

November 15, 2016

# Report to the Governor and Legislature

Recommendations on Technology  
Investments for the 2017 - 2019 Biennium





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## Introduction

This document contains the Nebraska Information Technology Commission's ("NITC") recommendations on technology investments for the 2017-2019 biennium. It is submitted pursuant to the NITC's statutory responsibility 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).

The NITC received nine project proposals from agencies to be reviewed as part of the budget review process. Each project was reviewed and scored by three individual reviewers assigned by the Technical Panel. The submitting agencies were then given the opportunity to submit a response to the reviewer comments or other clarifying information.

Next, the projects were reviewed by one of the NITC's advisory councils and the Technical Panel. These groups provided additional comments and recommendations on the projects.

Finally, the NITC met on November 11, 2016 to review these projects and make the final recommendations included in this report.

This report contains the following two sections:

- **Section 1** is a prioritized list of projects.
- **Section 2** includes the summary sheets for each of the projects.

A copy of this report and the full text of the project proposals are posted on the NITC website at: <http://www.nitc.nebraska.gov/commission/reports/reports.html>

## SECTION 1: NITC Recommendations - Project Prioritization

Category	Description
Mandate	Required by law, regulation, or other authority.
Tier 1	Highly Recommended. Mission critical project for the agency or the state.
Tier 2	Recommended. High strategic importance to the agency or the state.
Tier 3	Other. Strategic importance to the agency or the state; but, in general, has an overall lower priority than the Tier 1 and Tier 2 projects.
Insufficient Information	Insufficient information to make a recommendation.

Project #	Agency	Project Title	FY2018	FY2019	Total Project Costs*
<b>Mandate</b>					
NONE					
<b>Tier 1</b>					
13-02	DEPT OF EDUCATION	Teacher Cert System Upgrade	\$275,000	\$275,000	\$550,000
23-01	DEPT OF LABOR	Modernization of UI Tax and Benefits System	\$7,000,000	\$7,000,000	\$14,000,000
47-01	EDUCATIONAL TELECOMMUNICATIONS COMM	KHNE TV Transmitter	\$365,000	\$ -	\$365,000
65-01	DEPT OF ADMINISTRATIVE SERVICES	Enterprise Resource Management Consolidation	\$7,181,000	\$10,577,000	\$17,758,000

Project #	Agency	Project Title	FY2018	FY2019	Total Project Costs*
<b>Tier 2</b>					
13-01	DEPT OF EDUCATION	IT Education Systems of Support	\$7,724,365	\$7,909,342	\$15,633,707
39-01	NEBRASKA BRAND COMMITTEE	NBC Database System	\$216,000	\$216,000	\$432,000
47-02	EDUCATIONAL TELECOMMUNICATIONS COMM	Radio Transmission Replacement	\$350,000	\$350,000	\$700,000
54-01	STATE HISTORICAL SOCIETY	Storage and Preservation of 12 TB Historical Data	\$90,000	\$90,000	\$270,000
<b>Tier 3</b>					
46-01	DEPT OF CORRECTIONAL SERVICES	CIT [Corrections Information and Tracking system]	\$700,000	\$700,000	\$1,400,000
<b>Insufficient Information</b>					
NONE					

\*Total may include prior year or future planned costs in addition to biennial budget request amounts.

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## **SECTION 2: Project Summary Sheets**

Summary Sheet Contents:

- Summary of Request
- Financial Summary
- Proposal Score
- Reviewer Comments
- Technical Panel Comments
- Advisory Council Comments
- NITC Comments
- Agency Response to Reviewer Comments (if any)

# 13 - Department of Education

**Proposal Name:** IT Education Systems of Support

**NITC ID:** 13-01



## PROJECT DETAILS

**Project Contact:** Dean Folkers

**Agency:** 13 - Department of Education

**NITC Tier Alignment:** Tier 2

**Agency Priority:** 1

## SUMMARY OF REQUEST

The primary purpose of this Shared Systems and Supports project creates a fundamental shift toward efficiency in access to digital learning resources and tools. The proposed approach reduces local and state burdens, increases equitable access to digital education, and improves the privacy and security of student information across Nebraska. The comprehensive nature of the project supports a significant need found by a recent study estimating that Nebraska’s K-12 Public School districts spend approximately \$100 million annually on software licenses and staff, including over 655,000 hours each year submitting data for reporting purposes. The study also found the size of a school often determines the level of access to digital learning resources and tools. Primary reasons include costs and capacity to support.

The details in this proposal reveal alignment to NDE Strategic Priorities, to the Nebraska’s Statewide Technology Plan: An Enterprise Vision for IT in Nebraska, specifically in the areas of cost savings realized through eliminating duplication, and centralizing services; and to the OCIO Top Priorities Centralize-Optimize-Standardize. Highlights in the plan include:

- Efficiencies through an estimated per-pupil cost savings of between \$100 - \$300 per pupil;
- Timely and cost effective upgrades to future technology implementations in a nimble and responsive environment;
- Targeted and coordinated professional development;
- Transitions resources from supporting technology to supporting teaching and learning;
- Enhances security and privacy of student information; and
- Provides equitable access to all services and resources to both rural and urban districts.

Building on the strong statewide success of Network Nebraska for Internet access, this project addresses the efficient availability of educational resources like software applications, training, and supports to most effectively use the network. As the Nebraska Department of Education supports and coordinates delivery of solutions meeting expectations of stakeholders, there is a need to stay current with the exponentially increasing pace of technology innovation. Shared sustainable resources allocated for continuous updates to modern and efficient systemic solutions support the future of education in Nebraska all while increasing efficiency, access, and security.

## FINANCIAL SUMMARY

	<u>Expenditures</u>		
	<u>Fiscal Year 2018</u>	<u>Fiscal Year 2019</u>	<u>Total</u>
Contractual Services:	\$6,020,000.00	\$6,256,133.00	\$12,276,133.00
Telecommunications:	\$20,580.00	\$21,197.00	\$41,777.00
Training:	\$70,000.00	\$79,000.00	\$149,000.00
Operating Costs:	\$1,497,585.00	\$1,553,012.00	\$3,050,597.00
Capital Expenditures:	\$116,200.00	\$0.00	\$116,200.00
<b>Total Estimated Costs:</b>	<b>\$7,724,365.00</b>	<b>\$7,909,342.00</b>	<b>\$15,633,707.00</b>

Comments:

	<u>Funding</u>		
	<u>Fiscal Year 2018</u>	<u>Fiscal Year 2019</u>	<u>Total</u>
General Fund:	\$7,479,223.00	\$7,672,500.00	\$15,151,723.00
Cash Fund:	\$0.00	\$0.00	\$0.00
Federal Fund:	\$245,142.00	\$236,842.00	\$481,984.00
Revolving Fund:	\$0.00	\$0.00	\$0.00
Other Fund:	\$0.00	\$0.00	\$0.00
<b>Total Requested Funding:</b>	<b>\$7,724,365.00</b>	<b>\$7,909,342.00</b>	<b>\$15,633,707.00</b>



## 13 - Department of Education

**Proposal Name:** IT Education Systems of Support

**NITC ID:** 13-01

Comments:



### PROPOSAL SCORE

		reviewer1	reviewer2	reviewer3	Average
Average	<b>Goals, Objectives and Projected Outcomes (15)</b>	15	15	12	14
	<b>Project Justification / Business Case (25)</b>	22	25	20	22
	<b>Technical Impact (20)</b>	18	19	10	16
	<b>Preliminary Plan for Implementation (10)</b>	7	10	8	8
	<b>Risk Assessment (10)</b>	7	10	6	8
	<b>Financial Analysis and Budget (20)</b>	15	20	15	17
	<b>Total Score</b>	84	99	71	85

### REVIEWER COMMENTS

#### Goals, Objectives and Projected Outcomes

Review Score = 15/15

Strengths: This proposal is well articulated, thorough and consistent with best practices regarding IT spending and development.

Weaknesses:

#### Project Justification / Business Case

Review Score = 22/25

Strengths: Business case is well stated and documented.

Weaknesses:

#### Technical Impact

Review Score = 18/20

Strengths: Strong partnerships with OCIO. Emphasis on enterprise solutions rather than disparate systems across the state.

Weaknesses:

#### Preliminary Plan for Implementation

Review Score = 7/10

Strengths:

Weaknesses: Ambitious plan and schedule. Impact of not meeting proposed schedule unclear.

#### Risk Assessment

Review Score = 7/10

Strengths:

Weaknesses: Scope of project and change management required during implementation implies significant risk.

#### Financial Analysis and Budget

Review Score = 15/20

Strengths: A certain level of trust is granted due to the overall excellence of the proposal.

Weaknesses: Lack of details makes close analysis difficult.

## 13 - Department of Education

**Proposal Name:** IT Education Systems of Support

**NITC ID:** 13-01



### Goals, Objectives and Projected Outcomes

Review Score = 15/15

**Strengths:** This is probably the most comprehensive and well written proposal I've seen in many years.

**Weaknesses:**

### Project Justification / Business Case

Review Score = 25/25

**Strengths:** The project justification and business cases well thought out and very clearly stated. The shared systems and support model is clearly explained and it is good to see the amount of support from the partners associated with this project.

**Weaknesses:**

### Technical Impact

Review Score = 19/20

**Strengths:** It is still early in this project to get any real details about the technical components of the overall project, however the intent and the direction as described do not appear, at this point to be technically unachievable.

**Weaknesses:**

### Preliminary Plan for Implementation

Review Score = 10/10

**Strengths:** The proposal describes an excellent project management approach to implementing the shared systems and support project. Roles and responsibilities are clearly identified staffing considerations appear appropriate and monitoring of the implementation seems to be well thought out.

**Weaknesses:**

### Risk Assessment

**Strengths:** The author of the proposal does point out that a project of this scope will require a great deal of coordination communication and skills from a wide range of participants. I did like the risk sharing comment that NDE and partners are solely responsible for all risks of the shared systems and supports project.

**Weaknesses:**

### Financial Analysis and Budget

Review Score = 20/20

**Strengths:** Based on the assumptions in the financial analysis and budget portion of the proposal there will be a tremendous amount of savings by moving to this model. The document points out they are estimating a \$31.3 million in savings per year after the third year of making the changes, which is rather significant.

**Weaknesses:**

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Review Score = 10/10

### Goals, Objectives and Projected Outcomes

Review Score = 12/15

**Strengths:** Goals are clearly articulated and aligned with industry best practices. The proposed project builds atop existing work that requires greater resources if it is to be generalized to provide statewide benefits.

**Weaknesses:** The goals of the project are clearly defined by the requesting agency, however, it is less clear that those goals have widespread support from the stakeholders as what is most needed to improve teaching and learning throughout the state. That is not to say that the goals aren't appropriate, only that many school districts have not been engaged in the dialogue that arrived at this set of goals.

### Project Justification / Business Case

Review Score = 20/25

**Strengths:** The proposal provides persuasive evidence for the need to streamline the acquisition, reporting, and presentation of data. Consolidation and coalescence of efforts to develop, maintain, train and support a suite of teaching, learning and administrative applications is a necessary step to moving the focus from integrating technology to its integral use where it can be leveraged to obtain desired learning outcomes.

**Weaknesses:** The proposal language makes it clear that consolidation of efforts can result in greater efficiency, however, it is not clear that the level of savings can be realized. In the opinion of the reviewer, the more likely outcome is that consolidation of efforts will result in higher yield from a like or similar expenditure.

### Technical Impact

Review Score = 10/20

**Strengths:** The merits of consolidating software/hardware/application/platform/services are clear and there is little doubt that the delivery of services across the state is varied.

**Weaknesses:** The linkage between standardizing and centralizing technology with a shift in the focus of district personnel is an outcome that is not supported by any empirical data presented in the proposal. Additionally, the greatest threat to information security at this time is poor data sharing practices and the lack of security training for end users. There is little doubt that the proposed approach may have the desired impact from a technology perspective but without sufficient preparation of end users the

## 13 - Department of Education

**Proposal Name:** IT Education Systems of Support

**NITC ID:** 13-01

approach is incomplete.



### Preliminary Plan for Implementation

Review Score = 8/10

**Strengths:** The projects seeks to use industry standards for project management, change management, and project evaluation. The proposal outlines a number of additional staff resources assigned to expected outcomes and timelines.

**Weaknesses:** The project timelines are aggressive and the deliverables are articulated in general terms.

### Risk Assessment

Review Score = 6/10

**Strengths:** The proposed project management practices are designed to identify, mitigate and remediate risk.

**Weaknesses:** There are a host of technical and human risks associated with a project of the proposed scope. The description of risk associated with district implementation is very limited. If the proposed project is to have the enumerated outcomes, much is dependent upon the implementation with districts.

### Financial Analysis and Budget

Review Score = 15/20

**Strengths:** Intended expenditures are clearly articulated.

**Weaknesses:** Premised savings to districts are mathematically demonstrable, however, the degree to which they can be achieved is not supported by the proposal.

## TECHNICAL PANEL COMMENTS

Is the project technically feasible? Yes

Is the proposed technology appropriate for the project? Unknown

Can the technical elements be accomplished within the proposed timeframe and budget? Unknown

Comments: Unknown until further information is available.

## ADVISORY COUNCIL COMMENTS

Advisory Council Tier Recommendation: Tier 2

Comments:

1. Additional Budget Detail is requested, specifically "Other Contractual Services".
2. Sustained funding will be needed. Additional explanation of sustainability beyond FY19 is requested.
3. I.T. Operations are not included in the budget request.
4. Project 13-01 reads more like a strategic plan than an I.T. project proposal. Please detail each project component in the category of software selection for the marketplace versus a component to be purchased or developed in house. Those components being purchased or developed in house have a greater budgetary impact, while those in the marketplace will have little or no budget impact and will still allow for local control.
5. Recommend that NDE take the path described of populating the Software as a Service (SaaS) Marketplace by using collaborative procurement to help drive data standards in all data sets where that is possible.
6. Recommend that NDE collaborate with NITC Education Council on the Digital Education Initiative Action Items.

## NITC COMMENTS

Tier 2

## AGENCY RESPONSE (OPTIONAL)

See attachment [13-01\_agencyresponse.pdf] for agency response

October 20, 2016

Re: 2017 Project Proposal 13-01

The Nebraska Department of Education is pleased to provide responses to comments provided in feedback from the original proposal reviewers, and feedback during a review by the NITC Education Council, of the NDE project proposal for **Shared Systems and Supports**.

Comments have been grouped under the topic headings of the outcome review scores from the technical panel. Comments from the NITC Education Council appear under the most relevant heading.

### Goals, Objectives and Projected Outcomes

#### Strengths:

1. This proposal is well articulated, thorough and consistent with best practices regarding IT spending and development.
2. This is probably the most comprehensive and well written proposal I've seen in many years.
3. Goals are clearly articulated and aligned with industry best practices. The proposed project builds atop existing work that requires greater resources if it is to be generalized to provide statewide benefits.

#### Weaknesses:

1. The goals of the project are clearly defined by the requesting agency, however, it is less clear that those goals have widespread support from the stakeholders as what is most needed to improve teaching and learning throughout the state. That is not to say that the goals aren't appropriate, only that many school districts have not been engaged in the dialogue that arrived at this set of goals.

#### NITC Education Council comments:

- ☐ Recommend that NDE collaborate with NITC Education Council on the Digital Education Initiative Action Items.

#### RESPONSE:

Goals for this proposal are a culmination of several areas of research. One, the national trend toward centralizing common services to support efficiencies, increase the application of security, and support the training and sustainability of the systems. Two, and the primary reason for taking this approach, resulted from data gathered in the LR264 study. In fact, the outcomes stated in the **Shared Systems and Supports** proposal are directly tied to the findings of this report:

- ☐ Outcome 1: Reduced burden and costs through shared systems
- ☐ Outcome 2: Increased capacity for instructional and administrative work
- ☐ Outcome 3: Equitable access to common resources
- ☐ Outcome 4: Enhanced data security and privacy

Please reference the LR264 Summary Graphic attached at the end of the response for a quick look at the study's results. For greater detail, the entire study may be viewed at here [Legislative Resolution 264](#)

Collaboration is another intended outcome of the proposal. It is evident that many stakeholder communities are going down similar paths, stretching resources and creating pockets of inequity. The Steering Committee and outreach to partner communities, such as the NITC Ed Council's strategic initiatives, is intended and essential to bringing these efforts together, to identify best practices, and to establishing centers of excellence.

In addition, the Nebraska Department of Education has responsibilities as identified in the following state statutes, and believes the goals in this proposal, speaks to each of these responsibilities and mission as stated:

**79-1302:** The Legislature finds that the utilization of appropriate technologies can provide enhanced educational services and broadened educational opportunities for Nebraska learners. It is the intent of the Legislature:

1. To utilize technology to provide effective and efficient distance learning;
2. to provide assistance and direction in the training of Nebraska teachers in uses of technology for instruction through electronic means;
3. to establish and support an electronic data network and data bases for Nebraska educators and learners;
4. to support the evaluation and dissemination of models of successful technologies which improve instruction or learning;
5. to provide support for cooperative education-technology ventures in partnership with public or private entities; and
6. to provide support for cooperative purchase or leasing of administrative or instructional software or software licenses in partnership with schools, educational service units, and other states.

**79-1303:** Educational Technology Center; created; mission.

The Educational Technology Center within the State Department of Education is created. **The mission of the center is to achieve the legislative goals set forth in section 79-1302 and to provide leadership and support for the integration of technology and innovation into Nebraska elementary and secondary schools in order to provide quality education and equal opportunity for Nebraska learners.**

## **Project Justification / Business Case Review Scores**

### **Strengths:**

1. Business case is well stated and documented.
2. The project justification and business cases well thought out and very clearly stated. The shared systems and support model is clearly explained and it is good to see the amount of support from the partners associated with this project.
3. The proposal provides persuasive evidence for the need to streamline the acquisition, reporting, and presentation of data. Consolidation and coalescence of efforts to develop, maintain, train and support a suite of teaching, learning and administrative applications is a necessary step to moving the focus from integrating technology to its integral use where it can be leveraged to obtain desired learning outcomes.

**Weaknesses:**

1. The proposal language makes it clear that consolidation of efforts can result in greater efficiency, however, it is not clear that the level of savings can be realized. In the opinion of the reviewer, the more likely outcome is that consolidation of efforts will result in higher yield from a like or similar expenditure.

**RESPONSE:**

Much of the decision making is a result of findings from the LR264 study, which, in part, identified the number of hours and costs associated with many of the outcomes targeted in the proposal. A review of the financial investments and returns can be found beginning on page 40 of the study [[click here](#)]. In addition, one of the things that Nebraska is very good at is finding good examples where a solution has worked and reviewing that solution to meet Nebraska's needs. The Kentucky Department of Education provides a great example and through the Gartner validated studies realized millions in cost savings annually.

**Technical Impact Review Score****Strengths:**

1. Strong partnerships with OCIO. Emphasis on enterprise solutions rather than disparate systems across the state.
2. It is still early in this project to get any real details about the technical components of the overall project; however the intent and the direction as described do not appear, at this point to be technically unachievable.
3. The merits of consolidating software/hardware/application/platform/services are clear and there is little doubt that the delivery of services across the state is varied.

**Weaknesses:**

1. The linkage between standardizing and centralizing technology with a shift in the focus of district personnel is an outcome that is not supported by any empirical data presented in the proposal. Additionally, the greatest threat to information security at this time is poor data sharing practices and the lack of security training for end users.
2. There is little doubt that the proposed approach may have the desired impact from a technology perspective but without sufficient preparation of end users the approach is incomplete.

**NITC Ed Council comments:**

- ☐ Recommend that NDE take the path described of populating the Software as a Service (SaaS) Marketplace by using collaborative procurement to help drive data standards in all data sets where that is possible.

**RESPONSE:**

The process of establishing a large systemic enterprise view and strategy for shared systems involves a number of different connected and integrated projects. The focus of the proposal was at the strategic level and set forth the expectations of the processes that were to be used to accomplish the specific projects. The issues identified around training the end users were identified in several places within the proposal, including the additional training staff in the budget, the role of the privacy/security officer, and others involved in supporting the systemic transformation and prioritization of the training. It can be difficult during a review process to catch everything presented including the expansion of the ESUCC Marketplace districts can access hardware and software applications at enterprise level pricing (p. 6).

It should also be mentioned that projects do experience change in scope as they progress (changes in technology, priorities, policy) and should remain flexible to embrace new technologies and procedures in the learning process as it moves forward in order to achieve greater success and return on investment.

The primary focus of the proposal is to establish the vision, set forth the known projects and costs, and secure the minimal investment in scale to the nearly \$4 Billion spent annual on K12 Education in Nebraska. Without the needed investment this enterprise project will not be achievable. There simply are not enough resources to do anything more than status quo.

Quantifying the shift in how staff time will be utilized at the local level is almost impossible. However, numbers in the LR264 study have provided a basis for the number of hours spent and on what process by which these can be quantified globally. The plan includes integration of professional development to help transition to new roles or efforts, removes the burden for staff time in certain technical areas, and coordinates with ESUs to provide ongoing support as these transitions take place.

NDE is very cognizant of the need to engage stakeholders throughout the process and has integrated change management and communication into its plan. Trainers, the Help Desk, and the Steering Committee, made up of representative stakeholders, will be key components to assure to the best of its ability that no one or thing is left out.

### **Preliminary Plan for Implementation Review Score**

#### **Strengths:**

1. The projects seeks to use industry standards for project management, change management, and project evaluation. The proposal outlines a number of additional staff resources assigned to expected outcomes and timelines.
2. The proposal describes an excellent project management approach to implementing the shared systems and support project. Roles and responsibilities are clearly identified staffing considerations appear appropriate and monitoring of the implementation seems to be well thought out.

#### **Weaknesses:**

1. Ambitious plan and schedule. Impact of not meeting proposed schedule unclear.
2. The project timelines are aggressive and the deliverables are articulated in general terms.

#### **RESPONSE:**

NDE agrees that the timeline is aggressive, but believes that most objectives can be completed, or near completed, within 2-3 years - given the needed resources. In fact, the foundation for many of the projects in the plan have begun, especially in the area of security and the implementation of a Project Management Office. The unfortunate truth is, that without additional funds and staff, these efforts will trickle on to either eventual completion or be abandoned from lack of movement. A slow implementation will require more resources over time as technologies advance creating a larger chasm of access and opportunity in the future.

Moving forward, in order to ensure NDE delivers solutions to meet the expectations of its stakeholders, there is an identified need to keep up with the exponentially increasing pace



of technology innovation and consumption. Only through continuous adoption of modern solutions will the educational systems in Nebraska stay current with industry advances, school district and student learner needs, and do so while increasing efficiency and access, sustainable resources must be allocated.

## **Risk Assessment Review Score**

### **Strengths:**

1. The author of the proposal does point out that a project of this scope will require a great deal of coordination communication and skills from a wide range of participants. I did like the risk sharing comment that NDE and partners are solely responsible for all risks of the shared systems and supports project.
2. The proposed project management practices are designed to identify, mitigate, and remediate risk.

### **Weaknesses:**

1. Scope of project and change management required during implementation implies significant risk.
2. There are a host of technical and human risks associated with a project of the proposed scope. The description of risk associated with district implementation is very limited. If the proposed project is to have the enumerated outcomes, much is dependent upon the implementation with districts.

### **NITC Ed Council comments:**

- ☐ Project 13-01 reads more like a strategic plan than an I.T. project proposal. Please detail each project component in the category of software selection for the marketplace versus a component to be purchased or developed in house. Those components being purchased or developed in house have a greater budgetary impact, while those in the marketplace will have little or no budget impact and will still allow for local control.

### **RESPONSE:**

The Project Proposal Form provided by the NITC was treated as a “proposal” and was prepared based on the questions asked in each section. The **Shared Systems and Supports** proposal represents more of a scope of work statement. The Project Management Office has identified the outcome-based projects within the proposal that require their own project manager and planning needs, including rough order of magnitude, risk management, communications, stakeholder engagement, training, etc. Previous engagement with the school districts on the Statewide Longitudinal Data System grant funded ADVISER project gave the Agency lessons learned on change management processes. This led to the formation of a Virtual Support Team whose mandate is to provide a distributed and scalable model for training and support through the collaborative relationship between the ESUCC, ESUs, school districts, and NDE. Many of the systems outlined in this project proposal bring changes (improvements) to workflow and practices. These changes will require strong communication throughout the project and effective training as components are rolled out and manage expectations.

The Steering Committee will also be key in communicating and managing the changes needed in the communities they represent, identifying first and second order change needs, and helping to assure any aspects of changes occurring at various stakeholder levels are not missed.

The spreadsheet copied below provides additional budget detail not required by the proposal submission process. The “cost types” were added as requested by the Education Council.



## Financial Analysis and Budget Review Score

### Strengths:

1. A certain level of trust is granted due to the overall excellence of the proposal.
2. Based on the assumptions in the financial analysis and budget portion of the proposal there will be a tremendous amount of savings by moving to this model. The document points out they are estimating a \$31.3 million in savings per year after the third year of making the changes, which is rather significant.
3. Intended expenditures are clearly articulated.

### Weaknesses:

1. Lack of details makes close analysis difficult.
2. Premised savings to districts are mathematically demonstrable, however, the degree to which they can be achieved is not supported by the proposal.

### NITC Ed Council comments:

- Additional Budget Detail is requested, specifically “Other Contractual Services”.
- ☒ I.T. Operations are not included in the budget request.
- ☒ Sustained funding will be needed. Additional explanation of sustainability beyond FY19 is requested.

### RESPONSE:

A detailed spreadsheet is attached in Appendix A. The budget form included with the proposal form template limited the detail that could be provided in the cost associated with this proposal. Based on findings in the LR264 study, and using statewide averages, it was determined that the savings over time would average \$200 per student. In some cases it will be more, and in some cases less.

In addition, it is important to clarify that the budget for this proposal is a part of a broader education budget request from the State Board of Education. The State Board of Education budget request fully funded TEEOSA, funded a 10% increase in Special Education, fully funded an increase in ESU aid, and also included the increase in funding for the proposed key systems of support outlined in the project proposal.

Please let me know if I can be of any further assistance.

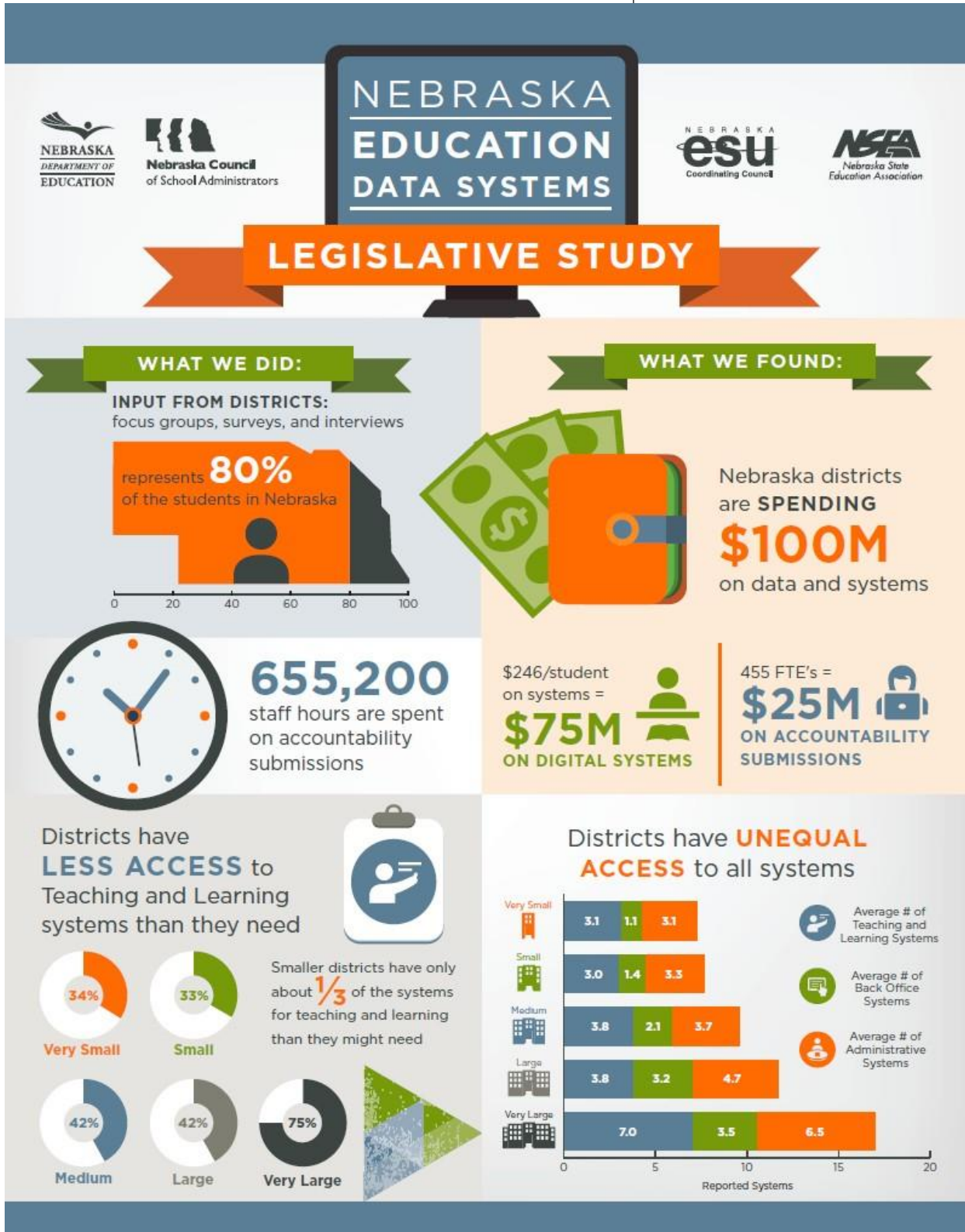
Sincerely,

Dr. Dean R. Folkers  
Chief Information Officer  
Nebraska Department of Education

# Appendix A: Detailed Budget

Nebraska Department of Education Infrastructure Activities				Biennium Budget Request					
				Year 1: FY 2017, SY 2017-2018		Year 2: FY 2018, SY 2018-2019			
Objective				Year 1	Year 2				
				\$ 7,714,687.65	\$ 7,899,483.50				
<b>Nebraska Education System Management</b>				Design, build, and manage an optimal education technology and data system.					
<b>Cost Type</b>				<b>Activities and Objectives</b>					
<b>1 General Supports Privacy/ Security</b>		Privacy and Security Staff	Staff	Pay Grade					
	Privacy, Security and Project Management	P	Privacy Officer		49	\$ 109,406.71	\$ 113,381.75		
		P	Governance Security		48	\$ 99,472.64	\$ 103,209.35		
		P	Project Manager		47T	\$ 103,885.53	\$ 107,728.14		
		P	Project Manager		47T	\$ 103,885.53	\$ 107,728.14		
		C	Contractual	Project Manager Contract		\$ 150,000.00	\$ 150,000.00		
		O	Office Equipment			\$ 19,200.00			
		O	Travel			\$ 20,460.00	\$ 21,073.80		
		O	Data Processing Hardware			\$ 14,000.00			
		O	Operating			\$ 18,816.00	\$ 19,380.48		
						\$ 639,126.41	\$ 622,501.64		
	<b>2 Instructional Improvement System</b>			Staff	Pay Grade				
		Access to integrated digital learning tools and resources is critical to ensure success in the changing work.	INT	ADVISER Data Collection			\$ 450,000.00	\$ 450,000.00	
			C	Standards Database Development			\$ 250,000.00	\$ 100,000.00	
			SaaS	Learning Object Repository	Statewide Contract	307000	\$ 1.00 Student		
			SaaS	Course Building Tool	Statewide Contract	307000	\$ 1.50 Student		
SaaS			Learning Management System	Statewide Contract	307000	\$ 3.50 Student			
SaaS			Assessment System	Repository / Tool	307000	\$ 3.90 Student		\$ 1,197,300.00	
SaaS			Student Information System	Statewide Subsidy	307,000	\$ 3.50 Student		\$ 1,074,500.00	
			C	Professional Development				\$ -	
			C	Trainer Professional Developer		47	\$ 92,655.37	\$ 96,228.38	
			C	E Learning		47	\$ 92,655.37	\$ 96,228.38	
			O	Office Equipment			\$ 9,600.00		
		O	Travel			\$ 10,230.00	\$ 10,536.90		
		O	Data Processing Hardware			\$ 7,000.00			
		O	Operating			\$ 9,408.00	\$ 9,690.24		
						\$ 912,140.74	\$ 3,024,793.67		
<b>3 Infrastructure and Support</b>							\$ -		
			<b>Staff</b>	<b>Pay Grade</b>			\$ -		
	NDE will create education intelligence - access to actionable insight - through a warehouse, business intelligence tools, and increased internal capacity.	INT	Early Childhood Data System			\$ 1,100,000.00	\$ 450,000.00		
		SaaS	Finance Data Collection	ERP Integration		\$ 560,000.00	\$ 125,000.00		
		INT	Staff Data Collection	Integration with NPERS		\$ 550,000.00	\$ 150,000.00		
		C	Hosting, Security Support			\$ 180,000.00	\$ 180,000.00		
		C/INT	Systems Involved Students	System Integration		\$ 650,000.00	\$ 250,000.00		
		INT	Single Sign On Support	Data Privacy Management		\$ 250,000.00	\$ 300,000.00		
		C	Disaster Recovery/Backup			\$ 125,000.00	\$ 125,000.00		
		P	Trainer	System Trainer		47	\$ 92,655.37	\$ 96,228.38	
		P	Trainer	System Trainer		47	\$ 92,655.37	\$ 96,228.38	
		P	Help Desk	Support Position		46	\$ 86,493.70	\$ 89,918.87	
	P	Help Desk	Support Position		46	\$ 86,493.70	\$ 89,918.87		
	O	Office Equipment				\$ 19,200.00			
	O	Travel				\$ 20,460.00	\$ 21,073.80		
	O	Data Processing Hardware				\$ 14,000.00			
	O	Operating				\$ 18,816.00	\$ 19,380.48		
						\$ 3,845,774.15	\$ 1,992,748.79		
	<b>4 Education Intelligence, Data Use and Research</b>			<b>Staff</b>	<b>Pay Grade</b>			\$ -	
SaaS		Business Intelligence	Contract and Support			\$ 250,000.00	\$ 250,000.00		
C		P20 W Data and Governance NSWERS				\$ 625,000.00	\$ 208,333.33		
C		Secure Data Request and Access Tool				\$ 125,000.00	\$ 90,000.00		
			<b>Applications For Schools</b>						
SaaS		E Transcript	All Student Access			\$ 135,000.00	\$ 145,000.00		
SaaS		Survey Tools	All School Access			\$ 190,000.00	\$ 190,000.00		
			Evaluation Tools				\$ -		
C/INT		Research Portal	Online Secure Access				\$ 650,000.00		
C		Data Analyst	ETL		48T	\$ 111,818.37	\$ 115,851.35		
C		Research Staff	Psychometrician		48	\$ 99,472.64	\$ 103,209.35		
C		Research Staff	Policy Analyst		48	\$ 99,472.64	\$ 103,209.35		
C		Research Staff	Research Lead		49	\$ 109,406.71	\$ 113,381.75		
O		Office Equipment				\$ 19,200.00			
O		Travel				\$ 20,460.00	\$ 21,073.80		
O		Data Processing Hardware				\$ 14,000.00			
O	Operating				\$ 18,816.00	\$ 19,380.48			
					\$ 1,817,646.35	\$ 2,009,439.40			
<b>5 Operations and Efficiencies</b>	C	Internal Operations Efficiency		Contract work		\$ 500,000.00	\$ 250,000.00		
						\$ -	\$ -		
				\$ 7,714,687.65	\$ 7,899,483.50				

Appendix B: Summary of LR264 Study



# 13 - Department of Education

Proposal Name: Teacher Certification Upgrade

NITC ID: 13-02



## PROJECT DETAILS

Project Contact: Dean Folkers

Agency Priority: 2

Agency: 13 - Department of Education

NITC Tier Alignment: Tier 1

## SUMMARY OF REQUEST

The teacher certification (TC) and licensure system operated at the Nebraska Department of Education has undergone periodic maintenance and operational retrofitting over the past 15 years. As part of a department wide focus on evaluating systems status, increasing efficiency and operations, and mitigating security risks the TC system has been identified as needing to go through an update. A portion of the licensing fees provided by users is set aside to support future updates/upgrades to the system and are targeted for the process.

The primary scope of an initial phase is the evaluation and documentation of business process, integration of other existing related legacy systems, and a recommendation for the options to move forward with the system upgrade/development. Based on these recommendations and decision will be made as to the appropriate path, costs, and project plan to complete the work.

## FINANCIAL SUMMARY

	<u>Expenditures</u>		<u>Total</u>
	<u>Fiscal Year 2018</u>	<u>Fiscal Year 2019</u>	
Contractual Services:	\$275,000.00	\$275,000.00	\$550,000.00
Telecommunications:	\$0.00	\$0.00	\$0.00
Training:	\$0.00	\$0.00	\$0.00
Operating Costs:	\$0.00	\$0.00	\$0.00
Capital Expenditures:	\$0.00	\$0.00	\$0.00
Total Estimated Costs:	\$275,000.00	\$275,000.00	\$550,000.00

Comments:

	<u>Funding</u>		<u>Total</u>
	<u>Fiscal Year 2018</u>	<u>Fiscal Year 2019</u>	
General Fund:	\$0.00	\$0.00	\$0.00
Cash Fund:	\$275,000.00	\$275,000.00	\$550,000.00
Federal Fund:	\$0.00	\$0.00	\$0.00
Revolving Fund:	\$0.00	\$0.00	\$0.00
Other Fund:	\$0.00	\$0.00	\$0.00
Total Requested Funding:	\$275,000.00	\$275,000.00	\$550,000.00

Comments:

## PROPOSAL SCORE

		reviewer1	reviewer2	reviewer3	Average
Average	Goals, Objectives and Projected Outcomes (15)	12	15	10	12
	Project Justification / Business Case (25)	24	25	15	21
	Technical Impact (20)	15	10	10	12
	Preliminary Plan for Implementation (10)	7	10	8	8
	Risk Assessment (10)	5	5	6	5
	Financial Analysis and Budget (20)	15	15	15	15
	<b>Total Score</b>	<b>78</b>	<b>80</b>	<b>64</b>	<b>74</b>

## REVIEWER COMMENTS

Goals, Objectives and Projected Outcomes

Review Score = 12/15

## 13 - Department of Education

**Proposal Name:** Teacher Certification Upgrade

**NITC ID:** 13-02



**Strengths:** Existing system is 20-25 years old and needs to be brought up to standards. Review, planning and setting requirements is a sound approach of addressing the problems.

**Weaknesses:**

### **Project Justification / Business Case**

Review Score = 24/25

**Strengths:** This project has been anticipated, and use of cash funds that were set aside for this purpose makes sense.

**Weaknesses:**

### **Technical Impact**

Review Score = 15/20

**Strengths:**

**Weaknesses:** Solutions are unknown until recommendations from selected vendor are reviewed.

### **Preliminary Plan for Implementation**

Review Score = 7/10

**Strengths:**

**Weaknesses:** Unclear what is being deployed in April through June.

### **Risk Assessment**

Review Score = 5/10

**Strengths:**

**Weaknesses:** Proposal states risks cannot be assessed until solutions are proposed.

### **Financial Analysis and Budget**

Review Score = 15/20

**Strengths:**

**Weaknesses:** Budget establishes "target" costs. Actuals could vary - how significantly is unknown.

### **Goals, Objectives and Projected Outcomes**

Review Score = 15/15

**Strengths:** The goals and objectives are quite clear, as are the benefits of the system.

**Weaknesses:**

### **Project Justification / Business Case**

Review Score = 25/25

**Strengths:** Project proposal does identify tangible benefits that will accrue based on the implementation of the system. Should be noted that this is a starting point for this project and that a solution has not been identified.

**Weaknesses:**

### **Technical Impact**

Review Score = 10/20

**Strengths:** Because the solution for this project has not been identified and is very difficult to assess the technical solution.

**Weaknesses:**

### **Preliminary Plan for Implementation**

Review Score = 10/10

**Strengths:** It is very positive to see that the NDE project management office will be responsible for overall management of the project. What's provided in the document is very well thought out and clearly identifies roles and responsibilities.

**Weaknesses:**

### **Risk Assessment**

Review Score = 5/10

**Strengths:** Somewhat difficult to assign risk when it is still not clear what the solution will be. I think risk can be assigned or reviewed once the requirements have been gathered and the solution identified.

**Weaknesses:**

### **Financial Analysis and Budget**

Review Score = 15/20

**Strengths:** While the agency has identified a budget estimate for the project, it is not clear what the total overall cost will be once the solution is identified

**Weaknesses:**

### **Goals, Objectives and Projected Outcomes**

Review Score = 10/15

**Strengths:** The need for an update to the existing teacher certification system is clear based on the age of the existing system and desired functionality.

**Weaknesses:** There is very little detail in available upon which to assess the proposal, however, what is being proposed is to scope a future project.

### **Project Justification / Business Case**

Review Score = 15/25

**Strengths:** The desired outcomes are desirable and would offer operational efficiencies.

## 13 - Department of Education

**Proposal Name:** Teacher Certification Upgrade

**NITC ID:** 13-02



Weaknesses: There is very little detail in available upon which to assess the proposal, however, what is being proposed is to scope a future project.

### Technical Impact

Review Score = 10/20

Strengths: The proposed update is clearly needed to replace a system based on an aged code base.

Weaknesses: At this point in the process it is nearly impossible to assess the technical impact beyond a clear need to remove the risk inherent in operating a mission critical system on such aged technology.

### Preliminary Plan for Implementation

Review Score = 8/10

Strengths: The project management infrastructure is consistent with industry best practice and appears capable of addressing the requirements of managing the proposed project.

Weaknesses: There are numerous implementation differences depending upon whether the decision is to build the solution or buy it. It is impossible to make any evaluation of an eventual implementation without greater detail.

### Risk Assessment

Review Score = 6/10

Strengths:

Weaknesses: It is impossible to make any reasonable assertions as to the assessment of risk when the project is not scoped.

### Financial Analysis and Budget

Review Score = 15/20

Strengths: The proposed is, essentially, budget neutral in that existing funds will be diverted to cover identified costs.

Weaknesses: The proposed budget is fit to available funds rather than clearly delineating required resources.

## TECHNICAL PANEL COMMENTS

Is the project technically feasible? Yes

Is the proposed technology appropriate for the project? Unknown

Can the technical elements be accomplished within the proposed timeframe and budget? Unknown

Comments: Unknown until further information is available.

## ADVISORY COUNCIL COMMENTS

Advisory Council Tier Recommendation: Tier 1

Comments:

1. More budget detail is requested for "Other Contractual Services".

## NITC COMMENTS

Tier 1

## AGENCY RESPONSE (OPTIONAL)

## 23 - Department of Labor

**Proposal Name:** Modernization of UI Tax and Benefits System

**NITC ID:** 23-01



### PROJECT DETAILS

**Project Contact:** Terri Slone  
**Agency:** 23 - Department of Labor  
**NITC Tier Alignment:** Tier 1

**Agency Priority:** 1

### SUMMARY OF REQUEST

The Nebraska Department of Labor (NDOL) will do a total replacement of the existing unemployment insurance (UI) business systems, including the Benefit Payment System (BPS), employer portal (UIConnect), and Tax Management System (TMS). The solution will be a single UI benefits and tax system utilized by both external and internal customers (i.e., employers, claimants, third parties, and staff), fully integrated with the existing NEworks reemployment/employment and case management system and interfaced with other systems as required by the UI program. The implementation will include replacement of existing system platforms, applications, mainframe databases, and processes to support the federally funded UI and reemployment/employment programs.

Currently NDOL's systems reside on separate platforms. BPS and UIConnect are web-based Java applications on an AIX/IBM p750 Series platform with DB2 on the mainframe. TMS is a COBOL application with DB2 on the mainframe. NEworks is a COTS solution with a SQL database. The complexity of the environment requires the agency to contract for managed services to support the IBM platform. The environment requires continual care and feeding, including upgrading hardware and software, in addition to ongoing significant infrastructure costs (see Cost Justification). The integration between BPS and NEworks supports UI, as well as the NERes and RESEA reemployment programs. Because data is shared and the applications are tightly integrated, the complexity of synchronizing both often requires development and duplicity on both sides. The integration between the systems is handled through tokens and web services. A single system would remove the technical barriers described above.

The NERes and RESEA reemployment programs – getting unemployed workers reemployed sooner – are important to Nebraska's economy and to Nebraska employers as it impacts their unemployment insurance tax experience rates, and ultimately, the solvency of the unemployment trust fund.

The proposed single COTS solution would replace existing unemployment systems while providing complete transparency between unemployment and reemployment. The solution would align with the State's mission of providing solutions that make government work and grow Nebraska's economy.

### FINANCIAL SUMMARY

	<u>Expenditures</u>		
	<u>Fiscal Year 2018</u>	<u>Fiscal Year 2019</u>	<u>Total</u>
Contractual Services:	\$7,000,000.00	\$7,000,000.00	\$14,000,000.00
Telecommunications:	\$0.00	\$0.00	\$0.00
Training:	\$0.00	\$0.00	\$0.00
Operating Costs:	\$0.00	\$0.00	\$0.00
Capital Expenditures:	\$0.00	\$0.00	\$0.00
Total Estimated Costs:	\$7,000,000.00	\$7,000,000.00	\$14,000,000.00

Comments:

	<u>Funding</u>		
	<u>Fiscal Year 2018</u>	<u>Fiscal Year 2019</u>	<u>Total</u>
General Fund:	\$0.00	\$0.00	\$0.00
Cash Fund:	\$0.00	\$0.00	\$0.00
Federal Fund:	\$7,000,000.00	\$7,000,000.00	\$14,000,000.00
Revolving Fund:	\$0.00	\$0.00	\$0.00
Other Fund:	\$0.00	\$0.00	\$0.00
Total Requested Funding:	\$7,000,000.00	\$7,000,000.00	\$14,000,000.00

Comments:

### PROPOSAL SCORE



## 23 - Department of Labor

**Proposal Name:** Modernization of UI Tax and Benefits System

**NITC ID:** 23-01



		reviewer1	reviewer2	reviewer3	Average
Average	<b>Goals, Objectives and Projected Outcomes (15)</b>	12	15	12	13
	<b>Project Justification / Business Case (25)</b>	20	20	23	21
	<b>Technical Impact (20)</b>	20	18	15	18
	<b>Preliminary Plan for Implementation (10)</b>	8	8	6	7
	<b>Risk Assessment (10)</b>	10	8	0	6
	<b>Financial Analysis and Budget (20)</b>	15	16	15	15
	<b>Total Score</b>	85	85	71	80

### REVIEWER COMMENTS

**Goals, Objectives and Projected Outcomes** Review Score = 12/15  
 Strengths: Single platform and database  
 Weaknesses: "Reduce support requirements" benefit needs clarification in regards to FTE/Contractor count.

**Project Justification / Business Case** Review Score = 20/25  
 Strengths:  
 Weaknesses:

**Technical Impact** Review Score = 20/20  
 Strengths: Technically valid modernization path.  
 Weaknesses:

**Preliminary Plan for Implementation** Review Score = 8/10  
 Strengths:  
 Weaknesses:

**Risk Assessment** Review Score = 10/10  
 Strengths:  
 Weaknesses:

**Financial Analysis and Budget** Review Score = 15/20  
 Strengths:  
 Weaknesses: Need additional information on the ROI. Specifically - Cost of support of legacy and new systems during migration.  
 Level of FTE/Contractor support after migration is complete and plans to recover reduced resource support costs.

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**Goals, Objectives and Projected Outcomes** Review Score = 15/15  
 Strengths: The idea of a one stop single solution will greatly improve customer experience and reduce complexity. Weaknesses:

**Project Justification / Business Case** Review Score = 20/25  
 Strengths: Based on the proposal cost justification is predicated on potential savings  
 Weaknesses:

**Technical Impact** Review Score = 18/20  
 Strengths: While the commercial off-the-shelf solution has not been identified yet the decision has apparently been made to utilize the SQL database instead of the IBM DB2 database.  
 Weaknesses:

**Preliminary Plan for Implementation** Review Score = 8/10  
 Strengths: it does appear that Department of Labor does have a project management team which is good and also includes a PMO.  
 Weaknesses: The implementation discussion in the proposal is fairly light on details.

**Risk Assessment** Review Score = 8/10  
 Strengths: While the proposal states that it will reduce risk, and I am sure it will once it is installed.  
 Weaknesses: The proposal does not address risks associated with migrating to a new system. What is their fallback position?



## 23 - Department of Labor

**Proposal Name:** Modernization of UI Tax and Benefits System

**NITC ID:** 23-01



### Financial Analysis and Budget

Review Score = 16/20

**Strengths:** Yes there is a financial document and highlights at a high level the approximate costs.

**Weaknesses:** Not sure what is all included in these costs, implementation support, training, staff augmentation etc.

### Goals, Objectives and Projected Outcomes

Review Score = 12/15

**Strengths:** The projects goals are clear and concise. Goals 1 and 4 are particularly good, due to the definition of how much the cost and numbers of systems will decrease

**Weaknesses:** The requestor should include details for goals 2 and 3 about measuring the change in re-employment speed and lower support requirements. For the support requirements goal, if that's also meant to be cost-specific, those two might be re-worded.

### Project Justification / Business Case

Review Score = 23/25

**Strengths:** All costs for the current, selected and competitor solutions are clearly defined. The breakeven and savings analyses also clearly show the benefit.

**Weaknesses:** The cost sheet does not include any reference to enhancements or any maintenance costs that may occur over the life of the project, regardless of the option selected. Is that effort meant to be included in the "IT Staff" costs, or are those costs specific to keeping the system operational?

### Technical Impact

Review Score = 15/20

**Strengths:** The reduction of technologies and adherence to State, Federal and NITC standards are all positives, concerning the impact.

**Weaknesses:** Information about any considerations given to compatibility with other statewide infrastructure (Citizen Active Directory Forest, any state-level data warehouse initiatives), as well as rationale for moving to SQL from DB2 would improve this section.

### Preliminary Plan for Implementation

Review Score = 6/10

**Strengths:** Sufficient coverage of all responsible parties and the project start and end dates.

**Weaknesses:** Major milestones and intermediate deliverables would improve the plan. Additionally, a description of the provider's experience as well as any options for what the training (both public and internal) would look like would add value.

### Risk Assessment

Review Score = 0/10

**Strengths:**

**Weaknesses:** This section is meant to highlight risks to the project, not risks avoided by implementing the project. Consider issues like: cost overruns to due integration complexity, changes on external systems (Federal systems for example) during development, changes in law. Since federal funds are being requested, another risk to cover would be if those funds were either reduced or no longer available.

### Financial Analysis and Budget

Review Score = 15/20

**Strengths:** The costs provided are all reasonable, assuming the staff costs are covered in the Department's annual budget outside of the project.

**Weaknesses:** The project costs in the IT Project Proposal Report (23-01.pdf) requests \$14MM in Federal Funds. There's no commentary around where those funds are coming from and what their availability is.

## TECHNICAL PANEL COMMENTS

Is the project technically feasible? Yes

Is the proposed technology appropriate for the project? Yes

Can the technical elements be accomplished within the proposed timeframe and budget? Unknown

Comments: Unknown until further information is available.

## ADVISORY COUNCIL COMMENTS

Advisory Council Tier Recommendation: Tier 2

Comments:

## 23 - Department of Labor

**Proposal Name:** Modernization of UI Tax and Benefits System

**NITC ID:** 23-01



### NITC COMMENTS

Tier 1

### AGENCY RESPONSE (OPTIONAL)

See attachment [23-01\_agencyreponse.pdf] for agency response

**IT Project Proposal Comments**  
**Agency 023 – Department of Labor**  
**Budget Cycle: 2017 – 2019 Biennium**  
**IT Project: Modernization of UI Tax and Benefits System**

**Goals, Objectives and Projected Outcomes**

*Reviewer Comment(s):*

- (1) *Reduce support requirements benefit needs clarification in regards to FTE/Contractor count.*
- (2) *The requestor should include details for goals 2 [Reemploy unemployment claimants sooner] and 3 [Reduce support requirements] about measuring the change in reemployment speed and lower support requirements for the support requirements goal, if that's also meant to be cost-specific, those two might be re-worded.*

The Unemployment Insurance program is 100% federally funded. Administrative funds (Base) are provided on the Federal Fiscal Year cycle, starting October 1 and ending September 30. An additional 3-month period allows for Administrative funds obligated on September 30 to be liquidated by December 31 each year. The Administrative grant funds FTE staff in UI Benefits, Tax, Appeals, and most positions in IT. Unliquidated Administrative funds (Above Base) on January 1 each year become "Automation" funds to be used to support UI system enhancement or projects. In addition, when available from USDOL, the Agency receives Supplemental Budget Request (SBR) funds for UI IT projects. Both Automation and SBR funded projects *must* utilize Contract staff, according to the funding requirements set forth by USDOL. Therefore, Labor currently utilizes 10 Contractors for projects funded by Automation or SBR funds.

During development of the new UI system, State FTE would continue to support the existing production environment, funded by the UI Administrative grant. New system development would be done by the COTS provider. Once the new UI system is in production, it would be supported by a reduced number of State FTE (see below) and the COTS provider.

With a consolidated system, the COTS provider would replace the 10 current Contract staff that support UI Automation or SBR funded projects, resulting in a savings of approximately \$1,738,880 per year. The COTS provider would also provide day-to-day production support, reducing the required number of State FTE from 39 to 13, saving \$2,223,094 per year, for a total of \$3,961,974 per year. In addition, the new System would no longer require support for the IBM AIX/WebSphere platform currently provided under a Managed Service Agreement by Sirius Computer Solutions, which is currently \$165,960 per year.

With a single solution, the Agency would not only consolidate platforms and reduce costs, but create one-stop service delivery to UI claimants to not only receive temporary assistance due to job loss through no fault of their own, but also enable them to become reemployed sooner. With the single solution, the claimant is able to complete an online searchable resume and register for and be scheduled for reemployment services even before filing their initial claim for unemployment insurance benefits, facilitating the reemployment process up front. Jobs are presented to claimants upon completion of a weekly claim for benefits and daily via system

notifications that match NE jobs to a claimant's education, experience, and skills. The ability to measure reemployment is further enhanced by having the data available on a single system.

### **Project Justification/Business Case** *Reviewer*

#### *Comment(s):*

- (1) *The cost sheet does not include any reference to enhancements or any maintenance costs that may occur over the life of the project, regardless of the option selected. Is that effort meant to be included in the "IT Staff" costs, or are those costs specific to keeping the system operational?*

The maintenance costs for the COTS provider are included in the Annual License Fee (\$2,500,000/year). Any federal legislation that is applicable to all States that may require an enhancement to the core code is included in the Annual License Fee. State-specific requirements or legislation may be incorporated into the core code or may require a Change Order. Change Orders would be budgeted in the Administrative grant, which we estimate will realize a savings of at least \$571,462 per year based upon the COTS provider scenario. The other scenarios are more difficult to estimate until RFP bids are received, but the Agency's goals and objectives remain the same, and costs of enhancements and ongoing maintenance will be carefully reviewed to ensure they align during the RFP process.

### **Technical Impact**

#### *Reviewer Comment(s):*

- (1) *Any considerations given to compatibility with other statewide infrastructure (Citizen Active Directory Forest, any state-level data warehouse initiatives, as well as rationale for moving to SQL from DB2 would improve this section.*

The RFP developed by the Agency requires compliance with NITC standards and guidelines and will be reviewed and approved by OCIO prior to release. Labor has always been an active participant in the State enterprise solutions (ECM, Active Directory, STN Domain, IVR, etc.). We will continue to do so, understanding the value of such. Labor's OU in the Citizens Forest is currently used for the UI Tax employer portal, UIConnect. We are very interested in a solution utilizing the Citizen Forest for our employer/Third Party Administrator community. Our current data warehouse was developed under the Workforce Data Quality Initiative grant, with the goal of expanding universes, incorporating and sharing data with State agencies and workforce partners. Labor is interested in migrating data from DB2 on the mainframe to SQL for cost efficiencies. DB2 on the mainframe requires constant and consistent monitoring by our DBA to maintain or prevent spikes in costs. Our Java developers are trained to write efficient code for the same reason. Our experience is that during seasonal workload increases and economic downturns, CPU costs spike and are difficult to manage. SQL DBAs are typically more available and less cost, as well.

### **Preliminary Plan for Implementation**

#### *Reviewer Comment(s):*

- (1) *The implementation discussion in the proposal is fairly light on details.*

(2) Major milestones and intermediate deliverables would improve the plan. Additionally, a description of the provider's experience as well as any options for what the training (both public and internal) would look like would add value.

Below is a preliminary project plan. A detailed project plan will be developed by the Contractor as a requirement of the RFP, along with detailed project documentation deliverables. Labor has been developing the requirements for the RFP since April 2016. We are completing the final draft and plan to release the RFP by the end of the year (2016) and have a Contract in place so development can commence on June 26, 2017. This project will be completed within three years, by June 30, 2020.

Task Name	Duration	Start	Finish
<b>RFP Planning</b>	<b>319 Days</b>	<b>Tue 4/5/16</b>	<b>Fri 6/23/17</b>
UI Modernization Requirements Kickoff	1 Day	Tue 4/5/16	Tue 4/5/16
Analysis/Leveraging UI RFP Requirements	104 Days	Wed 4/6/16	Mon 8/29/16
RFP Development	83 Days	Mon 8/8/16	Wed 11/30/16
RFT Draft Approvals (OCIO / DAS)	21 Days	Thu 12/1/16	Fri 12/30/16
Release of RFP, Advertising, Posting	41 Days	Tues 1/3/17	Tues 2/28/17
RFP Review, Scoring, Award of Bid, Contract	86 Days	Wed 3/1/17	Fri 6/23/17
<b>System Development / Integration / Testing / Implementation</b>	<b>1062 Days</b>	<b>Tues 6/27/17</b>	<b>Fri 6/26/20</b>
Project Kickoff	1 Day	Tues 6/27/17	Tues 6/27/17
Project Plan and Other Contract Deliverables	9 Days	Tue 6/27/17	Fri 7/7/17
Development, Data Migration, Integrations, Interfaces	1010 Days	Mon 7/10/17	
Testing (Each Iteration)	1010 Days	Mon 7/10/17	Fri 6/5/20
Training	35 Days	Mon 5/18/20	Fri 6/26/20
Messaging (Internal and External)	35 Days	Mon 5/18/20	Fri 6/26/20
Go Live Week	7 Days	Thu 6/18/20	Fri 6/26/20

A requirement of the RFP is that the chosen vendor has successfully implemented fully modernized Tax or Benefit solutions in other States. Project documentation deliverables include (not limited to):

- Functional and Non-Functional Requirements Finalization Plan
- Requirements Management Tool
- System Architecture and Design
- System Analysis and Design
- Design and Development Environment
- Sandbox Environment
- Testing Environment
- Training Environment
- Data Staging Environment
- Production Environment
- Logical and Physical Data Modeling

Project Management Plan  
 Project Status Reports  
 Service Level Reports  
 Change Management Plan  
 Risk Management Plan  
 Incident Reporting Plan  
 Security Plan  
 Annual Cyber Security Plan  
 Configuration Management Tool  
 Quality Assurance Plan  
 Human Resource Plan  
 Test Plan  
 Build Management Plan  
 Defect Management Tool  
 Iteration Test Plan  
 Help Desk and Tracking System  
 Monitoring Tools  
 Disaster Recovery/Backup Plan  
**Training Plan**  
**Knowledge Transfer Plan**  
 Data Conversion Plan  
 Data Conversion and Verification  
 Deployment Plan

Instructive documentation will be developed for Public users and a Communication Plan will be developed by the Agency PIO.

### **Risk Assessment**

- (1) *The proposal does not address risks associated with migrating to a new system. What is their fallback position?*
- (2) *This section is meant to highlight risks to the project, not risks avoided by implementing the project. Consider issues like: cost overruns due to integration complexity, changes on external systems (Federal systems for example) during development, changes in law. Since federal funds are being requested, another risk to cover would be if those funds were either reduced or no longer available.*

The funding has been in place since 2002 and is more than sufficient. It does require an appropriation, so we must stay within budget to ensure no further appropriation is required.

RFP requirements cover all integrations, data exchanges, interfaces to internal and external systems, including Federal systems and will be included in the Contractor's bid. The existing systems would not be decommissioned until the new system is implemented and operational.

Based upon experience, a risk is lack of resource from the Contractor due to other contracts that may occur during our development cycle and the possibility that they may not be able to scale up accordingly. The Contractor is required to provide knowledgeable, experienced resource with UI experience.

Economic downturn is our biggest risk. During the last recession, staff and contractor resources were strained to keep up with the demands of the workload and mandated legislation. The existing system has been and will continue to be enhanced to ensure we are as prepared as possible for economic downturn to continue production activities during new system development. New legislative requirements may require development in both systems. The RFP requires the Contractor to implement federally mandated legislative requirements at no additional cost. During the most recent recession, the Congress enacted many changes to the unemployment benefit payment system that had to be implemented by state staff at a considerable cost to the Agency. A COTS solution shifts the risk of loss in the event of federally mandated changes from the State to the COTS provider. **Financial Analysis and Budget**

- (1) *Need additional information on the ROI. Specifically, cost of support of legacy and new systems during migration. Level of FTE/Contractor support after migration is complete and plans to recover reduced resource support costs.*
- (2) *Not sure what is all included in these costs; implementation, support, training, staff augmentation, etc.*
- (3) *The project costs in the IT Project Proposal Report requests \$14M in Federal Funds. There's no commentary around where those funds are coming from or what their availability is.*

Legacy system(s) costs will continue during development of the new system and are part of the Biennium Budget submission. They are funded by the UI Administrative grant under Program 31 and are currently \$4,272,748 for UI Systems (BPS, UIConnect, TMS, REX) and UI IT Staff.

Reed Act funds, under Title IX of the Social Security Act, provide the funding for the development of the proposed system. Reed Act distributions to states occur under certain financial conditions where there are excess federal tax funds in the federal Unemployment Trust Fund. The transferred funds are referred to as Reed Act distributions. States are permitted to use Reed Act funds for the "administration of its unemployment compensation law and public employment offices". NE has received several Reed Act distributions, the last being in 2002. These funds are available for use upon appropriation by the Legislature.

During development of the new UI system, State FTE would continue to support the existing production environment, funded by the UI Administrative grant. New system development would be done by the COTS provider. Once the new UI system is in production, it would be supported by a reduced number of State FTE (see **Goals, Objectives and Projected Outcomes** and **Project Justification/Business Case** sections) and the COTS provider. The RFP requires a 10-year Total Cost of Ownership proposal and includes development, implementation, training, and staff augmentation. Maintenance costs would be covered by the UI Administrative grant post-production.

Savings from reduced costs will support the UI program and improved service delivery. Administrative funding for UI programs nationwide has decreased, in large part due to diminished workload since the recession. However, IT costs continue to rise regardless of workload. The UI program in Nebraska is entirely dependent on the federal Administrative grant.

From FFY16 to FFY17, Nebraska experienced a 28.4% cut in Administrative funding for nonpersonal services, from \$3,023,431 to \$2,163,748 (Note: State IT staff do not necessarily factor into this. See below). This follows a decrease of \$194,912 from FFY15 to FFY16.

Unlike other states, Nebraska does not receive state general funds for the administrative operation of the program. Nebraska has been able to support innovative modernization efforts in large part due to frugal budgeting of the Administrative grant, resulting in Automation funding, as well as utilizing Supplemental Budget Request (SBR) opportunities aimed at efficient and improved IT operations. Unfortunately, due to decreased Administrative funding, there is no projected Automation funding in 2017 and SBR opportunities have dwindled.

Sources:

UIPL 19-14, Att I, [https://wdr.doleta.gov/directives/attach/UIPL/UIPL\\_19-14\\_Attachment\\_I\\_Acc.pdf](https://wdr.doleta.gov/directives/attach/UIPL/UIPL_19-14_Attachment_I_Acc.pdf)

UIPL 21-15, Att I, [https://wdr.doleta.gov/directives/attach/UIPL/UIPL\\_21-15\\_Attachment\\_I.pdf](https://wdr.doleta.gov/directives/attach/UIPL/UIPL_21-15_Attachment_I.pdf)

UIPL 20-16, Att I, [https://wdr.doleta.gov/directives/attach/UIPL/UIPL\\_20-16-Attachment1\\_Acc.pdf](https://wdr.doleta.gov/directives/attach/UIPL/UIPL_20-16-Attachment1_Acc.pdf)

ET Handbook 410, 5<sup>th</sup> Edition, Resource Justification Model, from UIPL 15-16, Att I, [https://wdr.doleta.gov/directives/attach/UIPL/UIPL\\_15-16\\_Attachment1\\_Acc.pdf](https://wdr.doleta.gov/directives/attach/UIPL/UIPL_15-16_Attachment1_Acc.pdf)



## 39 - Nebraska Brand Committee

**Proposal Name:** Nebraska Brand Committee (NBC) - Database System

**NITC ID:** 39-01



### PROJECT DETAILS

**Project Contact:** Shawn Harvey

**Agency Priority:** 1

**Agency:** 39 - Nebraska Brand Committee

**NITC Tier Alignment:** Tier 2

### SUMMARY OF REQUEST

The Nebraska Brand Committee has a proposal from Nebraska Interactive LLC to develop a program to automate many of its functions, increase efficiencies such as reducing data entry and call volume, and implementing additional audit controls.

The program will develop a mobile brand inspection application for inspectors to include supplying mobile devices and printers. The program will also include implementation of payment processing, minimizing the need for inspectors to hold and carry or check payments. The payment data along with the inspection records will automatically be submitted to the NBC Database System, eliminating data entry, providing timely receipt and disbursement of monies, and access to inspection records.

### FINANCIAL SUMMARY

	<u>Expenditures</u>		
	<u>Fiscal Year 2018</u>	<u>Fiscal Year 2019</u>	<u>Total</u>
Contractual Services:	\$216,000.00	\$216,000.00	\$432,000.00
Telecommunications:	\$0.00	\$0.00	\$0.00
Training:	\$0.00	\$0.00	\$0.00
Operating Costs:	\$0.00	\$0.00	\$0.00
Capital Expenditures:	\$0.00	\$0.00	\$0.00
Total Estimated Costs:	\$216,000.00	\$216,000.00	\$432,000.00

Comments:

	<u>Funding</u>		
	<u>Fiscal Year 2018</u>	<u>Fiscal Year 2019</u>	<u>Total</u>
General Fund:	\$0.00	\$0.00	\$0.00
Cash Fund:	\$216,000.00	\$216,000.00	\$432,000.00
Federal Fund:	\$0.00	\$0.00	\$0.00
Revolving Fund:	\$0.00	\$0.00	\$0.00
Other Fund:	\$0.00	\$0.00	\$0.00
Total Requested Funding:	\$216,000.00	\$216,000.00	\$432,000.00

Comments:

### PROPOSAL SCORE

		reviewer1	reviewer2	reviewer3	Average
Average	<b>Goals, Objectives and Projected Outcomes (15)</b>	15	11	15	14
	<b>Project Justification / Business Case (25)</b>	20	20	25	22
	<b>Technical Impact (20)</b>	18	15	16	16
	<b>Preliminary Plan for Implementation (10)</b>	10	8	10	9
	<b>Risk Assessment (10)</b>	10	6	8	8
	<b>Financial Analysis and Budget (20)</b>	20	15	20	18
	<b>Total Score</b>	93	75	94	87

### REVIEWER COMMENTS

**Goals, Objectives and Projected Outcomes**

Review Score = 15/15

Strengths:

Weaknesses:

## 39 - Nebraska Brand Committee

**Proposal Name:** Nebraska Brand Committee (NBC) - Database System

**NITC ID:** 39-01



<b>Project Justification / Business Case</b> Strengths: Weaknesses:	Review Score = 20/25
<b>Technical Impact</b> Strengths: Weaknesses:	Review Score = 18/20
<b>Preliminary Plan for Implementation</b> Strengths: Weaknesses:	Review Score = 10/10
<b>Risk Assessment</b> Strengths: Weaknesses:	Review Score = 10/10
<b>Financial Analysis and Budget</b> Strengths: I believe this will be of financial value due to greater efficiency and overall reporting and analytics. Weaknesses:	Review Score = 20/20
<hr/>	
<b>Goals, Objectives and Projected Outcomes</b> Strengths: Conceptually a good project. Weaknesses: Not sure all aspects of operation have been considered and all of the variability of devices that can or will be used.	Review Score = 11/15
<b>Project Justification / Business Case</b> Strengths: This appears to be a project consistent with the Governor goals/expectations Weaknesses: Not comfortable with the numbers provided for accomplishing the project. Believe the numbers may be low in the cost of the total project.	Review Score = 20/25
<b>Technical Impact</b> Strengths: Weaknesses: concerned with the overall security or need for security of the project. Could not determine from the proposal if there was security provided at all levels of the operation or if the customer was not required to have any form of secure ID for using the system.	Review Score = 15/20
<b>Preliminary Plan for Implementation</b> Strengths: Weaknesses: The plan for implementation contains a lot of scoping and discovery meetings. The proposed project could change during the initial phases.	Review Score = 8/10
<b>Risk Assessment</b> Strengths: Weaknesses: If there was a better explanation of overall security, this number could be higher, but there is a concern on the overall security/ID operation of the application	Review Score = 6/10
<b>Financial Analysis and Budget</b> Strengths: project income is good Weaknesses: projected costs may be off for development and hardware/device costs.	Review Score = 15/20
<hr/>	
<b>Goals, Objectives and Projected Outcomes</b> Strengths: Weaknesses:	Review Score = 15/15
<b>Project Justification / Business Case</b> Strengths: Weaknesses:	Review Score = 25/25
<b>Technical Impact</b> Strengths:	Review Score = 16/20

## 39 - Nebraska Brand Committee

**Proposal Name:** Nebraska Brand Committee (NBC) - Database System

**NITC ID:** 39-01



**Weaknesses:** Connection to the internet is required by user of system, this will be a mobile systems that stores and uploads data when internet not available, not clear how data lose from device would be handled. Mobile devices should be running some type of MDM (mobile device management) for security. Will devices be used for access to other internet sites?  
Technical support for devices not clearly defined.

### **Preliminary Plan for Implementation**

Review Score = 10/10

Strengths:

Weaknesses:

### **Risk Assessment**

Review Score = 8/10

Strengths:

**Weaknesses:** Use of mobile devices in the field new for this agency. User training will be critical as well as call support to answer user question when running application in the field.

### **Financial Analysis and Budget**

Review Score = 20/20

Strengths: cost risk to agency minimized based on fee based charges, Weaknesses:

## **TECHNICAL PANEL COMMENTS**

Is the project technically feasible? Yes

Is the proposed technology appropriate for the project? Yes

Can the technical elements be accomplished within the proposed timeframe and budget? Yes

Comments:

## **ADVISORY COUNCIL COMMENTS**

Advisory Council Tier Recommendation: Tier 2

Comments:

## **NITC COMMENTS**

Tier 2

## **AGENCY RESPONSE (OPTIONAL)**

See attachment [39-01\_agencyresponse.pdf] for agency response

Gentlemen,

I spoke with Steven Chase, Executive Director for the State Records Board, regarding some possible confusion regarding the 2017-2019 Biennium Budget request for the Nebraska Brand Committee referencing an IT Issue for a Data Base System. He suggested we send you an email to clarify any of that confusion.

To clarify, when working with our budget analyst through the budget process, it was advised that we include an IT Plan to address the need for additional spending authority to pay for the project management of the Data Base System being developed for the Nebraska Brand Committee by Nebraska Interactive LLC.

The Nebraska Brand Committee is not asking for additional funds, only additional spending authority to cover the future expense of the project.

The Nebraska Brand Committee is a self-funded agency and all expenses are paid by funds received through inspections and brand recording. The current Data Base System being developed will be based off that self-funded model. When a producer pays for the inspection, whether it be electronically at the point of inspection, or at a later date on-line, any fee charged for the processing of that electronic transaction will be covered by the Nebraska Brand Committee in the 6 cents per head paid to Nebraska Interactive for the management of the program.

Again, the Nebraska Brand Committee is only asking for additional spending authority and not additional funds. Including the IT Issue in the budget process was only done under advisement to help explain what is planned.

If you have any questions or future concerns please let us know.

Thanks,

Shawn D. Harvey

Chief Investigator/Chief Inspector  
Nebraska Brand Committee  
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Email: [shawn.harvey@nebraska.gov](mailto:shawn.harvey@nebraska.gov)

## 46 - Department of Correctional Services

**Proposal Name:** CIT - Corrections Information and Tracking System

**NITC ID:** 46-01



### PROJECT DETAILS

**Project Contact:** Ron TeBrink

**Agency Priority:** 1

**Agency:** 46 - Department of Correctional Services

**NITC Tier Alignment:** Tier 3

### SUMMARY OF REQUEST

The Nebraska Department of Corrections operates 10 facilities responsible for 6500 inmates with a staff of 2200 employees. Currently Inmate accounting is in the Corrections Information and Tracking system (CIT) and was developed and then implemented on May 1, 1997. This system is crucial to the stability of maintaining accurate financial records for the inmate population. This is a mainframe system that has reporting limitations from the start the system. Certain reports and data can only be obtained through Structured Query Language (SQL) which runs against the live production system. Since being developed almost 20 years ago, the advancement of technology and platforms has given us the opportunity to develop a more efficient, effective and supportable application.

### FINANCIAL SUMMARY

	<u>Expenditures</u>		
	<u>Fiscal Year 2018</u>	<u>Fiscal Year 2019</u>	<u>Total</u>
Contractual Services:	\$700,000.00	\$700,000.00	\$1,400,000.00
Telecommunications:	\$0.00	\$0.00	\$0.00
Training:	\$0.00	\$0.00	\$0.00
Operating Costs:	\$0.00	\$0.00	\$0.00
Capital Expenditures:	\$0.00	\$0.00	\$0.00
Total Estimated Costs:	\$700,000.00	\$700,000.00	\$1,400,000.00

Comments:

	<u>Funding</u>		
	<u>Fiscal Year 2018</u>	<u>Fiscal Year 2019</u>	<u>Total</u>
General Fund:	\$0.00	\$0.00	\$0.00
Cash Fund:	\$0.00	\$0.00	\$0.00
Federal Fund:	\$0.00	\$0.00	\$0.00
Revolving Fund:	\$700,000.00	\$700,000.00	\$1,400,000.00
Other Fund:	\$0.00	\$0.00	\$0.00
Total Requested Funding:	\$700,000.00	\$700,000.00	\$1,400,000.00

Comments:

### PROPOSAL SCORE

		<u>reviewer1</u>	<u>reviewer2</u>	<u>reviewer3</u>	<u>Average</u>
Average	<b>Goals, Objectives and Projected Outcomes (15)</b>	10	10	9	10
	<b>Project Justification / Business Case (25)</b>	16	13	15	15
	<b>Technical Impact (20)</b>	12	12	10	11
	<b>Preliminary Plan for Implementation (10)</b>	5	5	5	5
	<b>Risk Assessment (10)</b>	7	10	5	7
	<b>Financial Analysis and Budget (20)</b>	13	13	10	12
	<b>Total Score</b>	63	63	54	60

### REVIEWER COMMENTS

**Goals, Objectives and Projected Outcomes**

Review Score = 10/15

Strengths:

Weaknesses: Lack of details.

## 46 - Department of Correctional Services

**Proposal Name:** CIT - Corrections Information and Tracking System

**NITC ID:** 46-01



<b>Project Justification / Business Case</b> Strengths: Weaknesses: Benefits, other than replacing outdated and inefficient system, are not articulated.	Review Score = 16/25
<b>Technical Impact</b> Strengths: Weaknesses: Lack of details restricts the technical impact scoring.	Review Score = 12/20
<b>Preliminary Plan for Implementation</b> Strengths: Implementation plan is vague and incomplete. Weaknesses:	Review Score = 5/10
<b>Risk Assessment</b> Strengths: Risk is substantial. Weaknesses: Proposal scoring is limited by lack of details.	Review Score = 7/10
<b>Financial Analysis and Budget</b> Strengths: Weaknesses: What the financials are based upon is not documented.	Review Score = 13/20
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<b>Goals, Objectives and Projected Outcomes</b> Strengths: Understand the objective, Weaknesses: the description is unclear as to the final product. Written as if the reviewer already has a full understanding of NDCS operations.	Review Score = 10/15
<b>Project Justification / Business Case</b> Strengths: Weaknesses: No idea what NiCams is or the need for integration. Difficult to evaluate with little knowledge or understanding of how this is a beneficial move. Agree with moving from the mainframe	Review Score = 13/25
<b>Technical Impact</b> Strengths: Quite likely a very good project, however Weaknesses: Again, no understanding of the end goal and system to evaluate for value.	Review Score = 12/20
<b>Preliminary Plan for Implementation</b> Strengths: Weaknesses: Proposal needs more work and detail to provide a complete review.	Review Score = 5/10
<b>Risk Assessment</b> Strengths: agree with the mainframe risk Weaknesses:	Review Score = 10/10
<b>Financial Analysis and Budget</b> Strengths: Weaknesses: not enough info provide to support the overall project benefit..	Review Score = 13/20
<hr/>	
<b>Goals, Objectives and Projected Outcomes</b> Strengths: There is little doubt that a system nearly two decades old where reporting requires direct database access is in significant need of update for information security, data privacy, human interface and efficiency reasons. While basing decisions on data is an important goal, simple operational efficiency is reason enough to consider updating the existing system. Weaknesses: Brevity and concision are admirable qualities, however, in this case the proposer did not provide adequate information.	Review Score = 9/15
<b>Project Justification / Business Case</b> Strengths: Replacement of the existing system is beneficial for all the reasons previously stated. Weaknesses: While the business case is easily made for updating the existing environment, very scant information was provided to assess the proposal. The lack of specificity in what is being proposed makes it impossible to fully evaluate the business case.	Review Score = 15/25
<b>Technical Impact</b> Strengths: The proposer articulates both a clear need to update the existing environment and provides a possible alternative.	Review Score = 10/20

## 46 - Department of Correctional Services

**Proposal Name:** CIT - Corrections Information and Tracking System

**NITC ID:** 46-01



**Weaknesses:** There is no evidence provided as to what alternatives have been investigated and what ability there is to execute the proposed project.

### **Preliminary Plan for Implementation**

Review Score = 5/10

**Strengths:** The articulated plan outlines a process of scoping the project based on stakeholder input.

**Weaknesses:** There is not adequate detail to determine what will be implemented, how it will be implemented or the project resources that will be committed.

### **Risk Assessment**

Review Score = 5/10

**Strengths:** The need to update the existing system is clearly articulated.

**Weaknesses:** The proposer provides very little information as to the "what" and the "how" of getting from the current situation to the desired outcome.

### **Financial Analysis and Budget**

Review Score = 10/20

**Strengths:**

**Weaknesses:** Based on the available information it is impossible to determine what is being funded.

## **TECHNICAL PANEL COMMENTS**

Is the project technically feasible? Unknown

Is the proposed technology appropriate for the project? Unknown

Can the technical elements be accomplished within the proposed timeframe and budget? Unknown

**Comments:** Insufficient information in the proposal to evaluate the technical elements.

## **ADVISORY COUNCIL COMMENTS**

**Advisory Council Tier Recommendation:**

**Comments:**

Insufficient information to recommend a tier

## **NITC COMMENTS**

Tier 3

The Commission instructs the Technical Panel to further review the project with the agency and report back to the Commission.

## **AGENCY RESPONSE (OPTIONAL)**

See attachment [46-01\_agencyresponse.pdf] for agency response.

## IT Project: CIT

### **EXECUTIVE SUMMARY (UPDATED):**

The Nebraska Department of Corrections operates 10 facilities responsible for 6500 inmates with a staff of 2200 employees. The primary applications that support Inmate Case Management and Inmate Accounting include:

1. CTS – Corrections Tracking System: This application is the oldest application and was rewritten on a relational database on the mainframe around the year 2000. This version runs on DB2/CICS today and is the initial ‘starting point’ for entry of an inmate.
2. CIT – Corrections Information and Tracking system (CIT): This system was developed and then implemented on May 1, 1997. This system is crucial to the stability of maintaining accurate financial records for the inmate population. This is a mainframe system that has reporting limitations from the start the system. Certain reports and data can only be obtained through Structured Query Language (SQL) which runs against the live production system. Since being developed almost 20 years ago, the advancement of technology and platforms has given us the opportunity to develop a more efficient, effective and supportable application.
3. NiCaMS (previously ‘Websuite’) – the Nebraska Inmate Case Management System (NiCaMS) was developed to replace applications developed by NDCS on the IBMs VM platform that was being ‘sunsetting’. These applications are web-based, written in Java and use a SQL-Server back-end. As this platform is more flexible, accessible and maintainable, all new application development was to be done on this platform. The platform has grown to over 200 screens and subsystems.
4. An Oracle Business Intelligence and Reporting product (OBIEE) that runs on the web platform is used for all the majority of NDCS’s reporting. Extensive dashboards of canned reports spanning a half a dozen business areas have been built in this tool. It also is used for ad hoc reporting as well. In order to include data that originates on the mainframe (in DB2), that data must be passed down to SQL Server tables.

NDCS’s IT direction was to move both the CTS and CIT systems off of the mainframe to the modernized web-based platform gradually, over time. Until that time, the three systems are tightly dependent on each other, but require nightly downloads from the mainframe to the SQL Server platform to keep them synchronized. As a result, data that originates on the mainframe could be 24 hours behind when viewed from the NiCaMS screens or when reported on through OBIEE.

In 2010, all Adult Parole data we moved off the mainframe into NiCaMS, to a subsystem called PIMS. Then in March of 2015, the first large-scale effort to move significant modules from CTS on the mainframe to NiCaMS was initiated. This project – the Sentence Calculation Rewrite Project (SCRCP) moved all inmate sentence calculation functions from the mainframe to NiCaMS. This NiCaMS subsystem went live on 9/24/2016.

What remains on the mainframe are portions of CTS and all of CIT. The admission process and all inmate movement tracking remain in CTS and will need to be moved to NiCaMS. The admission process in CTS can also be thought of as the ‘first step’ in the CIT system; upon entry of a new inmate into CTS, all the inmate accounts in CIT are set up. CTS and CIT are tightly integrated and dependent on each other. Consideration of both systems has to be planned for in any future project to migrate either from the mainframe to the web platform.

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

The goal of NDCS is to become more data driven in the analysis of our business. With this objective in mind the need to build a user friendly application for inmate accounting that can be used and shared by a greater number of our staff, will increase our ability to meet these directives. The CIT system, and the remainder of the CTS system, house critical data that is needed for capacity planning, data analysis, and intel, and has to be available for immediately for inquiry, entry and reporting. Data must be able to be secured at a more granular level and selectively available to the correct target audience in reports or view only screens. By moving the remaining mainframe systems to the web platform, all data will be immediately available as soon as it is entered and much easier to share with other law enforcement and criminal justice entities and victim notification processes.

The migration of the inmate admission process, inmate movement process and all accounting functions will need to be considered in one project, although the actual migration can be staged in phases. Phase 1 was the migration of all sentencing functions to the web platform. This request will encompass the migration of the remaining mainframe



functionality, likely in 2 additional phases.

**ORIGINAL FEEDBACK:**

**Review Scores = 10/15, 10/15, 9/15**

**Strengths:** Understand the objective;

There is little doubt that a system nearly two decades old where reporting requires direct database access is in significant need of update for information security, data privacy, human interface and efficiency reasons. While basing decisions on data is an important goal, simple operational efficiency is reason enough to consider updating the existing system.

**Weaknesses:** Lack of details.

**(Response –** Added detail in this section and Executive Summary.)

The description is unclear as to the final product; written as if the reviewer already has a full understanding of NDCS operations.

**(Response –** added a clearer description of the end result in this section. A full description of NICAAMS and the main NDCS systems is now in the Executive Summary.)

Brevity and concision are admirable qualities; however, in this case the proposer did not provide adequate information.

**(Response –** added additional detail in this section and the Executive Summary.)

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

With the current CIT application as a mainframe solution, NDCS has been limited in the ability to integrate the CIT and NICAAMS applications. Integrating the CIT application with NICAAMS would allow the ability to effectively utilize existing data base entries, to help eliminate errors and duplicating data entry.

Currently certain reports and data can only be obtained through Structured Query Language (SQL), and this runs against the live production system. Accounting staff most knowledgeable in developing queries is limited and while we have had training classes with accounting staff, this is a difficult system to learn. OCIO and NDCS have limited resources to ensure the system stays operational and able to implement program changes to comply with statutory and other requirements. This system is also used for the canteen sales and inventory. A system developed in NICAAMS would allow better report writing by more users and more information would be readily available to various staff within DCS. Additionally, NDCS would be better served by focusing resources on the development of the system in an environment other than the mainframe.

The mainframe platform is not as nimble and flexible as the web platform for making changes. The NICAAMS web-based architecture will allow NDCS to be more responsive to legislative changes and business process improvement. Development resources for Java, SQL Server are far more available than resources that can support COBOL, CICS, and other mainframe technologies. Additionally, many existing support resources are at or near retirement age and re-filling those positions will be difficult.

In addition, as other mission critical applications are developed, or purchased from vendors, data sharing between web-based applications using relational views and stored procedures makes overnight jobs and SFTP'ing of data obsolete; data is immediately available to partner applications such as NCJIS, VINE, State Patrol systems. We can integrate with applications purchased from outside vendors in real-time. Opportunities to share data immediately with the FBI, DMV (for facial recognition) and Departments of Revenue, Labor or DHHS are greatly enhanced.

**ORIGINAL FEEDBACK:**

**Review Scores = 16/25, 13/25, 15/25**

**Strengths:** Replacement of the existing system is beneficial for all the reasons previously stated.

**Weaknesses:** Benefits, other than replacing outdated and inefficient system, are not articulated. **(Response –** these benefits have been clarified in this section and in preceding sections.)

No idea what NiCaMS is or the need for integration. Difficult to evaluate with little knowledge or understanding of how this is a beneficial move. Agree with moving from the mainframe **(Response –** The explanation of NDCS's primary systems has been added to the Executive Summary.)

While the business case is easily made for updating the existing environment, very scant information was provided to assess the proposal. The lack of specificity in what is being proposed makes it impossible to fully evaluate the business case.

**(Response –** additional details have been added in this section and the preceding sections. Additional specificity will be added when we begin defining the project scope and writing the initial charter.)

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

A system developed in NiCaMS would allow better report writing by more users and more information would be readily available to various staff within NDCS. While the data from the mainframe can be brought in to NiCaMS, it is not up to the minute and is only as good as the previous day. Additionally, NDCS would be better served by focusing resources on the development of the system in an environment other than the mainframe.

NDCS's mission critical inmate case management and accounting systems have spanned multiple technical platforms for nearly 20 years, requiring nightly jobs and processing to keep all the data in sync and available. As more sophisticated functionality is not only requested, but often required by statutory changes, points of failure and technical constraints increase with data and applications residing on multiple technical platforms.

Three primary 'paths forward' were identified and evaluated back in 2013. These included: remain on multiple platforms; purchase a COTS system from a vendor to replace both mainframe and web inmate case management and accounting systems; or migrate the mainframe applications to the existing NiCaMS architecture.

The option to remain 'as-is' was discarded, for reasons articulated above as well as looming problems with the inherent structure of the existing mainframe system. An example of one of these issues is the current mainframe system uses an inmate ID structure with 'intelligence' in the numbering system, based on ranges of numbers. These ranges will begin to be exhausted and new ranges created in the near future. Overcoming some of these upcoming technical challenges will be far more costly and take longer on the mainframe platform.

So the decision remained between purchase from a vendor and in-house development. In 2014, when problems were found in the CTS mainframe system with inmate sentence calculation, immediate changes were needed. When the sentence calculation process was prioritized to be rewritten in early 2015, rewriting it on the mainframe – in COBOL/CICS on 'green screens' that were already over-crowded and unwieldy – the choice was made that doing so on the mainframe was too costly and inflexible. Significant investment was made in migrating the sentence calculation process to NiCaMS and rewriting it based on an actual calendar calculation.

### **ORIGINAL FEEDBACK:**

**Review Scores = 12/20, 12/20, 10/20**

**Strengths:** Quite likely a very good project, however

The proposer articulates both a clear need to update the existing environment and provides a possible alternative.

**Weaknesses:** Lack of details restricts the technical impact scoring.  
**(Response –** additional technical detail added.)

Again, no understanding of the end goal and system to evaluate for value.

**(Response – additional technical detail added.)**

There is no evidence provided as to what alternatives have been investigated and what ability there is to execute the proposed project.

**(Response – high-level information on the options evaluated and the decision made has been added to this section.)**

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

The implementation plan would start with the building of a project team, the project team would then determine which screens and processes could be migrated from the current mainframe system down to the NICaMS application with the least negative impact of daily activities. These daily activities would be identified by the business users currently using the mainframe application.

Similar to the SCRIP project, once the project is approved and a start date is determined, a project charter will be established. This document identifies the participants (including Project Management, Sponsors, Stakeholders and Subject Matter Experts), the high-level scope of work, project milestones, risks and critical success factors. As the project will be a joint effort – between OCIO and NDCS, responsibilities for each group will be identified.

Once the charter is agreed upon, the technical architecture decisions need to be made. Some have already been made (when the first CTS modules were migrated down and the upgraded NICaMS architecture put into place for the SCRIP project); others will have to be evaluated once the project starts.

A high-level scope has been identified and that includes migration of the Inmate Admissions, Inmate Accounting and Inmate Movements to NICaMS. The final decision on the order of the migration of these components will have to be determined by the technical team once the project is approved.

### **ORIGINAL FEEDBACK:**

**Review Scores = 5/10, 5/10, 5/10**

**Strengths:** The articulated plan outlines a process of scoping the project based on stakeholder input.

**Weaknesses:** Implementation plan is vague and incomplete.  
**(Response – at this stage of the Software Development Lifecycle, there is no detailed implementation plan. The business case is first articulated, and then a charter is for the project is created. The project scope is defined at a high-level in that charter. We traditionally use the standard format/template from OCIO for all our project charters. Once the charter is accepted and signed off on by both OCIO (who will provide all the technical resources) and NDCS, the project team identified in the charter will begin to ‘drill down’ into ever increasing levels of detail.)**

Proposal needs more work and detail to provide a complete review.

**(Response – some detail added in this section and preceding sections. Also see response above.)**

There is not adequate detail to determine what will be implemented, how it will be implemented or the project resources that will be committed.

**(Response – at this juncture, what we do know is that the final application will reside on a web-based platform, use SQL Server for the database and be written in Java. It will include all CIT functionality and all remaining CTS functionality. The full project timeline is not yet known we anticipate at least 2 years. OCIO’s consolidated model will be used to provide all the technical resources for business analysis, development, alpha testing and project management; NDCS will commit resources for subject matter expertise as well as customer acceptance testing and training. A steering committee will be put in place with upper-level management from NDCS and other stakeholders as appropriate, which will meet on a regular schedule, yet to be determined. This is the same model used for the successful development and**

implementation of the SCRCP project.)

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

CIT being a mainframe system developed almost 20 years ago has made it difficult to make necessary changes. OCIO and NDCS have limited resources and support with become increasing difficult to obtain in the future. A failure of the current CIT system would have a devastating effect on the function for inmate accounting.

While the risks inherent in a project this size are sizable, they are outweighed by the risks of remaining on the current platforms, which have dwindling support from both the business expertise and technical expertise perspectives. The recently completed SCRCP project provides the architecture for the new system (the 'how'). Business and technical decisions made – and successfully implemented – are the foundation for this project, which substantially reduces the risk for this project. The 'roadmap' has been partially defined by the SCRCP project. The specific details and challenges for this project have yet to be identified. However, with each passing month, the risks continue to increase as many with business expertise in the current CIT and CTS systems will be retiring. There is no benefit to 'postponing' the project, only increased risk.

### **ORIGINAL FEEDBACK:**

**Review Scores = 7/10, 10/10, 5/10**

**Strengths:** agree with the mainframe risk

Risk is substantial.

The need to update the existing system is clearly articulated.

**Weaknesses:** Proposal scoring is limited by lack of details.

(**Response** – some detail added in this section and preceding sections.)

The proposer provides very little information as to the "what" and the "how" of getting from the current situation to the desired outcome.

(**Response** – while not a lot of detail is available at this point in the project definition, some detail has been added in this section and preceding sections.)

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

The funding for this project will be revolving funds estimated at \$700,000 for FY 2018 and \$700,000 for FY 2019.

### **ORIGINAL FEEDBACK:**

**Review Scores = 13/20, 13/20, 10/20**

**Strengths:** None identified

**Weaknesses:** Based on the available information it is impossible to determine what is being funded.

(**Response** – this request would include the migration of the entire CIT system to NICaMS, as well as migrating the remaining CTS functionality to NICaMS.)

What the financials are based upon is not documented.

(**Response** – we used the size and estimated budget from the SCRCP project as a starting point for this request. The CIT project is larger in scope and complexity and we anticipate will take longer. Those differences were factored into the request.)

Not enough info provided to support the overall project benefit.

(**Response** – significant additional detail has been added in the previous sections that should clarify the project benefit.)

# 47 - Nebraska Educational Telecommunications Commission

Proposal Name: KHNE TV Transmitter  
 NITC ID: 47-01



## PROJECT DETAILS

**Project Contact:** Ling-Ling Sun  
**Agency:** 47 - Nebraska Educational Telecommunications Commission  
**NITC Tier Alignment:** Tier 1

**Agency Priority:** 1

## SUMMARY OF REQUEST

NET seeks funding to replace the television transmitter at KHNE (Hastings). The present transmitter is a 21-year old Inductive Output Tube (IOT) liquid cooled model that was modified for DTV transmission in 2003. IOT transmitters are no longer manufactured and the tubes are very difficult to acquire. The IOT at KHNE was last replaced in 2014 with a spare tube that was shipped from France. The new solid state transmitter will be a much more energy efficient solid state transmitter which will be upgradeable to the impending ATSC 3.0 broadcast standard. Delaying the replacement risks significant broadcast television service outages if repairs are required due to the scarcity of parts. Any outage would also effect satellite and central Nebraska cable subscribers.

## FINANCIAL SUMMARY

	<u>Expenditures</u>		
	<u>Fiscal Year 2018</u>	<u>Fiscal Year 2019</u>	<u>Total</u>
Contractual Services:	\$0.00	\$0.00	\$0.00
Telecommunications:	\$0.00	\$0.00	\$0.00
Training:	\$0.00	\$0.00	\$0.00
Operating Costs:	\$0.00	\$0.00	\$0.00
Capital Expenditures:	\$365,000.00	\$0.00	\$365,000.00
Total Estimated Costs:	\$0.00	\$0.00	\$0.00

Comments:

	<u>Funding</u>		
	<u>Fiscal Year 2018</u>	<u>Fiscal Year 2019</u>	<u>Total</u>
General Fund:	\$365,000.00	\$0.00	\$365,000.00
Cash Fund:	\$0.00	\$0.00	\$0.00
Federal Fund:	\$0.00	\$0.00	\$0.00
Revolving Fund:	\$0.00	\$0.00	\$0.00
Other Fund:	\$0.00	\$0.00	\$0.00
Total Requested Funding:	\$365,000.00	\$0.00	\$365,000.00

Comments:

## PROPOSAL SCORE

		reviewer1	reviewer2	reviewer3	Average
Average	<b>Goals, Objectives and Projected Outcomes (15)</b>	15	14	15	15
	<b>Project Justification / Business Case (25)</b>	25	24	25	25
	<b>Technical Impact (20)</b>	20	19	20	20
	<b>Preliminary Plan for Implementation (10)</b>	10	9	10	10
	<b>Risk Assessment (10)</b>	10	10	10	10
	<b>Financial Analysis and Budget (20)</b>	20	19	20	20
	<b>Total Score</b>	100	95	100	98

## REVIEWER COMMENTS

**Goals, Objectives and Projected Outcomes**

Review Score = 15/15

Strengths:

Weaknesses:

**Project Justification / Business Case**

Review Score = 25/25

# 47 - Nebraska Educational Telecommunications Commission

Proposal Name: KHNE TV Transmitter

NITC ID: 47-01



Strengths:	
Weaknesses:	
<b>Technical Impact</b>	Review Score = 20/20
Strengths:	
Weaknesses:	
<b>Preliminary Plan for Implementation</b>	Review Score = 10/10
Strengths:	
Weaknesses:	
<b>Risk Assessment</b>	Review Score = 10/10
Strengths:	
Weaknesses:	
<b>Financial Analysis and Budget</b>	Review Score = 20/20
Strengths:	
Weaknesses:	
<hr/>	
<b>Goals, Objectives and Projected Outcomes</b>	Review Score = 14/15
Strengths:	
Weaknesses:	
<b>Project Justification / Business Case</b>	Review Score = 24/25
Strengths: Good justification to update obsolete hardware. Weaknesses:	
<b>Technical Impact</b>	Review Score = 19/20
Strengths:	
Weaknesses:	
<b>Preliminary Plan for Implementation</b>	Review Score = 9/10
Strengths:	
Weaknesses:	
<b>Risk Assessment</b>	Review Score = 10/10
Strengths:	
Weaknesses:	
<b>Financial Analysis and Budget</b>	Review Score = 19/20
Strengths:	
Weaknesses:	
<hr/>	
<b>Goals, Objectives and Projected Outcomes</b>	Review Score = 15/15
Strengths:	
Weaknesses:	
<b>Project Justification / Business Case</b>	Review Score = 25/25
Strengths:	
Weaknesses:	
<b>Technical Impact</b>	Review Score = 20/20
Strengths:	
Weaknesses:	
<b>Preliminary Plan for Implementation</b>	Review Score = 10/10
Strengths:	
Weaknesses:	
<b>Risk Assessment</b>	Review Score = 10/10
Strengths:	

## 47 - Nebraska Educational Telecommunications



**Proposal Name:** KHNE TV Transmitter  
**NITC ID:** 47-01

Weaknesses:

### Financial Analysis and Budget

Review Score = 20/20

Strengths:

Weaknesses:

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### TECHNICAL PANEL COMMENTS

Is the project technically feasible? Yes

Is the proposed technology appropriate for the project? Yes

Can the technical elements be accomplished within the proposed timeframe and budget? Yes

Comments:

### ADVISORY COUNCIL COMMENTS

Advisory Council Tier Recommendation: Tier 2

Comments:

### NITC COMMENTS

Tier 1

### AGENCY RESPONSE (OPTIONAL)

# 47 - Nebraska Educational Telecommunications Commission

Proposal Name: Radio Transmission Replacement

NITC ID: 47-02



## PROJECT DETAILS

Project Contact: Ling-Ling Sun

Agency Priority: 2

Agency: 47 - Nebraska Educational Telecommunications Commission

NITC Tier Alignment: Tier 2

## SUMMARY OF REQUEST

NET is requesting an appropriation to replace aging FM antenna and feed line at FM sites KUCV (Lincoln), KTNE (Alliance), KRNE (Merriman), and KXNE (Norfolk). The antennas and feed lines at KTNE and KXNE are 26 years old, KRNE's is 16 years old and KUCV's is 15 years old. Replacing this equipment and older components would be done to reduce rising maintenance costs and to eliminate downtime. Also, the NET FM system is the State of Nebraska's primary relay system for the Emergency Alert System. This is the final phase of updating the statewide NET Radio Network. Delaying the completion of this final phase any further would just continue to increase off-air, downtime at these sites and increase annual operating expenses for repairs, maintenance and supplies. The project would begin the summer of 2017 and proceed through the fall (weather and tower crews permitting) at KUCV and KTNE. Work on the KRNE and KXNE sites would begin summer of 2018 and run thru the fall of 2018. Delaying the work heightens the risk that tower crews will be difficult to schedule and may be more expensive due to anticipated demand related to spectrum repacking adjustments on television towers and a nationwide shortage of tower crews.

## FINANCIAL SUMMARY

	<u>Expenditures</u>		
	<u>Fiscal Year 2018</u>	<u>Fiscal Year 2019</u>	<u>Total</u>
Contractual Services:	\$0.00	\$0.00	\$0.00
Telecommunications:	\$0.00	\$0.00	\$0.00
Training:	\$0.00	\$0.00	\$0.00
Operating Costs:	\$0.00	\$0.00	\$0.00
Capital Expenditures:	\$350,000.00	\$350,000.00	\$700,000.00
Total Estimated Costs:	\$350,000.00	\$350,000.00	\$700,000.00

Comments:

	<u>Funding</u>		
	<u>Fiscal Year 2018</u>	<u>Fiscal Year 2019</u>	<u>Total</u>
General Fund:	\$350,000.00	\$350,000.00	\$700,000.00
Cash Fund:	\$0.00	\$0.00	\$0.00
Federal Fund:	\$0.00	\$0.00	\$0.00
Revolving Fund:	\$0.00	\$0.00	\$0.00
Other Fund:	\$0.00	\$0.00	\$0.00
Total Requested Funding:	\$350,000.00	\$350,000.00	\$700,000.00

Comments:

## PROPOSAL SCORE

		reviewer1	reviewer2	reviewer3	Average
Average	Goals, Objectives and Projected Outcomes (15)	15	15	15	15
	Project Justification / Business Case (25)	25	25	25	25
	Technical Impact (20)	20	20	20	20
	Preliminary Plan for Implementation (10)	10	10	10	10
	Risk Assessment (10)	10	9	10	10
	Financial Analysis and Budget (20)	20	20	20	20
	<b>Total Score</b>	<b>100</b>	<b>99</b>	<b>100</b>	<b>100</b>

## REVIEWER COMMENTS

Goals, Objectives and Projected Outcomes

Review Score = 15/15



# 47 - Nebraska Educational Telecommunications Commission

**Proposal Name:** Radio Transmission Replacement

**NITC ID:** 47-02



Strengths:	
Weaknesses:	
<b>Project Justification / Business Case</b>	Review Score = 25/25
Strengths:	
Weaknesses:	
<b>Technical Impact</b>	Review Score = 20/20
Strengths:	
Weaknesses:	
<b>Preliminary Plan for Implementation</b>	Review Score = 10/10
Strengths:	
Weaknesses:	
<b>Risk Assessment</b>	Review Score = 10/10
Strengths:	
Weaknesses:	
<b>Financial Analysis and Budget</b>	Review Score = 20/20
Strengths:	
Weaknesses:	
<hr/>	
<b>Goals, Objectives and Projected Outcomes</b>	Review Score = 15/15
Strengths: Good justification.	
Weaknesses:	
<b>Project Justification / Business Case</b>	Review Score = 25/25
Strengths:	
Weaknesses:	
<b>Technical Impact</b>	Review Score = 20/20
Strengths:	
Weaknesses:	
<b>Preliminary Plan for Implementation</b>	Review Score = 10/10
Strengths:	
Weaknesses:	
<b>Risk Assessment</b>	Review Score = 9/10
Strengths:	
Weaknesses:	
<b>Financial Analysis and Budget</b>	Review Score = 20/20
Strengths:	
Weaknesses:	
<hr/>	
<b>Goals, Objectives and Projected Outcomes</b>	Review Score = 15/15
Strengths:	
Weaknesses:	
<b>Project Justification / Business Case</b>	Review Score = 25/25
Strengths:	
Weaknesses:	
<b>Technical Impact</b>	Review Score = 20/20
Strengths:	
Weaknesses:	
<b>Preliminary Plan for Implementation</b>	Review Score = 10/10
Strengths:	

# 47 - Nebraska Educational Telecommunications Commission



**Proposal Name:** Radio Transmission Replacement  
**NITC ID:** 47-02

Weaknesses:

**Risk Assessment**

Review Score = 10/10

Strengths:

Weaknesses:

**Financial Analysis and Budget**

Review Score = 20/20

Strengths:

Weaknesses:

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## TECHNICAL PANEL COMMENTS

Is the project technically feasible? Yes

Is the proposed technology appropriate for the project? Yes

Can the technical elements be accomplished within the proposed timeframe and budget? Yes

Comments:

## ADVISORY COUNCIL COMMENTS

Advisory Council Tier Recommendation: Tier 2

Comments:

## NITC COMMENTS

Tier 2

## AGENCY RESPONSE (OPTIONAL)

# 54 State Historical Society

**Proposal Name:** Storage and Preservation of 12 TB Historical Data

**NITC ID:** 54-01



## PROJECT DETAILS

**Project Contact:** Jay Shaeffer  
**Agency:** 54 State Historical Society  
**NITC Tier Alignment:** Tier 2

**Agency Priority:** 1

## SUMMARY OF REQUEST

Establishing a basic level of digital preservation functionality via cloud storage is the first step in addressing the two critical challenges NSHS faces: (1) preservation of and (2) access to an increasing volume of data (currently ~12 TB). Statute requires NSHS to collect and preserve government records, now mostly digital-born. NSHS must make historic resources accessible, increasingly online. Aging servers show data at risk. Cloud storage and access will cost ~\$90,000/year is not currently funded.

NSHS is challenged by existing ad hoc digital storage and management. Born digital materials are increasingly generated by staff and state agencies. Planning for the long-term preservation and access of digitized historic materials and digital born records is underway. Preservation of digital data is the first step in a larger strategic effort.

## FINANCIAL SUMMARY

	<u>Expenditures</u>		
	<u>Fiscal Year 2018</u>	<u>Fiscal Year 2019</u>	<u>Total</u>
Contractual Services:	\$90,000.00	\$90,000.00	\$180,000.00
Telecommunications:	\$0.00	\$0.00	\$0.00
Training:	\$0.00	\$0.00	\$0.00
Operating Costs:	\$0.00	\$0.00	\$0.00
Capital Expenditures:	\$0.00	\$0.00	\$0.00
Total Estimated Costs:	\$90,000.00	\$90,000.00	\$180,000.00

Comments: An additional \$90,000 was requested in future fiscal years.

	<u>Funding</u>		
	<u>Fiscal Year 2018</u>	<u>Fiscal Year 2019</u>	<u>Total</u>
General Fund:	\$90,000.00	\$90,000.00	\$180,000.00
Cash Fund:	\$0.00	\$0.00	\$0.00
Federal Fund:	\$0.00	\$0.00	\$0.00
Revolving Fund:	\$0.00	\$0.00	\$0.00
Other Fund:	\$0.00	\$0.00	\$0.00
Total Requested Funding:	\$90,000.00	\$90,000.00	\$180,000.00

Comments: An additional \$90,000 was requested in future fiscal years.

## PROPOSAL SCORE

		<b>reviewer1</b>	<b>reviewer2</b>	<b>reviewer3</b>	<b>Average</b>
<b>Average</b>	<b>Goals, Objectives and Projected Outcomes (15)</b>	13	13	12	13
	<b>Project Justification / Business Case (25)</b>	20	21	20	20
	<b>Technical Impact (20)</b>	16	16	16	16
	<b>Preliminary Plan for Implementation (10)</b>	7	8	8	8
	<b>Risk Assessment (10)</b>	8	8	8	8
	<b>Financial Analysis and Budget (20)</b>	20	18	18	19
	<b>Total Score</b>	84	84	82	83

## REVIEWER COMMENTS

**Goals, Objectives and Projected Outcomes**

Review Score = 13/15

Strengths: Need is sufficiently defined. Weaknesses:

# 54 State Historical Society

**Proposal Name:** Storage and Preservation of 12 TB Historical Data

**NITC ID:** 54-01



<b>Project Justification / Business Case</b> Strengths: OCIO involvement strengthens project proposal. Weaknesses:	Review Score = 20/25
<b>Technical Impact</b> Strengths: This score is based on the request for redundant storage, not on the future development project that is mentioned. Weaknesses:	Review Score = 16/20
<b>Preliminary Plan for Implementation</b> Strengths: Weaknesses: Unclear if limited IT resources at NSHS will be adequate to complete the project on time.	Review Score = 7/10
<b>Risk Assessment</b> Strengths: Proposal addresses risks and agency has undertaken appropriate research and planning. Weaknesses:	Review Score = 8/10
<b>Financial Analysis and Budget</b> Strengths: Proposal is based on OCIO estimates. Weaknesses:	Review Score = 20/20
<hr/>	
<b>Goals, Objectives and Projected Outcomes</b> Strengths: Effectively stated their need. Weaknesses:	Review Score = 13/15
<b>Project Justification / Business Case</b> Strengths: Definitely a need for replacement of aging hardware. NSHS will need to ensure their data has been classified appropriately prior to moving it to any Cloud solution. Weaknesses:	Review Score = 21/25
<b>Technical Impact</b> Strengths: Weaknesses:	Review Score = 16/20
<b>Preliminary Plan for Implementation</b> Strengths: Plan seems reasonable. It will be important to make sure data is correctly classified and NSHS has full knowledge of bandwidth requirements, retention policies and back out plans. Weaknesses:	Review Score = 8/10
<b>Risk Assessment</b> Strengths: Appears research has been done. Might be valuable to share that information with the OCIO as you work with them on this project. Weaknesses:	Review Score = 8/10
<b>Financial Analysis and Budget</b> Strengths: Appropriate OCIO rates have been used. Weaknesses:	Review Score = 18/20
<hr/>	
<b>Goals, Objectives and Projected Outcomes</b> Strengths: The goal of cheaper storage can be achieved with this project. Weaknesses: The longer term goal of retrieval of stored data could prove to be more challenging and costly than budget can support.	Review Score = 12/15
<b>Project Justification / Business Case</b> Strengths: Weaknesses: project only addresses the cost to store data, access to stored data could be more costly than anticipated.	Review Score = 20/25
<b>Technical Impact</b> Strengths: Weaknesses: Additional technical resources may be required to complete this project. Limited agency IT staff may not be sufficient.	Review Score = 16/20

## 54 State Historical Society

**Proposal Name:** Storage and Preservation of 12 TB Historical Data

**NITC ID:** 54-01



### Preliminary Plan for Implementation

Review Score = 8/10

Strengths:

Weaknesses: data migration could be challenging and method of public access not well defined.

### Risk Assessment

Review Score = 8/10

Strengths:

Weaknesses: scope and resources required may not be available or outside of currently budget request.

### Financial Analysis and Budget

Review Score = 18/20

Strengths:

Weaknesses: cost analysis is based on storage cost only.

## TECHNICAL PANEL COMMENTS

Is the project technically feasible? Yes

Is the proposed technology appropriate for the project? Yes

Can the technical elements be accomplished within the proposed timeframe and budget? Yes

Comments:

## ADVISORY COUNCIL COMMENTS

Advisory Council Tier Recommendation: Tier 2

Comments:

## NITC COMMENTS

Tier 2

## AGENCY RESPONSE (OPTIONAL)

## 65 - Administrative Services

**Proposal Name:** Enterprise Resource Management Consolidation  
**NITC ID:** 65-01



### PROJECT DETAILS

**Project Contact:** Byron Diamond  
**Agency:** 65 - Administrative Services  
**NITC Tier Alignment:** Tier 1

**Agency Priority:** 1

### SUMMARY OF REQUEST

Migrate five current disparate IT systems individually supporting human resource and benefit management, employee recruiting and development, payroll and financial functions, and budget planning to a cloud-based single enterprise platform. The migration will include implementation of two new modules: E-Procurement and Budget Planning. The end state would be the realization of operational, process, and expense synergies by moving to a single enterprise platform at the end of this migration.

Various options and alternatives were analyzed to determine the best way to leverage technology to improve the business processes and reduce the overhead costs for the State of Nebraska's enterprise HRM/ERP system. The approach described herein allows us to meet our operational objectives of continuously improving efficiency and processes, reducing costs, and capitalizing on technology.

### FINANCIAL SUMMARY

	<u>Expenditures</u>		
	<u>Fiscal Year 2018</u>	<u>Fiscal Year 2019</u>	<u>Total</u>
Contractual Services:	\$6,620,000.00	\$8,280,000.00	\$14,900,000.00
Telecommunications:	\$0.00	\$0.00	\$0.00
Training:	\$0.00	\$0.00	\$0.00
Operating Costs:	\$561,000.00	\$2,297,000.00	\$2,858,000.00
Capital Expenditures:	\$0.00	\$0.00	\$0.00
<b>Total Estimated Costs:</b>	<b>\$7,181,000.00</b>	<b>\$10,577,000.00</b>	<b>\$17,758,000.00</b>

Comments:

	<u>Funding</u>		
	<u>Fiscal Year 2018</u>	<u>Fiscal Year 2019</u>	<u>Total</u>
General Fund:	\$7,181,000.00	\$10,577,000.00	\$17,758,000.00
Cash Fund:	\$0.00	\$0.00	\$0.00
Federal Fund:	\$0.00	\$0.00	\$0.00
Revolving Fund:	\$0.00	\$0.00	\$0.00
Other Fund:	\$0.00	\$0.00	\$0.00
<b>Total Requested Funding:</b>	<b>\$7,181,000.00</b>	<b>\$10,577,000.00</b>	<b>\$17,758,000.00</b>

Comments:

### PROPOSAL SCORE

		reviewer1	reviewer2	reviewer3	Average
Average	<b>Goals, Objectives and Projected Outcomes (15)</b>	14	15	12	14
	<b>Project Justification / Business Case (25)</b>	15	25	15	18
	<b>Technical Impact (20)</b>	5	15	10	10
	<b>Preliminary Plan for Implementation (10)</b>	5	7	5	6
	<b>Risk Assessment (10)</b>	5	2	5	4
	<b>Financial Analysis and Budget (20)</b>	8	18	12	13
	<b>Total Score</b>	<b>52</b>	<b>82</b>	<b>59</b>	<b>64</b>

### REVIEWER COMMENTS

**Goals, Objectives and Projected Outcomes**

Review Score = 14/15

## 65 - Administrative Services

**Proposal Name:** Enterprise Resource Management Consolidation

**NITC ID:** 65-01



**Strengths:** The goals and objectives have been clearly stated. In reading the document it appears to me that DAS is looking for a (SaaS) software as a service solution cloud-based environment.

**Weaknesses:** I think it is important to recognize that a SaaS solution is different than other cloud models. With a SaaS solution the software keys are turned over to the selected vendor who runs all aspects of the software solution responsible for everything including application performance security upgrades access and the hardware platform. Lost will be the ability to customize software applications, which may or may not be a bad thing.

### **Project Justification / Business Case**

Review Score = 15/25

**Strengths:** It is fairly clear, from reading the business case justification, that the current environment is untenable as evidenced by the challenges stated in the document.

**Weaknesses:** I'm not sure the risks associated with the change of this magnitude have been fully identified. I did not see anything related to a sound cloud exit strategy which I believe is very important. I'm also concerned with the integration that will be necessary with this project as it moves to a cloud environment. My assumption, after reading the document that they want to move everything to the cloud but that will have to be done in some sort of a staged manner in my view.

### **Technical Impact**

Review Score = 5/20

**Strengths:**

**Weaknesses:** It was not much of any technical impact described within the document. Clearly they are looking for a cloud-based ERP solution. My biggest concern is with the transition process that will take time, and will be rather complex. Another major concern is we are adding complexity to an already complex technology architecture, the potential of runaway cloud transition project cost, the risk of exposing sensitive data, the risk of service disruption and risk associated with choosing a cloud vendor. Possibly more detail in the proposal would help overcome some of my concerns

### **Preliminary Plan for Implementation**

Review Score = 5/10

**Strengths:** Implementation will be conducted in two phases over a two-year period of time with everything online as of November 2019

**Weaknesses:** This is a very aggressive transition implementation. Did not see any discussion of staff being dedicated to this process only and nothing else. Did not see any discussion of how processes that operate one way with the current system may have to be transitioned to work in the cloud solution. Having implemented several previous ERP systems, is safe to say nothing works quite the same in a new system as it used to.

### **Risk Assessment**

Review Score = 5/10

**Strengths:**

**Weaknesses:** Other than a statement that both the legacy and new systems will run in tool during the migration and up to three months after migration, nothing else related to risk was mentioned.

### **Financial Analysis and Budget**

Review Score = 8/20

**Strengths:** There was financial information provided

**Weaknesses:** While financial data was provided I did not see or have access to the subscription fee detail. I am assuming this is an RFP type of project and I am a bit concerned with the level of specificity when it comes to the subscription fees seems awfully specific.

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### **Goals, Objectives and Projected Outcomes**

Review Score = 15/15

**Strengths:** Detailed coverage of all expected goals, financial, user-related and technical.

**Weaknesses:**

### **Project Justification / Business Case**

Review Score = 25/25

**Strengths:** Project justification documents cover significant tangible and intangible goals.

**Weaknesses:**

### **Technical Impact**

Review Score = 15/20

**Strengths:** Strong description of current environment and on how the future state will be an improvement.

**Weaknesses:** Little commentary on migration from the current system to the future system. There is minimal description of any technical details of how the new system will integrate with remaining on premise systems, such as Active Directory (for the Single sign-on objective), any timesheet utilities that may exist on a mobile platform and other data center-based databases or data warehouses, as well as any existing cloud infrastructure.

### **Preliminary Plan for Implementation**

Review Score = 7/10

**Strengths:** The initial two phases described are a great start.

## 65 - Administrative Services

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Weaknesses: Additional milestones, such as data conversion timelines, training schedules (both for technical admins and end users, possibly by module) would improve schedule accountability. Experience info about project stakeholders would also improve the score in this section.

### Risk Assessment

Review Score = 2/10

Strengths: System concurrency is a critical way to mitigate risks for such a highly integrated migration.

Weaknesses: No discussion of any other possible risks: integration/migration, conversion, ability for vendor to integrate with any existing enterprise cloud assets, budget (especially the impact of a technically complex project and reliance on contractors to execute), schedule.

### Financial Analysis and Budget

Review Score = 18/20

Strengths: Great detail of how the projects costs and savings will be derived, module by module and year by year. Weaknesses: Minimal description of where projected costs come from, including contingency rate and details on customizations required once the project begins.

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### Goals, Objectives and Projected Outcomes

Review Score = 12/15

Strengths: The anticipated outcomes of greater system coherence, manageability, information security and data privacy are achievable goals with tremendous potential to improve operational effectiveness.

Weaknesses: The risk associated with a project of this magnitude is considerable and it is difficult to determine what specific alternative is being proposed.

### Project Justification / Business Case

Review Score = 15/25

Strengths: The need to consolidate is clear in order to achieve the desired outcomes.

Weaknesses: Consolidation and cloud-delivered infrastructure, platform, software and data-recovery "as a service" has the potential to address many of the shortcomings associated with the current environment. That said, there is not sufficient information provided to determine the "what" and the "how" of what is being proposed. While the "why" is well articulated in the attachments, the aphorism "the devil is in the details" definitely applies and based on the proposal it is impossible to assess.

### Technical Impact

Review Score = 10/20

Strengths: Simplifying the existing environment has significant technical benefits.

Weaknesses: Consolidation and cloud-delivered infrastructure, platform, software and data-recovery "as a service" has the potential to address many of the shortcomings associated with the current environment. That said, there is not sufficient information provided to determine the "what" and the "how" of what is being proposed. While the "why" is well articulated in the attachments, the aphorism "the devil is in the details" definitely applies and based on the proposal it is impossible to assess.

### Preliminary Plan for Implementation

Review Score = 5/10

Strengths:

Weaknesses: The preliminary plan is not documented to any significant degree. This is an enormous undertaking deserving of greater specificity as to what is being proposed and how the implementation will be successfully conducted.

### Risk Assessment

Review Score = 5/10

Strengths:

Weaknesses: The risks are not articulated and the mitigation strategy of running the systems in parallel is, in itself, a risk with respect to information security, data privacy and data integrity.

### Financial Analysis and Budget

Review Score = 12/20

Strengths:

Weaknesses: Without considerably more detail it is impossible to evaluate the budget in the context of what is being proposed.

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## TECHNICAL PANEL COMMENTS

Is the project technically feasible? Yes

Is the proposed technology appropriate for the project? Unknown

Can the technical elements be accomplished within the proposed timeframe and budget? Unknown

Comments: Unknown until further information is available.

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## ADVISORY COUNCIL COMMENTS



## 65 - Administrative Services

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Advisory Council Tier Recommendation: Tier 1

Comments:

### NITC COMMENTS

Tier 1

The Commission instructs the Technical Panel to further review the project with the agency and report back to the Commission, including a recommendation on an enterprise project designation.