



## QUALITY ASSURANCE TEAM

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### Legislative Budget Board ♦ State Auditor's Office ♦ Department of Information Resources

**TO:** Governor Rick Perry

Lt. Governor David Dewhurst      Speaker Tom Craddick  
Senator Steve Ogden                      Representative Warren Chisum  
Senator Robert Duncan                  Representative Dan Branch  
Senator John Whitmire                  Representative James Keffer  
Senator Judith Zaffirini                 Representative Sylvester Turner

**FROM:** John O'Brien, Director, Legislative Budget Board  
John Keel, CPA, State Auditor, Office of the State Auditor  
Brian Rawson, Chief Technology Officer for the State of Texas, Department of Information Resources

**DATE:** January 9, 2009

**SUBJECT:** 2008 Quality Assurance Team (QAT) Annual Report

Over the past year, the Quality Assurance Team (QAT) continued to advance project monitoring and review practices for large technology projects within the state. During project monitoring, the QAT discovered indicators representative of ineffective project management based on analysis of information submitted by agencies.

As part of the QAT review process, seven major information systems development projects at four different agencies were reviewed. These projects were selected by the QAT because they had been reported as complete or were nearing completion or they were identified as high risk projects. Four of the projects are complete and have been implemented. Two other projects are significantly complete, while the final project reviewed had spent only 2 percent of its budget two years into a four year project. During the reviews, several observations were made as to reasons for delays in project completion:

- Problems with contractors not completing defined work
- Federal requirements/standards and related delays
- State legislative changes made during system development
- Agency driven scope expansion continued throughout project lifecycle
- Overall scope of the project was too large

The QAT Annual Report will be available on the QAT website at <http://www.qat.state.tx.us>. If you have any questions, please contact John O'Brien or Richard Corbell of the Legislative Budget Board at (512) 463-1200, John Keel or Ralph McClendon of the Office of the State Auditor at (512) 936-9500, or Brian Rawson or Rose Wheeler of the Department of Information Resources at (512) 475-4700.

Attachments

# ANNUAL REPORT



**LEGISLATIVE BUDGET BOARD  
OFFICE OF THE STATE AUDITOR  
DEPARTMENT OF INFORMATION RESOURCES  
JANUARY 2009**

## Summary

The QAT identifies major information resources projects from agency and university Biennial Operating Plans (BOP) that meet certain criteria. Specifically, a major information resources project must have development costs greater than \$1 million and meet one or more of the following criteria: (a) requires a year or more to reach operational status; (b) involves more than one agency or governmental unit; or (c) materially alters the work methods of agency or university personnel or the delivery of services to agency or university clients. This definition also includes any information resource technology project designated by the Legislature in the General Appropriations Act as a major information resources project. Refer to the QAT Policy and Procedures Manual for more information about QAT processes and activities ([www.qat.state.tx.us](http://www.qat.state.tx.us)).

During calendar year 2008, 52 projects representing \$1.044 billion in major information resources investments are subject to QAT monitoring. These investments have increased since the last annual report. There are 42 projects under QAT review, one project has been canceled by the agency, two projects have been waived from review at this time and seven projects, or a phase of a project has been completed.

Appendix A provides details for monitored projects based on information included in agency monitoring reports. These are self-reported documents from agencies and universities that are generally received quarterly after the project is initiated. Of the 52 projects in the state's portfolio, 26 have exceeded the initial timeline by an average of 14 months. Six projects have exceeded the initial budget on average greater than \$2 million each.

Appendix B provides information for all completed projects and Appendix C lists waived and canceled projects. Final costs for projects in appendix B show a total increase of approximately 12 percent. Two projects were completed within the original timeline.

As part of the QAT's monitoring work, seven major information systems development projects at four different agencies were reviewed in greater detail through onsite surveys. Four of the projects are complete and have been implemented. Two other projects are significantly complete, while the final project reviewed spent only 2 percent of its budget. During the reviews, several observations were made.

The first observation was that all seven projects were completed late or projected to be completed late. The average delay for the seven projects was two years. The project with the shortest completion time took three years. The project with the longest completion time took more than 9.5 years. The longest delay for the projects reviewed was 3.5 years. The agencies cited the following reasons for the delays:

- Problems with contractors not completing work.
- Federal requirements/standards and related delays.
- State legislative changes made during system development.
- Agency driven scope expansion.
- Overall scope of the project was too large.

The second observation was that improvements are needed in (1) developing the initial project cost estimates and (2) accounting for the final project costs incurred by the agencies. While the overall cost of the seven projects totaled \$111,929,039, all four completed projects exceeded their budgets. Two of those projects exceeded the initial budget projection by 117 percent and 161 percent. Furthermore, costs for three of the seven projects costs were understated because the agencies did not include the cost of the state employees who worked on the project. For one project that is still in the early stages, the agency provided capital authority cost figures instead of actual project cost estimates. This caused the cost of the project to be overstated.

The third observation was that five of the six projects that were complete or significantly complete delivered the functionality required to support agency operations. For the one project that did not provide all of the promised functionality, the end users were asked if they considered the project a success. The answer was very positive.

## Issues and Observations

As noted in last year's annual report, the QAT identified several issues with projects during the quality assurance review process. One issue is still present, while three new issues have been identified. The recurring issue is listed below.

- Initial establishment of some major information resources projects include an inordinately long time frame for completion, along with an extremely wide scope of deliverables

Most major information resource projects are large, complex projects that include multiple, somewhat interrelated functionalities. Recent results indicate that projects are most likely to deliver on commitments when they are broken into manageable increments (e.g., two-years or less) with clear scope definitions.

Three new issues have been identified as follows:

- Definition of projects based on unknown funding amounts and approval authority
- Submission of monitoring information characteristic of ineffective project management practices
- Posting of vendor solicitations without submission of required project deliverables

### ***Issue:***

Agencies define projects based on unknown funding amounts and approval authority

### ***Observation:***

The QAT approves major information resources projects following Legislative Budget Board project approval and funding authorization. Agencies sometimes choose to initiate projects without knowledge of the funding amount or the authority to expend funds outside the current biennium. Initiating a project based on anticipated funding amount or authority leads to ineffective project planning and management. It is difficult to plan achievable, realistic, and expected project outcomes based on the potential of funds or authority. The primary challenge for agencies is to achieve all project goals and objectives while adhering to classic project constraints – scope, time, and budget. For example, the Texas Department of Transportation (TxDOT) sought to initiate the entire Vision 21 Core project scope before receiving comprehensive funding and authority across biennia. Use of state resources is then based on assumptions that may later prove false, ultimately leading to rework and potential project failure or partial non-functional outcomes. Effective project management promotes definition of a manageable scope based on known project constraints (e.g., scope that is achievable with partial funding), or delay of the project until the required funding amount is known and authorization is obtained.

### ***Recommendation:***

Agencies should develop projects based upon approved funding or at least obtain project input and approval before initiation based on legislative intent.

***Issue:***

Submission of monitoring information characteristic of ineffective project management practices

***Observation:***

Agencies that have projects being monitored by the QAT are required to submit monitoring information using a consistent method as defined by the statewide project monitoring process. The state-level monitoring process is intended to aid agencies with a communication tool to help identify and communicate areas of high risk and possible failure points. Agencies sometimes report project status information that highlight use of ineffective project management practices. For example, the Health and Human Services Commission reported a planned project finish date for the Texas Integrated Eligibility System (TIERS)/Enhanced Eligibility System (EES) as *‘to be determined,’* and later, following QAT feedback, as *‘system decommissioning.’* In both scenarios, effective project management promotes use of project estimates to identify project start and finish dates, ultimately deriving, planning, and managing a carefully defined and achievable project scope.

***Recommendation:***

Agencies should follow the defined QAT project monitoring process providing complete, timely, and accurate information as scheduled.

***Issue:***

Posting of vendor solicitations without submission of required project deliverables

***Observation:***

Agencies are required to submit planning information for major information resources projects (i.e., Project Plan and Acquisition Plan project deliverables) before posting a solicitation to acquire vendor services. Agencies sometimes post solicitations without submission of the planning information to QAT. There were multiple instances this past year where the QAT requested agencies to “remove” solicitations until appropriate deliverables had been submitted and approved by the QAT. For example, the Department of Aging and Disability Services (DADS) posted a vendor solicitation to acquire services for the Migration to Websphere and Oracle Technology project without submission of the Project Plan and Acquisition Plan. Awarding a contract to a vendor and ultimately initiating use of services provided by the vendor before planning effectively, leads to poor use of state resources and excessive reliance on the vendor. Effective project management promotes agency accountability for management and delivery of project outcomes, rather than the vendor perceived as an independent stakeholder. Establishing and maintaining ownership and understanding of project activities, regardless of whether services and/or goods are procured, are critical to achieving the mission of the organization.

***Recommendation:***

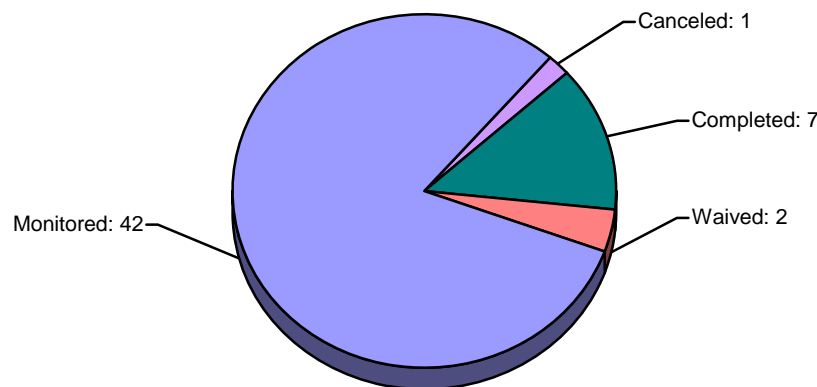
Agencies should plan appropriately for major information resources projects. This is evidenced and verified through development and submission of the required deliverables.

## Project Review and Monitoring Activity

As information relating to projects changes, the monitoring status of these projects may change during the calendar year. Monitoring encompasses various activities, including participation in project steering committee meetings, reviewing project schedules and expenditures, and/or providing oversight and consultation to the project team.

Figure 1 shows the status of projects subject to QAT oversight.

**Figure 1: QAT Projects by Status**



The QAT assigns a level of risk to all projects based on an initial review of information provided in the BOP, the project deliverables, and knowledge of the agency developing the project. The level of risk is determined through a multi-step process of evaluating project risks, the risks' potential impact on the success of the project, and the possible consequences of failure. Projects receive risk ratings of high, medium, or low. These ratings and the corresponding level of monitoring can change as the project progresses.

High-risk projects are projects that are assigned the highest level of QAT oversight. QAT receives periodic monitoring reports for high-risk projects, usually monthly, that detail progress and changes to cost, schedule, risks, and scope. Medium-risk projects typically require quarterly submission of monitoring reports. In some instances, based on the nature of the project, the QAT waives low-risk projects from review. Currently there are 12 projects that are considered low-risk; however, all are being monitored quarterly.

Figure 2 illustrates the number of projects subject to QAT review by risk level.

**Figure 2: Number of Projects at Each Risk Level**

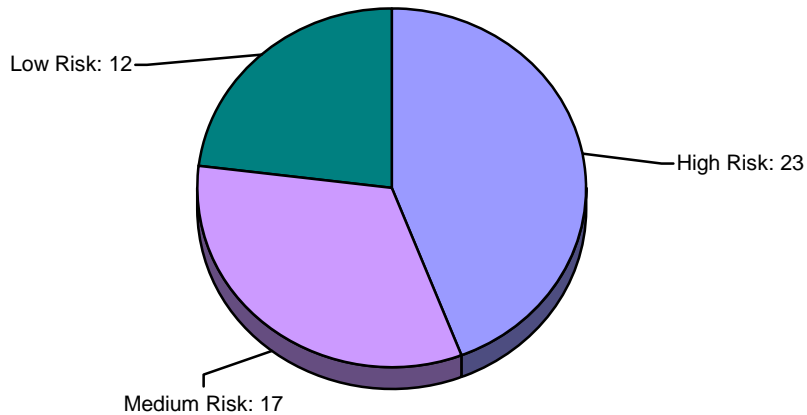
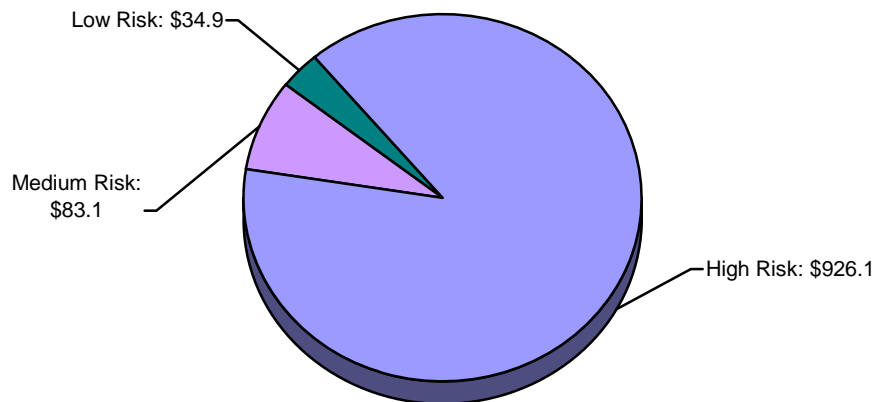


Figure 3 depicts the project costs (rounded) associated with projects in each risk level. Total project life cycle costs for all projects subject to QAT oversight is \$1,044,003,253. Life cycle costs include all costs over the development of the project – from inception to implementation – and in some cases cover more than one biennium.

**Figure 3: Total Project Life Cycle Costs by Risk Level**  
(In millions of dollars rounded)



Appendix A provides additional information about the status and life cycle costs of each monitored project as reported in the respective agency/university's BOP, Framework, or other information. Information includes initial estimates of cost, benefit, and implementation date for projects compared to current project estimates.



## ***Project Reviews:***

The QAT conducted seven project reviews. The following are short summaries of each review.

### **Department of State Health Services**

#### **Women's, Infants and Children Information Network (WIC-WIN) Project**

The review indicates that (1) the project will require two additional years to complete, (2) the project appears to be properly monitored, and (3) the project cost reporting to the QAT has been overstated (this error has since been corrected.).

The WIC WIN project is estimating two additional years will be needed for completion.

The project was originally scheduled to be completed in 2010, but changes in direction from the U.S. Department of Agriculture (USDA) and delays in receiving federal and state deliverables have affected the project's schedule. The Department estimates that project preparatory work will be conducted in 2009, system development and implementation will occur in 2010 and 2011, and project closeout will occur in 2012.

Although the project schedule has been adjusted, the Department does not anticipate any changes to project scope and budget. The WIC WIN project is funded entirely by federal funds provided through administrative grants and State Agency Model funding from the USDA. The USDA approves project funding and requires that it approve all expenditures prior to the expenditure of funds.

### **Department of Public Safety**

#### **Texas Law Enforcement Telecommunication System (TLETS) Project**

TLETS appears to be functioning as intended. A demonstration of the system highlighted the results of queries entered, including a record of response times within the criteria established by the FBI.

The TLETS application engineering is complete, and the completion of installation at local law enforcement agencies across the state is pending. The Department reports complete installations at 656 of 877 (74.8 percent) local agencies, with the remainder to be completed by December 2008. The current migration is dependent on the local agencies. If those agencies provide adequate equipment and plan appropriately based on the schedule provided by the Department, the migration can be completed as scheduled. Meanwhile, the legacy system is still available for use by those local agencies not yet converted. For safety purposes, the Department feels the legacy system cannot be taken down until all local agencies using the system have converted to TLETS.

The Department also has begun the Central Repository phase of the project. Although this part of the project was in the original project scope, it is not considered critical, and it was not bid until recently. The contract for this part of the project is currently under review. The Central Repository is a database system within the TLETS application that contains necessary information about the local agencies' systems. The Department currently reports this portion is 5 percent complete because only a small expenditure has been made on this effort to date.

## **Department of Public Safety Driver's License Reengineering Project**

The review of the Department of Public Safety's (Department) Driver's License Reengineering (DLR) project indicates that the software appears to be functioning as intended, with the exception that the existing platform used by the Department is not capable of handling the additional workload. The final cost of the three pieces of the project is expected to be \$48.3 million. The project started January 6, 2004, and was originally scheduled to end in May 2007 with a budget of \$45.7 million. The Department had expended \$32 million through July 2008, and the most recent estimated project end date is April 2009. The DLR project is estimated to run 5.69 percent over budget (or \$2.6 million over budget) and is expected to be completed 23 months late.

The communication issue identified in 2006 has not been completely resolved. The Department originally planned to use satellite technology for all network communications. However, testing revealed that locations with more than five terminals suffered from inadequate response time. Currently, the Department is considering a hybrid approach using land lines for larger offices and continuing to use satellite technology for small offices. A final decision has not been communicated to the QAT to date.

The pilot was originally planned for launch in June 2007 but was postponed due to the communication and platform issues. It is currently expected to begin in January 2009.

## **Texas Commission on Environmental Quality State Implementation Plan Emission - Data Management System (SIP)**

The review of the Commission on Environmental Quality's (Commission) State Implementation Plan Emission Data Management System (SIPEDMS) project indicates that this Web based system, which is used to compile emissions data from 254 Texas counties, appears to be functioning as intended. The project began in 2001 with an estimated cost of \$1,677,454 and an estimated ending date of August 31, 2005. However, during the project's first year of development, the Commission expanded the project's scope to comply with Environmental Protection Agency (EPA) reporting requirements. As a result, the Commission increased the project budget to \$3,636,200 and changed its ending date to August 31, 2007. As of August 31, 2007, all five development phases were complete and the main components of SIPEDMS were fully implemented.

The project is in the maintenance phase. The Commission performs system tests on a regular basis, and system troubleshooting is performed by Commission staff. Currently, internal and external users are able to produce several types of emission reports. Each user has different types of access.

**Texas Commission on Environmental Quality's (Commission)  
Surface Water Quality Monitoring Information System Project (SWQMIS)**

The review of the Commission on Environmental Quality's (Commission) Surface Water Quality Monitoring Information System (SWQMIS) project indicates that the Web based system to compile surface water quality monitoring data appears to be functioning as intended and the project appears to be properly monitored. The project began in November 2004 at an estimated cost of \$1,750,000 and with a timeframe ending on August 31, 2006. However, during the project's first year, the Commission expanded the project scope to include data flow capabilities and assessment tools, at a cost of at least \$2,762,283 and with a timeframe ending on August 31, 2008. The project was fully implemented by November 2007.

The system, developed under one contract and funded 100 percent through a federal grant, allows for the long term storage, management, and assessment of surface water quality data. The system also allows the surface water monitoring data assessment to be sent to the Environmental Protection Agency (EPA) in a timely manner. This data flow allows the Commission to comply with the Clean Water Act.

SWQMIS is operational for all surface water quality monitoring stations in the state of Texas. Historical surface water quality monitoring data is being stored while the system continues to allow data managers to submit data to the system. Commission staff has been using the system to manage station inventories, verify data collection, verify data submittal, validate data, and provide records upon request.

**Texas Department of Transportation – Motor Vehicle Division (Department)  
Licensing, Administration, Consumer Affairs, Enforcement System (LACE)**

The review of the Department's LACE System has determined that the system is functioning as indicated on the post implementation review of business outcomes previously submitted by the Department. However, LACE was completed \$5,888,945 (or 160.83 percent) over budget, and it was completed nearly four years after the original forecasted end date. Initially, LACE was budgeted to cost \$3,661,691 and to be completed within 34 months, with an expected start date of November 1999 and expected completion date of August 2003. LACE was launched on May 1, 2007, and had a final cost of \$9,550,636; However, that final cost amount does not include the cost of using internal staff to complete the project.

During system implementation, the Department realized the magnitude of the effort and scaled back on some of the system's functionality to complete the project. The Internet portal that would have allowed access by the public to the system was postponed until a later release.

The LACE development team experienced several other setbacks that led to the project exceeding both the initial budgeted cost estimate and the estimated date of completion. To develop the system, the Department contracted on three separate occasions with three different vendors whose contracts were either not renewed or were terminated. The vendors never completed the system, leaving Department staff to finish the system with the help of the Department of Information Resources (DIR) staff augmentation services. Additionally, several legislative changes led to changes during system development.

**Texas Department of Transportation – Motor Vehicle Division (Department)  
Motor Vehicle Information System Special Plates Integration Project (MVIS)**

The review of the Department's MVIS Special Plates Integration Project indicates that the system is complete and functioning as intended. The project cost was initially estimated at \$1,647,000, but the final cost was \$2,055,203. The Department attributed the additional costs to legislative changes in the requirements for special plates and the use of contractors to complete the project on an accelerated schedule as directed by the Department's Deputy Executive Director.

The Special Plates Integration subproject was initiated in 1994 with the goal of integrating the then Special Plates System (SPS) into the Department's Registration and Title System (RTS). When the RTS system was developed, it did not include a special plate component. That meant the Department had to support two systems. The SPS application used old technology, program languages, and file types. The special plate's process was cumbersome and time intensive and it relied heavily on skilled programming staff. The process required county tax offices to collect applications from special plates and send them to the Department's Vehicle Titles and Registration Division in Austin, which would then review them and send them back to the county tax office after approving them. Customers would then go back to the county tax office to pick up their plates. New special plate customers had to file two separate applications: one for regular registration and another for a special license plate. For renewals, the process required the agency to mail two separate renewal notices: one for regular registration and another for the special plate.

Development of the system was put on hold until 2002 because the Department was developing other portions of the RTS system, including the point-of-sale sticker system, at that time and did not have sufficient resources. According to the Department, regular registration and titling, which comprise 95 percent of the work, took priority over special plates, which are a very small portion of total registration transactions. The Special Plates Integration Project was reactivated in July of 2002 when resources became available. The project was shelved again in 2003 due to legislative initiatives to reorganize some of the special plate's rules.

# APPENDIX A: MONITORED PROJECTS

## Article I – General Government

<b>Agency:</b>	<b>Office of the Comptroller of Public Accounts (CPA)</b>		
<b>Project Name:</b>	<b>Treasury Operations Project</b>		
<b>Description:</b>	<p>The Comptroller of Public Accounts (CPA) is replacing its aging Treasury Operations systems hardware and software in order to support the agency's statutory responsibilities related to Treasury operations. In addition, CPA seeks to re-engineer its business processes to gain efficiencies, such as reducing or eliminating time-consuming manual processes, manual reconciliation, duplicate data entry, and paper processing. The main focus of the Treasury Project is to replace Clipper software which pervades the Treasury system.</p> <p>The Treasury Solution will encompass all treasury operations, including but not limited to, banking and electronic processing, treasury accounting, cash and securities management, and reporting functions. Treasury Operations uses data from many sources, including CPA, other state agencies, Texas Treasury Safekeeping Trust Company (TTSTC), the Federal Reserve, institutions of higher education, and other entities and financial institutions.</p>		
<b>Benefits:</b>	CPA's objective is to maximize the efficiency of managing state revenue to ensure that the state's assets, cash receipts and warrants are properly secured, processed, deposited and accounted.		
<b>Status/ Explanation of Changes:</b>	<p>The project officially began in April 2008. Currently CPA is researching vendors and solutions.</p> <p>The Treasury Project's scope of work consist of services to complete detailed requirements gathering, a fit/gap analysis, implementation of eleven business processes, and post-production services and divided into the four phases.</p> <p>After the Phase 1 fit/gap analysis, a Go/No Go decision will be made. If the fit/gap analysis indicates that the software will not meet CPA's requirements, CPA reserves the right to end the contract and to issue a Request for Offer (RFO) to investigate other vendors and solutions. At the conclusion of Phase 1, the contractor will provide a detailed project plan, including milestones and timelines, which will further outline Phases 2 and 3.</p> <p>At the conclusion of each phase, Go/No Go decisions will determine whether to proceed to the next phase. If the decision is made to proceed with Phase 3, Processes 4 – 11 may be implemented in any order to satisfy the complex integration between processes across the different phases, though not all processes will necessarily be implemented.</p>		
<b>Project Risk:</b>	High	<b>Current Expenditures:</b>	\$46,056
<b>Original Timeline:</b>	09/01/07 – 08/31/11	<b>Current Timeline:</b>	09/01/07 – 08/31/11
<b>Initial Projected Costs:</b>	\$7,747,019	<b>Current Projected Costs:</b>	\$7,747,019

## APPENDIX A: MONITORED PROJECTS

<b>Agency:</b>	<b>Office of the Texas Secretary of State (SOS)</b>		
<b>Project Name:</b>	<b>TEAM (Texas Election Administration Mgmt) System Implementation Project</b>		
<b>Description:</b>	Federal Help America Vote Act of 2002 (HAVA). This act requires the state to implement a single, unified, official, centralized, interactive, computerized statewide voter registration list that is defined, maintained, and administered at the state level.		
<b>Benefits:</b>	Help America Vote Act Training and Technical Assistance to Assist Protection and Advocacy Systems to Establish or Improve Voting Access for Individuals with Disabilities.		
<b>Status/ Explanation of Changes:</b>	<p>In 2008, Hart decided not pursue marketing VOX v4.0 (eRegistry product) as a product in the general marketplace. SOS decided to pursue purchase of the application source code in its entirety, for in-house support and enhancements as perfective maintenance, in lieu of ongoing maintenance support payments to Hart.</p> <p>SOS commissioned an audit of the quality of the source code through a third party (Denim Group) which revealed no serious problems with the code or development environment. The QAT cannot confirm if there are problems with the source code. SOS IT knowledge transfer began in October 2008.</p> <p>Agreements were executed with Hart in November 2008 to transfer ownership and expertise to SOS. Therefore, the TEAM System Implementation Project closed on 11/26/08, with 97.9% of Statements Of Work deliverables delivered from IBM (prime contractor) through Hart (application provider), with 96.9% of the original COTS license fee paid.</p> <p>SOS has been completing tasks with the vendor and has not completed implementation of the system. The QAT has expressed concerns that until the agency has implement the system the project is not complete which would change the close out date for the project. SOS confirmed that the developer has completed VOX 4.04 and has provided the eRegistry to the agency. The agency does not intend to do all that is listed in Release 2 and Release 3.</p>		
<b>Project Risk:</b>	High	<b>Current Expenditures:</b>	\$14,935,809
<b>Original Timeline:</b>	09/01/03 – 01/01/06	<b>Current Timeline:</b>	11/08/04 – 11/26/08
<b>Initial Projected Costs:</b>	\$15,000,000	<b>Current Projected Costs:</b>	\$16,224,304

# APPENDIX A: MONITORED PROJECTS

## Article II – Health and Human Services

<b>Agency:</b>	<b>Health and Human Services Commission (HHSC)</b>		
<b>Project Name:</b>	<b>Enhanced Eligibility System</b>		
<b>Description:</b>	H.B. 3575 80 <sup>th</sup> Legislature, Regular Session, directs HHSC to develop a transition plan under which the eligibility system in existence on September 1, 2007, is transformed and enhanced to be more fully functional relative to the needs of eligible Texas residents.		
<b>Benefits:</b>	<ul style="list-style-type: none"> <li>• Increase the quality of and client access to services provided through the programs.</li> <li>• Implement more efficient business processes that will reduce processing times for applications for program benefits and reduce staff workloads.</li> <li>• Implement simplified application and enrollment processes for programs in a manner that is consistent with program goals established by the Legislature.</li> <li>• Enhance the integrity of and reduce fraud in the programs and ensure compliance with applicable federal laws and rules.</li> </ul>		
<b>Status/ Explanation of Changes:</b>	<p>Successfully converted Texas Works cases and rolled out TIERS/EST in nine offices in Region 07 - Central Texas: La Grange, Bastrop, San Saba, Hamilton, Elgin, Lampasas, Llano, Marble Falls, and Goldthwaite. In October 2008, these offices began using TIERS/EST instead of SAVERR.</p> <p>HHSC provided information in their QAT Monitoring report about the conversion and rollout schedule for FY 2009 to convert Medicaid for Elderly and People with Disabilities (MEPD, also known as long term care programs) cases from SAVERR to TIERS as approved by the Executive Commissioner. The addition of MEPD cases to the conversion schedule does not expand the number of food stamp cases to be converted. Conversion of MEPD cases in Region 7 - Central Texas (Austin), Region 10 - Upper Rio Grande Valley (El Paso), and Region 1 - High Plains (Lubbock) are scheduled to begin January 2009 and end August 2009.</p> <p>HHSC's Executive Commissioner approved going forward with the November 2008 conversions of cases from SAVERR to TIERS and rollout for four additional offices in Region 07 - Central Texas: Copperas Cove, Gatesville, Killeen, and Temple.</p> <p>HHSC reported that the \$1 billion total amount does not include funds necessary to implement TIERS statewide and only accounts to funding from 1997 to present. Additionally, the Commission has not yet determined a projected end date for the completion and statewide implementation of TIERS.</p>		
<b>Project Risk:</b>	High	<b>Current Expenditures:</b>	\$143,625,229
<b>Original Timeline:</b>	09/01/02 – TBD*	<b>Current Timeline:</b>	09/01/02 – TBD*
<b>Initial Projected Costs:</b>	\$637,348,337	<b>Current Projected Costs:</b>	\$637,350,444

\* Agency has not determined an end date of the Enhanced Eligibility System.

## APPENDIX A: MONITORED PROJECTS

<b>Agency:</b>	<b>Department of Family and Protective Services (DFPS)</b>		
<b>Project Name:</b>	<b>Child Protective Services (CPS) Reform Project</b>		
<b>Description:</b>	The CPS reform project has been broken out into five separate projects. Each project is tracked with milestones and expenditures. However, the QAT is reporting all projects in this one area. The five projects consist of the following: Mobile Caseworker-CPS Reform, IMPACT-CPS Reform, IMPACT Improvements, IMPACT Hardware-CPS Reform, and Telemedicine-CPS Reform.		
<b>Benefits:</b>	<p>Specific goals of CPS renewal include:</p> <ul style="list-style-type: none"> <li>• Improve the ability of caseworkers to promptly investigate allegations of child abuse and neglect, accurately determine whether abuse or neglect occurred, and protect children.</li> <li>• Engage the private sector to provide placement and permanency services to children and families and focus the CPS program on its primary mission of ensuring child safety.</li> <li>• Maximize the effectiveness and efficiency of resources by reducing workloads, relieving workers of administrative tasks, providing technology to optimize efficiency, and improving supervision.</li> <li>• Enable investigators to focus more time on cases that are likely to involve child abuse or neglect by enhancing screening processes to screen out intake reports that do not warrant a full CPS investigation.</li> </ul>		
<b>Status/ Explanation of Changes:</b>	<p><u>Mobile Caseworker System-CPS Reform</u> - Statewide deployment of tablet Personal Computers during fiscal year 2006. Deploy tablets to additional CPS staff to be hired in fiscal year 2007. The agency received better pricing for tablet Personal Computers. This project has been completed.</p> <p><u>IMPACT-CPS Reform &amp; IMPACT Improvements</u> - Initial contact detail changes for IMPACT and Mobile Protective Services (MPS) implemented January 2007. Completed detail designs for MPS May 2007 Release. Detail design and development phases for IMPACT modifications and new functionality and MPS modules for Investigations and Family-Based Safety Services (FBSS) are ongoing. These projects are complete as of December 2008 reporting period.</p> <p><u>IMPACT Hardware-CPS Reform</u> - Hardware assessments to meet requirements were scoped during Joint Application Requirements (JAR) sessions. This project has been completed.</p> <p><u>Telemedicine-CPS Reform</u> - Setup for production servers has not been completed by University of Texas Health Science Center and all necessary video conferencing has not been installed. This project has been completed.</p>		
<b>Project Risk:</b>	Medium	<b>Current Expenditures:</b>	\$18,329,492
<b>Original Timeline:</b>	09/01/05 – 08/31/07	<b>Current Timeline:</b>	09/01/05 – 11/2008
<b>Initial Projected Costs:</b>	\$22,318,264*	<b>Current Projected Costs:</b>	\$20,276,546*

\* Reflects costs for all five projects.



## APPENDIX A: MONITORED PROJECTS

<b>Agency:</b>	<b>Department of State Health Services (DSHS)</b>		
<b>Project Name:</b>	<b>Automated Medication Administration Record System (AMARS)</b>		
<b>Description:</b>	The AMARS is a bar-coded technology system that would be tightly integrated with DSHS's current enterprise pharmacy system (Mediware Information Systems' WORx) for ten facilities in the DSHS Mental Health and Substance Abuse Services (MHSAS) Hospitals Section.		
<b>Benefits:</b>	In the implemented AMAR system, the medication, the patient and the nurse are each identified with a bar code. Before medication is administered, all three are scanned for a "match" and interfaced with WORx (Pharmacy Software System Replacement Project) to ensure the correct medication and dosage prescribed by the physician is administered to the right patient at the right time.		
<b>Status/ Explanation of Changes:</b>	<p>AMARS is an implementation project of a commercial electronic medication administration recording system. (MediMAR). The specific needs of each hospital are evaluated and MediMAR is deployed independently at each facility. However, all facilities are using the same application &amp; database. There is only 1 MediMAR application.</p> <p>The AMARS schedule was re-baselined in April 2008, resulting of rescheduling of a number of activities. The revised dates are in the Project Milestones that were submitted to the QAT. The planned finish date of the project, the cost estimate and the project scope did not change.</p>		
<b>Project Risk:</b>	Low	<b>Current Expenditures:</b>	\$2,515,321
<b>Original Timeline:</b>	07/01/06 – 08/31/09	<b>Current Timeline:</b>	07/07/06 – 12/31/09
<b>Initial Projected Costs:</b>	\$4,794,860	<b>Current Projected Costs:</b>	\$4,654,860

## APPENDIX A: MONITORED PROJECTS

<b>Agency:</b>	<b>Department of State Health Services (DSHS)</b>		
<b>Project Name:</b>	<b>Clinical Management for Behavioral Health Services</b>		
<b>Description:</b>	<p>DSHS is developing an integrated clinical management and claims processing system for behavioral health care services. This project is tasked to include a thorough analysis of existing data system functionalities and architectures in the development of a cost-effective solution. It should also incorporate strategies to integrate mental health and substance abuse data. Due to the high co-occurrence of substance abuse and serious mental illness, clinical information systems must support a new integrated approach to service delivery.</p>		
<b>Benefits:</b>	<p>Once the project is deployed provider staff time required for coordination of care for clients assessed for both mental health and substance abuse services will be drastically reduced. Efficiencies will be seen in several areas. These are:</p> <ul style="list-style-type: none"> <li>• Data entry and system prompts ensure timeliness of service.</li> <li>• Reductions in time counselors must spend reviewing paper files.</li> <li>• The system will automatically collect required reporting data during the clinical process.</li> </ul> <p>With consent of the client, counselors from different agencies can share important client information in real time to better serve the client and reduce administrative time. The process of sharing client information at present typically ranges from several hours to weeks per client</p>		
<b>Status/ Explanation of Changes:</b>	<p>The scheduled end date for development of the Production Release 1 is October 2008 while the targeted deployment date is the February 2009.</p> <p>Child Assessment requirements were completed while Service Authorization and Financial eligibility requirements are above 95% complete. Progress has also been made in developing requirements for the Manage Medications and OST Progress Notes use cases. Development moved forward with progress on the Process Claims, Consent, and Client Referral use cases.</p> <p>Integration with the behavioral health data warehouse continued and was 10% complete at the end of the month. Reports development for Production Release 1 was also 10% complete, while the work effort for CMBHS downloads was 15% complete.</p>		
<b>Project Risk:</b>	Medium	<b>Current Expenditures:</b>	\$2,913,705
<b>Original Timeline:</b>	09/01/05 – 08/31/07	<b>Current Timeline:</b>	09/01/05 – 12/31/09
<b>Initial Projected Costs:</b>	\$1,178,188	<b>Current Projected Costs:</b>	\$3,372,802

## APPENDIX A: MONITORED PROJECTS

<b>Agency:</b>	<b>Department of State Health Services (DSHS)</b>		
<b>Project Name:</b>	<b>Enhance and Optimize WIC Client Service Delivery Project</b>		
<b>Description:</b>	<p>The Women's, Infants and Children - WIC Information Network (WIC-WIN) project is a major analysis/redesign effort to look at the current statewide WIC automation system. The WIN Evolution project involves replacing the current WIC Information Network (WIN) with a State Agency Models (SAM).</p> <p>A modernized system is required to improve program effectiveness for both contractors and clients and to meet USDA requirements for MIS including Electronic Benefits Transfer (EBT) delivery of client benefits. The current WIN system was deployed in 1995 using a now-obsolete programming language (FoxPro for DOS) for the field applications.</p>		
<b>Benefits:</b>	<p>The main benefits of this project are to provide an improved Texas WIC system that will improve customer service; replace the legacy WIC system; maximize new technologies to improve functionality and service; strengthen controls/accountability of information to enhance reporting; improve the timeliness of data for key management decisions; minimize the potential for fraud and abuse; decrease training and technical assistance time; increase clinic efficiencies; and enhance the State's ability to handle EBT data.</p>		
<b>Status/ Explanation of Changes:</b>	<p>In 2008-09, the WIC EBT Infrastructure project will overcome the remaining impediments to statewide rollout. The expansion of WIC EBT statewide will complete the agency's conversion from a paper based voucher system to a plastic card.</p> <p>The schedule of the WIC-WIN project is dependent on the progress of the Mountain Plains States Consortium. The WIC-WIN project anticipated receiving the MPSC Detailed Functional Design Documents (DFDD) in 2007. MPSC incurred delays in their design phase. WIC-WIN received the MPSC DFDD in June 2008 and now expects to receive the code in the Fall of 2009. These delays have required a corresponding shift of most of the WIC-WIN project schedule as well as funding and capital authority.</p> <p>The QAT met with DSHS to discuss proper reporting methods in the QAT monitoring report. The Monitoring Report is the only opportunity that the QAT has to oversee a project on a regular basis. The report should only list the Total Project Cost as it relates to known costs. DSHS was reporting costs in a capital authority manner which led the QAT to believe the project was exceeding initial costs.</p> <p>Updates have been made to the initial estimated project costs to accurately reflect current estimates through FY10-11 (known funding). The only substantial change in the report is in the project costs.</p>		
<b>Project Risk:</b>	High	<b>Current Expenditures:</b>	\$1,837,572
<b>Original Timeline:</b>	07/13/06 – 06/30/10	<b>Current Timeline:</b>	07/13/06 – 05/31/09
<b>Initial Projected Costs:</b>	\$24,899,000	<b>Current Projected Costs:</b>	\$18,497,715

## APPENDIX A: MONITORED PROJECTS

<b>Agency:</b>	<b>Department of State Health Services (DSHS)</b>		
<b>Project Name:</b>	<b>Public Health Lab Information Management System Project (PHLIMS)</b>		
<b>Description:</b>	The Public Health Lab Information Management System Project will be able to link with other Lab Information Management System (LIMS) in the Bureau of Laboratories to allow data sharing between systems. These systems include the Newborn Genetic Screening System, the Environmental LIMS, the clinical chemistry system as well as link with other agency laboratories, the ASH laboratory, Women's Health Laboratory, and the South Texas Health Care Center Laboratory.		
<b>Benefits:</b>	<p>The current system is reported to be obsolete, difficult to update, not integrated with laboratory instruments and cannot readily import or export laboratory data. The new system would be one that is compliant with Public Health Information Network and system processes will integrate with laboratory instruments and allow customer access to their data.</p> <p>The agency states that improved efficiency in data entry, reporting and statistical analysis, tracking of testing, laboratory quality, and improved turn around time. The system would allow for the re-allocation and/or reduction of staff and improve health/safety of the public due to better data analysis and reporting of diseases.</p>		
<b>Status/ Explanation of Changes:</b>	<p>Public Health Laboratory Information Management System has been implemented for the DSHS Public Health Laboratories in Austin and in South Texas (Harlingen).</p> <p>The Resolute application has been replaced with a more modern Public Health Laboratory Billing and Accounts Receivable System (PHLBARS). Healthpac, the new system, provides these functions for the DSHS public health laboratories in Austin and Harlingen as well as for the DSHS laboratories at the Women's Health Lab in San Antonio.</p> <p>The DSHS public health laboratory sections in Austin and Harlingen that perform Bio Threat (BT) testing, along with nine external independent laboratories, make up the Texas Laboratory Response Network (LRN). This network of laboratories has been established to perform routine BT testing and to respond collectively to a major BT event. The LabWare laboratory system has been implemented for all LRNs.</p> <p>The project will be closed out after the QAT receives and reviews a Post Implementation Report of Business Outcomes (PIRBO).</p>		
<b>Project Risk:</b>	High*	<b>Current Expenditures:</b>	\$2,922,948
<b>Original Timeline:</b>	09/01/05 – 08/31/07	<b>Current Timeline:</b>	09/01/05 – 08/30/08
<b>Initial Projected Costs:</b>	\$2,254,920	<b>Current Projected Costs:</b>	\$3,051,180

\*Risk has been re-evaluated and increased Risk from Low to High.

## APPENDIX A: MONITORED PROJECTS

<b>Agency:</b>	<b>Department of State Health Services (DSHS)</b>		
<b>Project Name:</b>	<b>WIC Electronic Benefits Transfer Phase II (Pilot and Deployment Project)</b>		
<b>Description:</b>	WIC EBT II is the next project phase within an umbrella initiative undertaken by the Special Supplemental Nutrition Program for Women, Infants, and Children (WIC) in Texas to replace the current-paper-based voucher food benefit delivery process with a card-based electronic benefits transfer (EBT) process. This initiative will increase operational efficiencies and controls for the Department of State Health Services (DSHS) as the administering agency and for participating grocers while improving the quality of service provided to WIC benefit recipients.		
<b>Benefits:</b>	<p>The main benefits of this project is to provide an improved Texas WIC system that replaces the aging Texas WIN (WIC Information Network) system with a new system that is compliant with the U.S. Department of Agriculture (USDA) Functional Requirements Document for a Model WIC System With EBT/ESD (FReD-E), in order to:</p> <ul style="list-style-type: none"> <li>• Allow more customers to be served through efficiencies in the clinics and improve service to all customers</li> <li>• Maximize newer technologies to improve functionality and service;</li> <li>• Achieve interoperability goals;</li> <li>• Provide more accurate data; and</li> <li>• Minimize potential for fraud and abuse.</li> </ul>		
<b>Status/ Explanation of Changes:</b>	<p>The statewide rollout of WIC EBT will no longer be completed as part of this project. DSHS rebased the project and submitted documentation to the QAT for review.</p> <p>The card development phase of this project was reduced to design only. Because of this change, the planned development efforts related to a new card and associated terminal devices will also not be completed.</p> <p>The VeriFone 3600 devices are obsolete and will be replaced by the VeriFone Vx610 as part of this project. The technology of the VeriFone devices will be developed to support the current cards only.</p> <p>An assessment of future directions of terminals for use by WIC will be completed. This effort will survey the existing terminals and provide perspective and recommendations to include an alternatives analysis and cost benefit analysis on future terminal device paths for the state as devices become obsolete. USDA serves as the project's partner in this effort, performing oversight and providing 100% of the funding supporting WIC EBT II.</p> <p>The project budget has been reduced and the completion date has been set to August 2008</p>		
<b>Project Risk:</b>	Low	<b>Current Expenditures:</b>	\$1,837,572
<b>Original Timeline:</b>	09/01/05 – 08/31/07	<b>Current Timeline:</b>	09/01/05 – 05/31/09
<b>Initial Projected Costs:</b>	\$4,305,960	<b>Current Projected Costs:</b>	\$2,501,290

## APPENDIX A: MONITORED PROJECTS

<b>Agency:</b>	<b>Department of Assistive and Rehabilitative Services (DARS)</b>		
<b>Project Name:</b>	<b>Consumer Case Management System (DCSS)</b>		
<b>Description:</b>	Develop a web-based consumer case management system that meets the business requirements required to support the Rehabilitative Services and Blind Services Divisions for the Department of Assistive and Rehabilitative Services (DARS). This system will replace the existing case management applications developed under the legacy Texas Rehabilitation Commission and the legacy Texas Commission for the Blind.		
<b>Benefits:</b>	<p>By moving to one DARS case management system, there is the potential to save on hardware, software, and maintenance (i.e., staff, etc.) costs. Additionally, the ability to share information across programs has the potential to save time and money as well as guard against fraud.</p> <p>Benefits gained through a consolidated consumer support system will provide broader access to consumer information by establishing one enterprise database that is accessible by one application for both DARS divisions. The system will create a streamlined reporting process by combining enterprise data warehouses.</p> <p>Improvement in administrative communications through the use of common terminology and technology platforms.</p>		
<b>Status/ Explanation of Changes:</b>	<p>The project is currently under a two phase approach. The primary deliverables of Phase 1 were to publish the Request for Offer (RFO) and making a procurement decision.</p> <p>The primary deliverables of Phase 2 are development and implementation of the application. The milestones listed in the project plan are very high level as Phase 2 of this project is still in the planning stage and the project plan is currently being developed. Indirect costs were added to the project which increased the final project costs. DARS increased scope and budget based on the agency evaluating agency needs.</p> <p>The re-baseline allowed the project plan to be adjusted to address finalized business requirements based on actual project productivity metrics gathered during coding of the first four functional modules. The completed re-baseline included 12 DARS approved change requests, which increased the project scope to included critical functionality not defined in the initial requirements.</p> <p>Previous delays and the increased project scope and refinement of initial estimates extended the project schedule by two years.</p>		
<b>Project Risk:</b>	High	<b>Current Expenditures:</b>	\$4,441,461
<b>Original Timeline:</b>	05/09/05 – 08/31/07	<b>Current Timeline:</b>	05/09/05 – 09/30/09
<b>Initial Projected Costs:</b>	\$2,436,400	<b>Current Projected Costs:</b>	\$9,261,576

## APPENDIX A: MONITORED PROJECTS

<b>Agency:</b>	<b>Department of Aging and Disability Services (DADS)</b>		
<b>Project Name:</b>	<b>Application Remediation Project</b>		
<b>Description:</b>	The Texas Department of Aging and Disability Services (DADS) houses a number of applications that currently reside in unsupported and outdated technology. Limited in-house staff to support and manage these outdated technologies results in prolonged downtime of mission critical business applications, which are tied to service delivery of the agency.		
<b>Benefits:</b>	Implementation of this project will address the future communications needs of DADS State Schools by bringing the telecommunications infrastructure up to date with the latest technologies. All system replacements/upgrades are necessary to maintain current functionality of the State Schools Telephone systems and maximum health and safety protection for DADS clients residing within State School facilities.		
<b>Status/ Explanation of Changes:</b>	<p>Five separate Requests for Offers (RFOs) are being developed to solicit turnkey remediation services of mission critical applications from older technology to newer, supported technologies that adhere to Service Oriented Architecture standards. The five projects are:</p> <ul style="list-style-type: none"> <li>• Quality Reporting System/Quality Reporting Web applications (2 related systems)</li> <li>• Community Care Caseload Reading System (three-tiered standalone system)</li> <li>• Claims Management System Mail (standalone system)</li> <li>• Home and Community Support Services Agency System (standalone system)</li> <li>• Service Authorization System Online, Long-Term Scheduler, Claims Management System Merge and Community Care for the Aged and Disabled Realign (4 related systems).</li> </ul> <p>The RFO's were scheduled to be completed on or before August 31, 2009. All services provided as part of the awarded vendors' solutions must be performed in the United States. DADS, in collaboration with HHSC's Enterprise Procurement and Contract Services' team, have discussed this procurement approach and the timelines.</p>		
<b>Project Risk:</b>	High	<b>Current Expenditures:</b>	\$170,693
<b>Original Timeline:</b>	07/01/08 – 08/31/09	<b>Current Timeline:</b>	07/01/08 – 08/31/09
<b>Initial Projected Costs:</b>	\$5,500,000	<b>Current Projected Costs:</b>	\$5,500,000

# APPENDIX A: MONITORED PROJECTS

## Article III – Education

<b>Agency:</b>	Texas Education Agency (TEA)		
<b>Project Name:</b>	Consolidated Entitlements Management System (CEMS)		
<b>Description:</b>	CEMS will be developed using a web-based application and re-useable calculation engine component and formula editor using innovative agency technologies to serve the business needs of entitlement processing, tracking and reporting for the TEA's Formula Funding Division. Phase 2 continues the work begun in the previous biennium on the project.		
<b>Benefits:</b>	<p>The agency calculates and distributes several billion dollars annually for federal and state funded grant programs, including No Child Left Behind (NCLB), IDEA -B Special Education and Deaf Services. Payments are distributed among more than 1,200 school districts in the Texas public education system. A number of legacy systems and manual procedures are currently used to determine entitlement distributions to participants. Current processes for calculating and distributing entitlement funds are labor intensive and error-prone.</p> <p>The creation of one consolidated database will capture all the input data sources, formulas used for calculations by year and program and store the entitlement results as one centralized repository of the entitlement data for reporting purposes. Business processes will continue to be automated, standardized, and streamlined across programs and business areas. This will result in more accurate results and more timely processing schedules for funding distribution to school districts.</p>		
<b>Status/ Explanation of Changes:</b>	<p>According to the agency, in April 2008, the original calculation engine was replaced with new technology and the formulas are now easier to develop and calculation speed has improved dramatically. Activities to be completed during the current biennium include:</p> <ol style="list-style-type: none"> <li>1) Accelerated User Acceptance testing of No Child Left Behind (NCLB) grants;</li> <li>2) Parallel testing of NCLB grants using 2009 data;</li> <li>3) Development of formulas for Special Education and Deaf Services; and</li> <li>4) Technology upgrades and user requested changes to application.</li> </ol>		
<b>Project Risk:</b>	High	<b>Current Expenditures:</b>	\$1,319,202
<b>Original Timeline:</b>	09/01/06 – 08/31/09	<b>Current Timeline:</b>	09/01/06 – 08/31/10
<b>Initial Projected Costs:</b>	\$3,611,536	<b>Current Projected Costs:</b>	\$3,611,536



## APPENDIX A: MONITORED PROJECTS

<b>Agency:</b>	<b>Texas Education Agency (TEA)</b>		
<b>Project Name:</b>	<b>Foundation School Program (FSP) Consolidated Rewrite</b>		
<b>Description:</b>	<p>This project is intended to accomplish a comprehensive rewrite of both the mainframe application and the ASP web application. (Application Service Provider (ASP) is a business that provides computer-based services to customers over a network.)</p> <p>Multiple development efforts will be run in parallel, as appropriate, to complete as many releases as possible in the shortest amount of time. Development will consider existing available software objects for reuse and include the development of web services. In addition, current business processes will be analyzed to determine opportunities to improve or maximize efficiencies in existing or new processes.</p>		
<b>Benefits:</b>	<p>According to the agency FSP will positively impact the agency by:</p> <ul style="list-style-type: none"> <li>• Providing a comprehensive, better supported application on a modern and current technical platform</li> <li>• Providing improved efficiency and quality of data as well as better system controls</li> <li>• Allowing new functionality to be added to support the business requirements needs of the State Funding Division. New features allow for versioning of formulas and simple “what if scenario” analysis with existing defined formulas</li> <li>• Allowing better integration with accounting needs</li> <li>• Reducing current mainframe computing costs by retiring a legacy application</li> <li>• Improving productivity by eliminating need to load files to and from mainframe</li> </ul>		
<b>Status/ Explanation of Changes:</b>	<p>The FSP Rewrite-is a multi-phased comprehensive rewrite of a very large, complex, poorly architected, and aging application system consisting of seventeen subsystems (including legacy mainframe application and web application) which currently support the business functions needed to calculate state funding allocations for more than 1,200 school districts and charters schools.</p> <p>The project was triggered by significant changes required by HB1, 79th Legislature, 3rd Called Session to school finance calculations. The proposed solution is to rewrite and develop a completely integrated system on a common technical infrastructure or platform. Phase 1 is currently scheduled to be completed in fiscal year 2009, resulting in the completion of six of seventeen subsystems.</p> <p>Foundation School Program (FSP) Consolidated Rewrite-Phase 2 is currently a project in the agency’s legislative appropriations request for the 81<sup>st</sup> legislative session.</p>		
<b>Project Risk:</b>	Medium	<b>Current Expenditures:</b>	\$2,791,816
<b>Original Timeline:</b>	09/01/06 – 08/31/09	<b>Current Timeline:</b>	09/01/06 – 08/31/09
<b>Initial Projected Costs:</b>	\$3,908,087	<b>Current Projected Costs:</b>	\$3,397,297

## APPENDIX A: MONITORED PROJECTS

<b>Agency:</b>	<b>Texas Education Agency (TEA)</b>		
<b>Project Name:</b>	<b>Public Education Information System (PEIMS) Redesign Phase I</b>		
<b>Description:</b>	<p>The Public Access to PEIMS Data / Agency Internet Renovation project is intended to satisfy the requirements of HB1, third-called session, 79<sup>th</sup> Texas Legislature, section 7.008, to provide public education financial and academic performance information of primary relevance to the public on the agency website. The Information is required to be summarized at the campus and district level in a format that is easy for the public to understand, easy to access, and download.</p>		
<b>Benefits:</b>	<p>PEIMS creates a software system of standard edits, to enhance the quality of data that is used by educational service centers and again by the agency on district data submissions.</p> <p>Currently, the major categories of data collected are: organization data; budget data; actual financial data; staff data; student demographic, program participation and school leaver data; student attendance, course completion and discipline data.</p> <p>In compliance with the Texas Education Code, PEIMS contains only the data necessary for the legislature TEA to perform their legally authorized functions in overseeing public education.</p>		
<b>Status/ Explanation of Changes:</b>	<p>The project is being implemented in four phases or components. The first component is the replacement of the Orbison server. This server is primarily used for PEIMS data collections. Replacement of the Orbison server will vastly improve processing time, decrease the number of job submission failures and support an increased number of job submissions in a time frame.</p> <p>The remaining components consist of:          Component 2 – Mainframe Data Migration          Component 3 – 80 Column Format Remediation          Component 4 – Enhanced Reporting Capabilities</p> <p>All components have a target go-live date of 8/31/2009. These milestones have not been verified at the time the report was created.</p> <p>Public Education Information System (PEIMS) Redesign Phase 2 is currently a project in the agency’s legislative appropriations request for the 81<sup>st</sup> legislative session.</p>		
<b>Project Risk:</b>	Medium	<b>Current Expenditures:</b>	\$1,289,063
<b>Original Timeline:</b>	02/01/08 – 09/15/09	<b>Current Timeline:</b>	02/01/08 – 09/15/09
<b>Initial Projected Costs:</b>	\$3,852,000	<b>Current Projected Costs:</b>	\$3,852,000

## APPENDIX A: MONITORED PROJECTS

<b>Agency:</b>	<b>Texas Education Agency (TEA)</b>		
<b>Project Name:</b>	<b>SBEC (State Board of Educator Certification) Online Rewrite</b>		
<b>Description:</b>	SBEC Online rewrite will be a system will be a web-based application for K-12 educators to apply for certification, recommendations from Texas educator preparation programs, and for School Districts to access and verify educator credentials.		
<b>Benefits:</b>	<p>The new system would replace many legacy applications that are subject to problems including the inability to track funds pre-paid by school districts for permits and other services. Legacy systems also has intermittent problems tracking fingerprinting information for background checking and users are being disconnected on a daily basis while doing various tasks (e.g., submit applications, recommend candidates for certification, approve candidates for tests).</p> <p>The new system is planned to remediate the issues described for the legacy systems. A comprehensive accounting solution will be implemented, a system engineered to the level required to support the user volume developed, and current and new functionality will be incorporated.</p>		
<b>Status/ Explanation of Changes:</b>	<p>The agency is preparing to complete multiple areas of the system which include:</p> <ul style="list-style-type: none"> <li>• Use-case analysis</li> <li>• Business model analysis</li> <li>• High and low-level design for system integration</li> <li>• Complete software coding</li> <li>• Complete data migration and</li> <li>• Developer testing</li> </ul> <p>By the end of FY09, the agency should have a standard educator certification path implemented and be ready to address security aspects of the educator certification application.</p> <p>Project planned to move to maintenance in FY11.</p> <p>SBEC Online Rewrite Phase 2 is currently a project in the agency's legislative appropriations request for the 81<sup>st</sup> legislative session. Phase 2 will provide enhanced security features.</p>		
<b>Project Risk:</b>	Medium	<b>Current Expenditures:</b>	\$1,045,108
<b>Original Timeline:</b>	01/01/07 – 08/31/10	<b>Current Timeline:</b>	01/01/07 – 09/30/11
<b>Initial Projected Costs:</b>	\$1,759,802	<b>Current Projected Costs:</b>	\$2,025,002

## APPENDIX A: MONITORED PROJECTS

<b>Agency:</b>	<b>Texas Education Agency (TEA)</b>		
<b>Project Name:</b>	<b>School Worker Fingerprinting</b>		
<b>Description:</b>	<p>SB9, 80<sup>th</sup> Legislature resulted in the requirement to develop a system to allow TEA to track whether a particular school worker was fingerprinted or not and to provide TEA Administrators with access to this data. All individuals working or volunteering with school children will be fingerprinted and have a background check performed. These include all certified educators, all substitute teachers and aides, certified or not, Non-certified employees hired on or after January 1, 2008, Charter school teachers and other professionals.</p>		
<b>Benefits:</b>	<p>Currently, only newly certifying educators are required to complete fingerprinting and background check. This new application will require all school workers (including bus drivers and volunteers) to be fingerprinted. Once implemented, all school workers will log-in to an online system to request and pay for a background check. The new system will allow the TEA to identify (through reporting) when a school worker is arrested for a high-level offense (as dictated by Rule). This system will need to interface with, or be a part of, the redesigned Educator Certification application.</p>		
<b>Status/ Explanation of Changes:</b>	<p>This system is designed to allow for the fingerprinting of up to 400,000 Educators over the next 4 years, as well as thousands school district candidates for hire. Their backgrounds need to be investigated and the individuals determined as either cleared or unemployable.</p> <p>The system is being reported by the agency as being complete and provides that a public school entity must discharge or refuse to hire an employee or applicant if:</p> <ol style="list-style-type: none"> <li>1. The employee or applicant has been convicted of: <ul style="list-style-type: none"> <li>• a felony offense under Title 5, Penal Code (Offenses Against the Person);</li> <li>• an offense on conviction of which a defendant is required to register as a sex offender under Chapter 62, Code of Criminal Procedure; or</li> <li>• an offense under the laws of another state or federal law that is equivalent to an offense under Paragraph (A) or (B); and</li> </ul> </li> <li>2. At the time the offense occurred, the victim of the offense was under 18 years of age or was enrolled in a public school.</li> </ol> <p>A Post Implementation Report of Business Outcomes (PIRBO) is due to the QAT in February 2009. Once the report has been reviewed by the QAT, the project will be closed out and archived from the state portfolio.</p>		
<b>Project Risk:</b>	Medium	<b>Current Expenditures:</b>	\$1,000,000
<b>Original Timeline:</b>	08/31/07 – 08/31/08	<b>Current Timeline:</b>	08/31/07 – 08/31/08
<b>Initial Projected Costs:</b>	\$1,000,000	<b>Current Projected Costs:</b>	\$1,000,000

## APPENDIX A: MONITORED PROJECTS

<b>Agency:</b>	<b>Texas A&amp;M University (TAMU)</b>		
<b>Project Name:</b>	<b>Enterprise Information Systems (EIS)</b>		
<b>Description:</b>	<p>Texas A&amp;M University (TAMU) will replace its current legacy Student system with a modern, technologically advanced information system. After completion of the Student system implementation, TAMU will replace the legacy HR/Payroll system with a new system. The project will also include the implementation of a Campus Portal to provide integrated access for faculty, staff, and students to a wide variety of campus systems. The project will also include a reporting data mart and data warehouse to improve current reporting capability. The project will now also include a campus-wide Oracle database license.</p> <p>The scope of the project will include TAMU in College Station, the branch campus in Galveston, the branch campus in Qatar, and participating Texas A&amp;M System agencies based in College Station.</p>		
<b>Benefits:</b>	<p>Improved functionality in the new systems such as improved Financial Aid processing allowing earlier awards for students, greater flexibility in tuition and fee processing using rule-based tables, and system access that is secure and entirely web-based.</p> <p>Prior to concluding that new systems must be implemented, TAMU has also carefully considered alternative solutions such as writing the systems from scratch, which will be cost prohibitive. While the five-year project cost estimate is a large amount, this cost amortized over the life of the new systems is not too significant for the functional benefits gained and the reduced operating risks according to TAMU. TAMU plans to keep the new systems in operations for at least fifteen years.</p>		
<b>Status/ Explanation of Changes:</b>	<p>The current scope includes the Student system, a Campus Portal, and Operational Data Store (ODS) and Enterprise Data Warehouse (EDW) for Texas A&amp;M University in College Station as well as the branch campuses in Galveston and Qatar.</p> <p>Last annual report TAMU completed Banner Financial Aid functional training sessions, and Banner Student functional and technical training sessions. Currently TAMU completed final preparations for September 2009 go-live of Admissions, Appworx, Operational Data Store and Evisions Argos as planned. This is a major milestone for the project.</p> <p>TAMU is continuing to development and deliver end-user training documentation and has completed production installation, training and knowledge transfer of Appworx job scheduling solution.</p>		
<b>Project Risk:</b>	Medium	<b>Current Expenditures:</b>	\$15,342,000
<b>Original Timeline:</b>	03/01/05 – 03/01/10	<b>Current Timeline:</b>	09/30/06 – 10/31/09
<b>Initial Projected Costs:</b>	\$41,200,000	<b>Current Projected Costs:</b>	\$33,000,000

## APPENDIX A: MONITORED PROJECTS

<b>Agency:</b>	<b>Lamar University - Beaumont</b>		
<b>Project Name:</b>	<b>LEAP System Upgrade for Enterprise Resource Planning (ERP)</b>		
<b>Description:</b>	<p>Current Administrative ERP solution has existed beyond the software life cycle and needs to be replaced by technological advanced applications to accommodate and initiate modern data processing. All students, faculty, and staff at Lamar University utilize the Administrative systems. In order to accommodate today's web interfaces, extend system uptime, efficient cycle processes, electronic transaction transfers and processes, and utilization of relational databases requires new software and hardware purchases.</p>		
<b>Benefits:</b>	<p>The new software and hardware architecture will be utilized and shared by three campuses in South East Texas. The campuses are Lamar University, Lamar Institute of Technology, and Lamar State College Orange. These Systems and its applications and processes are utilized by faculty, students, and staff of the three campuses.</p> <p>The goal of the project is to implement state-of-the art hardware and software Administrative systems and their applications to bring Lamar University data processing up to today's technology and to bring the benefits of that technology to the faculty, student, and staff population on three campuses in south east Texas. The Banner product is provided by SunGard SCT, and the hardware is provided by IBM and Sun Microsystems.</p>		
<b>Status/ Explanation of Changes:</b>	<p>Software, hardware, and maintenance costs will be shared resources for data processing for three campuses in South East Texas. This project will require subject matter expert personnel resources allocated from all administrative departments on three campuses for approximately 3.5 years.</p> <p>Lamar University completed the Finance system (including state reporting to USAS), HR / Payroll (including state reporting to HRIS, ERS). The Finance system provides accurate data so Lamar University can prepare and control budgets to facilitate sound decisions. This results in refined guidelines and procedures, and improved service delivery.</p> <p>Contract executed with SunGard for full time consultant for student and financial aid. The Student system allows the institution to build better relationships and offer customized learning, while the Financial Aid system allows early award notification for students entering class as well as allowing students to complete requirements; accept, decrease or reject awards.</p>		
<b>Project Risk:</b>	Low	<b>Current Expenditures:</b>	\$2,840,361
<b>Original Timeline:</b>	09/01/05 – 12/31/08	<b>Current Timeline:</b>	09/01/06* – 04/01/09
<b>Initial Projected Costs:</b>	\$4,105,900	<b>Current Projected Costs:</b>	\$4,805,900

\* Start date delayed due to effects of Hurricane Rita

## APPENDIX A: MONITORED PROJECTS

<b>Agency:</b>	<b>Midwestern State University (MSU)</b>		
<b>Project Name:</b>	<b>New Enterprise Resource Planning (ERP) Software Solution</b>		
<b>Description:</b>	<p>This project is to replace the current mainframe computer system (SunGard/SCT Plus), including financial, human resource and payroll, student services, financial aid, and budget software, to a web-based integrated system that will enhance services to the many constituencies across the campus 24 hours a day, 7 days a week.</p> <p>MSU's current administrative systems are between 15 and 20 years old with most of them close to the end of their life cycle. The software vendors who support these applications have indicated that they will be phasing out the support for these versions in the next couple of years. The new software will allow the university to remain compliant with all state required data feeds to Austin. The entire migration will be done in multiple stages over four years.</p>		
<b>Benefits:</b>	<p>The key benefits that MSU plan to achieve are as follows:</p> <ul style="list-style-type: none"> <li>• Standardize data and improve access to common timely information to facilitate decision making, leading to improved recruitment and retention of qualified students.</li> <li>• Improve access to information for students, alumni, faculty, and staff by providing self service tools that increase efficiency of communications and tailors information for each individual's specific needs.</li> <li>• Provide 24 hour by 7 days a week access to information for all end users.</li> <li>• Provide a secure personalized portal for students.</li> <li>• Increase capacity to recruit and retain quality employees.</li> <li>• Increase private financial support and alumni participation in the university.</li> <li>• Increase efficiency and effectiveness of business processes which will enable MSU to achieve the business objectives and reduce operating costs.</li> <li>• Reduce mailing costs through an increase in web-based self services.</li> </ul>		
<b>Status/ Explanation of Changes:</b>	<p>Currently the university has committed to IBM hardware, operating systems, oracle database, Banner information applications, and IBM backup software. Training for the Student information system, Oracle and IBM operation systems and Business Process Analysis.</p> <p>MSU is undergoing a detailed business process analysis. This will document their current process so that they can begin the implementation of the system. Payroll is performing the final stages of the file maintenance. Financial Aid dispersed the funds for the first time during this time period.</p> <p>There have not been any significant changes to the current scope.</p>		
<b>Project Risk:</b>	Medium	<b>Current Expenditures:</b>	\$1,106,525
<b>Original Timeline:</b>	06/01/06 – 06/01/10	<b>Current Timeline:</b>	06/01/06 – 08/31/10
<b>Initial Projected Costs:</b>	\$3,500,000	<b>Current Projected Costs:</b>	\$3,500,000

# APPENDIX A: MONITORED PROJECTS

## Article IV – The Judiciary

<b>Agency:</b>	<b>Office of Court Administration (OCA)</b>		
<b>Project Name:</b>	<b>Texas Appeals Management and E-filing System (TAMES)</b>		
<b>Description:</b>	The three existing appellate case management systems will be replaced with a single browser-based web application. The system will provide capabilities to accept and store electronically filed case-related materials, redevelop the current case management application to accept and process case information sent electronically and modify web site access to allow for the searchability of electronically available documents and to improve the current level of case information available online.		
<b>Benefits:</b>	By making these provisions, OCA believes the courts will expedite the flow of information into and within the court, reduce postage and document archive costs, provide a cost savings to parties in their case filing expense, and improve public access to appellate court information. The inclusion of imaging hardware and software will allow the appellate courts to store and manage incoming information in electronic format, rather than a mix of paper and online files. The new system will be a browser based application that will allow for secure access from places other than the workplace.		
<b>Status/ Explanation of Changes:</b>	<p>E-filing to trial courts is continuing to grow in Texas. So far, e-filing has been implemented in 35 counties through TexasOnline, accounting for over two thirds of the state's population. These counties account for most of the state's court activity and most of the filings to the state's sixteen appellate courts.</p> <p>Following implementation of the TAMES project, such electronic information can reach the appellate court directly from the litigants or their representatives from the trial court and from the court reporters.</p> <p>Site visits and interviews were conducted with a number of courts during the fall of 2007 and spring 2008. OCA gathered business processes and functional requirements during these visits and plan to incorporate specific configurability to the three main components of TAMES; Case Management, e-Filing, and Chambers Management.</p>		
<b>Project Risk:</b>	Low	<b>Current Expenditures:</b>	\$813,345
<b>Original Timeline:</b>	09/01/07 – 02/28/10	<b>Current Timeline:</b>	09/01/07 – 02/28/10
<b>Initial Projected Costs:</b>	\$3,590,903	<b>Current Projected Costs:</b>	\$3,804,223



# APPENDIX A: MONITORED PROJECTS

## Article V – Public Safety and Criminal Justice

<b>Agency:</b>	<b>Criminal Justice, Texas Department of (TDCJ)</b>		
<b>Project Name:</b>	<b>Offender Information Management System (OIMS) Phase III – Period 1</b>		
<b>Description:</b>	Reengineering of the agency’s offender information management business processes and application of technology and tools. Efforts are concentrated on a management system to supervise and administer a range of options and sanctions available for felons’ integration back into society following release from confinement. Phase III, Period I concentrates on parole-related processes.		
<b>Benefits:</b>	Correct deficiencies, data inaccuracies, delays in processing information, redundant data entry, and intensive staff processing of information; and reduce numerous transports of hard copy files. In May 1995, an independent consulting firm estimated savings for the entire project in excess of \$100 million through fiscal year 2002, assuming a 1995 start date and a 1999 completion date. Savings estimates using different criteria have varied throughout this project.		
<b>Status/ Explanation of Changes:</b>	<p>TDCJ conducted a user test and reported that the issues identified during Release 3 (PAVR) user testing have been resolved. A modified version of user testing was scheduled to begin in September 2008. Training was also scheduled to begin in October 2008 with implementation to follow if acceptance is received and no new requirements are requested.</p> <p>TDCJ reported that The Board of Pardons and Parole (BPP) PAVR User Testing was conducted with only minor issues being identified. The Parole Division User Testing will be conducted during the month of October with training and implementation to follow. TDCJ made a decision to restart the Pre-Release portion of OIMS. The Information Technology Division relayed to TDCJ that they made significant progress during the month of September in the resolution of system performance issues and effectively improved response, CPU utilization, and user satisfaction.</p> <p>The project scope increased as a result of additional new requirements required by the BPP to both the PREL and PAVR subsystems. These costs are now included in the lifecycle cost as well as the resources to continue to develop required modifications and the corresponding delay in testing, training, and implementation of the PAVR sub-system.</p> <p>Rider 32 of the TDCJ’s appropriation bill pattern requires that period one implementation be certified as complete before expenditure of funds for the next period of OIMS.</p>		
<b>Project Risk:</b>	High	<b>Current Expenditures:</b>	\$32,303,105
<b>Original Timeline:</b>	09/01/99 – 08/31/01	<b>Current Timeline:</b>	09/01/99 – 02/30/09*
<b>Initial Projected Costs:</b>	\$31,435,650	<b>Current Projected Costs:</b>	\$32,550,133

\* Delay in timeline includes vendor problems, staff retention, scope changes and data conversion.

## APPENDIX A: MONITORED PROJECTS

<b>Agency:</b>	<b>Public Safety, Department of (DPS)</b>		
<b>Project Name:</b>	<b>National Crime Information Center 2000/Texas Law Enforcement Telecommunications System (NCIC 2000/TLETS)</b>		
<b>Description:</b>	The National Crime Information Center (NCIC) is an on-line information service jointly maintained by the FBI and criminal justice agencies throughout the United States. In 1993, the FBI began a system design and implementation process to upgrade hardware and software of the NCIC system to increase capacity, update technology, add fingerprint and image processing functions.		
<b>Benefits:</b>	Creates an on-line information service to meet the federal NCIC standards that generates the ability of law enforcement to exchange criminal justice data at both the state and national level.		
<b>Status/ Explanation of Changes:</b>	<p>The TLETS application engineering is complete, and the completion of installation at local law enforcement agencies across the state is pending. The Department reports complete installations at 656 of 877 (74.8 percent) local agencies, with the remainder to be completed by December 2008. The current migration is dependent on the local agencies. If those agencies provide adequate equipment and plan appropriately based on the schedule provided by the Department, the migration can be completed as scheduled. Meanwhile, the legacy system is still available for use by those local agencies not yet converted. For safety purposes, the Department feels the legacy system cannot be taken down until all local agencies using the system have converted to TLETS.</p> <p>The Department also has begun the Central Repository phase of the project. Although this part of the project was in the original project scope, it is not considered critical, and it was not bid until August 2008. The contract for this part of the project is currently under review. The Central Repository is a database system within the TLETS application that contains necessary information about the local agencies' systems. The Department currently reports this portion is 5 percent complete because only a small expenditure has been made on this effort to date.</p>		
<b>Project Risk:</b>	High	<b>Current Expenditures:</b>	\$25,959,651
<b>Original Timeline:</b>	01/01/97 – 12/31/99	<b>Current Timeline:</b>	09/01/98 – 08/31/09*
<b>Initial Projected Costs:</b>	\$10,698,304	<b>Current Projected Costs:</b>	\$27,637,552

\* Project timeline increased due to scope changes throughout the life cycle. QAT does not close out a project until a Post Implementation Review of Business Outcomes Report has been received.

## APPENDIX A: MONITORED PROJECTS

<b>Agency:</b>	<b>Department of Public Safety (DPS)</b>		
<b>Project Name:</b>	<b>Drivers License Reengineering Project</b>		
<b>Description:</b>	A full upgrade of hardware and software that will rewrite the Texas driver's license system to support the citizens of the state of Texas. This project will include new camera systems, as well as a new database housing all drivers' license and identification card information.		
<b>Benefits:</b>	Consolidated systems will enable DPS to combine both data and image collection applications on an individual personal computer, thus providing a more efficient processing of applications. A more efficient programming environment will make the system easier to maintain and expedite implementation of necessary system modifications and enhancements. The project will replace the communications protocol providing a more cost-effective and efficient system. Additionally, the system will incorporate automated reports to strengthen monitoring capabilities and reduce the potential for internal fraud.		
<b>Status/ Explanation of Changes:</b>	<p>The DLR system is currently being performance tested with an estimated pilot date of January 2009. Of the estimated \$16 million remaining in the DLR budget, \$8 million is for equipment that will not be purchased until implementation of the pilot.</p> <p>Testing of the platform identified performance issues with the existing mainframe platform. When the project was originally planned, the information technology group chose to assume responsibility for the architecture, believing the existing platform would be sufficient to support the needs of the new system. Whether due to additional resource needs from other systems (such as Texas Law Enforcement Telecommunications System or TLETS) or from inadequate technical support for the old platform, a decision was made to replace the platform to enhance performance. Currently, the Department is installing a new platform to support the new system.</p> <p>The communication issue identified in 2006 has not been completely resolved. The Department originally planned to use satellite technology for all network communications. However, testing revealed that locations with more than five terminals suffered from inadequate response time.</p> <p>Currently, the Department is considering a hybrid approach using land lines for larger offices and continuing to use satellite technology for small offices. A final decision was to be made before the end of August 2008.</p>		
<b>Project Risk:</b>	High	<b>Current Expenditures:</b>	\$31,355,002
<b>Original Timeline:</b>	01/06/04 – 01/30/07	<b>Current Timeline:</b>	01/06/04 – 07/31/09*
<b>Initial Projected Costs:</b>	\$46,727,643	<b>Current Projected Costs:</b>	\$45,113,119

\* Project timeline increased due to scope changes throughout the life cycle.

# APPENDIX A: MONITORED PROJECTS

## Article VI – Natural Resources

<b>Agency:</b>	Texas Railroad Commission (RRC)		
<b>Project Name:</b>	Online Filing – Completion Forms Project		
<b>Description:</b>	<p>This project is in connection to the previous Oil and Gas Migration project. RRC has in turn broken out three projects that are manageable and have discreet milestones that can be concluded in a biennium. The major phases of the project are the planning and analysis, software design and development, testing and implementation.</p> <p>When drilling has been completed for either an oil or gas well, the Operator is required to file a Completion Package before being allowed to produce to receive an allowable. The Completion Package is a combination of various RRC forms and is due within 30 days of the well completion date. The primary forms required are the G-1 for gas wells and the W-2 for oil wells. Other forms may be required depending on the purpose of filling. .</p>		
<b>Benefits:</b>	<p>The On-Line Completions project will allow electronic submission of the Completions Package. The electronic filing of these forms will decrease processing time associated with reviewing and approving completion packets. During FY08, analysis activities related to identifying business rules and data validation requirements for each form were completed.</p>		
<b>Status/ Explanation of Changes:</b>	<p>Prototype screens for the External Filing components were completed and other requirements related to on-line filings were documented. Currently software design and development is underway for the External Filing components. In addition, Internal Workflow components have been defined and prototypes for the Internal Workflow are being developed.</p> <p>According to the agency when this project is completed, the process for filing Completions Packages will be more streamlined with external access to the status of the Completion Package during the review process. This project will improve the communication with the operators regarding the status of their Completion Package through the use of a portal for operators to check on the status of their packet as well as review or post questions regarding their packets. The On-Line Completions project is scheduled for implementation on 8/31/2009.</p>		
<b>Project Risk:</b>	Medium	<b>Current Expenditures:</b>	\$77,551
<b>Original Timeline:</b>	09/01/07 – 08/31/09	<b>Current Timeline:</b>	09/01/07 – 08/31/09
<b>Initial Projected Costs:</b>	\$835,360	<b>Current Projected Costs:</b>	\$835,360

## APPENDIX A: MONITORED PROJECTS

<b>Agency:</b>	<b>Environmental Quality, Texas Commission on (TCEQ)</b>		
<b>Project Name:</b>	<b>TCEQ Automated Budget Systems (TABS) Monitoring and LAR System</b>		
<b>Description:</b>	TABS will monitor expenditures, encumbrances and budget, as well as gathering requirements for a tool to enhance the process of the Legislative Appropriation Request (LAR). A group of smaller projects will consist of the development of a function or group of functions, currently being processed within internal systems and Paradox into one central location. All developments and upgrades are taking place inside an Oracle database with capability to access via the agency's internal website.		
<b>Benefits:</b>	According to the agency the new system will eliminate duplicated data entry, thereby increasing the efficiency of data entry processes and the integrity of the data. It will also improve tracking of billing information; reduce processing time for revenue accounting by reducing or eliminating redundant steps; provide for more timely and efficient reconciliation of the system with USAS; provide functionality to enable automated reporting of performance measures such as the percentage of penalties collected; provide functionality to set up payment plans for invoices that can be billed and maintained in an automated manner; provide the capability to automate delinquent account checking with permit processing; provide an avenue for consolidating the billing of like accounts for a master customer; allow for easier training of new staff on a web based system; and reduce the use of paper and storage of paper records		
<b>Status/ Explanation of Changes:</b>	TCEQ is conducting Joint Application Development (JAD) sessions, which is a popular fact-finding technique that brings users into the software development process as active participants. Currently, multiple systems have to be accessed to monitor budget information.		
<b>Project Risk:</b>	Low	<b>Current Expenditures:</b>	\$265,779
<b>Original Timeline:</b>	09/01/07 – 08/31/09	<b>Current Timeline:</b>	09/01/07 – 08/31/09
<b>Initial Projected Costs:</b>	\$1,107,839	<b>Current Projected Costs:</b>	\$1,157,839

## APPENDIX A: MONITORED PROJECTS

<b>Agency:</b>	<b>Environmental Quality, Texas Commission on (TCEQ)</b>		
<b>Project Name:</b>	<b>Integrated Billing and Accounts Receivable (Prophecy Replacement)</b>		
<b>Description:</b>	The system will replace the TCEQ current accounts receivable and billing application which is deemed obsolete by the agency and lacks the functionality required by the agency's Financial Administration Division.		
<b>Benefits:</b>	<p>Phase I of the project is intended provide accurate and timely allocation of payments to outstanding invoices. Currently, the existing application does not prohibit over allocation of payments to outstanding invoices. The system also lacks the ability to structure payment plans using an automated process. Current system functionality is inadequate due to the inability to assess finance charges for payment plans.</p> <p>Phase II is a planned enhancement in Consolidated Compliance and Enforcement Data System (CCEDS) that will result in saving valuable collection staff time manually entering and correcting payment plans established in Commission Orders, especially, as more enforcement orders are issued with increasing terms for payment. Interface with Central Registry would allow the agency to leverage existing taxpayer identification information already collected in Central Registry, for the purpose of collecting delinquent accounts through Comptroller's Warrant Hold Process.</p>		
<b>Status/ Explanation of Changes:</b>	<p>Two vendors responded to the Request for Offer. The TCEQ project evaluation team concluded that one vendor and their application software ranked above the other. The contract was awarded on June 30, 2008. TCEQ's project team and the vendor are currently refining business requirements, analyzing interfaces, and initiating the activities required to map and migrate the data.</p> <p>The project is in the Business Justification phase for Phase II. The scope of the project and high level requirements are currently being defined.</p>		
<b>Project Risk:</b>	Medium	<b>Current Expenditures:</b>	\$100,000
<b>Original Timeline:</b>	09/01/07 – 08/31/09	<b>Current Timeline:</b>	09/01/07 – 08/31/09
<b>Initial Projected Costs:</b>	\$2,223,930	<b>Current Projected Costs:</b>	\$2,223,930

## APPENDIX A: MONITORED PROJECTS

<b>Agency:</b>	<b>Texas Parks and Wildlife (TPWD)</b>		
<b>Project Name:</b>	<b>Oracle e-Business Information System (BIS) Transition Project</b>		
<b>Description:</b>	The BIS project involves replacing and upgrading the agency's current implementation of Oracle Financials to a new implementation of Oracle E-Business Suite. BIS will allow full multi-fund accounting, better fiscal control management and the elimination of deficiencies within the current financial system.		
<b>Benefits:</b>	<p>BIS plans to be fully integrated, multi-fund modified accrual set-up with a Chart of Accounts that both reflects internal needs as well as supporting automated interfaces and reconciliation to Uniform Statewide Accounting System (USAS).</p> <p>The new system will automate the ability to document and retrieve grant expenditures and program income, identify property purchased with federal funds, and provide license diversion documentation resulting in time savings as well as automate the monitoring of appropriated receipt budgets and track budgets across all TPWD divisions.</p> <p>The new features used and the new set-up of BIS will be designed to ensure full integration of accounting records and will support compliance with CPA policies, procedures and required reporting.</p>		
<b>Status/ Explanation of Changes:</b>	<p>TPWD hired a vendor, Solbourne, to perform a study of their current financial system and recommend direction for the future. Based on the report results, TPWD issued an RFO for a vendor to implement the recommendations for a new financial system. Solbourne assumed that the custom time accounting and fleet modules would be interfaced as they exist in TPWD's current financial system with minimal code changes. Staff assessment of these existing customizations concluded that implementation as they currently existed was inadequate and incompatible with the new system configuration. State and federal grant billing statutes on leave accounting and fleet monitoring and reporting are extensive and not supported by the core financial system.</p> <p>In June 2008, TPWD modified the original project to include the new functionality which increased the costs and extended the implementation date. The agency plans to have the development effort completed and system implementation started in July, 2009 in preparation for fiscal year 2010.</p> <p>TPWD believes that by delaying the implementation until the end of fiscal year 2009 BIS will not prove to be an effective financial system without the fleet management, time accounting and credit card modules. TPWD also believes that the system must be implemented within a timeframe acceptable to federal partners or risk violating a corrective action plan which could affect \$28 million of annual federal grant funds.</p>		
<b>Project Risk:</b>	Medium	<b>Current Expenditures:</b>	\$2,357,090
<b>Original Timeline:</b>	09/01/07 – 09/01/08	<b>Current Timeline:</b>	09/01/07 – 10/31/09
<b>Initial Projected Costs:</b>	\$1,590,041	<b>Current Projected Costs:</b>	\$3,560,000

## APPENDIX A: MONITORED PROJECTS

<b>Agency:</b>	<b>Texas Parks and Wildlife (TPWD)</b>		
<b>Project Name:</b>	<b>Texas Parks (TxParks)</b>		
<b>Description:</b>	<p>The proposed project, when fully developed and implemented, will become the State Parks Business Management System that includes all state park business processes. The system that will provide parks with instantaneous, real-time information and database access that they do not have now.</p> <p>The current system was not designed to provide the functionality necessary to meet all critical park business management requirements such as support of state park field operations, call center activities, and point of sale processes. In addition, the fiscal controls of the current system are inadequate to provide accurate and verifiable accounting data.</p>		
<b>Benefits:</b>	<p>TPWD will be able to access real time data required to make informed business decisions with emphasis on identifying visitation and revenue opportunities and increasing operational efficiencies.</p> <p>TxParks will be able to accept electronic payments through the ePay System via TexasOnline. This is an electronic payment processing system that can authenticate major credit cards (MasterCard, VISA, American Express, and Discover), Branded Debit Cards, and electronic checks/Automated Clearing House (ACH) transactions.</p>		
<b>Status/ Explanation of Changes:</b>	<p>Hardware (personal computer's, bar code readers, card swipes, cash drawers, receipt printers) for the TxParks project was purchased and received. The data migration naming convention was completed and the map plotting tool was tested and is available to create new maps for the TxParks applications.</p> <p>The TxParks Test Plan was completed and test scenarios were created by the subject matter experts.</p> <p>A contract amendment is anticipated from TPWD to establish a new implementation schedule as a result of the vendor's inability to meet existing milestones.</p> <p>It is expected by the agency in November that TPWD is planning to receive certification for ePay / Global Payments acceptance to deploy module will be completed. Wide Area Network connectivity at all State Park locations will be completed and field application, call center and business objects training manuals will be created.</p>		
<b>Project Risk:</b>	Medium	<b>Current Expenditures:</b>	\$385,000
<b>Original Timeline:</b>	09/01/07 – 11/05/08	<b>Current Timeline:</b>	09/01/07 – 11/05/08
<b>Initial Projected Costs:</b>	\$3,850,000	<b>Current Projected Costs:</b>	\$3,850,000



# APPENDIX A: MONITORED PROJECTS

## Article VII – Business and Economic Development

<b>Agency:</b>	Texas Workforce Commission (TWC)		
<b>Project Name:</b>	PeopleSoft Financial Upgrade Version 8.8		
<b>Description:</b>	Upgrade current PeopleSoft version 7.52 Client Server Based to Version 8.8., which is a web based system.		
<b>Benefits:</b>	This version was supplied by the Comptroller of Public Accounts and has all the statewide modifications included. TWC will then reapply agency specific customizations. This will allow TWC to have a web-based application while maintaining PeopleSoft/Oracle support as well as CPA support of the application.		
<b>Status/ Explanation of Changes:</b>	<p>TWC has completed three test cycles of the application and have put the application in a “Go-Live” mode. Security has been completed for all users as well as the end user training.</p> <p>TWC has identified two risks that could delay the full implementation of the system. One is the training involved to learn PeopleSoft version 8.8. To mitigate this risk to a low level, TWC has sent employees to PeopleSoft training. Another risk is the migration of TWC’s data center.</p> <p>The agency is enhancing the project by adding an asset management tracking feature to the system for fiscal year 2008. The cost will be approximately \$293,000 and that amount is listed in the agency’s bill pattern. TWC initiated this enhancement as a separate project. Implementation of the Asset Management module is scheduled to be completed in November 2008.</p> <p>TWC did go the upgrade to PeopleSoft 8.8, which means the agency converted from the client server application to a Web application. TWC plans to complete the accounts receivable processing and is reviewing either their asset tracking system or procurement system.</p>		
<b>Project Risk:</b>	Low	<b>Current Expenditures:</b>	\$1,979,6501
<b>Original Timeline:</b>	09/01/06 – 10/31/07	<b>Current Timeline:</b>	09/01/06 – 11/30/08*
<b>Initial Projected Costs:</b>	\$1,445,801	<b>Current Projected Costs:</b>	\$2,100,000*

\* Project timeline increased due to scope changes. Costs are estimated amounts from the agency’s Capital Budget Rider2, 80<sup>th</sup> Legislature, Regular Session.

## APPENDIX A: MONITORED PROJECTS

<b>Agency:</b>	<b>Texas Workforce Commission (TWC)</b>		
<b>Project Name:</b>	<b>eStrategy/ Unemployment Insurance (ESUI) Integration Phase 3</b>		
<b>Description:</b>	<p>This project improves and expands self-service functions for employers and unemployment benefits claimants. It expands the existing Internet self-service Apply for Benefits system to allow individuals who want to apply for benefits and have a Military, Federal, Combined Wage or Disaster unemployment insurance claim to submit the application over the Internet. It puts a structure into place for future Emergency unemployment insurance claims to be submitted over the Internet. It adds self-service Internet functionality for employers to respond to notices of potential chargeback for unemployment insurance and for major consultants to submit Work Opportunity Tax Credit information.</p>		
<b>Benefits:</b>	<p>Allows TWC to respond with more flexibility and greater speed to disaster. Allows TWC to complete automation for self-service emergency unemployment compensation with greater efficiency.</p> <p>Extends the time allowed for filing a special claim to 24 hours a day, 7 days a week. Shortens the claim filing time by eliminating the possibility of waiting in queue during high claim volume periods. Greatly improves claims processing during large magnitude disasters, and reduces the need for hiring temporary employees. Shortens time before self-service is available when emergency unemployment compensation is initiated. The employer response to notice of potential chargeback extends the time allowed for employers responding to chargeback notices to 24 hours a day, 7 days a week, eliminates the need for employers to mail or fax responses to TWC, and reduces staff time spent manually processing mailed and faxed chargeback responses.</p>		
<b>Status/ Explanation of Changes:</b>	<p>TWC has purchased new hardware and software for the Interactive Voice Response (IVR). The agency has completed the re-write of Apply for Benefits system into agency's Internet application and security framework. The update of Apply for Benefits system provides a single sign-on to WorkInTexas.com to facilitate the completion of a work registration.</p> <p>Updates to the IVR system for initial claim filing to capture a subset of claim data elements currently captured by the Customer Service Representatives (CSR) in the telephone claim filing process. This will automatically create/complete registration if claimant files an initial claim but does not complete Work in Texas registration within 7 days from initial claim. Create an output (report, list, etc) to track and identify automatically created claimant applications.</p> <p>Updates to WorkInTexas (WIT) auto reactivation process for new unemployment benefit claimants filing claims where social security numbers relates to an existing WIT application. This will produce a list of job seekers that do not meet a predetermined application bench-mark. Staff will use this list to outreach identified job seekers as required/desired.</p>		
<b>Project Risk:</b>	Medium	<b>Current Expenditures:</b>	\$1,008,775
<b>Original Timeline:</b>	09/01/07 – 08/31/09	<b>Current Timeline:</b>	09/01/07 – 08/31/09
<b>Initial Projected Costs:</b>	\$2,281,828	<b>Current Projected Costs:</b>	\$2,281,828

## APPENDIX A: MONITORED PROJECTS

<b>Agency:</b>	<b>Texas Workforce Commission (TWC)</b>		
<b>Project Name:</b>	<b>Program Integrity and Fraud Detection</b>		
<b>Description:</b>	<p>The Benefit Payment Control (BPC) Program Integrity &amp; Fraud Detection (PI Workflow) project will assist in improving audit accuracy and effectiveness while increasing staff efficiency. Business users have had to develop manual methods to compensate for system limitations, resulting in inefficient use of staff time. The project will automate and enhance the assignment and workflow processes, allowing staff to devote more time to critical overpayment issues. The Program Integrity workflow project will encompass the following significant modules: OCR Scanning/Imaging and Internet Receipt Audit Response, Case Management for Investigation and Predictive Analysis.</p>		
<b>Benefits:</b>	<p>The BPC Program Integrity Workflow project will assist in improving audit accuracy and effectiveness while increasing staff efficiency. Business users have had to develop manual methods to compensate for system limitations, resulting in inefficient use of staff time. Automating and enhancing the assignment and workflow processes will allow staff to devote more time to critical overpayment issues.</p>		
<b>Status/ Explanation of Changes:</b>	<p>The Program Integrity Workflow Project has been budgeted to be concluded by August of 2008. The initial timeline of September 2009 was based on the date of the supplemental budget request that ended at that time, but with the recent approval of the business requirements, TWC determined that the work could be achieved by August of 2008.</p> <p>The project is broken out in three phases. The first phase focuses on the Optical Character Recognition (OCR). OCR is the mechanical or electronic translation of images of handwritten or typewritten text (usually captured by a scanner) into machine-editable text. This phase was implemented in September 2007.</p> <p>Phase two, the investigations workflow framework will deliver processes and earnings data that provides the investigations case management functionality. This has been completed after phase one and was implemented in August 2008.</p> <p>Phase three will focus on other means of earnings verification data input such as electronic data interchange and fax servers. Implementation of this phase will allow fraud detection to provide additional means to employers to respond to requests for earnings data. The agency has reported that the project is complete in August 2008.</p> <p>A Post Implementation Review of Business Outcomes (PIRBO) is due February 2009.</p>		
<b>Project Risk:</b>	Low	<b>Current Expenditures:</b>	\$1,634,255
<b>Original Timeline:</b>	09/01/06 – 09/30/09	<b>Current Timeline:</b>	09/01/06 – 08/31/08
<b>Initial Projected Costs:</b>	\$1,600,000	<b>Current Projected Costs:</b>	\$1,915,000

## APPENDIX A: MONITORED PROJECTS

<b>Agency:</b>	<b>Transportation, Texas Department of (TxDOT)</b>		
<b>Project Name:</b>	<b>Compass Project - Maintenance Management System (MMS)</b>		
<b>Description:</b>	TxDot will either purchase a Commercial, off-the-shelf (COTS) system or develop an in-house to replace their Management Maintenance Information System.		
<b>Benefits:</b>	<p>Improve the efficiency and effectiveness of department's highway maintenance business operations by providing the appropriate information technology business solutions by the following:</p> <ul style="list-style-type: none"> <li>• One time collection of information once to improve accuracy and to reduce redundant entry.</li> <li>• Establish process consistency across the state.</li> <li>• Improve and expedite reporting capabilities to the maintenance sections, areas, districts, and divisions.</li> <li>• Enhance the expenditure reporting process to calculate the cost of labor, materials, and equipment and have the ability to post expenditures in real time.</li> <li>• Reduce paper flow/eliminate paper daily activity reports (DAR).</li> <li>• Develop workflow for paperless approvals</li> </ul>		
<b>Status/ Explanation of Changes:</b>	<p>Negotiations are on-going with two vendors. Dye Management Group, Inc. (DMG) has completed and submitted the draft version of the Organizational Change Management Plan.</p> <p>A focus group has been created to develop statewide performance guidelines for the planning activities.</p> <p>A vendor will be selected to provide the Management Maintenance System software. Project Kickoff is scheduled for October, 2008. Focus groups will continue working on action items to be completed before application configuration begins.</p> <p>A contract is expected to be executed and the project kicked off in September, 2008.</p>		
<b>Project Risk:</b>	High	<b>Current Expenditures:</b>	\$334,657
<b>Original Timeline:</b>	04/01/06 – 03/31/11	<b>Current Timeline:</b>	04/01/06 – 03/31/11
<b>Initial Projected Costs:</b>	\$13,550,000	<b>Current Projected Costs:</b>	\$13,550,000

## APPENDIX A: MONITORED PROJECTS

<b>Agency:</b>	<b>Transportation, Texas Department of (TxDOT)</b>		
<b>Project Name:</b>	<b>Enterprise Document Technologies Implementation and Support (EDTIS)</b>		
<b>Description:</b>	This project will promote the efficient and cost-effective management of agency information through the statewide implementation of a network of district, division, and office (D/D/O) document library systems.		
<b>Benefits:</b>	Users will be able to capture documents into their individual library systems, index them for efficient retrieval, and share them throughout the department, eliminating duplication and promoting the life cycle management of business documents according to federal, state, and department record retention schedule requirements. The software supporting these library systems will also integrate with a range of other software products currently in use or planned for use within the department, including electronic mail. This will reduce (if not eliminate) the need for additional server disk space that would otherwise be used to store data associated with these applications. Most users of these library systems will be internal TxDOT knowledge workers.		
<b>Status/ Explanation of Changes:</b>	<p>In September 2007 the procurement process has delayed two business area implementations and may delay a third. IBM, the vendor for the statewide data center consolidation effort, is having trouble purchasing the needed equipment. According to TXDOT, IBM has been aware of their needs for several months, but has not established all of the support processes, including those for purchasing equipment.</p> <p>TxDOT's implementation schedule is very aggressive with having a large number of implementations being scheduled in parallel time frames.</p> <p>The Project Manager resigned in March 2008. The three remaining EDTIS team members will convey any known issues to the new EDTIS project manager as soon as they occur.</p>		
<b>Project Risk:</b>	High	<b>Current Expenditures:</b>	\$4,504,690
<b>Original Timeline:</b>	06/09/04 – 08/31/07	<b>Current Timeline:</b>	06/22/04 – 06/30/09*
<b>Initial Projected Costs:</b>	\$4,928,280	<b>Current Projected Costs:</b>	\$13,361,826*

\* Project timeline and budget increased due to scope changes.

## APPENDIX A: MONITORED PROJECTS

<b>Agency:</b>	<b>Transportation, Texas Department of (TxDOT)</b>		
<b>Project Name:</b>	<b>Project Development Management (PDMS)</b>		
<b>Description:</b>	<p>PDMS is projected to allow TxDOT to provide a consistent way to monitor design/construction projects and to track and manage work performed as it is being developed by various offices. The capability to track both work performed within a district or with outside staff. The primary users will be project managers in districts to deliver design/construction projects on schedule.</p>		
<b>Benefits:</b>	<p>Tracking and managing highway design projects and resources at an agency level is necessary for TxDOT to improve transparency to the legislature and the public. The additional workload, if done manually is estimated to need one additional FTE in each district for a total of 25 FTEs.</p> <p>Implementing a project and portfolio management tool will allow TxDOT to handle this increased work load without additional FTEs, thus avoiding this cost.</p>		
<b>Status/ Explanation of Changes:</b>	<p>A work group has been established of subject matter experts to analyze, evaluate, and recommend a software product for the management of their highway design project portfolio. The selected product will be procured and associated business processes will be developed. A pilot implementation will be used to identify any issues that need to be worked out. Full implementation will be done once the pilot has been successful.</p> <p>The PDMS work group identified two possible solutions. One is to select one of the systems or processes currently in being used within the department and will enhance it to satisfy department-wide requirements. Drawbacks included: a) single-user; Access/Excel not shared, multi-user products, b) limited scope; major enhancements needed, c) rewrite in more robust technology (SQL Server) needed, d) no resource management, E) most not Web enabled.</p> <p>The other solution is to select one of the many commercially available project and portfolio management software products for use throughout the department. The work group recommended the purchase and implementation of the Enterprise Bundle of Primavera P6. P6 provides a robust project, portfolio, and resource management tool, and is already being used by several metropolitan districts. Primavera is also used by many of the TxDOT contractors/consultants. Primavera can be used for resource leveling and will handle roll-up reporting for managers.</p>		
<b>Project Risk:</b>	High	<b>Current Expenditures:</b>	\$129,760
<b>Original Timeline:</b>	02/04/08 – 06/30/09	<b>Current Timeline:</b>	02/04/08 – 06/30/09
<b>Initial Projected Costs:</b>	\$1,986,000	<b>Current Projected Costs:</b>	\$1,986,000

## APPENDIX A: MONITORED PROJECTS

<b>Agency:</b>	<b>Transportation, Texas Department of (TxDOT)</b>		
<b>Project Name:</b>	<b>Texas Statewide Railroad Grade Crossing Inventory System II (TxRail II)</b>		
<b>Description:</b>	TxRail II is a process improvement project that will upgrade and integrate existing and new IT architecture and infrastructure capabilities into the current TxRAIL database to include Geographic Information Systems (GIS) applications, multi-entity connectivity, and linkages to the Crash Records Information System (CRIS) and MainStreet Texas (MST) Project Initiatives.		
<b>Benefits:</b>	<p>An improved railroad inventory database has the potential to save over \$1 million annually by reducing the number of project cancellations in the federal railroad signal program (FSP).</p> <p>Another benefit or desired outcome for the project would be a more effective method of predicting cost overruns associated with the federal signal upgrade program. The current TxRAIL database cannot factor in the increased costs that would be required if additional circuit and/or signal upgrades are required due to circuit interconnectivity at nearby or adjacent crossings along a rail line. A railroad inventory database with GIS mapping and spatial applications would more readily identify these crossings and estimated costs could be adjusted accordingly during the initial project selection phase.</p>		
<b>Status/ Explanation of Changes:</b>	<p>The first phase of this project initiative (TxRAIL I) corrected the vast majority of inaccuracies in the data. There still exists, however, the need to develop a system by which inventory data changes can be made quickly and efficiently along an entire rail corridor.</p> <p>TxRAIL II project was presented to the TxDOT Information Resource Council (IRC) at the February 2008 meeting. TxDOT received IRC approval to proceed. IRC also received approval to hire contract business analyst and established Project Board and scheduled kickoff meeting.</p> <p>In July 2008 TxDOT reported that the end date of the project has been extended from August 2010 to September 2010 based on refined project schedule.</p>		
<b>Project Risk:</b>	High	<b>Current Expenditures:</b>	\$237,119
<b>Original Timeline:</b>	05/01/06 – 08/31/10	<b>Current Timeline:</b>	05/01/06 – 09/30/10
<b>Initial Projected Costs:</b>	\$2,500,000	<b>Current Projected Costs:</b>	\$2,500,000

## APPENDIX A: MONITORED PROJECTS

<b>Agency:</b>	<b>Transportation, Texas Department of (TxDOT)</b>		
<b>Project Name:</b>	<b>Texas Permit Routing Optimization System (TxPROS)</b>		
<b>Description:</b>	<p>Motor Carrier Division (MCD) plans to acquire and integrate a software solution for permit routing optimization, the Texas Permit Optimization System (TxPROS), into their existing Central Permit System (CPS) for daily business use by both internal and external customers. TxPROS will provide true oversized/overweight (OS/OW) automated routing that is web-based, customer self-service via the Internet, and is compatible with TxDOT's Geographic Information System infrastructure.</p>		
<b>Benefits:</b>	<p>This project will improve and ensure OS/OW routing map accuracy, ensuring the safety of Texas highways through accurate routing of OS/OW loads, reducing the internal cost of permit issuance and effectively meeting the ever increasing customer demand for OS/OW permits without increasing staff. The estimated ten-year total project cost to the Department is \$2.3 million with a cumulative benefit to the Department of \$6.8 million.</p>		
<b>Status/ Explanation of Changes:</b>	<p>TxDOT has continued to work on Phase 2 (Pilot Area Development). Training, Marketing and Documentation deliverables have been submitted by the vendor and because this milestone provides the underlying basis for the TxPROS system, these deliverables were extensively reviewed, tested, revised, and re-tested and are now ready for approval by the project management team.</p> <p>Implementation and acceptance has also been submitted by the vendor and is currently undergoing assessment by MCD staff and district personnel. To accomplish this, two training sessions were held, one for motor carrier OS/OW permit office testers and the other for testers from our five pilot area districts, who are performing initial assessment testing of the prototype software modules for district use.</p> <p>During the course of Phase 2, problems were encountered which delayed TxDOT's ability to allow prototype testing to occur across the TxDOT firewall, impact from Hurricane Ike on the vendor's facilities in Bridge City, Texas, and diversion of TxDOT resources required to distribute resources for Hurricane Ike and its aftermath resulted in the Project Management Team's recommendation to change the contractual "Intermediate Deadline.</p> <p>The appropriate approvals were obtained, and a Purchase Order Change Notice (POCN) was processed. TxDOT anticipates this change will not impact the original contracted project completion date. Fast tracking efforts are being deployed to overcome any impact from this POCN.</p>		
<b>Project Risk:</b>	High	<b>Current Expenditures:</b>	\$592,504
<b>Original Timeline:</b>	09/13/04 – 08/31/09	<b>Current Timeline:</b>	09/13/04 – 12/31/09
<b>Initial Projected Costs:</b>	\$1,400,000	<b>Current Projected Costs:</b>	\$1,400,000



## APPENDIX A: MONITORED PROJECTS

<b>Agency:</b>	<b>Transportation, Texas Department of (TxDOT)</b>		
<b>Project Name:</b>	<b>Vision 21 - Electronic Placards and Permits</b>		
<b>Description:</b>	<p>The project is intended to develop a software solution to accommodate disabled placards and timed permits (72 Hour, 144 Hour, One Trip, 30 Day, and Factory Delivery permits used for temporary registration).</p> <p>This project will track placards and permits (placards and permits are issued but not tracked through the current system).</p>		
<b>Benefits:</b>	<p>Electronic Placards and Permits will allow TxDOT to offer web availability for certain permits and application for disabled placard, improving customer service. The placards and permits will now be tracked from the time of issuance which will assist law enforcement and county tax offices.</p> <p>Law enforcement will now be able to track the placard from the moment of issuance allowing them to better monitor placard usage. Fraud will be reduced since the system will track the number of placards and disabled plates a customer has received.</p> <p>Permits will be available 24 hours online for individual and company users, reducing the need to go to the county tax assessor's office. Law enforcement will be able to better track each permit from the moment of issuance. The online collection of permit fees will also be accommodated. The amount of on site county permit inventory and manufacturing cost will be reduced.</p>		
<b>Status/ Explanation of Changes:</b>	Project Business Justification developed and approved. Started negotiation with vendor to identify the project deliverables. This project functionality was negotiated as an option in the previous Vision 21 Module 1 contract.		
<b>Project Risk:</b>	High	<b>Current Expenditures:</b>	\$17,015
<b>Original Timeline:</b>	05/21/08 – 01/15/09	<b>Current Timeline:</b>	05/21/08 – 01/15/09
<b>Initial Projected Costs:</b>	\$3,017,177	<b>Current Projected Costs:</b>	\$3,017,177

## APPENDIX A: MONITORED PROJECTS

<b>Agency:</b>	Transportation, Texas Department of (TxDOT)		
<b>Project Name:</b>	Vision 21 – Software Enhancement (V21P) Project		
<b>Description:</b>	<p>This project will allow TxDOT to implement three bills passed by the 80th Legislature, Regular Session by the designated implementation date of January 1, 2008. The bills include: HB 310 - Plate to Owner, HB 481 - Transfer Notification/Penalties, and SB 11 - Dealer Permits. Each of these bills includes the collection of additional fees by the state. A new web-based application will be developed to allow automobile dealers, law enforcement and the motoring public to enter transactions via the web.</p>		
<b>Benefits:</b>	<p>Law enforcement will be able to track each temporary tag from the time the tag is issued. The motoring public will be better served by the ability to quickly and conveniently report the sale of a vehicle, thus protecting them from citations and toll violations committed by the buyer, allowing citizens to retain their existing license plate, and providing individual buyers a method to obtain a temporary permit regardless of business hours in order to drive the vehicle to their destination.</p> <p>TxDot estimates that Texas counties will realize an increase in revenue estimated at approximately \$10.1 million per year. This estimation is based on the penalties collected for the estimated number of vehicles registered in the buyer's name after the grace period specified in the bill. TxDOT will realize decreased fraud as well as better oversight and enforcement of policies regarding the issuance and reporting of Dealer Temporary Tags.</p>		
<b>Status/ Explanation of Changes:</b>	<p>The average additional net revenue generation for TxDOT is estimated at \$30.4 million/year and \$10.5 million/year for Texas counties. These estimates are based on forecasts for the first five years; however, this additional revenue generation is expected to continue beyond the initial five years.</p> <p>The projections for each of the bills being implemented in this project are expected as follows:</p> <ul style="list-style-type: none"> <li>• SB011 – total of \$18.7 million/year for TxDOT – Based on the collection of a \$5 fee for each vehicle sold by a dealer where a buyer tag is issued. Currently, no fees are collected for these buyer tags.</li> <li>• HB310 – total of \$1.7 million/year for TxDOT – Based on the collection of a \$5 fee for each vehicle sale by a citizen anticipated to retain their existing license plate or transfer it to a different vehicle.</li> <li>• HB481 – total net of \$20.5 million/year.</li> </ul>		
<b>Project Risk:</b>	High	<b>Current Expenditures:</b>	\$3,441,379
<b>Original Timeline:</b>	06/18/07 – 01/18/08	<b>Current Timeline:</b>	06/18/07 – 04/15/09
<b>Initial Projected Costs:</b>	\$2,195,005	<b>Current Projected Costs:</b>	\$7,189,470

# APPENDIX A: MONITORED PROJECTS

## Article VIII – Regulatory

<b>Agency:</b>	Texas Department Of Insurance (TDI)		
<b>Project Name:</b>	Motor Vehicle Financial Responsibility Verification Program		
<b>Description:</b>	In accordance with the legislative mandate as outlined in Senate Bill 1670 of the 79th Texas Legislature (Regular Session), the Texas Department of Insurance in consultation with the other implementing agencies (Texas Department of Public Safety, Texas Department of Transportation, and Texas Department of Information Resources) will establish a program for verification of whether owners of motor vehicles have established financial responsibility.		
<b>Benefits:</b>	<p>With a goal to reduce the number of uninsured motorists in this State, the implementing agencies believe the combination of an event based verification process with an ongoing verification process will produce the most significant results. These two processes are listed below.</p> <p><u>Event Based Process:</u> An event based process will allow State Users to obtain accurate and timely insurance information on a given vehicle and/or driver promptly upon request. Users include the Texas Law Enforcement Telecommunications System (TLETS), TxDOT, the Driver License Division of DPS (through TLETS), vehicle inspection stations, and future authorized users.</p> <p><u>Ongoing Verification Process:</u> An ongoing verification process will monitor and report on the financial responsibility of Texas drivers on an ongoing basis.</p>		
<b>Status/ Explanation of Changes:</b>	<p>The contract was awarded November 2006 to HDI Solutions, Inc. HDI Solutions and its partners TransCore L.P., Insure-Rite, Inc., and Verification Solutions have developed similar database programs. No funds were expended for fiscal year 2006.</p> <p>In May 2008 the QAT noted that the total cost of the project was reduced from \$14 million to \$7.3 million. The original estimated costs included optional services which are not yet contracted for; these services are currently under negotiation. Additionally, the revised costs include expenses related to a public awareness campaign and data center and telecommunication services provided through the Department of Information resources.</p> <p>The end date of the project has been extended by over a year. Some testing and development has taken longer than anticipated in order to achieve the desired results.</p> <p>In November 2008, the implementing agencies clarified requirements to add two optional services: Ongoing Verification Process and Call Center. These services were included as part of the original Invitation to Negotiate as optional purchase items. The agencies are currently negotiating the purchase of these items.</p>		
<b>Project Risk:</b>	High	<b>Current Expenditures:</b>	\$6,143,443
<b>Original Timeline:</b>	01/15/06 – 09/20/07	<b>Current Timeline:</b>	01/15/06 – 12/30/08
<b>Initial Projected Costs:</b>	\$15,795,649	<b>Current Projected Costs:</b>	\$7,392,398

## APPENDIX B: COMPLETED PROJECTS

### Article I – General Government

#### Office of the Comptroller of Public Accounts (CPA)

##### HB 3 Margin tax Project

Initial Timeline:	06/01/06 – 08/15/09	Final Timeline:	06/01/06 – 05/31/08
Initial Cost:	\$8,303,490	Final Cost:	\$4,540,016

### Article II – Health and Human Services

#### Department of Aging and Disability Services (DADS)

##### State School Telecommunications Project

Initial Timeline:	02/01/06 – 09/01/07	Final Timeline:	02/01/06 – 09/01/07
Initial Cost:	\$2,910,418	Final Cost:	\$3,075,074

#### Department of Health and Human Services Commission (HHSC)

##### Pharmacy Software System Replacement Project

Initial Timeline:	09/01/02 – 02/28/04	Final Timeline:	09/01/02 – 11/30/07
Initial Cost:	\$2,500,000	Final Cost:	\$3,782,591

### Article III – Education

#### Texas Education Agency (TEA)

##### Texas Records Exchange (TReX) a.k.a. HBI Electronic Student Records System

Initial Timeline:	09/01/06 – 04/01/08	Final Timeline:	09/01/06 – 06/15/08
Initial Cost:	\$3,225,000	Final Cost:	\$2,125,000

#### University of Houston System Office (UHSYS)

##### Student Financial – HR System replacement Project

Initial Timeline:	03/01/99 – 08/31/02	Final Timeline:	03/01/99 – 12/31/2007
Initial Cost:	\$35,780,000	Final Cost:	\$51,457,261

### Article VI – Natural Resources

#### Commission on Environmental Quality, Texas (TCEQ)

##### Surface Water Quality Monitoring Information System (SWQMIS)

Initial Timeline:	01/01/05 – 08/31/06	Final Timeline:	01/01/05 – 08/31/08
Initial Cost:	\$1,750,000	Final Cost:	\$2,535,000

### Article VII – Business & Economic Development

#### Department of Transportation, Texas (TxDOT)

##### Bridge Management Information System (BMIS)

Initial Timeline:	12/01/92 – 09/30/97	Final Timeline:	02/21/01 – 08/31/07
Initial Cost:	\$1,761,841	Final Cost:	\$2,571,510

# APPENDIX C: WAIVED OR CANCELED PROJECTS

## Article IV – The Judiciary Waived

### Office of Court Administration (OCA)

#### Automated Registry\*

Initial Timeline:	09/01/07 – 08/31/09	Current Timeline:	9/01/07 – 08/31/09
Initial Cost:	\$3,030,000	Current Cost:	\$3,030,000

*\*OCA plans to acquire a commercial off the shelf solution that will allow judges and other authorized users to query a defined set of state agency data stores for a defined set of data on a specific individual who is appearing before the court. The user will then be able to view the query results on their compute. After QAT review, It was determined that the project would be waived from oversight at this time.*

## Article VIII – Regulatory Waived

### Texas Department Of Insurance (TDI)

#### Rewrite Division of Workers Compensation Legacy Applications\*

Initial Timeline:	09/10/07 – 08/31/09	Current Timeline:	9/10/07 – 08/31/09
Initial Cost:	\$1,205,316	Current Cost:	\$1,205,316

*\*Currently, the Texas Department of Insurance (TDI) maintains the variety of telecommunication systems in the field offices located throughout the state. These systems do not offer the same level of features for employees or the same functionality for customers, and are not networked between the Metro central office and all field offices, or between all the field offices. Each system operates independently, requiring separate support schedules. Further, these independent systems have varying levels of network functionality.*

## Article V – Public Safety and Criminal Justice Canceled

### Public Safety, Department of (DPS)

#### Texas Border Neighborhood Watch Program\*

Initial Timeline:	09/01/07 – 01/31/09	Current Timeline:	9/01/07 – 01/31/09
Initial Cost:	\$2,000,000	Current Cost:	\$2,000,000

*\*Project canceled by the agency.*