

Nebraska Information Technology Commission

Project Proposal Form

Funding Requests for Information Technology Projects

FY2009-2011 Biennial Budget

IMPORTANT NOTE: Starting with FY2009-2011 Biennial Budget requests, 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.

Project Title	Access Nebraska
Agency/Entity	DHHS – IS&T

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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) (as amended by Laws 2008, LB 823). “Governmental entities, state agencies, and 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) (as amended by Laws 2008, LB 823). 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 for Information Technology Budget Requests and Grant Applications” 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).** Starting with FY2009-2011 Biennial Budget requests, 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 rick.becker@nitc.ne.gov

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Section 1: General Information

Project Title	Access Nebraska
Agency (or entity)	DHHS – Children and Family Services

Contact Information for this Project:

Name	Todd Landry
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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.

ACCESSNebraska reengineers Economic Assistance Service Delivery in Nebraska by increased technology utilization and program policy/work efficiencies to modernize service delivery.

Economic Assistance can broadly be defined as a group of Federal and State funded programs that assist low income Nebraskan's with financial and medical assistance leading to a better quality of life.

Service Delivery Redesign

ACCESSNebraska Service Delivery is the consolidation and specialization of work tasks into primary functions (Interviewing, Processing, and Change Management). It utilizes a statewide universal caseload, allowing for the workload to be balanced over the entire system. The redesign is made possible by investing in the modernization of processes.

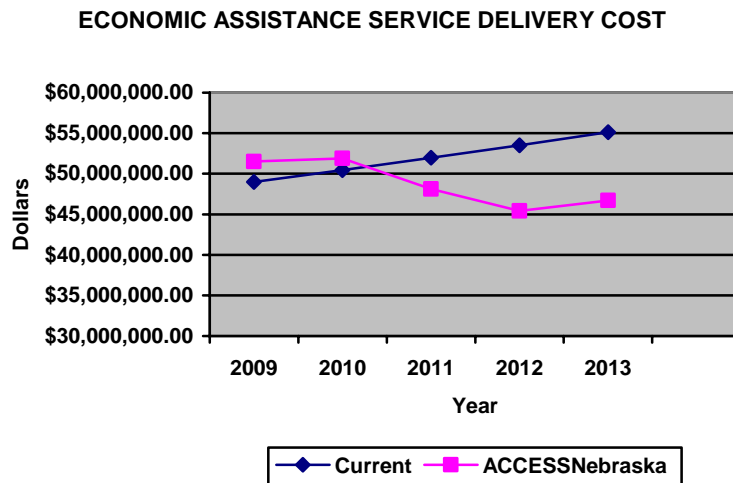
- Web Based Application – An online Application for Economic Assistance and Screening Tool available via any internet connection.
- Document Imaging System – An electronic file system. Provides for conversion from paper to electronic case files with timely and universal access to information.
- Call Centers – Centralized Economic Assistance telephone contact number for customer access and information.
- Functional Case Management – Case work conducted by completion of a primary work function (Interviewing, Processing, Change Management)
- Universal System – Case work prioritized by need and balanced out over entire system. The system is not dependent on face to face customer contact or staff location.

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ACCESSNebraska Cost/Benefits

- ACCESSNebraska One Time Costs are estimated to be \$4,540,188
- One time Costs to be funded by \$4.56 million in Food Stamp Bonus money and Federal Matching money
- Annual Operating Costs estimated to be \$2,887,896 for this model (Call Centers, Document Imaging)
- Total Economic Assistance Operations starting in 2012 of approximately \$8.4 million less than the current Service Delivery per year.

The following chart shows Current Service Delivery Costs and ACCESSNebraska Service Delivery Cost.



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.

Goal

The Department of Health and Human Services will improve client services by using current technology and policy efficiencies to modernize the Economic Assistance Service Delivery system.

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Objectives

1. Modernize application process increasing public access to Economic Assistance Programs by allowing submission of an electronic application via the Internet.
2. Streamline Economic Assistance Program policies, as allowed by state and federal law. These changes will include standardizing policies between economic assistance programs where possible, reducing the number of required face-to-face interviews, targeted interviews on error-prone cases, and less stringent eligibility verification requirements.
3. Modernize the case file system creating electronic case files with document imaging. The electronic case file will be available to any authorized DHHS staff regardless of work location.
4. Divide the Service Delivery Process by work functions creating efficiencies in those processes.
5. Improve the timeliness of benefits delivery.

Current Service Delivery

The Current Service Delivery system is based on a social work model. In this model each customer generally has one case manager assigned to address needs and determine eligibility. Each customer completes a paper application and participates in a face to face interview. Eligibility workers apply knowledge of complex program regulations to determine eligibility. The current work is documented in a paper file.

ACCESSNebraska Service Delivery

The proposed model uses an approach where casework functions are divided and provided via staff specialization and are maximized by increased utilization of technology. In the proposed model customers gain increased access and have self directed choices that are managed by an automated system with distinct functional responsibilities. Customer needs are still addressed by the staff. Customers can do business electronically and via telephone using modern technology. In the proposed model work is documented in electronic files. Customer Call Centers will be utilized to handle customer contacts and interactions and to streamline processes. Established functions in Economic Assistance Service Delivery are: Interviewing, Processing, and Change Management. Shifting casework into functions allows for many efficiencies using technology and simplified work processes. Key elements of Service Delivery redesign are:

1. Consolidation and specialization of work tasks into functions.
2. Establish a statewide universal caseload.
3. Implementation of Web Application and Screening tool.
4. Establish and Implement a Document Imaging System.
5. Establishment and Implementation of Customer Call Centers for customer service.
6. Utilize Customer Call Centers to handle customer interviews, contacts and interactions.
7. Allow most customers to complete an eligibility interview via telephone at their convenience.
8. Balance work task completion in Economic Assistance Service Delivery statewide.

The ACCESSNebraska Web Application will be available on any computer that has access to the internet. Customers will be able to come into DHHS office locations and apply at computer kiosks, apply from home, community agencies, public libraries, and many other local locations.

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Modernization and implementation of a document imaging system will allow for universal casework which creates the establishment of workload equity. It also allows resources to be shifted between functions to meet peak demand times or to handle natural disasters. It creates a total electronic environment and moves away from paper documents.

Call Centers will allow customers to contact Economic Assistance using a single contact telephone number. This allows for more timely response to customer needs. Call Centers allow for efficiency and consistency in processes.

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

The core goals of AccessNebraska are efficiency and cost reduction. Measurements and assessments that will be used for this project include:

- Overall annual service delivery costs
- Staff hours saved
 - The Number of phone interviews conducted instead of face-to-face (saved cost * number of calls)
 - The total number of applications received and processed on-line
 - Postage and paper savings (cost * electronic cases)
 - Staff hours saved by automating expense verifications (time * electronic cases)
 - Automated applicant screening (time * electronic cases)
 - The number of calls diverted to the call center (multiplied by average call length)
 - Efficient and equitable assignment of caseloads

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

ACCESSNebraska project support and assistance is needed from the Operations Unit within the Department. Some of the assistance needed from Operations: Information System and Technology for implementation of Document Imaging, Call Center and changes to NFOCUS. Human Resources and Training for assistance with staffing and program training. Finance for budget assistance. Public Information Office for assistance in implementing a public awareness campaign.

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).

With ACCESSNebraska, Economic Assistance Service Delivery is reengineered during the next 4 years using \$4,540,188 in One Time Costs and \$2,887,896 in increased Annual Costs. At full

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implementation in 2012, ACCESSNebraska will operate annually at \$8.4 million less than if we continue with the current service delivery model.

Customers will also see increased accessibility and responsiveness as well as improved timeliness in receiving economic assistance eligibility determination and benefits.

ACCESSNebraska offers the following benefits:

1. Increased customer access to the system by adding web availability
 2. Improved customer service by using a statewide timely response to customer needs.
 3. Increased customer satisfaction as demonstrated in other states.
 4. Creates new efficiencies in technology.
 5. Creates new efficiencies in administration.
 6. Creates new efficiencies in policy.
 7. Enhances our relationship with community partners.
 8. Continues to operate at a high degree of program accuracy and program integrity.
 9. Saves money over time.
 10. Enhances statewide equity in Eligibility Staff's workload
 11. Enhances program communication and consistency by Eligibility Staff focusing on specific work functions
 12. Allows for resources to be shifted quickly by automation to cover peak demands or natural disasters
 13. Ability to serve more customers with less staff.
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.

In early 2007 the U. S. Food and Nutrition Service encouraged states to modernize operations. Food and Nutrition Services offered financial incentives for states to look at other state's modernized operations. In May 2007, a Department of Health and Human Services team went to Tampa, Florida to look at the Access Florida model which includes call center operations. A management decision followed, that Nebraska could benefit by maximizing technology to create efficiencies.

The Leveraging Technology Team was formed in September 2007 and began to research the proposed concepts of modernization. The team has made visits to Florida, Utah, the Department of Labor Unemployment Insurance Call Center in Lincoln, DHHS offices in Norfolk and Omaha and the Child Support Enforcement Call Center in Wausa, Nebraska.

The current Service Delivery system is based on a social work model. In this model, each customer generally has one case manager assigned to address needs and determine eligibility. Each customer completes a paper application and participates in a face to face interview. The current Service Delivery model has been in place since the 1970's. Economic Assistance programs changed from being County Administered to State administered in 1984, creating statewide program consistency of service delivery. Economic Assistance Eligibility staff use knowledge of complex program regulations to determine eligibility. The current work is determined using a paper file.

The proposed model uses an approach where casework functions are divided and provided via staff specialization and are maximized by increased utilization of technology. In the proposed model customer's gain increased access and have self directed choices that are managed by an automated system with distinct functional responsibilities. Customer needs are still addressed by the staff. Customers can do business electronically and via telephone using modern technology. In essence,

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we are proposing a new way to do business to more efficiently address the needs of Nebraska citizens today and in the future.

If we proceed using the current model of service delivery, by 2012 we will be paying \$8.4 million per year more for Economic Assistance Service Delivery than we would with this program.

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

Not applicable.

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.

PHASE I – Service Delivery

ACCESSNebraska is Nebraska's online application. The system contains two elements of a self screening tool and an online application for benefits. A customer can use the self screening tool to determine the programs for which they may want to apply. Programs available for online application include: Aid to the Aged, Blind and Disabled (AABD), Temporary Assistance for Needy Families (TANF), Food Stamps, Child Care, Nebraska Medicaid and Low Income Home Energy Assistance (LIHEAP), Social Services Block Grant Eligibility, and Emergency Assistance.

ACCESSNebraska will be available for customer use September 2008. It will be available in English initially but a Spanish version is soon to follow. An Application Management tool will connect the electronic application to the NFOCUS eligibility system and direct the application information to the local office.

Future system technical enhancements proposed: Automated Screening for Food Stamp Expedited Benefits, a My Account system, Streaming of application data so it will automatically convert data to NFOCUS, including some data on the review/recertification applications so customers will not need to re-enter the information, adding Child Support Application, Nebraska Voter's Registration, and Customer Change Reporting to the ACCESSNebraska website.

The My Account system will allow a customer to use the web to look up status of their application and eligibility for programs as well as benefit amounts. It will also show what information is needed for the application to move forward in processing.

Customer Change Reporting will allow a customer to use electronic communications to report a change in situations such as: location change, employment change, household member change, and child care provider change.

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Web Application Implementation Plan

The ACCESSNebraska Web Screening and Application as well as the N-FOCUS Application Management System were released September 8, 2008.

Many economic assistance customers are assisted in making applications to the Department of Health and Human Services for Economic Assistance Programs by Community agencies, hospitals, schools, Food Banks, Homeless Shelters and other State agencies. The creation of the Web Application will allow Community Partners to assist customers without having to come to the local office. It is hoped that many Community Partners will provide a Computer with Internet Access for mutual customers. Additional information will be shared with community partners that have internet and computers available for public use. Most communities have a public library with a computer and internet access available. Community Partner presentations started in May 2008 and are continuing to encourage partner relationships.

Eligibility Staff are receiving Dual Monitors starting July 2008. The Dual Monitor will allow staff to view the application on one screen and the NFOCUS processing system on the other screen at the same time.

Local Offices are making provisions for client access to the Web Based Application by establishing computers in interview rooms and/or lobbies. Local Offices will continue to provide paper applications to customers. Service Area staff developed Service Area Implementation plans to increase and encourage the use of the Web Based Application tool beginning in July 2008.

A Promotional Campaign including radio and television Public Service Announcements will be used starting in October 2008 to enhance the public awareness of ACCESSNebraska.

Implementation Rate:

It is predicted that Nebraska's implementation rate for utilization of the Web Based Application will be at approximately 10% during the first 6 months moving to 20% at one year. In order to efficiently and effectively use technology it will be important that Nebraska obtain the highest percentage possible as quickly as possible on the electronic application. We are planning to utilize a conversion plan to accelerate the usage. Our goal is to have 75% of customers using the Web Application after 3 years, increasing to as close to 100% as possible.

PHASE 2 – Document Imaging

Software Requirements

- Ability to:
- Search
 - View
 - Audit
 - Zero Footprint
 - Scan
 - Index
 - Generate Barcodes
 - Read Barcodes
 - Virtual Rescan Records Retention/Management
 - Full Text Search Capabilities

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“Save As” feature
 Access Logging
 Annotations
 Integration Services (API’s, Web Services, Net)

Hardware Requirements

Scanners
 Mail Openers
 Servers
 Workstations
 Virtual Rescan Cards
 Storage Area Network
 Network Infrastructure
 Dual Monitors
 Server Hardware Infrastructure
 Server Racks
 SAN Storage

Document Imaging Options for ACCESSNebraska

There are several types of Document Imaging Solutions available today. In researching what is the most efficient use of current state resources using software or hardware currently owned by the State of Nebraska, we found 3 options to be considered.

Option 1 is using the State Disbursement Center’s Scanner with the State Treasurer’s Office.
 Option 2 is utilizing software purchased as part of the MMIS project.
 Option 3 is Economic Assistance purchase their own Document Imaging System solution via the Request for Proposal process.

	OPTION 1	OPTION 2	OPTION 3
Hardware	1-IBML Scanner 1-AS3690i scanner 2- Mail Opener 50 Scanners	2-AS3690i Scanner 2-Mail Opener 50 Scanners	2-AS3690i Scanner 2-Mail Opener 50 Scanners
Software	Wausau	File Director	RFP
Advantages	<ul style="list-style-type: none"> Secure Environment established IS&T would not need to purchase IBML Scanner and Opener 	<ul style="list-style-type: none"> IS&T would only need to support 1 Software package Available to employees outside of Economic Assistance for viewing Use same server core software as MMIS Allows for coordination of testing and changes 	<ul style="list-style-type: none"> Allow for competition to get best price Another product may better meet Economic Assistance requirements reducing the number of work hours and faster time to market. Scanning can be done in regular business hours

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		<ul style="list-style-type: none"> • Software package would be licensed for 2440 users. • Upgrades would be coordinated and delivered for one system only • Scanning can be done in regular business hours • Development hours will be for one software • Cost savings with a shared resource for both hardware and software of approximately \$230,000 - \$280,000 	
<p>Disadvantages</p>	<ul style="list-style-type: none"> • IS&T would have to support 2 Software packages / environments • Each Software package would need to be licensed for 2440 users causing the purchase of additional and duplication of licenses • Each Software package would need to run on its servers causing the purchase of additional / duplication of servers. • Upgrades would have to be coordinated and delivered separately with additional / duplication of work • Limited hours available for scanning (4 PM-4 AM) • Each Software package would have to be customized / programmed separately causing additional duplication of development and maintenance hours. 	<ul style="list-style-type: none"> • Separate technical resources would be required to support different hardware 	<ul style="list-style-type: none"> • Time intensive process which may affect 6/2009 implementation date • IS&T would have to support 2 Software packages / environments • Each Software package would need to be licensed for 2440 users causing the purchase of additional and duplications of licenses • Each Software package would need to run on its servers causing the purchase of additional and duplication of servers. • Upgrades would have to be coordinated and delivered separately causing additional / duplication of work • Each Software package would have to customized / programmed separately causing additional duplication of development and maintenance hours.

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			<ul style="list-style-type: none"> • Would need to involve DAS Materiel in RFP decisions/process • May have to write an Advanced Planning Document (APD) for approval to expend federal funding
COST	\$1,818,702	\$1,656,911	\$1,906,911*

- In Option 3, costs are estimated; a bidding process could result in a higher or lower estimate.

PHASE 3 – Call Center

There are two Call Center options available being considered for ACCESSNebraska.

Option 1 is working with the State Communications Department
 Option 2 is seeking bids from a Telephone Company through a Request for Proposal Process

	OPTION 1	OPTION 2
Phone System	ACD/ PBX In monthly Phone Charge	ACD/PBX \$292,490
Phone System Maintenance	In monthly Phone Charge	\$42,700
Development Costs	\$300,000	\$300,000
Phone Connectivity	Headquartered in Lincoln	
Monthly Phone System Charge	\$110/ per phone unit*	\$130/per phone unit*
Monthly Phone Service	\$16.80/per phone unit	\$16.80
Voicemail	\$4.00/per phone unit	\$4.00
Long Distance Charge	.08 a minute	.02 a minute
800 Telephone #	Included in monthly charge	
T-1 lines	\$47,640	\$53,112 (4 voice lines)
Licenses	\$25,000	\$25,000
Total One Time Costs	\$300,000	\$532,490
Annual Costs	\$628,576	

*Costs on OPTION 2 are taken from a Missouri Call Center Established in 2008.

** Monthly phone charges and annual costs are estimated.

- 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.

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- Address the compatibility with existing institutional and/or statewide infrastructure.

AccessNebraska was based around existing State systems wherever possible to ensure compatibility and ease of use. The document imaging phase of the project will use the same technologies and systems as the New MMIS project. The call center portion of the project will be implemented through the Department of Communications.

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.

Phase 1 – Service Delivery

Implementation of the proposed Service Delivery model is a critical factor. This proposal is a major reengineering of the work. As stated earlier, Economic Assistance staff acceptance is a major factor in the success of the Service Delivery implementation. A detailed implementation plan is needed allowing for staff involvement throughout the process. Economic Assistance staff will be a part of the change. The change will occur in incremental steps. The entire implementation will take up to 5 years to complete. Communication, Reinforcement, Feedback and Recognition will be used to implement the Service Delivery Model.

Implementation of the proposed Service Delivery Model is divided into 4 phases by function. The phases are: Introduction, Functional Case Management, Universal Case Management and Full Implementation. Each Phase includes the following:

1. Introduction: Service Areas will accept and adopt the new model. Service Areas will develop a plan to assign staff work according to the 3 functions (Interviewing, Processing, and Change Management). The timeframe for this phase is August 2008 to January 2009.
2. Functional Case Management: In this phase, we will totally implement the work structure according to the 3 functional divisions throughout the state. Steps will be taken to move towards Universal Case Management by the Service Areas. Document Imaging will start implementation at the end of this phase. The timeframe for this phase is January 2009 to September 2009.
3. Universal Case Management: In this phase, the work will move to universal case management made possible by the implementation of document imaging with electronic case files. The move to universal case management will allow electronic round robin systems to allocate case assignment and assist with the functions. The Call Centers will be implemented. Staff and work will be transferred from local offices to Call Center. This phase will start September 2009 and continue through July 2011.
4. Full Implementation: This phase, the work will be fully integrated into the initial Service Delivery System. Service Delivery Model will be reviewed for greater efficiencies. This phase will start July 2011.

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Web Based Application Implementation

The ACCESSNebraska Web Screening and Application as well as the N-FOCUS Application Management System are currently being tested by Central Office staff.

Many economic assistance customers are assisted in making applications to the Department of Health and Human Services for Economic Assistance Programs by Community agencies, hospitals, schools, Food Banks, Homeless Shelters and other State agencies. The creation of the Web Application will allow Community Partners to assist customers without having to come to the local office. It is hoped that many Community Partners will provide a Computer with Internet Access for mutual customers. Additional information will be shared with community partners that have internet and computers available for public use. Most communities have a public library with a computer and internet access available. Community Partner presentations started in May 2008 and are continuing to encourage partner relationships.

Eligibility Staff are receiving Dual Monitors starting July 2008. The Dual Monitor will allow staff to view the application on one screen and the NFOCUS processing system on the other screen at the same time.

Local Offices are making provisions for client access to the Web Based Application by establishing computers in interview rooms and/or lobbies. Local Offices will continue to provide paper applications to customers. Service Area staff will develop Service Area Implementation plans to increase and encourage the use of the Web Based Application tool in July 2008.

A Promotional Campaign including radio and television Public Service Announcements will be used starting in October 2008 to enhance the public awareness of ACCESSNebraska.

Phase 2 – Document Imaging

Local Offices will be instructed to immediately begin to purge obsolete items in the case files. Local Offices will prepare case files to be scanned; this will include removing the material needing to be scanned, categorizing and coding it for scanning. Only current eligibility information will be scanned. The files ready to be scanned will be sent to the Regional Scanning Center, with additional scanning at the Local Office scanners.

Document Imaging training and instruction will be delivered to all staff involved in scanning and viewing documents.

We plan a pilot site in Lincoln for the first conversion to work out all the processing issues. The pilot will last 2 months at most. We will then proceed to the rest of the state. It is anticipated that within 4-5 months all the case files will be converted.

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

Implementation Plan

Date	Development Area	Change
September 2008	Technology	Web Application Implementation
November 2008		Spanish Version
January 2009	Policy	Telephone Interviews
January 2009	Policy	Less Stringent Verification Requirements
January 2009	Service Delivery	Case Management Functions
March 2009	Technology	Expedited Screening Web App. Receipt Interview Tracking
July 2009	Technology	Document Imaging
July 2009	Technology	Document Tracking
November 2009	Technology/Service Delivery	Universal Caseload Standardize Narrative
June 2010	Service Delivery Telephone Network	Interviewing Customer Call in
June 2010	Service Delivery	Call Center Change Management
March 2010	Technology	My Account
November 2010	Technology	Provider Access to Claims
July/November 2011	Technology/Policy	Customer Change Reporting
June 2010	Technology	Mass Service Authorizations
July 2012	Technology	Web Application Enhancement for Reviews/Recerts
18 months Development	Technology	Energy Assistance

11. Describe the training and staff development requirements.

This model is a totally new approach to the way business is currently conducted. It utilizes and emphasizes Economic Assistance Eligibility Workers knowledge of complex program regulations and application of the programs in a whole new way. It allows for specialization into skill strengths such as interviewers, processors, and change handlers. It allows for specialization into household program categories such as Families and Aged, Blind and Disabled and Combination Household cases.

The new way of doing business addresses concerns expressed by current eligibility staff such as:

1. The need to process the casework without work interruptions
2. The constant coverage for vacancies, workers on vacation and sick leave
3. Caseload size and equity
4. Complex program regulations with consistency between programs in as many areas as possible.
5. Increased technology to assist in completing eligibility determinations.

Economic Assistance Staff buy in and acceptance of the new model is critical to successful implementation. To make the transition to the new model successful, it is recommended that we use several transition phases. Each implementation phase will utilize staff's input and development

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leading to increased understanding. Consistent and frequent communication will be used to provide everyone awareness of plans, progress being made, and the next steps in implementation. Reinforcement, feedback and recognition will be used as Economic Assistance staff conduct and go through necessary workload shifts and adjustments needed to attain the new model. Change management concepts indicate we should anticipate a temporary loss of productivity and accuracy to occur as staff move to the proposed model.

For the Call Center to be successful, it is critical that current trained workers transition into the Call Center. In order to provide an incentive to move to the Call Center we should consider reclassifying Call Center positions and consider financial incentives to move to the Call Center. Staff could be asked initially to look into moving to the Call Center by their own request. If enough staff is not obtained with this method, we need to assign staff to fill the needed positions to fill the Call Center. If staff will not accept transfer, layoffs may occur.

12. Describe the ongoing support requirements.

New service delivery support will be provided by the existing structures within NDSS, Economic Assistance administration and policy staff, N-FOCUS business and technical staff, and IS&T infrastructure and network staff.

Section 7: Risk Assessment (10 Points)

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

Potential Risks

- Lack of users and user-growth on the web application
- Unsuccessful or inefficient document imaging processes
- Lack of staff buy-in / training for the service delivery changes
- Inability to maintain current levels of production while implementing the proposed reductions in staff.

These four key areas of risk all contribute to the proposed savings this project is intended to obtain. All are important to achieve the efficiency and cost-reduction goals of the project, and a problem in any of these areas would reduce the benefits for the State and the public.

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

Strategies to Overcome Project Risks:

- Users and user-growth on the web application
 - Strong Public Awareness Campaign
 - Active promotion by local staff
 - Continued recruitment and active participation of Community Partners
 - Release of Spanish version

- Successful and efficient document imaging processes
 - Successful development of software, form indexing, and installation of adequate hardware.
 - Research and resolve possible issues with State of Nebraska Records Retention regulations.
 - Development of Electronic Case File Format
 - Preparation of current paper case files for conversion
 - Mass conversion of files by temporary staff
 - Quality Assurance of scanning process
 - Staff training on utilization of stored electronic files

- Strong staff buy-in / training for the service delivery changes
 - Strong leadership support and advocacy for new System
 - Utilization of Change Management Principles to promote the culture shift
 - Data Imaging/Electronic case files
 - Call Center operational
 - Staff training developed and delivered
 - Division of work assignment and standardization by Job Function
 - Strong Quality Assurance and Supervisory Support

- Ability to maintain current levels of production while implementing the proposed reductions in staff.
 - Electronic Case Files Converted and available
 - Call Center Operational
 - Client/Provider Self-service Web Access developed
 - Continued N-FOCUS development and enhancements
 - Policy requirements simplified
 - Functional work assignments

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Section 8: Financial Analysis and Budget (20 Points)

SEE THE EXCEL DOCUMENT FOR THIS SECTION

15. Financial Information

Below is a screen shot of the "Financial" information tab in the Nebraska Budget Request and Reporting System used to enter the finance 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.):

IT Project Request Costs						
Contractual Services	Total	Prior Exp	FY09 Appr Reappr	FY10 Request	FY11 Request	Future Add Request
Design	\$0					
Programming	\$0					
Project Management	\$0					
Data Conversion	\$0					
Other	\$0					
Total	\$0	\$0	\$0	\$0	\$0	\$0
Telecommunications						
Data	\$0					
Video	\$0					
Voice	\$0					
Wireless	\$0					
Total	\$0	\$0	\$0	\$0	\$0	\$0
Training						
Technical Staff	\$0					
End-user Staff	\$0					
Total	\$0	\$0	\$0	\$0	\$0	\$0
Other Operating Costs						
Personnel Cost	\$0					
Supplies & Materials	\$0					
Travel	\$0					
Other	\$0					
Total	\$0	\$0	\$0	\$0	\$0	\$0
Capital Expenditures						
Hardware	\$0					
Software	\$0					
Network	\$0					
Other	\$0					
Total	\$0	\$0	\$0	\$0	\$0	\$0
Total Request	\$0	\$0	\$0	\$0	\$0	\$0
▼ Funding						
	Total	Prior Exp	FY09 Appr Reappr.	FY10 Request	FY11 Request	Future Add Request
General Fund	\$0					
Cash Fund	\$0					
Federal Fund	\$0					
Revolving Fund	\$0					
Other Fund	\$0					

Done

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**** NOTE: Expenditures below represent only the IT-related expenditures of this project**

PROJECTED EXPENDITURES						
Contractual Services	Total	Prior Exp	FY09 Appr/Reappr	FY10 Request	FY11 Request	Future Add Request
Total	\$ 104,177	\$ -	\$ 102,677	\$ 1,500	\$ -	\$ -
Design	\$ -	\$ -	\$ -			
Programming	\$ -	\$ -	\$ -			
Project Management	\$ -	\$ -	\$ -			
Data Conversion	\$ 74,177	\$ -	\$ 74,177			
Other	\$ 30,000	\$ -	\$ 28,500	\$ 1,500		
Telecommunications						
Total	\$ 3,337,252	\$ -	\$ 535,918	\$ 1,707,545	\$ 1,093,789	\$ -
Data	\$ -	\$ -				
Video	\$ -	\$ -				
Voice	\$ 3,337,252	\$ -	\$ 535,918	\$ 1,707,545	\$ 1,093,789	
Wireless	\$ -	\$ -				
Training						
Total	\$ 50,000	\$ -	\$ 50,000	\$ -	\$ -	\$ -
Technical Staff	\$ -	\$ -				
End-user Staff	\$ 50,000	\$ -	\$ 50,000			
Other Operating Costs						
Total	\$ 2,228,623	\$ -	\$ 609,778	\$ 799,234	\$ 819,611	\$ -
Personnel Costs	\$ -	\$ -				
Supplies & Materials	\$ -	\$ -				
Travel	\$ -	\$ -				
Other (Facilities, Maintenance)	\$ 2,228,623	\$ -	\$ 609,778	\$ 799,234	\$ 819,611	
Capital Expenditures						
Total	\$ 1,495,139	\$ -	\$ 1,208,443	\$ 224,200	\$ 62,496	\$ -
Hardware	\$ 557,104	\$ -	\$ 437,104	\$ 120,000		
Software	\$ 364,343	\$ -	\$ 364,343			
Network	\$ 573,692	\$ -	\$ 406,996	\$ 104,200	\$ 62,496	
Other	\$ -	\$ -	\$ -			
FUNDING						
	Total	Prior Exp	FY09 Appr/Reappr.	FY10 Request	FY11 Request	Future Add Request
Total Funding	\$ 7,215,191	\$ -	\$ 2,506,816	\$ 2,732,479	\$ 1,975,896	\$ -
General Fund	\$ -	\$ -				
Cash Fund	\$ -	\$ -				
Federal Fund	\$ 7,215,191	\$ -	\$ 2,506,816	\$ 2,732,479	\$ 1,975,896	
Revolving Fund	\$ -	\$ -				
Other Fund	\$ -	\$ -				
VARIANCE						
	Total	Prior Exp	FY09 Appr/Reappr	FY10 Request	FY11 Request	Add Request
Total Request	\$ 7,215,191	\$ -	\$ 2,506,816	\$ 2,732,479	\$ 1,975,896	\$ -
Total Funding	\$ 7,215,191	\$ -	\$ 2,506,816	\$ 2,732,479	\$ 1,975,896	\$ -
Variance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -