QUALITY ASSURANCE TEAM

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

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FROM: John O'Brien, Director, Legislative Budget Board
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DATE: December 17, 2009

SUBJECT: 2009 Quality Assurance Team Annual Report

The Quality Assurance Team (QAT) has continued to advance project monitoring and review practices for large technology projects within the state.

As part of the review process for the QAT, the State Auditor's Office reviewed 10 major information system development projects at seven agencies. These projects were selected by the QAT because they had been reported as complete or were nearing completion. Six of the projects are complete and have been implemented. Two projects are significantly complete, one project was terminated before its completion date, and the scope for one project was expanded to accommodate the expenditure of stimulus funds.

During the reviews, four primary observations were made:

- Seven of the ten projects were completed late or projected to be completed late.
- Improvements have been made in estimating and staying within original estimated budgets.
- All but one of the projects delivered the functionality initially promised at the beginning of the project.
- As projects are broken down into smaller chunks and shorter durations, there is greater success in delivering systems on time and within budget.

For specific details on each of the projects, please see the ten attached project reviews, as well as Appendix A, which provides details on all projects.

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 Karen Robinson or Rose Wheeler of the Department of Information Resources at (512) 475-4700.

ANNUAL REPORT

LEGISLATIVE BUDGET BOARD
OFFICE OF THE STATE AUDITOR
DEPARTMENT OF INFORMATION RESOURCES

DECEMBER 2009

Summary

The Quality Assurance Team (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).

During calendar year 2009, 46 projects representing $1.035 billion in major information resources investments are in the QAT state technology project portfolio. These investments have remained steady since the last annual report. Forty-four of the 46 projects are being monitored by the QAT. Two of the 46 projects have been waived from monitoring during this time. Five of the 46 projects, or a phase of a project, have been completed and the QAT has received the Post Implementation Review of Business Outcomes report.

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 received either monthly or quarterly after the project is initiated.

Of the 46 projects in the state's portfolio, 29 have exceeded the initial timeline by an average of 19 months. Twenty projects have exceeded the initial budget by an average of $2.7 million each. The average cost for a project is $7.9 million and slated to take over two years for development. And finally, all projects are on average overdue by approximately one year and over budget by at least $1 million.

Appendix B provides information for all completed projects that has had a Post Implementation Review of Business Outcomes report evaluated by the QAT. Appendix C lists waived and canceled projects.

Last year as part of the review process for the QAT, the State Auditor's Office (SAO) reviewed seven projects and observed 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.

This year as part of the review process the SAO reviewed 10 major information system development projects at seven agencies. With the same criteria as last year, these projects were selected by the QAT because they had been reported as complete or were nearing completion. Six of the projects were complete and had been implemented. Of the six projects reported as complete, two have sent their Post Implementation Review of Business Outcomes report, only one has been evaluated by the QAT to date. Two projects were significantly complete, one project was terminated before its completion date, and the scope for one project was expanded to

accommodate the expenditure of stimulus funds. During the reviews, four primary observations were made.

1. **Seven of the ten projects were completed late or projected to be completed late**. The average delay for these projects was 16 months. The project with the shortest completion time took just over a year and a half, while the project with the longest completion time took more than five years. The longest delay for the projects reviewed was just under three years. While the statistics sound discouraging, there is a slight improvement when compared to last year's annual report. The agencies cited the following reasons for the delays:

    - Delivery of equipment and development environments by Team for Texas, the State Data Center implementation project under contract to IBM.
    - Federal and state legislative requirements/standards and related delays.
    - Agency-driven scope expansion.
    - Performance issues related to the initial development of the system.

2. **Improvements have been made in estimating and staying within original estimated budgets.** Seven of the projects were delivered at or below the initial estimated budget. Two of the projects exceeded their initial estimated budgets by 361 percent ($9,513,864) and 438 percent ($5,165,014). This indicates that there are still opportunities for improvement in developing the initial estimated budgets, accounting for the final project costs, and holding the line on increases to the scope of a project. The total cost of the ten projects reviewed was $49,416,793. Costs for four of the ten projects were understated because the agencies did not include the cost associated with the state employees who worked on the projects.

3. **All but one of the projects delivered the functionality initially promised at the beginning of the project**. The two projects that exceeded their budgets the most did so primarily because they increased system functionality.

4. **As projects are broken down into smaller chunks and shorter durations, there is greater success in delivering systems on time and within budget**.

In addition to the project reviews conducted, the QAT met with six agencies after analysis was performed on agency monitoring reports for nine projects. This allowed the QAT to improve its understanding of the current status for each project and to gain further insight about the progression of each project and its anticipated outcomes.

House Bill 3575, 80th Legislature, Regular Session:

HB 3575 requires the QAT to establish a schedule for periodic monitoring of an Enhanced Eligibility System (EES) during the period of the transition plan for the Health and Human Services Commission (HHSC). The bill also defines the EES as a major information resources project as defined in Government Code § 2054.003.

The QAT has been receiving monthly monitoring reports for over a year and has had multiple dialogues with the agency. These sessions allow the QAT to better understand the EES methodology and to voice concerns. The QAT raised concerns regarding the Winters Data Center endeavor related to project costs, multiple project milestones (builds) that appear to have no set system requirements, and the lack of target end dates or scopes.

In response to expressed concerns from the QAT about lack of clarity regarding system requirements and project scope, HHSC has begun reporting their technical deliverables divided up into seven initiatives (see Appendix A). HHSC has indicated they will provide detailed information on start and end dates, scope, accomplishments, issues, and risks for these seven initiatives while continuing to report about Texas Integrated Eligibility Redesign System (TIERS) overall operation and budget information.

In the latest agency monitoring report received in November 2009, HHSC provided a detailed outline on the seven major builds for EES with a breakout of costs between normal operations and EES. A planned end date has now been estimated to be February 2012. This achievement provides further insight into the goal and objectives of HHSC's plan, but it does not address all concerns that the QAT has brought to HHSC's attention and it will not result in less QAT oversight.

Issues and Observations

The QAT has observed several issues that have affected the development or deployment of major information systems. These issues have been identified by analysis of agency monitoring reports, meeting directly with the agency project team, and by conducting project reviews. These issues have been identified as follows:

- Team for Texas (TfT) has not ensured that the procurement of state services for agencies has occurred in a timely manner.
- Some agencies are not reporting all costs associated with the development of a major information resource project.
- Some agencies show characteristics of ineffective project management practices during the development of a major information resource project.

Issue:
TfT did not ensure that the procurement of state services for agencies has occurred in a timely manner.

Observation:
Agencies have expressed to the QAT that procurement of state services does not occur in a timely manner. This issue has also been noted in the SAO audit report on the Department of Information Resources (DIR) and the consolidation of the State's Data Centers published on August 26, 2009, Report Number 09-051, or can be found on the web at: http://www.sao.state.tx.us/reports/main/09-051.html Auditors identified considerable periods of time between steps in IBM's processes that affected the time of procurements. According to the SAO, procurement is not classified as a critical service level with financial penalties; therefore, there is no incentive for IBM to be concerned with agency timetables.

Recommendation:
The QAT recommends that agencies subject to data center consolidation should identify potential delays in procurement of state services from TfT as a potential risk when compiling milestones related to boundary dates. Delays in this area could affect project implementation end dates.

DIR is aware of agency comments and concerns and has contracted with a consultant to review the data center consolidation effort to help identify opportunities for improvement.

Issue:
Some agencies are not reporting all costs associated with the development of a major information resource project.

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. After a detailed examination of major information resource projects, the QAT found that some agencies are not reporting salaries of full time employees (FTEs).

In one case, Texas Education Agency (TEA) created a Project Plan and chose not to include all staff costs, which is not consistent with project management practices or state guidance. In both projects that were reviewed at TEA, neither project included staff time. In total, four of the 10 projects that were reviewed this year did not include staff time.

Recommendation:
Agencies should include all costs that are associated with a project, including all Information Resources (IR) internal staff costs and all IR procurements, whether purchased, rented, leased, leased for purchase, or licensed, for all hardware, software, and services, regardless of source of funding or method of procurement. As noted in the ITD instructions, the Texas Project Delivery Framework requires agencies to include agency staff time when estimating project costs. The project life-cycle costs include all development costs until a project is placed in production. End-user staff members advising the project team on user requirements are not included in the project cost unless more than half of their time is devoted to the project.

The QAT is communicating these requirements to agencies when it discovers instances of noncompliance.

Issue:
Some agencies show characteristics of ineffective project management practices during the development of a major information resource project.

Observation:
The QAT has observed during meetings or project reviews that some agencies do not appear to fully implement standard project management practices. These include planning, scope, execution, control and sometimes implementation. The QAT categorizes these issues as they relate to budget, functionality and time.

Recommendation:
Agencies should follow Texas Administrative Code (TAC) §216, which requires the use of project management practices that are consistent with DIR guidelines. By adhering to TAC §216, agencies could plan effective project management, which promotes a manageable operating procedure with well-defined parameters, specific objectives, common benefits, and planned activities regarding milestones within an established budget.

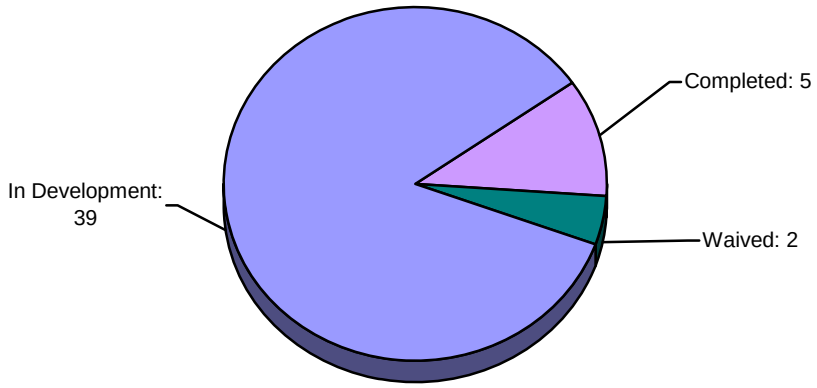
Currently there are three agencies that are listed on DIR's website that have created agency project management methodologies that are available for agencies to adapt and use for their organization's needs. This information can be found at
http://www.dir.state.tx.us/projectdelivery/projectmgmt/agencypm/index.htm

Project Review and Monitoring Activity

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

Figure 1 shows the status of CY 2009 projects subject to QAT oversight.

Figure 1: QAT Projects by Status



Total 46 Projects

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 may change as the project progresses.

High-risk projects 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, the QAT waives low-risk projects from review. Currently there are four projects that are considered low-risk. Two are being waived from formal monitoring.

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

Figure 2: Number of Projects at Each Risk Level

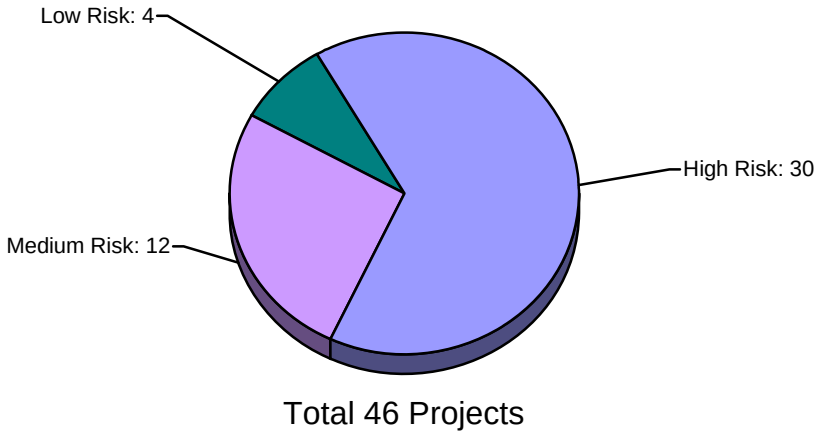
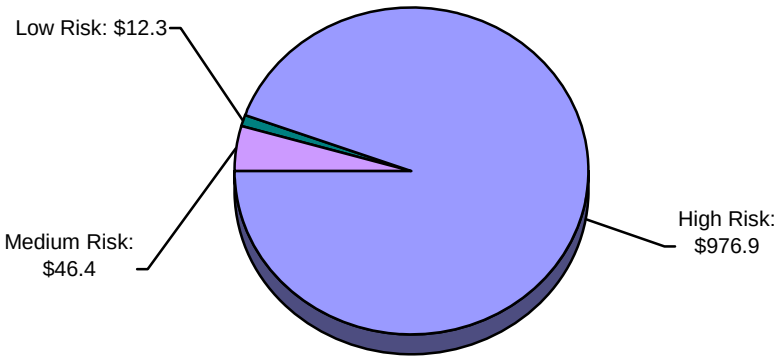


Figure 3 depicts the project costs associated with projects in each risk level. Total project life cycle costs for all projects subject to QAT oversight is $1,035,650,877. Life cycle costs include all costs over the development of the project—from inception to implementation—and in most cases cover more than one biennium.

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



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

Project Reviews:

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

Office of the Secretary of State
Texas Election Administration Management (TEAM) Project

A review of the Office of the Secretary of State's (Office) Texas Election Administration Management (TEAM) System project indicates that the project resulted in a new functional elections management and voter registration system that is accessible through the Web. The project began on November 8, 2004, and the TEAM System was placed into production on January 2, 2007. However, the TEAM system did not work as intended until November 2008. The project was completed on November 26, 2008, which was almost three years after the original anticipated completion date of January 13, 2006. The project appears to have been completed at a cost of approximately $16 million, which exceeded the initial budgeted amount of $15 million. This cost does not include the salaries of full-time state employees. On September 8, 2009, the Office submitted a request to the Office of the Governor to be exempted from the State Data Center Consolidation.

The TEAM System appears to be functioning as intended. The Office's Voter Registration Program Administrator provided a demonstration of the system. The demonstration provided an overview of the System's functions and Web browser interface, including the various search, election management, voter application, investigation, and live check voter verification features. Office staff indicated that the TEAM System complies with requirements in the Help America Vote Act.

The Office demonstrated how the public can apply for voter registration and how counties can review and perform checks on the information submitted to determine the status of the voter in other counties. The live check voter verification process is performed on both applicant and current voter records to determine duplicate, deceased, and felon status. Other functionality demonstrated included the elections management feature, which allows counties to set up an election and assign polling places to each precinct. The demonstration also showed various reports that the TEAM System can produce and make accessible online to both Texas counties and Office staff. The TEAM System interfaces with several systems, including systems at the Department of Public Safety and the U.S. Social Security Administration.

Department of State Health Services
Clinical Management for Behavioral Health Services Project

A review of the Department of State Health Services' (Department) Clinical Management for Behavioral Health Services (CMBHS) project indicates that the application is substantially complete and ready for implementation. CMBHS is a Web-based clinical record-keeping system for state-contracted community mental health and substance abuse service providers. CMBHS combines the electronic health record-keeping requirements for mental health and substance abuse treatment providers in a single system. In addition to serving as an electronic record-keeping system, CMBHS also is a clinical tool that includes diagnostic and treatment plan capabilities. It is a real-time statewide system through which providers can determine the availability of treatment facilities that are accepting clients.

CMBHS was demonstrated and appeared to contain the required business processes and rules. While development for the system is complete, it was not deployed by the planned completion date of August 31, 2009. Deployment is scheduled to take an additional seven months. Delays in the purchase and delivery of CMBHS hardware environments by the state data center consolidation vendor, Team for Texas (TfT), resulted in increased costs and delays in the development, testing, and implementation of the project by the Department. The Department asserted that, because there were delays in making the hardware environment operational, it decided to continue development of the next phases of the project.

A demonstration version of CMBHS is currently available to contract providers on the Department's Web site. Lengthy delays in the purchase and delivery of CMBHS hardware and software operating environments by TfT have resulted in delays in the project. The complete technical environment at the Austin and San Angelo data centers was scheduled to be delivered to the Department on October 31, 2008; however, delays in purchasing and technical set-up by TfT delayed the delivery until May 2009.

In November 2009, the Department planned to begin offering training to providers by region. The Department estimates it will take approximately one year to train each region before deploying CMBHS throughout the state.

Department of State Health Services
Women, Infants, and Children Electronic Benefits Transfer Delivery System Project

A review of the Department of State Health Services' (Department) Women, Infants, and Children Electronic Benefits Transfer (WIC EBT) Delivery System project indicates that not all of the initial milestones for the project were achieved. The project, which underwent a scope reduction after technical problems arose, was declared complete on August 31, 2009, two years after the originally planned completion date. Before the scope reduction and the "rebaselining" of the project occurred, the original planned completion date was August 2007. The project cost for the reduced scope as of October 6, 2009, was approximately $2.4 million. The Department failed to clearly identify in its communications with the Quality Assurance Team the reasons for reducing the scope and adjusting the project's original milestones.

The project did not achieve its original milestones, which included the development and statewide deployment of a new smart card for WIC benefits. The Department learned months after the original project began that retail grocers' systems were not compatible with the technology being used to develop the new smart card and that the industry had a competing priority to be compliant with the changes demanded by the credit card industry. The Department failed to identify this critical information during its research prior to system development. As a result, the Department significantly revised the project milestones and reduced the budget from $4.3 million to $2.5 million. For the $2.4 million it expended, the Department conducted extensive research, implemented the VeriFone Vx610 card reader terminal, and consolidated software diagnostic utilities used for testing smart cards.

Department of Assistive and Rehabilitative Services
ReHabWorks Project

A review of the Department of Assistive and Rehabilitative Services' (Department) ReHabWorks project indicates that the system appears to be functioning as intended. This conclusion is based on the Department's product demonstration. The project is ongoing, with an expected completion date of June 14, 2010.

The project was supposed to start on May 9, 2005, with an estimated completion date of August 31, 2007. The start date was delayed due to problems during the competitive procurement process, and the project completion date was changed to August 31, 2008. After the Department conducted a project rebaseline in September 2007, the project completion date was changed to September 8, 2009. The rebaseline increased the project scope by addressing finalized business requirements and including critical functionality not defined in the initial requirements. In September 2009, the Department received $44.8 million in federal vocational rehabilitation stimulus funds from the U.S. Department of Education. The Department decided to use $1.17 million of those funds for enhancements to the ReHabWorks projects. The planned completion date is now June 14, 2010. This additional time will allow the Department to include enhancements to ReHabWorks.

A demonstration of the ReHabWorks system shows that the system appears to be functioning as intended. Because the project is not finished, the Department demonstrated ReHabWorks in its test environment.

Texas Education Agency
Foundation School Program (FSP) Consolidated Rewrite Project Phase I

The review of the Texas Education Agency's (Agency) Foundation School Program (FSP) Consolidated Rewrite Project Phase I project indicates that the completed milestones for the project are working as intended. FSP Phase I has been delayed from August 31, 2009, to December 2009 due to expanding the scope of the project to include a Phase II milestone. This also increased the estimated costs by $254,000, bringing the total project cost to $3,651,297.

The Agency did not include FTE-related costs in the FSP Phase I project budget. These costs are estimated to be $1,705,677. The original FSP project started in fiscal year 2007 with a budget of $3,604,064 (not including FTE-related costs). In January 2008, the project split into two phases. The last reported budget estimate for both phases is $7,272,825.

One of the milestones completed was basically building the foundation or backend of the entire FSP project. This included completing a business process analysis and integrating the mainframe and the web application into the new system. Two other milestones completed involve data collection. The demonstration of the application focused on these modules. According to the Agency, these modules have automated and streamlined their business processes, saving time and paper.

Texas Education Agency
Public Education Information Management System (PEIMS) Redesign Phase 1

Our limited review of the Texas Education Agency's (Agency) PEIMS Redesign Phase 1 project indicates that the project is functioning as intended. The project started in January 2008. All four components of the project were in production by August 31, 2009, ahead of the projected completion date of September 15, 2009. The project is complete; however, the Agency is still finalizing expenditures and is also awaiting the installation of the Cognos BI Consumer License and IBM InfoSphere Information Analyzer software. This software installation does not affect project deliverables.

According to the Agency, the final cost of the project is estimated to be $3.76 million, which is less than its budgeted amount of $3.85 million. The Agency did not include FTE salaries, estimated to be $169,717, in the project costs reported to the QAT.

The PEIMS Redesign Phase 1 project appears to have achieved the project goals. The four components of the product are all complete. A demonstration of the enhanced PEIMS reporting capabilities highlighted features such as customization and combination of report filters and display variables. These features were not previously available to the public. In the past, the public had to submit an ad hoc information request to the Agency.

The mainframe migration has resulted in processing time improvements for each of the PEIMS collections.

Texas Railroad Commission
Online Filing – Completion Forms Project

The review of the Texas Railroad Commission's (Commission) Online Filing—Completion Forms Project indicates that the application is substantially developed and ready for implementation. The goal of this project is to streamline the Commission's internal processing of oil and gas well completion packets and reduce phone queries and data requests from external stakeholders by developing a Web-based application.

The application was demonstrated and appeared to contain the required business processes and rules. However, the application was not implemented by the planned completion date of August 31, 2009. In November 2009, the Commission planned to initiate a pilot program to test the application with five oil and gas well operators, with the goal of deploying the application statewide in late February or early March 2010.

The Legislature appropriated $835,360 from the General Revenue Fund for the Commission to complete this project during the 2008–09 biennium. During this time period the Commission expended $756,020 on the project, a difference of $79,340 or 9.5 percent less than the amount appropriated for the 2008–09 biennium.

A demonstration of the application highlighted the integration of claims filing with the work registration process that eliminates the need for dual data entry of claims filing and work registration by claimants.

Texas Commission on Environmental Quality's (Commission)
Integrated Billing and Accounts Receivable Project

The review of the Texas Commission on Environmental Quality's (Commission) Integrated Billing and Accounts Receivable (IBAR) project indicates that the project resulted in a new, functional accounts receivable system called Basis2. The Basis2 system was placed into production on September 14, 2009, which is two weeks after the anticipated completion date of August 31, 2009. The project appears to have been completed within its budgeted amount of approximately $1.17 million.

According to the Commission, the IBAR project is 98 percent complete. The Commission is currently awaiting the Basis2 system documentation from the vendor. Once the Commission receives this documentation, the project will be closed out and the Post-Implementation Review of Business Outcomes will be completed and submitted to the Quality Assurance Team.

The Basis2 system appears to be functioning as intended. The Commission's revenue manager provided a demonstration of the system. The demonstration offered an overview of the system's Web browser interface, including the various defined user roles, menu options, edit checks, and import/export features.

The Commission also demonstrated how new customer accounts are created in Basis2, which is usually done by importing flat files from other program areas within the Commission. Accounts may also be created through manual entry of data. The Basis2 system performed an edit check to ensure that the correct taxpayer identification number had been entered for the new customer account. Other functionality was demonstrated, such as the ePay option that allows customers to make payments online. Additionally, the demonstration showed various reports that can be produced by the Basis2 system and accessed through an internal Commission Web page by program staff within other divisions.

Texas Workforce Commission
Employment Service and Unemployment Insurance Integration Project – Phase 3

The review of the Texas Workforce Commission's (Commission) Employment Service and Unemployment Insurance (ESUI) Integration Project—Phase 3 indicates that the resulting application appears to be functioning as intended. Phase 3 of the ESUI Integration Project has created a concurrent and fully integrated claims filing and work registration process that eliminates the need for dual data entry by claimants. The final cost of the project, including staff costs, was $1,534,680, which was 67.3 percent of the original estimated project cost of $2,281,828. This project was funded from federal funds deposited to the credit of the Workforce Commission Federal Account No. 5026.

This project started on September 1, 2007, and had an estimated completion date of February 28, 2009. However, in June 2008, the Commission approved a scope change that extended the project completion date to August 31, 2009, with no increase to the existing budget. This change in scope eliminated the need for an estimated 23 additional customer service representatives, resulting in a cost avoidance of more than $597,000 annually. A demonstration of the application highlighted the integration of claims filing with the work registration process that eliminates the need for dual data entry.

Texas Workforce Commission
Program Integrity Workflow

The review of the Texas Workforce Commission's (Commission) Program Integrity Workflow (PIW) project indicates that the software appears to be functioning as intended. This conclusion is based on the Commission's product demonstration as well as benefits the Commission has realized. The overall purpose for the PIW project was to help manage and eliminate fraudulent unemployment claims.

The project started on August 16, 2006, with an estimated completion date of September 30, 2009. The U.S. Department of Labor required that the project funds be obligated within the first two years of the project; therefore, the project's scheduled completion date was changed to August 31, 2008. The project was closed out in May 2009.

The project's initial estimated cost was $1,600,000. In February 2007, the estimated cost was increased to $1,915,000 to include the cost for Commission information technology FTEs.

The Commission initially reported a final project cost of $1,634,255 in its QAT *Monitoring and Post-Implementation Review of Business Outcomes* report. The Commission confirmed later that the "true" final project cost was $1,518,521.43, thus coming in under initial budget estimates.

The PIW software appears to be functioning as intended. A demonstration of the PIW software shows how the Commission has improved its efficiency in preventing payment errors, detecting erroneous payments, and recovering overpayments.

APPENDIX A: MONITORED PROJECTS

ARTICLE I – GENERAL GOVERNMENT

**Current Expenditures and Timelines may not reflect actual information at time of printing of the annual report.*

Agency:	**Office of the Comptroller of Public Accounts (CPA)**		
Project Name:	**Treasury Operations Project**		
Description:	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. 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, the Federal Reserve, institutions of higher education, and other entities and financial institutions.		
Benefits:	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.		
Status/ Explanation of Changes:	CPA has recently implemented a new business intelligence solution using Business Objects software. Procurement of new hardware and software allows Treasury Operations to utilize both the Business Objects software and the Business Intelligence data warehouse for effective decision-making using real-time reporting and inquiry. Moreover, procurement of new hardware and software aligns with the Statewide long-term Enterprise Resource Planning (ERP) strategic direction in accordance with HB 3106, 80th Legislature, Regular Session, and with the CPA's long-term Service Oriented Architecture strategic direction, which includes purchasing the technology to implement an Enterprise Service Bus.		
Project Risk:	High	**Current Expenditures:**	$3,937,377
Original Timeline:	09/01/07 – 08/31/11	**Current Timeline:**	09/01/07 – 08/31/11
Initial Projected Costs:	$7,747,019	**Current Projected Costs:**	$7,747,019

APPENDIX A: MONITORED PROJECTS

Agency:	**Office of the Comptroller of Public Accounts (CPA)**		
Project Name:	**Statewide Enterprise Resource Planning Project – Financials (ERP)**		
Description:	The Comptroller of Public Accounts (CPA) is replacing Texas Department of Transportation's (TxDOT) integrated financial system that is approximately 25 years-old. TxDOT needs better data integration, improved reporting capabilities, increased transparency, and improved business processes. TxDOT may also realize cost savings through the elimination of TxDOT maintained systems.		
Benefits:	The ERP solution will provide benefits that will reduce costs, save time, improve customer service, improve transparency, and enhance security by eliminating redundant databases, providing more consistency in reporting, and establishing a procurement system that will be fully integrated with the financial accounting, asset management, and inventory management modules, which will provide purchasing data that could reduce the cost of goods and services for the state.		
Status/ Explanation of Changes:	The procurement process will be a combination of a Request for Offer (RFO) for implementation services and a Delivery-Based Information Technology Services (DBITS) through DIR for project management and project oversight. In addition, the CPA will procure hardware and software through the DIR contracts currently available. The combined ERP projects (Financials and HR/Payroll—see next page) according to CPA's Business Case workbook currently have a budget of $36,059,289. However, agency biennial operating plans (BOP) identify $38,476,000 for the project. Once competitive bids from the implementation and project management vendors are received, the cost for each project will be identified. CPA noted that due to project timing and cost allocation issues, federal funding will not be pursued. The CPA drafted an RFO and DBITS Price Request Draft in July 2009. CPA issued a RFO in August 2009 with anticipating contract award in October 2009. The QAT received the Texas Project Delivery Framework deliverables July 21, 2009, and approved the project thereafter.		
Project Risk:	High	**Current Expenditures:**	$0*
Original Timeline:	08/07/09 – 08/31/11	**Current Timeline:**	08/07/09 – 08/31/11
Initial Projected Costs:	$18,029,644	**Current Projected Costs:**	$18,029,644

** Project monitoring is monthly and no expenditures have been reported to date.*

APPENDIX A: MONITORED PROJECTS

Agency:	**Office of the Comptroller of Public Accounts (CPA)**		
Project Name:	**Statewide Enterprise Resource Planning (ERP) Project - Human Resources/ Payroll**		
Description:	The Comptroller of Public Accounts (CPA) is updating Health and Human Service agencies' PeopleSoft/Oracle human resource/payroll (HRMS) applications. Their HRMS version of the software (version 8.3) is outdated and not supported by the vendor without purchasing extended support. CPA will also replace the current Department of Information Resources (DIR) financial accounting system. DIR's current system does not provide the necessary budgeting, accounting, inventory, asset management, procurement, and HR reporting tools needed to adequately manage the agency.		
Benefits:	The ERP solution will provide benefits that will reduce costs, save time, improve customer service, improve transparency, and enhance security by eliminating redundant databases, providing more consistency in reporting, and establishing a procurement system that will be fully integrated with the financial accounting, asset management, and inventory management modules, which will provide purchasing data that could reduce the cost of goods and services for the state.		
Status/ Explanation of Changes:	The procurement process will be a combination of a Request for Offer (RFO) for implementation services and a Delivery-Based Information Technology Services (DBITS) through DIR for project management and project oversight. In addition, the CPA will procure hardware and software through the DIR contracts currently available. The combined ERP projects (HR/Payroll and Financials—see previous page) according to CPA's Business Case workbook currently have a budget of $36,059,289. However, agency biennial operating plans (BOP) identify $38,476,000 for the project. Once competitive bids from the implementation and project management vendors are received, the cost for each project will be identified. CPA noted that due to project timing and cost allocation issues, federal funding will not be pursued. The CPA drafted an RFO and DBITS Price Request Draft in July 2009. CPA issued a RFO in August 2009 with anticipating contract award in October 2009. The QAT received the Texas Project Delivery Framework deliverables July 21, 2009, and approved the project thereafter.		
Project Risk:	High	**Current Expenditures:**	$0*
Original Timeline:	08/07/09 – 08/31/11	**Current Timeline:**	08/07/09 – 08/31/11
Initial Projected Costs:	$18,029,644	**Current Projected Costs:**	$18,029,644

** Project monitoring is monthly and no expenditures have been reported to date.*

APPENDIX A: MONITORED PROJECTS

Agency:	**Office of the Texas Secretary of State (SOS)**		
Project Name:	**TEAM (Texas Election Administration Mgmt) System Implementation Project**		
Description:	The federal Help America Vote Act of 2002 (HAVA) 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.		
Benefits:	Help America Vote Act training and technical assistance to assist protection and advocacy systems to establish or improve voting access for individuals with disabilities.		
Status/ Explanation of Changes:	The TEAM System was placed into production on January 2, 2007; however, it did not work as intended until November 2008. There were configuration problems and numerous performance issues. The project initially included plans to purchase a commercial off-the-shelf product, but as the project progressed, the Office realized that much more system configuration would be required than was originally planned. After the TEAM System was placed into production, many issues arose with its performance, and extensive troubleshooting and analysis of the source code were required to get the system operating at its intended level. On November 26, 2008, almost three years after the original anticipated completion date of January 13, 2006, the project was completed. The Office plans to execute Phase II of the project and complete maintenance on the completed project through September 2011. Phase II is considered to be separate from the completed TEAM System Project and will include additional election management features and improvements to the street index and election set-up functions requested by online counties. Phase II will be financed with federal funding through HAVA.		
Project Risk:	High	**Current Expenditures:**	$14,935,809
Original Timeline:	09/01/03 – 01/01/06	**Current Timeline:**	11/08/04 – 11/26/08*
Initial Projected Costs:	$15,000,000	**Current Projected Costs:**	$16,224,304*

**Project is complete and final costs will be reported in the agency's Post Implementation Report.*

APPENDIX A: MONITORED PROJECTS

ARTICLE II – HEALTH AND HUMAN SERVICES

Agency:	**Health and Human Services Commission (HHSC)**		
Project Name:	**Enhanced Eligibility System (EES)**		
Description:	HB 3575, 80th 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.		
Benefits:	• Increase the quality of and client access to services provided through the programs. • Implement more efficient business processes that will reduce processing times for applications for program benefits and reduce staff workloads. • Implement simplified application and enrollment processes for programs in a manner that is consistent with program goals established by the Legislature. • Enhance the integrity of, reduce fraud in the programs, and ensure compliance with applicable federal laws and rules.		
Status/ Explanation of Changes:	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 System of Application, Verification, Eligibility, Referral and Reporting (SAVERR) to TIERS as approved by the Executive Commissioner. HHSC, after analyzing the Legislature's goal of enhancing the eligibility determination system, has identified seven separate initiatives: • Self Service Portal • State Portal • Task List Manager • CHIP Integration into TIERS • TIERS Training • SAVERR De-commissioning • Telephony HHSC continues to report on the overall total project costs of TIERS/EES. In addition to these costs, HHSC will now begin reporting the breakdown of costs for the seven initiatives listed above. In the latest agency monitoring report in November 2009, HHSC has provided detail on the seven major builds for EES with a breakout of costs between normal operations and EES. A planned end date has now been estimated to be February 2012.		
Project Risk:	High	**Current Expenditures:**	$289,632,399
Original Timeline:	09/01/02 – TBD	**Current Timeline:**	09/01/02 – 2/29/2012
Initial Projected Costs:	$637,348,337	**Current Projected Costs:**	$637,350,444

APPENDIX A: MONITORED PROJECTS

Agency:	**Health and Human Services Commission (HHSC)**		
Project Name:	**Medicaid Eligibility and Health Information (EHI) Project**		
Description:	Currently a paper-based MedID card is processed and mailed monthly to approximate 2.7 million eligible recipients, the large majority of which are the same recipients from the previous month. HHSC has recognized the need to replace this inefficient processing with an effective permanent card solution. The planned magnetic stripe plastic card will provide a link to the Medicaid Management Information System (MMIS) to obtain client Medicaid eligibility information.		
Benefits:	The proposed system will initially allow providers better access to client eligibility information and claims processed than the previous system. The EHI system will provide the capability for a Health Level Seven (HL7 is an all-volunteer, not-for-profit organization involved in development of international healthcare standards) compliant electronic health records (EHR) system and repository to be accessible via the EHI portal or optional automation solutions as applicable. The EHI EHR will specifically provide access to data from the following systems: • Encounter System (used by Health Maintenance Organizations); • MMIS Data (Fee For Service (FFS) and Managed Care Operations (MCOs)); • Vendor Drug; • Texas Health Steps (THSteps); and • Texas Immunization Registry (ImmTrac).		
Status/ Explanation of Changes:	Contract has not yet been awarded; therefore, no contractor costs have been incurred. There are no changes to cost estimates at this time. The one-year project cost estimate includes six months for implementation and six months of operations for a cost of $ 21.1 million. After closeout of the 12-month project, the program will enter into the maintenance phase. The agency estimates that the EHI Project return on investment will be $31.3 million over the four-year contract period, which includes the implementation and operational phases.		
Project Risk:	High	**Current Expenditures:**	$0
Original Timeline:	10/01/07 – 09/23/2010	**Current Timeline:**	10/01/07 – 09/23/2010
Initial Projected Costs:	$21,177,143	**Current Projected Costs:**	$21,177,143

APPENDIX A: MONITORED PROJECTS

Agency:	**Department of State Health Services (DSHS)**		
Project Name:	**Automated Medication Administration Record System (AMARS)**		
Description:	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.		
Benefits:	In the implemented AMARS, 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.		
Status/ Explanation of Changes:	Product performance problems have resulted in multiple implementation delays. A product upgrade is required before implementation can continue. Several of the facilities have requested postponement of the start of rollout in order to complete medical room renovations. In order to accommodate these requests, the schedule for rollouts at these facilities must be compressed. The agency is experiencing performance problems that are the result of the inadequate scalability of the vendor's software product. Orders and order changes are not all appearing in the patient records in AMARS. The production environment has been stabilized but the implementation has been put on hold until the problem is resolved in order to keep the current sites stable (as recommended by the vendor). The vendor has made changes to the product to correct these problems but the delay meant that the project was not complete by August 31, 2009. A verbal agreement has been reached with the vendor to extend the project to December 2009, and the vendor will absorb the additional project management and vendor costs incurred after August. A contract amendment is being developed by DSHS Accounting Section and IT management.		
Project Risk:	High	**Current Expenditures:**	$3,454,903
Original Timeline:	07/01/06 – 08/31/09	**Current Timeline:**	07/07/06 – 12/31/09
Initial Projected Costs:	$4,794,860	**Current Projected Costs:**	$4,794,860

APPENDIX A: MONITORED PROJECTS

Agency:	**Department of State Health Services (DSHS)**		
Project Name:	**Clinical Management for Behavioral Health Services (CMBHS)**		
Description:	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.		
Benefits:	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: • Data entry and system prompts ensure timeliness of service. • Counselors spend reduced time reviewing paper files. • The system will automatically collect required reporting data during the clinical process. 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.		
Status/ Explanation of Changes:	The CMBHS team has completed the first two of four phases in this project. Currently, the project is in Phase Three. Team for Texas (TfT) has delivered the required technical environments at the Austin and San Angelo data centers. However, issues remain in the area of network access to those environments. These issues are preventing the CMBHS from fully testing the environments and configuring the BizTalk servers. TfT is behind schedule in providing access to the CMBHS testing and production environments needed for Online Release One. CMBHS team has actively met with TfT to provide a solution and resolve the issue. Escalation to DIR and TfT management has occurred. Incremental progress has been made through technical meetings involving TfT technical resources and the CMBHS development team. However, the development and test environments are essentially not accessible or usable to the CMBHS team, six weeks after the application was deployed and rolled out. TfT technical resources have been assigned to work with the CMBHS technical architect to resolve these issues. These technical work meetings are still being conducted.		
Project Risk:	Medium	**Current Expenditures:**	$4,750,189
Original Timeline:	09/01/05 – 08/31/07	**Current Timeline:**	09/01/05 – 10/31/09
Initial Projected Costs:	$1,178,188	**Current Projected Costs:**	$6,343,202

APPENDIX A: MONITORED PROJECTS

Agency:	**Department of State Health Services (DSHS)**		
Project Name:	**Enhance and Optimize WIC Client Service Delivery Project**		
Description:	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). 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.		
Benefits:	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.		
Status/ Explanation of Changes:	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. DSHS estimates that project preparatory work will be conducted in 2009, system development and implementation will occur in 2010 through 2012, and project closeout will occur in 2013. Although the project schedule has been adjusted, DSHS 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 SAM funding from the USDA. The USDA approves project funding and requires that it approve all expenditures prior to the expenditure of those funds. DSHS is conducting a procurement process through the Deliverables-Based Information Technology Services (DBITS) contract through DIR of a quality assurance contractor (includes solicitation planning, development, approval, issuance, and selection of design, development, and implementation vendors). The agency is waiting to hear from USDA on its acceptance of the external dependency development and testing of the Mountain Plains States Consortium (MPSC) SAM and USDA.		
Project Risk:	High	**Current Expenditures:**	$1,837,572
Original Timeline:	07/13/06 – 06/30/10	**Current Timeline:**	07/13/06 – 03/31/13
Initial Projected Costs:	$24,899,000	**Current Projected Costs:**	$18,497,715

APPENDIX A: MONITORED PROJECTS

Agency:	**Department of State Health Services (DSHS)**		
Project Name:	**WIC Electronic Benefits Transfer Phase II (Pilot and Deployment Project)**		
Description:	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 DSHS as the administering agency and for participating grocers while improving the quality of service provided to WIC benefit recipients.		
Benefits:	The main benefits of this project is to provide an improved Texas WIC system that replaces the aging Texas WIN (WIC Information Network) system. The new system is compliant with the USDA *Functional Requirements Document for a Model WIC System With EBT/ESD*, in order to: • Allow more customers to be served through efficiencies in the clinics and improve service to all customers; • Maximize newer technologies to improve functionality and service; • Achieve interoperability goals; • Provide more accurate data; and • Minimize potential for fraud and abuse.		
Status/ Explanation of Changes:	According to the agency, the statewide rollout of WIC EBT will no longer be completed as part of this project. 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. 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. All design documents related to the "new card" technologies originally in scope will be completed. 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 a 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. The project budget has been reduced and the completion date was reset to August 31, 2009. The project will continue and the remaining funding will be available in FY 2009 for the procurement of smart card replacement terminals.		
Project Risk:	Low	**Current Expenditures:**	$2,103,016
Original Timeline:	09/01/05 – 08/31/07	**Current Timeline:**	09/01/05 – 08/31/09*
Initial Projected Costs:	$4,305,960	**Current Projected Costs:**	$2,501,290*

**Project is complete and final costs will be reported in the agency's Post Implementation Report*

APPENDIX A: MONITORED PROJECTS

Agency:	**Department of Assistive and Rehabilitative Services (DARS)**		
Project Name:	**Consumer Case Management System (DCSS), renamed ReHabWorks**		
Description:	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.		
Benefits:	By moving to one DARS case management system, there is the potential to save on hardware, software, and maintenance (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. 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. Another benefit is the improvement in administrative communications through the use of common terminology and technology platforms.		
Status/ Explanation of Changes:	The project has been re-baselined to reflect the American Recovery and Reinvestment Act of 2009 (ARRA) funds that were approved for use to improve DARS infrastructure and consumer case management systems in August 2009. Therefore, the agency-initiated change requests slated for enhancement releases were prioritized and approved for inclusion in the scope of the ReHabWorks (RHW) at implementation. DARS is requesting adjustments to the RHW project schedule, budget, and scope, which will include additional change requests, which the agency states are critical to business operations. The decision to delay the project was influenced by the Rehabilitation Services Administration (RSA) instruction for the timely utilization of ARRA Vocational Rehabilitation stimulus funds from the Department of Education. The projected delay in the schedule will provide a higher quality deliverable and mitigate a number of risks. The revised project scope will include critical business requirements; federal and statutory mandates, additional process improvements for data conversion to ensure accurate reporting, resolve identified application defects, and minimize the impact of project staff turnover.		
Project Risk:	High	**Current Expenditures:**	$8,437,405
Original Timeline:	05/09/05 – 08/31/07	**Current Timeline:**	05/09/05 – 06/30/10
Initial Projected Costs:	$2,436,400	**Current Projected Costs:**	$9,406,580

APPENDIX A: MONITORED PROJECTS

Agency:	**Department of Aging and Disability Services (DADS)**		
Project Name:	**Application Remediation Project**		
Description:	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.		
Benefits:	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 functionally of the state schools' telephone systems, maximum health, and safety protection for DADS clients residing within state school facilities.		
Status/ Explanation of Changes:	Five separate projects were developed for remediation services of mission critical applications from older technology to newer, supported technologies that adhere to Service Oriented Architecture (SOA) standards. The five projects are: • Quality Reporting System/Quality Reporting (QRS/QR) Web applications (2 related systems) • Claims Management System (CMS) Mail (standalone system) • Community Care Caseload Reading System (three-tiered standalone system) • Home and Community Support Services Agency System (standalone system) • Service Authorization System Online, Long-Term Scheduler, Claims Management System Merge, and Community Care for the Aged and Disabled Realign (four related systems). The QRS/QR Webmaster and CMS Mail were placed into production in June 2009. The Community Care Caseload Reading was scheduled to be completed in September 2009 (agency has not reported to date). Home and Community Support Services Agency System is scheduled for implementation in December 2009 while the Service Authorization System Online will be implemented in February 2010.		
Project Risk:	High	**Current Expenditures:**	$2,964,863
Original Timeline:	07/01/08 – 08/31/09	**Current Timeline:**	07/01/08 – 02/28/10
Initial Projected Costs:	$5,500,000	**Current Projected Costs:**	$6,350,000

APPENDIX A: MONITORED PROJECTS

ARTICLE III – EDUCATION

Agency:	**Texas Education Agency (TEA)**		
Project Name:	**Consolidated Entitlements Management System (CEMS)**		
Description:	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.		
Benefits:	The agency calculates and distributes several billion dollars annually for federal and state funded grant programs, including No Child Left Behind, Individuals with Disabilities Education Act Special Education and Deaf Services (IDEA-B). 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. The creation of one consolidated database will capture all the input data sources and 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.		
Status/ Explanation of Changes:	According to the agency, in July 2009 CEMS Phase 1 went to production, which included IDEA grants and IDEA Part B Special Education and Deaf Services. The need for a robust calculation engine component has been satisfied by the delivery into production of ExcelCalc. ExcelCalc will shorten the current Software Development Lifecycle duration for many formula changes not requiring an Information Technology Services release. Implementation of the 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.		
Project Risk:	High	**Current Expenditures:**	$2,292,990
Original Timeline:	09/01/06 – 08/31/09	**Current Timeline:**	09/01/06 – 08/31/09*
Initial Projected Costs:	$3,611,536	**Current Projected Costs:**	$3,611,536*

**Project is complete and final costs will be reported in the agency's Post Implementation Report.*

APPENDIX A: MONITORED PROJECTS

Agency:	**Texas Education Agency (TEA)**		
Project Name:	**Foundation School Program (FSP) Consolidated Rewrite**		
Description:	This project is intended to accomplish a comprehensive rewrite of both the mainframe application and the Application Service Provider (ASP) web application. ASP is a business that provides computer-based services to customers over a network. 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.		
Benefits:	According to the agency, FSP will positively impact the agency by: • Providing a comprehensive, better supported application on a modern and current technical platform; • Providing improved efficiency and quality of data as well as better system controls; • Allowing new functionality to be added to support the business requirement needs of the State Funding Division; • Allowing for versioning of formulas and simple analysis with existing defined formulas; • Allowing better integration with accounting needs; • Reducing current mainframe computing costs by retiring a legacy application; and • Improving productivity by eliminating need to load files to and from mainframe.		
Status/ Explanation of Changes:	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) that currently support the business functions needed to calculate state funding allocations for more than 1,200 school districts and charter schools. The agency provided a demonstration of five key project milestones based on the school district payments for May 2009. The agency felt the work and preparation for this demonstration was very valuable in identifying unidentified requirements, validating the systems integration, confirming the accuracy in Summary of Finances calculation, reports, FSP Payments for Chapter 42 school districts and how it interfaced with the ISAS accounting system.		
Project Risk:	Medium	**Current Expenditures:**	$3,154,875
Original Timeline:	09/01/06 – 08/31/09	**Current Timeline:**	09/01/06 – 08/31/09*
Initial Projected Costs:	$3,908,087	**Current Projected Costs:**	$3,397,297*

**Project is complete and final costs will be reported in the agency's Post Implementation Report*

APPENDIX A: MONITORED PROJECTS

Agency:	**Texas Education Agency (TEA)**		
Project Name:	**Public Education Information System (PEIMS) Redesign Phase I**		
Description:	The Public Access to PEIMS Data / Agency Internet Renovation project is intended to satisfy the requirements of HB1, § 7.008, Third Called Session, 79th Legislature, 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, access, and download.		
Benefits:	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. 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. In compliance with the Texas Education Code, PEIMS contains only the data necessary for the legislature and TEA to perform their legally authorized functions in overseeing public education.		
Status/ Explanation of Changes:	The project was implemented in four phases or components. The first component was the replacement of the Orbison server. This server is primarily used for PEIMS data collections. All four components of the project phase were in production as of August 31, 2009. The other remaining components consist of: • Component 2 – Mainframe Data Migration • Component 3 – 80 Column Format Remediation • Component 4 – Enhanced Reporting Capabilities The mainframe migration subject matter experts balance both mainframe migration requirements elicitation as well as PEIMS data collection preparation and maintenance duties. These resources are stretched to accommodate both current collection year deadlines and mainframe migration deadlines. The agency improved reporting capabilities to minimize additional efforts by schools while providing data that is more timely and actionable.		
Project Risk:	Medium	**Current Expenditures:**	$2,879,210
Original Timeline:	02/01/08 – 09/15/09	**Current Timeline:**	02/01/08 – 09/15/09
Initial Projected Costs:	$3,852,000	**Current Projected Costs:**	$3,762,110

**Project is complete and final costs will be reported in the agency's Post Implementation Report*

APPENDIX A: MONITORED PROJECTS

Agency:	**Texas Education Agency (TEA)**		
Project Name:	**SBEC (State Board of Educator Certification) Online Rewrite**		
Description:	SBEC Online rewrite will be a web-based application for K-12 educators to apply for certification, provide recommendations from Texas educator preparation programs, and allow school districts to access and verify educator credentials.		
Benefits:	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 have intermittent problems tracking fingerprinting information for background checking, and users are being disconnected on a daily basis while doing various tasks (e.g., submitting applications, recommending candidates for certification, approving candidates for tests). 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.		
Status/ Explanation of Changes:	Towards the end of FY 2009, the agency had a standard educator certification path implemented and was ready to address the following items: • Processing and issuing certificates to educational aides with renewal of standard educator certificates. • Advising school district administrators and educator preparation programs on critical certifications. • Interpreting SBEC rules and assignment issues related to hiring qualified individuals. • Assisting school district personnel with permit questions. • Providing educators and the general public information related to certification and assisting with test registration questions. Overall, the project was re-baselined to move some of the deliverables that were expected in FY 2008-09 to FY 2009-10.		
Project Risk:	Medium	**Current Expenditures:**	$1,045,108
Original Timeline:	01/01/07 – 08/31/10	**Current Timeline:**	01/01/07 – 09/30/11
Initial Projected Costs:	$1,759,802	**Current Projected Costs:**	$2,025,002

APPENDIX A: MONITORED PROJECTS

Agency:	**Texas A&M University (TAMU)**		
Project Name:	**Enterprise Information Systems (EIS)**		
Description:	Texas A&M University (TAMU) will replace its 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. The project will 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 include a reporting data mart and data warehouse to improve current reporting capability. The project will also include a campus-wide Oracle database license. 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&M System agencies based in College Station.		
Benefits:	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. Prior to concluding that new systems must be implemented, TAMU also carefully considered alternative solutions such as writing the systems from scratch, which would 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 operation for at least fifteen years.		
Status/ Explanation of Changes:	The current scope includes the student system, a campus portal, and Operational Data Store (ODS) and Enterprise Data Warehouse (EDW) for Texas A&M University in College Station as well as the branch campuses in Galveston and Qatar. TAMU is completing the conversion of Spring 2009 academic data in June 2009 and installed the Curriculum, Advising, and Program Planning (CAPP degree audit) in July 2009. In August, TAMU planned to complete processing for New Student Conferences, provide self-service class rosters for Fall 2009 term, and begin open registration for the Fall 2009 term in August. One of the newest features includes disbursement of financial aid to the students' accounts.		
Project Risk:	Medium	**Current Expenditures:**	$20,650,000
Original Timeline:	03/01/05 – 03/01/10	**Current Timeline:**	09/30/06 – 10/31/09
Initial Projected Costs:	$41,200,000	**Current Projected Costs:**	$33,000,000

APPENDIX A: MONITORED PROJECTS

Agency:	**Lamar University - Beaumont**		
Project Name:	**LEAP System Upgrade for Enterprise Resource Planning (ERP)**		
Description:	The 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. In order to accommodate today's web interfaces and extend system uptime, efficient cycle processes, electronic transactions and processes, and utilization of relational databases require new software and hardware purchases.		
Benefits:	The new software and hardware architecture will be utilized and shared by three campuses in southeast Texas: Lamar University, Lamar Institute of Technology, and Lamar State College - Orange. These systems and their applications and processes are utilized by the three campuses. 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 southeast Texas. The Banner product is provided by SunGard SCT, and the hardware is provided by IBM and Sun Microsystems.		
Status/ Explanation of Changes:	Software, hardware, and maintenance costs will be shared resources for data processing for three campuses in southeast Texas. This project will require subject matter expert personnel resources allocated from all administrative departments on three campuses for approximately 3.5 years. Lamar University has completed the Finance system (including state reporting to USAS), HR/Payroll (including state reporting to HRIS and ERS). The Finance system provides accurate data so Lamar University can prepare and control budgets to facilitate sound decisions. The Lamar Early Access Program is a cooperative venture between Lamar University and participating high schools. LEAP allows high school students to take university courses in their own schools. Upon satisfactory completion of the course, students will concurrently receive high school and college credit. Currently, participating high schools are Kirbyville High School, Port Neches-Groves High School, and Msgr. Kelly Catholic High School.		
Project Risk:	Low	**Current Expenditures:**	$3,840,361
Original Timeline:	09/01/05 – 12/31/08	**Current Timeline:**	09/01/06* – 09/01/09
Initial Projected Costs:	$4,105,900	**Current Projected Costs:**	$4,805,900

** Start date delayed due to effects of Hurricane Rita.*
**Project is scheduled to be complete and final costs will be reported in the Post Implementation Report.*

APPENDIX A: MONITORED PROJECTS

Agency:	**Midwestern State University (MSU)**		
Project Name:	**New Enterprise Resource Planning (ERP) Software Solution**		
Description:	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. 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.		
Benefits:	The key benefits that MSU plan to achieve are as follows: • Standardize data and improve access to common timely information to facilitate decision-making, leading to improved recruitment and retention of qualified students. • 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. • Provide 24 hour, 7 day a week access to information for all end users. • Provide a secure personalized portal for students. • Increase capacity to recruit and retain quality employees. • Increase private financial support and alumni participation in the university. • Increase efficiency and effectiveness of business processes, which will enable MSU to achieve the business objectives and reduce operating costs. • Reduce mailing costs through an increase in web-based self-services.		
Status/ Explanation of Changes:	Currently the university has committed to IBM hardware, operating systems, Oracle database, Banner information applications, and IBM backup software, and to training for the student information system. The institution has postponed the implementation of the product called Luminis (personalized 24x7 accesses to information and services previously limited by location or hours of operation). MSU states that all applications are in production yet there are still areas such as payroll time entry, that have not been expanded to all departments that need additional effort to complete. If Luminis is not installed, the institution will determine if the project can be closed out. Luminis may not be needed and an oversight group is being assembled to review these final applications.		
Project Risk:	Medium	**Current Expenditures:**	$2,697,005
Original Timeline:	06/01/06 – 06/01/10	**Current Timeline:**	06/01/06 – 08/31/10
Initial Projected Costs:	$3,500,000	**Current Projected Costs:**	$3,500,000

APPENDIX A: MONITORED PROJECTS

ARTICLE IV – THE JUDICIARY

Agency:	**Office of Court Administration (OCA)**		
Project Name:	**Texas Appeals Management and E-filing System (TAMES)**		
Description:	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.		
Benefits:	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.		
Status/ Explanation of Changes:	The change in technical lead/project manager and change in direction earlier in the year has led to a delay in the overall project. As a result of this, it has become necessary to extend the use of contract developers beyond FY 2009 as originally planned. Since this situation developed later in the fiscal year, there was not a corresponding request from the agency to exceed its FTE cap to allow for the continued use of these staff augmentation contractors. $200,000 was transferred from the Automated Registry project to this project in FY 2009. $1,488,023 was appropriated for FY 2010 to complete the project.		
Project Risk:	Low	**Current Expenditures:**	$2,627,703
Original Timeline:	09/01/07 – 02/28/10	**Current Timeline:**	09/01/07 – 08/31/10
Initial Projected Costs:	$3,590,903	**Current Projected Costs:**	$4,004,223

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APPENDIX A: MONITORED PROJECTS

ARTICLE V – PUBLIC SAFETY AND CRIMINAL JUSTICE

Agency:	**Criminal Justice, Texas Department of (TDCJ)**		
Project Name:	**Offender Information Management System (OIMS) Phase III – Period 1**		
Description:	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.		
Benefits:	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 FY 2002, assuming a 1995 start date and a 1999 completion date. Savings estimates using different criteria have varied throughout this project.		
Status/ Explanation of Changes:	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. TDCJ reported that the Board of Pardons and Parole PAVR User Testing were 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. Training and implementation was delayed until the mainframe capacity was upgraded. The mainframe was upgraded on July 25, 2009, and end user training began July 27, 2009. 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.		
Project Risk:	High	**Current Expenditures:**	$32,523,420
Original Timeline:	09/01/99 – 08/31/01	**Current Timeline:**	09/01/99 – 08/31/09*
Initial Projected Costs:	$31,435,650	**Current Projected Costs:**	$32,550,133

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

**Project is scheduled to be complete and final costs will be reported in the Post Implementation Report.*

APPENDIX A: MONITORED PROJECTS

Agency:	**Public Safety, Department of (DPS)**		
Project Name:	**National Crime Information Center 2000/Texas Law Enforcement Telecommunications System (NCIC 2000/TLETS)**		
Description:	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, and add fingerprint and image processing functions.		
Benefits:	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.		
Status/ Explanation of Changes:	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 began customer migration in December 2008 with 17 local agencies converted. Other large local governments are being migrated, such as the Austin, Dallas, and Houston Police Departments, Bexar County and Harris County law enforcement, and Texas Department of Criminal Justice.		
Project Risk:	High	**Current Expenditures:**	$25,959,651
Original Timeline:	01/01/97 – 12/31/99	**Current Timeline:**	09/01/98 – 08/31/09*
Initial Projected Costs:	$10,698,304	**Current Projected Costs:**	$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

Agency:	**Department of Public Safety (DPS)**		
Project Name:	**Drivers License Reengineering Project (DLS)**		
Description:	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.		
Benefits:	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.		
Status/ Explanation of Changes:	Performance and load/stress testing the new Driver License System (DLS) revealed the agency's mainframe capacity will not support the application. A determination was made to migrate to an AIX server-based operating system and to upgrade the database software to the latest version. In order to continue moving forward with the project, it was determined to use existing space that had been reserved for new equipment, to purchase the items required for the platform change, software upgrades, and amendments to the contractor service level agreement. Migration and regression testing of the DLS also requires a staff augmentation of contract quality assurance testers. The current communication system will not provide the necessary bandwidth and response time needed to transfer issuance data and image files. During testing, the image files transmitted over satellite took up to 18 minutes to transfer, which dramatically decreased the performance of ongoing issuance transactions being processed at other workstations within the test lab. As a result, all permanent driver license office locations must be converted from satellite to a terrestrial communication link. Programming updates to the DLS are needed in order to capture and store information relating to legal presence, including whether the non-citizen customer is a temporary or permanent resident and for temporary residents, the expiration of their legal stay. The agency received an additional $7.9 million to correct the issues identified, pushing the completion date to December 2009.		
Project Risk:	High	**Current Expenditures:**	$44,685,417
Original Timeline:	01/06/04 – 01/30/07	**Current Timeline:**	01/06/04 – 12/31/09*
Initial Projected Costs:	$46,727,643	**Current Projected Costs:**	$53,013,119*

** Project timeline increased due to scope changes throughout the life cycle.*
** Final costs were determined from estimated project costs plus the additional $7.9 million.*

APPENDIX A: MONITORED PROJECTS

ARTICLE VI – NATURAL RESOURCES

Agency:	**Texas Railroad Commission (RRC)**		
Project Name:	**Online Filing – Completion Forms Project**		
Description:	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, and testing and implementation. When drilling has been completed for either oil or a 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 filing.		
Benefits:	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 FY 2008, analysis activities related to identifying business rules and data validation requirements for each form were completed.		
Status/ Explanation of Changes:	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. According to the agency, the Oil and Gas Division and Information Technology Services evaluated implementation options. It was agreed that the best approach would be to implement a pilot program to address any identified gaps before a statewide rollout. The agency is currently planning to complete deployment planning, user acceptance testing, and begin pilot implementation activities, which include: • Pilot operator training • RRC District office user training • RRC Austin office user training • Deploy application to production for pilot operators		
Project Risk:	Medium	**Current Expenditures:**	$756,020
Original Timeline:	09/01/07 – 08/31/09	**Current Timeline:**	09/01/07 – 03/31/10
Initial Projected Costs:	$835,360	**Current Projected Costs:**	$835,360

APPENDIX A: MONITORED PROJECTS

Agency:	**Environmental Quality, Texas Commission on (TCEQ)**		
Project Name:	**TCEQ Automated Budget Systems (TABS) Monitoring and LAR System**		
Description:	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.		
Benefits:	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		
Status/ Explanation of Changes:	TCEQ is conducting Joint Application Development (JAD) sessions, using 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. Original budgeted cost was $1,157,839. Previously, this was reduced by $59,351 to fund the agenda room sound system; it is now increased by $95,000 to fund the interface to the Procurement And Contract Enterprise (PACE) system. The new project total is $1,193,488. Initially, the PACE system was a stand-alone system to track vendors, bids, and contracts. As both the PACE Project and the TABS Budget Monitoring and LAR Project defined the business processes, it was determined that if the two were not integrated, agency staff would need to manage approvals and receiving processes in both systems. The integration of approvals and receiving led to the interface between PACE and TABS Budget Monitoring. Corrections of prior year expenditures: A review of invoices applied to the TABS Budget Monitoring project revealed incorrect charges to the project. These invoices have been applied to maintenance of the TABS Grants module.		
Project Risk:	Low	**Current Expenditures:**	$459,348
Original Timeline:	09/01/07 – 08/31/09	**Current Timeline:**	09/01/07 – 03/31/10
Initial Projected Costs:	$1,107,839	**Current Projected Costs:**	$1,193,488

APPENDIX A: MONITORED PROJECTS

Agency:	**Environmental Quality, Texas Commission on (TCEQ)**		
Project Name:	**Integrated Billing and Accounts Receivable (IBAR Prophecy Replacement)**		
Description:	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.		
Benefits:	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. 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.		
Status/ Explanation of Changes:	The project enhanced the interface between the Consolidated Compliance & Enforcement Data System (CCEDS) and the Accounts Receivable System through improvements to the Penalty Payment Detail Window. By establishing an interface, it is now possible to consolidate and standardize three individual ePay interface files into one procedure. Completion of final data migration to production and data reconciliation with legacy system parallel processing with Basis2 and legacy system continue through August 2009 with full production deployment scheduled for September 2009. The agency was appropriated $330,000 for the 2010-11 biennium ($165,000 per fiscal year) to enhance and improve interfaces between the Basis2 system and other internal systems such as the CCEDS and the Texas Regulatory Activities and Compliance Tracking System.		
Project Risk:	Medium	**Current Expenditures:**	$1,173,105
Original Timeline:	09/01/07 – 08/31/09	**Current Timeline:**	09/01/07 – 08/31/09
Initial Projected Costs:	$1,173,105	**Current Projected Costs:**	$1,173,105

**Project is reported as complete and final costs will be reported in the Post Implementation Report.*

APPENDIX A: MONITORED PROJECTS

Agency:	**Texas Parks and Wildlife (TPWD)**		
Project Name:	**Oracle e-Business Information System (BIS) Transition Project**		
Description:	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.		
Benefits:	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). 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. 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.		
Status/ Explanation of Changes:	In-house staff and contractors began a proof of concept project to determine if a new instance of Oracle E-Business Suite v11i10 would support the agency's financial requirements. The project completed with the delivery of a successfully prototype in August 2007. Because the proof of concept was successful, TPWD moved forward and staff recommended implementing Oracle E-Business Suite 11i10 in September 2008. On June 3, the TPWD executive management and key BIS project leaders met with the QAT to report the inability to meet the planned project finish date. The significant contributing factors included: • The project experienced task delays and design rework as a result of project resource turnover and interruptions in institutional knowledge. • Key project stakeholders, specifically Division Budget Coordinators (DBCs), were not involved in the project resulting in requirement and design changes. • •Not all of the system configuration or customizations are complete due to design changes, staff shortages, system complexities, and testing cycle delays Milestones for the project were re-baselined and are currently being used. The design and build phase will not be complete prior to the completion of testing cycle 1 (FY 2009). TPWD is taking a phased approach to testing, so as a result, all customizations will be tested before the completion of testing cycle 2 (March 2009). The testing cycles include all preparation activities, actual testing, and test result analysis. Implementation is scheduled for October 2009.		
Project Risk:	Medium	**Current Expenditures:**	$3,380,303
Original Timeline:	09/01/07 – 09/01/08	**Current Timeline:**	09/01/07 – 10/31/09
Initial Projected Costs:	$1,590,041	**Current Projected Costs:**	$3,560,000

APPENDIX A: MONITORED PROJECTS

Agency:	**Texas Parks and Wildlife (TPWD)**		
Project Name:	**Texas Parks (TxParks)**		
Description:	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 they do not have now. 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.		
Benefits:	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. 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, branded debit cards, and electronic checks/automated clearinghouse transactions.		
Status/ Explanation of Changes:	An agency executive decision was made to delay the implementation date from May 2009 until March 2010. The decision was based on the inability to perform User Acceptance Testing because the software was not fully developed and not functioning as expected. The factors that influenced the decisions were discovered during the verification and validation process that identified the missing functionality State Parks requires for performing the basic day-to-day functionality. TPWD identified 724 defects/bugs during the verification and validation review. In January 2009 after reviewing the Monitoring Report, QAT determined the monitoring frequency will change from quarterly to monthly. Texas Parks and Wildlife and InfoSpherix amended the initial contract to include out-of-scope functionality. TPWD previously reported the estimated contract cost to be $3,850,000 for a period of 60 months. The original contract was actually for a period of 69 months totaling $4,427,500. The additional variance in cost is due to the $120,000 in customizations that will be paid over the life of the contract.		
Project Risk:	Medium	**Current Expenditures:**	$1,097,378
Original Timeline:	09/01/07 – 11/05/08	**Current Timeline:**	09/01/07 – 03/31/10
Initial Projected Costs:	$3,850,000	**Current Projected Costs:**	$4,572,500

APPENDIX A: MONITORED PROJECTS

ARTICLE VII – BUSINESS AND ECONOMIC DEVELOPMENT

Agency:	**Texas Workforce Commission (TWC)**		
Project Name:	**eStrategy/ Unemployment Insurance (ESUI) Integration**		
Description:	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.		
Benefits:	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. 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.		
Status/ Explanation of Changes:	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. The agency reports that the project is complete and that all business objectives have been met. There are minor enhancements pending to the IVR software that will be completed as maintenance projects, after external factors including emergency unemployment compensation, economic stimulus changes, and new state legislation are completed. These enhancements were not required to meet the project's business objectives.		
Project Risk:	Medium	**Current Expenditures:**	$1,452,384*
Original Timeline:	09/01/07 – 08/31/09	**Current Timeline:**	09/01/07 – 08/31/09**
Initial Projected Costs:	$2,281,828	**Current Projected Costs:**	$2,281,828**

**Expenditures have not been finalized.*
***Project is reported as complete and final costs will be reported in the Post Implementation Report.*

APPENDIX A: MONITORED PROJECTS

Agency:	**Transportation, Texas Department of (TxDOT)**		
Project Name:	**Compass Project - Maintenance Management System (MMS)**		
Description:	TxDOT will either purchase a commercial, off-the-shelf system or develop an in-house system to replace their Management Maintenance Information System.		
Benefits:	Improve the efficiency and effectiveness of department's highway maintenance business operations by providing the appropriate information technology business solutions by the following: • One time collection of information to improve accuracy and to reduce redundant entry. • Establish process consistency across the state. • Improve and expedite reporting capabilities to the maintenance sections, areas, districts, and divisions. • Enhance the expenditure reporting process to calculate the cost of labor, materials, and equipment and have the ability to post expenditures in real time. • Reduce paper flow/eliminate paper daily activity reports. • Develop workflow for paperless approvals		
Status/ Explanation of Changes:	As part of the agreement between TxDOT and the selected vendor, a deliverable schedule has been created. Each deliverable has been assigned a due date and a fee. TxDOT will have 15 days to review each deliverable and approve or reject the deliverable. Failure by TxDOT to respond results in automatic approval. Three intermediate delivery deadlines have been established and agreed upon. At each of the intermediate dates, if the assigned deliverables have not been submitted and accepted, liquidated damages will start accruing. If the final deadline is met, however, all liquidated damages will be forgiven by TxDOT. Meetings were held with business owners and technical support for each of the legacy systems with which potential data conversions and interfaces have been identified. The performance guidelines focus group continues to develop guidelines for planning activities. The detailed and baselined detailed work plan has been finalized and approved. The project team training was held in June 2009. The software configuration approach document was finalized and approved as well as the preliminary application data interface plan.		
Project Risk:	High	**Current Expenditures:**	$1,737,047
Original Timeline:	04/01/06 – 03/31/11	**Current Timeline:**	04/01/06 – 03/31/11
Initial Projected Costs:	$13,550,000	**Current Projected Costs:**	$13,550,000

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APPENDIX A: MONITORED PROJECTS

Agency:	**Transportation, Texas Department of (TxDOT)**		
Project Name:	**Enterprise Document Technologies Implementation and Support (EDTIS)**		
Description:	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 document library systems.		
Benefits:	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.		
Status/ Explanation of Changes:	The project has been reported as complete as of June 2009. A *Post Implementation Report of Business Outcomes* is due to the QAT in December 2009. TxDOT is currently providing in-house project closeout activities. These include: • All districts, divisions, and offices are using their FileNet libraries. • Technology Services Division (TSD) continues to work with Team for Texas (TfT) to resolve issues regarding disk space allocation, installation deadlines, renewal of software maintenance, and server management. The EDTIS team will always work with TfT to resolve all issues concerning Enterprise Document Technologies. • TSD EDTIS team continues to provide information to the TSD Infrastructure. • TSD EDTIS team is providing technical support on issues to all districts, divisions, and offices as well as consultative and planning services. • TSD EDTIS team continues to work on the project closeout activities. • TSD EDTIS team is now the TSD Enterprise Content Management (TSD-ECM) support team.		
Project Risk:	High	**Current Expenditures:**	$6,512,108
Original Timeline:	06/09/04 – 08/31/07	**Current Timeline:**	06/22/04 – 06/30/09*
Initial Projected Costs:	$4,928,280	**Current Projected Costs:**	$13,361,826*

** Project timeline and budget fluctuated due to scope changes. Project is reported as complete and final costs will be reported in the Post Implementation Report.*

APPENDIX A: MONITORED PROJECTS

Agency:	**Transportation, Texas Department of (TxDOT)**		
Project Name:	**Project Development Management (PDMS)**		
Description:	TxDOT Administration wants a consistent way to monitor design and construction projects and manage work performances while it is being developed across various offices. Tracking and managing project development is necessary to keep projects moving forward on schedule and within budget. The primary users will be project managers in districts to deliver design/construction projects on schedule. At the same time, district engineers, TPD directors and the administration will want to see where resources are unbalanced and manage project schedules.		
Benefits:	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. Implementing a project and portfolio management tool will allow TxDOT to handle this increased workload without additional FTEs, thus avoiding this cost.		
Status/ Explanation of Changes:	The project has been reported as complete as of September 2009. A Post Implementation Report of Business Outcomes is due to the QAT in March 2010. TxDOT developed 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, whether that is another district or a consultant was needed. TxDOT wanted a way of tracking and managing project development necessary to keep projects moving forward on schedule and within budget. The primary users are project managers in districts to deliver design/construction projects on schedule. At the same time, district engineers, directors, and the administration will want to see where resources are unbalanced and manage project schedules. The implementation, configuration, and rollout were successful. Long-term success has yet to be determined.		
Project Risk:	High	**Current Expenditures:**	$2,109,505
Original Timeline:	02/04/08 – 06/30/09	**Current Timeline:**	02/04/08 – 09/03/09*
Initial Projected Costs:	$1,986,000	**Current Projected Costs:**	$2,110,500*

**Project is reported as complete and final costs will be reported in the Post Implementation Report.*

APPENDIX A: MONITORED PROJECTS

Agency:	**Transportation, Texas Department of (TxDOT)**		
Project Name:	**Texas Statewide Railroad Grade Crossing Inventory System II (TxRail II)**		
Description:	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.		
Benefits:	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). 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.		
Status/ Explanation of Changes:	In July 2008, TxDOT reported that the end date of the project has been extended from August 2010 to September 2010 based on a refined project schedule. 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. Railroad crossing inventory data is also inaccessible or unavailable by TxDOT personnel in the district offices via the existing computer systems. An extensive investigation stage for the project scope was conducted from May 2006 until December 2007. In April 2009, the General Services Director approved the Request for Offer (RFO). The agency plans to have the RFO reviewed and approved by the Contract Advisory Team (CAT). TxDOT will post the RFO, review the responses, and anticipate selecting a vendor for the project.		
Project Risk:	High	**Current Expenditures:**	$344,171
Original Timeline:	05/01/06 – 08/31/10	**Current Timeline:**	05/01/06 – 09/30/10
Initial Projected Costs:	$2,500,000	**Current Projected Costs:**	$2,500,000

APPENDIX A: MONITORED PROJECTS

Agency:	**Transportation, Texas Department of (TxDOT)**		
Project Name:	**Texas Permit Routing Optimization System (TxPROS)**		
Description:	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.		
Benefits:	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 is $2.3 million with a cumulative benefit of $6.8 million.		
Status/ Explanation of Changes:	In August 2007, it was announced that TxDOT awarded ProMiles Software Development Corporation (PSDC) the contract to develop the system. The project has been extended seven months, from 12/31/2009 to 7/30/2010 due to a Proof of Change Request to accommodate statewide prototype testing by the Motor Carrier Division (MCD) Permit Office. This newly added deliverable (statewide prototype modules hosted by PSDC) was incorporated into the project on 6/30/09. No price change was associated with the additional deliverables. TxDOT continues to implement Phase 3 with their statewide application. TxDOT is discussing the possibility of enhancing their CPS system (Central Permitting System), which was custom- built for TxDOT. It is web-enabled and allows customers to submit permit applications via the Internet. MCD permit officers use CPS to create and issue permits. TxDOT has submitted a waiver to DIR to define TxPROS and a new CPS as a SAS (Software as Services) environment with the developing vendor and exempting them from the State Data Center. TxDOT has identified the State Data Center/TfT as a new risk, believing that there is an inability to establish testing and production environments on a timely basis to meet the project's contract timeline.		
Project Risk:	High	**Current Expenditures:**	$934,795
Original Timeline:	09/13/04 – 08/31/09	**Current Timeline:**	09/13/04 – 07/30/10
Initial Projected Costs:	$1,400,000	**Current Projected Costs:**	$1,400,000

APPENDIX A: MONITORED PROJECTS

Agency:	**Transportation, Texas Department of (TxDOT)**		
Project Name:	**Vision 21 - Electronic Placards and Permits (EPP)**		
Description:	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). This project will track placards and permits (placards and permits are issued but not tracked through the current system).		
Benefits:	Electronic Placards and Permits will allow TxDOT to offer web availability for certain permits and application for disabled placards, 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. Law enforcement will now be able to track a placard from the moment of issuance, allowing them to better monitor usage. Fraud will be reduced since the system will track the number of placards and disabled plates a customer has received. 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.		
Status/ Explanation of Changes:	The project costs decreased dramatically due to a change in scope. The initial project justification was based on delivering a multi-faceted solution to include an application as well as a new database to accommodate tax office and law enforcement queries. The project will now include a minimum solution that will include a database for placards issued from the current Registration and Title System. Vehicle Titles and Registration management made the decision to split the original EPP into two phases, accommodating the placard database in one phase and accomplishing a solution for the permits at a later time. The permit portion will be requested as a new project. Due to reduction of the project scope: • Customers will not be able to order placards online; they must continue going to the tax office in person to receive their disabled placards. • Functionality that the counties will not receive is the ability to scan and view indexed placard documents, furthering dependence on a hard copy file. A *Post Implementation Review of Business Outcomes* report is due to the QAT in March 2010.		
Project Risk:	High	**Current Expenditures:**	$156,497
Original Timeline:	05/21/08 – 01/15/09	**Current Timeline:**	05/21/08 – 09/30/09
Initial Projected Costs:	$3,017,177	**Current Projected Costs:**	$156,497

APPENDIX A: MONITORED PROJECTS

Agency:	**Transportation, Texas Department of (TxDOT)**		
Project Name:	**Vision 21 – Software Enhancement (V21P) Project**		
Description:	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.		
Benefits:	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. 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.		
Status/ Explanation of Changes:	Vision 21 represents a multi-year, multi-phased program that will enable Vehicle Titles and Registration (VTR) to provide the citizens of Texas services while being able to comply with legislative mandates and support the safety of law enforcement and citizens through accurate and real-time data. Some of the benefits include: • Electronic availability for all customer transactions via the Internet including vehicle registrations, requests for titles, and address changes. • Elimination of redundant data collection and unnecessary forms. • Consumer protection by providing information on previously owned vehicles. • Simplified, standardized fees simplifying the entire registration process. • Electronic titles stored by VTR, so no more paper titles to keep track of. • Improved support of Homeland Security by providing law enforcement real-time access to vehicle data. HB 3097, 81st Legislature, Regular Session, identified VTR as one of several TxDOT divisions to become part of the new Department of Motor Vehicles. TxDOT is in the process of formulating an approach to Vision 21 that will allow the agency to transition effectively.		
Project Risk:	High	**Current Expenditures:**	$2,886,197
Original Timeline:	06/18/07 – 01/18/08	**Current Timeline:**	06/18/07 – 04/15/09
Initial Projected Costs:	$2,195,005	**Current Projected Costs:**	$3,499,474

APPENDIX A: MONITORED PROJECTS

Agency:	**Transportation, Texas Department of (TxDOT)**		
Project Name:	**Statewide Analysis Model (SAM) II**		
Description:	TxDOT Transportation Planning and Programming Division (TPP) is involved in building, maintaining, and updating travel demand models for 22 of the 25 urban areas of Texas. These models analyze traffic flow patterns in urban areas. There is increasing need to analyze traffic flow patterns from a statewide perspective to address transportation funding issues, mobility/congestion issues for both passengers and freight, North American Free Trade Agreement (NAFTA) impact to Texas, and potential economic impact. In addition, federal legislation requires TxDOT to develop a statewide plan for all areas of the state that considers all modes of transportation.		
Benefits:	Implementation of the SAM-V2 is anticipated to create improved and updated statewide planning results. The following performance objectives should also be realized: • Shortened completion times for consultant analysis contracts. Consultants should have shorter turnaround time since they will no longer have to perform the data updates themselves. • Improved accuracy of forecasts. Model validation criteria will be improved from plus or minus ten percent to plus or minus five percent. • Improved customer access by providing an Internet interface to the Policy Level Interface. • Provide capability to perform toll analysis, which is not available in SAM-V1. • Integration of the Texas-North American Freight Flow model and other improvements to SAM will reduce the number of modeling runs necessary to achieve analysis results.		
Status/ Explanation of Changes:	In January 2009, negotiations with two vendors continued with vendors providing additional details about their offers and clarifying information previously provided. Evaluation team narrowed focus to one vendor. Contract terms are being finalized. Currently TxDOT is in the process of selecting a vendor. The agency anticipates finalizing the scope of work and schedule. TxDOT is updating the project management documents and is beginning to update the baseline requirements of SAM.		
Project Risk:	High	**Current Expenditures:**	$200,928
Original Timeline:	11/01/08 – 08/31/10	**Current Timeline:**	11/01/08 – 08/31/10
Initial Projected Costs:	$1,537,892	**Current Projected Costs:**	$1,675,471

APPENDIX A: MONITORED PROJECTS

Agency:	**Transportation, Texas Department of (TxDOT)**		
Project Name:	**Statewide Traffic Analysis and Reporting System II (STARS II) – Phase I**		
Description:	Statewide Traffic Analysis and Reporting System (STARS II) is a software application designed to automate and augment traffic-monitoring processes recommended by federal guidelines, making them more efficient, accurate, reliable, timely, and user-friendly. Traffic Monitoring Analysts and clients will access STARS II daily via the Intranet, eliminating intermediary and manual processes. Clients may examine data geographically, by various groups, and see how traffic estimates were developed and directly produce ad hoc reports. The application will analyze larger and more complex data sets, increasing the reliability of the information produced. It will establish the basis for cost-efficient data sharing such as Traffic Management Centers' Intelligent Transportation System data.		
Benefits:	It is anticipated that STARS II will be a 24/7 web-based (Intranet) application enabling TxDOT to access and query traffic data online, eliminating intermediary and manual processes. TxDOT may examine data spatially, by various groupings, review estimation methods, or request ad hoc reports. Because the application can analyze more and larger data sets, the quality and reliability of the data increases at a lower cost. TxDOT submits traffic data to the Federal Highway Administration (FHWA) for the determination of federal appropriations and uses traffic data for planning and design of highway systems, selection of transportation and maintenance projects, selection of routes, highway geometry, pavement and structural design, traffic management strategies, designation of truck routes, air quality and noise analysis, estimates of state and local revenue, signal timing, posting of bridges, and freight movement trends.		
Status/ Explanation of Changes:	In August 2009, the agency received six bids from the Request for Offer (RFO) posting. The RFO review team evaluated and scored the bids and selected two to proceed further. The RFO review team met with the two vendors and requested clarification on parts of the proposals. Requests for Best and Final Offers were sent to the two vendors. TxDOT is in the process of selecting a vendor and anticipates signing a contract. Complete installation of the product and begin data transformation and migration.		
Project Risk:	High	**Current Expenditures:**	$19,365
Original Timeline:	11/01/08 – 12/31/09	**Current Timeline:**	05/01/09* – 12/31/09
Initial Projected Costs:	$1,870,500	**Current Projected Costs:**	$1,870,500

**Revised project start date reflects QAT approval after agency re-submitted Framework deliverables.*

APPENDIX A: MONITORED PROJECTS

ARTICLE VIII – REGULATORY

Agency:	**Texas Department Of Insurance (TDI)**		
Project Name:	**Motor Vehicle Financial Responsibility Verification Program**		
Description:	In accordance with the legislative mandate as outlined in SB 1670, 79th 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.		
Benefits:	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. Event Based Process: 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. Ongoing Verification Process: An ongoing verification process will monitor and report on the financial responsibility of Texas drivers on an ongoing basis.		
Status/ Explanation of Changes:	The Motor Vehicle Financial Responsibility Verification Program verifies insurance through a system that allows law enforcement, county tax officials, and vehicle inspectors to confirm whether a vehicle in Texas has required personal auto liability insurance coverage. It is expected to help stop the actions some motorists take to avoid the law, such as using counterfeit proof of insurance cards or obtaining insurance to get a card and then promptly canceling the policy once they have renewed their car registration or had their vehicle inspected. Extensive testing has been completed by the Department of Public Safety and the TxDOT. TxDOT implemented the program in all Tax Assessor Collector offices in June 2008 for registration purposes, while DPS implemented the program statewide on October 1, 2008, for law enforcement use. The Ongoing Verification Process and Call Center (OVP & CC) has been pushed back to coincide with the creation of the new Texas Department of Motor Vehicles (DMV), which is effective on November 1, 2009. The OVP & CC includes a letter element that lists the DMV and website information. All other modules have been implemented.		
Project Risk:	High	**Current Expenditures:**	$6,143,443
Original Timeline:	01/15/06 – 09/20/07	**Current Timeline:**	01/15/06 – 11/01/09
Initial Projected Costs:	$15,795,649	**Current Projected Costs:**	$11,717,801

APPENDIX B: COMPLETED PROJECTS

ARTICLE II – HEALTH AND HUMAN SERVICES

Department of State Health Services (DSHS)

Public Health Lab Information Management System Project (PHLIMS)

Initial Timeline:	12/21/05 – 08/31/07	Final Timeline:	12/21/05 – 08/29/08
Initial Cost:	$2,254,920	Final Cost:	$3,051,180

Department of Family and Protective Services (DFPS)

*Child Protective Services (CPS) Reform Project**

Initial Timeline:	09/01/05 – 8/31/07	Final Timeline:	09/01/05 – 08/31/08
Initial Cost:	$22,318,264	Final Cost:	$20,276,546

**Project was made up of five sub-projects:*

1. *Mobile Caseworker System-CPS Reform*
2. *IMPACT-CPS Reform*
3. *IMPACT Improvements*
4. *IMPACT Hardware-CPS Reform*
5. *Telemedicine-CPS Reform*

ARTICLE III – EDUCATION

Texas Education Agency (TEA)

School Worker Fingerprinting

Initial Timeline:	08/01/07 – 08/01/08	Final Timeline:	08/01/07 – 08/01/08
Initial Cost:	$1,000,000	Final Cost:	$1,000,000

ARTICLE VII – BUSINESS & ECONOMIC DEVELOPMENT

Workforce Commission, Texas (TWC)

PeopleSoft Financial Upgrade Version 8.8

Initial Timeline:	09/01/06 – 09/01/07	Final Timeline:	09/01/06 – 02/28/09
Initial Cost:	$2,572,820	Final Cost:	$2,212,551

Workforce Commission, Texas (TWC)

Program Integrity Workflow

Initial Timeline:	08/16/06 – 09/30/09	Final Timeline:	08/16/06 – 09/30/08
Initial Cost:	$1,600,000	Final Cost:	$1,915,000

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:	09/01/07 – 10/31/09
Initial Cost:	$3,030,000	Current Cost:	$2,786,325

**Automated Registry is complete and a Project Closeout report is due to QAT. The project interfaces with:*

- *DPS - TLETS, NLETS*
- *TDCJ - prison incarceration, probation, and parole*
- *DFPS - child protection cases*
- *DSHS - mental health encounter*
- *DSHS - court of continuing jurisdiction (on children of divorces, child support, etc., a function of their vital stats responsibility)*

ARTICLE VIII – REGULATORY
Waived

Texas Department Of Insurance (TDI)

*Statewide Telecom Replacement Project**

Initial Timeline:	09/10/07 – 08/31/09	Current Timeline:	09/10/07 – 08/31/09
Initial Cost:	$1,205,316	Current Cost:	$1,195,263

**Currently, the Texas Department of Insurance (TDI) maintains a 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. The agency held a project closeout meeting on October 23, 2009, and finalized project costs.*