improper benefit payments (improved quality because of standardized questions and in some cases a more detailed request for UI information);
- Identification of claimants who work and do not report their earnings while receiving UI benefits;
- Reduced improper benefit payments;
- Decrease in number of appeals filed due to lack of quality information for original determination;
- Improved completeness and accuracy of information;
- Reduced time spent on fact-finding interviews as the detailed employer information is submitted electronically;
- Improved employer timeliness for returning UI information;
- Increased number of earnings verification cases can be processed;
- Elimination of mail time;
- Audit control;
- Re-send capability;
- Capability to send attachments; and
- Edit checks for quality of responses based on business rule validation requirements
- Reduction in unnecessary appeal hearings
- Security of paper-based personal information
- Standardized format for state agencies, employers, and TPAs

Because each employer or TPA is connecting to the same common Web service application with the same fields, in the same place, with the same requirements for completing them, states can be assured that they will be receiving higher quality data.

This project is federally mandated and funded by Supplemental Budget Request dollars made available by USDOL. Funds must be encumbered by September 30, 2013 and liquidated by December 31, 2013. Through supplemental budget requests, USDOL has emphasized the importance of using technology to provide tools and services to the public, while improving business processes in the UI program.

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### References:

- Improper Payment Information Act of 2002 (IPIA; 31 U.S.C. 3321 note);
- Improper Payment Elimination and Recovery Act of 2010 (IPERA; 31 U.S.C. 3301 note);
- Executive Order (E.O.) 13520, *Reducing Improper Payments* (November 20, 2009);
- Unemployment Insurance Program Letter (UIPL) No. 19-11, *National Effort to Reduce Improper Payments in Unemployment Insurance (UI) Program*;
- UIPL 26-11, *Unemployment Insurance (UI) Supplemental Funding Opportunity for Program Integrity and Performance and System Improvement*;
- UIPL 28-11, *Unemployment Insurance (UI) State Integrity Task Forces and Strategic Plans*

### **TECHNICAL IMPACT (20 PTS):**

SIDES will provide a web based system that facilitates the electronic transmission and communication of UI separation information requests from NDOL's UI division to employers and/or TPAs, as well as transmission of responses containing the requested separation information back. The current process is a paper process initiated upon submission of a claim. Each employer involved on a claim is sent by mail a "Request to Employer for Separation Information," Form UI-350. The employer must provide the information requested by the due date printed on the form. This is the only opportunity to provide information about separation which could affect chargeability to the employer's UI tax account. Separation forms are returned by mail and fax. Employers do have the option of inputting separation information via UIConnect, UI's employer portal. The current process is dependent upon functionality of printing systems, mail delivery, and timeliness. Employers and TPAs indicate that they have not received separation requests in a timely manner. Delays in receiving responses result in delays in claims processing and meeting time-lapse and performance measures as established by USDOL.

The SIDES system will allow direct notification to the employer or TPA for requested separation information and earnings verification. The process would include a common standardized set of request and response data elements. The electronic communications would allow faster processing and scheduling of fact-finding, adjudication, or non-fact-finding adjudication. The SIDES software includes a confirmation statement for the employer, and will not allow the employer to submit separation information without completing all the required fields. The system will provide accurate and confirmed date stamps, reduce appeals, and improve time-lapse statistics. All data received will be integrated into our electronic content management (ECM) system for claims processing, adjudication, and appeals.

This is accomplished through a Central Broker facilitating connections between NDOL and Employers/TPAs. The three main operations that make up the communication between the connectors and the Central Broker are posting information, pulling information, and pushing information. These three main operations are implemented as "flows" between the connector clients and the Central Broker.

The core system functions are:

- Secure and encrypt messages; authenticate requests and messages
- Perform Request/Response messaging (establish computer-to-computer communication)
- Validate requests and responses
- Repeat failed transmissions
- Report on transfer activity
- Calculate and provide metrics

SIDES will interface with the UI Benefit Payment System (BPS). NDOL will implement security measures in compliance with NITC standards and guidelines (transport and message level authentication, confidentiality, and integrity mechanisms).

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## PRELIMINARY PLAN FOR IMPLEMENTATION (10 PTS):

NDOL has developed an overall project plan and timeline for the development of the SIDES project to align with requirements of USDOL to complete the project by August 31, 2013. Funding for the project must be encumbered by September 30 and liquidated by December 31, 2013. The development process will be interactive and include a communication plan, project status reporting and meetings and coordination between project managers to ensure availability of NDOL resources. A detailed project plan will be developed to include milestones and tasks.

The Project will include the following high level tasks: Project management, discovery/requirements, gap analysis and cross project review, business process improvement analysis, design, documentation, configuration, integration with existing systems, testing, training, and support.

Project sponsors include: UI Benefits Administrator, Director of Administrative Services.

Project team members include: NDOL Project Managers, Business Analysts, Subject Matter Experts, IT Resource (Hardware/OS, Desktop, LAN, DBA, and Developers), and Testers.

Roles and responsibilities will be defined in a Statement of Work.

Ongoing support requirements have been defined in an agency service support plan, which includes a process for trouble tickets, as well as defect resolution and enhancements.

NDOL staff will participate in user training sessions.

## RISK ASSESSMENT (10 PTS):

Successful completion of this project is dependent upon critical success factors and mitigation of risks.

Critical success factors applicable to this project include: Availability of NDOL resource who are already committed to numerous projects; timely review and acceptance of deliverables; subject matter expert participation; clear definition of project scope and limitation of change order requests.

Risks applicable to this project include: Dependency to other NDOL projects mandated by state or federal legislation; ongoing changes to existing systems required by state or federal mandates; loss of key staff or contractors; scope creep due to insufficient discovery or added business requirements.

Risks can be mitigated through collaboration, communication, and commitment to the project plan and critical success factors.

## FINANCIAL ANALYSIS AND BUDGET (20 PTS):

Estimated Prior Expended	Request for FY2014 (Year 1)	Request for FY2015 (Year 2)	Request for FY2016 (Year 3)	Request for FY2017 (Year 4)	Future	Total
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# IT Project Proposal Report - Detail

## Agency: 023 - DEPARTMENT OF LABOR

Budget Cycle: 2013-2015 Biennium

Version: AF - AGENCY FINAL REQUEST

1. Personnel Costs										\$ -
2. Contractual Services										
2.1 Design										\$ -
2.2 Programming		\$ 207,300.00								\$ 207,300.00
2.3 Project Management										\$ -
2.4 Other		\$ 30,000.00								\$ 30,000.00
3. Supplies and Materials										\$ -
4. Telecommunications										\$ -
5. Training		\$ 3,000.00								\$ 3,000.00
6. Travel										\$ -
7. Other Operating Costs		\$ 50,000.00								\$ 50,000.00
8. Capital Expenditures										
8.1 Hardware										\$ -
8.2 Software										\$ -
8.3 Network										\$ -
8.4 Other										\$ -
<b>TOTAL COSTS</b>	\$ -	\$ 290,300.00	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 290,300.00
General Funds										\$ -
Cash Funds										\$ -
Federal Funds		\$ 290,300.00								\$ 290,300.00
Revolving Funds										\$ -
Other Funds										\$ -
<b>TOTAL FUNDS</b>	\$ -	\$ 290,300.00	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 290,300.00

**IT Project Proposal Report - Detail**  
**Agency: 025 - DEPT OF HEALTH & HUMAN SERVICES**  
 Budget Cycle: 2013-2015 Biennium      Version: AF - AGENCY FINAL REQUEST

**IT Project : ACA IT Implementation**

**General Section**

Contact Name : Dan Gartin	E-mail : dan.gartin@nebraska.gov	Agency Priority :
Address : 1050 N Street, Suite 350	Telephone : 402-319-5742	NITC Priority :
City : Lincoln		NITC Score :
State : Nebraska	Zip : 68508	

**Expenditures**

IT Project Costs	Total	Prior Exp	FY12 Appr/Reappr	FY14 Request	FY15 Request	Future Add
<b>Contractual Services</b>						
Design	0	0	0	0	0	0
Programming	0	0	0	0	0	0
Project Management	0	0	0	0	0	0
Data Conversion	0	0	0	0	0	0
Other	53,000,000	0	0	20,500,000	32,500,000	0
<b>Subtotal Contractual Services</b>	<b>53,000,000</b>	<b>0</b>	<b>0</b>	<b>20,500,000</b>	<b>32,500,000</b>	<b>0</b>
<b>Telecommunications</b>						
Data	0	0	0	0	0	0
Video	0	0	0	0	0	0
Voice	0	0	0	0	0	0
Wireless	0	0	0	0	0	0
<b>Subtotal Telecommunications</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Training</b>						
Technical Staff	0	0	0	0	0	0
End-user Staff	0	0	0	0	0	0
<b>Subtotal Training</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

**IT Project Proposal Report - Detail**  
**Agency: 025 - DEPT OF HEALTH & HUMAN SERVICES**  
**Budget Cycle: 2013-2015 Biennium**                      **Version: AF - AGENCY FINAL REQUEST**

**Expenditures**

<b>IT Project Costs</b>	<b>Total</b>	<b>Prior Exp</b>	<b>FY12 Appr/Reappr</b>	<b>FY14 Request</b>	<b>FY15 Request</b>	<b>Future Add</b>
<b>Other Operating Costs</b>						
Personnel Cost	12,594,033	1,663,472	6,000,000	2,725,224	2,205,337	0
Supplies & Materials	0	0	0	0	0	0
Travel	0	0	0	0	0	0
Other	0	0	0	0	0	0
<b>Subtotal Other Operating Costs</b>	<b>12,594,033</b>	<b>1,663,472</b>	<b>6,000,000</b>	<b>2,725,224</b>	<b>2,205,337</b>	<b>0</b>
<b>Capital Expenditures</b>						
Hardware	6,000,000	0	0	6,000,000	0	0
Software	6,000,000	0	0	6,000,000	0	0
Network	0	0	0	0	0	0
Other	0	0	0	0	0	0
<b>Subtotal Capital Expenditures</b>	<b>12,000,000</b>	<b>0</b>	<b>0</b>	<b>12,000,000</b>	<b>0</b>	<b>0</b>
<b>TOTAL PROJECT COST</b>	<b>77,594,033</b>	<b>1,663,472</b>	<b>6,000,000</b>	<b>35,225,224</b>	<b>34,705,337</b>	<b>0</b>

**Funding**

<b>Fund Type</b>	<b>Total</b>	<b>Prior Exp</b>	<b>FY12 Appr/Reappr</b>	<b>FY14 Request</b>	<b>FY15 Request</b>	<b>Future Add</b>
General Fund	7,759,403	166,347	600,000	3,522,522	3,470,534	0
Cash Fund	0	0	0	0	0	0
Federal Fund	69,834,630	1,497,125	5,400,000	31,702,702	31,234,803	0
Revolving Fund	0	0	0	0	0	0
Other Fund	0	0	0	0	0	0
<b>TOTAL FUNDING</b>	<b>77,594,033</b>	<b>1,663,472</b>	<b>6,000,000</b>	<b>35,225,224</b>	<b>34,705,337</b>	<b>0</b>
<b>VARIANCE</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

**IT Project Proposal Report - Detail**  
**Agency: 025 - DEPT OF HEALTH & HUMAN SERVICES**  
**Budget Cycle: 2013-2015 Biennium**                      **Version: AF - AGENCY FINAL REQUEST**

**IT Project: ACA IT Implementation**

**EXECUTIVE SUMMARY:**

The Patient Protection and Affordable Care Act (PPACA, or as referred to in this document (ACA), signed into law 3/23/10, includes numerous provisions with significant information systems impacts. It expands healthcare to the uninsured through a combination of cost controls, subsidies and mandates. Key provisions include minimum benefits required of health plans, creation of health care exchanges, expansion of coverage to uninsured, elimination of pre-existing condition exclusions, continued coverage for adult, unmarried children to the age of 26, and many other changes affecting insurers, employers, providers and beneficiaries.

Activity related to this project has been sub-divided into 6 overall groupings (Medicaid Eligibility, Expanding Medicaid Benefits, Medicaid Financing, Program Integrity, American Indian Related Provisions, and Other Provisions) which contain a total of 41 activities of various sizes and scopes. Some of the activities have been completed, some are in progress, some are in planning, and some have yet to start. With the recent Supreme Court decision related to Medicaid Expansion, it is possible some of the work related to Medicaid Eligibility could be impacted.

**Attachments:**

ACA-MainDocument.docx

**GOALS, OBJECTIVES, AND OUTCOMES (15 PTS):**

**Project Description:**

The ACA is comprised of 10 Acts, with hundreds of subsections. A complete listing of goals, objectives and projected outcomes would be a very extensive undertaking in the scope of this document. The ACA IT Implementation Project will be broken into many smaller projects that collectively meet the requirements as set forth in the law.

At the highest level, these include:

- Title I. Quality, Affordable Health Care for All Americans
- Title II. The Role of Public Programs
- Title III. Improving the Quality and Efficiency of Health Care
- Title IV. Prevention of Chronic Disease and Improving Public Health
- Title V. Health Care Workforce
- TITLE VI. Transparency and Program Integrity

**IT Project Proposal Report - Detail**  
**Agency: 025 - DEPT OF HEALTH & HUMAN SERVICES**  
**Budget Cycle: 2013-2015 Biennium**                      **Version: AF - AGENCY FINAL REQUEST**

Title VII. Improving Access to Innovative Medical Therapies  
TITLE VII Improving Access to Innovative Medical Therapies  
Title VIII. Community Living Assistance Services and Supports Act (CLASS Act) (Repealed)  
Title IX. Revenue Provisions  
TITLE X. Strengthening Quality, Affordable Health Care for All Americans

Beneficiaries are expected across the health care spectrum and include providers, payers, consumers and tax payers.

**2. Describe the measurement and assessment methods that will verify that the project outcomes have been achieved.**

Throughout the project, compliance testing and all applicable unit, system, integration, regression and customer acceptance testing will be completed to ensure applications and infrastructure are working properly in support of the ACA provisions.

**3. Describe the project's relationship to your agency comprehensive information technology plan.**

To the extent possible, all application and systems level change will be completed in alignment the comprehensive information technology plan for DHHS.

**PROJECT JUSTIFICATION / BUSINESS CASE (25 PTS):**

This project is the result of Federal mandates included in PL 11-148, the Patient Protection and Affordable Care Act, signed into law 03/23/10.

**TECHNICAL IMPACT (20 PTS):**

**7. Describe how the project enhances, changes or replaces present technology systems, or implements a new technology system. Describe the technical elements of the project, including hardware, software, and communications requirements. Describe the strengths and weaknesses of the proposed solution.**

Technical impacts to multiple DHHS systems, including Medicaid (MMIS), Eligibility (N-FOCUS), and others software, communication and hardware -- such as Trading Partner applications, web portals, message envelope standards, data content change, etc... are expected. Hardware, Network, Application, Communication and Presentation layers of the OSI model will all see impacts. Changes that extend existing application or hardware functionality are likely the bulk of work, but systems replacement may also be necessary in some narrower cases.

However, any realistic catalog of expected technical impacts cannot yet be quantified because many final rules and clarifications to the hundreds of sections of the ACA law have not been issued.

**IT Project Proposal Report - Detail**  
**Agency: 025 - DEPT OF HEALTH & HUMAN SERVICES**  
**Budget Cycle: 2013-2015 Biennium**                      **Version: AF - AGENCY FINAL REQUEST**

**8. Address the following issues with respect to the proposed technology:**

- Describe the reliability, security and scalability (future needs for growth or adaptation) of the technology.
- Address conformity with applicable NITC technical standards and guidelines (available at <http://nitc.ne.gov/standards/>) and generally accepted industry standards.
- Address the compatibility with existing institutional and/or statewide infrastructure.

See section 7. Mandates, planning and analysis and solutioning phases of project work have not progressed enough for a qualified response.

**PRELIMINARY PLAN FOR IMPLEMENTATION (10 PTS):**

**9. Describe the preliminary plans for implementing the project. Identify project sponsor(s) and examine stakeholder acceptance. Describe the project team, including their roles, responsibilities, and experience.**

These will be developed as part of the project(s). Where rules are specific and final enough to begin work already, projects have defined sponsors and stakeholders from impacted areas. Generally, this includes a Project Sponsor for IT, a Project Sponsor for an affected Business Unit, A Project Director and or Project Manager, Technical and Business analysts, Developers, Testing Staff and various other matrixed support staff for hardware / infrastructure or other support. Experienced State staff are being augmented, where necessary, with experienced contract resources to manage the necessary aspects of the Software Development and Project Management Life Cycles (SDLC / PMLC) for proper implementation(s).

**10. List the major milestones and/or deliverables and provide a timeline for completing each.**

These will be developed as part of the project(s).

**11. Describe the training and staff development requirements.**

These will be developed as part of the project(s). Training is being provided, where necessary and possible, using project funds under federal matching guidelines.

**12. Describe the ongoing support requirements.**

These will be developed as part of the project(s).

**IT Project Proposal Report - Detail**  
**Agency: 025 - DEPT OF HEALTH & HUMAN SERVICES**  
**Budget Cycle: 2013-2015 Biennium**                      **Version: AF - AGENCY FINAL REQUEST**

**RISK ASSESSMENT (10 PTS):**

**13. Describe possible barriers and risks related to the project and the relative importance of each.**

These will be developed as part of the project. Scope is unknown or unclear, causing resulting risk to budgets and schedules. Resource contention is expected in the delivery of so many concurrent initiatives. Scope, which drives most other risks, is the most relatively important risk presented. Efforts are underway to segment the overall ACA work into a set of sub-projects, each with its own governance, budget, timeline, etc... and efforts to analyze existing rules and obtain regulatory clarifications are underway.

**14. Identify strategies which have been developed to minimize risks.**

- Key hiring for experienced project implementation staff to augment State resources has occurred.
- Analysis and prioritization of work segments is underway with business areas directing requirements for projects that align with mandates.
- Most project staff have been centralized under common leadership for oversight of overlapping risks and dependencies as well as more effective scheduling.
- Project controls for issues, risks, communication, testing, change management, etc... are being standardized and aligned with best practices.
- For projects with rules and regulations that are final, teams have been assembled and are already underway with discovery, analysis, development or implementation tasks.
- Regulatory analysts are assisting business units with the interpretation of rules and the development of requirements.
- Consistent, regular communication with Federal authorities on planning and budgeting activities is underway for ACA activities.

**FINANCIAL ANALYSIS AND BUDGET (20 PTS):**

The "Financial" information tab in the Nebraska Budget Request and Reporting System (NBRRS) is used to enter the financial information for this project.

## Nebraska Information Technology Commission

# Project Proposal Form

### Funding Requests for Information Technology Projects

#### FY2013-2015 Biennial Budget

**IMPORTANT NOTE:** Project proposals should only be submitted by entering the information into the Nebraska Budget Request and Reporting System (NBRRS). The information requested in this Microsoft Word version of the form should be entered in the NBRRS in the "IT Project Proposal" section. The tabs in the "IT Project Proposal" section coincide with sections contained in this Microsoft Word version of the form. Information may be cut-and-pasted from this form or directly entered into the NBRRS. **ALSO NOTE** that for each IT Project Proposal created in the NBRRS, the submitting agency must prepare an "IT Issue" in the NBRRS to request funding for the project.

<b>Project Title</b>	<b>ACA IT Implementation</b>
<b>Agency/Entity</b>	<b>Department of Health and Human Services</b>

**Project Proposal Form**  
**FY2013-2015 Biennial Budget Requests**

**Notes about this form:**

1. **USE.** The Nebraska Information Technology Commission (“NITC”) is required by statute to “make recommendations on technology investments to the Governor and the Legislature, including a prioritized list of projects, reviewed by the technical panel...” Neb. Rev. Stat. §86-516(8). “Governmental entities, state agencies, and noneducation political subdivisions shall submit all projects which use any combination of general funds, federal funds, or cash funds for information technology purposes to the process established by sections 86-512 to 86-524. The commission may adopt policies that establish the format and minimum requirements for project submissions.” Neb. Rev. Stat. §86-516(5). In order to perform this review, the NITC and DAS Budget Division require agencies/entities to complete this form when requesting funding for technology projects.
2. **WHICH TECHNOLOGY BUDGET REQUESTS REQUIRE A PROJECT PROPOSAL FORM?** See the document entitled [NITC 1-202](http://nitc.ne.gov/standards/) “Project Review Process” available at <http://nitc.ne.gov/standards/>. Attachment A to that document establishes the minimum requirements for project submission.
3. **COMPLETING THE FORM IN THE NEBRASKA BUDGET REQUEST AND REPORTING SYSTEM (NBRRS).** Project proposals should only be submitted by entering the information into the NBRRS. The information requested in this Microsoft Word version of the form should be entered in the NBRRS in the “IT Project Proposal” section. The tabs in the “IT Project Proposal” section coincide with sections contained in this Microsoft Word version of the form. Information may be cut-and-pasted from this form or directly entered into the NBRRS. **ALSO NOTE** that for each “IT Project Proposal” created in the NBRRS, the submitting agency must prepare an “IT Issue” in the NBRRS to request funding for the project.
4. **QUESTIONS.** Contact the Office of the CIO/NITC at (402) 471-7984 or [ocio.nitc@nebraska.gov](mailto:ocio.nitc@nebraska.gov)

**Project Proposal Form  
FY2013-2015 Biennial Budget Requests**

**Section 1: General Information**

Project Title	ACA IT Implementation
Agency (or entity)	Department of Health and Human Services

Contact Information for this Project:

Name	Dan Gartin
Address	1022 O Street, Suite 350
City, State, Zip	Lincoln, NE 68509
Telephone	402.319.5742
E-mail Address	Dan.Gartin@Nebraska.Gov

**Section 2: Executive Summary**

The Patient Protection and Affordable Care Act (PPACA, or as referred to in this document (ACA), signed into law 3/23/10, includes numerous provisions with significant information systems impacts. It expands healthcare to the uninsured through a combination of cost controls, subsidies and mandates. Key provisions include minimum benefits required of health plans, creation of health care exchanges, expansion of coverage to uninsured, elimination of pre-existing condition exclusions, continued coverage for adult, unmarried children to the age of 26, and many other changes affecting insurers, employers, providers and beneficiaries.

Activity related to this project has been sub-divided into 6 overall groupings (Medicaid Eligibility, Expanding Medicaid Benefits, Medicaid Financing, Program Integrity, American Indian Related Provisions, and Other Provisions) which contain a total of 41 activities of various sizes and scopes. Some of the activities have been completed, some are in progress, some are in planning, and some have yet to start. With the recent Supreme Court decision related to Medicaid Expansion, it is possible some of the work related to Medicaid Eligibility could be impacted.

**Section 3: Goals, Objectives, and Projected Outcomes (15 Points)**

The ACA is comprised of 10 Acts, with hundreds of subsections. A complete listing of goals, objectives and projected outcomes would be a very extensive undertaking in the scope of this document. The ACA IT Implementation Project will be broken into many smaller projects that collectively meet the requirements as set forth in the law. At the highest level, these include:

- Title I. Quality, Affordable Health Care for All Americans
- Title II. The Role of Public Programs
- Title III. Improving the Quality and Efficiency of Health Care
- Title IV. Prevention of Chronic Disease and Improving Public Health
- Title V. Health Care Workforce
- TITLE VI. Transparency and Program Integrity
- Title VII. Improving Access to Innovative Medical Therapies
- TITLE VII. Improving Access to Innovative Medical Therapies
- Title VIII. Community Living Assistance Services and Supports Act (CLASS Act) (Repealed)
- Title IX. Revenue Provisions
- TITLE X. Strengthening Quality, Affordable Health Care for All Americans

**Project Proposal Form  
FY2013-2015 Biennial Budget Requests**

Beneficiaries are expected across the health care spectrum and include providers, payers, consumers and tax payers.

2. Describe the measurement and assessment methods that will verify that the project outcomes have been achieved.

Throughout the project, compliance testing and all applicable unit, system, integration, regression and customer acceptance testing will be completed to ensure applications and infrastructure are working properly in support of the ACA provisions.

3. Describe the project's relationship to your agency comprehensive information technology plan.

To the extent possible, all application and systems level change will be completed in alignment the comprehensive information technology plan for DHHS.

**Section 4: Project Justification / Business Case (25 Points)**

This project is the result of Federal mandates included in PL 11-148, the Patient Protection and Affordable Care Act, signed into law 03/23/10.

**Section 5: Technical Impact (20 Points)**

7. Describe how the project enhances, changes or replaces present technology systems, or implements a new technology system. Describe the technical elements of the project, including hardware, software, and communications requirements. Describe the strengths and weaknesses of the proposed solution.

Technical impacts to multiple DHHS systems, including Medicaid (MMIS), Eligibility (N-FOCUS), and others software, communication and hardware -- such as Trading Partner applications, web portals, message envelope standards, data content change, etc... are expected. Hardware, Network, Application, Communication and Presentation layers of the OSI model will all see impacts. Changes that extend existing application or hardware functionality are likely the bulk of work, but systems replacement may also be necessary in some narrower cases.

However, any realistic catalog of expected technical impacts cannot yet be quantified because many final rules and clarifications to the hundreds of sections of the ACA law have not been issued.

8. Address the following issues with respect to the proposed technology:
  - Describe the reliability, security and scalability (future needs for growth or adaptation) of the technology.
  - Address conformity with applicable NITC technical standards and guidelines (available at <http://nitc.ne.gov/standards/>) and generally accepted industry standards.
  - Address the compatibility with existing institutional and/or statewide infrastructure.

See section 7. Mandates, planning and analysis and solutioning phases of project work have not progressed enough for a qualified response.

**Section 6: Preliminary Plan for Implementation (10 Points)**

9. Describe the preliminary plans for implementing the project. Identify project sponsor(s) and examine stakeholder acceptance. Describe the project team, including their roles, responsibilities, and experience.

**Project Proposal Form  
FY2013-2015 Biennial Budget Requests**

These will be developed as part of the project(s). Where rules are specific and final enough to begin work already, projects have defined sponsors and stakeholders from impacted areas. Generally, this includes a Project Sponsor for IT, a Project Sponsor for an affected Business Unit, A Project Director and or Project Manager, Technical and Business analysts, Developers, Testing Staff and various other matrixed support staff for hardware / infrastructure or other support. Experienced State staff are being augmented, where necessary, with experienced contract resources to manage the necessary aspects of the Software Development and Project Management Life Cycles (SDLC / PMLC) for proper implementation(s).

10. List the major milestones and/or deliverables and provide a timeline for completing each.

These will be developed as part of the project(s).

11. Describe the training and staff development requirements.

These will be developed as part of the project(s). Training is being provided, where necessary and possible, using project funds under federal matching guidelines.

12. Describe the ongoing support requirements.

These will be developed as part of the project(s).

**Section 7: Risk Assessment (10 Points)**

13. Describe possible barriers and risks related to the project and the relative importance of each.

These will be developed as part of the project. Scope is unknown or unclear, causing resulting risk to budgets and schedules. Resource contention is expected in the delivery of so many concurrent initiatives. Scope, which drives most other risks, is the most relatively important risk presented. Efforts are underway to segment the overall ACA work into a set of sub-projects, each with its own governance, budget, timeline, etc... and efforts to analyze existing rules and obtain regulatory clarifications are underway.

14. Identify strategies which have been developed to minimize risks.

- Key hiring for experienced project implementation staff to augment State resources has occurred.
- Analysis and prioritization of work segments is underway with business areas directing requirements for projects that align with mandates.
- Most project staff have been centralized under common leadership for oversight of overlapping risks and dependencies as well as more effective scheduling.
- Project controls for issues, risks, communication, testing, change management, etc... are being standardized and aligned with best practices.
- For projects with rules and regulations that are final, teams have been assembled and are already underway with discovery, analysis, development or implementation tasks.
- Regulatory analysts are assisting business units with the interpretation of rules and the development of requirements.
- Consistent, regular communication with Federal authorities on planning and budgeting activities is underway for ACA activities.

**Project Proposal Form**  
**FY2013-2015 Biennial Budget Requests**

**Section 8: Financial Analysis and Budget (20 Points)**

15. Financial Information

The “Financial” information tab in the Nebraska Budget Request and Reporting System (NBRRS) is used to enter the financial information for this project (NOTE: For each IT Project Proposal created in the NBRRS, the submitting agency must prepare an “IT Issue” in the NBRRS to request funding for the project.)



Worksheet in Project  
Proposal Form.xls

**IT Project Proposal Report - Detail**  
**Agency: 025 - DEPT OF HEALTH & HUMAN SERVICES**  
**Budget Cycle: 2013-2015 Biennium**                      **Version: AF - AGENCY FINAL REQUEST**

**IT Project : ICD-10**

**General Section**

<b>Contact Name :</b> Eric Henrichsen	<b>E-mail :</b> eric.henrichsen@nebraska.gov	<b>Agency Priority :</b>
<b>Address :</b> 1050 N Street, Mezzanine	<b>Telephone :</b> 402-471-8554	<b>NITC Priority :</b>
<b>City :</b> Lincoln		<b>NITC Score :</b>
<b>State :</b> Nebraska	<b>Zip :</b> 68508	

**Expenditures**

IT Project Costs	Total	Prior Exp	FY12 Appr/Reappr	FY14 Request	FY15 Request	Future Add
<b>Contractual Services</b>						
Design	0	0	0	0	0	0
Programming	0	0	0	0	0	0
Project Management	0	0	0	0	0	0
Data Conversion	0	0	0	0	0	0
Other	18,970,777	970,777	6,000,000	6,000,000	6,000,000	0
<b>Subtotal Contractual Services</b>	<b>18,970,777</b>	<b>970,777</b>	<b>6,000,000</b>	<b>6,000,000</b>	<b>6,000,000</b>	<b>0</b>
<b>Telecommunications</b>						
Data	0	0	0	0	0	0
Video	0	0	0	0	0	0
Voice	0	0	0	0	0	0
Wireless	0	0	0	0	0	0
<b>Subtotal Telecommunications</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Training</b>						
Technical Staff	0	0	0	0	0	0
End-user Staff	0	0	0	0	0	0
<b>Subtotal Training</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

**IT Project Proposal Report - Detail**  
**Agency: 025 - DEPT OF HEALTH & HUMAN SERVICES**  
**Budget Cycle: 2013-2015 Biennium**                      **Version: AF - AGENCY FINAL REQUEST**

**Expenditures**

<b>IT Project Costs</b>	<b>Total</b>	<b>Prior Exp</b>	<b>FY12 Appr/Reappr</b>	<b>FY14 Request</b>	<b>FY15 Request</b>	<b>Future Add</b>
<b>Other Operating Costs</b>						
Personnel Cost	72,641	72,641	0	0	0	0
Supplies & Materials	0	0	0	0	0	0
Travel	3,578	3,578	0	0	0	0
Other	35	35	0	0	0	0
<b>Subtotal Other Operating Costs</b>	<b>76,254</b>	<b>76,254</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Capital Expenditures</b>						
Hardware	16,073	16,073	0	0	0	0
Software	964	964	0	0	0	0
Network	0	0	0	0	0	0
Other	0	0	0	0	0	0
<b>Subtotal Capital Expenditures</b>	<b>17,037</b>	<b>17,037</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>TOTAL PROJECT COST</b>	<b>19,064,068</b>	<b>1,064,068</b>	<b>6,000,000</b>	<b>6,000,000</b>	<b>6,000,000</b>	<b>0</b>

**Funding**

<b>Fund Type</b>	<b>Total</b>	<b>Prior Exp</b>	<b>FY12 Appr/Reappr</b>	<b>FY14 Request</b>	<b>FY15 Request</b>	<b>Future Add</b>
General Fund	1,906,407	106,407	600,000	600,000	600,000	0
Cash Fund	0	0	0	0	0	0
Federal Fund	17,157,661	957,661	5,400,000	5,400,000	5,400,000	0
Revolving Fund	0	0	0	0	0	0
Other Fund	0	0	0	0	0	0
<b>TOTAL FUNDING</b>	<b>19,064,068</b>	<b>1,064,068</b>	<b>6,000,000</b>	<b>6,000,000</b>	<b>6,000,000</b>	<b>0</b>
<b>VARIANCE</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

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**IT Project: ICD-10**

**EXECUTIVE SUMMARY:**

In January 2009, the U.S. Department of Health and Human Services released a Health Insurance Portability and Accountability Act (HIPAA) Administrative Simplification Final Rule for adoption of the Tenth Revision of the International Classification of Diseases (ICD-10). ICD-10 is a coding system used to classify diagnoses and hospital procedures. As a HIPAA covered entity, Nebraska DHHS is required to comply with the U.S. Department of Health & Human Services mandate to utilize ICD-10 for medical coding effective October 1, 2014. ICD-9 codes sets used today to designate medical diagnoses and inpatient procedures will be replaced with ICD-10 code sets.

The primary impact of the ICD-10 mandate for Nebraska DHHS is anticipated to fall within the scope of the Medicaid & Long-Term Care (MLTC) division, its business processes and systems, including the Medicaid Management Information System (MMIS). Significant changes to business processes, the MMIS and other smaller systems are anticipated in order to comply with the mandate.

**Attachments:**

ICD-10 MainDoc.doc

**GOALS, OBJECTIVES, AND OUTCOMES (15 PTS):**

Please see below for this section.

**1. Describe the project, including:**

- **Specific goals and objectives;**
- **Expected beneficiaries of the project; and**
- **Expected outcomes.**

The decision to mandate use of ICD-10 was driven primarily by the current limitations of ICD-9, which has been in use since the 1970s. From that time, ICD-9 has slowly become outdated and can no longer accurately capture and reflect appropriate medical classifications. For example, in its current use, ICD-9 has the following limitations:

- Lack of structural growth capacity (i.e., limited number of characters) within the existing code set prevents accommodation of advances in health care medicine and technology.
- Diagnosis-Related Groups (DRGs) currently include various and differing ICD-9 procedure codes.
- ICD-9 terminology has become obsolete and no longer reflects the current state of health care management, medicine or technologies.
- Lack of specificity and modern terminologies inhibits the ability to compare costs and outcomes of different health practices or technologies.
- Inconsistent code structure and terminology prevents data exchanges and data sharing currently in practice on an international scale.
- Inability to accurately reflect medical procedures, conditions or diagnoses as there are too many generic "one-size fits all" codes and "unclassified" dump codes.

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ICD-10 was developed to utilize modern terminology for descriptions and provides greater clarity and specificity when referring to disease state classifications. In addition, ICD-10 provides more clinical information for use in clinical or analytical models. Such detailed information allows health care managers to have greater flexibility in leveraging transaction data to conduct detailed and comprehensive analyses and therefore improve the delivery and quality of care. ICD-10 has several specific characteristics designed to improve the classification and reporting of disease states which ultimately impacts many facets of a Medicaid program.

The ICD-10 Project is a collaborative effort between the MLTC and Information Systems & Technology (IS&T) divisions of DHHS. Two business-focused impact assessments have been completed by MLTC, the second significantly more detailed than the first. Detailed system impact assessments are being initiated by IS&T, the largest of which is the detailed assessment of the impact on the MMIS. The impact assessments are being used to guide planning for the remediation activities. System remediation will follow a standard software development life-cycle approach.

The following matrix outlines anticipated components of the Business Remediation strategy and the rationale/action items for each component.

<i>Strategic Component</i>	<i>Components of Business Remediation Strategic Plan Rationale/Action Item</i>
Alignment among organizational initiatives	<ul style="list-style-type: none"> <li>§ Align the ICD-10 transition with other key MLTC priorities (such as acquisition of new DRG grouper software, replacement of the MMIS, statewide managed care, etc.)</li> <li>§ Coordinate timing of key initiatives</li> <li>§ Align strategic decision-making across initiatives</li> <li>§ Avoid duplicative/conflicting efforts</li> <li>§ Leverage work across initiatives</li> </ul>
Business Processing Methods and Work Flow	<ul style="list-style-type: none"> <li>§ Use staff interview findings, along with findings from the subsequent business process review, to identify and prioritize ICD-10 impacts for remediation</li> <li>§ Ensure that high-impact functions and staff concerns are addressed in the strategic plan and timeline</li> <li>§ Document processor instructions</li> </ul>
Code Remediation	<ul style="list-style-type: none"> <li>§ Prioritize remediation efforts based on analysis of MLTC ICD code usage</li> <li>§ Provide training on use of GEMs and mapping processes to personnel involved in data conversion</li> <li>§ Consider use of external tools to support translation</li> <li>§ Ensure that high-frequency and high-dollar codes are fully reviewed and translated</li> <li>§ Ensure that codes within high-concentration clinical categories (e.g., Mental Disorders, Pregnancy) are thoroughly reviewed/remediated</li> <li>§ Align business translation strategy with IS&amp;T technical strategy for remediating systems, sub-systems, interfaces, reports, SCRs, etc.</li> </ul>

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	<ul style="list-style-type: none"> <li>§ Proactively identify at-risk providers that may need special attention</li> <li>§ Leverage custom GEMs developed by other payers</li> </ul>
Staff Training	<ul style="list-style-type: none"> <li>§ Tailor training to staff roles and responsibilities</li> <li>§ Ensure highly-impacted staff receive adequate advance training</li> <li>§ Educate personnel about code set specifications and regulatory requirements</li> <li>§ Assess impacts on productivity and resource needs</li> </ul>
Policy and Business Rule Revision	<ul style="list-style-type: none"> <li>§ Prioritize impacts as identified in findings</li> <li>§ Consider use of temporary policies/rules designed to facilitate transition</li> <li>§ Review/revise rules and policies to accommodate transition to ICD-10</li> <li>§ Develop new policies to support ICD-10 transition</li> <li>§ Document/revise processor instructions</li> </ul>
Collaboration with IS&T	<ul style="list-style-type: none"> <li>§ Align the business and technical remediation strategies – purpose and timing</li> <li>§ Update internal system scans of ICD-9 data use</li> <li>§ Complete inventory of all impacted systems, subsystems, interfaces, SCRs, reports, etc. – current and planned</li> <li>§ Review and address external systems and interfaces</li> <li>§ Ensure that policy changes are appropriately reflected in system edits</li> <li>§ Prioritize sequence of system changes</li> <li>§ Revise error resolution methods as needed</li> <li>§ Consider system data storage capacity</li> <li>§ Consider compatibility with future versions of ICD</li> <li>§ Develop new or upgraded hardware and software requirements</li> <li>§ Determine plans for data quality assessment</li> </ul>
Fiscal Neutrality Analysis	<ul style="list-style-type: none"> <li>§ Ensure that the adoption of ICD-10 does not result in unintended cost increases/decreases in provider payments</li> <li>§ Evaluate potential DRG shifts and changes in case mix index</li> <li>§ Plan for and mitigate financial risk associated with the transition</li> </ul>
Transition Approach	<ul style="list-style-type: none"> <li>§ Establish DOS-driven compliance date</li> <li>§ Establish the time period for maintaining dual code sets</li> <li>§ Maintain access and use of historical data for analysis</li> <li>§ Coordinate with vendors/follow up on business associate readiness</li> </ul>

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Detailed Project Plan	§ Develop detailed internal implementation timeline § Delineate transition tasks, deadlines, and responsibilities § Specify resources required to complete tasks § Specify stakeholder roles and responsibilities
Testing	§ Conduct internal testing and validation of systems changes § Coordinate testing with vendors and other business associates
Program Documentation Modifications	§ Modify or develop policies, procedures, reports and forms § Modify State Plan, Error Resolution Manual, etc. § Modify vendor contracts as needed

**2. Describe the measurement and assessment methods that will verify that the project outcomes have been achieved.**

DHHS is employing industry-standard project management practices to plan, initiate, monitor and control project activities. Extensive system testing will be utilized to ensure system changes are validated and tested with external business associates.

**3. Describe the project’s relationship to your agency comprehensive information technology plan.**

As part of the Medicaid Management Information System (MMIS) Strategy review occurring in the second half of 2012, an overall strategy for the MMIS will be developed. Based on this strategy, the ICD-10 project could have minimal relationship to the plan if the strategy is that the existing MMIS will be replaced. In that situation, a strategy to achieve “minimum compliance” will probably be followed. However, if the existing MMIS system will be leveraged in some manner as part of the future strategy, the ICD-10 project could be a key component of the strategy, by possibly externalizing business rules, developing Services, and other modernization techniques.

**PROJECT JUSTIFICATION / BUSINESS CASE (25 PTS):**

**4. Provide the project justification in terms of tangible benefits (i.e. economic return on investment) and/or intangible benefits (e.g. additional services for customers).**

While ICD-10’s main justification is compliance, as noted previously the expanded code set will provide detailed information about factors related to quality care. This additional information can be used to deliver high quality patient care and improve patient outcomes.

**5. Describe other solutions that were evaluated, including their strengths and weaknesses, and why they were rejected. Explain the implications of doing nothing and**

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**why this option is not acceptable.**

Solution alternatives will be evaluated and selected following the detailed impact assessments currently underway. Doing nothing would leave the state out of compliance with federal regulations and also not allow the processing of Medicaid health care claims that are transmitted using the ICD-10 code set.

**6. If the project is the result of a state or federal mandate, please specify the mandate being addressed.**

On January 16, 2009, the U.S. Department of Health and Human Services (HHS) released the [final rule](#) mandating that everyone covered by the [Health Insurance Portability and Accountability Act \(HIPAA\)](#) implement [ICD-10](#) for medical coding.

On August 24, 2012, HHS [announced](#) the [final rule](#) that delays the ICD-10 compliance date from October 1, 2013 to October 1, 2014.

**TECHNICAL IMPACT (20 PTS):**

**7. Describe how the project enhances, changes or replaces present technology systems, or implements a new technology system. Describe the technical elements of the project, including hardware, software, and communications requirements. Describe the strengths and weaknesses of the proposed solution.**

Solution alternatives will be developed and selected subsequent to the detailed system impact assessments which are currently ongoing.

**8. Address the following issues with respect to the proposed technology:**

- Describe the reliability, security and scalability (future needs for growth or adaptation) of the technology.
- Address conformity with applicable NITC technical standards and guidelines (available at <http://nitc.ne.gov/standards/>) and generally accepted industry standards.
- Address the compatibility with existing institutional and/or statewide infrastructure.

To be determined when solution alternatives are developed and considered.

**PRELIMINARY PLAN FOR IMPLEMENTATION (10 PTS):**

**9. Describe the preliminary plans for implementing the project. Identify project sponsor(s) and examine stakeholder acceptance. Describe the project team, including their roles, responsibilities, and experience.**

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The MLTC portion of the scope of the ICD-10 project is sponsored by Ruth Vineyard, MLTC Deputy Director for Initiatives and Eligibility. The ICD-10 Project is a collaborative effort between the MLTC and Information Systems & Technology (IS&T) divisions of DHHS. The project will be managed by a joint project management team representing both MLTC and IS&T. Generally, MLTC will be responsible for the business aspects of the project while IS&T will be responsible for systems development. The ICD-10 mandate may also impact business processes and systems within DHHS but outside the scope of the MLTC division. These impacts are anticipated to be significantly smaller in scope than the impact on MLTC and the MMIS. The IS&T project team will take responsibility to make non-MLTC business areas aware of the ICD-10 mandate and assist efforts by those business areas to assess their business processes and systems for impact. If non-Medicaid impacts are identified, IS&T will work with the impacted business area to assess remediation alternatives and the resources required to initiate remediation activity.

**10. List the major milestones and/or deliverables and provide a timeline for completing each.**

Detailed systems impact assessments are planned for completion in the 4<sup>th</sup> quarter of calendar year 2012. When impact assessments are completed, business and technical strategies will be developed which will drive the specific systems development life-cycle schedule along with the required business process, policy and procedure changes.

As was noted previously, the compliance date for ICD-10 is October 1, 2014.

**11. Describe the training and staff development requirements.**

The staff training requirements for successful implementation of the ICD-10 coding structure are significant.

**12. Describe the ongoing support requirements.**

These will be developed as part of the project.

**RISK ASSESSMENT (10 PTS):**

**13. Describe possible barriers and risks related to the project and the relative importance of each.**

ICD-10 will be completed during a time when many other major initiatives are in progress within the state Medicaid division. Resource contention will be high, and also the ability of DHHS and Medicaid to have the bandwidth to manage a significant amount of activity will be tested.

**14. Identify strategies which have been developed to minimize risks.**

DHHS has a number of resources that worked on the HIPAA 5010 project that gained knowledge of the state MMIS. This knowledge will be leveraged to ICD-10. DHHS will employ

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a project governance structure for the coordination of the numerous Medicaid and IS&T projects that will be underway simultaneously. Internal subject matter expertise, both in Medicaid business operations and MMIS system operations, are being supplemented and leveraged with supplemental contract resources.

**FINANCIAL ANALYSIS AND BUDGET (20 PTS):**

The "Financial" information tab in the Nebraska Budget Request and Reporting System (NBRRS) is used to enter the financial information for this project.

**Attachments:**

ICD-10 Financial.xlsx

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**IT Project : SMHP (State Medicaid Hit Plan)**

**General Section**

<b>Contact Name :</b> Eric Henrichsen	<b>E-mail :</b> eric.henrichsen@nebraska.gov	<b>Agency Priority :</b>
<b>Address :</b> 1050 N Street, Mezzanine	<b>Telephone :</b> 402-471-8554	<b>NITC Priority :</b>
<b>City :</b> Lincoln		<b>NITC Score :</b>
<b>State :</b> Nebraska	<b>Zip :</b> 68508	

**Expenditures**

IT Project Costs	Total	Prior Exp	FY12 Appr/Reappr	FY14 Request	FY15 Request	Future Add
<b>Contractual Services</b>						
Design	0	0	0	0	0	0
Programming	0	0	0	0	0	0
Project Management	0	0	0	0	0	0
Data Conversion	0	0	0	0	0	0
Other	190,000	0	0	95,000	95,000	0
<b>Subtotal Contractual Services</b>	<b>190,000</b>	<b>0</b>	<b>0</b>	<b>95,000</b>	<b>95,000</b>	<b>0</b>
<b>Telecommunications</b>						
Data	0	0	0	0	0	0
Video	0	0	0	0	0	0
Voice	0	0	0	0	0	0
Wireless	0	0	0	0	0	0
<b>Subtotal Telecommunications</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Training</b>						
Technical Staff	31,000	0	0	25,000	6,000	0
End-user Staff	0	0	0	0	0	0
<b>Subtotal Training</b>	<b>31,000</b>	<b>0</b>	<b>0</b>	<b>25,000</b>	<b>6,000</b>	<b>0</b>

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**Expenditures**

<b>IT Project Costs</b>	<b>Total</b>	<b>Prior Exp</b>	<b>FY12 Appr/Reappr</b>	<b>FY14 Request</b>	<b>FY15 Request</b>	<b>Future Add</b>
<b>Other Operating Costs</b>						
Personnel Cost	3,177,598	1,627,598	850,000	500,000	200,000	0
Supplies & Materials	67,200	0	0	33,600	33,600	0
Travel	14,800	0	0	7,500	7,300	0
Other	24,000	0	0	12,000	12,000	0
<b>Subtotal Other Operating Costs</b>	<b>3,283,598</b>	<b>1,627,598</b>	<b>850,000</b>	<b>553,100</b>	<b>252,900</b>	<b>0</b>
<b>Capital Expenditures</b>						
Hardware	0	0	0	0	0	0
Software	0	0	0	0	0	0
Network	0	0	0	0	0	0
Other	1,405,000	0	0	1,105,000	300,000	0
<b>Subtotal Capital Expenditures</b>	<b>1,405,000</b>	<b>0</b>	<b>0</b>	<b>1,105,000</b>	<b>300,000</b>	<b>0</b>
<b>TOTAL PROJECT COST</b>	<b>4,909,598</b>	<b>1,627,598</b>	<b>850,000</b>	<b>1,778,100</b>	<b>653,900</b>	<b>0</b>

**Funding**

<b>Fund Type</b>	<b>Total</b>	<b>Prior Exp</b>	<b>FY12 Appr/Reappr</b>	<b>FY14 Request</b>	<b>FY15 Request</b>	<b>Future Add</b>
General Fund	490,960	162,760	85,000	177,810	65,390	0
Cash Fund	0	0	0	0	0	0
Federal Fund	4,418,638	1,464,838	765,000	1,600,290	588,510	0
Revolving Fund	0	0	0	0	0	0
Other Fund	0	0	0	0	0	0
<b>TOTAL FUNDING</b>	<b>4,909,598</b>	<b>1,627,598</b>	<b>850,000</b>	<b>1,778,100</b>	<b>653,900</b>	<b>0</b>
<b>VARIANCE</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

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**IT Project: SMHP (State Medicaid Hit Plan)**

**EXECUTIVE SUMMARY:**

Provide a one or two paragraph summary of the proposed project. This summary will be used in other externally distributed documents and should therefore clearly and succinctly describe the project and the information technology required.

The Nebraska Medicaid EHR Incentive Payment, program funded under the HITECH provisions of the American Recovery and Reinvestment Act (ARRA), provides incentive payments (100% federal funds) for providers and hospitals who acquire and become Meaningful Users of certified EHR technology. Eligibility depends upon a number of factors, including percentage of Medicaid recipients treated. Nebraska's program implemented May, 2012, with federal authority to operate through 2021. Program administration requires compliance with evolving federal rules around eligibility and Meaningful Use.

Administration of the EHR Incentive Payment program is funded with a 90/10 federal/state match. Program activities, carried out within the Division of Medicaid & Long-Term Care, DHHS, include: receiving provider and hospital enrollment documents; establishing eligibility; determining payment amount; making payments; issuing denials where appropriate; participating in a an appeal process when needed; planning for and conducting audits of participants; electronically exchanging registration, eligibility, payment and reporting information with the Centers for Medicaid and Medicare Services (CMS); updating program materials, funding requests, and guidance as directed.

**Attachments:**

SMHP-MainTemplate.doc

**GOALS, OBJECTIVES, AND OUTCOMES (15 PTS):**

**1. Describe the project, including:**

- **Specific goals and objectives;**
- **Expected beneficiaries of the project; and**
- **Expected outcomes.**

This program is intended to provide funding which assists eligible health care providers and hospitals in acquiring and upgrading electronic health record technology. The providers and hospitals receiving incentive payments are the immediate beneficiaries of the project. The longer term goals include improved access to and sharing of patient health care information; improved care coordination due to better health care information sharing; reduced health care costs, including Medicaid costs; improved patient care.

**2. Describe the measurement and assessment methods that will verify that the project outcomes have been achieved.**

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The primary measure for project outcome is how many providers enroll, are determined eligible, and receive payments over the life of the program. One part of program administration involves outreach to provider organizations in order to educate providers about program requirements and payments and to encourage their participation. Throughout the life of the program, Nebraska Medicaid will report to CMS on number of providers and hospitals being paid, payment amounts, and progress of each through multiple years of the program (payments to providers are made over 6 years, to hospitals over 3, and for every payment year the payee must demonstrate continued eligibility and increasingly sophisticated use of the EHR technology they have acquired).

**3. Describe the project's relationship to your agency comprehensive information technology plan.**

CMS required each state to develop a State Medicaid Health Information Technology Plan (SMHP) as part of the planning process for the EHR Incentive Payment program. The SMHP details implementation of the EHR Incentive Payment program as well as outlining steps towards Medicaid's participation with Health Information Exchange (HIE) activities in the state and with the Nationwide Health Information Network (NwHIN). Future iterations of the SMHP will require more detail about how Medicaid will interact with HIE activities in the state and with the NwHIN. As DHHS makes agency-wide decisions about Health Information Exchange, these will in turn inform Medicaid's SMHPs and development of the EHR Incentive Payment program.

**PROJECT JUSTIFICATION / BUSINESS CASE (25 PTS):**

**4. Provide the project justification in terms of tangible benefits (i.e. economic return on investment) and/or intangible benefits (e.g. additional services for customers).**

The immediate tangible benefit resulting from this program is incentive payments of 100% federal dollars to eligible Nebraska providers and hospitals, assisting them in acquisition of certified Electronic Health Record technology.

Intangible benefits from increased use of Electronic Health Record technology are projected to include more efficient sharing of patient health information among providers resulting in better coordination of care, reduced duplication of treatments and assessments, more efficient and responsive health care, and improved health outcomes for recipients of care.

**5. Describe other solutions that were evaluated, including their strengths and weaknesses, and why they were rejected. Explain the implications of doing nothing and why this option is not acceptable.**

When the decision to implement a Nebraska Medicaid EHR Incentive Program was made, there was an examination of the alternatives of buying or building an IT system to support program implementation. At the time, with some uncertainty about the number of Nebraska providers who would apply and/or qualify for incentive payments, the decision was made to utilize in-house IT expertise to build tools to support a largely manual enrollment and eligibility determination process. Budget request includes possible need for outsourcing a system solution which can manage the increasing complexity of the latter years of the program in a risk-reducing and CMS-compliant fashion.

**6. If the project is the result of a state or federal mandate, please specify the mandate being addressed.**

State Medicaid Agencies were not mandated to participate in the EHR Incentive Payment program (but all states have elected to do so). The program authorization is via the HITECH legislation, part of the American Reinvestment and Recovery Act (ARRA), and governance is through 42 CFR Parts 412, 413 and 495

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**TECHNICAL IMPACT (20 PTS):**

**7. Describe how the project enhances, changes or replaces present technology systems, or implements a new technology system. Describe the technical elements of the project, including hardware, software, and communications requirements. Describe the strengths and weaknesses of the proposed solution.**

The current phase of the project includes two primary activities which involve IT resources. The first is the enhancement of the tools that were developed to support the manual processes delivered in Phase 1 of the project. This will entail expanding the tool functionality to support Stage 1 Meaningful Use (MU). There will be no impact to existing technology and no new technology introduced.

The second activity involves a cost/benefit analysis and possible implementation of a third-party systems solution for the program. At this time, we cannot specify the impact to technology since the system will be identified after the cost/benefit analysis is complete.

**8. Address the following issues with respect to the proposed technology:**

- **Describe the reliability, security and scalability (future needs for growth or adaptation) of the technology.**
- **Address conformity with applicable NITC technical standards and guidelines (available at <http://nitc.ne.gov/standards/>) and generally accepted industry standards.**
- **Address the compatibility with existing institutional and/or statewide infrastructure.**

As mentioned above, we are unable to comment on the items until we have completed the cost/benefit analysis and selected a specific systems solution (if justified).

**PRELIMINARY PLAN FOR IMPLEMENTATION (10 PTS):**

**9. Describe the preliminary plans for implementing the project. Identify project sponsor(s) and examine stakeholder acceptance. Describe the project team, including their roles, responsibilities, and experience.**

SMHP will be sponsored by Vivianne Chaumont, the State Medicaid Director and Eric Henrichsen, the DHHS CIO. The project team will include members from the Medicaid IT Initiatives team who will provide subject matter expertise, and DHHS IS&T who will bring project management and systems expertise..

**10. List the major milestones and/or deliverables and provide a timeline for completing each.**

These will be developed as part of the project.

**11. Describe the training and staff development requirements.**

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These will be developed as part of the project.

**12. Describe the ongoing support requirements.**

These will be developed as part of the project.

**RISK ASSESSMENT (10 PTS):**

**13. Describe possible barriers and risks related to the project and the relative importance of each.**

SMHP will need to be completed during a time when many other major initiatives are in progress within the state Medicaid division. Resource contention will be high, and also the ability of DHHS and Medicaid to have the bandwidth to manage a significant amount of activity will be tested.

**14. Identify strategies which have been developed to minimize risks.**

DHHS has developed a Governance structure for the numerous Medicaid projects that will be underway simultaneously. This should lessen the risk of projects not receiving appropriate attention.

DHHS has, and continues, to acquire outside resources to supplement Medicaid staff for their requirements related to the projects.

**FINANCIAL ANALYSIS AND BUDGET (20 PTS):**

The "Financial" information tab in the Nebraska Budget Request and Reporting System (NBRRS) is used to enter the financial information for this project.

**Attachments:**

SMHP-Financial.xlsx

## Nebraska Information Technology Commission

# Project Proposal Form

### Funding Requests for Information Technology Projects

### FY2013-2015 Biennial Budget

**IMPORTANT NOTE:** Project proposals should only be submitted by entering the information into the Nebraska Budget Request and Reporting System (NBRRS). The information requested in this Microsoft Word version of the form should be entered in the NBRRS in the "IT Project Proposal" section. The tabs in the "IT Project Proposal" section coincide with sections contained in this Microsoft Word version of the form. Information may be cut-and-pasted from this form or directly entered into the NBRRS. **ALSO NOTE** that for each IT Project Proposal created in the NBRRS, the submitting agency must prepare an "IT Issue" in the NBRRS to request funding for the project.

<b>Project Title</b>	<b>SMHP</b>
<b>Agency/Entity</b>	<b>Department of Health and Human Services</b>

**Project Proposal Form**  
**FY2013-2015 Biennial Budget Requests**

**Notes about this form:**

1. **USE.** The Nebraska Information Technology Commission (“NITC”) is required by statute to “make recommendations on technology investments to the Governor and the Legislature, including a prioritized list of projects, reviewed by the technical panel...” Neb. Rev. Stat. §86-516(8). “Governmental entities, state agencies, and noneducation political subdivisions shall submit all projects which use any combination of general funds, federal funds, or cash funds for information technology purposes to the process established by sections 86-512 to 86-524. The commission may adopt policies that establish the format and minimum requirements for project submissions.” Neb. Rev. Stat. §86-516(5). In order to perform this review, the NITC and DAS Budget Division require agencies/entities to complete this form when requesting funding for technology projects.
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**Project Proposal Form  
FY2013-2015 Biennial Budget Requests**

**Section 1: General Information**

Project Title	SMHP
Agency (or entity)	Department of Health and Human Services

Contact Information for this Project:

Name	Eric Henrichsen
Address	
City, State, Zip	Lincoln, NE, 68509
Telephone	402-471-8554
E-mail Address	Eric.Henrichsen@nebraska.gov

**Section 2: Executive Summary**

Provide a one or two paragraph summary of the proposed project. This summary will be used in other externally distributed documents and should therefore clearly and succinctly describe the project and the information technology required.

The Nebraska Medicaid EHR Incentive Payment, program funded under the HITECH provisions of the American Recovery and Reinvestment Act (ARRA), provides incentive payments (100% federal funds) for providers and hospitals who acquire and become Meaningful Users of certified EHR technology. Eligibility depends upon a number of factors, including percentage of Medicaid recipients treated. Nebraska's program implemented May, 2012, with federal authority to operate through 2021. Program administration requires compliance with evolving federal rules around eligibility and Meaningful Use.

Administration of the EHR Incentive Payment program is funded with a 90/10 federal/state match. Program activities, carried out within the Division of Medicaid & Long-Term Care, DHHS, include: receiving provider and hospital enrollment documents; establishing eligibility; determining payment amount; making payments; issuing denials where appropriate; participating in an appeal process when needed; planning for and conducting audits of participants; electronically exchanging registration, eligibility, payment and reporting information with the Centers for Medicaid and Medicare Services (CMS); updating program materials, funding requests, and guidance as directed.

**Section 3: Goals, Objectives, and Projected Outcomes (15 Points)**

1. Describe the project, including:
  - Specific goals and objectives;
  - Expected beneficiaries of the project; and
  - Expected outcomes.

This program is intended to provide funding which assists eligible health care providers and hospitals in acquiring and upgrading electronic health record technology. The providers and hospitals receiving incentive payments are the immediate beneficiaries of the project. The longer term goals include improved access to and sharing of patient health care information; improved care coordination due to better health care information sharing; reduced health care costs, including Medicaid costs; improved patient care.

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2. Describe the measurement and assessment methods that will verify that the project outcomes have been achieved.

The primary measure for project outcome is how many providers enroll, are determined eligible, and receive payments over the life of the program. One part of program administration involves outreach to provider organizations in order to educate providers about program requirements and payments and to encourage their participation. Throughout the life of the program, Nebraska Medicaid will report to CMS on number of providers and hospitals being paid, payment amounts, and progress of each through multiple years of the program (payments to providers are made over 6 years, to hospitals over 3, and for every payment year the payee must demonstrate continued eligibility and increasingly sophisticated use of the EHR technology they have acquired).

3. Describe the project's relationship to your agency comprehensive information technology plan.

CMS required each state to develop a State Medicaid Health Information Technology Plan (SMHP) as part of the planning process for the EHR Incentive Payment program. The SMHP details implementation of the EHR Incentive Payment program as well as outlining steps towards Medicaid's participation with Health Information Exchange (HIE) activities in the state and with the Nationwide Health Information Network (NwHIN). Future iterations of the SMHP will require more detail about how Medicaid will interact with HIE activities in the state and with the NwHIN. As DHHS makes agency-wide decisions about Health Information Exchange, these will in turn inform Medicaid's SMHPs and development of the EHR Incentive Payment program.

**Section 4: Project Justification / Business Case (25 Points)**

4. Provide the project justification in terms of tangible benefits (i.e. economic return on investment) and/or intangible benefits (e.g. additional services for customers).

The immediate tangible benefit resulting from this program is incentive payments of 100% federal dollars to eligible Nebraska providers and hospitals, assisting them in acquisition of certified Electronic Health Record technology.

Intangible benefits from increased use of Electronic Health Record technology are projected to include more efficient sharing of patient health information among providers resulting in better coordination of care, reduced duplication of treatments and assessments, more efficient and responsive health care, and improved health outcomes for recipients of care.

5. Describe other solutions that were evaluated, including their strengths and weaknesses, and why they were rejected. Explain the implications of doing nothing and why this option is not acceptable.

When the decision to implement a Nebraska Medicaid EHR Incentive Program was made, there was an examination of the alternatives of buying or building an IT system to support program implementation. At the time, with some uncertainty about the number of Nebraska providers who would apply and/or qualify for incentive payments, the decision was made to utilize in-house IT expertise to build tools to support a largely manual enrollment and eligibility determination process. Budget request includes possible need for outsourcing a system solution which can manage the increasing complexity of the latter years of the program in a risk-reducing and CMS-compliant fashion.

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FY2013-2015 Biennial Budget Requests**

6. If the project is the result of a state or federal mandate, please specify the mandate being addressed.

State Medicaid Agencies were not mandated to participate in the EHR Incentive Payment program (but all states have elected to do so). The program authorization is via the HITECH legislation, part of the American Reinvestment and Recovery Act (ARRA), and governance is through 42 CFR Parts 412, 413 and 495

**Section 5: Technical Impact (20 Points)**

7. Describe how the project enhances, changes or replaces present technology systems, or implements a new technology system. Describe the technical elements of the project, including hardware, software, and communications requirements. Describe the strengths and weaknesses of the proposed solution.

The current phase of the project includes two primary activities which involve IT resources. The first is the enhancement of the tools that were developed to support the manual processes delivered in Phase 1 of the project. This will entail expanding the tool functionality to support Stage 1 Meaningful Use (MU). There will be no impact to existing technology and no new technology introduced.

The second activity involves a cost/benefit analysis and possible implementation of a third-party systems solution for the program. At this time, we cannot specify the impact to technology since the system will be identified after the cost/benefit analysis is complete.

8. Address the following issues with respect to the proposed technology:
- Describe the reliability, security and scalability (future needs for growth or adaptation) of the technology.
  - Address conformity with applicable NITC technical standards and guidelines (available at <http://nitc.ne.gov/standards/>) and generally accepted industry standards.
  - Address the compatibility with existing institutional and/or statewide infrastructure.

As mentioned above, we are unable to comment on the items until we have completed the cost/benefit analysis and selected a specific systems solution (if justified).

**Section 6: Preliminary Plan for Implementation (10 Points)**

9. Describe the preliminary plans for implementing the project. Identify project sponsor(s) and examine stakeholder acceptance. Describe the project team, including their roles, responsibilities, and experience.

SMHP will be sponsored by Vivianne Chaumont, the State Medicaid Director and Eric Henrichsen, the DHHS CIO. The project team will include members from the Medicaid IT Initiatives team who will provide subject matter expertise, and DHHS IS&T who will bring project management and systems expertise..

10. List the major milestones and/or deliverables and provide a timeline for completing each.

These will be developed as part of the project.

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11. Describe the training and staff development requirements.

These will be developed as part of the project.

12. Describe the ongoing support requirements.

These will be developed as part of the project.

**Section 7: Risk Assessment (10 Points)**

13. Describe possible barriers and risks related to the project and the relative importance of each.

SMHP will need to be completed during a time when many other major initiatives are in progress within the state Medicaid division. Resource contention will be high, and also the ability of DHHS and Medicaid to have the bandwidth to manage a significant amount of activity will be tested.

14. Identify strategies which have been developed to minimize risks.

DHHS has developed a Governance structure for the numerous Medicaid projects that will be underway simultaneously. This should lessen the risk of projects not receiving appropriate attention. DHHS has, and continues, to acquire outside resources to supplement Medicaid staff for their requirements related to the projects.

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**Section 8: Financial Analysis and Budget (20 Points)**

15. Financial Information

The “Financial” information tab in the Nebraska Budget Request and Reporting System (NBRRS) is used to enter the financial information for this project (NOTE: For each IT Project Proposal created in the NBRRS, the submitting agency must prepare an “IT Issue” in the NBRRS to request funding for the project.)



Worksheet in Project  
Proposal Form.xls

**IT Project Proposal Report - Detail**  
**Agency: 025 - DEPT OF HEALTH & HUMAN SERVICES**  
**Budget Cycle: 2013-2015 Biennium**                      **Version: AF - AGENCY FINAL REQUEST**

**IT Project : MMIS Replacement Study**

**General Section**

<b>Contact Name :</b> Vivianne Chaumont	<b>E-mail :</b> vivianne.chaumont@nebraska.gov	<b>Agency Priority :</b>
<b>Address :</b> 301 Centennial Mall South	<b>Telephone :</b> 402-471-2135	<b>NITC Priority :</b>
<b>City :</b> Lincoln		<b>NITC Score :</b>
<b>State :</b> Nebraska	<b>Zip :</b> 68509	

**Expenditures**

IT Project Costs	Total	Prior Exp	FY12 Appr/Reappr	FY14 Request	FY15 Request	Future Add
<b>Contractual Services</b>						
Design	0	0	0	0	0	0
Programming	0	0	0	0	0	0
Project Management	0	0	0	0	0	0
Data Conversion	0	0	0	0	0	0
Other	3,864,120	1,761,470	1,300,000	802,650	0	0
<b>Subtotal Contractual Services</b>	<b>3,864,120</b>	<b>1,761,470</b>	<b>1,300,000</b>	<b>802,650</b>	<b>0</b>	<b>0</b>
<b>Telecommunications</b>						
Data	0	0	0	0	0	0
Video	0	0	0	0	0	0
Voice	0	0	0	0	0	0
Wireless	0	0	0	0	0	0
<b>Subtotal Telecommunications</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Training</b>						
Technical Staff	0	0	0	0	0	0
End-user Staff	0	0	0	0	0	0
<b>Subtotal Training</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

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**Expenditures**

<b>IT Project Costs</b>	<b>Total</b>	<b>Prior Exp</b>	<b>FY12 Appr/Reappr</b>	<b>FY14 Request</b>	<b>FY15 Request</b>	<b>Future Add</b>
<b>Other Operating Costs</b>						
Personnel Cost	0	0	0	0	0	0
Supplies & Materials	0	0	0	0	0	0
Travel	0	0	0	0	0	0
Other	0	0	0	0	0	0
<b>Subtotal Other Operating Costs</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Capital Expenditures</b>						
Hardware	0	0	0	0	0	0
Software	0	0	0	0	0	0
Network	0	0	0	0	0	0
Other	0	0	0	0	0	0
<b>Subtotal Capital Expenditures</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>TOTAL PROJECT COST</b>	<b>3,864,120</b>	<b>1,761,470</b>	<b>1,300,000</b>	<b>802,650</b>	<b>0</b>	<b>0</b>

**Funding**

<b>Fund Type</b>	<b>Total</b>	<b>Prior Exp</b>	<b>FY12 Appr/Reappr</b>	<b>FY14 Request</b>	<b>FY15 Request</b>	<b>Future Add</b>
General Fund	386,412	176,147	130,000	80,265	0	0
Cash Fund	0	0	0	0	0	0
Federal Fund	3,477,708	1,585,323	1,170,000	722,385	0	0
Revolving Fund	0	0	0	0	0	0
Other Fund	0	0	0	0	0	0
<b>TOTAL FUNDING</b>	<b>3,864,120</b>	<b>1,761,470</b>	<b>1,300,000</b>	<b>802,650</b>	<b>0</b>	<b>0</b>
<b>VARIANCE</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

**IT Project Proposal Report - Detail**  
**Agency: 025 - DEPT OF HEALTH & HUMAN SERVICES**  
**Budget Cycle: 2013-2015 Biennium**                      **Version: AF - AGENCY FINAL REQUEST**

**IT Project: MMIS Replacement Study**

**EXECUTIVE SUMMARY:**

The Nebraska legacy Medicaid Management Information System (MMIS) was certified by The Centers for Medicare and Medicaid Services (CMS) in 1978 and has been in operation for over 30 years. The legacy MMIS was designed primarily to process Medicaid claims, which it does with reasonable efficiency for the fee-for-service (FFS) sector of Medicaid operations. However, over the past 33 years, the business of Medicaid has changed significantly. Many new Medicaid business functions have been added, expanding services beyond the typical FFS to include waiver services, capitated managed care, accountable case services, and varying benefit categories.

The legacy MMIS does not have the flexibility to take advantage of current technology to reduce manual processing, improve data integrity, support data analysis, and increase quality. The MMIS file structure is too limited to allow CMS mandates to be fully implemented without extensive, costly modifications. Lack of compliance with these mandated initiatives places Nebraska at risk of a reduced Federal Financial Participation (FFP).

The Department contracted with Public Consulting Group (PCG) through request for proposal 3226Z1 to conduct an MMIS Replacement Study. The contract deliverables include a Nebraska Medicaid Systems Replacement Plan and Nebraska Medicaid Systems Procurement Package. In completing the Replacement Plan, PCG will conduct an Alternative Analysis to compare the legacy MMIS capabilities, as well as maintenance and operations costs to the Medicaid Enterprise System marketplace. The analysis will consider various options and cost benefits to assist DHHS in selecting the best strategy regarding the legacy MMIS. The options considered range from continuing to operate the legacy MMIS with no enhancement to a full replacement of the MMIS using a vendor solution. This analysis is due to be completed in October 2012.

The Procurement Package deliverable will be based on the option selected from the Alternatives Analysis. If the decision is made to replace the legacy MMIS, PCG is tasked with drafting business requirements and developing a request for proposal (RFP). The RFP details the scope of work and contractual requirements for the vendor bidding process.

**Attachments:**

MMIS Replacement Study-Main.docx

**GOALS, OBJECTIVES, AND OUTCOMES (15 PTS):**

Please see below for this section:

**1. Describe the project, including:**

- **Specific goals and objectives;**
- **Expected beneficiaries of the project; and**
- **Expected outcomes.**

The Replacement Plan and Procurement Package is intended to provide DHHS with the expertise to plan their MMIS replacement strategy and develop a scope of work that meets the needs of DHHS while attracting the best-qualified vendors. The Alternatives Analysis will outline the various MMIS replacement and vendor contracting options.

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DHHS determined a need to bring in outside resources with experience in current technology and MMIS procurements to round out the department's Nebraska-specific knowledge. By becoming better informed of the available options, DHHS will be able to release an RFP that:

- Attracts multiple bidders allowing DHHS to choose the best qualified vendor versus settling for a single bidder
- Encourages competition from bidders eager to offer a good solution at a competitive price
- Protects DHHS interests through well-defined requirements that clearly state expectations of state and vendor responsibilities

**2. Describe the measurement and assessment methods that will verify that the project outcomes have been achieved.**

The Replacement Plan is expected to provide DHHS with sufficient information to make an informed decision on the MMIS replacement approach. The Procurement Package success will be measured by the response from the vendor community and the ability to achieve consensus during requirement validation activities conducted once the MMIS replacement contract is awarded. This is dependent on the approach selected.

**3. Describe the project's relationship to your agency comprehensive information technology plan.**

Replacement of the MMIS supports Nebraska's fiscal management of the Medicaid program and places the Department in a stronger position to address impending budget challenges. The replacement would be accomplished by supporting less costly implementation of Medicaid program alternatives, providing increased financial reporting functionality and reducing overall MMIS maintenance costs. The replacement study will provide DHHS with tools to make an informed decision.

**PROJECT JUSTIFICATION / BUSINESS CASE (25 PTS):**

**4. Provide the project justification in terms of tangible benefits (i.e. economic return on investment) and/or intangible benefits (e.g. additional services for customers).**

The legacy MMIS is based on outdated technology that is challenging to maintain and restricts the progress of the Nebraska Medicaid program. Benefits to be realized by procuring a new MMIS include:

- More flexible system structure to support the implementation of federal standards, which will allow Nebraska to continue to receive 75/25 federal match for operations
- Ability to receive 90/10 federal match for enhancements
- Ability to incorporate new payment and delivery models to achieve cost savings
- Increased reporting and analytical capabilities to adequately manage program
- Improved ability to identify fraud, waste, and abuse of services, as well as potential cost saving opportunities and quantify results
- Increased user configuration and control along with reduced system modification turnaround time

The MMIS Replacement Study looks at the alternatives and educates DHHS on available technology, best practices, and risk reduction.

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**5. Describe other solutions that were evaluated, including their strengths and weaknesses, and why they were rejected. Explain the implications of doing nothing and why this option is not acceptable.**

DHHS contracted for a previous Alternative Analysis, which was completed in 2004. The recommendation at that time was to replace the legacy MMIS. The RFP that was created resulted in a single bidder whose attempt to implement a new MMIS failed.

The legacy MMIS can continue to process Medicaid claims. However, the technical staff struggled to implement new initiatives in the restrictive structure and record layout limitations. The inability to fully implement CMS initiatives puts Nebraska at risk of FFP reduction.

At this time, DHHS is waiting on the completion of the Alternatives Analysis to outline the various options and cost benefits. This analysis is due to be completed in October 2012.

**6. If the project is the result of a state or federal mandate, please specify the mandate being addressed.**

There is no single mandate driving the need to replace the legacy MMIS. Each initiative or mandate has presented an increasing challenge to modify the system to simulate the needed processing.

**TECHNICAL IMPACT (20 PTS):**

**7. Describe how the project enhances, changes or replaces present technology systems, or implements a new technology system. Describe the technical elements of the project, including hardware, software, and communications requirements. Describe the strengths and weaknesses of the proposed solution.**

While the Replacement Plan and the Procurement Package do not have a technical impact per se, the actions based on those deliverables may. As indicated in the response to item #5, the Alternatives Analysis has not been completed. There are many variables to be considered. If the decision is made to have a vendor implement and maintain an MMIS, the result could be a system fully supported by a vendor using their hardware and data center. This approach will offer the most competitive vendor response to a request for proposal.

**8. Address the following issues with respect to the proposed technology:**

- Describe the reliability, security and scalability (future needs for growth or adaptation) of the technology.
- Address conformity with applicable NITC technical standards and guidelines (available at <http://nitc.ne.gov/standards/>) and generally accepted industry standards.
- Address the compatibility with existing institutional and/or statewide infrastructure.

As indicated in response to item #7, the Replacement Plan and the Procurement Package alone do not have a technical impact.

**PRELIMINARY PLAN FOR IMPLEMENTATION (10 PTS):**

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**9. Describe the preliminary plans for implementing the project. Identify project sponsor(s) and examine stakeholder acceptance. Describe the project team, including their roles, responsibilities, and experience.**

The MMIS Replacement will be sponsored by Vivianne Chaumont, the State Medicaid Director. A project team will be formed under the Governance of the Department of Health and Human Services Medicaid Non Operations Project Portfolio (MNOPP) Steering Committee.

**10. List the major milestones and/or deliverables and provide a timeline for completing each.**

These will be developed as part of the project.

**11. Describe the training and staff development requirements.**

These will be developed as part of the project.

**12. Describe the ongoing support requirements.**

These will be developed as part of the project.

**RISK ASSESSMENT (10 PTS):**

**13. Describe possible barriers and risks related to the project and the relative importance of each.**

The MMIS Replacement Plan is underway and progressing according to schedule. Risk is minimal.

The MMIS Replacement Procurement Package is dependent on the approach chosen from the information in the Replacement Plan. Risk will be determined by the approach selected and any delay in making that decision.

**14. Identify strategies, which have been developed to minimize risks.**

Outside resources with experience in MMIS procurement, implementation, and operations, as well as large-scale project management have been acquired to assist DHHS in the MMIS Replacement Study. These resources will also provide guidance and education to the DHHS staff during this project.

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**FINANCIAL ANALYSIS AND BUDGET (20 PTS):**

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## Nebraska Information Technology Commission

# Project Proposal Form

### Funding Requests for Information Technology Projects

#### FY2013-2015 Biennial Budget

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<b>Project Title</b>	<b>MMIS Replacement Study</b>
<b>Agency/Entity</b>	<b>Department of Health and Human Services</b>

**Project Proposal Form**  
**FY2013-2015 Biennial Budget Requests**

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4. **QUESTIONS.** Contact the Office of the CIO/NITC at (402) 471-7984 or [ocio.nitc@nebraska.gov](mailto:ocio.nitc@nebraska.gov)

**Project Proposal Form**  
**FY2013-2015 Biennial Budget Requests**

**Section 1: General Information**

Project Title	MMIS Replacement Study
Agency (or entity)	Department of Health and Human Services

Contact Information for this Project:

Name	Vivianne Chaumont
Address	301 Centennial Mall South
City, State, Zip	Lincoln, NE 68509
Telephone	402-471-2135
E-mail Address	Vivianne.Chaumont@nebraska.gov

**Section 2: Executive Summary**

Provide a one or two paragraph summary of the proposed project. This summary will be used in other externally distributed documents and should therefore clearly and succinctly describe the project and the information technology required.

The Nebraska legacy Medicaid Management Information System (MMIS) was certified by The Centers for Medicare and Medicaid Services (CMS) in 1978 and has been in operation for over 30 years. The legacy MMIS was designed primarily to process Medicaid claims, which it does with reasonable efficiency for the fee-for-service (FFS) sector of Medicaid operations. However, over the past 33 years, the business of Medicaid has changed significantly. Many new Medicaid business functions have been added, expanding services beyond the typical FFS to include waiver services, capitated managed care, accountable case services, and varying benefit categories. The legacy MMIS does not have the flexibility to take advantage of current technology to reduce manual processing, improve data integrity, support data analysis, and increase quality. The MMIS file structure is too limited to allow CMS mandates to be fully implemented without extensive, costly modifications. Lack of compliance with these mandated initiatives places Nebraska at risk of a reduced Federal Financial Participation (FFP).

The Department contracted with Public Consulting Group (PCG) through request for proposal 3226Z1 to conduct an MMIS Replacement Study. The contract deliverables include a Nebraska Medicaid Systems Replacement Plan and Nebraska Medicaid Systems Procurement Package. In completing the Replacement Plan, PCG will conduct an Alternative Analysis to compare the legacy MMIS capabilities, as well as maintenance and operations costs to the Medicaid Enterprise System marketplace. The analysis will consider various options and cost benefits to assist DHHS in selecting the best strategy regarding the legacy MMIS. The options considered range from continuing to operate the legacy MMIS with no enhancement to a full replacement of the MMIS using a vendor solution. This analysis is due to be completed in October 2012.

The Procurement Package deliverable will be based on the option selected from the Alternatives Analysis. If the decision is made to replace the legacy MMIS, PCG is tasked with drafting

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business requirements and developing a request for proposal (RFP). The RFP details the scope of work and contractual requirements for the vendor bidding process.

**Section 3: Goals, Objectives, and Projected Outcomes (15 Points)**

1. Describe the project, including:
  - Specific goals and objectives;
  - Expected beneficiaries of the project; and
  - Expected outcomes.

The Replacement Plan and Procurement Package is intended to provide DHHS with the expertise to plan their MMIS replacement strategy and develop a scope of work that meets the needs of DHHS while attracting the best-qualified vendors. The Alternatives Analysis will outline the various MMIS replacement and vendor contracting options.

DHHS determined a need to bring in outside resources with experience in current technology and MMIS procurements to round out the department's Nebraska-specific knowledge. By becoming better informed of the available options, DHHS will be able to release an RFP that:

- Attracts multiple bidders allowing DHHS to choose the best qualified vendor versus settling for a single bidder
- Encourages competition from bidders eager to offer a good solution at a competitive price
- Protects DHHS interests through well-defined requirements that clearly state expectations of state and vendor responsibilities

2. Describe the measurement and assessment methods that will verify that the project outcomes have been achieved.

The Replacement Plan is expected to provide DHHS with sufficient information to make an informed decision on the MMIS replacement approach. The Procurement Package success will be measured by the response from the vendor community and the ability to achieve consensus during requirement validation activities conducted once the MMIS replacement contract is awarded. This is dependent on the approach selected.

3. Describe the project's relationship to your agency comprehensive information technology plan.

Replacement of the MMIS supports Nebraska's fiscal management of the Medicaid program and places the Department in a stronger position to address impending budget challenges. The replacement would be accomplished by supporting less costly implementation of Medicaid program alternatives, providing increased financial reporting functionality and reducing overall MMIS maintenance costs. The replacement study will provide DHHS with tools to make an informed decision.

**Project Proposal Form  
FY2013-2015 Biennial Budget Requests**

**Section 4: Project Justification / Business Case (25 Points)**

4. Provide the project justification in terms of tangible benefits (i.e. economic return on investment) and/or intangible benefits (e.g. additional services for customers).

The legacy MMIS is based on outdated technology that is challenging to maintain and restricts the progress of the Nebraska Medicaid program. Benefits to be realized by procuring a new MMIS include:

- More flexible system structure to support the implementation of federal standards, which will allow Nebraska to continue to receive 75/25 federal match for operations
- Ability to receive 90/10 federal match for enhancements
- Ability to incorporate new payment and delivery models to achieve cost savings
- Increased reporting and analytical capabilities to adequately manage program
- Improved ability to identify fraud, waste, and abuse of services, as well as potential cost saving opportunities and quantify results
- Increased user configuration and control along with reduced system modification turnaround time

The MMIS Replacement Study looks at the alternatives and educates DHHS on available technology, best practices, and risk reduction.

5. Describe other solutions that were evaluated, including their strengths and weaknesses, and why they were rejected. Explain the implications of doing nothing and why this option is not acceptable.

DHHS contracted for a previous Alternative Analysis, which was completed in 2004. The recommendation at that time was to replace the legacy MMIS. The RFP that was created resulted in a single bidder whose attempt to implement a new MMIS failed.

The legacy MMIS can continue to process Medicaid claims. However, the technical staff struggled to implement new initiatives in the restrictive structure and record layout limitations. The inability to fully implement CMS initiatives puts Nebraska at risk of FFP reduction.

At this time, DHHS is waiting on the completion of the Alternatives Analysis to outline the various options and cost benefits. This analysis is due to be completed in October 2012.

6. If the project is the result of a state or federal mandate, please specify the mandate being addressed.

There is no single mandate driving the need to replace the legacy MMIS. Each initiative or mandate has presented an increasing challenge to modify the system to simulate the needed processing.

**Section 5: Technical Impact (20 Points)**

**Project Proposal Form  
FY2013-2015 Biennial Budget Requests**

7. Describe how the project enhances, changes or replaces present technology systems, or implements a new technology system. Describe the technical elements of the project, including hardware, software, and communications requirements. Describe the strengths and weaknesses of the proposed solution.

While the Replacement Plan and the Procurement Package do not have a technical impact per se, the actions based on those deliverables may. As indicated in the response to item #5, the Alternatives Analysis has not been completed. There are many variables to be considered. If the decision is made to have a vendor implement and maintain an MMIS, the result could be a system fully supported by a vendor using their hardware and data center. This approach will offer the most competitive vendor response to a request for proposal.

8. Address the following issues with respect to the proposed technology:
- Describe the reliability, security and scalability (future needs for growth or adaptation) of the technology.
  - Address conformity with applicable NITC technical standards and guidelines (available at <http://nitc.ne.gov/standards/>) and generally accepted industry standards.
  - Address the compatibility with existing institutional and/or statewide infrastructure.

As indicated in response to item #7, the Replacement Plan and the Procurement Package alone do not have a technical impact.

**Section 6: Preliminary Plan for Implementation (10 Points)**

9. Describe the preliminary plans for implementing the project. Identify project sponsor(s) and examine stakeholder acceptance. Describe the project team, including their roles, responsibilities, and experience.

The MMIS Replacement will be sponsored by Vivianne Chaumont, the State Medicaid Director. A project team will be formed under the Governance of the Department of Health and Human Services Medicaid Non Operations Project Portfolio (MNOPP) Steering Committee.

10. List the major milestones and/or deliverables and provide a timeline for completing each.

These will be developed as part of the project.

11. Describe the training and staff development requirements.

These will be developed as part of the project.

12. Describe the ongoing support requirements.

These will be developed as part of the project.

**Section 7: Risk Assessment (10 Points)**

**Project Proposal Form**  
**FY2013-2015 Biennial Budget Requests**

13. Describe possible barriers and risks related to the project and the relative importance of each.

The MMIS Replacement Plan is underway and progressing according to schedule. Risk is minimal.

The MMIS Replacement Procurement Package is dependent on the approach chosen from the information in the Replacement Plan. Risk will be determined by the approach selected and any delay in making that decision.

14. Identify strategies, which have been developed to minimize risks.

Outside resources with experience in MMIS procurement, implementation, and operations, as well as large-scale project management have been acquired to assist DHHS in the MMIS Replacement Study. These resources will also provide guidance and education to the DHHS staff during this project.

**Project Proposal Form  
FY2013-2015 Biennial Budget Requests**

**Section 8: Financial Analysis and Budget (20 Points)**

15. Financial Information

The "Financial" information tab in the Nebraska Budget Request and Reporting System (NBRRS) is used to enter the financial information for this project (NOTE: For each IT Project Proposal created in the NBRRS, the submitting agency must prepare an "IT Issue" in the NBRRS to request funding for the project.)

(Revise dates as necessary for your request.)

	Estimated Prior Expended	Forecast FY2013	Request for FY2014 (Year 1)			Future	Total
1. Personnel Costs							\$ -
2. Contractual Services							
2.1 Design							\$ -
2.2 Programming							\$ -
2.3 Project Management							\$ -
2.4 Other	\$ 1,761,470.00	\$ 1,300,000.00	\$ 802,650.00	\$ -	\$ -		\$ 3,864,120.00
3. Supplies and Materials							\$ -
4. Telecommunications							\$ -
5. Training							\$ -
6. Travel							\$ -
7. Other Operating Costs							\$ -
8. Capital Expenditures							
8.1 Hardware							\$ -
8.2 Software							\$ -
8.3 Network							\$ -
8.4 Other							\$ -
<b>TOTAL COSTS</b>	\$ 1,761,470.00	\$ 1,300,000.00	\$ 802,650.00	\$ -	\$ -	\$ -	\$ 3,864,120.00
General Funds	\$ 176,147.00	\$ 130,000.00	\$ 80,265.00				\$ 386,412.00
Cash Funds							\$ -
Federal Funds	\$ 1,585,323.00	\$ 1,170,000.00	\$ 722,385.00				\$ 3,477,708.00
Revolving Funds							\$ -
Other Funds							\$ -
<b>TOTAL FUNDS</b>	\$ 1,761,470.00	\$ 1,300,000.00	\$ 802,650.00	\$ -	\$ -	\$ -	\$ 3,864,120.00

**IT Project Proposal Report - Detail**  
**Agency: 025 - DEPT OF HEALTH & HUMAN SERVICES**  
**Budget Cycle: 2013-2015 Biennium**                      **Version: AF - AGENCY FINAL REQUEST**

**IT Project : MMIS Replacement**

**General Section**

<b>Contact Name :</b> Vivianne Chaumont	<b>E-mail :</b> vivianne.chaumont@nebraska.gov	<b>Agency Priority :</b>
<b>Address :</b> 301 Centennial Mall South	<b>Telephone :</b> 402-471-2135	<b>NITC Priority :</b>
<b>City :</b> Lincoln		<b>NITC Score :</b>
<b>State :</b> Nebraska	<b>Zip :</b> 68509	

**Expenditures**

IT Project Costs	Total	Prior Exp	FY12 Appr/Reappr	FY14 Request	FY15 Request	Future Add
<b>Contractual Services</b>						
Design	39,142,288	0	0	9,785,572	9,785,572	19,571,144
Programming	39,142,288	0	0	9,785,572	9,785,572	19,571,144
Project Management	10,735,560	0	0	2,683,890	2,683,890	5,367,780
Data Conversion	0	0	0	0	0	0
Other	0	0	0	0	0	0
<b>Subtotal Contractual Services</b>	<b>89,020,136</b>	<b>0</b>	<b>0</b>	<b>22,255,034</b>	<b>22,255,034</b>	<b>44,510,068</b>
<b>Telecommunications</b>						
Data	0	0	0	0	0	0
Video	0	0	0	0	0	0
Voice	0	0	0	0	0	0
Wireless	0	0	0	0	0	0
<b>Subtotal Telecommunications</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Training</b>						
Technical Staff	3,924,988	0	0	981,247	981,247	1,962,494
End-user Staff	0	0	0	0	0	0
<b>Subtotal Training</b>	<b>3,924,988</b>	<b>0</b>	<b>0</b>	<b>981,247</b>	<b>981,247</b>	<b>1,962,494</b>

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**Expenditures**

<b>IT Project Costs</b>	<b>Total</b>	<b>Prior Exp</b>	<b>FY12 Appr/Reappr</b>	<b>FY14 Request</b>	<b>FY15 Request</b>	<b>Future Add</b>
<b>Other Operating Costs</b>						
Personnel Cost	0	0	0	0	0	0
Supplies & Materials	0	0	0	0	0	0
Travel	11,045,580	0	0	2,761,395	2,761,395	5,522,790
Other	0	0	0	0	0	0
<b>Subtotal Other Operating Costs</b>	<b>11,045,580</b>	<b>0</b>	<b>0</b>	<b>2,761,395</b>	<b>2,761,395</b>	<b>5,522,790</b>
<b>Capital Expenditures</b>						
Hardware	978,464	0	0	244,616	244,616	489,232
Software	6,098,392	0	0	1,504,958	1,504,958	3,088,476
Network	1,500,000	0	0	375,000	375,000	750,000
Other	1,111,000	0	0	277,750	277,750	555,500
<b>Subtotal Capital Expenditures</b>	<b>9,687,856</b>	<b>0</b>	<b>0</b>	<b>2,402,324</b>	<b>2,402,324</b>	<b>4,883,208</b>
<b>TOTAL PROJECT COST</b>	<b>113,678,560</b>	<b>0</b>	<b>0</b>	<b>28,400,000</b>	<b>28,400,000</b>	<b>56,878,560</b>

**Funding**

<b>Fund Type</b>	<b>Total</b>	<b>Prior Exp</b>	<b>FY12 Appr/Reappr</b>	<b>FY14 Request</b>	<b>FY15 Request</b>	<b>Future Add</b>
General Fund	4,360,000	0	0	0	0	4,360,000
Cash Fund	7,000,000	0	0	2,840,000	2,840,000	1,320,000
Federal Fund	102,318,560	0	0	25,560,000	25,560,000	51,198,560
Revolving Fund	0	0	0	0	0	0
Other Fund	0	0	0	0	0	0
<b>TOTAL FUNDING</b>	<b>113,678,560</b>	<b>0</b>	<b>0</b>	<b>28,400,000</b>	<b>28,400,000</b>	<b>56,878,560</b>
<b>VARIANCE</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

**IT Project Proposal Report - Detail**  
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**IT Project: MMIS Replacement**

**EXECUTIVE SUMMARY:**

The Nebraska legacy Medicaid Management Information System (MMIS) was certified by The Centers for Medicare and Medicaid Services (CMS) in 1978 and has been in operation for over 30 years. The legacy MMIS was designed primarily to process Medicaid claims, which it does with reasonable efficiency for the fee-for-service (FFS) sector of Medicaid operations. However, over the past 33 years, the business of Medicaid has changed significantly. Many new Medicaid business functions have been added expanding services beyond the typical FFS to include waiver services, capitated managed care, accountable case services, and varying benefit categories.

The legacy MMIS does not have the flexibility to take advantage of current technology to reduce manual processing, improve data integrity, support data analysis, and increase quality. Transactions are being processed using several disparate software applications because the MMIS cannot support the electronic data exchange of the various records. The manipulation and transformation of incoming data from a standardized format to a legacy MMIS-acceptable format results in the loss of data for processing and reporting.

CMS has mandated the implementation of several initiatives such as ICD-10, HIPAA, NPI, 5010 and most recently the CMS 7 Standards and Conditions. These implementations have been challenging in a system with restrictive record layouts and hard-coded logic. The legacy MMIS technical staff often has had to design stop-gap type logic to be able to accept new standardized transactions. The MMIS file structure is too limited to allow for these mandates to be fully implemented without extensive, costly modifications. Lack of compliance with these mandated initiatives place Nebraska at risk of a reduced Federal Financial Participation (FFP).

**Attachments:**

MMIS Replacement-MainDoc.docx

**GOALS, OBJECTIVES, AND OUTCOMES (15 PTS):**

**Project Description:**

In replacing the legacy MMIS with a new MMIS offering more features and a more flexible structure DHHS will be able to:

- Reduce manual operations through increase automation opportunities
- Expand electronic processing by fully supporting standardized transactions
- Support new health care delivery models and service plan options
- Improve program management through the use of improved data analytics and information retrieval
- Increase stakeholder efficiency and satisfaction by providing Web portal access to the provider and member community for submitting information such a claims, applications, and demographic updates
- Increase responsiveness to state and federal mandates and initiatives

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**The benefits of a new MMIS are widespread:**

- The provider community will see improved claims processing through the ability to submit claims via a Web portal and receive immediate feedback on the adjudication status of their claims. Providers will also be able to view financial information, download remittances advices and other communication. Applications and updates can be submitted online.
- Members will benefit from provider access to improved eligibility and third party liability information. Member service history will be available to improve patient care.
- DHHS staff will be able to eliminate many labor intensive processes and focus their efforts on true exception processing.
- Improved information will assist the division in program management activities.

**Measurement/Assessment:**

Once the new MMIS is implemented, CMS performs an MMIS Certification to determine the MMIS meets specific operational standards and functionality. CMS has designed an approach that begins with the state's decision to procure an MMIS and culminates with the final certification review. Once certification is awarded, the state can then begin receiving increased federal matching funds.

**Relationship to Agency IT Plan:**

Replacement of the MMIS supports Nebraska's fiscal management of the Medicaid program and places the Department in a stronger position to address impending budget challenges. This would be accomplished by supporting less costly implementation of Medicaid program alternatives, providing increased financial reporting functionality and reducing overall MMIS maintenance costs through the use of user-configurable updates.

**IT Project Proposal Report - Detail**  
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**PROJECT JUSTIFICATION / BUSINESS CASE (25 PTS):**

**Benefits:**

The legacy MMIS is based on outdated technology that is challenging to maintain and restricts the progress of the Nebraska Medicaid program. Benefits to be realized by procuring a new MMIS include:

- More flexible system structure to support the implementation of federal standards, which will allow Nebraska to continue to receive 75/25 federal match for operations
- Ability to receive 90/10 federal match for enhancements
- Ability to incorporate new payment and delivery models to achieve cost savings
- Increased reporting and analytical capabilities to adequately manage program
- Improved ability to identify fraud, waste, and abuse of services, as well as potential cost saving opportunities and quantify results
- Increased user configuration and control along with reduced system modification turnaround time

**Other Solutions / Alternatives:**

At this time, DHHS has contracted with Public Consulting Group (PCG) to conduct an Alternative Analysis to compare the legacy MMIS capabilities, as well as maintenance and operations costs to the Medicaid Enterprise System marketplace. The analysis will consider various options and cost benefits. This analysis is due to be completed in October 2012.

**State / Federal Mandates?:**

There is no single mandate driving the need to replace the legacy MMIS. Each initiative or mandate has presented an increasing challenge to modify the system to simulate the needed processing.

**TECHNICAL IMPACT (20 PTS):**

**IT Project Proposal Report - Detail**  
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**Technical Description & Enhancements:**

As indicated in the response to item #5, the Alternatives Analysis has not been completed. There are many variables to be considered.

**Reliability/Security/Scalability/Conformity/Compatibility:**

As indicated in response to item #7 the MMIS replacement strategy is still to be determined. This project may or may not enhance the present technology components. The impact of any technology enhancement cannot be comment upon until the approach has been decided.

**PRELIMINARY PLAN FOR IMPLEMENTATION (10 PTS):**

**Preliminary Implementation Plans:**

The MMIS Replacement will be sponsored by Vivianne Chaumont, the State Medicaid Director. A project team will be formed under the Governance of the Department of Health and Human Services Steering Committee.

**Major Milestones / Deliverables:**

These will be developed as part of the project.

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**Training / Staff Development:**

These will be developed as part of the project.

**On-going Support:**

These will be developed as part of the project.

**RISK ASSESSMENT (10 PTS):**

**Possible Barriers / Risk:**

The MMIS Replacement project will require a number of resources to be dedicated to the project to provide subject matter expertise throughout the implementation. There will be a need to backfill some of the positions to continue to support the day-to-day operations.

Although DHHS has a number of very skilled resources supporting the daily Medicaid operations, their exposure to current MMIS technology has been limited. In addition to the current resources, DHHS will need to ensure there are available resources with the knowledge to take full advantage of the newly procured technology to support the Nebraska Medicaid program.

**Strategies to Minimize Risk:**

Outside resources with experience in MMIS procurement, implementation, and operations, as well as large-scale project management have been acquired to assist DHHS in the strategy to the MMIS replacement. These resources will also provide guidance and education to the DHHS staff during this project.

**FINANCIAL ANALYSIS AND BUDGET (20 PTS):**

The "Financial" information tab in the Nebraska Budget Request and Reporting System (NBRRS) is used to enter the financial information for this project. The Excel template used to compile information in that tab has also been attached to this page.

**IT Project Proposal Report - Detail**  
**Agency: 025 - DEPT OF HEALTH & HUMAN SERVICES**  
**Budget Cycle: 2013-2015 Biennium**      **Version: AF - AGENCY FINAL REQUEST**

**Attachments:**

MMIS Replacement-Financial.xlsx

## Nebraska Information Technology Commission

# Project Proposal Form

### Funding Requests for Information Technology Projects

#### FY2013-2015 Biennial Budget

**IMPORTANT NOTE:** Project proposals should only be submitted by entering the information into the Nebraska Budget Request and Reporting System (NBRRS). The information requested in this Microsoft Word version of the form should be entered in the NBRRS in the "IT Project Proposal" section. The tabs in the "IT Project Proposal" section coincide with sections contained in this Microsoft Word version of the form. Information may be cut-and-pasted from this form or directly entered into the NBRRS. **ALSO NOTE** that for each IT Project Proposal created in the NBRRS, the submitting agency must prepare an "IT Issue" in the NBRRS to request funding for the project.

<b>Project Title</b>	<b>MMIS Replacement</b>
<b>Agency/Entity</b>	<b>Department of Health and Human Services</b>

**Project Proposal Form**  
**FY2013-2015 Biennial Budget Requests**

**Notes about this form:**

1. **USE.** The Nebraska Information Technology Commission (“NITC”) is required by statute to “make recommendations on technology investments to the Governor and the Legislature, including a prioritized list of projects, reviewed by the technical panel...” Neb. Rev. Stat. §86-516(8). “Governmental entities, state agencies, and noneducation political subdivisions shall submit all projects which use any combination of general funds, federal funds, or cash funds for information technology purposes to the process established by sections 86-512 to 86-524. The commission may adopt policies that establish the format and minimum requirements for project submissions.” Neb. Rev. Stat. §86-516(5). In order to perform this review, the NITC and DAS Budget Division require agencies/entities to complete this form when requesting funding for technology projects.
2. **WHICH TECHNOLOGY BUDGET REQUESTS REQUIRE A PROJECT PROPOSAL FORM?** See the document entitled [NITC 1-202](#) “Project Review Process” available at <http://nitc.ne.gov/standards/>. Attachment A to that document establishes the minimum requirements for project submission.
3. **COMPLETING THE FORM IN THE NEBRASKA BUDGET REQUEST AND REPORTING SYSTEM (NBRRS).** Project proposals should only be submitted by entering the information into the NBRRS. The information requested in this Microsoft Word version of the form should be entered in the NBRRS in the “IT Project Proposal” section. The tabs in the “IT Project Proposal” section coincide with sections contained in this Microsoft Word version of the form. Information may be cut-and-pasted from this form or directly entered into the NBRRS. **ALSO NOTE** that for each “IT Project Proposal” created in the NBRRS, the submitting agency must prepare an “IT Issue” in the NBRRS to request funding for the project.
4. **QUESTIONS.** Contact the Office of the CIO/NITC at (402) 471-7984 or [ocio.nitc@nebraska.gov](mailto:ocio.nitc@nebraska.gov)

**Project Proposal Form  
FY2013-2015 Biennial Budget Requests**

**Section 1: General Information**

Project Title	MMIS Replacement
Agency (or entity)	Department of Health and Human Services

Contact Information for this Project:

Name	Vivianne Chaumont
Address	301 Centennial Mall South
City, State, Zip	Lincoln, NE 68509
Telephone	402-471-2135
E-mail Address	Vivianne.Chaumont@nebraska.gov

**Section 2: Executive Summary**

Provide a one or two paragraph summary of the proposed project. This summary will be used in other externally distributed documents and should therefore clearly and succinctly describe the project and the information technology required.

The Nebraska legacy Medicaid Management Information System (MMIS) was certified by The Centers for Medicare and Medicaid Services (CMS) in 1978 and has been in operation for over 30 years. The legacy MMIS was designed primarily to process Medicaid claims, which it does with reasonable efficiency for the fee-for-service (FFS) sector of Medicaid operations. However, over the past 33 years, the business of Medicaid has changed significantly. Many new Medicaid business functions have been added expanding services beyond the typical FFS to include waiver services, capitated managed care, accountable case services, and varying benefit categories.

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CMS has mandated the implementation of several initiatives such as ICD-10, HIPAA, NPI, 5010 and most recently the CMS 7 Standards and Conditions. These implementations have been challenging in a system with restrictive record layouts and hard-coded logic. The legacy MMIS technical staff often has had to design stop-gap type logic to be able to accept new standardized transactions. The MMIS file structure is too limited to allow for these mandates to be fully implemented without extensive, costly modifications. Lack of compliance with these mandated initiatives place Nebraska at risk of a reduced Federal Financial Participation (FFP).

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**Section 3: Goals, Objectives, and Projected Outcomes (15 Points)**

1. Describe the project, including:
  - Specific goals and objectives;
  - Expected beneficiaries of the project; and
  - Expected outcomes.

In replacing the legacy MMIS with a new MMIS offering more features and a more flexible structure DHHS will be able to:

- Reduce manual operations through increase automation opportunities
- Expand electronic processing by fully supporting standardized transactions
- Support new health care delivery models and service plan options
- Improve program management through the use of improved data analytics and information retrieval
- Increase stakeholder efficiency and satisfaction by providing Web portal access to the provider and member community for submitting information such a claims, applications, and demographic updates
- Increase responsiveness to state and federal mandates and initiatives

The benefits of a new MMIS are widespread.

- The provider community will see improved claims processing through the ability to submit claims via a Web portal and receive immediate feedback on the adjudication status of their claims. Providers will also be able to view financial information, download remittances advices and other communication. Applications and updates can be submitted online.
- Members will benefit from provider access to improved eligibility and third party liability information. Member service history will be available to improve patient care.
- DHHS staff will be able to eliminate many labor intensive processes and focus their efforts on true exception processing.
- Improved information will assist the division in program management activities.

2. Describe the measurement and assessment methods that will verify that the project outcomes have been achieved.

Once the new MMIS is implemented, CMS performs an MMIS Certification to determine the MMIS meets specific operational standards and functionality. CMS has designed an approach that begins with the state's decision to procure an MMIS and culminates with the final certification review. Once certification is awarded, the state can then begin receiving increased federal matching funds.

3. Describe the project's relationship to your agency comprehensive information technology plan.

**Project Proposal Form  
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Replacement of the MMIS supports Nebraska's fiscal management of the Medicaid program and places the Department in a stronger position to address impending budget challenges. This would be accomplished by supporting less costly implementation of Medicaid program alternatives, providing increased financial reporting functionality and reducing overall MMIS maintenance costs through the use of user-configurable updates.

**Section 4: Project Justification / Business Case (25 Points)**

4. Provide the project justification in terms of tangible benefits (i.e. economic return on investment) and/or intangible benefits (e.g. additional services for customers).

The legacy MMIS is based on outdated technology that is challenging to maintain and restricts the progress of the Nebraska Medicaid program. Benefits to be realized by procuring a new MMIS include:

- More flexible system structure to support the implementation of federal standards, which will allow Nebraska to continue to receive 75/25 federal match for operations
- Ability to receive 90/10 federal match for enhancements
- Ability to incorporate new payment and delivery models to achieve cost savings
- Increased reporting and analytical capabilities to adequately manage program
- Improved ability to identify fraud, waste, and abuse of services, as well as potential cost saving opportunities and quantify results
- Increased user configuration and control along with reduced system modification turnaround time

5. Describe other solutions that were evaluated, including their strengths and weaknesses, and why they were rejected. Explain the implications of doing nothing and why this option is not acceptable.

At this time, DHHS has contracted with Public Consulting Group (PCG) to conduct an Alternative Analysis to compare the legacy MMIS capabilities, as well as maintenance and operations costs to the Medicaid Enterprise System marketplace. The analysis will consider various options and cost benefits. This analysis is due to be completed in October 2012.

6. If the project is the result of a state or federal mandate, please specify the mandate being addressed.

There is no single mandate driving the need to replace the legacy MMIS. Each initiative or mandate has presented an increasing challenge to modify the system to simulate the needed processing.

**Section 5: Technical Impact (20 Points)**

7. Describe how the project enhances, changes or replaces present technology systems, or implements a new technology system. Describe the technical elements of the project, including hardware,

**Project Proposal Form  
FY2013-2015 Biennial Budget Requests**

software, and communications requirements. Describe the strengths and weaknesses of the proposed solution.

As indicated in the response to item #5, the Alternatives Analysis has not been completed. There are many variables to be considered.

8. Address the following issues with respect to the proposed technology:
  - Describe the reliability, security and scalability (future needs for growth or adaptation) of the technology.
  - Address conformity with applicable NITC technical standards and guidelines (available at <http://nitc.ne.gov/standards/>) and generally accepted industry standards.
  - Address the compatibility with existing institutional and/or statewide infrastructure.

As indicated in response to item #7 the MMIS replacement strategy is still to be determined. This project may or may not enhance the present technology components. The impact of any technology enhancement cannot be comment upon until the approach has been decided.

**Section 6: Preliminary Plan for Implementation (10 Points)**

9. Describe the preliminary plans for implementing the project. Identify project sponsor(s) and examine stakeholder acceptance. Describe the project team, including their roles, responsibilities, and experience.

The MMIS Replacement will be sponsored by Vivianne Chaumont, the State Medicaid Director. A project team will be formed under the Governance of the Department of Health and Human Services Steering Committee.

10. List the major milestones and/or deliverables and provide a timeline for completing each.

These will be developed as part of the project.

11. Describe the training and staff development requirements.

These will be developed as part of the project.

12. Describe the ongoing support requirements.

These will be developed as part of the project.

**Section 7: Risk Assessment (10 Points)**

13. Describe possible barriers and risks related to the project and the relative importance of each.

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The MMIS Replacement project will require a number of resources to be dedicated to the project to provide subject matter expertise throughout the implementation. There will be a need to backfill some of the positions to continue to support the day-to-day operations.

Although DHHS has a number of very skilled resources supporting the daily Medicaid operations, their exposure to current MMIS technology has been limited. In addition to the current resources, DHHS will need to ensure there are available resources with the knowledge to take full advantage of the newly procured technology to support the Nebraska Medicaid program.

14. Identify strategies which have been developed to minimize risks.

Outside resources with experience in MMIS procurement, implementation, and operations, as well as large-scale project management have been acquired to assist DHHS in the strategy to the MMIS replacement. These resources will also provide guidance and education to the DHHS staff during this project.

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**Section 8: Financial Analysis and Budget (20 Points)**

15. Financial Information

The “Financial” information tab in the Nebraska Budget Request and Reporting System (NBRRS) is used to enter the financial information for this project (NOTE: For each IT Project Proposal created in the NBRRS, the submitting agency must prepare an “IT Issue” in the NBRRS to request funding for the project.)



Worksheet in Project  
Proposal Form.xls

**IT Project Proposal Report - Detail**  
**Agency: 025 - DEPT OF HEALTH & HUMAN SERVICES**  
**Budget Cycle: 2013-2015 Biennium**                      **Version: AF - AGENCY FINAL REQUEST**

**IT Project : Medicaid Managed Care Expansion**

**General Section**

<b>Contact Name :</b> Eric Henrichsen	<b>E-mail :</b> eric.henrichsen@nebraska.gov	<b>Agency Priority :</b>
<b>Address :</b> 1050 N Street, Mezzanine	<b>Telephone :</b> 402-471-8554	<b>NITC Priority :</b>
<b>City :</b> Lincoln		<b>NITC Score :</b>
<b>State :</b> Nebraska	<b>Zip :</b> 68508	

**Expenditures**

IT Project Costs	Total	Prior Exp	FY12 Appr/Reappr	FY14 Request	FY15 Request	Future Add
<b>Contractual Services</b>						
Design	0	0	0	0	0	0
Programming	0	0	0	0	0	0
Project Management	0	0	0	0	0	0
Data Conversion	0	0	0	0	0	0
Other	5,349,903	377,831	1,746,472	2,150,400	1,075,200	0
<b>Subtotal Contractual Services</b>	<b>5,349,903</b>	<b>377,831</b>	<b>1,746,472</b>	<b>2,150,400</b>	<b>1,075,200</b>	<b>0</b>
<b>Telecommunications</b>						
Data	0	0	0	0	0	0
Video	0	0	0	0	0	0
Voice	0	0	0	0	0	0
Wireless	0	0	0	0	0	0
<b>Subtotal Telecommunications</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Training</b>						
Technical Staff	0	0	0	0	0	0
End-user Staff	0	0	0	0	0	0
<b>Subtotal Training</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

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**Expenditures**

<b>IT Project Costs</b>	<b>Total</b>	<b>Prior Exp</b>	<b>FY12 Appr/Reappr</b>	<b>FY14 Request</b>	<b>FY15 Request</b>	<b>Future Add</b>
<b>Other Operating Costs</b>						
Personnel Cost	47,297	47,297	0	0	0	0
Supplies & Materials	0	0	0	0	0	0
Travel	0	0	0	0	0	0
Other	0	0	0	0	0	0
<b>Subtotal Other Operating Costs</b>	<b>47,297</b>	<b>47,297</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Capital Expenditures</b>						
Hardware	0	0	0	0	0	0
Software	0	0	0	0	0	0
Network	0	0	0	0	0	0
Other	0	0	0	0	0	0
<b>Subtotal Capital Expenditures</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>TOTAL PROJECT COST</b>	<b>5,397,200</b>	<b>425,128</b>	<b>1,746,472</b>	<b>2,150,400</b>	<b>1,075,200</b>	<b>0</b>

**Funding**

<b>Fund Type</b>	<b>Total</b>	<b>Prior Exp</b>	<b>FY12 Appr/Reappr</b>	<b>FY14 Request</b>	<b>FY15 Request</b>	<b>Future Add</b>
General Fund	1,349,300	106,282	436,618	537,600	268,800	0
Cash Fund	0	0	0	0	0	0
Federal Fund	4,047,900	318,846	1,309,854	1,612,800	806,400	0
Revolving Fund	0	0	0	0	0	0
Other Fund	0	0	0	0	0	0
<b>TOTAL FUNDING</b>	<b>5,397,200</b>	<b>425,128</b>	<b>1,746,472</b>	<b>2,150,400</b>	<b>1,075,200</b>	<b>0</b>
<b>VARIANCE</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

**IT Project Proposal Report - Detail**  
**Agency: 025 - DEPT OF HEALTH & HUMAN SERVICES**  
**Budget Cycle: 2013-2015 Biennium**                      **Version: AF - AGENCY FINAL REQUEST**

**IT Project: Medicaid Managed Care Expansion**

**EXECUTIVE SUMMARY:**

The Medicaid & Long-Term Care (MLTC) division has undertaken a multi-phase project to expand utilization of managed care for delivery of Medicaid services to Nebraska recipients. Expansion requires significant enhancements to the Nebraska MMIS to support integration of new Managed Care Organizations (MCOs), recipient plan assignment functionality, recipient notification/enrollment/disenrollment/reenrollment activities, revised capitation payment functionality, revised encounter data editing/management and expanded management reporting.

**Attachments:**

ManagedCare-WordDoc.doc

**GOALS, OBJECTIVES, AND OUTCOMES (15 PTS):**

**1. Project Description:**

The first phase in 2012 implements managed care for physical health services statewide, expanding from the ten (10) existing counties to all counties statewide, adding certain physical health services and incorporating additional recipients. The second phase, targeted for 7/1/2013, is planned to implement managed care for behavioral health services statewide. A third phase will convert the encounter data interface between the MMIS and the Managed Care Organizations (MCOs) from a proprietary format to an industry standard, HIPAA-compliant electronic transaction format (837I and 837P).

Subsequent phases being reviewed potentially include a consolidated re-procurement of statewide physical health services targeted for 7/1/2015, pharmacy carve in, and long-term care managed care.

**2. Describe the measurement and assessment methods that will verify that the project outcomes have been achieved.**

DHHS is employing industry-standard project management practices to plan, initiate, monitor and control project activities. Extensive system testing will be utilized to ensure system changes are validated and tested with external business associates, primarily the MCOs.

**3. Describe the project's relationship to your agency comprehensive information technology plan.**

This project is needed to support MLTC business objectives to more fully utilize managed care for delivering Medicaid services to recipients. In order to support this objective, significant MMIS enhancements are necessary.

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**PROJECT JUSTIFICATION / BUSINESS CASE (25 PTS):**

**4. Provide the project justification in terms of tangible benefits (i.e. economic return on investment) and/or intangible benefits (e.g. additional services for customers).**

The managed care delivery systems will benefit the State by reducing costs, managing the rate of expenditure growth, improving quality and access, centralizing administrative functions and providing additional fraud and abuse management. The savings are generated by redirecting services from inpatient or 24-hour levels of care to outpatient settings, where appropriate. In addition, MCOs also employ prior authorization and utilization review of services to ensure all services are medically necessary and of the appropriate scope or duration. The managed care organization (MCO) must provide for reinvestment of any profits in excess of the contracted amount, performance contingencies imposed by the MLTC, and any unearned incentive funds to fund additional services.

**5. Describe other solutions that were evaluated, including their strengths and weaknesses, and why they were rejected. Explain the implications of doing nothing and why this option is not acceptable.**

Other solution alternatives are not evident. The MMIS enhancements are needed to support this strategic initiative for the Medicaid program within the timeframes required.

**6. If the project is the result of a state or federal mandate, please specify the mandate being addressed.**

As noted previously, this project is sponsored by the MLTC division within DHHS.

**TECHNICAL IMPACT (20 PTS):**

**7. Describe how the project enhances, changes or replaces present technology systems, or implements a new technology system. Describe the technical elements of the project, including hardware, software, and communications requirements. Describe the strengths and weaknesses of the proposed solution.**

The enhancements required for this project will not require new technology components or architecture for the current MMIS. The enhancement will be incorporated within the

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existing MMIS architecture.

**8. Address the following issues with respect to the proposed technology:**

- Describe the reliability, security and scalability (future needs for growth or adaptation) of the technology.
- Address conformity with applicable NITC technical standards and guidelines (available at <http://nitc.ne.gov/standards/>) and generally accepted industry standards.
- Address the compatibility with existing institutional and/or statewide infrastructure.

The enhancements required for this project are compatible with the existing MMIS and state infrastructure.

**PRELIMINARY PLAN FOR IMPLEMENTATION (10 PTS):**

**9. Describe the preliminary plans for implementing the project. Identify project sponsor(s) and examine stakeholder acceptance. Describe the project team, including their roles, responsibilities, and experience.**

The project sponsor is Susan Buettner, MLTC Deputy Director for Policy. The project is a collaborative effort between the MLTC and Information Systems & Technology (IS&T) divisions of DHHS. The project team consists of MLTC program managers, subject matter experts, IS&T MMIS development leads, business analysts, application developers, database administrators (part-time) and project managers (part-time). The IS&T resources are responsible for the MMIS system development activities and project management for the system-related activities. The MLTC resources are responsible for program management, requirements and external stakeholder engagement.

**10. List the major milestones and/or deliverables and provide a timeline for completing each.**

- Implementation of statewide physical health managed care – 7/1/2012.
- Implementation of the Program for All-Inclusive Care for the Elderly (PACE) – 2/1/2013.
- Implementation of statewide behavioral health managed care – 7/1/2013.
- Implementation of the 837-based encounter interface with the MCOs – 1/1/2014.

**11. Describe the training and staff development requirements.**

For the implementation of statewide physical health managed care on 7/1/2012, MLTC staff conducted a number of training sessions with DHHS Children & Family Services (CFS) field staff in order to prepare them to assist customers with this transition. In addition, MLTC conducted extensive outreach to the provider and external stakeholder community through provider bulletins and through ongoing stakeholder meetings such as the Medicaid Advisory Committee (MAC). Subsequent phases will be handled similarly.

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**12. Describe the ongoing support requirements.**

Ongoing support of the MMIS enhancements will be assumed by the IS&T MMIS team after a post-implementation support period by project resources.

**RISK ASSESSMENT (10 PTS):**

**13. Describe possible barriers and risks related to the project and the relative importance of each.**

Risks are that the business goals cannot be achieved without the system configurations and that the move to expanded managed care is dependent on the system.

**14. Identify strategies which have been developed to minimize risks.**

As noted above, the requisite system changes are necessary in order to meet the business objectives. The scope of change is beyond the capacity of the existing MMIS systems development staff. Significant MMIS staff augmentation has been utilized to meet the current milestones and additional staff augmentation is planned to step up to subsequent phases.

**FINANCIAL ANALYSIS AND BUDGET (20 PTS):**

The "Financial" information tab in the Nebraska Budget Request and Reporting System (NBRRS) is used to enter the financial information for this project. However the Excel template used to assemble the data for the Financial tab has also been attached below.

**Attachments:**

ManagedCare-Worksheet.xlsx

## Nebraska Information Technology Commission

# Project Proposal Form

### Funding Requests for Information Technology Projects

### FY2013-2015 Biennial Budget

**IMPORTANT NOTE:** Project proposals should only be submitted by entering the information into the Nebraska Budget Request and Reporting System (NBRRS). The information requested in this Microsoft Word version of the form should be entered in the NBRRS in the "IT Project Proposal" section. The tabs in the "IT Project Proposal" section coincide with sections contained in this Microsoft Word version of the form. Information may be cut-and-pasted from this form or directly entered into the NBRRS. **ALSO NOTE** that for each IT Project Proposal created in the NBRRS, the submitting agency must prepare an "IT Issue" in the NBRRS to request funding for the project.

<b>Project Title</b>	<b>Medicaid Managed Care Expansion</b>
<b>Agency/Entity</b>	<b>Department of Health and Human Services</b>

**Project Proposal Form  
FY2013-2015 Biennial Budget Requests**

**Notes about this form:**

1. **USE.** The Nebraska Information Technology Commission (“NITC”) is required by statute to “make recommendations on technology investments to the Governor and the Legislature, including a prioritized list of projects, reviewed by the technical panel...” Neb. Rev. Stat. §86-516(8). “Governmental entities, state agencies, and noneducation political subdivisions shall submit all projects which use any combination of general funds, federal funds, or cash funds for information technology purposes to the process established by sections 86-512 to 86-524. The commission may adopt policies that establish the format and minimum requirements for project submissions.” Neb. Rev. Stat. §86-516(5). In order to perform this review, the NITC and DAS Budget Division require agencies/entities to complete this form when requesting funding for technology projects.
2. **WHICH TECHNOLOGY BUDGET REQUESTS REQUIRE A PROJECT PROPOSAL FORM?** See the document entitled [NITC 1-202](http://nitc.ne.gov/standards/) “Project Review Process” available at <http://nitc.ne.gov/standards/>. Attachment A to that document establishes the minimum requirements for project submission.
3. **COMPLETING THE FORM IN THE NEBRASKA BUDGET REQUEST AND REPORTING SYSTEM (NBRRS).** Project proposals should only be submitted by entering the information into the NBRRS. The information requested in this Microsoft Word version of the form should be entered in the NBRRS in the “IT Project Proposal” section. The tabs in the “IT Project Proposal” section coincide with sections contained in this Microsoft Word version of the form. Information may be cut-and-pasted from this form or directly entered into the NBRRS. **ALSO NOTE** that for each “IT Project Proposal” created in the NBRRS, the submitting agency must prepare an “IT Issue” in the NBRRS to request funding for the project.
4. **QUESTIONS.** Contact the Office of the CIO/NITC at (402) 471-7984 or [ocio.nitc@nebraska.gov](mailto:ocio.nitc@nebraska.gov)

**Project Proposal Form  
FY2013-2015 Biennial Budget Requests**

**Section 1: General Information**

Project Title	Medicaid Managed Care Expansion
Agency (or entity)	Department of Health and Human Services

Contact Information for this Project:

Name	Eric Henrichsen
Address	1033 O Street, Mezzanine
City, State, Zip	Lincoln, NE 68509
Telephone	402 471-8554
E-mail Address	Eric.henrichsen@nebraska.gov

**Section 2: Executive Summary**

Provide a one or two paragraph summary of the proposed project. This summary will be used in other externally distributed documents and should therefore clearly and succinctly describe the project and the information technology required.

The Medicaid & Long-Term Care (MLTC) division has undertaken a multi-phase project to expand utilization of managed care for delivery of Medicaid services to Nebraska recipients. Expansion requires significant enhancements to the Nebraska MMIS to support integration of new Managed Care Organizations (MCOs), recipient plan assignment functionality, recipient notification/enrollment/disenrollment/reenrollment activities, revised capitation payment functionality, revised encounter data editing/management and expanded management reporting.

**Section 3: Goals, Objectives, and Projected Outcomes (15 Points)**

1. Describe the project, including:
  - Specific goals and objectives;
  - Expected beneficiaries of the project; and
  - Expected outcomes.

The first phase in 2012 implements managed care for physical health services statewide, expanding from the ten (10) existing counties to all counties statewide, adding certain physical health services and incorporating additional recipients. The second phase, targeted for 9/1/2013, is planned to implement managed care for behavioral health services statewide. A third phase will convert the encounter data interface between the MMIS and the Managed Care Organizations (MCOs) from a proprietary format to an industry standard, HIPAA-compliant electronic transaction format (837I and 837P). Subsequent phases being reviewed potentially include a consolidated re-procurement of statewide physical health services targeted for 7/1/2015, pharmacy carve in, and long-term care managed care.

2. Describe the measurement and assessment methods that will verify that the project outcomes have been achieved.

DHHS is employing industry-standard project management practices to plan, initiate, monitor and control project activities. Extensive system testing will be utilized to ensure system changes are validated and tested with external business associates, primarily the MCOs.

**Project Proposal Form  
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3. Describe the project's relationship to your agency comprehensive information technology plan.

This project is needed to support MLTC business objectives to more fully utilize managed care for delivering Medicaid services to recipients. In order to support this objective, significant MMIS enhancements are necessary.

**Section 4: Project Justification / Business Case (25 Points)**

4. Provide the project justification in terms of tangible benefits (i.e. economic return on investment) and/or intangible benefits (e.g. additional services for customers).

The managed care delivery systems will benefit the State by reducing costs, managing the rate of expenditure growth, improving quality and access, centralizing administrative functions and providing additional fraud and abuse management. The savings are generated by redirecting services from inpatient or 24-hour levels of care to outpatient settings, where appropriate. In addition, MCOs also employ prior authorization and utilization review of services to ensure all services are medically necessary and of the appropriate scope or duration. The managed care organization (MCO) must provide for reinvestment of any profits in excess of the contracted amount, performance contingencies imposed by the MLTC, and any unearned incentive funds to fund additional services.

5. Describe other solutions that were evaluated, including their strengths and weaknesses, and why they were rejected. Explain the implications of doing nothing and why this option is not acceptable.

Other solution alternatives are not evident. The MMIS enhancements are needed to support this strategic initiative for the Medicaid program within the timeframes required.

6. If the project is the result of a state or federal mandate, please specify the mandate being addressed.

As noted previously, this project is sponsored by the MLTC division within DHHS.

**Section 5: Technical Impact (20 Points)**

7. Describe how the project enhances, changes or replaces present technology systems, or implements a new technology system. Describe the technical elements of the project, including hardware, software, and communications requirements. Describe the strengths and weaknesses of the proposed solution.

The enhancements required for this project will not require new technology components or architecture for the current MMIS. The enhancement will be incorporated within the existing MMIS architecture.

8. Address the following issues with respect to the proposed technology:
- Describe the reliability, security and scalability (future needs for growth or adaptation) of the technology.
  - Address conformity with applicable NITC technical standards and guidelines (available at <http://nitc.ne.gov/standards/>) and generally accepted industry standards.
  - Address the compatibility with existing institutional and/or statewide infrastructure.

The enhancements required for this project are compatible with the existing MMIS and state infrastructure.

**Project Proposal Form  
FY2013-2015 Biennial Budget Requests**

**Section 6: Preliminary Plan for Implementation (10 Points)**

9. Describe the preliminary plans for implementing the project. Identify project sponsor(s) and examine stakeholder acceptance. Describe the project team, including their roles, responsibilities, and experience.

The project sponsor is Susan Buettner, MLTC Deputy Director for Policy. The project is a collaborative effort between the MLTC and Information Systems & Technology (IS&T) divisions of DHHS. The project team consists of MLTC program managers, subject matter experts, IS&T MMIS development leads, business analysts, application developers, database administrators (part-time) and project managers (part-time). The IS&T resources are responsible for the MMIS system development activities and project management for the system-related activities. The MLTC resources are responsible for program management, requirements and external stakeholder engagement.

10. List the major milestones and/or deliverables and provide a timeline for completing each.

- Implementation of statewide physical health managed care – 7/1/2012.
- Implementation of the Program for All-Inclusive Care for the Elderly (PACE) – 2/1/2013.
- Implementation of statewide behavioral health managed care – 9/1/2013.
- Implementation of the 837-based encounter interface with the MCOs – 1/1/2014.
- Implementation of the re-procurement of statewide physical health managed care – 7/1/2015.

11. Describe the training and staff development requirements.

For the implementation of statewide physical health managed care on 7/1/2012, MLTC staff conducted a number of training sessions with DHHS Children & Family Services (CFS) field staff in order to prepare them to assist customers with this transition. In addition, MLTC conducted extensive outreach to the provider and external stakeholder community through provider bulletins and through ongoing stakeholder meetings such as the Medicaid Advisory Committee (MAC). Subsequent phases will be handled similarly.

12. Describe the ongoing support requirements.

Ongoing support of the MMIS enhancements will be assumed by the IS&T MMIS team after a post-implementation support period by project resources.

**Section 7: Risk Assessment (10 Points)**

13. Describe possible barriers and risks related to the project and the relative importance of each.

Risks are that the business goals cannot be achieved without the system configurations and that the move to expanded managed care is dependent on the system.

14. Identify strategies which have been developed to minimize risks.

As noted above, the requisite system changes are necessary in order to meet the business objectives. The scope of change is beyond the capacity of the existing MMIS systems development staff. Significant MMIS staff augmentation has been utilized to meet the current milestones and additional staff augmentation is planned to step up to subsequent phases.

**Project Proposal Form**  
**FY2013-2015 Biennial Budget Requests**

**Section 8: Financial Analysis and Budget (20 Points)**

15. Financial Information

The “Financial” information tab in the Nebraska Budget Request and Reporting System (NBRRS) is used to enter the financial information for this project (NOTE: For each IT Project Proposal created in the NBRRS, the submitting agency must prepare an “IT Issue” in the NBRRS to request funding for the project.)



Worksheet in Project  
Proposal Form.xls

**IT Project Proposal Report - Detail**  
**Agency: 025 - DEPT OF HEALTH & HUMAN SERVICES**  
 Budget Cycle: 2013-2015 Biennium      Version: AF - AGENCY FINAL REQUEST

**IT Project : Behavioral Health Data System**

**General Section**

<b>Contact Name :</b> Heather Wood	<b>E-mail :</b> heather.wood@nebraska.gov	<b>Agency Priority :</b>
<b>Address :</b> Behavioral Health, NE DHHS, PO Box	<b>Telephone :</b> 402-471-1423	<b>NITC Priority :</b>
<b>City :</b> Lincoln		<b>NITC Score :</b>
<b>State :</b> Nebraska	<b>Zip :</b> 68509	

**Expenditures**

IT Project Costs	Total	Prior Exp	FY12 Appr/Reappr	FY14 Request	FY15 Request	Future Add
<b>Contractual Services</b>						
Design	0	0	0	0	0	0
Programming	0	0	0	0	0	0
Project Management	0	0	0	0	0	0
Data Conversion	0	0	0	0	0	0
Other	0	0	0	0	0	0
<b>Subtotal Contractual Services</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Telecommunications</b>						
Data	0	0	0	0	0	0
Video	0	0	0	0	0	0
Voice	0	0	0	0	0	0
Wireless	0	0	0	0	0	0
<b>Subtotal Telecommunications</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Training</b>						
Technical Staff	0	0	0	0	0	0
End-user Staff	0	0	0	0	0	0
<b>Subtotal Training</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

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**Expenditures**

<b>IT Project Costs</b>	<b>Total</b>	<b>Prior Exp</b>	<b>FY12 Appr/Reappr</b>	<b>FY14 Request</b>	<b>FY15 Request</b>	<b>Future Add</b>
<b>Other Operating Costs</b>						
Personnel Cost	0	0	0	0	0	0
Supplies & Materials	0	0	0	0	0	0
Travel	0	0	0	0	0	0
Other	0	0	0	0	0	0
<b>Subtotal Other Operating Costs</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Capital Expenditures</b>						
Hardware	0	0	0	0	0	0
Software	0	0	0	0	0	0
Network	0	0	0	0	0	0
Other	0	0	0	0	0	0
<b>Subtotal Capital Expenditures</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>TOTAL PROJECT COST</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

**Funding**

<b>Fund Type</b>	<b>Total</b>	<b>Prior Exp</b>	<b>FY12 Appr/Reappr</b>	<b>FY14 Request</b>	<b>FY15 Request</b>	<b>Future Add</b>
General Fund	0	0	0	0	0	0
Cash Fund	0	0	0	0	0	0
Federal Fund	0	0	0	0	0	0
Revolving Fund	0	0	0	0	0	0
Other Fund	0	0	0	0	0	0
<b>TOTAL FUNDING</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>VARIANCE</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

**IT Project Proposal Report - Detail**  
**Agency: 025 - DEPT OF HEALTH & HUMAN SERVICES**  
**Budget Cycle: 2013-2015 Biennium**                      **Version: AF - AGENCY FINAL REQUEST**

**IT Project: Behavioral Health Data System**

**EXECUTIVE SUMMARY:**

The Division of Behavioral Health (DBH) faces substantial obstacles in collecting, organizing and accessing data, from behavioral health regions and providers. The data is necessary for DBH to efficiently, accurately and completely fulfill its obligations for reporting, monitoring and managing care in the Nebraska Behavioral Health System. Data is held in multiple different forms, systems and data bases, causing data aggregation to be an ever increasing difficulty for DBH and necessitating multiple verification processes that result in delays discharging its responsibilities.

Personnel at DBH and in the behavioral health regions spend many hours combing data from paper reports, spreadsheets and disparate databases and lack quick, reliable access to information. In addition to its planned reporting, a wide variety of requirements and report breakdowns for various funders and stakeholders are often requested on an ad-hoc basis.

A new centralized data system (CDS) is necessary to overcome these immediate challenges in data access and reporting compliance while also providing DBH, behavioral health regions and providers with data necessary to improve the NE public behavioral health system, especially in an environment of health information exchange and performance monitoring.

The NE DHHS Division of Behavioral Health (DBH) Centralized Data System (CDS) will track outcomes of managed care, measure performance of managed care (in real time), measure funding for managed care, provide for greater fiscal accountability for managed care, meet reporting needs of DBH to Federal and State entities, unify existing databases and technology, fill data gaps for improved management of care and utilize health information exchange efficiencies by interfacing with the State Health Information Exchange (HIE). An example of improvement: data driven, evidence-based, incentives to providers for improved performance.

**Attachments:**

BehavioralHealth-MainDoc.docx

**GOALS, OBJECTIVES, AND OUTCOMES (15 PTS):**

The system will be owned by DBH as a customized application suite, overcoming many inefficiencies and operational challenges in the existing Administrative Service Organizations ownership and operation of the current data limited treatment data system and effectively integration, billing, payment and treatment/prevention information into a unified system.

**Primary objectives of the centralized data system are to:**

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1. Improve resource utilization for publically funded DBH stakeholders including regions, providers, tribal providers.
2. Enable timely access to information at all levels of participation
3. Develop nightly batch processes
4. Improve operational efficiencies and processes
5. Reduce or eliminate duplication of consumer services received by ensuring data initiatives of stakeholders and DBH are compatible and can be integrated
6. Identify gaps in consumer services more accurately
7. Enable informed decision making, problem solving and enhanced strategic planning
8. Streamline the dissemination of information and key metrics
9. Reduce the need for outsourcing data analysis
10. Comply with the American Recovery and Reinvestment Act of 2009 (ARRA)
11. Achieve quality improvement through a data driven process that validates expenditures by service category.

**Expected beneficiaries of the project include:**

1. DBH
2. Behavioral Health Regions
3. Providers
4. Tribal Providers
5. Non-DBH Providers
6. Those receiving care in the DBH system
7. State and Federal funding entities requiring or requesting reporting from DBH

**Expected outcomes of the project include:**

1. A platform to interface with other system partners by which a broader picture of the behavioral health delivery system is obtained.
2. Access to data at the provider, region and state levels to more efficiently and effectively plan and deliver a public behavioral health system.
3. Data driven decision making.
4. Improved monitoring of state and federal clinical performance data.
5. Identification of trends and outcomes that will improve the service delivery system and prevention efforts, thereby impacting mental illness and substance abuse.
6. Improved state and federal funding accountability by linking expenditures to outcomes.
7. Informed evidence-based treatment practices through use of fidelity and outcome data.

**Measurement:**

Bench mark performance data for key performance indicators (KPI) will be collected, in those areas of the stated objectives that are quantitative in nature, for a before and after comparison post implementation.

Additionally, stakeholder feedback has been documented in a needs assessment already complete and will be compared with stakeholder feedback post implementation.

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Current costs to gather, organize, aggregate and disseminate information are known. These will be compared to costs, post-implementation.

**Information Technology Plan:**

The DHHS Information Systems and Technology department (IS&T) has been consulted at frequent intervals during pre-implementation activities to allow guidance, ensure conformity and produce alignment between technology in this project that is consistent with DHHS IS&T's long term technology direction.

This project will not conflict with any agency division's plan or that of IS&T. Further, this project is supported by DHHS IS&T.

**PROJECT JUSTIFICATION / BUSINESS CASE (25 PTS):**

**Tangible Benefits:**

Minimally, a system meeting these objectives will improve the delivery of behavioral health care through quicker access to accurate data for all stakeholders. Replacing the current system of disparate data sources, (i.e. stand-alone applications, reports, databases and paper) will save time and money. A DBH needs analysis conducted and documented in June of 2010 conservatively estimated cost savings with the use of a new CDS at approximately \$360,000.00 per year. That information is available by request.

**Other Solutions:**

Alternatives include:

1. **Extend the existing Magellan Contract.** Live with current deficiencies including inaccurate reports from invalid entry or data, lack of reports, a time consuming billing and payment authorization process, increased expenditure for data aggregation, inefficiently managed managed-care, an inability to integrate with the NE HIE, incomplete compliance reporting for National Outcomes Measures (NOMS) reported through the State Outcomes Management and Measurement System (SOMMS), incomplete data access for DBH regions and providers, increased expenditures for 3<sup>rd</sup> party vendor customized data reporting, etc....

This alternative is not considered viable due to the implications to managed care or operational sustainability. Timely and accurate SOMMS/NOMS data reporting of individualized clinical performance measures is essential and required to comply with the Government Performance and Results Act (GPRA) or Federal Block Grant Funds.

2. **Contract with another 3<sup>rd</sup> Party provider of managed care data.**

DBH believes timely access to ad-hoc, customizable data by all stakeholders at all levels to be compromised when using a 3<sup>rd</sup> party provider because of the cost and time involved to order and receive reports. Vendor programming changes necessary to comply with DBH related SOMMS and NOMS reporting has been frustratingly slow and likely would continue without specific contract guarantees that would increase the cost of alternative systems.

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Further, the level of effort to replace the current provider at all levels would likely rival or represent a substantial amount of that for implementing a new, DBH owned and customizable solution.

3. **Do Nothing; let the existing contract terminate.** This alternative is not viable and unacceptable. The managed care data is a vital and necessary part of the provision of DBH services and the required state and federal compliance compelled of DBH.

DBH is compelled to provide tracking of individuals in the DBH emergency system to comply with NE LB1083 reporting requirements. DBH also must provide accurate and timely reports to SAMHSA with regard to performance targets and outcomes tied to Federal Block Grants and the Government Performance Results Act. DBH must also annually report to the State Legislature on other measures / services such as the Gambling Assistance Program (GAP) and for other State or Federal requirements such as Nebraska Prevention Information Reporting System (NPIRS), Criminal Justice Reporting, the NE Uniform Reporting System and many others.

**TECHNICAL IMPACT (20 PTS):**

**Technology Enhancement:**

The design for a new system, and therefore the technology enhancements impacting current systems and technology, is not fully known at this time. However, it is clear that a centralized data system available to DBH stakeholders at all levels is a vast improvement over current practice. Benefits, outlined in previous sections of this document, abound. A CDS would eliminate systems and technology duplication, gaps, errors and inefficiencies, while positioning DBH to interface with important and critical distribution channels such as the State HIE. CDS systems, by their nature, are flexible and scalable, thus fitting future needs for growth.

Envisioned is a commercial, off the shelf (COTS) solution, 3<sup>rd</sup> party licensed but DBH owned and customized. It is expected to make use of a Service Oriented Architecture (SOA), providing support for established standards for Behavioral Health Information Exchange (BHIE). The solution will also enable standard data formats that support interoperability among healthcare applications. The solution will be compliant with HIPAA and all other statutory and regulatory requirements, as well as minimum Certification Commission for Health Information Technology (CCHIT) standards.

The solution will compare and contrast data with other DHHS manage applications, including CHARTS, N-FOCUS and MMIS to avoid duplication of services.

It will offer DBH maximum data access, flexibility and response time. It will provide strong benefit to all stakeholders in the DBH spectrum through universal, secure access and distribution.

**PRELIMINARY PLAN FOR IMPLEMENTATION (10 PTS):**

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**Plan for Implementation:**

Work has been completed thus far on:

1. A Needs Analysis
2. High Level Business Requirements
3. Solution Discovery (an RFI & evaluated responses).
4. Preliminary budget estimates

Next steps include:

1. A Request For Proposal (RFP)
2. Acquisition of software, hardware and vendor support for a large scale data consolidation and aggregation project to implement the CDS.
3. Interim activity needed to fulfill operational and reporting needs for a period of transition between old systems and new.

A DHHS IS&T Work Breakdown Structure (WBS) with major tasks and milestones has not been developed in advance of solution selection.

Scot Adams, as Director of the Division of Behavioral Health, will serve as the Project's Executive Sponsor. Other project governance, including a panel of affected stake holders, will be developed by the project team after funding is secured. An internal project team (with self-evident roles) is envisioned to minimally include the following positions:

Project Manager / Director  
Business Analyst # 1  
Business Analyst # 2  
Developer # 1  
Developer # 2  
Database Analyst # 1  
Database Analyst # 2  
Network Support Resource # 1  
Subject Matter Expert # 1  
Subject Matter Expert # 2  
Subject Matter Expert # 3  
Subject Matter Expert # 4  
Test Manager

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Tester # 1  
Tester # 2  
Tester # 3  
Tester # 4  
Tester # 5

**On-going support:**

Once implemented, a DBH CDS will need on-going operational support with positions (roles, self-evident) envisioned as follows:

**On Going Support Role**

Executive Lead (part time)  
Application Manager  
Help Desk Support #1  
Data Analyst # 1  
Data Analyst # 2  
Interface Support (part time)  
Trainer (part time)  
IT Infrastructure FTE # 1 (part time)  
Departmental Support # 1 (part time)  
Departmental Support # 2 (part time)  
Departmental Support # 3 (part time)

**RISK ASSESSMENT (10 PTS):**

**Risks:**

Major risks for a project of this type include:

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1. **Risk – data security:** Because new processes for distributing data will be implemented it is vital to ensure adherence to DHHS/DBH security policies that are currently in place. These policies are rigorous and based on best practices. Best practices in data security include but are not limited to:
  - A. Maintain an understanding of potential environmental risks such as viruses, intruders and disasters.
  - B. Performance of a periodic analysis of the consequences of and countermeasures to security breaches.
  - C. Development of an implementation strategy for integrating security measures into all aspects of an application.

**Mitigation:** A risk assessment will be undertaken to identify sensitive information for both data in motion (data that is coming into and going out of the CDS) and data at rest (data that is stored in the CDS) as well as vulnerable system components

1. **Risk – data integrity:** For data to be trusted, it cannot have been altered between the data source and the decision maker. Data elements must be able to be uniquely identified and source data must be the same as data in the destination.

**Mitigation:** Quality Assurance and data integrity will be built into the CDS project implementation plan.

1. **Risk - data normalization:** Critical to data integrity is establishment of a data normalization process. Normalization is the process of efficiently organizing data in a database and involves eliminating redundant data and ensuring data dependencies make sense. Table structures and relationships are the key part of this process. Data normalization for the CDS will be especially challenging given the multiple data sources and formats. For example, many different electronic medical record systems and practice management systems exist within the regions, in addition to the managed care system and scores of paper reports. Data elements are named and interpreted differently among these many systems and the relationships among various pieces of data are handled differently.

**Mitigation:** An effective data scheme and relationship map is essential before implementation and constitute a significant amount of work in the project.

**FINANCIAL ANALYSIS AND BUDGET (20 PTS):**

The “Financial” information tab in the Nebraska Budget Request and Reporting System (NBRRS) is used to enter the financial information for this project. However, the Excel template with the data used to update the financial tab is attached below.

**Attachments:**

BehavioralHealth-Financial.xlsx

## Nebraska Information Technology Commission

# Project Proposal Form

### Funding Requests for Information Technology Projects

### FY2013-2015 Biennial Budget

**IMPORTANT NOTE:** Project proposals should only be submitted by entering the information into the Nebraska Budget Request and Reporting System (NBRRS). The information requested in this Microsoft Word version of the form should be entered in the NBRRS in the "IT Project Proposal" section. The tabs in the "IT Project Proposal" section coincide with sections contained in this Microsoft Word version of the form. Information may be cut-and-pasted from this form or directly entered into the NBRRS. **ALSO NOTE** that for each IT Project Proposal created in the NBRRS, the submitting agency must prepare an "IT Issue" in the NBRRS to request funding for the project.

<b>Project Title</b>	<b>Centralized Data System</b>
<b>Agency/Entity</b>	<b>DHHS / Division of Behavioral Health</b>

**Project Proposal Form**  
**FY2013-2015 Biennial Budget Requests**

**Notes about this form:**

1. **USE.** The Nebraska Information Technology Commission (“NITC”) is required by statute to “make recommendations on technology investments to the Governor and the Legislature, including a prioritized list of projects, reviewed by the technical panel...” Neb. Rev. Stat. §86-516(8). “Governmental entities, state agencies, and noneducation political subdivisions shall submit all projects which use any combination of general funds, federal funds, or cash funds for information technology purposes to the process established by sections 86-512 to 86-524. The commission may adopt policies that establish the format and minimum requirements for project submissions.” Neb. Rev. Stat. §86-516(5). In order to perform this review, the NITC and DAS Budget Division require agencies/entities to complete this form when requesting funding for technology projects.
2. **WHICH TECHNOLOGY BUDGET REQUESTS REQUIRE A PROJECT PROPOSAL FORM?** See the document entitled [NITC 1-202](#) “Project Review Process” available at <http://nitc.ne.gov/standards/>. Attachment A to that document establishes the minimum requirements for project submission.
3. **COMPLETING THE FORM IN THE NEBRASKA BUDGET REQUEST AND REPORTING SYSTEM (NBRRS).** Project proposals should only be submitted by entering the information into the NBRRS. The information requested in this Microsoft Word version of the form should be entered in the NBRRS in the “IT Project Proposal” section. The tabs in the “IT Project Proposal” section coincide with sections contained in this Microsoft Word version of the form. Information may be cut-and-pasted from this form or directly entered into the NBRRS. **ALSO NOTE** that for each “IT Project Proposal” created in the NBRRS, the submitting agency must prepare an “IT Issue” in the NBRRS to request funding for the project.
4. **QUESTIONS.** Contact the Office of the CIO/NITC at (402) 471-7984 or [ocio.nitc@nebraska.gov](mailto:ocio.nitc@nebraska.gov)

**Project Proposal Form  
FY2013-2015 Biennial Budget Requests**

**Section 1: General Information**

Project Title	Centralized Data System
Agency (or entity)	DHHS / Division of Behavioral Health

Contact Information for this Project:

Name	Heather Wood
Address	Division of Behavioral Health, NE DHHS, P.O. Box 95026
City, State, Zip	Lincoln, NE, 68509-95026
Telephone	402-471-1423
E-mail Address	Heather.Wood@Nebraska.Gov

**Section 2: Executive Summary**

The Division of Behavioral Health (DBH) faces substantial obstacles in collecting, organizing and accessing data, from behavioral health regions and providers. The data is necessary for DBH to efficiently, accurately and completely fulfill its obligations for reporting, monitoring and managing care in the Nebraska Behavioral Health System. Data is held in multiple different forms, systems and data bases, causing data aggregation to be an ever increasing difficulty for DBH and necessitating multiple verification processes that result in delays discharging its responsibilities. Personnel at DBH and in the behavioral health regions spend many hours combing data from paper reports, spreadsheets and disparate databases and lack quick, reliable access to information. In addition to its planned reporting, a wide variety of requirements and report breakdowns for various funders and stakeholders are often requested on an ad-hoc basis.

A new centralized data system (CDS) is necessary to overcome these immediate challenges in data access and reporting compliance while also providing DBH, behavioral health regions and providers with data necessary to improve the NE public behavioral health system, especially in an environment of health information exchange and performance monitoring.

The NE DHHS Division of Behavioral Health (DBH) Centralized Data System (CDS) will track outcomes of managed care, measure performance of managed care (in real time), measure funding for managed care, provide for greater fiscal accountability for managed care, meet reporting needs of DBH to Federal and State entities, unify existing databases and technology, fill data gaps for improved management of care and utilize health information exchange efficiencies by interfacing with the State Health Information Exchange (HIE). An example of improvement: data driven, evidence-based, incentives to providers for improved performance.

**Section 3: Goals, Objectives, and Projected Outcomes (15 Points)**

The system will be owned by DBH as a customized application suite, overcoming many inefficiencies and operational challenges in the existing Administrative Service Organizations ownership and operation of the current data limited treatment data system and effectively integration, billing, payment and treatment/prevention information into a unified system.

Primary objectives of the CDS are to:

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1. Improve resource utilization for publically funded DBH stakeholders including regions, providers, tribal providers.
2. Enable timely access to information at all levels of participation
3. Develop nightly batch processes
4. Improve operational efficiencies and processes
5. Reduce or eliminate duplication of consumer services received by ensuring data initiatives of stakeholders and DBH are compatible and can be integrated
6. Identify gaps in consumer services more accurately
7. Enable informed decision making, problem solving and enhanced strategic planning
8. Streamline the dissemination of information and key metrics
9. Reduce the need for outsourcing data analysis
10. Comply with the American Recovery and Reinvestment Act of 2009 (ARRA)
11. Achieve quality improvement through a data driven process that validates expenditures by service category.

Expected beneficiaries of the project include:

1. DBH
2. Behavioral Health Regions
3. Providers
4. Tribal Providers
5. Non-DBH Providers
6. Those receiving care in the DBH system
7. State and Federal funding entities requiring or requesting reporting from DBH

Expected outcomes of the project include:

1. A platform to interface with other system partners by which a broader picture of the behavioral health delivery system is obtained.
2. Access to data at the provider, region and state levels to more efficiently and effectively plan and deliver a public behavioral health system.
3. Data driven decision making.
4. Improved monitoring of state and federal clinical performance data.
5. Identification of trends and outcomes that will improve the service delivery system and prevention efforts, thereby impacting mental illness and substance abuse.
6. Improved state and federal funding accountability by linking expenditures to outcomes.
7. Informed evidence-based treatment practices through use of fidelity and outcome data.

Measurement:

Bench mark performance data for key performance indicators (KPI) will be collected, in those areas of the stated objectives that are quantitative in nature, for a before and after comparison post implementation.

Additionally, stakeholder feedback has been documented in a needs assessment already complete and will be compared with stakeholder feedback post implementation.

Current costs to gather, organize, aggregate and disseminate information are known. These will be compared to costs, post-implementation.

Information Technology Plan:

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The DHHS Information Systems and Technology department (IS&T) has been consulted at frequent intervals during pre-implementation activities to allow guidance, ensure conformity and produce alignment between technology in this project that is consistent with DHHS IS&T's long term technology direction. This project will not conflict with any agency division's plan or that of IS&T. Further, this project is supported by DHHS IS&T.

**Section 4: Project Justification / Business Case (25 Points)**

Tangible Benefits:

Minimally, a system meeting these objectives will improve the delivery of behavioral health care through quicker access to accurate data for all stakeholders. Replacing the current system of disparate data sources, (i.e. stand-alone applications, reports, databases and paper) will save time and money. A DBH needs analysis conducted and documented in June of 2010 conservatively estimated cost savings with the use of a new CDS at approximately \$360,000.00 per year. That information is available by request.

Other Solutions:

Alternatives include:

1. Extend the existing Magellan Contract. Live with current deficiencies including inaccurate reports from invalid entry or data, lack of reports, a time consuming billing and payment authorization process, increased expenditure for data aggregation, inefficiently managed managed-care, an inability to integrate with the NE HIE, incomplete compliance reporting for National Outcomes Measures (NOMS) reported through the State Outcomes Management and Measurement System (SOMMS), incomplete data access for DBH regions and providers, increased expenditures for 3<sup>rd</sup> party vendor customized data reporting, etc....

This alternative is not considered viable due to the implications to managed care or operational sustainability. Timely and accurate SOMMS/NOMS data reporting of individualized clinical performance measures is essential and required to comply with the Government Performance and Results Act (GPRA) or Federal Block Grant Funds.

2. Contract with another 3<sup>rd</sup> Party provider of managed care data.

DBH believes timely access to ad-hoc, customizable data by all stakeholders at all levels to be compromised when using a 3<sup>rd</sup> party provider because of the cost and time involved to order and receive reports. Vendor programming changes necessary to comply with DBH related SOMMS and NOMS reporting has been frustratingly slow and likely would continue without specific contract guarantees that would increase the cost of alternative systems.

Further, the level of effort to replace the current provider at all levels would likely rival or represent a substantial amount of that for implementing a new, DBH owned and customizable solution.

3. Do Nothing; let the existing contract terminate. This alternative is not viable and unacceptable. The managed care data is a vital and necessary part of the provision of DBH services and the required state and federal compliance compelled of DBH.

DBH is compelled to provide tracking of individuals in the DBH emergency system to comply with NE LB1083 reporting requirements. DBH also must provide accurate and timely reports to SAMHSA with regard to performance targets and outcomes tied to Federal Block Grants and the Government Performance Results Act. DBH must also annually report to the State Legislature on other measures / services such as the Gambling Assistance Program (GAP) and for other State or Federal requirements

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such as Nebraska Prevention Information Reporting System (NPIRS), Criminal Justice Reporting, the NE Uniform Reporting System and many others.

**Section 5: Technical Impact (20 Points)**

Technology Enhancement:

The design for a new system, and therefore the technology enhancements impacting current systems and technology, is not fully known at this time. However, it is clear that a centralized data system available to DBH stakeholders at all levels is a vast improvement over current practice. Benefits, outlined in previous sections of this document, abound. A CDS would eliminate systems and technology duplication, gaps, errors and inefficiencies, while positioning DBH to interface with important and critical distribution channels such as the State HIE. CDS systems, by their nature, are flexible and scalable, thus fitting future needs for growth.

Envisioned is a commercial, off the shelf (COTS) solution, 3<sup>rd</sup> party licensed but DBH owned and customized. It is expected to make use of a Service Oriented Architecture (SOA), providing support for established standards for Behavioral Health Information Exchange (BHIE). The solution will also enable standard data formats that support interoperability among healthcare applications. The solution will be compliant with HIPAA and all other statutory and regulatory requirements, as well as minimum Certification Commission for Health Information Technology (CCHIT) standards.

The solution will compare and contrast data with other DHHS manage applications, including CHARTS, N-FOCUS and MMIS to avoid duplication of services.

It will offer DBH maximum data access, flexibility and response time. It will provide strong benefit to all stakeholders in the DBH spectrum through universal, secure access and distribution.

**Section 6: Preliminary Plan for Implementation (10 Points)**

Plan for Implementation:

Work has been completed thus far on:

1. A Needs Analysis
2. High Level Business Requirements
3. Solution Discovery (an RFI & evaluated responses).
4. Preliminary budget estimates

Next steps include:

1. A Request For Proposal (RFP)
2. Acquisition of software, hardware and vendor support for a large scale data consolidation and aggregation project to implement the CDS.
3. Interim activity needed to fulfill operational and reporting needs for a period of transition between old systems and new.

A DHHS IS&T Work Breakdown Structure (WBS) with major tasks and milestones has not been developed in advance of solution selection.

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Scot Adams, as Director of the Division of Behavioral Health, will serve as the Project's Executive Sponsor. Other project governance, including a panel of affected stake holders, will be developed by the project team after funding is secured. An internal project team (with self-evident roles) is envisioned to minimally include the following positions:

Project Manager / Director
Business Analyst # 1
Business Analyst # 2
Developer # 1
Developer # 2
Database Analyst # 1
Database Analyst # 2
Network Support Resource # 1
Subject Matter Expert # 1
Subject Matter Expert # 2
Subject Matter Expert # 3
Subject Matter Expert # 4
Test Manager
Tester # 1
Tester # 2
Tester # 3
Tester # 4
Tester # 5

On-going support:

Once implemented, a DBH CDS will need on-going operational support with positions (roles, self-evident) envisioned as follows:

<b>On Going Support Role</b>
Executive Lead (part time)
Application Manager
Help Desk Support #1
Data Analyst # 1
Data Analyst # 2
Interface Support (part time)
Trainer (part time)
IT Infrastructure FTE # 1 (part time)
Departmental Support # 1 (part time)
Departmental Support # 2 (part time)
Departmental Support # 3 (part time)

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**Section 7: Risk Assessment (10 Points)**

Risks:

Major risks for a project of this type include:

1. Risk – data security: Because new processes for distributing data will be implemented it is vital to ensure adherence to DHHS/DBH security policies that are currently in place. These policies are rigorous and based on best practices. Best practices in data security include but are not limited to:
  - A. Maintain an understanding of potential environmental risks such as viruses, intruders and disasters.
  - B. Performance of a periodic analysis of the consequences of and countermeasures to security breaches.
  - C. Development of an implementation strategy for integrating security measures into all aspects of an application.

Mitigation: A risk assessment will be undertaken to identify sensitive information for both data in motion (data that is coming into and going out of the CDS) and data at rest (data that is stored in the CDS) as well as vulnerable system components

2. Risk – data integrity: For data to be trusted, it cannot have been altered between the data source and the decision maker. Data elements must be able to be uniquely identified and source data must be the same as data in the destination.

Mitigation: Quality Assurance and data integrity will be built into the CDS project implementation plan.

3. Risk - data normalization: Critical to data integrity is establishment of a data normalization process. Normalization is the process of efficiently organizing data in a database and involves eliminating redundant data and ensuring data dependencies make sense. Table structures and relationships are the key part of this process. Data normalization for the CDS will be especially challenging given the multiple data sources and formats. For example, many different electronic medical record systems and practice management systems exist within the regions, in addition to the managed care system and scores of paper reports. Data elements are named and interpreted differently among these many systems and the relationships among various pieces of data are handled differently.

Mitigation: An effective data scheme and relationship map is essential before implementation and constitute a significant amount of work in the project.

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**Section 8: Financial Analysis and Budget (20 Points)**

15. Financial Information

The “Financial” information tab in the Nebraska Budget Request and Reporting System (NBRRS) is used to enter the financial information for this project (NOTE: For each IT Project Proposal created in the NBRRS, the submitting agency must prepare an “IT Issue” in the NBRRS to request funding for the project.)



Worksheet in Project  
Proposal Form.xls

Nebraska Information Technology Commission  
Project Proposal Form  
Section 8: Financial Analysis and Budget

(Revise dates as necessary for your request.)

	Estimated Prior Expended	Request for FY2014 (Year 1)	Request for FY2015 (Year 2)	Request for FY2016 (Year 3)	Request for FY2017 (Year 4)	Future	Total
1. Personnel Costs	\$ -	\$ 485,000.00	\$ 485,000.00	\$ -	\$ -	\$ -	\$ 970,000.00
<b>2. Contractual Services</b>							
2.1 Design	\$ -	\$ 102,000.00	\$ 102,000.00	\$ -	\$ -	\$ -	\$ 204,000.00
2.2 Programming	\$ -	\$ 51,000.00	\$ 51,000.00	\$ -	\$ -	\$ -	\$ 102,000.00
2.3 Project Management	\$ -	\$ 180,000.00	\$ 180,000.00	\$ -	\$ -	\$ -	\$ 360,000.00
2.4 Other	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
3. Supplies and Materials	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
4. Telecommunications	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
5. Training	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
6. Travel	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
7. Other Operating Costs	\$ -	\$ 102,000.00	\$ 102,000.00	\$ -	\$ -	\$ -	\$ 204,000.00
<b>8. Capital Expenditures</b>							
8.1 Hardware	\$ -	\$ 60,000.00	\$ 60,000.00	\$ -	\$ -	\$ -	\$ 120,000.00
8.2 Software	\$ -	\$ 500,000.00	\$ 490,000.00	\$ -	\$ -	\$ -	\$ 990,000.00
8.3 Network	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
8.4 Other	\$ -	\$ 50,000.00	\$ -	\$ -	\$ -	\$ -	\$ 50,000.00
<b>TOTAL COSTS</b>	\$ -	\$ 1,530,000.00	\$ 1,470,000.00	\$ -	\$ -	\$ -	\$ 3,000,000.00
General Funds	\$ -	\$ 1,530,000.00	\$ 1,470,000.00	\$ -	\$ -	\$ -	\$ 3,000,000.00
Cash Funds	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Federal Funds	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Revolving Funds	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Other Funds	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>TOTAL FUNDS</b>	\$ -	\$ 1,530,000.00	\$ 1,470,000.00	\$ -	\$ -	\$ -	\$ 3,000,000.00

**IT Project Proposal Report - Detail**  
**Agency: 047 - EDUCATIONAL TELECOMMUNICATIONS COMM**  
**Budget Cycle: 2013-2015 Biennium**                      **Version: AF - AGENCY FINAL REQUEST**

**IT Project : Radio Transmission Replacement**

**General Section**

<b>Contact Name :</b> Michael Winkle	<b>E-mail :</b> mwinkle@netad.unl.edu	<b>Agency Priority :</b> 2
<b>Address :</b> 1800 North 33rd St	<b>Telephone :</b> 402-472-3611	<b>NITC Priority :</b>
<b>City :</b> Lincoln		<b>NITC Score :</b>
<b>State :</b> Nebraska	<b>Zip :</b> 68503	

**Expenditures**

IT Project Costs	Total	Prior Exp	FY12 Appr/Reappr	FY14 Request	FY15 Request	Future Add
<b>Contractual Services</b>						
Design	0	0	0	0	0	0
Programming	0	0	0	0	0	0
Project Management	0	0	0	0	0	0
Data Conversion	0	0	0	0	0	0
Other	75,000	0	0	37,500	37,500	0
<b>Subtotal Contractual Services</b>	<b>75,000</b>	<b>0</b>	<b>0</b>	<b>37,500</b>	<b>37,500</b>	<b>0</b>
<b>Telecommunications</b>						
Data	0	0	0	0	0	0
Video	0	0	0	0	0	0
Voice	0	0	0	0	0	0
Wireless	0	0	0	0	0	0
<b>Subtotal Telecommunications</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Training</b>						
Technical Staff	0	0	0	0	0	0
End-user Staff	0	0	0	0	0	0
<b>Subtotal Training</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

**IT Project Proposal Report - Detail**  
**Agency: 047 - EDUCATIONAL TELECOMMUNICATIONS COMM**  
**Budget Cycle: 2013-2015 Biennium**                      **Version: AF - AGENCY FINAL REQUEST**

**Expenditures**

<b>IT Project Costs</b>	<b>Total</b>	<b>Prior Exp</b>	<b>FY12 Appr/Reappr</b>	<b>FY14 Request</b>	<b>FY15 Request</b>	<b>Future Add</b>
<b>Other Operating Costs</b>						
Personnel Cost	0	0	0	0	0	0
Supplies & Materials	0	0	0	0	0	0
Travel	0	0	0	0	0	0
Other	0	0	0	0	0	0
<b>Subtotal Other Operating Costs</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Capital Expenditures</b>						
Hardware	160,000	0	0	92,500	67,500	0
Software	0	0	0	0	0	0
Network	90,000	0	0	45,000	45,000	0
Other	0	0	0	0	0	0
<b>Subtotal Capital Expenditures</b>	<b>250,000</b>	<b>0</b>	<b>0</b>	<b>137,500</b>	<b>112,500</b>	<b>0</b>
<b>TOTAL PROJECT COST</b>	<b>325,000</b>	<b>0</b>	<b>0</b>	<b>175,000</b>	<b>150,000</b>	<b>0</b>

**Funding**

<b>Fund Type</b>	<b>Total</b>	<b>Prior Exp</b>	<b>FY12 Appr/Reappr</b>	<b>FY14 Request</b>	<b>FY15 Request</b>	<b>Future Add</b>
General Fund	325,000	0	0	175,000	150,000	0
Cash Fund	0	0	0	0	0	0
Federal Fund	0	0	0	0	0	0
Revolving Fund	0	0	0	0	0	0
Other Fund	0	0	0	0	0	0
<b>TOTAL FUNDING</b>	<b>325,000</b>	<b>0</b>	<b>0</b>	<b>175,000</b>	<b>150,000</b>	<b>0</b>
<b>VARIANCE</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

**IT Project Proposal Report - Detail**  
**Agency: 047 - EDUCATIONAL TELECOMMUNICATIONS COMM**  
**Budget Cycle: 2013-2015 Biennium**                      **Version: AF - AGENCY FINAL REQUEST**

**IT Project: Radio Transmission Replacement**

**EXECUTIVE SUMMARY:**

See attached NITC form.

**Attachments:**

Worksheet in H 14-15 Biennial Budget NITC report Radio Transmission.xls

**GOALS, OBJECTIVES, AND OUTCOMES (15 PTS):**

See attached NITC form.

**PROJECT JUSTIFICATION / BUSINESS CASE (25 PTS):**

See attached NITC form.

**TECHNICAL IMPACT (20 PTS):**

See attached NITC form.

**PRELIMINARY PLAN FOR IMPLEMENTATION (10 PTS):**

See attached NITC form.

**RISK ASSESSMENT (10 PTS):**

See attached NITC form.

**FINANCIAL ANALYSIS AND BUDGET (20 PTS):**

See attached NITC form.

**Attachments:**

Radio FM cost estimate .xls

## Nebraska Information Technology Commission

# Project Proposal Form

### Funding Requests for Information Technology Projects

### FY2013-2015 Biennial Budget

**IMPORTANT NOTE:** Project proposals should only be submitted by entering the information into the Nebraska Budget Request and Reporting System (NBRRS). The information requested in this Microsoft Word version of the form should be entered in the NBRRS in the "IT Project Proposal" section. The tabs in the "IT Project Proposal" section coincide with sections contained in this Microsoft Word version of the form. Information may be cut-and-pasted from this form or directly entered into the NBRRS. **ALSO NOTE** that for each IT Project Proposal created in the NBRRS, the submitting agency must prepare an "IT Issue" in the NBRRS to request funding for the project.

<b>Project Title</b>	<b>Radio Transmission</b>
<b>Agency/Entity</b>	<b>NETC (Nebraska Educational Telecommunications Commission)</b>

**Project Proposal Form  
FY2013-2015 Biennial Budget Requests**

**Notes about this form:**

1. **USE.** The Nebraska Information Technology Commission (“NITC”) is required by statute to “make recommendations on technology investments to the Governor and the Legislature, including a prioritized list of projects, reviewed by the technical panel...” Neb. Rev. Stat. §86-516(8). “Governmental entities, state agencies, and noneducation political subdivisions shall submit all projects which use any combination of general funds, federal funds, or cash funds for information technology purposes to the process established by sections 86-512 to 86-524. The commission may adopt policies that establish the format and minimum requirements for project submissions.” Neb. Rev. Stat. §86-516(5). In order to perform this review, the NITC and DAS Budget Division require agencies/entities to complete this form when requesting funding for technology projects.
2. **WHICH TECHNOLOGY BUDGET REQUESTS REQUIRE A PROJECT PROPOSAL FORM?** See the document entitled [NITC 1-202](http://nitc.ne.gov/standards/) “Project Review Process” available at <http://nitc.ne.gov/standards/>. Attachment A to that document establishes the minimum requirements for project submission.
3. **COMPLETING THE FORM IN THE NEBRASKA BUDGET REQUEST AND REPORTING SYSTEM (NBRRS).** Project proposals should only be submitted by entering the information into the NBRRS. The information requested in this Microsoft Word version of the form should be entered in the NBRRS in the “IT Project Proposal” section. The tabs in the “IT Project Proposal” section coincide with sections contained in this Microsoft Word version of the form. Information may be cut-and-pasted from this form or directly entered into the NBRRS. **ALSO NOTE** that for each “IT Project Proposal” created in the NBRRS, the submitting agency must prepare an “IT Issue” in the NBRRS to request funding for the project.
4. **QUESTIONS.** Contact the Office of the CIO/NITC at (402) 471-7984 or [ocio.nitc@nebraska.gov](mailto:ocio.nitc@nebraska.gov)

**Section 1: General Information**

Project Title	Radio Transmission Replacement Project
Agency (or entity)	NETC (Nebraska Educational Telecommunications Commission)

Contact Information for this Project:

Name	Stacey A. Decker
Address	1800 N 33rd
City, State, Zip	Lincoln, NE
Telephone	402-472-9333
E-mail Address	sdecker@netnebraska.org

**Section 2: Executive Summary**

Provide a one or two paragraph summary of the proposed project. This summary will be used in other externally distributed documents and should therefore clearly and succinctly describe the project and the information technology required.

The replacement of aging FM translators K227AC (Culbertson 92.7 FM), K224CH (Max 93.3 FM), K208CB (Harrison 89.5 FM), K219CE (Fall City 91.7 FM) and FM Antenna and Feed Lines at KHNE FM (Hastings/Grand Island 89.1 FM) and KXNE FM (Norfolk 89.3 FM). These replacements would be done to reduce rising maintenance costs and to reduce downtime. The NET Radio system is the State Primary and State Relay for the Nebraska Emergency Alert System (EAS).

**Project Proposal Form**  
**FY2013-2015 Biennial Budget Requests**

**Section 3: Goals, Objectives, and Projected Outcomes (15 Points)**

1. Describe the project, including:
  - Specific goals and objectives;
  - Expected beneficiaries of the project; and
  - Expected outcomes.

The goal is to replace 20+ year old FM Translators, FM Antennas and Feed Lines with more reliable and efficient equipment. The NET Radio listeners, Nebraska commercial broadcasters and Nebraska residents relying on “over the air” Emergency Alerts will benefit from this project. The replacement of the 20+ year old FM translators, FM antennas and feed lines will increase reliability and reduce operating costs.

2. Describe the measurement and assessment methods that will verify that the project outcomes have been achieved.

The measurement and assessment methods will be monitoring and feedback from NET Radio listeners, Nebraska commercial broadcasters that use NET Radio as their primary EAS monitoring station. The project should positively impact the NET operating budget which by reducing annual maintenance costs.

3. Describe the project’s relationship to your agency comprehensive information technology plan. This project is being done to maximize the efficiencies of the radio system NET has the obligation of managing on behalf of the State of Nebraska.

**Section 4: Project Justification / Business Case (25 Points)**

4. Provide the project justification in terms of tangible benefits (i.e. economic return on investment) and/or intangible benefits (e.g. additional services for customers).

The current FM Translators at K227AC (Culbertson 92.7 FM), K224CH (Max 93.3 FM), K208CB (Harrison 89.5 FM), K219CE (Fall City 91.7 FM) have become unreliable and costly to maintain. The FM antennas and feed lines at KHNE FM and KXNE FM have recently required additional attention and cost. All the equipment requested replaces inventory that is 20+ years old. Purchasing and installing new hardware will greatly increase reliability, efficiency and reduce maintenance cost.

5. Describe other solutions that were evaluated, including their strengths and weaknesses, and why they were rejected. Explain the implications of doing nothing and why this option is not acceptable. The nature of this project allows few solutions other than replacement of equipment or termination of services in the affected areas. By doing nothing the broadcast areas will have interruptions in service performance for NET Radio and the State Primary and State Relay of the Nebraska (EAS).
6. If the project is the result of a state or federal mandate, please specify the mandate being addressed. This Project is in compliance with the Nebraska Emergency Management Agency’s (NEMA) Nebraska EAS Plan, Section 3 stating “The NE SP/SR Network is comprised of all Nebraska Educational Telecommunications (NET) radio transmitters, plus KVNO radio in Omaha.”

**Project Proposal Form  
FY2013-2015 Biennial Budget Requests**

**Section 5: Technical Impact (20 Points)**

7. Describe how the project enhances, changes or replaces present technology systems, or implements a new technology system. Describe the technical elements of the project, including hardware, software, and communications requirements. Describe the strengths and weaknesses of the proposed solution.

The project will replace a 20+ year technology with more efficient and reliable equipment. The new equipment has shown to be more efficient and reliable. NET has completed a multi-year project replacing all of the main FM Transmitters, and have documented a substantial reduction in maintenance costs while increasing reliability. The replacement of the FM Antennas and Feed Lines will complete the upgrade to the statewide system, maintain current coverage, reduce power requirements and increase reliability.

8. Address the following issues with respect to the proposed technology:
- Describe the reliability, security and scalability (future needs for growth or adaptation) of the technology.

The replacement equipment will use the most recent technology and should take these systems into the next decade.

- Address conformity with applicable NITC technical standards and guidelines (available at <http://nitc.ne.gov/standards/>) and generally accepted industry standards.

The replacement equipment is considered Industry Replacement Standard for this type of system.

- Address the compatibility with existing institutional and/or statewide infrastructure.

These systems are completely compatible with existing power and physical construction of NET's towers and buildings.

**Section 6: Preliminary Plan for Implementation (10 Points)**

9. Describe the preliminary plans for implementing the project. Identify project sponsor(s) and examine stakeholder acceptance. Describe the project team, including their roles, responsibilities, and experience.

NET is planning to purchase, install and operate the FM translators, FM antennas and feed lines. NET is the project sponsor. NET Radio listeners, Nebraska commercial broadcasters that use NET Radio as their Primary EAS monitoring station are the stakeholders.

NET will enter into contract with a qualified insured tower maintenance contractor to install the FM Antennas and Feed Lines.

NET will act as the project manager for this project.

10. List the major milestones and/or deliverables and provide a timeline for completing each.

The major deliverable for this project is the removal of the old system and replacement of the new system. The time frame for this work is eight (8) days per FM Antenna and Feed Line and two (2) days per FM Translator from receipt of system and getting the tower crew on site. Complete installation would be completed in late summer of 2014.

11. Describe the training and staff development requirements.

No additional training or staff development is required. Operations will be seamless to present day workflow.

**Project Proposal Form**  
**FY2013-2015 Biennial Budget Requests**

12. Describe the ongoing support requirements.

No additional support is required, other than routine operational maintenance.

**Section 7: Risk Assessment (10 Points)**

13. Describe possible barriers and risks related to the project and the relative importance of each. The FM Translators and FM Feed Lines need to be replaced soon or NET Radio Listeners, Nebraska Commercial Broadcasters and Nebraska residence relying on “over the air” Emergency Alerts will experience additional downtime and diminished reception.

14. Identify strategies which have been developed to minimize risks.

This purchase will be made under the State Purchasing Guidelines to minimize risk. Any assistance with contractual parties will have bonded and insurance requirements to assure protection to the State of Nebraska.

**Project Proposal Form**  
**FY2013-2015 Biennial Budget Requests**

**Section 8: Financial Analysis and Budget (20 Points)**

15. Financial Information

The “Financial” information tab in the Nebraska Budget Request and Reporting System (NBRRS) is used to enter the financial information for this project (NOTE: For each IT Project Proposal created in the NBRRS, the submitting agency must prepare an “IT Issue” in the NBRRS to request funding for the project.)



Worksheet in H  
14-15 Biennial Budget



## FM Radio Transmission Replacement Project

Item	Description	Vendor	Quantity	Estimated Cost	Extended Cost	
Nautel VS 300-N	300 Watt FM Transmitter	RF Specialties	4	\$ 5,000.00	\$ 20,000.00	K227AC, K224CH
BW Broadcast RBRX1 FM	FM Receiver	SCMA	4	\$ 2,500.00	\$ 10,000.00	K208CB, K219CE
				Sub total	\$ 30,000.00	
3 1/8" Hard Line	Feed Line	Dielectric	1	\$ 45,000.00	\$ 45,000.00	KHNE
SPX FM DCR-C10	FM Antenna	Dielectric	1	\$ 65,000.00	\$ 65,000.00	
Labor	Tower Crew	SFT	1	\$ 37,500.00	\$ 37,500.00	
				Sub total	\$ 147,500.00	
FY 2014 Total					\$ 177,500.00	
3 1/8" Hard Line	Feed Line	Dielectric	1	\$ 45,000.00	\$ 45,000.00	KXNE
SPX FM DCR-C10	FM Antenna	Dielectric	1	\$ 65,000.00	\$ 65,000.00	
Labor	Tower Crew	SFT	1	\$ 37,500.00	\$ 37,500.00	
FY 2015 Total					\$ 147,500.00	
Total Project					\$ 325,000.00	

**IT Project Proposal Report - Detail**  
**Agency: 047 - EDUCATIONAL TELECOMMUNICATIONS COMM**  
**Budget Cycle: 2013-2015 Biennium**                      **Version: AF - AGENCY FINAL REQUEST**

**IT Project : Enterprise Uninterrupted Power Supply**

**General Section**

<b>Contact Name :</b> Michael Winkle	<b>E-mail :</b> mwinkle@netad.unl.edu	<b>Agency Priority :</b> 3
<b>Address :</b> 1800 North 33rd St	<b>Telephone :</b> 402-472-3611	<b>NITC Priority :</b>
<b>City :</b> Lincoln		<b>NITC Score :</b>
<b>State :</b> Nebraska	<b>Zip :</b> 68503	

**Expenditures**

IT Project Costs	Total	Prior Exp	FY12 Appr/Reappr	FY14 Request	FY15 Request	Future Add
<b>Contractual Services</b>						
Design	5,000	0	0	5,000	0	0
Programming	0	0	0	0	0	0
Project Management	0	0	0	0	0	0
Data Conversion	0	0	0	0	0	0
Other	0	0	0	0	0	0
<b>Subtotal Contractual Services</b>	<b>5,000</b>	<b>0</b>	<b>0</b>	<b>5,000</b>	<b>0</b>	<b>0</b>
<b>Telecommunications</b>						
Data	0	0	0	0	0	0
Video	0	0	0	0	0	0
Voice	0	0	0	0	0	0
Wireless	0	0	0	0	0	0
<b>Subtotal Telecommunications</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Training</b>						
Technical Staff	0	0	0	0	0	0
End-user Staff	0	0	0	0	0	0
<b>Subtotal Training</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

**IT Project Proposal Report - Detail**  
**Agency: 047 - EDUCATIONAL TELECOMMUNICATIONS COMM**  
**Budget Cycle: 2013-2015 Biennium**                      **Version: AF - AGENCY FINAL REQUEST**

**Expenditures**

<b>IT Project Costs</b>	<b>Total</b>	<b>Prior Exp</b>	<b>FY12 Appr/Reappr</b>	<b>FY14 Request</b>	<b>FY15 Request</b>	<b>Future Add</b>
<b>Other Operating Costs</b>						
Personnel Cost	0	0	0	0	0	0
Supplies & Materials	5,000	0	0	5,000	0	0
Travel	0	0	0	0	0	0
Other	0	0	0	0	0	0
<b>Subtotal Other Operating Costs</b>	<b>5,000</b>	<b>0</b>	<b>0</b>	<b>5,000</b>	<b>0</b>	<b>0</b>
<b>Capital Expenditures</b>						
Hardware	80,000	0	0	80,000	0	0
Software	0	0	0	0	0	0
Network	0	0	0	0	0	0
Other	10,000	0	0	10,000	0	0
<b>Subtotal Capital Expenditures</b>	<b>90,000</b>	<b>0</b>	<b>0</b>	<b>90,000</b>	<b>0</b>	<b>0</b>
<b>TOTAL PROJECT COST</b>	<b>100,000</b>	<b>0</b>	<b>0</b>	<b>100,000</b>	<b>0</b>	<b>0</b>

**Funding**

<b>Fund Type</b>	<b>Total</b>	<b>Prior Exp</b>	<b>FY12 Appr/Reappr</b>	<b>FY14 Request</b>	<b>FY15 Request</b>	<b>Future Add</b>
General Fund	100,000	0	0	100,000	0	0
Cash Fund	0	0	0	0	0	0
Federal Fund	0	0	0	0	0	0
Revolving Fund	0	0	0	0	0	0
Other Fund	0	0	0	0	0	0
<b>TOTAL FUNDING</b>	<b>100,000</b>	<b>0</b>	<b>0</b>	<b>100,000</b>	<b>0</b>	<b>0</b>
<b>VARIANCE</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

**IT Project Proposal Report - Detail**  
**Agency: 047 - EDUCATIONAL TELECOMMUNICATIONS COMM**  
**Budget Cycle: 2013-2015 Biennium**                      **Version: AF - AGENCY FINAL REQUEST**

**IT Project: Enterprise Uninterrupted Power Supply**

**EXECUTIVE SUMMARY:**

See attached NITC form.

**Attachments:**

NITC report UPS.doc

**GOALS, OBJECTIVES, AND OUTCOMES (15 PTS):**

See attached NITC form.

**PROJECT JUSTIFICATION / BUSINESS CASE (25 PTS):**

See attached NITC form.

**TECHNICAL IMPACT (20 PTS):**

See attached NITC form.

**PRELIMINARY PLAN FOR IMPLEMENTATION (10 PTS):**

See attached NITC form.

**RISK ASSESSMENT (10 PTS):**

See attached NITC form.

**FINANCIAL ANALYSIS AND BUDGET (20 PTS):**

See attached NITC form.

## Nebraska Information Technology Commission

# Project Proposal Form

### Funding Requests for Information Technology Projects

### FY2013-2015 Biennial Budget

**IMPORTANT NOTE:** Project proposals should only be submitted by entering the information into the Nebraska Budget Request and Reporting System (NBRRS). The information requested in this Microsoft Word version of the form should be entered in the NBRRS in the "IT Project Proposal" section. The tabs in the "IT Project Proposal" section coincide with sections contained in this Microsoft Word version of the form. Information may be cut-and-pasted from this form or directly entered into the NBRRS. **ALSO NOTE** that for each IT Project Proposal created in the NBRRS, the submitting agency must prepare an "IT Issue" in the NBRRS to request funding for the project.

<b>Project Title</b>	<b>Enterprise UPS</b>
<b>Agency/Entity</b>	<b>NET (Nebraska Educational Telecommunications commission)</b>

**Project Proposal Form  
FY2013-2015 Biennial Budget Requests**

**Notes about this form:**

1. **USE.** The Nebraska Information Technology Commission (“NITC”) is required by statute to “make recommendations on technology investments to the Governor and the Legislature, including a prioritized list of projects, reviewed by the technical panel...” Neb. Rev. Stat. §86-516(8). “Governmental entities, state agencies, and noneducation political subdivisions shall submit all projects which use any combination of general funds, federal funds, or cash funds for information technology purposes to the process established by sections 86-512 to 86-524. The commission may adopt policies that establish the format and minimum requirements for project submissions.” Neb. Rev. Stat. §86-516(5). In order to perform this review, the NITC and DAS Budget Division require agencies/entities to complete this form when requesting funding for technology projects.
2. **WHICH TECHNOLOGY BUDGET REQUESTS REQUIRE A PROJECT PROPOSAL FORM?** See the document entitled [NITC 1-202](http://nitc.ne.gov/standards/) “Project Review Process” available at <http://nitc.ne.gov/standards/>. Attachment A to that document establishes the minimum requirements for project submission.
3. **COMPLETING THE FORM IN THE NEBRASKA BUDGET REQUEST AND REPORTING SYSTEM (NBRRS).** Project proposals should only be submitted by entering the information into the NBRRS. The information requested in this Microsoft Word version of the form should be entered in the NBRRS in the “IT Project Proposal” section. The tabs in the “IT Project Proposal” section coincide with sections contained in this Microsoft Word version of the form. Information may be cut-and-pasted from this form or directly entered into the NBRRS. **ALSO NOTE** that for each “IT Project Proposal” created in the NBRRS, the submitting agency must prepare an “IT Issue” in the NBRRS to request funding for the project.
4. **QUESTIONS.** Contact the Office of the CIO/NITC at (402) 471-7984 or [ocio.nitc@nebraska.gov](mailto:ocio.nitc@nebraska.gov)

**Project Proposal Form  
FY2013-2015 Biennial Budget Requests**

**Section 1: General Information**

Project Title	Enterprise UPS
Agency (or entity)	NET (Nebraska Educational Telecommunications commission)

Contact Information for this Project:

Name	Stacey A. Decker
Address	1800 N 33rd
City, State, Zip	Lincoln, NE
Telephone	402-472-9333
E-mail Address	sdecker@netnebraska.org

**Section 2: Executive Summary**

Provide a one or two paragraph summary of the proposed project. This summary will be used in other externally distributed documents and should therefore clearly and succinctly describe the project and the information technology required.

NET is requesting funding to install an Enterprise Uninterrupted Power Supply (UPS) in the central equipment room at the 1800 N. 33<sup>rd</sup>, Lincoln NE location. With NET being responsible for streaming content, statewide Emergency Alert System (EAS) and distribution of PBS and NET generated content an enterprise solution is being requested. NET feels this is a more effective approach at providing the necessary failure protection for a media management organization.

The central equipment room consists of over 1700 square feet of environmentally controlled technical space. Traditionally this space has housed the necessary equipment to support the NET core content distribution systems. During the past biennium NET has become more active in creating partnerships with agencies and educational institutions. These relationships are being formed to assist to help support their mission to also distribute content. These partners include the University of Nebraska system, Nebraska Department of Education, NE State Legislature and the NE Supreme and Appellate Courts. This requested UPS solution will add stability to an area that is crucial in supporting Nebraska's mission of transparency in State Government.

**Section 3: Goals, Objectives, and Projected Outcomes (15 Points)**

1. Describe the project, including:
  - Specific goals and objectives;
  - Expected beneficiaries of the project; and
  - Expected outcomes.

The installation of an enterprise UPS would add a higher level of failure support to the NET central equipment room. The current configuration consists of a Universal Power Supply per rack. This approach does not support equalizing power loading and overall is not as efficient as an enterprise solution.

**Project Proposal Form  
FY2013-2015 Biennial Budget Requests**

2. Describe the measurement and assessment methods that will verify that the project outcomes have been achieved.

Due to a change in power management, once completed NET projects lower maintenance costs and a more reliable power protection system.

3. Describe the project's relationship to your agency comprehensive information technology plan. It is the intent for NET to become an active member in managing video and audio assets for the State of Nebraska. This project helps assure stability in the system that will be employed to carry out such tasks.

**Section 4: Project Justification / Business Case (25 Points)**

5. Provide the project justification in terms of tangible benefits (i.e. economic return on investment) and/or intangible benefits (e.g. additional services for customers).

The replacement of the current system will supply a more effective back up power solution in the NET central equipment room. This system will also reduce a current budget maintenance situation. This will also shift the burden of maintenance to a contractual agreement with a service provider.

6. Describe other solutions that were evaluated, including their strengths and weaknesses, and why they were rejected. Explain the implications of doing nothing and why this option is not acceptable.

The other solutions evaluated were to continue to operate on a rack by rack UPS solutions. This has proven to have a higher financial burden in equipment and maintenance.

6. If the project is the result of a state or federal mandate, please specify the mandate being addressed.

N/A

**Section 5: Technical Impact (20 Points)**

7. Describe how the project enhances, changes or replaces present technology systems, or implements a new technology system. Describe the technical elements of the project, including hardware, software, and communications requirements. Describe the strengths and weaknesses of the proposed solution.

The current approach applies power back up to individual racks of equipment. This philosophy was applied when battery technology was not as cost effective. The installation of an enterprise UPS will replace individual systems. The maintenance of the existing approach requires NET to budget for battery replacement on an annual basis which is inefficient and costly. This system will also be more easily monitored by staff through the use of remote monitoring software.

8. Address the following issues with respect to the proposed technology:

**Project Proposal Form  
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- Describe the reliability, security and scalability (future needs for growth or adaptation) of the technology.
- Address conformity with applicable NITC technical standards and guidelines (available at <http://nitc.ne.gov/standards/>) and generally accepted industry standards.
- Address the compatibility with existing institutional and/or statewide infrastructure.

NET technology staff has a 100KVA UPS specified to cover the current needs of the central equipment room in the facility. This system is scalable in the event of expansion. This approach is specifically supported in section 8-201 of the Business Continuity and Disaster Recovery. Currently NET uses a similar enterprise UPS system to support the relationship with PBS as the national DDMS site. (Diversity, Disaster & Maintenance Site)

**Section 6: Preliminary Plan for Implementation (10 Points)**

8. Describe the preliminary plans for implementing the project. Identify project sponsor(s) and examine stakeholder acceptance. Describe the project team, including their roles, responsibilities, and experience.

System implementation and integration would accompany the purchase of hardware. The NET technical support team will work with the winning contractor to apply the proper technology to the project.

- NET technology team would serve as project manager
- Vendor (as per bid results)
- Electrical contractor (as per bid results)

9. List the major milestones and/or deliverables and provide a timeline for completing each.

- Write specifications (FY2014)
- Secure funding (FY2014)
- Release specifications for bid (FY2014)
- Award bid and order hardware (FY2014)
- Install system (FY2014)
- Test and adopt new processes to support the system (FY2014)

10. Describe the training and staff development requirements.

We feel training and development is minimal. Similar systems are currently being used at NET and are widely understood. Furthermore the intent is to enter into a contract for service and maintenance.

11. Describe the ongoing support requirements.

This will be done through a contractual agreement with an authorized service provider of the unit purchased.

**Section 7: Risk Assessment (10 Points)**

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12. Describe possible barriers and risks related to the project and the relative importance of each.

The barriers of this project are financial. Without special appropriations this project will stay remain in NET's future plans. This project is associated with disaster recovery for the organization.

13. Identify strategies which have been developed to minimize risks.

This purchase will be made under the State Purchasing Guidelines to minimize risk. Any assistance with contractual parties will have bonding and insurance requirements to assure protection to the State of Nebraska.

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**Section 8: Financial Analysis and Budget (20 Points)**

15. Financial Information

The “Financial” information tab in the Nebraska Budget Request and Reporting System (NBRRS) is used to enter the financial information for this project (NOTE: For each IT Project Proposal created in the NBRRS, the submitting agency must prepare an “IT Issue” in the NBRRS to request funding for the project.)



Worksheet in Project  
Proposal Form.xls



**IT Project Proposal Report - Detail**  
**Agency: 047 - EDUCATIONAL TELECOMMUNICATIONS COMM**  
**Budget Cycle: 2013-2015 Biennium**                      **Version: AF - AGENCY FINAL REQUEST**

**IT Project : Media Services Technology Project**

**General Section**

<b>Contact Name :</b> Michael Winkle	<b>E-mail :</b> mwinkle@netad.unl.edu	<b>Agency Priority :</b> 4
<b>Address :</b> 1800 North 33rd St	<b>Telephone :</b> 402-472-3611	<b>NITC Priority :</b>
<b>City :</b> Lincoln		<b>NITC Score :</b>
<b>State :</b> Nebraska	<b>Zip :</b> 68503	

**Expenditures**

IT Project Costs	Total	Prior Exp	FY12 Appr/Reappr	FY14 Request	FY15 Request	Future Add
<b>Contractual Services</b>						
Design	20,000	0	0	20,000	0	0
Programming	25,000	0	0	25,000	0	0
Project Management	10,000	0	0	10,000	0	0
Data Conversion	0	0	0	0	0	0
Other	0	0	0	0	0	0
<b>Subtotal Contractual Services</b>	<b>55,000</b>	<b>0</b>	<b>0</b>	<b>55,000</b>	<b>0</b>	<b>0</b>
<b>Telecommunications</b>						
Data	0	0	0	0	0	0
Video	0	0	0	0	0	0
Voice	0	0	0	0	0	0
Wireless	0	0	0	0	0	0
<b>Subtotal Telecommunications</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Training</b>						
Technical Staff	15,000	0	0	15,000	0	0
End-user Staff	0	0	0	0	0	0
<b>Subtotal Training</b>	<b>15,000</b>	<b>0</b>	<b>0</b>	<b>15,000</b>	<b>0</b>	<b>0</b>

**IT Project Proposal Report - Detail**  
**Agency: 047 - EDUCATIONAL TELECOMMUNICATIONS COMM**  
**Budget Cycle: 2013-2015 Biennium**                      **Version: AF - AGENCY FINAL REQUEST**

**Expenditures**

<b>IT Project Costs</b>	<b>Total</b>	<b>Prior Exp</b>	<b>FY12 Appr/Reappr</b>	<b>FY14 Request</b>	<b>FY15 Request</b>	<b>Future Add</b>
<b>Other Operating Costs</b>						
Personnel Cost	0	0	0	0	0	0
Supplies & Materials	0	0	0	0	0	0
Travel	5,000	0	0	5,000	0	0
Other	0	0	0	0	0	0
<b>Subtotal Other Operating Costs</b>	<b>5,000</b>	<b>0</b>	<b>0</b>	<b>5,000</b>	<b>0</b>	<b>0</b>
<b>Capital Expenditures</b>						
Hardware	145,000	0	0	70,000	50,000	25,000
Software	55,000	0	0	30,000	25,000	0
Network	0	0	0	0	0	0
Other	0	0	0	0	0	0
<b>Subtotal Capital Expenditures</b>	<b>200,000</b>	<b>0</b>	<b>0</b>	<b>100,000</b>	<b>75,000</b>	<b>25,000</b>
<b>TOTAL PROJECT COST</b>	<b>275,000</b>	<b>0</b>	<b>0</b>	<b>175,000</b>	<b>75,000</b>	<b>25,000</b>

**Funding**

<b>Fund Type</b>	<b>Total</b>	<b>Prior Exp</b>	<b>FY12 Appr/Reappr</b>	<b>FY14 Request</b>	<b>FY15 Request</b>	<b>Future Add</b>
General Fund	275,000	0	0	175,000	75,000	25,000
Cash Fund	0	0	0	0	0	0
Federal Fund	0	0	0	0	0	0
Revolving Fund	0	0	0	0	0	0
Other Fund	0	0	0	0	0	0
<b>TOTAL FUNDING</b>	<b>275,000</b>	<b>0</b>	<b>0</b>	<b>175,000</b>	<b>75,000</b>	<b>25,000</b>
<b>VARIANCE</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

**IT Project Proposal Report - Detail**  
**Agency: 047 - EDUCATIONAL TELECOMMUNICATIONS COMM**  
**Budget Cycle: 2013-2015 Biennium**                      **Version: AF - AGENCY FINAL REQUEST**

**IT Project: Media Services Technology Project**

**EXECUTIVE SUMMARY:**

See attached NITC form.

**Attachments:**

NITC report Media Services Request.doc

**GOALS, OBJECTIVES, AND OUTCOMES (15 PTS):**

See attached NITC form.

**PROJECT JUSTIFICATION / BUSINESS CASE (25 PTS):**

See attached NITC form.

**TECHNICAL IMPACT (20 PTS):**

See attached NITC form.

**PRELIMINARY PLAN FOR IMPLEMENTATION (10 PTS):**

See attached NITC form.

**RISK ASSESSMENT (10 PTS):**

See attached NITC form.

**FINANCIAL ANALYSIS AND BUDGET (20 PTS):**

See attached NITC form.

## Nebraska Information Technology Commission

# Project Proposal Form

### Funding Requests for Information Technology Projects

### FY2013-2015 Biennial Budget

**IMPORTANT NOTE:** Project proposals should only be submitted by entering the information into the Nebraska Budget Request and Reporting System (NBRRS). The information requested in this Microsoft Word version of the form should be entered in the NBRRS in the "IT Project Proposal" section. The tabs in the "IT Project Proposal" section coincide with sections contained in this Microsoft Word version of the form. Information may be cut-and-pasted from this form or directly entered into the NBRRS. **ALSO NOTE** that for each IT Project Proposal created in the NBRRS, the submitting agency must prepare an "IT Issue" in the NBRRS to request funding for the project.

<b>Project Title</b>	Media Services Technology and Integration Project
<b>Agency/Entity</b>	<b>NET (Nebraska Educational Telecommunications)</b>

**Project Proposal Form  
FY2013-2015 Biennial Budget Requests**

**Notes about this form:**

1. **USE.** The Nebraska Information Technology Commission (“NITC”) is required by statute to “make recommendations on technology investments to the Governor and the Legislature, including a prioritized list of projects, reviewed by the technical panel...” Neb. Rev. Stat. §86-516(8). “Governmental entities, state agencies, and noneducation political subdivisions shall submit all projects which use any combination of general funds, federal funds, or cash funds for information technology purposes to the process established by sections 86-512 to 86-524. The commission may adopt policies that establish the format and minimum requirements for project submissions.” Neb. Rev. Stat. §86-516(5). In order to perform this review, the NITC and DAS Budget Division require agencies/entities to complete this form when requesting funding for technology projects.
2. **WHICH TECHNOLOGY BUDGET REQUESTS REQUIRE A PROJECT PROPOSAL FORM?** See the document entitled [NITC 1-202](http://nitc.ne.gov/standards/) “Project Review Process” available at <http://nitc.ne.gov/standards/>. Attachment A to that document establishes the minimum requirements for project submission.
3. **COMPLETING THE FORM IN THE NEBRASKA BUDGET REQUEST AND REPORTING SYSTEM (NBRRS).** Project proposals should only be submitted by entering the information into the NBRRS. The information requested in this Microsoft Word version of the form should be entered in the NBRRS in the “IT Project Proposal” section. The tabs in the “IT Project Proposal” section coincide with sections contained in this Microsoft Word version of the form. Information may be cut-and-pasted from this form or directly entered into the NBRRS. **ALSO NOTE** that for each “IT Project Proposal” created in the NBRRS, the submitting agency must prepare an “IT Issue” in the NBRRS to request funding for the project.
4. **QUESTIONS.** Contact the Office of the CIO/NITC at (402) 471-7984 or [ocio.nitc@nebraska.gov](mailto:ocio.nitc@nebraska.gov)

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**Section 1: General Information**

Project Title	Media Services Technology and Integration Project
Agency (or entity)	NET (Nebraska Educational Telecommunications)

Contact Information for this Project:

Name	Kate Tempelmeyer
Address	1800 N 33rd
City, State, Zip	Lincoln, NE
Telephone	402-472-9333
E-mail Address	ktempelmeyer@netnebraska.org

**Section 2: Executive Summary**

Provide a one or two paragraph summary of the proposed project. This summary will be used in other externally distributed documents and should therefore clearly and succinctly describe the project and the information technology required.

Nebraskans are expanding their use of online video to access information important to them as citizens and individuals. The rising demand for streaming content also puts pressure on the systems, networks and personnel who manage and provision these services that the public is using. To effectively manage these resources efficiently and expand services, changes are necessary to grow and extend these services. Integration of scheduling systems to a single interface will reduce entering data in multiple databases and potential mistakes that could result from this practice. The provisioning of additional LTO (Linear Tape Open) storage will decrease the cost of maintaining important video archival collections and content. The integration of existing asset management systems to seamlessly address routine video production and distribution tasks by centralizing and repurposing the metadata for capturing, logging, editing, transcoding, archiving and provisioning content rights will optimize the state's investment to manage these resources.

NET has made strides to distribute video content on the web with the launch of a new web site, NetNebraska.org. In addition, the State of Nebraska's Video Conferencing Network will soon be providing live streaming for video conferences and media management services. In order to viably increase and provision the amount of content that will be streamed on the web, to smart phones and personal media devices, NET needs to expand the capacity of their existing platforms and reduce the complexity of managing these systems to leverage this technology more effectively. The results will enable NET to distribute information and content important to Nebraska's civically and culturally-engaged individuals and organizations.

**Section 3: Goals, Objectives, and Projected Outcomes (15 Points)**

- Describe the project, including:
  - Specific goals and objectives;

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The Streaming/Media Management project will enable NET to expand their repository for video content to provide additional archive space for public entities within the state of Nebraska. In addition by streamlining the scheduling and media management processes, NET can scale and expand these platforms to process and distribute available live and video on demand (VOD) content to the public and other state institutions. The goals of the project are:

- Increase the total amount of streaming video and audio content available to the public and other State of Nebraska entities
  - Increase the use of the Nebraska Video Conferencing Network (NVCN's) existing video conferencing technology by effectively managing resources to provision video streaming and media management services
  - Eliminate redundant data entry across systems to better utilize available personnel resources for scheduling and media management
  - Improve workflows and respond to technology changes more effectively
  - Be compatible with our current CDN (Content Delivery Network) providers
  - Provide affordable archive storage for content
- 
- Expected beneficiaries of the project; and
  - Expected outcomes.

The Streaming/Media Management project's intended beneficiaries are Nebraska citizens, State of Nebraska agencies and educational institutions who need access to content produced and shared over the internet. By streamlining existing systems that would enable public entities to viably stream, share and store content, this would promote increased cooperation and better understanding across institutions and for the public while giving access to content that otherwise might not be available.

After a successful implementation the expected outcomes of this project are:

- Increased availability of content in both quantity and audience distribution
- Increased use of the NVCN network to more widely distribute and access content created during video conferences
- Unprecedented access to content by the general public, educational institutions and State of Nebraska agencies

2. Describe the measurement and assessment methods that will verify that the project outcomes have been achieved.

The success of the project will be determined by a variety of metrics, including hours of content available, number of NVCN users, number of visitors accessing content made publicly available on web sites, direct feedback from State agencies and departments using the system.

In the first year NET and the State of Nebraska will generate usage reports for live and VOD streaming services. The 1<sup>st</sup> year goal being to have 75 hours of video content streamed on the NVCN network, with 150 hours being the intended target. Additionally NET would promote the

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services to other entities and encourage them to use NET's and NVCN's systems for streaming and archiving content. Expected growth rate in subsequent years would be heavily dependent upon the number of users and the number of hours of content that is hosted on these systems.

User traffic to NET's website and user traffic accessing the archived and live NVCN streaming files will also be a key metric in measuring the success of the project. A standard of 5000 unique visitors per month accessing Live/VOD files on NET's website and 25 NVCN/Jabber sites a month utilizing streaming would indicate a successful adoption of the service. This information would be determined by analyzing streaming logs, Google Analytics and reports from Limelight.

In addition to the statistics NET would solicit feedback on improving the service and determining its value by identifying key individuals using the system for feedback.

3. Describe the project's relationship to your agency comprehensive information technology plan.

A significant item in NET's strategic plan is to increase impact and reach through programs and services, and the Media Management Project is a key initiative designed to fulfill that strategy. This project is listed in NET's agency technology plan for FY 12-13 and under the Nebraska Educational Telecommunications Commission FY 2014 & 2015 Biennial Budget Narrative request item CC-4.

**Section 4: Project Justification / Business Case (25 Points)**

4. Provide the project justification in terms of tangible benefits (i.e. economic return on investment) and/or intangible benefits (e.g. additional services for customers).

The proposed Media Management system integration and storage expansion for video streaming and publishing will allow state agencies and "mission-similar" partners to share and manage their content by leveraging technology used in line with the NVCN network. The benefit being that live and VOD content could be captured from their video conferencing system and transfer services to allow for widespread distribution across multicast and broadband services. This distribution has the potential to raise the profiles of the organizations and extend the reach of their efforts and programs, making them more cost-effective to the presenters and broadening their service to the citizens of Nebraska.

The Media Management system coupled with the digital media publishing solution will allow partners throughout the state to provide content to people in a wide range of "channels" without knowledge of sophisticated code to deliver this service.

The specific goals and objectives are to:

- 1) Increase the amount of content which can be delivered to the people of Nebraska. Thousands of hours of content have been created by public agencies and organizations across the state. Most of this content has limited channels of distribution, such as live broadcast or internet streaming, face to face settings or underutilized tape libraries. By

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integrating systems to better manage these resources and budgeting for archives NET can scale this service to deliver the content while insuring the storage costs are sustainable.

- 2) Increase the use of the Nebraska Video Conferencing Network (NVCN's) existing video conferencing technology by effectively managing the resources to provision video streaming and media management services. State agencies and partners who are managing video to meet their missions of training, educating or creating public archives can leverage an existing resource. By promoting the use of this system and helping state agencies understand how the technology could be adopted within their own workflows, usage of the system will increase.
  - 3) A limitation of the existing systems is the need to enter similar data in multiple scheduling platforms used with the NVCN system. By eliminating redundant data entry across systems, personnel resources can be better utilized and able to scale services for scheduling and media management. This will help keep personnel costs down while still meeting the needs of the clients using the service.
  - 4) Improve workflows and respond to technology changes more effectively. In order to provision services and respond to customer support needs, NET will need to be able to seamlessly transcode and move content to the appropriate storage location for the client's needs. This will be a combination of enterprise storage, cloud storage and LTO (Linear Tape Open) archives. By using a tiered approach and leveraging the technology to address workflows, the transcoding and movement of file processes will be easier and more affordable to maintain in the long term. As the video formats change, the technology facilitating the workflows can be used to transform the files.
  - 5) Provide affordable archive storage for content by utilizing a combination of cloud and LTO storage. Maintaining video files on local high performance disk drives makes sense if the file size is extremely large, encoded at a higher bite rate and is being accessed often. Once the file is not being accessed and ready to be archived, it can be stored on lower cost medium like LTO storage. Most video consumed over the internet can also be stored on a CDN (Content Delivery Network). Both of these options help reduce the cost of sustaining an archive.
  - 6) The overarching goal of this project is to foster the cultural and civic engagement of the citizens of Nebraska by agencies utilizing this technology
5. Describe other solutions that were evaluated, including their strengths and weaknesses, and why they were rejected. Explain the implications of doing nothing and why this option is not acceptable.

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NET and the State of Nebraska CIO contracted with SKC, an integrator that has an in-depth knowledge of the NVCN network and NET's streaming infrastructure. This company will be bringing forward options for consideration and make recommendations to consolidate scheduling platforms, integrate streaming across multiple systems and address media management services. The following options were considered to address NET's Media Management Technology Project before consulting with SKC:

**1) Identify APIs for existing scheduling platforms for production facilities, video conferencing, live streaming, media management and attempt to integrate these systems using in-house developers**

Strengths:

- a) Workflows could be customized that support NET's current environment
- b) Existing code could be extended since it was built on an open standard
- c) NET would own and manage the code
- d) Existing APIs for the current platform could be leveraged

Weaknesses:

- a) High turn-over in the developer community could have a significant impact
- b) Time to develop, maintain and document code could be considerable
- c) Training staff in-house as programmers to code the project would significantly delay the project.
- d) Staffing costs would be higher than purchasing a vendor provided solution
- e) NET does not have internal talent on staff to develop the code
- f) NET would need to devote at least two FTEs to develop the code for this tool.
- e) Ongoing staffing costs would be higher than purchasing a vendor provided solution

**2) Continue to use existing technology across multiple platforms utilizing more personnel resources to sustain the operations**

Strengths:

- a) Personnel have developed multiple checkpoints across existing platforms to insure schedules and streams will be reliable
- b) Platforms currently exist and are functioning
- c) Streaming solutions are currently functioning

Weaknesses:

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- a) As the volume of users is increasing the workload is not sustainable by the current FTEs.
- b) As data is entered across multiple platforms the chance of errors occurring in the data increases
- c) Files that need to be moved to cloud storage and archives require personnel resources to address
- d) Provisioning live streams requires personnel to do multiple cross checks to insure the stream publish points are correct
- e) Skillsets necessary to create the publish points and codecs are limited
- f) Live streams could potentially fail if manual intervention is required

Implications of doing nothing:

If NET continues to manually schedule across multiple platforms, provision media management for live and VOD (Video on Demand) streams to publish this content to the web and provide archiving/media management services without adequate storage these processes will inhibit NET's ability to scale existing services to meet the increasing demands by other State agencies and entities for this service.

6. If the project is the result of a state or federal mandate, please specify the mandate being addressed.

While not a mandate, this project supports expansion for archiving of the Legislature's content. It also supports NVCN's ability to stream and archive content without adding additional stress to the state's network. This gives State agencies the ability to make the content publicly accessible as well.

**Section 5: Technical Impact (20 Points)**

- 6. Describe how the project enhances, changes or replaces present technology systems, or implements a new technology system. Describe the technical elements of the project, including hardware, software, and communications requirements. Describe the strengths and weaknesses of the proposed solution.

The Media Services Technology project enhances NET's current distribution system by enabling additional content streaming services to be scaled to allow NET and other contributors at State agencies to share this content and foster its use by the citizens of the Nebraska. This will be accomplished by integrating existing systems with new technologies to schedule and manage resources effectively. NET and the State of Nebraska (NVCN) will also leverage their existing networks, video conferencing systems, streaming platforms, storage infrastructure, and Content Delivery Network (CDN) providers, which are highly scalable.

Unified Streaming Scheduling/File Management Systems

A unified streaming scheduling platform and file management system is used to initiate a live stream, capture the file, encode it to different formats for later playback as a VOD file and move it to the proper storage location to be retrieved. It is also used to provide essential metadata for

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the file allowing end users to find it. The current scheduling platforms could be better utilized if unified either thru custom integration using the APIs for each scheduling platform or by installing a 3<sup>rd</sup> party scheduling system that can be used to manage all the schedules and metadata thru calls back to the databases currently in place. This would potentially include the Digital Rapids Broadcast Manager, ScheduALL, Cisco Tandberg TMS, Myers Protrack and NET's Ingest form.

Most systems use a database to schedule streams, store content, metadata, and/or artifacts that might be needed by the system.

Integrating these platforms would meet the following requirements:

- Provide an easy and intuitive single scheduling contribution platform
- Eliminate the need for redundant data entry
- Provision streams and better manage resources from a single platform
- Be compatible with our Digital Media Publishing System and Content Delivery Network providers

Integrated scheduling solution platform software requirements:

- Built with open standards
- Have a backup agent installed for disaster recovery
- Use a Vmware ESX license, which will provide a high level of redundancy and scalability
- Utilize open ODBC
- Have the ability to integrate and distribute content utilizing industry leading Content Delivery Network providers such as Amazon and Limelight

Integrated scheduling solution platform hardware requirements:

- Example of server capable of running Vmware ESX (Dell Poweredge R710)
- NET will expand our current Xiotech ICE storage infrastructure to meet the needs of this project

### Content Delivery Network

A content delivery network or content distribution network (*CDN*) is a system of computers networked together across the Internet that cooperate transparently to deliver content most often for the purpose of improving performance, scalability, and cost efficiency, to end users.

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NET will also be using our existing Content Delivery Network providers Amazon and Limelight. These are both subscription based services.

8. Address the following issues with respect to the proposed technology:

- Describe the reliability, security and scalability (future needs for growth or adaptation) of the technology.

Reliability:

- All hardware and software provider's offer 24/7 support. Storage is high performance distributed storage with built in redundancy.
- Content Delivery Networks vendors offer a SLA with 99.9% availability
- NET will perform a full backup of scheduling systems weekly, incremental updates nightly and retain for a year, which will allow us to recover the system if needed.

Security:

NET will secure content and systems hosted by NET using industry standard practices(Firewalls, Antivirus, Intrusion Detection, and appropriate routing configurations) NET has met both State and PCI security requirements.

Scalability:

The Unified Streaming Scheduling/File Management System will be built utilizing VMware ESX which is a highly scalable virtual server environment where processors, memory and storage can be dynamically allocated if needed. The CDN services for streaming are all provisioned on as subscription services so as the needs of the streaming clients increase we can purchase additional services on demand.

Storage is an ever increasing need when distributing content especially video. Also, as new larger drives are available for LTO or disk targets can be set up, NET can integrate these solutions into the existing archive infrastructure thus exceeding current limitations.

- Address conformity with applicable NITC technical standards and guidelines (available at <http://nitc.ne.gov/standards/>) and generally accepted industry standards.

Conformity:

All systems meet with the NITC technical standards and guidelines. Proposed solutions were designed and supported used accepted industry standards.

- Address the compatibility with existing institutional and/or statewide infrastructure.

Compatibility:

All scheduling systems will be using open standards and have APIs that can be used to integrate platforms across NET's network and NVCN.

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**Section 6: Preliminary Plan for Implementation (10 Points)**

9. Describe the preliminary plans for implementing the project. Identify project sponsor(s) and examine stakeholder acceptance. Describe the project team, including their roles, responsibilities, and experience.

Media Management/Streaming Technology project incorporates four main areas that work in concert to update, upgrade and improve our capacity to deliver our critical digital services. This includes both our internal NET streaming and content management needs along with our partner's needs. The target date for having all necessary hardware, software, custom development and integration completed by July 2014.

Input to this plan has originated from all departments of NET involved with storage, networking and content/media management as represented by the following individuals.

Overall project manager for the Media Management/Streaming Technology project is Kate Tempelmeyer, Director of NET's Media Services Department. Kate Tempelmeyer, served the organization as Information Services Director for eleven years and has extensive experience with hardware and storage installations, network integration, security and managing major software development projects. Ms Tempelmeyer has strong technical and business qualifications with track record of more than 12 years of hands-on experience in strategic technology planning, budgetary development, project management, and system engineering strategies. She currently manages the scheduling of NVCN systems, streaming platforms, Content Delivery Networks, Traffic Operations and Content Management.

Dave Stewart, Chief Engineer, will be the project manager for the LTO storage expansion project. Mr. Stewart currently manages the Isilon Storage, Storagetek LTO library, transcoding/encoding platforms and file based workflows for NET. He has extensive technical and specialized integration experience and has managed the day-to-day operation of NET's technical broadcast services.

Randy Heinzman, Helpdesk Supervisor, will be the assistant to the project manager and be directly responsible for working with the scheduling platform integration aspect of the project. Mr. Heinzman currently manages the NVCN scheduling systems and the personnel supporting this service. He also manages the streaming publishing scheduling platforms for NET. He has extensive database experience and will be integral to the implementation process.

Kevin Melang-Thoren, Media Services Engineer/Supervisor, will be the technical support engineer who will coordinate the software and hardware installations for the scheduling integration platforms. He will also insure the systems have disaster recovery backups setup and running in coordination with the IS Manager. Mr. Melang-Thoren has solid experience with servers, data backup and networking.

Mark Weakly, Chief Engineer, will be assisting with the scheduling integration to the NVCN video conferencing systems. Mr. Weakly has many years of experience with technical design, video conferencing system support and integration skills.

**Project Proposal Form**  
**FY2013-2015 Biennial Budget Requests**

10. List the major milestones and/or deliverables and provide a timeline for completing each.

In FY '12-'13 SKC will respond to the consulting contract with recommendations and options to integrate scheduling of streaming, asset management and video conferencing on to a single platform. A decision about the specific platform, integration points and project plan will be done.

Fall of 2012 – Identify platform integration points, identify specific platform, finalize costs and develop project plan

In FY '13-'14, the LTO archive capacity of system will be increased to accommodate storage of digital assets.

Fall of 2013 – Identify specific equipment and storage needs to expand the LTO archive capacity

Winter 2013 – Purchase equipment through State Purchasing Bid process

Winter/Spring 2013-2014 – Integrate additional storage capacity into enterprise LTO system

In FY '13-14, The scheduling, streaming, asset management and video conferencing integration project will awarded, purchased and implemented.

Spring of 2013 – Identify vendors to provision integration, platform and implementation.  
Spring and Summer of 2013 - Purchase software and hardware required through State Purchasing Bid process

Fall of 2013 – Install software and equipment, provision integration and implement training

Winter/Spring 2013-2014– Bring all systems online

11. Describe the training and staff development requirements.

As new software and hardware elements are deployed, formal training from the respective vendors and integrators will be provided to key staff. Two lead persons will be identified to become product experts and be available to troubleshoot/support systems. They will provide additional wider training to other staff expected to use the scheduling systems.

12. Describe the ongoing support requirements.

**Project Proposal Form  
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Within NET's budget there are designated line items for maintenance of the hardware and technical infrastructures. These will continue to exist. By expanding on the existing systems with additional equipment and software NET can take advantage of maintenance agreements already in place. Following the expiration of the initial maintenance agreements for additional hardware and software, extended agreements would need to be negotiated and budgeted within NET's budget.

NET commits to supporting the Media Management/Streaming Technology project with the equivalent of two FTE positions. These duties will be distributed among several current NET positions. One position will act as a server administrator, hardware maintainer, and network troubleshooter providing technical support for the system components. The other position will be responsible for insuring the integrated system databases are utilized, managed and maintained properly to insure streaming, content management, transcoding, and provisioning of files is addressed. This position will also directly supervise the personnel using this system.

**Section 7: Risk Assessment (10 Points)**

13. Describe possible barriers and risks related to the project and the relative importance of each.

a) Risk: Thee accepted technology standards for integration change between the project inception date and the project go-live date.

Impact: NET would have to redesign the Scheduling Integration platform, or spend more money to buy new equipment to support the newer standards.

Compensating Controls: Project leaders shall research technology standard trends continually up until project inception date, and also ensure that "Flexibility" is a criterion upon which possible solutions are judged.

b) Risk: NET and NVCN consumers are not aware of or use the streaming and content management systems

Impact: NET and NVCN will not have expanded its true distribution reach to its consumers, however it still will have expanded access to the content.

Compensating Controls: NET/NVCN will make sure its consumers are aware of this service through several different mediums and communicate this over a period of time.

c) Risk: NET suffers a loss of Knowledge Capital by way of project member turnover.

Impact: The planning, implementation, or maintenance phase of the Media Management Streaming Scheduling Integration platform could be impacted adversely or delay it.

Compensating Controls: Project leaders will hold regular meetings with all project members to discuss aspects of the project, and also establish an electronic repository for information.

**Project Proposal Form**  
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d) Risk: NET fails to deliver a functional Media Streaming Scheduling/Management platform due to technical reasons.

Impact: NET will have wasted and abused Nebraska Taxpayer monies.

Compensating Controls: Appropriate hardware/software installation and integration contracts shall be included in the proposal, which come with guarantees from the vendors and integrators.

14. Identify strategies which have been developed to minimize risks.

See "Compensating Controls" under item 13 to minimize and mitigate risk.

**Project Proposal Form**  
**FY2013-2015 Biennial Budget Requests**

**Section 8: Financial Analysis and Budget (20 Points)**

15. Financial Information

The “Financial” information tab in the Nebraska Budget Request and Reporting System (NBRRS) is used to enter the financial information for this project (NOTE: For each IT Project Proposal created in the NBRRS, the submitting agency must prepare an “IT Issue” in the NBRRS to request funding for the project.)



Worksheet in H  
14-15 Biennial Budget



**IT Project Proposal Report - Detail**  
**Agency: 047 - EDUCATIONAL TELECOMMUNICATIONS COMM**  
**Budget Cycle: 2013-2015 Biennium**                      **Version: AF - AGENCY FINAL REQUEST**

**IT Project : NETC Facility Technical Corridor Redesign**

**General Section**

<b>Contact Name :</b> Michael Winkle	<b>E-mail :</b> mwinkle@net.unl.edu	<b>Agency Priority :</b> 5
<b>Address :</b> 1800 North 33rd St	<b>Telephone :</b> 402-472-3611	<b>NITC Priority :</b>
<b>City :</b> Lincoln		<b>NITC Score :</b>
<b>State :</b> Nebraska	<b>Zip :</b> 68503	

**Expenditures**

IT Project Costs	Total	Prior Exp	FY12 Appr/Reappr	FY14 Request	FY15 Request	Future Add
<b>Contractual Services</b>						
Design	10,000	0	0	10,000	0	0
Programming	0	0	0	0	0	0
Project Management	0	0	0	0	0	0
Data Conversion	0	0	0	0	0	0
Other	150,000	0	0	150,000	0	0
<b>Subtotal Contractual Services</b>	<b>160,000</b>	<b>0</b>	<b>0</b>	<b>160,000</b>	<b>0</b>	<b>0</b>
<b>Telecommunications</b>						
Data	0	0	0	0	0	0
Video	0	0	0	0	0	0
Voice	0	0	0	0	0	0
Wireless	0	0	0	0	0	0
<b>Subtotal Telecommunications</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Training</b>						
Technical Staff	0	0	0	0	0	0
End-user Staff	0	0	0	0	0	0
<b>Subtotal Training</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

**IT Project Proposal Report - Detail**  
**Agency: 047 - EDUCATIONAL TELECOMMUNICATIONS COMM**  
**Budget Cycle: 2013-2015 Biennium**                      **Version: AF - AGENCY FINAL REQUEST**

**Expenditures**

<b>IT Project Costs</b>	<b>Total</b>	<b>Prior Exp</b>	<b>FY12 Appr/Reappr</b>	<b>FY14 Request</b>	<b>FY15 Request</b>	<b>Future Add</b>
<b>Other Operating Costs</b>						
Personnel Cost	0	0	0	0	0	0
Supplies & Materials	0	0	0	0	0	0
Travel	0	0	0	0	0	0
Other	0	0	0	0	0	0
<b>Subtotal Other Operating Costs</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Capital Expenditures</b>						
Hardware	231,000	0	0	140,000	91,000	0
Software	30,000	0	0	0	30,000	0
Network	55,000	0	0	0	55,000	0
Other	24,000	0	0	0	24,000	0
<b>Subtotal Capital Expenditures</b>	<b>340,000</b>	<b>0</b>	<b>0</b>	<b>140,000</b>	<b>200,000</b>	<b>0</b>
<b>TOTAL PROJECT COST</b>	<b>500,000</b>	<b>0</b>	<b>0</b>	<b>300,000</b>	<b>200,000</b>	<b>0</b>

**Funding**

<b>Fund Type</b>	<b>Total</b>	<b>Prior Exp</b>	<b>FY12 Appr/Reappr</b>	<b>FY14 Request</b>	<b>FY15 Request</b>	<b>Future Add</b>
General Fund	500,000	0	0	300,000	200,000	0
Cash Fund	0	0	0	0	0	0
Federal Fund	0	0	0	0	0	0
Revolving Fund	0	0	0	0	0	0
Other Fund	0	0	0	0	0	0
<b>TOTAL FUNDING</b>	<b>500,000</b>	<b>0</b>	<b>0</b>	<b>300,000</b>	<b>200,000</b>	<b>0</b>
<b>VARIANCE</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

**IT Project Proposal Report - Detail**  
**Agency: 047 - EDUCATIONAL TELECOMMUNICATIONS COMM**  
**Budget Cycle: 2013-2015 Biennium**                      **Version: AF - AGENCY FINAL REQUEST**

**IT Project: NETC Facility Technical Corridor Redesign**

**EXECUTIVE SUMMARY:**

See attached NITC form.

**Attachments:**

Worksheet in C NITC report Tech corridor(1).xls

**GOALS, OBJECTIVES, AND OUTCOMES (15 PTS):**

See attached NITC form.

**PROJECT JUSTIFICATION / BUSINESS CASE (25 PTS):**

See attached NITC form.

**TECHNICAL IMPACT (20 PTS):**

See attached NITC form.

**PRELIMINARY PLAN FOR IMPLEMENTATION (10 PTS):**

See attached NITC form.

**RISK ASSESSMENT (10 PTS):**

See attached NITC form.

**FINANCIAL ANALYSIS AND BUDGET (20 PTS):**

See attached NITC form.

**Attachments:**

Tech corridor project cost detail.xls

## Nebraska Information Technology Commission

# Project Proposal Form

### Funding Requests for Information Technology Projects

### FY2013-2015 Biennial Budget

**IMPORTANT NOTE:** Project proposals should only be submitted by entering the information into the Nebraska Budget Request and Reporting System (NBRRS). The information requested in this Microsoft Word version of the form should be entered in the NBRRS in the "IT Project Proposal" section. The tabs in the "IT Project Proposal" section coincide with sections contained in this Microsoft Word version of the form. Information may be cut-and-pasted from this form or directly entered into the NBRRS. **ALSO NOTE** that for each IT Project Proposal created in the NBRRS, the submitting agency must prepare an "IT Issue" in the NBRRS to request funding for the project.

<b>Project Title</b>	<b>NETC Facility Technical Corridor Redesign</b>
<b>Agency/Entity</b>	<b>NETC (Nebraska Educational Telecommunications Communications)</b>

**Project Proposal Form**  
**FY2013-2015 Biennial Budget Requests**

**Notes about this form:**

1. **USE.** The Nebraska Information Technology Commission (“NITC”) is required by statute to “make recommendations on technology investments to the Governor and the Legislature, including a prioritized list of projects, reviewed by the technical panel...” Neb. Rev. Stat. §86-516(8). “Governmental entities, state agencies, and noneducation political subdivisions shall submit all projects which use any combination of general funds, federal funds, or cash funds for information technology purposes to the process established by sections 86-512 to 86-524. The commission may adopt policies that establish the format and minimum requirements for project submissions.” Neb. Rev. Stat. §86-516(5). In order to perform this review, the NITC and DAS Budget Division require agencies/entities to complete this form when requesting funding for technology projects.
2. **WHICH TECHNOLOGY BUDGET REQUESTS REQUIRE A PROJECT PROPOSAL FORM?** See the document entitled [NITC 1-202](http://nitc.ne.gov/standards/) “Project Review Process” available at <http://nitc.ne.gov/standards/>. Attachment A to that document establishes the minimum requirements for project submission.
3. **COMPLETING THE FORM IN THE NEBRASKA BUDGET REQUEST AND REPORTING SYSTEM (NBRRS).** Project proposals should only be submitted by entering the information into the NBRRS. The information requested in this Microsoft Word version of the form should be entered in the NBRRS in the “IT Project Proposal” section. The tabs in the “IT Project Proposal” section coincide with sections contained in this Microsoft Word version of the form. Information may be cut-and-pasted from this form or directly entered into the NBRRS. **ALSO NOTE** that for each “IT Project Proposal” created in the NBRRS, the submitting agency must prepare an “IT Issue” in the NBRRS to request funding for the project.
4. **QUESTIONS.** Contact the Office of the CIO/NITC at (402) 471-7984 or [ocio.nitc@nebraska.gov](mailto:ocio.nitc@nebraska.gov)

**Project Proposal Form  
FY2013-2015 Biennial Budget Requests**

**Section 1: General Information**

Project Title	NETC Facility Technical Corridor Redesign
Agency (or entity)	NETC (Nebraska Educational Telecommunications Communications)

Contact Information for this Project:

Name	Stacey A. Decker
Address	1800 N 33rd
City, State, Zip	Lincoln, NE
Telephone	402-472-9333
E-mail Address	sdecker@netnebraska.org

**Section 2: Executive Summary**

Provide a one or two paragraph summary of the proposed project. This summary will be used in other externally distributed documents and should therefore clearly and succinctly describe the project and the information technology required.

The project is to modify the NET technical corridor in order to support the new work flow of the network operations center. Through this redesign we would blend the new and existing responsibilities of the facility and personnel. By applying new and repurposing existing technology we are able to expand the use of this area for remote content control spaces.

This project is being proposed to support existing and future partnerships with organizations much like our relationship with the Nebraska Legislature, Nebraska Department of Labor and the Supreme Court.

Through this project we feel we will expand our ability to manage, control and distribute media more efficiently. In the design we plan to use routing technology to manage a video switching environment to control content established through broadband connections. This project includes physical construction modifications to the existing area 1<sup>st</sup> floor south corridor.

**Section 3: Goals, Objectives, and Projected Outcomes (15 Points)**

1. Describe the project, including:
  - Specific goals and objectives;
  - Expected beneficiaries of the project; and
  - Expected outcomes.

The goal of this project is to take full advantage of space, technology and skilled staff. This project allows NET to re-define work flow and bring processes to a more current and efficient standard. As it stands the space divides the staff into specific areas of responsibility. Through the use of technology this project allows NET to consolidate some of those roles and repurpose the space.

This reconfiguration would allow NET to adequately support the existing responsibilities while setting the organization up to be successful at responding to the expanding content distribution needs of its partners.

**Project Proposal Form  
FY2013-2015 Biennial Budget Requests**

2. Describe the measurement and assessment methods that will verify that the project outcomes have been achieved.

Retaining existing responsibilities and adding in new activities previously supported by other departments would demonstrate success.

3. Describe the project's relationship to your agency comprehensive information technology plan.

By properly using and supporting State of Nebraska resources we are adhering to the goal of efficiency.

**Section 4: Project Justification / Business Case (25 Points)**

4. Provide the project justification in terms of tangible benefits (i.e. economic return on investment) and/or intangible benefits (e.g. additional services for customers).

This redesign would support NET's ability to create partnerships with content producing entities in the State of Nebraska. This redesign puts Network Operations staff in the work flow of content creation. By doing this NET is able to support the goals established by our partners. One example is "Creating transparency in State of NE Government". By installing technology and streaming information from our State Capitol we were able to assist in that goal.

5. Describe other solutions that were evaluated, including their strengths and weaknesses, and why they were rejected. Explain the implications of doing nothing and why this option is not acceptable.

As NET has taken on alternative and additional roles in supporting State Government, NET management has purposely redefined existing positions to support the new responsibilities. In light of being budget conscious looks for opportunities where capital investment can offset additional operational costs.

Not addressing these needs would undermine the investment in media management and distribution capabilities made by the State of Nebraska.

6. If the project is the result of a state or federal mandate, please specify the mandate being addressed.

N/A

**Section 5: Technical Impact (20 Points)**

7. Describe how the project enhances, changes or replaces present technology systems, or implements a new technology system. Describe the technical elements of the project, including hardware, software, and communications requirements. Describe the strengths and weaknesses of the proposed solution.

The Capitol video and audio enhancement project is one example of an investment in remote content gathering systems. These systems allow NET to support Legislative, Courts and Executive missions of content creation, distribution and archiving. These systems take advantage of web based or fiber based communications tools to remotely control video and audio systems (A/V). This content is then assembled here at NET using A/V switching systems. Once the content is "produced" it is distributed via the digital broadcast system, streaming or satellite uplink technology. This capacity puts the State of Nebraska in an advantageous position of being connected to the world.

8. Address the following issues with respect to the proposed technology:
  - Describe the reliability, security and scalability (future needs for growth or adaptation) of the technology.

**Project Proposal Form  
FY2013-2015 Biennial Budget Requests**

If desired this system is completely scalable to accommodate the expansion of content with the understanding the capacity issue comes in work force at some point.

- Address conformity with applicable NITC technical standards and guidelines (available at <http://nitc.ne.gov/standards/>) and generally accepted industry standards. This project includes IP systems which comply with industry standards. The technology and philosophy would comply with NITC technical requirements.
- Address the compatibility with existing institutional and/or statewide infrastructure. This system would tie to the existing the Nebraska State Capitol A/V system.

**Section 6: Preliminary Plan for Implementation (10 Points)**

9. Describe the preliminary plans for implementing the project. Identify project sponsor(s) and examine stakeholder acceptance. Describe the project team, including their roles, responsibilities, and experience.

The design and construction phase would be completed during FY2014 as well as making the core technology changes associated with these space modifications. Then in FY2015, NET would transfer master control and production systems into the modified space. Project Management would be assumed by the NET technology Staff.

10. List the major milestones and/or deliverables and provide a timeline for completing each.

The construction phase would take place during FY2014 followed by the technical build out to be complete mid-year 2015.

11. Describe the training and staff development requirements.

Training for this new area will begin in house in 2013, as it is NET's intent to make management changes prior to space modifications. The training for the new responsibilities is consistent with current roles that management anticipates any concern for accomplishing set goal.

12. Describe the ongoing support requirements.

Day to day maintenance with existing NET technical staff. There are no long term service contracts needed to support the added capability.

**Section 7: Risk Assessment (10 Points)**

13. Describe possible barriers and risks related to the project and the relative importance of each.

Barriers are funding related.

14. Identify strategies which have been developed to minimize risks.

This purchase will be made under the State Purchasing Guidelines to minimize risk. Any assistance with contractual parties will have bonding and insurance requirements to assure protection to the State of Nebraska.

**Project Proposal Form**  
**FY2013-2015 Biennial Budget Requests**

**Section 8: Financial Analysis and Budget (20 Points)**

15. Financial Information

The “Financial” information tab in the Nebraska Budget Request and Reporting System (NBRRS) is used to enter the financial information for this project (NOTE: For each IT Project Proposal created in the NBRRS, the submitting agency must prepare an “IT Issue” in the NBRRS to request funding for the project.)



Worksheet in C NITC  
report Tech corridor(



## NETC Facility Technical Corridor Redesign

Item	Description	Vendor	Quantity	Estimated Cost	Extended Cost
Design	Draftsman Layout and Tec	open	1	\$ 10,000.00	\$ 10,000.00
General Contractor	Construction	open	1	\$ 150,000.00	\$ 150,000.00
				Sub total	\$ 160,000.00
Switching Gear	Audio and Video producti	open	2	\$ 42,000.00	\$ 84,000.00
Monitors	Video and aduio monitori	open	2	\$ 16,000.00	\$ 32,000.00
Integration	Technical Install	NET/Contractor	1	\$ 24,000.00	\$ 24,000.00
				Sub total	\$ 140,000.00
FY 2014 Total					\$ 300,000.00
Fiber transmission gear	In Feed Line	open	1	\$ 55,000.00	\$ 55,000.00
A/V Routing/ encoding	Content routing and enco	open	1	\$ 85,000.00	\$ 85,000.00
Video Clip Storage	Replay and graphics abilit	open	1	\$ 60,000.00	\$ 60,000.00
FY 2015 Total					\$ 200,000.00
Total Project					\$ 500,000.00

**IT Project Proposal Report - Detail**  
**Agency: 047 - EDUCATIONAL TELECOMMUNICATIONS COMM**  
**Budget Cycle: 2013-2015 Biennium**                      **Version: AF - AGENCY FINAL REQUEST**

**IT Project : Facility Routing Project**

**General Section**

<b>Contact Name :</b> Michael Winkle	<b>E-mail :</b> mwinkle@netad.unl.edu	<b>Agency Priority :</b> 6
<b>Address :</b> 1800 North 33rd St	<b>Telephone :</b> 402-472-3611	<b>NITC Priority :</b>
<b>City :</b> Lincoln		<b>NITC Score :</b>
<b>State :</b> Nebraska	<b>Zip :</b> 68503	

**Expenditures**

IT Project Costs	Total	Prior Exp	FY12 Appr/Reappr	FY14 Request	FY15 Request	Future Add
<b>Contractual Services</b>						
Design	25,000	0	0	0	25,000	0
Programming	0	0	0	0	0	0
Project Management	25,000	0	0	0	12,500	12,500
Data Conversion	0	0	0	0	0	0
Other	0	0	0	0	0	0
<b>Subtotal Contractual Services</b>	<b>50,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>37,500</b>	<b>12,500</b>
<b>Telecommunications</b>						
Data	0	0	0	0	0	0
Video	0	0	0	0	0	0
Voice	0	0	0	0	0	0
Wireless	0	0	0	0	0	0
<b>Subtotal Telecommunications</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Training</b>						
Technical Staff	0	0	0	0	0	0
End-user Staff	0	0	0	0	0	0
<b>Subtotal Training</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

**IT Project Proposal Report - Detail**  
**Agency: 047 - EDUCATIONAL TELECOMMUNICATIONS COMM**  
**Budget Cycle: 2013-2015 Biennium**                      **Version: AF - AGENCY FINAL REQUEST**

**Expenditures**

<b>IT Project Costs</b>	<b>Total</b>	<b>Prior Exp</b>	<b>FY12 Appr/Reappr</b>	<b>FY14 Request</b>	<b>FY15 Request</b>	<b>Future Add</b>
<b>Other Operating Costs</b>						
Personnel Cost	0	0	0	0	0	0
Supplies & Materials	50,000	0	0	0	50,000	0
Travel	0	0	0	0	0	0
Other	0	0	0	0	0	0
<b>Subtotal Other Operating Costs</b>	<b>50,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>50,000</b>	<b>0</b>
<b>Capital Expenditures</b>						
Hardware	250,000	0	0	0	125,000	125,000
Software	125,000	0	0	0	37,500	87,500
Network	0	0	0	0	0	0
Other	25,000	0	0	0	0	25,000
<b>Subtotal Capital Expenditures</b>	<b>400,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>162,500</b>	<b>237,500</b>
<b>TOTAL PROJECT COST</b>	<b>500,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>250,000</b>	<b>250,000</b>

**Funding**

<b>Fund Type</b>	<b>Total</b>	<b>Prior Exp</b>	<b>FY12 Appr/Reappr</b>	<b>FY14 Request</b>	<b>FY15 Request</b>	<b>Future Add</b>
General Fund	500,000	0	0	0	250,000	250,000
Cash Fund	0	0	0	0	0	0
Federal Fund	0	0	0	0	0	0
Revolving Fund	0	0	0	0	0	0
Other Fund	0	0	0	0	0	0
<b>TOTAL FUNDING</b>	<b>500,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>250,000</b>	<b>250,000</b>
<b>VARIANCE</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

**IT Project Proposal Report - Detail**  
**Agency: 047 - EDUCATIONAL TELECOMMUNICATIONS COMM**  
**Budget Cycle: 2013-2015 Biennium**                      **Version: AF - AGENCY FINAL REQUEST**

**IT Project: Facility Routing Project**

**EXECUTIVE SUMMARY:**

See attached NITC form.

**Attachments:**

NITC report facility routing.doc

**GOALS, OBJECTIVES, AND OUTCOMES (15 PTS):**

See attached NITC form.

**PROJECT JUSTIFICATION / BUSINESS CASE (25 PTS):**

See attached NITC form.

**TECHNICAL IMPACT (20 PTS):**

See attached NITC form.

**PRELIMINARY PLAN FOR IMPLEMENTATION (10 PTS):**

See attached NITC form.

**RISK ASSESSMENT (10 PTS):**

See attached NITC form.

**FINANCIAL ANALYSIS AND BUDGET (20 PTS):**

See attached NITC form.

## Nebraska Information Technology Commission

# Project Proposal Form

### Funding Requests for Information Technology Projects

### FY2013-2015 Biennial Budget

**IMPORTANT NOTE:** Project proposals should only be submitted by entering the information into the Nebraska Budget Request and Reporting System (NBRRS). The information requested in this Microsoft Word version of the form should be entered in the NBRRS in the "IT Project Proposal" section. The tabs in the "IT Project Proposal" section coincide with sections contained in this Microsoft Word version of the form. Information may be cut-and-pasted from this form or directly entered into the NBRRS. **ALSO NOTE** that for each IT Project Proposal created in the NBRRS, the submitting agency must prepare an "IT Issue" in the NBRRS to request funding for the project.

<b>Project Title</b>	<b>Facility Routing</b>
<b>Agency/Entity</b>	<b>NETC (Nebraska Educational Telecommunications Commission)</b>

**Project Proposal Form  
FY2013-2015 Biennial Budget Requests**

**Notes about this form:**

1. **USE.** The Nebraska Information Technology Commission (“NITC”) is required by statute to “make recommendations on technology investments to the Governor and the Legislature, including a prioritized list of projects, reviewed by the technical panel...” Neb. Rev. Stat. §86-516(8). “Governmental entities, state agencies, and noneducation political subdivisions shall submit all projects which use any combination of general funds, federal funds, or cash funds for information technology purposes to the process established by sections 86-512 to 86-524. The commission may adopt policies that establish the format and minimum requirements for project submissions.” Neb. Rev. Stat. §86-516(5). In order to perform this review, the NITC and DAS Budget Division require agencies/entities to complete this form when requesting funding for technology projects.
2. **WHICH TECHNOLOGY BUDGET REQUESTS REQUIRE A PROJECT PROPOSAL FORM?** See the document entitled [NITC 1-202](http://nitc.ne.gov/standards/) “Project Review Process” available at <http://nitc.ne.gov/standards/>. Attachment A to that document establishes the minimum requirements for project submission.
3. **COMPLETING THE FORM IN THE NEBRASKA BUDGET REQUEST AND REPORTING SYSTEM (NBRRS).** Project proposals should only be submitted by entering the information into the NBRRS. The information requested in this Microsoft Word version of the form should be entered in the NBRRS in the “IT Project Proposal” section. The tabs in the “IT Project Proposal” section coincide with sections contained in this Microsoft Word version of the form. Information may be cut-and-pasted from this form or directly entered into the NBRRS. **ALSO NOTE** that for each “IT Project Proposal” created in the NBRRS, the submitting agency must prepare an “IT Issue” in the NBRRS to request funding for the project.
4. **QUESTIONS.** Contact the Office of the CIO/NITC at (402) 471-7984 or [ocio.nitc@nebraska.gov](mailto:ocio.nitc@nebraska.gov)

**Section 1: General Information**

Project Title	Facility Routing
Agency (or entity)	NETC (Nebraska Educational Telecommunications Commission)

Contact Information for this Project:

Name	Stacey A. Decker
Address	1800 N 33rd
City, State, Zip	Lincoln, NE
Telephone	402-472-9333
E-mail Address	sdecker@netnebraska.org

**Section 2: Executive Summary**

Provide a one or two paragraph summary of the proposed project. This summary will be used in other externally distributed documents and should therefore clearly and succinctly describe the project and the information technology required.

As the landscape of media changes, NET is serving audiences using content on multiple platforms. This makes routing that content in our facility crucial to be efficient. Proper routing capacity allows content managers, creators and distributors the ability to rout sources from different production areas in the building. For example, if a live show is taking place in our studio we use wide band routing to gain access to a piece of equipment in network operations so that we do not have to purchase a duplicate system in both areas. Or, when content is created outside the NET facility, we use routing to feed content to

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streaming encoders and the broadcast encoders at the same time so that we are not required to have two separate paths.

We currently operate a routing system that is 512x512 which is 512 inputs and 512 outputs. This system is 11 years old, beyond the need for a larger system and we have been informed support for this gear has ended.

**Section 3: Goals, Objectives, and Projected Outcomes (15 Points)**

1. Describe the project, including:

- Specific goals and objectives;
- Expected beneficiaries of the project; and
- Expected outcomes.

The goal is to replace our existing router and router panels with a larger wide band router. This project would benefit content managers, creators and distributors in the organization. This project also assists NET with remote content gathering relationships that have been created with the Nebraska State Legislature and the Nebraska Department of Education. The result of this project would allow NET to continue providing content to multiple platforms and expanding relationships with content creators in the State.

2. Describe the measurement and assessment methods that will verify that the project outcomes have been achieved.

The measurement of success in this project would be having a supported current system in the chain to allow NET to continue to expand the distribution of information to the State.

3. Describe the project's relationship to your agency comprehensive information technology plan.

This project is being done to maximize the efficiencies of the system NET has the obligation of managing on behalf of the State of Nebraska.

**Section 4: Project Justification / Business Case (25 Points)**

4. Provide the project justification in terms of tangible benefits (i.e. economic return on investment) and/or intangible benefits (e.g. additional services for customers).

This project has impact in content management and expands our ability to provide more information to the viewers, listeners and users of NET content in the State. By expanding our routing capacity we create a more diverse efficient facility.

5. Describe other solutions that were evaluated, including their strengths and weaknesses, and why they were rejected. Explain the implications of doing nothing and why this option is not acceptable.

The nature of this project allows few solutions other than replacement of equipment. As the existing system is no longer supported by the manufacturer.

6. If the project is the result of a state or federal mandate, please specify the mandate being addressed.

While this project is not directly related to any State or Federal mandate it is however support the ability to deliver EAS and Amber Alert information to the State.

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**Section 5: Technical Impact (20 Points)**

7. Describe how the project enhances, changes or replaces present technology systems, or implements a new technology system. Describe the technical elements of the project, including hardware, software, and communications requirements. Describe the strengths and weaknesses of the proposed solution.

The project will replace an 11 year old system. As with anything in the technology field over the past 11 years these systems have advanced significantly. A new larger router has new tools that will impact the new service areas we are supporting such as streaming and mobile delivery. These systems have expanded into the IP world giving users the ability to use PC's to control the device from remote locations. All of these new tools give NET the opportunity to not only expand our offerings but do it more efficiently.

8. Address the following issues with respect to the proposed technology:

- Describe the reliability, security and scalability (future needs for growth or adaptation) of the technology.

The replacement equipment will use the most recent technology and should take these systems into the future.

- Address conformity with applicable NITC technical standards and guidelines (available at <http://nitc.ne.gov/standards/>) and generally accepted industry standards.

The replacement equipment is considered Industry Replacement Standard for this type of system.

- Address the compatibility with existing institutional and/or statewide infrastructure.

These systems are completely compatible with existing equipment and would only strengthen our ability to expand to other state systems.

**Section 6: Preliminary Plan for Implementation (10 Points)**

9. Describe the preliminary plans for implementing the project. Identify project sponsor(s) and examine stakeholder acceptance. Describe the project team, including their roles, responsibilities, and experience.

NET is planning to purchase, install and operate with the assistance of the vendor. As these systems all vary in size and shape it would require NET technicians to work closely with an integrator to assure proper planning and implementation would be accomplished.

NET will enter into contract with a qualified insured integrator to assist in the installation of this system.

NET will act as the project manager for this project.

10. List the major milestones and/or deliverables and provide a timeline for completing each.

The major deliverable for this project is the removal of the old system and replacement of the new system. A plan would be developed to migrate existing responsibilities from the current router to the new system all while continuing to provide information to all sources NET currently support.

11. Describe the training and staff development requirements.

As all of these systems have operational differences it is practical that training would be required.

12. Describe the ongoing support requirements.

NET would negotiate a service contract with the vendor that fit the needs of the State institution.

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**Section 7: Risk Assessment (10 Points)**

13. Describe possible barriers and risks related to the project and the relative importance of each. The risk of operating a system that is no longer supported by the manufacturer is obvious. While we depend on skilled technical staff to maintain the existing unit over time parts will become scarce and not available.
14. Identify strategies which have been developed to minimize risks. This purchase will be made under the State Purchasing Guidelines to minimize risk. Any assistance with contractual parties will have bonded and insurance requirement to assure protection to the State of Nebraska.

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**Section 8: Financial Analysis and Budget (20 Points)**

15. Financial Information

The “Financial” information tab in the Nebraska Budget Request and Reporting System (NBRRS) is used to enter the financial information for this project (NOTE: For each IT Project Proposal created in the NBRRS, the submitting agency must prepare an “IT Issue” in the NBRRS to request funding for the project.)



Worksheet in Project  
Proposal Form.xls



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**IT Project : Criminal Justice Information System**

**General Section**

<b>Contact Name :</b> Michael Overton	<b>E-mail :</b> michael.overton@nebraska.gov	<b>Agency Priority :</b>
<b>Address :</b> PO Box 94946	<b>Telephone :</b> 402-471-3992	<b>NITC Priority :</b>
<b>City :</b> Lincoln		<b>NITC Score :</b>
<b>State :</b> Nebraska	<b>Zip :</b> 68509	

**Expenditures**

IT Project Costs	Total	Prior Exp	FY12 Appr/Reappr	FY14 Request	FY15 Request	Future Add
<b>Contractual Services</b>						
Design	0	0	0	0	0	0
Programming	0	0	0	0	0	0
Project Management	0	0	0	0	0	0
Data Conversion	0	0	0	0	0	0
Other	0	0	0	0	0	0
<b>Subtotal Contractual Services</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Telecommunications</b>						
Data	0	0	0	0	0	0
Video	0	0	0	0	0	0
Voice	0	0	0	0	0	0
Wireless	0	0	0	0	0	0
<b>Subtotal Telecommunications</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Training</b>						
Technical Staff	0	0	0	0	0	0
End-user Staff	0	0	0	0	0	0
<b>Subtotal Training</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

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**Expenditures**

<b>IT Project Costs</b>	<b>Total</b>	<b>Prior Exp</b>	<b>FY12 Appr/Reappr</b>	<b>FY14 Request</b>	<b>FY15 Request</b>	<b>Future Add</b>
<b>Other Operating Costs</b>						
Personnel Cost	0	0	0	0	0	0
Supplies & Materials	0	0	0	0	0	0
Travel	0	0	0	0	0	0
Other	0	0	0	0	0	0
<b>Subtotal Other Operating Costs</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Capital Expenditures</b>						
Hardware	0	0	0	0	0	0
Software	0	0	0	0	0	0
Network	0	0	0	0	0	0
Other	0	0	0	0	0	0
<b>Subtotal Capital Expenditures</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>TOTAL PROJECT COST</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

**Funding**

<b>Fund Type</b>	<b>Total</b>	<b>Prior Exp</b>	<b>FY12 Appr/Reappr</b>	<b>FY14 Request</b>	<b>FY15 Request</b>	<b>Future Add</b>
General Fund	0	0	0	0	0	0
Cash Fund	0	0	0	0	0	0
Federal Fund	0	0	0	0	0	0
Revolving Fund	0	0	0	0	0	0
Other Fund	0	0	0	0	0	0
<b>TOTAL FUNDING</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>VARIANCE</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

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**IT Project: Criminal Justice Information System**

**EXECUTIVE SUMMARY:**

Criminal Justice Information System (CJIS) refers to a cooperative effort hosted by the Crime Commission with the participation of about 27 state and local entities. It is necessary to build ways for agencies to efficiently share criminal justice data. There is a great need for communication and sharing between systems as well as automating several key components of the criminal justice system in Nebraska. This has included the development of a secure data sharing portal called NCJIS which is the most visible project and what people often think of as the primary CJIS initiative. Other efforts include helping local agencies obtain standardized record systems, developing interfaces across stages in the CJ system and doing multi-state data sharing.

The primary purposes of CJIS are (1) to promote the sharing and availability of data among agencies, (2) to implement programs and systems that assist state and local agencies in the performance of their duties, and (3) to provide an inter-agency forum for issues.

NCJIS (the Nebraska Criminal Justice Information System, a secure online data portal providing access to a wide variety of state, local and federal data) has provided the thrust for goal 1 and will continue to be a cornerstone of CJIS operations and a component relating to other projects. It has grown in use since its inception in May, 2000 and is now considered to be one of the premier systems in the nation. NCJIS also acts to route data and serves as a hub for data sharing among agencies.

Goal 2 has largely been targeted through implementation of standard automation for local agencies as well as developing interfaces across systems. We have helped implement automation for jails, law enforcement and prosecutors as well as electronic citation software for locals and NSP.

CJIS efforts are ongoing and continue to evolve based upon need and available funding. Because NCJIS is at the core of the bulk of our efforts (either through a dominant search role or as a hub for data exchange) further comments in this proposal will focus on NCJIS.

**GOALS, OBJECTIVES, AND OUTCOMES (15 PTS):**

The primary purposes of the CJIS project are to (1) promote the sharing and availability of data among agencies, (2) implement programs and systems that assist state and local agencies in the performance of their duties, and (3) provide an inter-agency forum for issues. NCJIS has provided the thrust for goal 1 since May, 2000. We anticipate adding

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fuctionality as well as increasing the user base.

Goal 2 has largely been through implementation of standard automation for local agencies as well as developing interfaces across systems. We must continue to augment and enhance data enchanges across systems to mprove efficiencies of staff as well as through data integrity.

The CJIS Advisory Committee and Crime Commission act as a central hub for CJ data integration.

NCJIS has become a mission critical system and now has over 7,000 users. These include state and local Nebraska users as well as users from neighboring states and federal agencies. In 2011 over 5,000,000 searches were conducted. We started with a limited set of criminal justice data and have grown to includeextensive criminal data as well as data from related disciplines (DMV, DHHS, etc).

With the expanding functionality we also expanded our user base, creating NDEN (Nebraska Data Exchange Network) as a subset of NCJIS. THis is provided to non-CJ users who have limited access to certain datasets, primarily due to statutory restrictions.

Use will continue to be our primary outcome measurement for NCJIS, looking at both the number of users as well as the number of searches and page views.

For our general integration efforts we will monitor the number of applications implemented, interfaces implemented and measures such as timelines of transfer. (For instance, the amount of tiome to move citations electronically from law enforcement to prosecutors electronically as opposed to by paper.)

CJIS activities are integral to our IT plan as it has become an effort relied upon by criminal justice and related agencies.

The 1997-1999 biennium was the first for which the Crime Commission received general funds for CJIS activities. Since then CJIS has received an appropriation which has been the basis for basic operations and partial staffing.

While limited funds used for CJIS projects have come from the legislative appropriation to the Crime Commission the majority have come from federal funds. These federal funds are not necessarily ongoing sources for CJIS. While the Byrne funds and some NCHIP monies have been available on a year to year basis, there have been significant federal funds relating to domestic violence that the CJIS Advisory Committee made application for and has applied to specific projects, namely victim notification and the statewide protection order registry. The Byrne funds and NCHIP (usually granted to the Nebraska State Patrol) may not continue as possible funding sources. In fact, no NCHIP funds were available for CJIS initiatives the past few years. The cooperative approach to integration has meant cooperative approaches to funding as CJIS has also worked with DMV and others on projects.

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NCJIS (the Nebraska Criminal Justice Information System, a secure online data portal providing access to a wide variety of state, local and federal data) will continue to be a cornerstone of CJIS operations and a component relating to other projects. It has grown in use since its inception in May, 2000 and is now considered to be one of the premier systems in the nation. NCJIS also acts to route data and serves as a hub for data sharing among agencies.

The implementation of various commercial software packages for local agencies (jail, law enforcement, prosecutors) has improved the data available to local and state agencies. One ongoing priority is the integration of those programs across offices and functions so that data is transmitted efficiently and electronically. NCJIS will serve as an integration hub for these efforts across systems. One example is the collection of citation data at NCJIS, issued electronically at the roadside, and then being sent to the prosecutors and courts to eliminate duplicate entry and improve efficiency and accuracy.

Another example of the efficiency of NCJIS and cooperative nature of data sharing involves the fusion center effort of the State Patrol called the Nebraska Information Analysis Center (NIAC). Some NCJIS data is now being made available through the NIAC searching software to better facilitate one-stop searches for officers.

**PROJECT JUSTIFICATION / BUSINESS CASE (25 PTS):**

Although many state and local agencies have implemented automated systems, there is still a great need for communication and sharing between systems as well as automating several key components of criminal justice. As stated, the primary purposes of CJIS are (1) to promote the sharing and availability of data among agencies, (2) to implement programs and systems to assist state and local agencies in the performance of their duties, and (3) to provide a forum for issues.

These goals translate into two primary project goals: better access to data and implementation of integrated justice. Better access to data is primarily achieved through NCJIS ( Nebraska Criminal Justice Information System - a secure browser based data portal that allows access to various databases for authorized agencies). Integrated justice captures data as an event occurs and moves it through the criminal justice cycle, decreasing repeated data entry and allowing for greater efficiencies. Cornerstones for this have included improving automation systems of state and local agencies as well as implementing data transfers across systems. NCJIS is now also being used as a hub for these data transfers.

With over 7,000 users and over 5,000,000 searches conducted in 2011, an ongoing priority is the maintenance and enhancement of NCJIS (the criminal justice data portal that currently provides access to a broad range of criminal and related data). There continues to be enhancements to functionality as well as additional available datasets. Data recently added includes citations from the State Patrol, accident report data and images (maintained by the Department of Roads) and enhancements to child abuse reports made available by the Department of Health and Human Services. These last two reflect ongoing efforts resulting from changes to their systems but, perhaps more significantly, partnership with non-criminal justice entities. We also now provide an access point for systems for juvenile diversion case management systems as well as NSP's CODIS (DNA tracking).

NCJIS continues to provide a wide variety of criminal justice and related data to a disparate set of users. The data is restricted based upon statutory or policy mandates. We are also working with the Nebraska State Patrol on the Nebraska Information Analysis Center (NIAC) and provide data in this fusion center role. A limited view of NCJIS, called NDEN,

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provides limited access to non-criminal justice users such as the Department of Health and Human Services and the Child Advocacy Centers.

We will also continue to explore data sharing with other states. Nebraska has participated in an effort called CONNECT with Wyoming, Kansas and Alabama to develop and implement portal level data sharing. This projects has established the possibility to securely access data with surrounding states. We will continue to pursue this objective and expand on the daata being shared.

It can be difficult for local agencies to identify, acquire and implement software that meets both local operational needs as well as state reporting and integration requirements. To assist agencies CJIS has sponsored the deployment of systems for jails, prosecutors and law enforcement. These have been primarily targeted at small and medium sized agencies. However, they have provided platforms that we could use and contract with to develop and implement standard interfaces across disciplines (such as police to county attorneys). These efforts have also followed national standards.

Another substantial effort continues with the implementation of electronic citations for state and local law enforcement agencies. By providing hardware and software this enhances the process for both the driver and the officer while also laying the basis for enhanced electronic data sharing. This project continues to demonstrate the need for standardization and assistance across levels of government. While agencies have their own automation and needs the exchange of information must be coordinated across agencies. Additionally, local agencies often lack the technical expertise to acquire, implement and integrate automation across disciplines. Leadership from the state and assistance in acquisition provides for common exchanges and minimizing costs.

In the 2013-2015 biennium, we will continue to build on the electronic citation groundwork. This will allow for the automated transfer of data from law enforcement to other criminal justice partners including prosecutors and the courts. NCJIS will be a key component of these enhancements in moving the data securely and in a timely manner. The maintenance and enhancement of NCJIS will, of course, continue as a priority. New datasets will be explored as allowable by policy and funding.

A key transaction that we anticipate working with the Supreme Court on will be the implementation of electronic filing of criminal and traffic cases by the County Attorneys. This can have a significant impact on the processes, automation and workflow for law enforcement, prosecutors and the courts. By reducing or eliminating paper filing we should see decreases in processing time, data errors and isolated processes.

There has been an evolving effort through the federal and local level on the implementation of standards for data sharing. We will continue to incorporate these into our efforts. These provide technical guidelines (e.g. SOA, GRA, NIEM/xml) as well as better interaction with vendors.

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**TECHNICAL IMPACT (20 PTS):**

NCJIS has recently upgraded to the OCIO's virtual environment, incorporating SAN use with a dedicated SQL server. If workload increases we anticipate being able to scale our environment easily. We also upgraded our database software to a more recent version of SQL. We do not anticipate major changes in the next biennium. We will remain as a web-based portal and continue to incorporate NITC as well as federal requirements and guidelines. This has allowed us great flexibility in our development while maintaining a secure environment across users and systems.

Efforts to improve local automation have included upgrading their systems (as grant funding allows), either with software or updated hardware. By helping with initial acquisition of hardware and software we have been able to drive standards as well as implement standardized interfaces across systems.

Overall we have adopted Microsoft technologies for development and implementation. This has provided a way for us to have some technical interaction with local agencies, many of whom do not have technical support. We also will continue to examine web-based applications that can be implemented and supported within the state infrastructure to provide stable and cost efficient alternatives for smaller agencies. Establishing cost systems for smaller agencies must be a consideration.

**PRELIMINARY PLAN FOR IMPLEMENTATION (10 PTS):**

As stated, this effort and projects that have been mentioned are ongoing. We will continue with the current and discussed projects as well as react to needs as they are identified.

Additionally, new tasks (whether they be NCJIS enhancements or new interfaces across systems) can be set by statutes or operational priorities but are often driven by the availability of grant funds and the priorities of those funding sources. As such, we cannot identify milestones at this time.

Our primary goal is the continued operation of NSJIS, though.

The Crime Commission will continue as the project sponsor and pursue external funding but the true integration of criminal justice requires a cooperative approach of all of the main entities. The Chief of Information Services (Overton) is dedicated half time to CJIS and we have one full time staff person. We contract for development of NCJIS and will continue to that via a competitive award for services.

**RISK ASSESSMENT (10 PTS):**

As with many projects, funding is an ongoing concern for project continuance and enhancement. The bulk of efforts in the CJIS umbrella are done with grant funds. Even our full time staff person within the Crime Commission is paid for with grant funds. We have always tried to do development with an eye toward having to use the appropriation as a baseline and minimal sustaining fund if other funding sources went away. This could cripple the overall use or timeliness of efforts, however.

Significant development and enhancements are often driven by grant funds. While ancillary initiatives such as CONNECT might have to be suspended if funding were cut, basic search functions and enhancements for needed functionality must be sustained.

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It must be noted that federal grant funds have shrunk considerably in recent years. We anticipate the availability of funds to diminish over the next few years.

Aside from funding for projects and operations an ongoing general concern is consistent staffing. Training, support and everyday monitoring require ongoing staffing. Development work has been done under contract since 1999. This has allowed for acquiring programming resources as funding increases and funding is available. Staffing ongoing operations has been absorbed through the existing limited staff of the Crime Commission, mainly funded by grants. This will continue to be an issue and concern.

**FINANCIAL ANALYSIS AND BUDGET (20 PTS):**

The budget is approximated, projected on available funding and the possibility of consistent project approach and grant project areas.

We anticipate federal grant funds to be decreasing over the next few years.

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Section 8: Financial Analysis and Budget

(Revise dates as necessary for your request.)

	Estimated Prior Expended	Request for FY2014 (Year 1)	Request for FY2015 (Year 2)	Request for FY2016 (Year 3)	Request for FY2017 (Year 4)	Future	Total
1. Personnel Costs	\$ 127,314.00	\$ 127,314.00	\$ 127,314.00				\$ 381,942.00
<b>2. Contractual Services</b>							
2.1 Design	\$ 50,000.00	\$ 25,000.00	\$ 25,000.00				\$ 100,000.00
2.2 Programming	\$ 300,000.00	\$ 300,000.00	\$ 300,000.00				\$ 900,000.00
2.3 Project Management	\$ 50,000.00	\$ 25,000.00	\$ 25,000.00				\$ 100,000.00
2.4 Other	\$ 355,289.00	\$ 105,289.00	\$ 105,289.00				\$ 565,867.00
3. Supplies and Materials	\$ 600.00	\$ 600.00	\$ 600.00				\$ 1,800.00
4. Telecommunications	\$ 4,484.00	\$ 4,484.00	\$ 4,484.00				\$ 13,452.00
5. Training							\$ -
6. Travel	\$ 3,000.00	\$ 3,000.00	\$ 3,000.00				\$ 9,000.00
7. Other Operating Costs	\$ 59,800.00	\$ 59,800.00	\$ 59,800.00				\$ 179,400.00
<b>8. Capital Expenditures</b>							
8.1 Hardware							\$ -
8.2 Software	\$ 2,600.00	\$ 2,600.00	\$ 2,600.00				\$ 7,800.00
8.3 Network							\$ -
8.4 Other							\$ -
<b>TOTAL COSTS</b>	\$ 953,087.00	\$ 653,087.00	\$ 653,087.00	\$ -	\$ -	\$ -	\$ 2,259,261.00
General Funds	\$ 142,453.00	\$ 142,453.00	\$ 142,453.00				\$ 427,359.00
Cash Funds							\$ -
Federal Funds	\$ 810,634.00	\$ 510,634.00	\$ 510,634.00				\$ 1,831,902.00
Revolving Funds							\$ -
Other Funds							\$ -
<b>TOTAL FUNDS</b>	\$ 953,087.00	\$ 653,087.00	\$ 653,087.00	\$ -	\$ -	\$ -	\$ 2,259,261.00



September 27, 2012

Brenda L. Decker  
Chief Information Officer  
State of Nebraska

Re: Request for a NITC review of ESUCC's BlendEd eLearning System I.T. project proposal

Dear Brenda,

The ESUCC continues to plan and structure existing projects in collaboration with a variety of partners. At the September 6, 2012 meeting of the ESUCC the Council directed me to submit an I.T. project proposal describing key elements of our BlendEd initiative that is launching to coordinate ESUCC projects in distance learning, media, and learning management. Among the key efforts has been to locate servers and develop services directly on Network Nebraska. Additionally, these efforts align with key elements of the Statewide Technology Plan. We are pleased to be moving these efforts forward and encouraged that this process will help further establish necessary partnerships, engage stakeholders, and organize time, talent and resources.

Included with this letter is an I.T project proposal addressing many of the recent efforts to "blend" ESUCC projects and education/network partner contributions. The proposal outlines a set of educational services that supplement and enhance learning environments for K-12 schools across the state. Although necessarily "high level" perspectives, I hope that the details are sufficient for NITC review and I certainly encourage feedback and suggestions. Ultimately we are committed to making such services ubiquitous and believe this review is a big step toward an effective digital education services layer on Network Nebraska.

The ESUCC is committed to collaborating with appropriate partners from the P-16 community to bring together strategic investments in these services.

Thank you for including this proposal in the next possible NITC review.

Sincerely,

Matthew L. Blomstedt,  
Executive Director

## Nebraska Information Technology Commission

# Project Proposal Form

### Funding Requests for Information Technology Projects

### FY2013-2015 Biennial Budget

**IMPORTANT NOTE:** Project proposals should only be submitted by entering the information into the Nebraska Budget Request and Reporting System (NBRRS). The information requested in this Microsoft Word version of the form should be entered in the NBRRS in the "IT Project Proposal" section. The tabs in the "IT Project Proposal" section coincide with sections contained in this Microsoft Word version of the form. Information may be cut-and-pasted from this form or directly entered into the NBRRS. **ALSO NOTE** that for each IT Project Proposal created in the NBRRS, the submitting agency must prepare an "IT Issue" in the NBRRS to request funding for the project.

<b>Project Title</b>	<b>Nebraska's BlendEd eLearning System</b>
<b>Agency/Entity</b>	<b>Educational Service Unit Coordinating Council (ESUCC) in coordination/collaboration with: Key stakeholders from Nebraska's P-16 educational community</b>

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**Notes about this form:**

1. **USE.** The Nebraska Information Technology Commission (“NITC”) is required by statute to “make recommendations on technology investments to the Governor and the Legislature, including a prioritized list of projects, reviewed by the technical panel...” Neb. Rev. Stat. §86-516(8). “Governmental entities, state agencies, and non-education political subdivisions shall submit all projects which use any combination of general funds, federal funds, or cash funds for information technology purposes to the process established by sections 86-512 to 86-524. The commission may adopt policies that establish the format and minimum requirements for project submissions.” Neb. Rev. Stat. §86-516(5). In order to perform this review, the NITC and DAS Budget Division require agencies/entities to complete this form when requesting funding for technology projects.
2. **WHICH TECHNOLOGY BUDGET REQUESTS REQUIRE A PROJECT PROPOSAL FORM?** See the document entitled [NITC 1-202](#) “Project Review Process” available at <http://nitc.ne.gov/standards/>. Attachment A to that document establishes the minimum requirements for project submission.
3. **COMPLETING THE FORM IN THE NEBRASKA BUDGET REQUEST AND REPORTING SYSTEM (NBRRS).** Project proposals should only be submitted by entering the information into the NBRRS. The information requested in this Microsoft Word version of the form should be entered in the NBRRS in the “IT Project Proposal” section. The tabs in the “IT Project Proposal” section coincide with sections contained in this Microsoft Word version of the form. Information may be cut-and-pasted from this form or directly entered into the NBRRS. **ALSO NOTE** that for each “IT Project Proposal” created in the NBRRS, the submitting agency must prepare an “IT Issue” in the NBRRS to request funding for the project.
4. **QUESTIONS.** Contact the Office of the CIO/NITC at (402) 471-7984 or [ocio.nitc@nebraska.gov](mailto:ocio.nitc@nebraska.gov)

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**Section 1: General Information**

Project Title	<b>Nebraska’s BlendEd eLearning System</b>
Agency (or entity)	<b>Educational Service Unit Coordinating Council (ESUCC) in coordination/collaboration with Key stakeholders from Nebraska’s P-16 educational community</b>

Contact Information for this Project:

Name	Matt Blomstedt
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**Section 2: Executive Summary**

*Provide a one or two paragraph summary of the proposed project. This summary will be used in other externally distributed documents and should therefore clearly and succinctly describe the project and the information technology required.*

The goal of **Nebraska’s BlendEd eLearning System** is to implement instructional and content technologies to enhance teaching and learning to support all modes of blended instruction. *blended education* has been promoted by educational researchers as a one of the most promising recent innovations in education because it calls for making strategic choices about when face-to-face (synchronous) instruction is needed and when and how online (asynchronous) instruction can be best used to provide elements of student control over time, place, path and pace and provide more equity, efficiency and flexibility. [Heather Staker](#) and [Michael B. Horn](#) of the Innosight Institute offer this definition of Blended Learning-

“Blended learning is any time a student learns at least in part at a supervised brick-and-mortar location away from home and at least in part through online delivery with some element of student control over time, place, path, and/or pace.”- <http://www.innosightinstitute.org>

**The primary components of the project include:**

- 1) **Learning Object Repository (LOR) Content Repository System** - to support a statewide digital instructional content repository for existing and future collections of multimedia learning objects and course materials of all types (e.g. audio, video, graphical, textual) that are standards-aligned and meta-tagged (i.e. appropriately catalogued and classified);

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- 2) **Learning management system (LMS)** - to support a statewide learning management system that allows teachers to organize instructional content, support collaborative learning activities, and deliver instruction to students both in and out of the classroom;
- 3) **Federated Directory Services system (LDAP)** - to support a statewide directory service that facilitates single sign-on access for every teacher and learner;
- 4) **Statewide Professional Development (PD) System**: A comprehensive system of professional development for the implementation of **BlendEd** incorporating LOR, LMS, & LDAP for a singular PD system to provide technology-assisted instructional design training, embedded professional development and PD content shared between and among the NDE, ESUCC and higher education; and
- 5) **Evaluative System**: A persistent system of assessment, analytics, and interventions that allows the State to diagnose and remedy areas of specific curriculum or teacher shortages (e.g. science, technology, engineering, mathematics, English language learners, advanced placement, etc..).

(\**Note: see **Appendix A** for more detail concerning each of these components*).

The **Nebraska BlendEd eLearning System** has the potential to revolutionize daily teaching and learning in Nebraska schools and will build upon Nebraska's strong history and experience of offering video-based distance learning to K-12 students.

It will establish a new paradigm of blended, technology-assisted/enhanced instruction for the traditional face-to-face classroom, allow teachers to better reach and serve their students within the video distance learning classrooms, and also allow the development of fully online courses and modules that can be utilized in the classroom or delivered synchronously or asynchronously to remote learners.

Implementation of these technologies will enable teachers to utilize and share learning objects and other educational content and reference materials that would significantly enrich and deepen the learning experiences offered to Nebraska students, particularly those in the K-12 sector. This project will extend learning opportunities currently unavailable to many students in Nebraska's smaller schools due to a lack of certified teachers in certain areas, including the STEM subjects (i.e. science, technology, engineering, and math) and the languages.

This project will also encourage and facilitate greater collaboration between K-12 and higher education educators, the building of extended educational communities of learning, and support ongoing professional development and lifelong learning opportunities for the students and citizens of the State of Nebraska.

The deployment and implementation of these technologies will utilize:

- the existing high-bandwidth, statewide network called Network Nebraska;
- a redundant array of application, content, database, and web servers;
- a centralized directory services structure that allows authentication and access authorization utilizing a unique identifier for every student, teacher, and staff member;

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- a system to assign and enforce appropriate levels of copyright and digital property rights to licensed and teacher-produced learning objects for use and re-use.

The project is intended to encourage and incent many separate educational entities to come together to collaborate and establish a plan of action to promote the appropriate adoption of these instructional tools, technologies, and associated instructional techniques.

The implementation of this project will include strategic phases of capacity building over the next four years to reach the greatest number of teachers and students in the shortest period of time in the most cost effective manner possible.

**Section 3: Goals, Objectives, and Projected Outcomes (15 Points)**

1. Describe the project, including:
  - Specific goals and objectives;

This project is broad in both scope and anticipated impact. It is proposed based on the premise that the state of Nebraska is obligated to: **1)** provide the best possible public education for all K-12 level students and; **2)** provide post-secondary educational opportunities to its citizens to insure a well-educated workforce, a necessity if our students and citizens are to remain competitive and the state of Nebraska is to remain economically viable in the future.

The primary goal of **Nebraska's BlendEd eLearning System** is to implement instructional and content technologies to enhance teaching and learning. This project will further extend educational opportunities and improve outcomes for learners of all ages throughout the state of Nebraska.

These eLearning technologies are already utilized extensively by Nebraska's higher educational community, but are not consistently available among Nebraska's K-12 schools. This project would leverage the expertise and experience of educators already involved with eLearning initiatives around the state to help develop and implement the **Nebraska BlendEd eLearning System** within Nebraska's K-12 community.

It is important to note, these technologies are not intended to replace the classroom teacher or traditional classroom-based instruction. Rather, they would supplement the traditional classroom learning experience by providing teachers and students new instructional, organizational, communication, and support capabilities.

Additionally, these technologies also provide the means to deliver instruction to students outside the confines of the traditional classroom and school schedule. These technologies support "any time, any place, any path, any pace" learning for all students ranging from those seeking credit recovery and remedial instruction to those seeking advanced placement/dual credit learning opportunities.

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Implementation of these technologies would also allow access to a vast array of rich multi-media instructional materials and other instructional tools to support enhanced collaboration, assessment, and diagnostic and intervention tools.

Nebraska's **BlendEd eLearning System** can be accomplished by achieving the following **eight objectives**:

1. **Implement a statewide Content or Learning Object Repository (LOR)** to collect, store, organize, classify, categorize, control access to, share, and retrieve digital learning objects (i.e. a digital content repository may also consist of multiple repositories with federated search capabilities including multiple existing digital collections from Nebraska's P-16 community).
  - a. Implement a system for the appropriate meta-tagging of content which involves the assignment of attributes to facilitate cataloging, classification, searching, securing, and the retrieval of learning objects.
  - b. Develop work flow processes for the vetting, approval, and standards alignment of submitted learning objects and collections.
  - c. Support the assignment and enforcement of digital property rights thereby addressing the issues of copyright and intellectual property rights.
  - d. Harvest and consolidate as many existing digital content collections as possible (e.g. NROC, existing ESU digital video, NET/PBS resources NeBooks, etc).
  - e. Provide the ability to search and access other relevant instructional reference materials from out-of-state digital content repositories (e.g. Smithsonian Museum, Florida Orange Grove, K-12 Instructional Software, Khan Academy, MIT's Open Courseware, etc..).
2. **Implement a statewide Learning Management System** (i.e. a web-based LMS) to support the development and delivery of a statewide professional development system, instructional content, assessment and grading, lesson planning, collaboration and communication, and other instructional support capabilities.
  - a. Implement a system to programmatically create a course site for every course that a teacher is assigned to teach and link every student to every class they are enrolled in every semester.
  - b. Provide parental access to curriculum, attendance, daily learning activities, progress, and assessment information.
  - c. Establish collaborative communities of learners who will have access to a wide variety of social networking, video, audio, and group work capabilities.
  - d. Utilize the Learning Management System to provide teachers and students access to instructional materials and learning opportunities on a 24 x 7 x 365 basis.
3. **Implement a federated lightweight directory access protocol system (LDAP)** to facilitate the development of a system authentication for every K-12 teacher and learner through a single unique identifier and password that will be utilized to access the **BlendEd Learning System** and content repository resources.
  - a. Implement and configure a statewide centralized directory service model that will be capable of interfacing with existing school district and/or ESU directory services through federated authentication.

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- b. Coordinate with the Nebraska Department of Education to utilize their statewide unique identifier for all K-12 students and staff.
  - c. Develop automated processes to build and maintain a directory of IDs and passwords for every K-12 student and teacher
4. **Develop and implement interfaces** to allow existing teacher and student systems to automate the upload of all teaching assignments, course/section offerings, and student enrollments at the start of every term from every participating school district into the learning management system (LMS).
5. **Deploy collaborative support services** to minimize implementation and ongoing administrative, professional development and other training, operational, and support costs.
6. **Provide professional development and instructional design training.**
- a. How to develop and submit learning objects.
  - b. How to teach effectively using learning and content and learning management technologies.
  - c. Create a network of curriculum and multimedia developers.
  - d. Create collaborative professional learning networks
7. **Extend and broaden educational opportunities** to areas and to learners where they would not otherwise be available. This is critical for our sparsely populated areas, at-risk student populations and differing student learning abilities. Those schools who currently lack qualified teachers in some subject areas and access to other educational resources to meet the needs of all students will have the opportunity to broaden opportunities for all learners.
- a. Incentivize districts and partners (through the leadership of the ESUCC, ESUs and NDE) to develop and share learning objects and complete courses in language, STEM, and other curriculum areas where teacher shortages exist.
  - b. Build on the incredible success of Nebraska's online initiatives such as the ESUCC's ANGEL/eLearning project, ESU 13's NEVA (Nebraska Virtual Academy) and the GNENC (Greater Nebraska Education Network Consortium) on line classroom, and Omaha Public Schools' Credit Recovery system.
  - c. Provide equitable access to all learners, regardless of location, socio-economic status, or size of school.
  - d. Use **Nebraska's BlendEd eLearning System** as a "launch platform" for interventions that address specific subject area shortages and individual student academic performance issues
8. Use **Nebraska's BlendEd eLearning System** to develop specific interventions to achieve each of the Governor's and P-16 Steering Committee's eight education goals:
- a. Adopt a college and career preparation core curriculum that requires four years of English and three years each of math, science and social studies in Nebraska school districts by the 2014-2015 school year.
  - b. Eliminate the academic achievement gap between Nebraska's K-12 Caucasian students and its African American, Hispanic, and Native American students.
  - c. Develop an effective longitudinal data system that provides information on the Nebraska education system from preschool through post-graduate degree attainment and entry into the workforce to help align resources with strategic goals.

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- d. Attain a high school graduation rate of 90% or higher in each Nebraska high school.
- e. Improve Nebraska's college-going rate to the top-10 tier nationally.
- f. Provide affordable access for Nebraska students to attend Nebraska's postsecondary institutions.
- g. Improve time to degree completion and increase graduation rates of Nebraska's postsecondary institutions.
- h. Provide all students with the science, technology, and math skills needed to succeed in postsecondary education or the 21st-century workforce; and increase the number and diversity of individuals who pursue careers as educators and professionals in the areas of science, technology, engineering, and math.

- **Expected beneficiaries of the project;**

The main beneficiaries of **Nebraska's BlendEd eLearning System** will be:

- 1) Nebraska K-12 students, teachers and parents.
  - a. Students and teachers will benefit from access to additional rich instructional materials and technologies that would otherwise be inaccessible.
  - b. Teachers will be able to access statewide professional development and educational resources to assist them in learning how to most effectively utilize the proposed instructional technologies to include instructional design training and through collaboration with other teachers in their subject areas via communities of practice.
  - c. Nebraska K-12 schools will benefit by direct cost avoidance of not having to separately purchase expensive credit recovery and online learning systems, subscribe to commercial instructional materials and services, and provide the technical resources necessary to implement and support the required technology components.
  - d. Teachers will be better able to concentrate preparation and instruction in their areas of expertise and endorsement.
  - e. Students will be able to access information about assignments, test schedules, class notes, links to relevant reference resources, utilize digital drop-boxes to submit homework, and participate in online chat and discussion groups as appropriate.
  - f. Administrators will be able to "keep their money at home" by accessing or purchasing course opportunities from in-state offerings or statewide content subscriptions.
  - g. Parents will have an enhanced opportunity to access data and monitor progress, communicate with teachers, and generally become more active participants in their children's education.
- 2) Nebraska's higher education institutions will also benefit through:
  - a. Direct participation in the **BlendEd eLearning System** and collaboration with the K-12 community concerning research on the effectiveness of various educational technologies and instructional techniques on educational outcomes for different ages, areas of study, instructional modalities, learner styles, etc;
  - b. Participate with ESUs and the NDE in pre-service and in-service teacher professional development;

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- c. Utilizing the resultant research to improve teacher education programs to produce teachers that are more literate and effective in the use of instructional technologies;
  - d. Better prepared, more literate high school graduates with experience in the use of online educational technologies; and
  - e. Improvement of the college-going rate.
- 3) The overall vitality of the Nebraska economy will benefit from a more skilled and knowledgeable work force and the reduction of the out migration of Nebraska talent. The integrated system will also more closely resemble technologies critical for the economic development opportunities by connecting existing work force development efforts, career and technical education, and entrepreneurship/business development efforts of the community college system, Department of Education, Department of Labor, and Department of Economic Development. The same system will help link K-12 as a legitimate resource for expanding specific capacities needed for Nebraska's business community.

- **Expected outcomes.**

- 1) Development and implementation of the five primary components of the system (LOR, LMS, LDAP, professional development and instructional design training, and an interventions system - see Executive Summary section).
- 2) Expand the existing Nebraska Virtual Instruction Source (NVIS) website to list all traditional, blended, online and video distance learning opportunities for Nebraska students
- 3) Improved coordination between the four entities of the Nebraska Virtual Partnership (i.e. ESUCC, NDE, NET, University of Nebraska)
- 4) Creation and continued growth of a digital content repository (a.k.a. the Nebraska Knowledge Repository) that enables the uploading, searching and retrieval of learning objects that originate either as licensed content, existing collections, open educational resources, or teacher-produced content
- 5) Better coordination and collaboration of educational entities across the entire P-16+ spectrum
- 6) Improved student engagement and motivation
- 7) Improved evaluation/assessment capability
- 8) Improved student data management capability
- 9) Statewide system for storing and classifying instructional content and standards-aligned, digital curriculum
- 10) Growing LMS/LOR access from the current level of approximately 40,000 K-12 students across the state to 160,000 students and 11,000 teachers by 2016 to full deployment to all K-12 students and teachers by 2018
- 11) Cost savings resulting from economies of scale realized through consolidation of: licensing agreements; hardware and software purchases; and operational, training, and support services
- 12) Enhanced parental participation capabilities
- 13) Additional learning opportunities for students, including rural, urban, and different ability K-12 students (e.g. more subjects, AP courses, remedial and advanced credits, etc...)

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- 14) Ability to better monitor student performance and outcomes through longitudinal data and learning analytics
- 15) Ability to implement more timely and responsive interventions to address student achievement and performance issues
- 16) Development of communities of learners and collaborative learning opportunities
- 17) Development of communities of practice in education
- 18) High school graduates that are better prepared for college and are familiar with the eLearning technologies they will encounter at the higher education institutions they attend after graduation from high school

**2. Describe the measurement and assessment methods that will verify that the project outcomes have been achieved.**

- 1) Detailed metrics and evaluation instruments will be constructed to measure each of the outcomes '1 -18' listed in the Goals and Objectives-Expected Outcomes section above with specificity that exceeds the scope of this document;
- 2) In general, student performance, achievement and longitudinal tracking will be measured through the Department of Education's NSSRS system;
- 3) The primary project component success will be measured through actual deployment and implementation and participation levels;
- 4) Teacher collaboration and communities of practice will be measured by teacher surveys and growth rate of teacher adoption;
- 5) Actual growth rate of student and teacher use will be measured each year to meet the 2016 goal of 160,000 students and 11,000 teachers, which constitutes 50% of the Nebraska public K-12 populations.

**3. Describe the project's relationship to your agency comprehensive information technology plan.**

The Educational Service Unit Coordinating Council (ESUCC) is not a State Agency and therefore is not required to submit a comprehensive information technology plan. However, the proposed **BlendEd eLearning System** is aligned with the NITC Statewide Technology Plan's Digital Educational Initiative. The ESUCC does not qualify for federal E-rate so therefore does not have to submit a technology plan to the Nebraska Dept of Education under that provision. However, the ESUCC is the organization that provides coordination for statewide initiatives for the 17 ESUs, each of which files a Technology Plan to the Nebraska Dept of Education, and works with 253 school districts, each of which must also file their own technology plan.

**Section 4: Project Justification / Business Case (25 Points)**

- 4. Provide the project justification in terms of tangible benefits (i.e. economic return on investment) and/or intangible benefits (e.g. additional services for customers).**

**Project Proposal Form  
FY2013-2015 Biennial Budget Requests****Tangible Benefits.****1) Provide teachers and students access to instructional tools, technologies, and resources**

Currently a minority of Nebraska K-12 districts currently utilize a variety of learning management systems (e.g. ANGEL, Blackboard, Moodle) while some districts do not access any learning management systems at all. This initiative will allow all K-12 teachers throughout the state access to instructional technologies and resources and offer their students enhanced educational opportunities.

**2) Provide students equitable educational opportunities**

The Nebraska **BlendEd eLearning System** would “level the playing field” for Nebraska’s rural and disenfranchised students by offering students in schools educational opportunities that would otherwise not be available to them.

**3) Improve instruction and educational outcomes**

**Nebraska’s BlendEd eLearning System** has the potential to create a system of specialization where more teachers are teaching fewer numbers of course preparations which would equate to a more effective, energetic, enthusiastic, and better prepared teacher workforce. This initiative also has the potential to increase the frequency of teachers teaching wholly within their endorsed area, a discrete capacity building initiative.

**4) Expand educational opportunities**

As Nebraska experiences significant budget and economic pressures, a continuing population shift from rural to urban areas, and a shortage of instructional resources for some subjects in some areas of the state we must look to new ways to provide the best educational opportunities possible to Nebraska’s students and citizens. The **BlendEd eLearning System** would provide teachers and students throughout the state access to educational content, instructional tools, and online courses to address these problems.

**5) Address teacher shortages**

This initiative will help to address a major problem for our rural teachers in our smaller schools who for decades have taught five, six (sometimes seven) different courses per day, sometimes outside of their endorsed area. Each course requires a unique preparation of one to two hours for each hour of class delivery, each and every day, five days per week. In some schools, a single teacher is an entire department (e.g. science) for grades 7-12. There is literally not enough physical time in the day to adequately prepare for the next day’s instruction so teachers are forced to skimp on one course or activity to prepare for another.

**6) Establish a statewide instructional content system**

This **BlendEd eLearning System** initiative will provide all teachers and students throughout the state of Nebraska access to the instructional materials and course offerings in the state’s instructional content repository system (aka the Nebraska Knowledge Repository). This statewide digital content repository will be established to house teacher-created content or other existing content collections aligned to state standards in one easy-to-access location.

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7) **Access to an integrated instructional environment**

Nebraska's BlendEd eLearning System has the potential to address these programmatic shortcomings by placing all of these services within one seamless and well-integrated system, easily accessible to every teacher and student over Network Nebraska. Currently Nebraska high school students who desire course opportunities not offered by their own school must either navigate the maze of online or video distance learning offerings from multiple independent entities or sign up for expensive out-of-state course offerings or independent study courses.

*\*Note: Access Alabama is an example of a statewide system that has been successful with integration of existing online and video distance learning systems:*

<http://accessdl.state.al.us/aboutaccess/>

8) **Use of a single unique identifier for all students and teachers**

The unique identifier number that has been created for every Nebraska K-12 student and teacher (i.e. the NSSRS/Nebraska Student and Staff Records System id referred to as the NDEid), will be leveraged as the key identifier for statewide directory services and authentication via single sign-on for accessing the statewide BlendEd applications, resources, and services.

9) **Cost effectiveness**

The **Nebraska BlendEd eLearning System** would provide all K-12 teachers access to a variety of instructional tools and technologies and dramatically increase the availability of high quality digital instructional content. This initiative will offer the state's K-12 students enhanced educational opportunities on the most cost effective basis possible by leveraging economies of scale to reduce per teacher/pupil: licensing costs; operational expenses; and support requirements. This initiative will also promote the development of online courses for subject areas of need, for credit recovery (e.g. replace usage/need isolated credit recovery coursework developed in isolation by districts or vendors), advanced placement courses, that could be utilized statewide and the adoption of ebooks/etexts to replace expensive and outdated hardcopy textbooks.

**Intangible Benefits.**

1) **Better prepare our students and citizens to compete and succeed**

As the world continues to "shrink" due to the influence and impact of technology and we face increasing international competition with the globalization of the world's economy there is a need for an ever greater breath of knowledge in increasingly complex, dynamic, and rapidly evolving subject areas. This is particularly important in the STEM (i.e. science, technology, engineering, and mathematics) and world language areas as well as career education where many Nebraska school districts lack highly qualified teachers or access to sufficient opportunities for such specialized curriculum.

K-12 graduates will also be better prepared to utilize the instructional technologies that they will encounter as they pursue higher education.

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2) **Leverage our educational resources and experience**

Implementation of the **BlendEd** project will leverage the talents, knowledge, expertise, and experience of our many dedicated and capable educators and utilize instructional technologies to enhance the educational experience for our students and extend learning beyond the classroom and the normal school day.

3) **Improve student engagement**

For many of today's K-12 students, the school day represents the least stimulating and interesting seven hours of their day. We must find more effective ways to engage students.

Today's student is accustomed to operating in a dynamic world of technology. The use of computers, the Internet, smart phones, PDAs, MP3 players, and gaming systems have all provided a mindset that expects technology assistance and involvement in performing virtually any task.

The attention, much less the passion, of many of today's students is no longer captured by the lecture-based teaching techniques utilized in many K-12 classrooms. This is an unfortunate by-product of today's society, but one that must be acknowledged and addressed by today's schools.

As Peter Drucker noted in 1999 – “fifty years hence we may well conclude that there was no ‘crisis of American education’ in the closing years of the twentieth-century – there was only a growing incongruence between the way twentieth-century schools taught and the way late twentieth-century children learned”.

This project would help address this important issue.

4) **Effectively utilize technology to enhance learning and knowledge building**

The availability and pervasive nature of technology today can have either positive or negative implications on the learning process. Properly applied and utilized technology can enhance learning. However, if students simply utilize technology to assist them in performing menial tasks (e.g. finding reference materials, answers to a specific question, or locating a template to complete an assignment), actual learning is not experienced.

This is the threat that technology presents educators and imposes on the students of today. If we do not change the way we utilize technology in education to productively facilitate and enhance real learning, students may become experts in how to “surf the net” but not develop requisite analytical skills and experience the intellectual curiosity and critical thinking necessary for true knowledge building and intellectual growth. The **BlendEd** initiative will help insure that the available instructional technologies are properly utilized to advance learning and academic achievement in our state.

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5. Describe other solutions that were evaluated, including their strengths and weaknesses, and why they were rejected. Explain the implications of doing nothing and why this option is not acceptable.

The other primary options considered were:

- 1) continue the current model of implementing multiple different learning management systems on a fragmented and piecemeal basis
- 2) implement instructional technologies on a mandated, highly centralized basis

• **Option #1- continue the current deployment model**

Nebraska could continue to proceed with a model of organically grown learning management adoption with no statewide coordination or leadership. This approach is not cost effective and would leave those smaller schools that represent the teachers and students with the least resources and the greatest need for instructional support, the least able to access these technologies. With this approach, it could take decades to achieve the University of Nebraska model of ‘every student, every instructor/teacher, every course section, every term’ of learning and content system implementation.

As long as Nebraska school districts continue to support isolated deployments of different types of in-congruent learning and content systems, there will never be continuity or consistency in the quality of educational opportunity and the transition for our K-12 students to higher education online learning environments will continue to be challenging.

To maintain the status quo is to say there is no need for change and the result will be “if you always do what you’ve always done you will always get what you’ve always got”. Current instructional methods are not entirely successful with all students. The classroom lecture model is not always the most efficient or appropriate instructional method. Technology can be employed to enhance instruction and to extend more equitable learning opportunities to many students in areas of the state currently lacking instructional resources.

• **Option #2 – implement a highly centralized model**

The highly centralized mandated model would imply the establishment of a single statewide instructional technology administration and support structure requiring a substantial upfront investment, a highly unlikely option given today’s financial expectations and economic challenges. This model would also require significant changes to existing educational and funding policies which would also be very challenging. This model could produce some cost savings through economies of scale and the aggregation of support services. However, this approach is also contrary to the local control model and underlying system of local funding that has been a cornerstone of Nebraska K-12 education for many years.

**Options analysis conclusion**

In contrast to the other options, the proposed **BlendEd eLearning System** would provide a flexible, focused, coordinated, collaborative approach to efficiently and effectively implement eLearning technologies to benefit the entire Nebraska educational community. The **BlendEd**

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proposal advocates an evolutionary approach that would utilize and leverage available existing instructional, technical, infrastructure, and support resources.

This **BlendEd eLearning System** proposal provides the framework to put in place a fully integrated, comprehensive eLearning environment, but promotes a phased adoption model. It provides a path for existing learning management deployments to migrate to or coordinate with the statewide learning management system as school districts feel it is appropriate. It would establish a single statewide learning object repository (i.e. the proposed Nebraska Knowledge Repository), which would consolidate all available instructional resources and allow Nebraska teachers and students to quickly realize the power and advantages of a federated, statewide learning object repository (LOR) and federated user authentication system.

Thirty-two other states already have significant technology-assisted and online education initiatives and are beginning to show significant gains in student achievement and benefits from their investments. Nebraska must act now to leverage and integrate its instructional technology projects that have shown early success and move toward a single, statewide system of learning and content management over a directory services structure.

Nebraska must move forward aggressively in utilizing all available instructional technologies and resources to improve educational outcomes. Hiring more teachers is not an option given today's economic circumstances; school districts must do more with fewer resources and increasing budget constraints. There is also a need to serve a growing population of special needs and non-English speaking students. Students are demanding access to extended instruction outside of the traditional classroom and traditional school schedule. The **BlendEd eLearning System** will help address all of these issues.

**6. If the project is the result of a state or federal mandate, please specify the mandate being addressed.**

The ESUCC is not responding to a particular federal mandate, however, it should be noted this project would assist in meeting local eLearning efforts, state digital/virtual learning goals, and national STEM initiative goals as well as assist provide school accountability and professional development necessary for school improvement goals. The State of Nebraska Department of Education has increased the mandatory graduation requirements for 2014-15 and the ESUCC is proposing **Nebraska's BlendEd eLearning System** as an effective method to assist Nebraska school districts in their quest to meet these heightened requirements. The ESUCC also seeks to fulfill its statutory responsibilities as follows:

**Neb. Rev. Stat. Section 79-1246** (excerpt)

*Educational Service Unit Coordinating Council; duties; Open Meetings Act applicable.*

(1) The Educational Service Unit Coordinating Council shall work toward statewide coordination to provide the most cost-effective services for the students, teachers, and

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school districts in each educational service unit. The council's duties include, but are not limited to:

- (a) Preparation of strategic plans to assure the cost-efficient and equitable delivery of services across the state;
- (b) Administration of statewide initiatives and provision of statewide services; and
- (c) Coordination of distance education.

**Neb. Rev. Stat. Section 79-1248** (excerpt)

*Educational Service Unit Coordinating Council; powers and duties.*

The powers and duties of the Educational Service Unit Coordinating Council include, but are not limited to:

- (3) Facilitation of scheduling for qualified distance education courses;
- (4) Brokering of qualified distance education courses to be purchased by educational entities;
- (5) Assessment of distance education needs and evaluation of distance education services;
- (6) Compliance with technical standards as set forth by the Nebraska Information Technology Commission and academic standards as set forth by the State Department of Education related to distance education;
- (8) Scheduling and prioritization for access to Network Nebraska by educational entities in cooperation with the Chief Information Officer and using scheduling software or scheduling services which meet any applicable standards established by the commission;
- (9) Administration of learning management systems that are in compliance with any applicable standards of the commission either through the staff of the council or by delegation to an appropriate educational entity with the funding for such systems provided by participating educational entities; and
- (10) Coordination with educational service units and postsecondary educational institutions to provide assistance for instructional design for both two-way interactive video distance education courses and the offering of graduate credit courses in distance education.

**Section 5: Technical Impact (20 Points)**

- 7. Describe how the project enhances, changes or replaces present technology systems, or implements a new technology system. Describe the technical elements of the project, including hardware, software, and communications requirements. Describe the strengths and weaknesses of the proposed solution.**

**Nebraska's BlendEd eLearning System** promises to enhance and replace the current installations of learning and content repository/management systems across Nebraska K-12 school districts by offering a statewide, integrated, single sign-on eLearning environment that supports every K-12 teacher and learner in the NSSRS system.

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The **BlendEd eLearning System** will be designed to provide and maintain an extremely high level of reliability and availability. This will become ever more important as blended learning becomes an integral part of everyday instruction. The design must also be scalable since during the multi-year phased implementation period and beyond there will a significant increase in usage levels. The design must also be extensible since there will undoubtedly be innovations in hardware, software, and services that we will want to adopt and utilize in the future.

It is anticipated that virtualization will be employed whenever and wherever practical to make the most efficient use of all available hardware and software. **BlendEd** will also continue and build upon the existing successful partnerships and programs that are already in place (e.g. Network Nebraska).

The initial focus of deployment will be to establish a production environment coupled with a disaster recovery plan to provide for the highest levels of reliability and availability possible. The next phase of implementation will be to integrate existing eLearning resources into the **BlendEd** framework and accommodate growth in adoption. The final phase of implementation will be to establish an enterprise level statewide eLearning environment to support all Nebraska K-12 teachers and students.

It is important to note that the phased multi-year approach to implementation will allow for adjustments in the overall architecture, hardware, and software to take advantage of future technical and instructional innovations as they emerge.

**Server architecture includes:**

[\***Note:** details of the architecture and actual required hardware, etc will be dependent upon the selected LMS, CMS/LOR, portal, and other components and the level of adoption over the course of the full implementation period]

- LMS application and database servers
- LOR application and database servers
- Web servers
- LDAP servers
- Presentation HW and SW at the school, classroom, and student levels
- Miscellaneous network equipment to include routers, switches, DNS servers, security devices/firewalls, etc.

**Software system deployment includes:**

[\***Note:** details of the actual required software, etc will be dependent upon the selected LMS, CMS, portal, and other components and the level of adoption over the course of the full implementation period]

- Learning management system (e.g. Blackboard, Moodle, Angel, Canvas, etc)
- Learning Object Repository (e.g. Equella, xpLOR, dSpace, etc.)
- Media Delivery Systems (e.g. MediaCast, Kaltura, Safari etc.)

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- Content (Safari Montage, Learn360, DiscoveryEd, NROC, Intel Teach Elements, etc.)
- LDAP software
- Portal, Virtual Desktop, and/or SSP software (e.g. Stoneware, Life Ray, etc.)

**Communications requirements to include:**

Implementation of the **BlendEd eLearning System** will require a very high level of communication, coordination, and collaboration among the many partners and participants to include the Nebraska Department of Education, ESUs, ESUCC, DEAC, PSCC, Network Nebraska, University of Nebraska, NET, etc. The success of this initiative will be contingent upon how effectively these entities are able to work together.

The ESUCC has structured a **BlendEd** advisory group to guide ESUCC project and ESU involvement, identified key liaisons from P-16, and proposes expanding the Nebraska Virtual Partnership to help guide **BlendEd** implementation and deployment efforts. Currently, Network Nebraska includes a Network Advisory Group (NETNAG) and it is recommended that a similar group be formed to provide a Network Nebraska Services layer advisory group, or that an appropriate expansion of an existing group come together to guide the high-level partnerships necessary for the success of the **BlendEd eLearning System** and associated services statewide.

**Strengths of the proposed architecture include:**

Existing implementations of learning management software will migrate as appropriate and feasible or on the expiration date of existing contracts. Current deployments will continue to operate through the transition/migration period which will result in extracting as much value out of the associated hardware, software, and currently offered services possible.

The statewide learning object/content repository system will be a new initiative that will facilitate the consolidation, organization, classification, and alignment to statewide standards of all existing instructional digital artifacts and collections and serve as the repository for current and future learning objects.

Co-locating the application, database, load balancing, and web streaming servers with the Network Nebraska core nodes will enable learning and content management applications to be run over the transport layer during the day to Network Nebraska IP addressed locations (i.e. the Network Nebraska intranet) and accessed via standard Internet connections during non-school hours and for students not located within the schools themselves.

The proposed **BlendEd eLearning System** would provide a single well-designed, integrated, distributed architecture featuring consistent hardware, operating, and software components which would also provide the following advantages (i.e. strengths):

- **Reliability** – redundancy, backup, and recovery capabilities to provide the maximum protection against downtime and service outages will be included in the design.
- **Extensibility** – would provide an excellent basis for implementing additional services and accommodating necessary upgrades and enhancements in the future.

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- **Integration** – would simplify all aspects of HW/SW/ application/services deployment, operation, and support.
- **Efficient use of resources** – would allow the most effective use of resources possible.
- **Economies of scale** for purchase, implementation, operation, maintenance, and support of hardware and software.
- Consolidation will **reduce complexity and provide ease of access** and use for teachers and students.
- Would provide all K-12 teachers and students **equal access to the same array of services and resources** which would greatly enhance the ability of teachers throughout the state to collaborate and share content and provide students a single, consistent LMS look and feel.
- Provide the **most efficient utilization possible** of available Network Nebraska bandwidth and resources and will reduce overall required hardware, software, support, operational, and training costs.

**Weaknesses of the proposed architecture include:**

The implementation of the proposed integrated **BlendEd Learning System** would reduce the complexity and the number of associated points of failure of a statewide eLearning environment but would potentially increase the scope of any hardware, software, network/communications, or operational outages. Minimizing the likelihood and duration of outages of all types will be a major design challenge for the overall **BlendEd** architecture.

**8. Address the following issues with respect to the proposed technology:**

- **Describe the reliability, security and scalability (future needs for growth or adaptation) of the technology.**

**Reliability.** Redundant server installations at three core Network Nebraska locations should push the up time to +99% based on hardware and software, notwithstanding the possibility of infrastructure outages. Redundant core backbone transport pathways would also be a desirable option for the future.

**Security.** These technologies will utilize personally identifiable and confidential student and teacher data. Strategies of encryption, user id/password authentication, and automated LDAP support services will be employed.

**Scalability (& extensibility).** A key criteria and consideration of the proposed architecture is to provide for growth and the addition of new services and components in the future.

The implementation and adoption of eLearning technologies will be “phased”. There are existing learning management system deployments that will be able to migrate quickly and easily. Other school districts/ESUs/entities may not adopt or implement for years. The proposed deployment will begin with high school, then middle school, with eventual implementation for the elementary grades. The proposed **BlendEd Learning System** content repository will develop and grow over time. The Identity Management component of this

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initiative will also be implemented over time in accordance with adoption of learning management and the development of the content repository.

This phased adoption model will allow the deployment of the overall **BlendEd** environment over time and provide the opportunity to take advantage of new technologies and instructional innovations as they emerge.

- **Address conformity with applicable NITC technical standards and guidelines (available at <http://nitc.ne.gov/standards/>) and generally accepted industry standards.**

This initiative will comply with all applicable NITC technical standards and guidelines. It will also endorse and enforce relevant instructional and content standards as appropriate.

Alignment with generally recognized industry standards for content management to include:

IEEE LOM (Learning Object Metadata) and variants including NETS, Common Core, CanCore, VETADATA and TLF (The Le@rning Federation).

- SCORM 1.3/2004, IMS, IMS DRI and METS – for import and export of items;
- Z39.50 – for federated searching including the ability to transform and import records;
- ECL, SRW, DSM, LORN, Google – for federated searching;
- OAI-PMH and LORAX – for harvesting;
- LDAP, CAS and External Authentication (Shibboleth and Microsoft ISA) – for authentication;
- SOAP and WSDL – for web services;
- RSS and Atom – for publishing;
- ODRL – for storage of Digital Rights; and
- MADS, MARC 21, MARCXML and MODS – for library system interfaces.
- Section 508 of the Rehabilitation Act issued from the United States federal government
- Web Accessibility Initiative (WAI) issued by the World Wide Web Consortium (W3C).

Alignment with generally recognized industry standards for learning management to include:

- IMS, SCORM, IEEE, LOM, Common Core, etc

Alignment with generally recognized industry standards for Directory Services to include:

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- LDAP Protocols - Lightweight Directory Access Protocol (LDAP) shall be used to provide access to directory and application services.
  - LDAP is the lightweight version of Directory Access Protocol (DAP), which is part of X.500, a standard for directory services in a network.
  - As a widely accepted industry standard for access to directory information, LDAP supports multi-vendor interoperability by providing an open, extensible, vendor-independent, platform-independent, protocol standard.
  - LDAP directories provide repositories for security-related data (e.g., userIDs, passwords, URLs, pointers, binary data, Public Key Certificates, etc.).
  - The LDAP protocol directly supports various forms of strong security technology used to perform authentication, privacy, and data integrity services.
  - The LDAP Version 3 proposal for Transport Layer Security (TLS) includes data encryption methods.
  - LDAP supports the use of Directory Services Markup Language (DSML)v2 and Simple Object Access Protocol (SOAP) to allow LDAP directory information to be expressed in a common format and transmitted beyond the traditional firewall and into Internet-based applications.
  - LDAP supports the use of the open, industry standard Java Naming and Directory Interface (JNDI) for directory access and support.
  - LDAP supports the use of the Security Assertion Markup Language (SAML) standard as an authentication protocol that may be used between Web servers for federated affiliation.
  - The Directory Enabled Networking (DEN) and Common Information Model (CIM) XML-based, industry-standard initiatives are being mapped into the LDAP directory structure. CIM is more comprehensive than the Desktop Management Interface (DMI) model and can be used in conjunction with the Simple Network Management Protocol (SNMP).
  - Future meta-directory services should be established with individual LDAP directory repositories and be accessible via standard LDAP protocols. Meta-directory service design should include obtaining an Object Identifier (OID) tree from the Internet Assigned Numbers Authority (IANA) that can be used to uniquely identify attributes and object classes to facilitate the matching and coordination of information among individual LDAP implementations.
- **Address the compatibility with existing institutional and/or statewide infrastructure.**

**Nebraska's BlendEd eLearning System** will embrace and interface with existing SIS, LMS, CMS, and IDM solutions already in place and will utilize Network Nebraska as the core transport backbone and for Internet access.

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**Section 6: Preliminary Plan for Implementation (10 Points)**

9. Describe the preliminary plans for implementing the project. Identify project sponsor(s) and examine stakeholder acceptance. Describe the project team, including their roles, responsibilities, and experience.

Project Sponsor: ESU Coordinating Council

Stakeholder Acceptance and roles/responsibilities: Note:

- a) ESUCC – would provide overall coordination, administration, support, and direction for the statewide K-12 eLearning implementation as appropriate in partnership with NDE, NET, higher education and other P-16 partners. The following represent some of the ESU contributing sub-entities.
  - ESUCC Projects including myeLearning/ANGEL, Instructional Materials and Distance Education, Cooperative Purchasing, and
  - ESUCC/ESU Professional Development Organization affiliate groups. (Network Operations Committee, Staff Development Affiliate, Instructional Materials Affiliate, Technology Assistance Group,
  - All ESUs directly and as represented by ESU network and DL consortia
- b) Nebraska Department of Education – Policy direction linking school improvement goals with systems development and direction on digital education. Development of technology integration leadership, coordination of state data systems, leadership in linking school accountability requirements with professional development, leadership in linking content to standards, leadership in subject areas including language arts, math, science, social sciences, and career education, and general support to lead partnership efforts.
- c) K-12 school districts – Districts would retain local control concerning the adoption and use of eLearning resources and use of instructional offerings but would be key contributors to systems to evaluate, develop and review BlendEd systems.
- d) University of Nebraska System – Scalable support for network operations, systems administration, leadership in linking P-16 resources and goals, provide guidance and direction to enhance transitions between K-12 and higher education
- e) Community Colleges – Request to provide access to dual-credit courses, instructional design, career academy and provide leadership to transition between high school and community college and career
- f) State Colleges – Request to provide leadership in teacher/administrator professional development and transition between high school and college.
- g) NET – Nebraska Virtual Partnership plans include scalable content repository and local and national content facilitation. Content repository architecture and systems.
- h) Coordinating Commission for Postsecondary Education – Request to assist in data systems to track evaluation and efforts.
- i) UNL-Independent Study High School – Nebraska Virtual Partnership plans include but are not limited Course management and delivery, Instructional Design and

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- development of courses, facilitated processes for distributed courses, and recommendations for e-course quality management
- j) Nebraska Dept. of Labor – Request to link work force and labor training efforts to career and technical education to create link between K-12 career education and job training.
  - k) Partnerships for Innovation – Request to provide ongoing leadership and collaboration between community colleges, businesses, ESUs, state agencies, and projects such as Nebraska Career Connections and such professional development related to career education.

Project Team:

The scope and complexity of this project will require the involvement of many separate entities and many different people. The ESUCC will provide overall project management to coordinate project activities. There will be project teams established for each major component area with appropriate representation from the entities listed in this section above. As previously noted, the effort will be first guided by the ESUCC **BlendEd** advisory committee, an expanded Nebraska Virtual Partnership team and staff from each partner. Network related efforts will include the ESU-NOC leadership for LDAP and hardware, ESUCC staff from Distance Education, e-Learning, & instructional materials. Additionally, ESU staff from a variety of affiliate groups and support from Network Nebraska, and partners is anticipated.

The establishment of a detailed project plan and the necessary teams to support implementation of that plan will be the first order of business if this proposal is approved and funded.

**10. List the major milestones and/or deliverables and provide a timeline for completing each.**

- Statewide directory services:
  - Options analysis (open source) April 2013 –August 2013
  - IDM HW/SW installed and available – October 2013
  - Develop federated authentication strategies and processes – July 2013 – December 2013
  - Develop NSSRS interfaces – July 2013 – December 2013
  - Develop LOR, SIS, LMS interfaces – July 2013 – June 2014
  - Begin deployment – January 2014
- Statewide learning object/content repository system:
  - Begin options analysis April 2013
  - LOR selection August 2013
  - LOR HW/SW installed and available – October 2013
  - Load existing digital instructional content – October 2013 – May 2014

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- Enhancement of digital content collection: October 2013 - June 2016 and beyond
- Initiate instructional design training: October 2013
- LOR pilots – October 2013 – June 2014
- Grades 9 – 12 - LOR “go-live” February 2014
- Grades 6 – 8 – LOR “go-live: July 2014
- Statewide learning management system:
  - Begin options analysis April 2013
  - LMS selection August 2013
  - LMS HW/SW installed and available – October 2013
  - LMS pilots – December 2013 – December 2014
  - Develop required interfaces to LOR, IDM, SIS systems – October 2013 – June 2014
  - Develop and implement portal strategy – October 2013 – June 2014
  - Grades 9 – 12 - LMS “go-live” begin in February 2014 for early adopters converting from existing LMS deployments
  - Grades 6 – 8 – LMS “go-live: begin in July 2014
- Professional Development/Instructional Design:
  - Areas of need analysis April 2013 – June 2014
  - Develop instructional design guidelines/standards July 2013 – December 2013
  - Develop instructional design training October 2013 – April 2014
  - Begin early adopter instructional design training April 2014
  - Collaboration with Higher Ed regarding ed tech curriculum development June 2014 and beyond
- Assessment and interventions:
  - Define assessment and intervention goals and objectives July 2013 – December 2013
  - Develop assessment methods and metrics beginning October 2013
  - Develop intervention strategies beginning January 2014
  - Deploy for grades 9 – 12 beginning July 2014
  - Deploy for grades 6 – 8 beginning January 2015
- Content and curriculum development
  - Identify curriculum subject areas of need April 2013 – July 2013
  - Develop strategy for development of needed curriculum April 2013 – June 2013
  - Secure required curriculum development resources by August 2013
  - Development of curriculum and content August 2013 and beyond

**11. Describe the training and staff development requirements.**

- a) Instructional design – training for staff that will develop the actual instructional design training
- b) Instructional design training for teachers

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- c) Federated LDAP authentication– technical training for implementing federated IDM
- d) LMS specific training – both technical for implementation and support; and operational training for teachers
- e) Learning object repository/LOR meta-tagging/taxonomy – existing resources or consulting to establish required meta-tagging and classification system for content
- f) Content workflow for learning object review, approval, and uploading
- g) Assignment of digital rights management and copyright
- h) Systems administration training for newly implemented and hosted systems

**12. Describe the ongoing support requirements.**

There will be ongoing support required for many components and services associated with the implementation of the **Nebraska BlendEd eLearning System**.

This proposal assumes that most of the required support will be provided by existing technical and instructional resources (e.g. ESUCC, NDE, NET, the University of Nebraska, and others). The proposed coordinated, collaborative implementation and support model stresses leveraging our limited resources through careful deployment and the centralization of services as appropriate (e.g. the concept of “value-added” services over Network Nebraska). However, it is acknowledged that there will necessarily be some new, additional support resources required. The type and amount of support resources will be dependent on the actual implementation timeline that develops to support the phased multi-year implementation and the associated adoption levels.

Major areas of support include (but are not necessarily limited to): infrastructure and operations, networking, instructional design, LMS, LOR, helpdesk, content approval/vetting workflow, etc.

**Section 7: Risk Assessment (10 Points)**

The greatest risk for Nebraska education is to do nothing.

The adoption and use of learning and content management technologies in K-12 education is already occurring throughout Nebraska (and the rest of the country) and this trend will continue. However, the trends also suggest that infrastructure, training, content and support systems must be adaptable to emerging technologies including mobile devices, cloud based systems, and multiple platform accessibility.

Nebraska’s various implementations to date (e.g. District 66, Omaha Public Schools, mylearning.org, NVIS, the Nebraska Virtual Academy, and the GNENC pilot) have all been separate and unique. This approach necessitated separate, different: licensing/purchase agreements; hardware, software, and support resources; user ids and passwords; the development of instructional design and training materials unique to each deployment; and does not encourage or facilitate the sharing or exchange of instructional and course materials. A system needs to be developed to provide the foundation for effective implementation of a wide variety of resources from a wide variety of potential partners.

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By putting in place the proposed statewide **BlendEd eLearning** framework, these implementations can be accommodated immediately and eventually integrated into a single statewide eLearning system. This approach will avoid interruption of existing implementations and additional unnecessary expense, and provide access to these important and valuable instructional tools and resources for Nebraska's K-12 teachers and students as quickly as possible.

**13. Describe possible barriers and risks related to the project and the relative importance of each.**

- a) Requires a great deal of cooperation and collaboration across many levels and many entities. Although considerable ground work has been laid, much of the effort is dependent on multiple partners effectively implementing a complex set of plans.
- b) No single existing P-16 level control/coordination point for initiative.
- c) Budgetary constraints and limitations.
- d) Status of the availability of Education Innovation Fund beyond 2015-16 or other funds that can support strategic investments in this effort.
- e) Resistance to adoption of the proposed technologies at all levels of stakeholders.
- f) Some existing policies may need to be updated and revised to maximize implementation of **BlendEd** technologies proposed.
- g) Capacity of project implementation team is limited and disbursed among many entities.

**14. Identify strategies which have been developed to minimize risks.**

The Nebraska Virtual Academy at ESU 13 and supported through consortia efforts at GNENC (ESU13), myeLearning.org (ESUCC & previously at ESU 10), District 66/Westside, and Omaha Public Schools are all innovators in the area of K-12 eLearning. Communicating the success of these initiatives and entities will be important. Building on the trust and collaborative relationships that already exist between Nebraska school districts, and ESUCC and NDE leadership and involvement will also be critical.

It is also recommended the ESUCC establish a statewide **BlendEd eLearning System** consortium with representation from all partnering entities to provide oversight for this initiative to ensure implementation of a robust, integrated eLearning system that will be inclusive of all Nebraska school districts. This effort will include stakeholders from the array of P-16 partners and interests.

Partners will have to identify staff available and prioritize time and resources necessary to meet deadlines. A project management tool will have to be used to guarantee targets and deadlines are met.

**Section 8: Financial Analysis and Budget (20 Points)**

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It is imperative a statewide eLearning strategy is established and implemented as quickly as possible. A variety of eLearning technologies are already being utilized extensively and successfully in our higher education institutions and in some K-12 schools throughout the state. The implementation of these technologies throughout Nebraska's K-12 community will continue. Without a statewide strategy implementations will continue to occur on a fragmented, disjointed, extremely inefficient, less effective, and much more expensive basis.

The need for statewide support and funding to provide extended learning opportunities to our K-12 students was recognized sometime ago. LB1208 earmarked the use of Nebraska Lottery money for that purpose. It put in place incentives for schools to provide connectivity to Network Nebraska and to develop and share instructional content, primarily video based instruction. Eighty percent of Nebraska's schools are now connected to Network Nebraska and over 250 video-based courses (including over 50 STEM subject related courses) are being exchanged on a daily basis.

This initiative proposes extending that model to provide every K-12 student and teacher in our state access to a comprehensive statewide eLearning environment that would significantly enhance instructional opportunities and capabilities. In addition to the many organizational and support advantages these eLearning technologies provide classroom teachers and students, they would also greatly enhance the ability to support both synchronous and asynchronous distance delivered instruction throughout the state.

Implementing a statewide eLearning strategy/environment will result in not only much more efficient and effective utilization of these technologies and a single consistent eLearning framework for Nebraska's K-12 teachers and students, but also will result in significant overall savings/cost avoidance.

The **BlendEd** initiative anticipates the following in financial support and cost savings:

- a) A single coordinated and collaborative approach to implementing the recommended **BlendEd eLearning System** will be much more cost effective than continuation of the current disjointed, piecemeal implementation model.
- b) Request Legislative support to recommit, repurpose, and expand current incentives for distance education that would invest in expanded use of **BlendEd** efforts available over Network Nebraska
- c) Utilize/leverage existing expertise and resources from a broad set of partners.
- d) Explore other funding opportunities – e.g. Federal and private foundation grants
- e) Anticipate lower per teacher/per student “subscription/use fees” for LOR/LMS access/usage through statewide contracts and licensing agreements.
- f) Replacement of expensive hardcopy textbooks with ebooks/etexts will transform and redirect traditional curricular costs
- g) User fees for services provided by ESU Coordinating Council, Network Nebraska or other partners engaged in the **BlendEd eLearning System**.
- h) Increased specific appropriations for the Nebraska Department of Education in support of technology related initiatives including ESU distance education

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## 15. Financial Information

The “Financial” information tab in the Nebraska Budget Request and Reporting System (NBRRS) is used to enter the financial information for this project (NOTE: For each IT Project Proposal created in the NBRRS, the submitting agency must prepare an “IT Issue” in the NBRRS to request funding for the project.)

The following embedded worksheet contains a summary of expected costs. Expected funding sources are difficult to estimate at this time. However, certain strategic investments in foundational hardware, staff time, and project management (via advisory groups and partner participation) improve the likelihood of project success. State level investment in shared services such as proposed here encourages participation, enhances possible user fee revenue, and ultimately encourages strategic collaboration to fund the project. However this proposal neither assumes nor recommends a singular funding source. Instead, it anticipates that multiple funding sources will be required and encouraged to fully develop services in the future.



Worksheet in Project  
Proposal Form.xls

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**Appendix A – additional eLearning technical component implementation/use information**

The following describes the functionality the primary proposed components of the statewide BlendEd eLearning environment can provide.

It is important to note that eLearning technologies can be utilized to supplement classroom instruction (often referred to as “blended” or “hybrid” instruction) or deliver stand-alone course instruction to remote/distance learners and teachers can utilize all or none of these functional features as appropriate in their instruction.

Learning Management Systems/LMS - support the organization and presentation of instructional materials.

- The LMS serves as the virtual classroom for each course and the virtual backpack for the teacher and each student.
- A course site/”virtual classroom” is established for each course and class.
- Teachers are assigned to each class and each student is “enrolled” in every class they are registered for each semester.
- The LMS serves as the focal point for instructors for professional development and as they develop lesson plans, assignments, tests and quizzes, access to relevant reference materials, collaborative learning activities, track attendance, monitor grades and student progress, etc.
- The LMS serves as the student’s single point of entry to access all things academic (i.e. their academic portal). They can view their courses, class and test schedules, office hours for teachers, a calendar of events and activities, announcements and notifications, class notes, participate in chat and threaded discussion activities, view test results virtually immediately, submit homework assignments, etc.

Learning Object/Content Repository Systems support the storage, organization, classification, and controlled access to instructional materials.

- The LOR serves as the textbook and library for each course.
- Implemented on a statewide basis a LOR would serve as the Nebraska Knowledge Repository and utilized to organize, store, and facilitate the sharing of instructional content.
- The LOR based knowledge repository would serve as the basic platform around which instructional materials are developed and organized. Many publishers offer digital instructional materials and these materials are rapidly replacing the textbooks of today.
- Knowledge repositories can serve as a means to offer access to “certified” (i.e. current, accurate, standards aligned) content. This addresses the very real concerns about the validity of much of the content available on the internet accessed via the widely utilized search engines of today.

Federated Directory Services(LDAP) is a shared information infrastructure for locating, managing, administering, and organizing common items and network resources, which can

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include users, groups, volumes, folders, files, printers, devices, telephone numbers and other objects. Information within objects can be made secure so that only users with the available permissions are able to access them.

The unique NSSRS id and password for each K-12 student, teacher, administrator would be loaded into and maintained within a federated LDAP system that would be utilized as the single sign on authentication point of access for all eLearning resources and services.

Access control would be administered through a combination of directory services level and eLearning component level security authorities and permissions via a federated authentication approach that would allow access across multiple separate eLearning components (e.g. the statewide LOR knowledge repository, LMS, or other network services) via a single sign-on.

Federation is enabled through the use of open industry standards and/or openly published specifications.

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**Appendix B – Glossary of Terms**

Asynchronous learning

Any learning event where interaction is delayed over time. This allows learners to participate according to their schedule, and be geographically separate from the instructor. Learning could take place in the form of a correspondence course or eLearning. Interaction can take place using various technologies like threaded discussion or email.

Blended learning

An increasingly popular combination of online and in-person, classroom learning activities, blended learning courses may be typified by integrating online with traditional face-to-face class activities in a planned pedagogically valuable manner; and where a portion (institutionally defined) of face-to-face time is replaced by online activity. It is primarily focused on integrating two separate paradigms, the classroom (synchronous) and online (asynchronous).

Collaborative learning

Learning that takes place in a peer-oriented environment. The development of collaborative tools such as web conferencing, instant messaging, email, weblogs etc. allow collaborative learning to take place between individuals/ groups that are geographically dispersed.

Content Repository/Learning Object Repository (LOR)

A software application that allows for the storage, indexing, retrieval and archiving of content. In addition, it may also allow for version control of content through the use of check-in/check out. A LOR allows for the reuse of expensive content assets such as brochures, photographs, video etc. to be integrated in a variety of educational applications including a Learning Management System, digital library, or other interfaces; See also LOR; LMS; LCMS.

Courseware

Any type of instructional or educational software program.

Discussion board

A general term for any online "bulletin board" where you can leave and expect to see responses to messages you have left. On the Internet, Usenet provides thousands of discussion boards. Forums on the Internet or an intranet where users can post messages for others to read.

eLearning

Although the exact definition of the term eLearning is a hotly debated topic, it can broadly be defined as the process of sharing information and creating knowledge using an electronic medium. In other words, eLearning enables you to use the massive advances in technology such as the internet, learning management systems (LMS) and CD's to create interactive materials that increase productivity through increased knowledge retention. The benefits of eLearning include factors such as global access, lower costs, increased training speed, better performance, greater flexibility and more effective accountability. In addition, eLearning allows you greater flexibility in terms of deployment options (CD, DVD, LMS, Internet and intranet) and greater user interactivity (audio, video, interactive text, animations, and graphics). Clearly the advances in

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technology can be extremely beneficial. However, the important thing to realize is that eLearning is a specialized field that requires cross functional expertise. In other words vendor selection is a key consideration when thinking about developing an eLearning program.

Face to face (F2F)

A term used to describe the traditional classroom environment. Also see Instructor led training.

Instructional design

A systems approach to designing a learning experience. Heavily promoted by DoD investment, formal instructional design is currently under attack for fostering slow development, a printed paper mindset, and insufficient attention to informal learning.

Intellectual property

This concept is becoming more important with many companies' competitive edge residing with their employee's knowledge rather than physical assets. An example of intellectual property may be a mathematical formulae, software code or unique manufacturing process. In some cases intellectual property may be protected by law e.g. trademarks and copyrights.

Interactive multimedia

Allows two-way interaction with multimedia course material, another computer, or another user with direct response to the input, as opposed to one-way communication from TV, video, and other non-responsive media. Interactive attributes commonly include data or text entry, mouse input, touch screens, voice commands, video capture, and real-time interaction.

Interoperability

One of the requirements of the sharable content object reference model, commonly known as SCORM. In simple terms interoperability is the ability of different elements to work with each other. In the case of eLearning it translates into different software and hardware elements working in unison.

Intranet

An internal computer network owned by a company or organization and accessible only to designated staff.

LDAP – Lightweight Directory Access Protocol

See Project Proposal, Section 5 – Technical impact, sub-section 8 – Directory Services

Learning content management system (LCMS)

A LCMS is a system that is used to create, store, use and reuse eLearning content in the form of learning objects. Although the terms should denote the combination of a learning management system (LMS) and a content management system (CMS), LCMS and LMS are often interchangeable used.

Learning management system (LMS)

A web based system that allows for the addition, deployment and tracking of learning content used for training purposes. Typically an LMS includes functionality for course catalogs

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(search/browse functionality), launching courses, registering new students, tracking current/completed student progress and assessments. Most of the learning management systems are developed to be independent of any content development/authoring packages. In addition, an LMS usually does not incorporate any authoring functionalities, but rather focuses on managing learning content.

Learning object

Learning objects (LO), also sometimes referred to a reusable learning object (RLO), is the smallest building block used in any eLearning program. The main value of using the learning object approach/philosophy in training projects is the idea that LO's can stand independently of a framework such as a eLearning section/course/program and be reused in a totally different training setting. This means that LO's can be reused resulting in a much higher return on investment due to the reuse of existing assets within the organization. An important/essential factor that aids in the reuse of LO's is the labeling of metadata. If LO's are given accurate descriptors with the necessary categorization then the reuse of LO's are much more likely.

Learning portal

Any Website that offers learners or organizations consolidated access to learning and training resources from multiple sources. Operators of learning portals are also called content aggregators, distributors, or hosts.

Metadata

Information that provides macro-level details about a course object, such as author, title, subject, description, date created etc. In the eLearning industry metadata is a valuable resource to ensure the reuse of valuable content. Typically metadata is recorded in XML files and are read by LMS and LCMS systems.

Metatag

An HTML feature that describes/identifies content on a web page. Metatags are used by search engines/web crawlers to identify and categorize content.

Module

A distinct collection unit of content. Typically, one component (section) of a course or a program.

Needs assessment

An essential initial step in any eLearning development program. This step should involve discussion between the development team and the customer and all decisions should be documented.

Online learning

An umbrella term used to describe any education or training that occurs online.

Open source software

A program whose source code is available to the software development community for use and/or modification from its original design at no charge. Open source code is typically created

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as a collaborative effort in which programmers improve upon the code and share the changes within the community. Some of the most popular software programs have their origins as open source including Linux OS and Firefox.

Sharable content object reference model (SCORM)

SCORM is a suite of technical standards developed by the Advanced Distributed Learning (ADL) initiative to develop common specifications and standards for technology-based learning deployed over the internet. These standards enable web-based learning and content management systems to find, import, share, reuse, and export learning content in a consistent manner. In addition, it allows user tracking and reports to be generated based on learning objectives. Essentially, SCORM standardized the method of communication between eLearning courses and SCORM conformant learning and content management systems.

Standard

A documented and industry sanctioned eLearning specification that is controlled/enforced by a governing authority such as IEEE or ADL to ensure a particular valuable aspect of the eLearning industry such as quality, reusability and interoperability.

Streaming

A technique where media (audio, video, or both) are downloaded to the user's computer in a continuous stream. Streaming cuts down on the download time required.

Synchronous learning

A real-time, instructor-led online learning event in which all participants are logged on at the same time and communicate directly with each other. In a virtual classroom, the instructor maintains control of the class, with the ability to "call on" participants who raise their electronic hands from a distant location. Students and teachers use a whiteboard to see work in progress and share knowledge. Content can also be delivered using audio- or videoconferencing, Internet telephony, and two-way live broadcasts of lectures to students in a classroom.

Video conferencing

Using video and audio signals to link participants at different and remote locations.

Virtual classroom

A simulated classroom that allows students to interact using software such as live chat, forums, desktop sharing etc.

Virtual community

An online community where people can communicate and share ideas.

\*Source - <http://www.cybermediacreations.com/elearning/glossary.html>









