IT Project Proposal Report - Detail
Agency: 065 - DEPT OF ADMINISTRATIVE SERVICES
Budget Cycle: 2023-2025 Biennium Version: AF - AGENCY FINAL REQUEST

IT Project : New Budget Management and Request System

General Section

Contact Name :	Lee Will	**E-mail :**	lee.will@nebraska.gov	**Agency Priority :**	1
Address :	State Capitol, Room 1320	**Telephone :**	402 471-4175	**NITC Priority :**	
City :	Lincoln			**NITC Score :**	
State :	Nebraska	**Zip :**	68509		

Expenditures

IT Project Costs	Total	Prior Exp	FY22 Appr/Reappr	FY24 Request	FY25 Request	Future Add
Contractual Services						
Design	82,200	0	82,200	0	0	0
Programming	459,680	0	459,680	0	0	0
Project Management	55,000	0	55,000	0	0	0
Data Conversion	0	0	0	0	0	0
Other	0	0	0	0	0	0
Subtotal Contractual Services	596,880	0	596,880	0	0	0
Telecommunications						
Data	0	0	0	0	0	0
Video	0	0	0	0	0	0
Voice	0	0	0	0	0	0
Wireless	0	0	0	0	0	0
Subtotal Telecommunications	0	0	0	0	0	0
Training						
Technical Staff	8,000	0	8,000	0	0	0
End-user Staff	8,000	0	0	8,000	0	0
Subtotal Training	16,000	0	8,000	8,000	0	0

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Expenditures

IT Project Costs	Total	Prior Exp	FY22 Appr/Reappr	FY24 Request	FY25 Request	Future Add
Other Project Costs						
Personnnel Cost	0	0	0	0	0	0
Supplies & Materials	0	0	0	0	0	0
Travel	0	0	0	0	0	0
Other	0	0	0	0	0	0
Subtotal Other Project Costs	0	0	0	0	0	0
Capital Expenditures						
Hardware	0	0	0	0	0	0
Software	562,146	0	48,750	171,132	171,132	171,132
Network	0	0	0	0	0	0
Other	34,548	0	1,020	31,098	1,176	1,254
Subtotal Capital Expenditures	596,694	0	49,770	202,230	172,308	172,386
TOTAL PROJECT COST	1,209,574	0	654,650	210,230	172,308	172,386

Funding

Fund Type	Total	Prior Exp	FY22 Appr/Reappr	FY24 Request	FY25 Request	Future Add
General Fund	1,209,574	0	654,650	210,230	172,308	172,386
Cash Fund	0	0	0	0	0	0
Federal Fund	0	0	0	0	0	0
Revolving Fund	0	0	0	0	0	0
Other Fund	0	0	0	0	0	0
TOTAL FUNDING	**1,209,574**	**0**	**654,650**	**210,230**	**172,308**	**172,386**
VARIANCE	**0**	**0**	**0**	**0**	**0**	**0**

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IT Project: New Budget Management and Request System

EXECUTIVE SUMMARY:

The State of Nebraska has used the Nebraska Budget Request and Reporting System (NBRRS) for the past 15 years. The State Budget Division seeks to take advantage of improvements in software and methodologies in budget management and request submission process of agencies, boards, and commissions of the state.

After reviewing seven different produces, we have chosen Anaplan as the best product for a new budget management and request system. Additionally, the division has chosen Allitix as the company to implement the needed configuration of Anaplan.
The Division believes this new system will allow for the management of the state's budget from beginning to end.

GOALS, OBJECTIVES, AND OUTCOMES (15 PTS):

1. Describe the project, including specific goals and objectives; expected beneficiaries of the project; and expected outcomes.
2. Describe the measurement and assessment methods that will verify that the project outcomes have been achieved.
3. Describe the project's relationship to your agency comprehensive information technology plan.

1. Describe the project, including specific goals and objectives; expected beneficiaries of the project; and expected outcomes.

The project is expected to take 20 weeks once implementation has begun. During the implementation period, Allitix will work with Budget Division staff to configure the Anaplan software to allow for the creation and submission of an agency's budget request. This will allow for the aggregation of all the state agencies, boards, and commissions budget requests and will facilitate development into a Governor recommendations. The system will allow the Legislature to take the information from submitted budgets and the Governor's recommended budget and make adjustments. Upon enactment, the system will provide needed information to upload the approved budget into the state accounting system. During the course of a fiscal year, there will be an opportunity to expand the system to track and manage agency budgets.

The new system will provide greater flexibility for agencies as they prepare their budget requests. It will provide greater functionality to the State Budget Division to prepare a Governor's budget recommendations to the Legislature. The Legislature, through the Legislative Fiscal Office, will be able to take the original requests and Governor recommendations to enact a final budget for the state. Presently, the Legislative Fiscal Office uses a stand-alone database to track changes. The new system can provide an opportunity for the Legislative Fiscal Office to leverage the same data that is used by the State Budget Division.

The Division expects greater transparency of the budgeting process, a more efficient process for the development of an agency's budget, and the opportunity to expand the application to more effective on-going management of an agency's budget throughout the fiscal year.

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

The Division will measure success of the project based upon improved end-user satisfaction, improved efficiency in constructing a Governor's recommendation, and the opportunity to easily monitor an agency's budget thought the fiscal year.

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

The project fits within the Department of Administrative Service's information technology plan by upgrading the budget request system that is used by all state agencies.

PROJECT JUSTIFICATION / BUSINESS CASE (25 PTS):

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

The Nebraska Budget Request and Reporting System (NBRRS) was developed over 16 years ago by the OCIO using a web interface running JavaScript to access a SQL database hosted on physical services in the OCIO server farm. At that time, there was no commercial products available that fit the requirements for a budget system, so the system was developed "in-house".

The current budget request system and can only gather information on agency's budget requests. After the requests are completed, the State Budget Division and the Legislative Fiscal Office uses spreadsheets and custom database applications to complete the work of developing a budget. Once the budget is enacted, the State Budget Division then uses Excel spreadsheets to organize and upload the enacted budget into the state accounting system. This is a manual process that is subject to human error.

Advances in programming and database design, led by several companies entering into the government budget market, gives the State the opportunity to leverage these new methods and technologies to produce and manage the budget of the State more efficiently and effectively.

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

A total of seven products were reviewed. They were Anaplan, Oracle, OneStream, Workday Adaptive Planning by Workday, Budget Information Development System by Sherpa, OneStream, and IBARS by Affinity Global Solutions. Review of the RFI responses resulted in the identification of Anaplan, with Allitix as the implementor, as an ideal, viable, and available solution. Through the RFI review process, each product was provided a demonstration and answered questions, and the State Budget Division narrowed the field to three products. The budget division then contacted several references of the final three and came to the consensus that Anaplan was the best solution for the state's needs.

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

State statute 81-125 requires the Governor to solicit information from state agencies, boards, and commissions on their needs for appropriations. The statute also requires the Governor to make a recommendation to the Legislature based on the requests made, as well as items of importance to the Governor.

TECHNICAL IMPACT (20 PTS):

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

This project will replace an existing budget request system. The current system is almost 16 years old, was developed in-house by the OCIO, and utilizes technology and methods that have become outdated. Anaplan is cloud-based and will host the state's budget data. No special software is required to the use the system, just a login. Anaplan can utilize the state's Active Directory for security. The strength of the new system will be providing a greater level of transparency for budget process. A weakness of Anaplan is that it is a new system.

Address the following issues with respect to the proposed technology:

Describe the reliability, security and scalability (future needs for growth or adaptation) of the technology.

High Availability

An Anaplan tenant may consist of an unlimited number of connected workspaces. The tenant's collection of workspaces is not confined to any single piece of hardware. Tenant workspaces are individually dynamically assigned at startup and so may collectively occupy resources across many physical machines. The Architecture within each primary data center is configured for high availability. No single component failure should result in a Disaster Recovery event. Each primary data center also backs up to a geographically remote Disaster Recovery site that will be used if a primary data center is unavailable.

Security Controls Overview

- Anaplan employs a Defense-In-Depth security strategy that is aligned to our operational controls (ISMS Policy). ISMS policies are aligned to the ISO27002:2013 Standards including the ISO27018 privacy guideline. The strategy seeks to identify and eliminate threats at each defense perimeter; including (not limited to) the following examples:
- Physical security at the data center (Equinix 7X24 security, CCTV, fire protection, power backup) Multiple Internet Service Providers (ISPs) at each data center. Hardware security (Hardened to CIS standards)
- Network Security (DDoS mitigation, Firewalls/Security Appliances, Endpoint Detection and Response (EDR), Network Threat Detection and Response (NTDR), anti-malware, secure logging, monitoring, regular penetration testing)
- Secure coding practices (OWASP, Code Scanning, SAST, DAST, internal and external penetration testing)
- Data separation (Unique GUIDs at the Workspace, Model, and User levels with Java serialization and dedicated file space)
- Change Management / Secure Code Migration Policies (Changes are reviewed and approved by the Change Control Board. Only board authorized changes are permitted. The code migration process includes automated configuration management with auto-rollback features for any unauthorized changes.)
- Workspace security/User Access Controls. (Including Role-Based-Access-Controls, and support for SAML2.0 assertions or Native UID/PWD. Customers are the data controllers and responsible for user provisioning, access controls and regulatory compliance.)
- Data Security (Data is protected by encryption both at rest (AES-256) and in transit (HTTPS-TLS1.2-1.3))
- Segregation of Duties (Anaplan's ISMS policies follow the principles of Duty Segregation and Least Access. The policies align to ISO27002 standards and are tested regularly under SOC2 Type II audits.)

Scalability

Anaplan provides clients with the ability to scale both vertically in a single workspace hyper-model, and horizontally across an unlimited number of connected workspaces with unlimited model dimensions. Anaplan has at its backbone a highly optimized multi-dimension calculation engine coupled with an all In-Memory data store and HyperBlock connectors that allow the calculation of only change-related data. The application is specifically designed to handle billions of individual cells and thousands of users. Customer Workspaces are fully provisioned at start-up based on the subscription agreement. To scale a workspace customers need only purchase additional licenses.

Address conformity with applicable NITC technical standards and guidelines (available at http://nitc.ne.gov/standards/) and generally accepted industry standards.

Anaplan's ISMS (Information Security Management Systems) Policies are certified on the ISO27001:2013 standards, the 27018:2019 privacy guidelines and 27017:2015
ISO27001:2013 - https://www.iso.org/standard/54534.html
ISO27017:2015 - https://www.iso.org/standard/43757.html
ISO27018:2019 -https://www.iso.org/standard/76559.html
Cloud Security Alliance (CSA) STAR registrant
https://cloudsecurityalliance.org/star-registrant/anaplan/
TRUSTe Privacy Certified
https://privacy.truste.com/privacy-seal/validation?rid=376c7527-21af-41b8-8cd4-395b683fc8f8

Privacy Shield Certified
https://www.privacyshield.gov/participant?id=a2zt00000004TlXAAU&status=Active
Privacy Policy
https://www.anaplan.com/privacy-policy
GDPR Compliant CCPA Compliant
SOC1 Type2 Audits - Twice Yearly (Grant Thornton)
SOC2 Type2 Audit - Twice Yearly (Grant Thornton)
ISO27001 certified and SOC audited data centers
Pen Test - Yearly by third-party CREST certified tester
Pen Test - internal at least quarterly
Disaster recovery process tested at least annually for each data center.
Address the compatibility with existing institutional and/or statewide infrastructure.

Data Integrations

Anaplan is an open data platform that allows you to create cohesive plans using data from multiple sources. You may have a single or multiple methods of data integrations. You may start simply and work toward more complex integrations and automations. This ensures that Anaplan can enable both your current and future data strategies. Anaplan can interface with nearly any software system including source and target databases, Enterprise Schedulers, ETLs, ERPs, reporting, presentation, and analytics systems. Secure integrations are provided through the Anaplan API. The Anaplan GUI supports direct import of text and the export of text, csv, pdf, and excel. Anaplan connect allows you to connect to JDBC sources and interface with enterprise schedulers. Several ETL vendors provide a connection to both Anaplan and other source and target systems (Informatica, MuleSoft, Snaplogic, Boomi). Anaplan HyperConnect is powered by Informatica Cloud. There are direct integrations for Tableau, PowerBi, Excel, and PowerPoint. You can also build custom integrations using our REST-based API.Data Integration Overview
Overview
https://help.anaplan.com/anapedia/Content/Data_Integrations/Data_Integrations_Oveview.html
Anaplan Connect Document
https://s3.amazonaws.com/anaplanenablement/Community/Anapedia/Anaplan_Connect.pdf
HyperConnect (Informatica Cloud)
https://help.anaplan.com/anapedia/Content/Data_Integrations/Anaplan_Hyperconnect.htm
Rest API Document
https://anaplan.docs.apiary.io/# , https://anaplanbulkapi20.docs.apiary.io/#
Third-Party and ETL
https://help.anaplan.com/anapedia/Content/Data_Integrations/Third-party_Data_Integration.html
Tableau integration
https://help.anaplan.com/anapedia/Content/Data_Integrations/Anaplan_Tableau_Integration.html
Exporting Anaplan Objects
https://help.anaplan.com/anapedia/Content/Import_and_Export/Export_from_Anaplan.html
Detailed information regarding the add-ons for Google Sheets and Microsoft Office
https://help.anaplan.com/bbf06731-3cc3-4b70-9544-f74be85d67d0-Extensions

PRELIMINARY PLAN FOR IMPLEMENTATION (10 PTS):

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

The project sponsor is Lee Will, State Budget Administrator. The project manager is Gary Bush, Senior Budget Management Analyst.

The Allitix project team will leverage the Allitix Way, a variant of the Anaplan Way implementation methodology, as the foundation of the project (infographic of Anaplan Way methodology below). The project is anticipated to run for approximately 20 weeks. (See attachment 1 for project workflow.)
By combining the Allitix team's experience and the requirements laid out in the Statement of Work (SOW) to drive toward the State Budget Division desired outcomes. Based on the project requirements and the Allitix team's experience implementing Anaplan financial planning and analytics projects, we will use the Anaplan Way project stages noted below.
Every Anaplan project has a slightly different mix of project staff from the customer side. Typical roles and activities are described below. Note that not all roles will be filled by the State Budget Division and multiple roles may be played by one person.

User Access	Roles and Activities
Anaplanners	• Future Anaplan model administrators working with the implementation team throughout the project (ultimately graduate to model building capabilities) • Prototyping / mock-ups – facilitate iterative design with business process owners • Quality assurance / system validation and testing • Delivery of end user solution including dashboards, modules, and/or documentation
Project Manager / Scrum Master	• Monitor project team performance; ensure timely availability for completion of action items and tasks per the project plans • Provide input for or prepare project status reports and presentation decks • Ensure timely availability of SMEs and stakeholders for participation in discussions and provide sign-off as needed
Business Process Owners Subject Matter Experts (SMEs)	• Provide subject matter expertise on overall end-to-end business process • Helps build test scripts and participates in UAT
IT & Security SMEs	• Support data readiness and integration requirements • Help build test scripts and participates in UAT
Executive Sponsor(s)	• Provide executive strategy and vision to the project • Attend steering committee meetings to remain aware of project progress, review risks, and assist to clear roadblocks

Project Sponsor	• Co-facilitate the development of high-level project timelines and milestones • Provide review and final sign-off on all deliverables • Participate in regular status meetings to discuss project progress, issues arising, and potential change orders, if needed.

Typical Implementation Stages

ADMINISTRATIVE TRAINING

Anaplan Level 1 training will occur at the beginning of the project to provide the team general knowledge of Anaplan and an introduction to model building within Anaplan. The primary purpose of this training is to provide the foundational knowledge DAS' Anaplan project team will need in order to support the solution long-term. This training will be instructor-led and will accommodate up to 10 participants.

FOUNDATIONS

This six-week phase of the implementation will focus on three distinct topics – business processes, data, and solution-specific planning.

DATA PLANNING

This critical stage allows the Allitix team to assess relevant data up front for the purpose of identifying/resolving data quality issues and to begin planning for data imports into Anaplan. This is also the stage that builds the foundation for the chosen ERP integration method, as defined in the SOW.

BUSINESS PROCESS PLANNING

This stage ensures understanding of the functional project requirements, aligned with the desired business processes.

MODEL PLANNING

This stage will include two critical elements – project planning and sprint planning.

Project Planning

During the project kick-off meeting, the State Budget Division team will write a statement which will guide the project team to success throughout the project. Next, Allitix documents each step in the process to complete the outputs required, giving way to break each step down further into user stories. User stories narrate specific business needs of end users by describing inputs, outputs, and acceptance criteria.

Sprint planning:User Stories are prioritized by complexity and level of effort then assigned to "Sprint Buckets." Allitix architects will guide the users on the amount of user stories to assign to each sprint based on several factors:

- Data readiness
- Complexity of user stories
- Requirements from the SOW

Once the sprint planning has concluded, the Allitix architects work with the Allitix and the State Budget Division project managers to document the project plan based on the user stories and planned sprints, taking into consideration the overall flow of the model, data integration, data development of lists and hierarchies, user friendly dashboards, and user security.

AGILE SPRINTS

This phase involves the buildout/configuration of the apps and dashboards via agile sprint cycles. The State Budget Division primary project team members will meet with Allitix each day for approximately 15 minutes. These daily "scrum calls" allows the Allitix team to quickly highlight the work done the previous day in order to validate the work and receive guidance from the State Budget Division. This approach keeps the project moving forward every day and accommodates for team members that may need to miss the daily meetings due to occasional conflicts.

ACCEPTANCE TESTING (UAT)

The objective of the UAT phase is to ensure the apps are operating as designed. The State Budget Division project team will be the primary testers for all user stories, which are tested as completed throughout each sprint. Additional testers from the business areas will be asked to assist in full UAT to ensure a quality solution at go-live.
Well-documented unit test results lead way to relevant test scripts by type of user, which are critical to a testing phase and will minimize issues at deployment. An effective regression testing approach will also expedite the resolution of any issues surfaced during testing. Allitix will defer to DAS' methods for developing test scripts with overall guidance provided by the Allitix team. State Budget Division may use the test script templates located in the Anaplan Agile app or use their own internal method.
DEPLOYMENT
Deployment will be kept top-of-mind throughout the entire project. It involves gaining buy-in from end users, making the newly deployed Anaplan solution stick within the organization, and securing return on investment (ROI). Deployment plans are developed well in advance of when the Anaplan solution is ready to go live and before the platform is made available to end-users (general availability). There should be a clear communication plan, training of end users, documentation, post-go live support plan, and monitoring.
END USER TRAINING
Training for end users will occur at the end of the project with the intent to drive both understanding and user adoption. This training will be instructor-led, delivered remotely, and will accommodate any number of participants. A recording of the training session will be provided to the State Budget Division for use in subsequent end user learning opportunities.

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

- Foundations Workshops – Data, Business Process, and Model Planning – weeks 1 – 6
- Administrative Training – To occur concurrently with Foundations Workshops (3 consecutive days, if delivered onsite: otherwise 3 days throughout a work week)
- Data Hub App – week 9
- Budget Development App – week 17
- Automated Integration – no later than week 17 (agile, based on availability of technical resources to participate)
- End User Training – week 20

Describe the training and staff development requirements.
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ADDITIONAL TRAINING
Self-paced, topical training is also available via the Anaplan online community. Training is accessible for free, for the life of the Anaplan subscription.

Describe the ongoing support requirements.
The administrative users within the State Budget Division will provide the primary support, in conjunction with Allitix' support team. Support outside of this will be rare.

RISK ASSESSMENT (10 PTS):

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

- Data quality – If there are quality issues, they may be able to be resolved within the Anaplan solution however it may add unexpected time to the project, should the clean-up be extensive. Less complex quality issues are likely to be resolved within the expected project hours.
- Resource availability – The project schedule assumes various State Budget Division and Allitix resources will be out from time-to-time for typical-length vacations and holidays. The risk increases if/when resources have atypical-length absence.

Identify strategies which have been developed to minimize risks.

- To mitigate data quality risks, we have built in a 4-week period of time to specifically focus on the pulling and clean-up of data.
- Because sickness, staff turnover, and vacations aren't always predictable, we accommodate for staff availability changes via weekly conversations, ensuring everyone is aware of upcoming absences (when known), including meeting conflicts. Unforeseen absences, such as sickness, are managed in the way of multiple project team members being involved with individual tasks so one-person bottlenecks can be avoided as much as possible.

FINANCIAL ANALYSIS AND BUDGET (20 PTS):

The funding for the project will be General Funds. For development in FY2022-23, the Budget Office will utilize carryover appropriations. For on-going costs the Budget Division will utilize existing appropriation authority. Therefore, the project will not require additional appropriations.