

Report on the Status of Enterprise Projects

Prepared for the Governor and the
Appropriations Committee of the Legislature

October 4, 2010

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With the enactment of LB 823 in 2008, the Nebraska Information Technology Commission (“NITC”) was tasked with identifying and monitoring information technology related projects defined as “enterprise projects”¹ The NITC subsequently adopted an Enterprise Project policy that established the procedures for the NITC to designate certain information technology projects as enterprise projects and provided for the monitoring of these projects by the Technical Panel of the NITC.²

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

The NITC has designated the following projects as enterprise projects:

	Agency/Entity	Project	Designated
1	DHHS	New Medicaid Management Information System (MMIS)	7/8/2009
2	University of Nebraska and State College System	Student Information System and SAP	7/8/2009
3	Secretary of State	Enterprise Content Management System	7/8/2009
4	DHHS	Access Nebraska	7/8/2009
5	Administrative Services	Human Resources Talent	7/8/2009
6	OCIO	Public Safety Wireless Project	7/8/2009
7	OCIO-University of Nebraska-NET	Network Nebraska – LB 1208	7/8/2009
8	Department of Education	Statewide Online Assessment System	7/8/2009
9	Nebraska State Patrol	Fusion Center	11/30/2009
10	NCOR	Public Safety Interoperable Project	3/15/2010

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

¹ Neb. Rev. Stat. § 86-525 et seq.

² See Attachment B.

STATUS REPORT

As of the date of this report, all of the enterprise projects currently reporting to the NITC are making satisfactory progress towards successful completion. There are no known problems deemed to be a critical threat to any of these projects.

Attachment A provides the current Enterprise Project Status Dashboard Report with summary information on the current status of each of the enterprise projects. Three of the projects are not currently providing status reports for reasons noted in the attachment. More detailed project status information is available by contacting the Office of the CIO.

ATTACHMENT A

ENTERPRISE PROJECT STATUS DASHBOARD – AS OF SEPTEMBER 22, 2010

Access Nebraska	Project Constraints	September	August	July	Comments
	Overall Status				<p>Schedule: Remains in “Yellow” status to reflect the fact that the Functional Universal Case Management System will not be ready for implementation at the same time the staff move into the first Customer Service Center in Lincoln. Other schedule issues include: Implementation of the Telecommunications System particularly the VRU component running behind schedule.</p> <p>Budget: The project budget remains on track. The budget expenditures have followed the allocated amounts. The expenditures are occurring at a later time than originally projected. The budget document will be further updated in the October report.</p>
	Schedule				
	Budget				
	Scope				

Student Info System	Project Constraints	September	August	July	Comments
	Overall Status				<p>The EPM system is being developed in parallel with the data conversion, migration, and implementation efforts in the Campus Solutions system. The functional leads and data stewards from the University and State College systems and the WebFOCUS experts are still heavily involved in the tasks required to make their respective CS modules operational. This imposes risk to the timely deployment of reporting solutions using the EPM system. The EPM team is concerned that, with the beginning of the Fall 2010 semester and the cessation of activities at NeSIS headquarters in Lincoln, the necessary campus resources will not be available to assist with EPM validation efforts. In order to mitigate these risks, appropriate resources must be made available for the EPM project team to move forward in a timely manner.</p>
	Schedule				
	Budget				
	Scope				

Talent Mgt System	Project Constraints	September	August	July	Comments
	Overall Status				<p>Applicant Tracking statewide go-live met go-live scheduled to occur Monday, June 21, 2010.</p> <p>The Learning Management (LMS) module go-live occurred July 6, 2010 for the two agencies, Corrections and Roads. LMS is being rolled out to agencies in phases scheduled through the end of this year and the first quarter of 2011. Administrative Services, Workers Compensation Court and Education will be the next agencies to go-live by the end of 2010. Statewide LMS and ATS teams remain active and meet on a biweekly basis. Agency teams are being identified for both On boarding and Performance component.</p>
	Schedule				
	Budget				
	Scope				

Network Ne Education	Project Constraints	September	August	July	Comments
	Overall Status				<p>The Legislative deadline of the CIO providing access to every public education entity “ is no later than July 1, 2012” is rapidly approaching, which explains the yellow light ‘Schedule’. There are approximately 60 K-12 entities have chosen not to join but will be re-invited to join for July 1, 2011. Otherwise, all public colleges and several nonpublic colleges are members of the Network. “Scope” ‘yellow’ because the financial ability to deploy value-added applications is hampered by the debt retirement from the 2006-07 startup costs. Highlights for 2010: Internet Access unit cost for K-12 has decreased by 60% over the past year; three new independent colleges will join in October 2010;</p>
	Schedule				
	Budget				
	Scope				

Public Safety	Project Constraints	September	August	July	Comments
	Overall Status				The OCIO-NPPD interlocal agreement is maturing into two groups, a System User Group to address user agency needs, and a System Operating Group to address operations and management. Ongoing system support and lifecycle includes multiple vendors in partnership with the state.
	Schedule				
	Budget				
	Scope				

Fusion Center	Project Constraints	September	August	July	Comments
	Overall Status				
	Schedule				
	Budget				
	Scope				

Online Assessment	Project Constraints	September	August	July	Comments
	Overall Status				NDE has contracted with DRC to provide scoring for the NeSA-Writing assessment for 2011. The test window for the writing assessment is January 24th through February 11, 2011. During the first year of the contract, a pilot assessment with only 11th grade students will utilize online assessment system from CAL. In future years additional grades may be added. Since the NeSA-Writing contract is currently being negotiated, the budget and milestone portion of this report does not include any funds or tasks from the new contract. In the future, NDE will add details from the new contract to this report.
	Schedule				
	Budget				
	Scope				

Interoperability Project	Project Constraints	September	August	July	Comments
	Overall Status				Gray Status Color Indicates no report for the reporting period. New Project
	Schedule				
	Budget				
	Scope				

MMIS	Project Constraints	September	August	July	Comments
	Overall Status				Gray Status Color Indicates no report for the reporting period. Project On Hold until renewed
	Schedule				
	Budget				
	Scope				

Content Management	Project Constraints	September	August	July	Comments
	Overall Status				Gray Status Color Indicates no report for the reporting period. Project On Hold
	Schedule				
	Budget				
	Scope				

Color Legend

	Red	Project has significant risk to baseline cost, schedule, or project deliverables. Current status requires immediate escalation and management involvement. "Probable that item will NOT meet dates with acceptable quality without changes to schedule, resources, and/or scope".
	Yellow	Project has a current or potential risk to baseline cost, schedule, or project deliverables. Project Manager will manage risks based on risk mitigation planning. "Good probability item will meet dates and acceptable quality. Schedule, resource, or scope changes may be needed".
	Green	Project has no significant risk to baseline cost, schedule, or project deliverables. "Strong probability project will meet dates and acceptable quality".

Purpose

The dashboard report is a report to executive stakeholders that provides an at-a-glance perspective on the current status of enterprise projects in the context of predetermined metrics for the projects. Those metrics may include overall status, budget, scope and schedule. The report provides executive stakeholders with a quick understanding of the current project posture, without a detailed explanation of the causes or solutions. This will give the NITC and the Technical Panel the ability to quickly identify potential issues and deviations on Enterprise Projects. Once a “project of concern” is identified an investigation into the details and metrics can begin.

Application

Multiple enterprise projects limit the amount of management and stakeholder involvement, dashboard reports are used to allow stakeholders and executives the ability to quickly examine and assess multiple project status. It facilitates discussion by highlighting only metric status points, encouraging stakeholders by exception, where deviations from the norm become the focal points of discussion.

Content

A dashboard report relies on metric content built on detailed reporting from the project team and managers. Dashboard reports are derived from the metrics found in the Enterprise Status Reports that are submitted monthly to the OCIO. The status reports may include earned value data, including the value of the work completed to date (earned value), the amount of work scheduled to date (planned value), and the actual costs, with those metrics and the overall project status, scope and budget. Basic information regarding schedule variance, cost variance, and updated estimates at completion may be generated as well.

Approaches

As the name implies, the dashboard report often takes on the look and feel of an instrument panel or stoplight report. It is a set of graphic representations of the metric information of importance to stakeholders.

Considerations

Perhaps the greatest danger associated with dashboard reporting is that stakeholders may believe they understand the intricacies of the project by virtue of this limited amount of information. It is good to be reminded that reading a dashboard report no more makes one aware of the details of a project than reading the indicators on a car’s dashboard makes one a mechanic. The Enterprise Project Dashboard is a quick, effective overview of critical metrics and status.

ATTACHMENT B**NITC 1-205**

**State of Nebraska
Nebraska Information Technology Commission
Standards and Guidelines**

NITC 1-205

Title	Enterprise Projects
Category	General Provisions
Applicability	Applies only to projects designated by the NITC

1. Purpose

By statute, the NITC "shall determine which proposed information technology projects are enterprise projects." Enterprise projects must comply with certain statutory requirements including the submission of a project plan and compliance with monitoring requirements. The purpose of this policy is to document the procedures regarding the designation, review, approval, and monitoring of enterprise projects.

2. Statutes**Section 86-505 Enterprise, defined.**

"Enterprise means one or more departments, offices, boards, bureaus, commissions, or institutions of the state for which money is to be appropriated for communications or data processing services, equipment, or facilities, including all executive, legislative, and judicial departments, the Nebraska state colleges, the University of Nebraska, and all other state institutions and entities." [Neb. Rev. Stat. § 86-505]

Section 86-506 Enterprise project, defined.

" Enterprise project means an endeavor undertaken by an enterprise over a fixed period of time using information technology, which would have a significant effect on a core business function or which affects multiple government programs, agencies, or institutions. Enterprise project includes all aspects of planning, design, implementation, project management, and training relating to the endeavor. " [Neb. Rev. Stat. § 86-506]

Section 86-525 Enterprise project; legislative findings.

"In addition to the findings in section 86-513, the Legislature also finds that:

- (1) The effective, efficient, and cost-effective operation of state government requires that information be considered and managed as a strategic resource;
- (2) Information technologies present numerous opportunities to more effectively manage the information necessary for state government operations;
- (3) Information technologies are changing and advancing at a very rapid rate, increasing the computing power available to individual users;
- (4) The commission should have the responsibility to establish goals, guidelines, and priorities for information technology infrastructure; and
- (5) Periodic investments in the information technology infrastructure are required to develop and maintain the foundation for the effective use of information technologies throughout state government." [Neb. Rev. Stat. § 86-525]

Section 86-526 Enterprise project; designation.

"The commission shall determine which proposed information technology projects are enterprise projects. The commission shall create policies and procedures for the designation of such projects. The commission shall evaluate designated enterprise project plans as authorized in section 86-528." [Neb. Rev. Stat. § 86-526]

Section 86-527 Information Technology Infrastructure Fund; created; use; investment.

"The Information Technology Infrastructure Fund is hereby created. The fund shall contain revenue from the special privilege tax as provided in section 77-2602, gifts, grants, and such other money as is appropriated or transferred by the Legislature. The fund shall be used to attain the goals and priorities identified in the statewide technology plan. The fund shall be administered by the office of Chief Information Officer. Expenditures shall be made from the fund to finance the operations of the Information Technology Infrastructure Act in accordance with the appropriations made by the Legislature. Transfers from the fund to the General Fund may be made at the direction of the Legislature. Any money in the Information Technology Infrastructure Fund available for investment shall be invested by the state investment officer pursuant to the Nebraska Capital Expansion Act and the Nebraska State Funds Investment Act." [Neb. Rev. Stat. § 86-527]

Section 86-528 Enterprise project; funding.

"(1) The Legislature may allocate money from the Information Technology Infrastructure Fund for enterprise projects. The Legislature may recognize multiple-year commitments for large projects, subject to available appropriations, including remaining obligations for the century date change project managed by the department.

(2) No contract or expenditure for the implementation of an enterprise project may be initiated unless the commission has approved a project plan. The project plan shall include, but not be limited to, the objectives, scope, and justification of the project; detailed specifications and analyses that guide the project from beginning to conclusion; technical requirements; and project management. The commission may request clarification, require changes, or provide conditional approval of a project plan. In its review, the commission shall determine whether the objectives, scope, timeframe, and budget of the project are consistent with the proposal authorized by the Legislature in its allocation from the fund.

(3) The commission may also evaluate whether the project plan is consistent with the statewide technology plan and the commission's technical standards and guidelines." [Neb. Rev. Stat. § 86-528]

Section 86-529 Enterprise project; commission; duties.

"To implement enterprise projects pursuant to sections 86-525 to 86-530, the commission shall:

(1) Develop procedures and issue guidelines regarding the review, approval, and monitoring of enterprise projects; and

(2) Coordinate with the Chief Information Officer to monitor the status of enterprise projects, including a complete accounting of all project costs by fund source." [Neb. Rev. Stat. § 86-529]

Section 86-530 Enterprise project; report.

"The Chief Information Officer shall report annually to the Governor and the Appropriations Committee of the Legislature on the status of enterprise projects." [Neb. Rev. Stat. § 86-530]

3. Enterprise Projects Designation

The NITC will designate which information technology projects are enterprise projects. The designation will be based on the following criteria: 1) the project must meet the definition contained in Neb. Rev. Stat. § 86-506; 2) whether or not the project has received an allocation of funding from the Information Technology Infrastructure Fund pursuant to Neb. Rev. Stat. § 86-528; 3) any recommendations from the Technical Panel or other advisory council of the NITC; and 4) such other factors as the NITC deems appropriate, including but not limited to the size, scope, and complexity of the project. An enterprise project designation shall only be made by the NITC at a public meeting and after the agency/entity primarily responsible for the project has had an opportunity to comment on the issue.

4. Requirements for Enterprise Projects

A project which has been designated as an enterprise project must comply with certain statutory responsibilities, including submission of a project plan and submission of periodic status reports. The Technical Panel will coordinate with the agency/entity primarily responsible for an enterprise project to ensure compliance with this policy.

4.1 Project Plan

Each enterprise project shall submit a project plan. The project plan shall include, but not be limited to, the objectives, scope, and justification of the project; detailed specifications and analyses that guide the project from beginning to conclusion; technical requirements; and project management.

4.1.1 Format

Unless an alternative format is approved by the Technical Panel, Attachment B to NITC 1-202 is the format to be used for the project plan.

4.1.2 Review and Approval

The Technical Panel shall review all project plans and provide recommendations to the NITC. The NITC may approve the project plan, request clarification, require changes, or provide conditional approval of a project plan.

4.2 Project Monitoring

Enterprise projects shall provide project status reports as set forth in NITC 1-203.

5. Annual Report

The NITC will assist the Chief Information Officer as requested to prepare an annual report to the Governor and the Appropriations Committee of the Legislature on the status of enterprise projects.

HISTORY: Adopted on November 12, 2008. Statutory definitions updated on July 27, 2010.
PDF FORMAT: <http://nitc.ne.gov/standards/1-205.pdf>
