



QUALITY ASSURANCE TEAM

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

TO: Governor Rick Perry

Lt. Governor David Dewhurst Speaker Joe Straus
Senator Steve Ogden Representative Jim Pitts
Senator Robert Duncan Representative Rene Oliveira
Senator Juan Hinojosa Representative Dan Branch
Senator Judith Zaffirini Representative Sylvester Turner

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DATE: January 28, 2011

SUBJECT: 2010 Quality Assurance Team Annual Report

The Quality Assurance Team (QAT) implements a consistent and repeatable approach for quality assurance review of technology projects within Texas state agencies and institutions. Projects are continually assessed to help increase the likelihood that a project will deliver a quality solution based on the schedule, budget, and scope commitments made to state leadership.

Over this past calendar year, the QAT reviewed 48 major information resources projects from 17 state agencies. The reviews are derived through analyzing project monitoring reports that agencies submit either monthly or quarterly to QAT. Several significant issues have been noticed.

- Variances remain between initial cost estimates, timelines and scope compared with the current costs, timelines and the scope of work. Some variances are linked to agencies not reporting staff that are related to the development of the project.
- Variances range from an increase of \$11.1 million to a decrease of \$24 million. These project cost deviations represent a cost variability of up to 60 percent, resulting in impaired planning and service delivery at a statewide level.
- Of the 48 projects, 32 are expected to be implemented late by an average of 19 months. Last year the average was 16 months in this category.
- Twenty-four projects are over budget by an average of \$2.73 million, while all projects combined are over budget by \$14.3 million for their projected lifecycle.

For details on each of the projects, please see Appendix A. The *QAT Annual Report* will be available on the QAT website at <http://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.

Attachments

ANNUAL REPORT



**LEGISLATIVE BUDGET BOARD
STATE AUDITOR'S OFFICE
DEPARTMENT OF INFORMATION RESOURCES
JANUARY 2011**

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Quality Assurance Team

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 (<http://qat.state.tx.us>).

Summary

During calendar year 2010, 48 projects representing \$1.05 billion in major information resources investments are in the QAT state technology project portfolio. These investments have decreased slightly since the last annual report. Forty-four of the 48 projects are being monitored by QAT. Four of the 48 projects have been waived from monitoring during this time. In six of the 48 projects, the entire project or a major phase of the project was completed.

Appendix A provides details for monitored projects based on information included in agency monitoring reports. Monitoring reports are self-reported from agencies and universities and are received either monthly or quarterly after the project is initiated.

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

QAT is still observing actual timelines exceeding estimated timelines as noted on the cover memo. Finally, when projects have been broken down into smaller phases and shorter durations, there has been greater success in delivering systems on time and within budget.

In 2010, the SAO reviewed information technology systems at three agencies, the Texas Medical Board (TMB), the Texas Alcoholic Beverage Commission (TABC), and the Texas Water Development Board (TWDB). The SAO noted the agencies used system development methodologies that helped to ensure system functionality and usability. Each of the agencies used either the Department of Information Resources' (DIR) Texas Project Delivery Framework (Framework) Systems Development Life Cycle (SDLC) Extension or a similar approach that contained most of the elements of DIR's extension. Further information can be found in the issues and observations area of this report.

House Bill 3575, 80th Legislature, Regular Session

HB 3575 directs 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 legislation also defines the EES as a major information resources project as defined in Texas Government Code § 2054.003.

QAT has been receiving monthly monitoring reports for over three years and has had multiple dialogues with the agency. These sessions allow QAT to better understand the EES methodology and to voice concerns. The QAT raised many concerns regarding initiatives 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. HHSC adjusted their reporting methods and now provides better sets of system requirements, with clearer target end dates and scopes.

In the latest agency monitoring report received in November 2010, 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 QAT has brought to HHSC's attention and it will not result in less QAT oversight.

Issues and Observations

QAT has observed three issues that have affected the development or deployment of major information systems. These issues have been identified by analysis of agency monitoring reports, meetings with agency project teams, and results of SAO audits. These issues are:

1. **Issue:**

Large, complex IT projects are more likely to go significantly over budget and their final implementation to take much longer than planned.

Observation:

There has been a pattern that major information technology projects involving more than one biennium and more than one agency are significantly delayed. These delays typically result in the agencies requesting significant additional funds to complete the projects.

Recommendation:

QAT recommends in various forums that agencies avoid implementing large, complex projects that include multiple, interrelated functionalities. Even when these projects are not subject to funding constraints, recent results indicate projects are most likely to deliver business results when managed with an incremental approach that restructures the project into manageable phases, making it easier to plan and measure success.

2. **Issue:**

Some agencies treat estimated costs more as a placeholder to get a major project started, with insufficient analysis done regarding how much funding will be required to achieve the goals that are presented to the Legislature as justification for doing the project. As the work on a project begins in earnest, the scope tends to increase and the agencies frequently request additional funds to complete the project as they determine its actual cost.

Observation:

Insufficient attention to rigorous estimation of costs leads to ineffective project planning and management. It is difficult to plan achievable, realistic, and expected project outcomes based on a plan that may be based on a very rough estimate or on what funding an agency assumes may be available in a particular biennium. The primary challenge for agencies is to achieve all project goals and objectives while adhering to classic project constraints of scope, time, and budget. Use of state resources based on assumptions that may later prove false, often leads to poor planning, potential project failure, or only partially functional outcomes.

Recommendation:

Agencies should establish and apply repeatable project cost estimation techniques to plan projects instead of relying on roughly estimated amounts. Cost estimation and budgeting are part of the project planning process. Cost estimation logically follows work analysis and precedes project budgeting. Accurate cost estimates are necessary to establish realistic budgets and to provide standards against which actual costs will be measured; they are thus a prerequisite for tracking and control, and crucial to the financial success of the project.

3. **Issue:**

Agencies are not using a consistent toolset to develop project deliverables for non-major information resources projects.

Observation:

Agencies are not required to use the Texas Project Delivery Framework (Framework) for non-major information resources projects, and are also not required to use the Framework SDLC Extension for any size project. It is difficult to efficiently use state resources when a standard toolset is not used. Lack of standardization leads to rework and inconsistent project practices.

Recommendation:

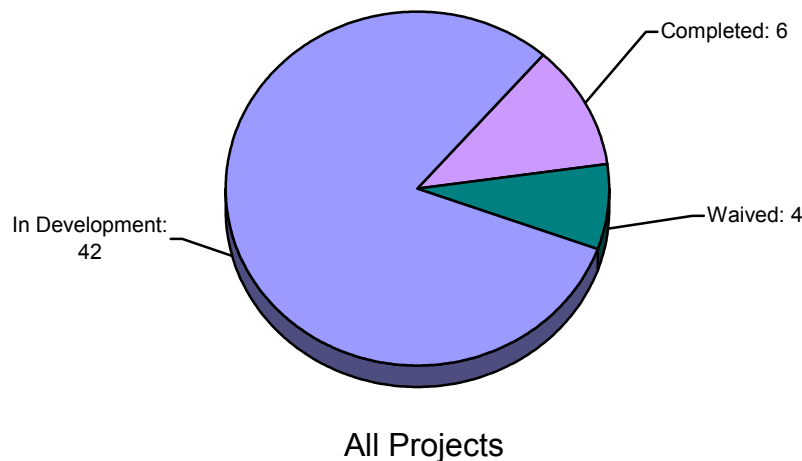
Agencies should use the Framework for non-major information resources projects that cost more than \$800,000, as projects with this threshold tend to increase shortly after initiation. Agencies should also use the Framework SDLC Extension to deliver projects.

Project Review and Monitoring Activity

Monitoring projects 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 calendar year 2010 projects subject to QAT oversight.

Figure 1: QAT Projects by Status



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

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

Figure 2: Number of Projects at Each Risk Level

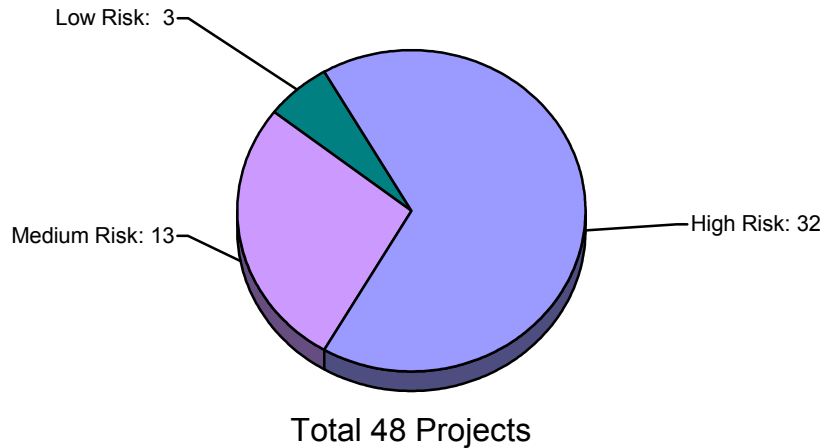
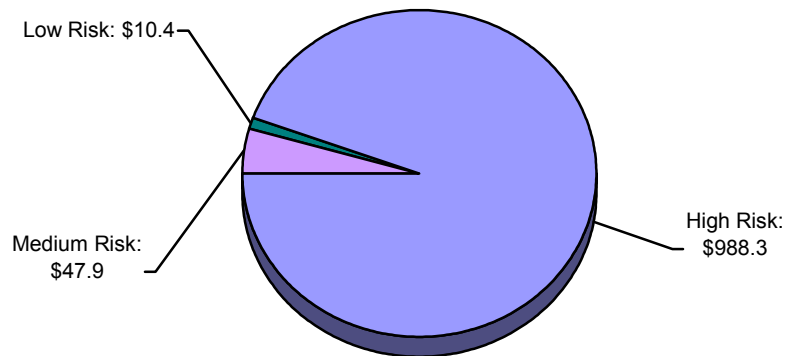


Figure 3 shows the project costs associated with projects in each risk level. Total project life cycle costs for all projects subject to QAT oversight is \$1,046,633,281. Life cycle costs include all costs over the development of the project—from inception to implementation—and in most cases include more than one biennium.

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



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.

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:	<p>The Comptroller of Public Accounts (CPA) is replacing its aging Treasury Operations systems hardware and software in order to support the agency’s statutory responsibilities related to Treasury operations. In addition, CPA seeks to re-engineer its business processes to gain efficiencies, such as reducing or eliminating time-consuming manual processes, manual reconciliation, duplicate data entry, and paper processing. The main focus of the Treasury Project is to replace Clipper software, which pervades the Treasury system.</p> <p>The Treasury Solution will encompass all treasury operations, including but not limited to, banking and electronic processing, treasury accounting, cash and securities management, and reporting functions. Treasury Operations uses data from many sources, including CPA, other state agencies, Texas Treasury Safekeeping Trust Company, the Federal Reserve, institutions of higher education, and other entities and financial institutions.</p>		
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:	<p>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.</p> <p>CPA had several contract amendments to add additional hours necessary to perform Issue Resolution, Support for Parallel Testing, Knowledge Sharing and formal Documentation of the Treasury Operations Project.</p> <p>According to the agency as a result of fiscal year 09 budgetary constraints, the delivery of processes for Phases II & III was changed. Process 5 will now take place in fiscal year 10 instead of fiscal year 09. Phase III was changed to include a sub-phase and process 7 was pulled from the remaining processes to be processed as part of this new sub-phase. This change was made due to a decision by the 81st Legislature to change how collateral can be managed by banks in the State of Texas.</p>		
Project Risk:	High	Current Expenditures:	\$10,184,701
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:	\$10,933,295

Agency:	Office of the Comptroller of Public Accounts (CPA)		
Project Name:	ProjectOne – Financials (Enterprise Resource Planning)		
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:	<p>CPA originally entered into a contract with Deloitte Consulting for ERP Implementation Services. CPA provided the QAT a contract amendment that altered the contract as follows:</p> <p>CPA removed the HR/Payroll project and directed Deloitte to terminate all work related to HR services and deliverables as of June 18, 2010.</p> <p>Agree to partial payment of uncompleted milestones in the amount of \$809,290 for HR/Payroll partial deliverables for those milestones.</p> <p>Remove Department of Motor Vehicles (DMV) from both HR/Payroll and Finance per DMV's request; and</p> <p>Continue the Finance project as initiated.</p> <p>Costs for the total value of the contract decreases from \$19,200,000 to \$13,217,290 after removing \$5,982,710 from the remaining HR/Payroll project. CPA and participating agencies shared cost to date is \$7,634,511. This amount represents the total HR/Payroll costs to date, including costs outside of the \$19,200,000 contract with Deloitte.</p>		
Project Risk:	High	Current Expenditures:	\$11,659,431
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:	\$26,700,923

Agency:	Office of the Comptroller of Public Accounts (CPA)		
Project Name:	ProjectOne - Human Resources/ Payroll (Enterprise Resource Planning)		
Description:	<p>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 human resource (HR) reporting tools needed to adequately manage the agency.</p>		
Benefits:	<p>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.</p>		
Status/ Explanation of Changes:	<p>The current estimated project cost has been increased to reflect CPA and participating agency internal and shared costs.</p> <p>Starting with the May 2010 reporting period the current estimated project cost has been increased to reflect participating agencies' estimated internal project cost. Agencies' estimated internal project costs will be reported one month later than other project costs.</p> <p>Due to the termination of the HR track and the contract amendment to the Deloitte contract for Financials, the implementation numbers for both the Financial and HR/PR projects were changed. The changes in both projects' budget estimates are also reflective of almost one year of actual cost information and a better estimation of future costs now that the projects are well into implementation.</p> <p>The contract change requires Health and Human Services Commission (HHSC) to implement the upgrade of PeopleSoft/Oracle used in the AccessHR HRMS/Payroll system to PeopleSoft/Oracle 9.0 or 9.1. This portion of the project management has been stopped at CPA and has been re-initiated at HHSC. HHSC will become the project manager and will report this effort to QAT as a separate project.</p> <p>CPA will still continue to provide governance and once the upgrade is complete at HHSC, CPA will continue the project under the ProjectOne umbrella.</p>		
Project Risk:	High	Current Expenditures:	\$9,460,237
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:	\$25,097,435

Agency:	Office of the Attorney General (OAG)		
Project Name:	Child Support Division (CSD) – Security Management Project		
Description:	The purpose of this project is to implement an Identity and Access Management (IAM) program that provides integration with CSD systems and applications to improve overall security controls and enable centralized management capabilities.		
Benefits:	<p>There are a number benefits derived from an IAM program. The benefits can range from improved compliance with external requirements to improved management of internal processes. The IRS regulations require access to Child Support files and records restricted to authorized persons for authorized purposes by IV-D legislation and Internal Revenue code. The IAM project will provide the following benefits to CSD:</p> <ul style="list-style-type: none"> • Improved risk management • Increased operational efficiency • Increased adaptability • Cost containment 		
Status/ Explanation of Changes:	The agency has performed risk management at both the individual project level as well as across all projects in the TXCSES 2.0 Initiative. Risk factors have been identified and the monitoring report lists a summary of the highest level risks to the project, both at the Initiative level (cross-project) and Security Management specific risk factors, for which mitigation strategies/activities are in place.		
Project Risk:	High	Current Expenditures:	\$1,289,164
Original Timeline:	09/01/08 – 10/15/12	Current Timeline:	09/01/08 – 10/31/13*
Initial Projected Costs:	\$7,156,894	Current Projected Costs:	\$7,156,894

*Agency stated due to budget constraints in state Fiscal Years 10/11, the project implementation date was increased to 10/2013 for all their CSD projects.

Agency:	Office of the Attorney General (OAG)		
Project Name:	Child Support Division (CSD) – TXCSES Infrastructure Enhancements Project		
Description:	The Texas Child Support Enforcement System. (TXCSES) to renew CSD’s existing child support enforcement system. TXCSES maintains information on approximately 1 million cases and 5 million members. The system processes more than \$2.7 billion annually in child support collections to serve the needs of over a million children.		
Benefits:	This project will establish the infrastructure needed to support the renewal of TXCSES and the future CSD Information Technology department. There are three aspects to the infrastructure: people, process, and technology. While each of these areas would usually be addressed by the individual projects, the T2I project serves to gain efficiencies by taking an “enterprise” view of the work that is needed to support the renewal of TXCSES and the transformation of CSD Information Technology department. This view will lead to better planning in the technology and resource areas.		
Status/ Explanation of Changes:	<p>The agency completed a prototype of the Case Initiation and Locate application as well as continuing to purchase and install the Case Initiation and Locate runtime environment for development and test.</p> <p>The agency met with representatives from the Federal Office of Child Support Enforcement (OCSE). OCSE will issue a formal report in the next 8-10 weeks documenting their findings and stating the level of Independent Verification and Validation (IV&V) required. The agency expressed that OCSE was very impressed with the organization and processes CSD has in place to execute the TXCSES 2.0 projects.</p>		
Project Risk:	High	Current Expenditures:	\$11,118,799
Original Timeline:	09/01/08 – 10/15/12	Current Timeline:	09/01/08 – 10/31/13*
Initial Projected Costs:	\$43,466,602	Current Projected Costs:	\$43,466,602

**Agency stated due to budget constraints in state Fiscal Years 10/11, the project implementation date was increased to 10/2013 for all their CSD projects.*

Agency:	Office of the Attorney General (OAG)		
Project Name:	Child Support Division CSD) – Enterprise Content Management Project		
Description:	The Enterprise Content Management (ECM) Project will consist of three sub-projects. These subprojects, together, will implement the first phase of an Enterprise Content Management (ECM) solution for Texas Office of the Attorney General (OAG) Child Support Division (CSD). The three subprojects that comprise the first phase of ECM, are Taxonomy, Virtual Case File and Physical Case File Conversion.		
Benefits:	<p>The ECM project will position Child Support to better satisfy customer service expectations, handle increasing caseloads, and compete more effectively for federal incentive fund awards.</p> <p>Child Support manages a large number of physical case files, and implementing an electronic case file system will eliminate the costs associated with physical storage, transportation of physical files between offices, and maintenance and destruction. In addition to these cost savings, providing case files electronically eliminates the time spent by staff searching for physical file folders in an office, allowing them centralized access to all essential case file information. Another benefit of an electronic case file is the ability to access a case file remotely, providing value to call centers and child support staff at courthouse proceedings.</p>		
Status/ Explanation of Changes:	<p>The agency Met with representatives from the Federal Office of Child Support Enforcement (OCSE). OCSE will issue a formal report in the next 8-10 weeks documenting their findings and stating the level of Independent Verification and Validation (IV&V) required. Overall, OCSE was very impressed with the organization and processes CSD have in place to execute the TXCSES 2.0 projects.</p> <p>OAG is currently working on their detailed project plan for Phase 2 which includes: Business requirements for Renewal of Establishment and Enforcement functions in TXCSES Legal forms and support order generation (RODEO project) Set up the development environment and system development lifecycle processes to prepare for the start of design in FY11 Build a prototype of the TXCSES 2.0 application</p>		
Project Risk:	High	Current Expenditures:	\$3,916,930
Original Timeline:	09/01/08 – 10/15/12	Current Timeline:	09/01/08 – 10/31/13*
Initial Projected Costs:	\$44,876,683	Current Projected Costs:	\$44,876,683

*Agency stated due to budget constraints in state Fiscal Years 10/11, the project implementation date was increased to 10/2013 for all their CSD projects.

Agency:	Office of the Attorney General (OAG)		
Project Name:	Child Support Division (CSD) – Enterprise Reporting System		
Description:	<p>The Enterprise Reporting System project is designed to transform the existing reporting system into an integrated solution for all child support reporting needs that provides easier information retrieval and enhanced analytics for state, federal and internal management reports.</p> <p>This project includes costs for data center services and contracted service providers related to design, development and implementation.</p>		
Benefits:	<p>Data will be extracted, transformed, cleansed, and standardized into a single reporting source. This integration involves transitioning all current IDEAS reports into CSD’s current application, implementing ad hoc reporting functionality as needed, loading data currently residing in the child support system, call center system, external reporting systems (i.e., procurement, budgets, Human Resources, CSD portals, training, county invoicing), and third-party data sources (i.e., vendor performance reports, other Texas State agency data, and other states’ data). The load frequency of third-party data will be based on the frequency of updated data provided and required from the third-party.</p>		
Status/ Explanation of Changes:	<p>The agency has gathered documentation for the existing CSD reports and selected a business intelligence software package for CSD’s enterprise reporting system. The agency has completed the definition of Acceptance Criteria for ERS as well as the other TXCSES 2.0 Phase 1 projects.</p> <p>The agency met with representatives from the Federal Office of Child Support Enforcement (OCSE). OCSE will issue a formal report before the end of this calendar year documenting their findings and stating the level of Independent Verification and Validation (IV&V) required.</p> <p>OAG has scheduled to begin transferring knowledge to the Design, Development and Implementation vendor.</p>		
Project Risk:	High	Current Expenditures:	\$418,680
Original Timeline:	09/01/08 – 08/31/12	Current Timeline:	09/01/08 – 10/31/13*
Initial Projected Costs:	\$6,228,771	Current Projected Costs:	\$6,228,771

**Agency stated due to budget constraints in state Fiscal Years 10/11, the project implementation date was increased to 10/2013 for all their CSD projects.*

Agency:	Office of the Attorney General (OAG)		
Project Name:	Child Support Division (CSD) – Rendering OAG Documents and Easy Orders (RODEO) Project		
Description:	<p>The RODEO Upgrade project will deliver an electronic legal forms solution to replace Child Support's current WordPerfect based system for creating legal forms, child support orders and pleadings.</p> <p>This project includes costs for data center services and contracted service providers related to design, development and implementation.</p>		
Benefits:	<p>The primary objectives of the RODEO project are to replace the Automated Local Printing System (ALPS) and Preparing Easy Legal Orders (PELO) system using current technologies, standardize legal content in ALPS and PELO, and enhance the legal document generation and data upload process enabling child support enforcement staff to work more efficiently.</p> <p>This project will leverage the Virtual Case File, implemented as part of the Enterprise Content Management project, to store electronic documents and forms.</p>		
Status/ Explanation of Changes:	<p>The agency met with representatives from the Federal Office of Child Support Enforcement (OCSE). OCSE will issue a formal report before the end of this calendar year documenting their findings and stating the level of Independent Verification and Validation (IV&V) required.</p> <p>OAG has completed the RODEO Phase 2 Joint Application Design (JAD) sessions as well as solution requirements specifications for RODEO Phases 1 and 2.</p> <p>The agency completed a RODEO application prototype during this year's reporting period.</p>		
Project Risk:	High	Current Expenditures:	\$2,343,372
Original Timeline:	09/01/08 – 10/31/12	Current Timeline:	09/01/08 – 10/31/13*
Initial Projected Costs:	\$6,301,378	Current Projected Costs:	\$6,301,378

**Agency stated due to budget constraints in state Fiscal Years 10/11, the project implementation date was increased to 10/2013 for all their CSD projects.*

Article II – Health and Human Services

Agency:	Health and Human Services Commission (HHSC)		
Project Name:	Enhanced Eligibility System (EES)		
Description:	HB 3575, 80 th 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:	<ul style="list-style-type: none"> • 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:	<p>HHSC provided information in their QAT monitoring report about the conversion and rollout schedule for FY 2009 to convert Medicaid for Elderly and People with Disabilities (MEPD, also known as long-term care programs) cases from System of Application, Verification, Eligibility, Referral and Reporting (SAVERR) to TIERS as approved by the Executive Commissioner.</p> <p>HHSC, after analyzing the Legislature's goal of enhancing the eligibility determination system, has identified seven separate initiatives:</p> <ul style="list-style-type: none"> • Self Service Portal • State Portal • Task List Manager • CHIP Integration into TIERS • TIERS Training • SAVERR De-commissioning • Telephony <p>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.</p> <p>In the latest agency monitoring report in September 2010, HHSC has provided detail on the seven major builds for EES with a breakout of costs between normal operations and EES.</p>		
Project Risk:	High	Current Expenditures:	\$388,003,365
Original Timeline:	09/01/02 – TBD	Current Timeline:	09/01/02 – 2/29/2012
Initial Projected Costs:	\$637,348,337	Current Projected Costs:	\$612,939,883

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:	<p>The proposed system will initially allow providers better access to client eligibility information and claims processed than the previous system.</p> <p>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.</p> <p>The EHI EHR will specifically provide access to data from the following systems:</p> <ul style="list-style-type: none"> • 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:	<p>Vendor evaluation/selection, contract negotiations, and finalization of the contract package contributed to delays in the project schedule. The contract was signed effective September 1, 2010.</p> <p>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.</p>		
Project Risk:	High	Current Expenditures:	\$456,615
Original Timeline:	10/01/07 – 09/23/2010	Current Timeline:	10/01/07 – 08/31/2011
Initial Projected Costs:	\$21,177,143	Current Projected Costs:	\$14,058,490

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:	<p>Last year, the agency experienced 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.</p> <p>The production environment has been stabilized and the vendor has made changes to the product to correct these problems but the delay meant that the project was not complete by the original end date of August 31, 2009.</p> <p>The agency documented that it has exhausted its capital budget for this project, but that the vendor will continue to deploy the Rio Grande and Terrell implementation as well as the redeployment in San Antonio.</p> <p>The agency is finalizing the contract amendment with the vendor by the end of November 2010.</p>		
Project Risk:	High	Current Expenditures:	\$4,785,878
Original Timeline:	07/01/06 – 08/31/09	Current Timeline:	07/07/06 – 11/30/10
Initial Projected Costs:	\$4,794,860	Current Projected Costs:	\$4,785,878

Agency:	Department of State Health Services (DSHS)		
Project Name:	Health Registries Improvement Project (HRIP)		
Description:	DSHS supports multiple Texas Health Registries that share data with National Health Registries sponsored by federal funding partners. This project will provide a blueprint(s) for a model health registry and/or registries to allow maximum interoperability.		
Benefits:	<p>This project will assess how the Health Registries can most effectively be interoperable with each other and with each corresponding National Health Registry.</p> <p>As part of the DSHS on-going effort to improve supported health registries, multiple projects are in progress that will provide valuable input to this project's efforts.</p> <p>Therefore, a portion of the funds allocated to this project may be shared with aligned projects. The development of an agency health registry strategy will be created to align with national data integration and exchange standards, meeting Federal Health Information Technology (HIT) and Health Information Exchange (HIE) standards.</p>		
Status/ Explanation of Changes:	<p>The assessment of existing health registries and implementation of a model health registry comprise the Health Registries Improvement Project. This project will be conducted in two phases.</p> <p>Phase 1 is the procurement of a vendor, using Deliverables Based Information Technology Services (DBITS), to provide an assessment deliverable defining a health registry model to meet required standards. Among the registries that would be reviewed are the following:</p> <ul style="list-style-type: none"> • Birth Defects • Child and Adult Blood Lead • Cancer • Healthcare Associated Infections • Hepatitis B • Syphilis • Immunizations • Tuberculosis • Adoption and Voluntary Adoption • EMS/Trauma and Paternity Registries. <p>Phase 2 is the proof of concept phase. This phase will utilize the assessment provided in Phase 1 and the deliverables from the aligned projects to construct a model registry.</p>		
Project Risk:	Medium	Current Expenditures:	\$109,812
Original Timeline:	11/02/09 – 08/31/11	Current Timeline:	11/02/09 – 06/29/12
Initial Projected Costs:	\$1,000,000	Current Projected Costs:	\$749,991

Agency:	Department of State Health Services (DSHS)		
Project Name:	Enhance and Optimize WIC Client Service Delivery Project		
Description:	<p>The Women's, Infants and Children - WIC Information Network (WIC-WIN) project is a major analysis/redesign effort to analyze the current statewide WIC automation system. The WIN Evolution project involves replacing the current WIC Information Network (WIN) with a State Agency Models (SAM).</p> <p>A modernized system is required to improve program effectiveness for both contractors and clients and to meet USDA requirements for MIS including Electronic Benefits Transfer (EBT) delivery of client benefits. The current WIN system was deployed in 1995, uses an obsolete programming language (FoxPro for DOS) for the field applications.</p>		
Benefits:	<p>The main benefits of this project are to provide an improved Texas WIC system that will improve customer service; replace the legacy WIC system; maximize new technologies to improve functionality and service; strengthen controls/accountability of information to enhance reporting; improve the timeliness of data for key management decisions; minimize the potential for fraud and abuse; decrease training and technical assistance time; increase clinic efficiencies; and enhance the state's ability to handle EBT data.</p>		
Status/ Explanation of Changes:	<p>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.</p> <p>Project Budget has been revised based on the approved Implementation Advanced Planning Document (IAPD). The project budget and schedule are being re-baselined and all DSHS required documentation is being completed.</p> <p>Through the Alternatives Analysis in the approved IAPD, Texas WIC has chosen a transfer/leverage and build/enhance solution. The QAT is currently setting up a series of meetings to understand the complete statement of work by the agency.</p>		
Project Risk:	High	Current Expenditures:	\$1,706,449
Original Timeline:	07/13/06 – 06/30/10	Current Timeline:	07/13/06 – 03/31/16
Initial Projected Costs:	\$24,899,000	Current Projected Costs:	\$68,409,802

Agency:	Department of State Health Services (DSHS)		
Project Name:	Pharmacy and Emergency Preparedness Asset Management System (PEPAMS)		
Description:	The current DSHS Pharmacy Inventory Control System (PICS) is not capable of meeting the Pharmacy Branch business requirements for vaccine accounting and overall inventory management. The DSHS Prevention and Preparedness Division and Information Technology staff believe the best solution is a commercial off-the-shelf (COTS) system modified for Texas' needs. The system envisioned will provide emerging, efficient, and scalable operations with functionality to serve customers and support diverse program needs.		
Benefits:	<p>The main benefits of this project is to provide timely delivery of a system that would not only replace the existing PICS system which no longer meets the business needs, but also include the Texas Vaccines for Children (TVFC) functionality needed. This includes:</p> <ul style="list-style-type: none"> • Managing inventories for DSHS receiving, staging and storage (RSS) sites, local and regional warehouses, emergency preparedness point of dispensing (POD) sites, patient clinics and the DSHS central pharmacy in both day to day operations as well as in times of disaster.; • Tracking of emergency preparedness assets – including drugs, disaster response personnel, supplies, and equipment; • To develop a contemporary centralized management information system to support the business process that will reduce the risks for errors and loss of productivity, ensure timeliness and integrity of data. 		
Status/ Explanation of Changes:	<p>According to the agency, the project has completed the Business Justification stage, the Planning stage and is currently in the Solicitation and Contracting stage.</p> <p>The agency has planned to bring a vendor on board and deploy the Vaccines For Children (VFC) Provider Choice and Warehouse Management Modules before the end of the fiscal year.</p>		
Project Risk:	Medium	Current Expenditures:	\$18,728
Original Timeline:	11/01/09 – 05/31/11	Current Timeline:	11/01/09 – 05/31/11
Initial Projected Costs:	\$1,030,293	Current Projected Costs:	\$1,030,293

Agency:	Department of State Health Services (DSHS)		
Project Name:	Trauma Registry Improvement System Project (TRISP)		
Description:	The current DSHS EMS/Trauma registry is outdated and does not comply with either the National EMS Information System (NEMIS) or the National Trauma Data Bank (NTDB) databases.		
Benefits:	The registry will provide relevant data that will be used to develop prevention programs and policies with directed efforts to reduce the morbidity and mortality associated with emergency healthcare illness and injuries. The registry system will include, but is not limited to, trauma, EMS, submersion, traumatic brain injuries (TBI), spinal cord injuries (SCI), stroke, cardiac, and potentially other patient populations. The State currently has over 1,100 EMS Licensed Providers and over 240 acute care hospitals.		
Status/ Explanation of Changes:	<p>A Request for Offers (RFO) for the TRISP System was posted by the Health and Human Services Commission Enterprise Contract and Procurement Services (ECPS) on the Electronic State Business Daily on May 10, 2010. The closing date was June 9, 2010, and two proposals were received.</p> <p>The future Trauma Registry is a key asset for DSHS and the Trauma Registry stakeholders. The future Trauma Registry allows the Registry to address issues, such as, the changing landscape relative to the new Health Information Technology/Health Information Exchange opportunities.</p> <p>Overall, DSHS wants to ensure that the Trauma Registry stakeholders and DSHS have a Registry solution that provides the best value and addresses the needs of Texans.</p> <p>DSHS selected a vendor based on review of proposals and demonstrations to Evaluation Team, Project Executive Steering Committee and DSHS Executive Management Team led by Dr. Lakey.</p> <p>DSHS has completed the core contract and statement of work as well as the project schedule. DSHS is planning to install servers and vendor software at the data center.</p>		
Project Risk:	Medium	Current Expenditures:	\$113,290
Original Timeline:	11/02/09 – 06/29/12	Current Timeline:	11/02/09 – 06/29/12
Initial Projected Costs:	\$3,280,046	Current Projected Costs:	\$3,280,046

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:	<p>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 could save time and money as well as guard against fraud.</p> <p>Benefits gained through a consolidated consumer support system will provide broader access to consumer information by establishing one enterprise database that is accessible by one application for both DARS divisions. The system will provide 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.</p>		
Status/ Explanation of Changes:	<p>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.</p> <p>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.</p> <p>The project timeline has increased and the delay was influenced by the Rehabilitation Services Administration (RSA) instruction for the timely utilization of ARRA Vocational Rehabilitation stimulus funds from the federal Department of Education.</p> <p>DARS has completed ReHabWorks Beta Release providing core application functionality, data conversion, and resolution of priority defects. The agency is reporting that the project is complete and QAT is expecting a Post Implementation Report of Business Outcomes in February 2011.</p>		
Project Risk:	High	Current Expenditures:	\$13,543,967
Original Timeline:	05/09/05 – 08/31/07	Current Timeline:	05/09/05 – 08/31/10
Initial Projected Costs:	\$2,436,400	Current Projected Costs:	\$13,623,068

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 functionality of the state schools' telephone systems, maximum health, and safety for DADS clients residing within state school facilities.		
Status/ Explanation of Changes:	<p>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.</p> <p>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 (SASO), Long-Term Scheduler Claims Management System Merge, and Community Care for the Aged and Disabled Realign (four related systems).</p> <p>The current finish date was extended to September 2010 due to infrastructure issues, load and stress testing results, and several extensions to user acceptance testing to allow customer completion of planned and unplanned test cases.</p>		
Project Risk:	High	Current Expenditures:	\$7,498,000
Original Timeline:	07/01/08 – 08/31/09	Current Timeline:	07/01/08 – 09/23/10
Initial Projected Costs:	\$5,500,000	Current Projected Costs:	\$7,498,000

Agency:	Department of Family and Protective Services (DFPS)		
Project Name:	Fostering Connections Project		
Description:	Fostering Connections is a DFPS initiative to improve permanent placement options for children in state care. A new federal foster care bill that provides a state option for a subsidized kinship guardianship program, contains the re-authorization of the adoption incentive program for an additional five years through 2013, and begins a graduated implementation of the elimination of all income and other tests for Title IV-E eligibility for adoption assistance.		
Benefits:	<p>The Fostering Connections Project will provide written notification to maternal and paternal grandparents and other adult relatives regarding a child's removal and placement in state custody and support options.</p> <p>The system will report certain data to the federal government, including:</p> <ul style="list-style-type: none"> • Statistics on children placed in both verified relative foster homes and unlicensed kinship placements. • Information on the licensing standards waived, varied, or denied for relative foster homes, including an assessment on how waiving standards has affected children's well-being. • Reasons relative foster family homes may not be verified. • Ensure youth aging out of state care have a Transition Plan developed within 90 days of turning age 18 or the date leaving CPS extended foster care. • Seek to have education stability for children in DFPS custody. • Have a health oversight and coordination plan. • Keep siblings in custody placed together. If this is not possible, the state must provide for frequent visitation or other ongoing interaction between the siblings, unless the State shows frequent visits or other interaction would be contrary to the safety or well-being of any of the siblings. • Make eligibility changes for the Title IV-E adoption assistance program to promote adoption of children with special needs. • Provide information about Adoption Tax Credits during training for adoptive parents, and • Submit State Plan assurances that these actions are required in policy. 		
Status/ Explanation of Changes:	<p>The agency has completed all system testing and, according to their last monitoring report, has planned to roll out the system implementation and user acceptance at the end of August 2010.</p> <p>QAT will expect the agency to submit a Post Implementation Report of Business Outcomes in February 2011.</p>		
Project Risk:	Medium	Current Expenditures:	\$1,219,407
Original Timeline:	10/01/09 – 08/31/10	Current Timeline:	10/01/09 – 08/31/10
Initial Projected Costs:	\$1,511,966	Current Projected Costs:	\$1,511,966

Agency:	Department of Family and Protective Services (DFPS)		
Project Name:	National Youth in Transition Database		
Description:	The National Youth in Transition Database (NYTD) is a data collection system created to track independent living services and learn how successful states are in preparing youth to move from state care into adulthood. Texas will survey youth who are in foster care when they are age 17 and then do follow-up surveys of some youth at age 19 and the same youth again at age 21.		
Benefits:	The National Youth in Transition Database or NYTD was developed by the federal government as a tool for Texas and other states to use to collect information on services provided to current and former foster youth, and on the outcomes of certain foster youth. Having this information will help both the state and federal programs to improve services and support for foster youth.		
Status/ Explanation of Changes:	<p>The agency has completed all system testing and, according to their last monitoring report, has planned to roll out the system implementation and user acceptance at the end of August 2010.</p> <p>The agency is currently in Phase 3, which is made up of the development and testing activities leading up to user acceptance of the automated solution. Post Deployment will finalize all project close-out deliverables required by statute and the agency.</p>		
Project Risk:	Medium	Current Expenditures:	\$1,335,728
Original Timeline:	10/01/09 – 08/31/10	Current Timeline:	10/01/09 – 08/31/11
Initial Projected Costs:	\$2,575,963	Current Projected Costs:	\$2,575,963

Article III – Education

Agency:	Texas Education Agency (TEA)		
Project Name:	Consolidated Entitlements Management System (CEMS) Phase I and II		
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:	<p>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.</p> <p>The development 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.</p>		
Status/ Explanation of Changes:	<p>The original estimates were for phase I of the project. Phase II started in October 2009. The previously reported date did not consider this second phase.</p> <p>This project is now in Phase II, while Phase I was planned to be the Application Management System (AMS) calculation effort which related to the NCLB grants. And Phase II was planned to be the Information Finance Management (IFM) calculation effort which related to Individuals with Disabilities Education Act (IDEA+) grants.</p> <p>QAT requires submission of a revised Business Case and Statewide Impact Analysis if the estimated project cost has increased by more than 10 percent. QAT sent a letter to Texas Education Agency in May 2010 to satisfy this requirement and to date QAT has not received the updated documentation.</p>		
Project Risk:	High	Current Expenditures:	\$3,486,514
Original Timeline:	09/01/06 – 08/31/09	Current Timeline:	09/01/06 – 08/31/11*
Initial Projected Costs:	\$3,611,536	Current Projected Costs:	\$5,569,162*

**Phase I is complete. TEA created Phase II and continued the project, thus increasing the original estimates.*

Agency:	Texas Education Agency (TEA)		
Project Name:	Foundation School Program (FSP) Consolidated Rewrite Phase I and II		
Description:	<p>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.</p> <p>Multiple development efforts will be run in parallel, as appropriate, to complete as many releases as possible in the shortest amount of time. Development will consider existing available software objects for reuse and include the development of web services. In addition, current business processes will be analyzed to determine opportunities to improve or maximize efficiencies in existing or new processes.</p>		
Benefits:	<p>According to the agency, FSP will positively impact the agency by:</p> <ul style="list-style-type: none"> • 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:	<p>The FSP Rewrite is a multi-phased comprehensive rewrite of a very large, complex, poorly architected, and aging application system consisting of seventeen subsystems (including legacy mainframe application and web application) that currently support the business functions needed to calculate state funding allocations for more than 1,200 school districts and charter schools.</p> <p>Phase 2 Project initiation began in September 2009 and is currently set to be complete in August 2011.</p>		
Project Risk:	High	Current Expenditures:	\$4,037,601
Original Timeline:	09/01/06 – 08/31/09	Current Timeline:	09/01/06 – 08/31/11*
Initial Projected Costs:	\$3,908,087	Current Projected Costs:	\$4,102,764*

**Phase I is complete. TEA created Phase II and continued the project, thus increasing the original estimates.*

Agency:	Texas Education Agency (TEA)		
Project Name:	Public Education Information System (PEIMS) Redesign Phase II		
Description:	<p>The PEIMS Redesign Phase 2 project continues the effort to improve PEIMS with further 80-column remediation through extensible markup language (XML) interfaces for reporting PEIMS data to TEA, enhanced capabilities of EDIT+ reports, and implementation of business rules via a business rules management system.</p>		
Benefits:	<p>A goal of this project is to remove the artificial 80 column record limit for reporting purposes by creating an XML standard for PEIMS reporting, building rules repository separate from the application and enhance EDIT+ reports by August 2011, satisfying the allocation of funding.</p> <p>Make PEIMS data collection more flexible using an XML format would make modifying or adding data elements easier and shortening the lifecycle for data collections.</p> <p>Bring project under Information Systems builds and version control by first using source code that will be backed up and built from the same repository as the rest of IS projects and ensure that IS policy and process is being followed.</p>		
Status/ Explanation of Changes:	<p>The agency is working on three main areas of product.</p> <p>One is the PEIMS applications were originally implemented on the mainframe and the record format for district data was based on an 80 column record format where each record contained a maximum of 80 bytes of information. This data structure creates significant limitations on data management capabilities and needs to be updated to current technology. Districts will be able to send data in the XML format starting in October 2010.</p> <p>Second is very significant in that data standards validation rules are implemented in the database as SQL statements. These are tightly coupled with the application code base so that changes to these rules cannot be implemented until the next release cycle. Implementation of business rules through a business rules management system will allow the rules to be modified without changes to the application code.</p> <p>Third, the agency must improve reporting capabilities to minimize additional efforts by schools and be able to provide data that is more timely and actionable. Currently there are over 450 EDIT+ reports of which 90 percent are used for data validation and ten percent are used for data analysis. These reports contain redundant information where many of the reports can be eliminated if they can be sorted, grouped, or filtered.</p>		
Project Risk:	Medium	Current Expenditures:	\$1,523,374
Original Timeline:	09/01/09 – 08/31/11	Current Timeline:	09/01/09 – 08/31/11
Initial Projected Costs:	\$3,852,000	Current Projected Costs:	\$3,852,000

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 K12 educators to apply for certification, provide recommendations from Texas educator preparation programs, and allow school districts to access and verify educator credentials.
Benefits:	<p>The new system would replace many legacy applications that are subject to problems including the inability to track funds pre-paid by school districts for permits and other services. Legacy systems also 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).</p> <p>The new system is planned to remediate the issues described for the legacy systems. A comprehensive accounting solution will be implemented, a system engineered to the level required to support the user volume developed, and current and new functionality will be incorporated.</p>

Status/ Explanation of Changes:	<p>TEA has structured the replacement of the current SBEC Online system into “slices”. Each slice has a “phase”. This approach will involve encapsulating some of the existing functionality into components that can be reused in the new system.</p> <p>Slice 1: Certification Plan Creation</p> <ul style="list-style-type: none"> • The University creates a Certification Plan for the educator. • The system verifies the Plan meets the all required business rules to issue the desired certificate. • The educator verifies his/her identity information and the system establishes a login account with Test Administrator Manual. • The system routes the plan to the educator to approve or reject. • If rejected, the Plan is routed back to the university for update. • After update, the Plan is routed for re-review by the educator. <p>Slice 2: Fulfill Plan Requirements</p> <ul style="list-style-type: none"> • The educator fulfills the requirements specified in the Certification Plan. • Education requirements are verified manually by the Educator Preparation Programs (EPP). • After receiving approval from the university to take a required certification exam, the Educator registers and takes the exam from Educational Testing Services (ETS). • The system receives the scores from ETS, posts the results for the Educator and University, and automatically verifies completion of the required exams. • If needed, the educator is approved to re-take a failed exam by the university. • When all education and testing requirements are completed, the system routes a request to the university to formally recommend the educator. <p>Slice 3: Apply for Certificate</p> <ul style="list-style-type: none"> • After fulfilling all the requirements in Plan and being recommended by the university, the educator is notified to make application for a Certificate. • The educator answers background questions and pays the required fees. • The system directs the educator to be fingerprinted, generating a FastPass ticket, and authorizing L1 Identity Solutions to take their fingerprints. • The system receives the results from the DPS and FBI background checks. • If there is a "hit," the system routes the background check to TEA Investigations where it orchestrates the necessary investigative workflow to determine whether to issue the certificate or not. • After the educator passes the background check and the payment clears, the system issues the certificate. 			
	Project Risk:	Medium	Current Expenditures:	\$1,544,669
	Original Timeline:	01/01/07 – 08/31/10	Current Timeline:	01/01/07 – 08/30/11
	Initial Projected Costs:	\$1,759,802	Current Projected Costs:	\$2,245,080

Agency:	Midwestern State University (MSU)		
Project Name:	New Enterprise Resource Planning (ERP) Software Solution		
Description:	<p>This project is to replace the current mainframe computer system (SunGard/SCT Plus), including financial, human resource and payroll, student services, financial aid, and budget software, to a web-based integrated system that will enhance services to the many constituencies across the campus 24 hours a day, 7 days a week.</p> <p>MSU's current administrative systems are between 15 and 20 years old with most of them close to the end of their life cycle. The software vendors who support these applications have indicated that they will be phasing out the support for these versions in the next couple of years. The new software will allow the university to remain compliant with all state-required data feeds to Austin. The entire migration will be done in multiple stages over four years.</p>		
Benefits:	<p>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.</p> <ul style="list-style-type: none"> •Improve access to information for students, alumni, faculty, and staff. •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:	<p>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).</p> <p>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. The institution stated that they have postponed the implementation of the product called Luminis and work flow. Project has come to an end. Remaining activity has been postponed indefinitely.</p> <p>The project will be closed out after QAT reviews the institution's Post Implementation Review of Business Outcomes report.</p>		
Project Risk:	Medium	Current Expenditures:	\$2,729,141
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

Agency:	Texas State University – San Marcos (TSU)		
Project Name:	Student Information System (SIS)		
Description:	<p>Texas State University-San Marcos is engaged in the implementation of a fully-integrated student information system (SIS). The ultimate purpose of this project is to provide the university with an information system that will address the current and future needs of students, faculty, and staff.</p> <p>The Enterprise Resource Planning (ERP) system actually began six years ago when the SAP Human Resources and Financials systems were implemented by the university. The replacement of the current student system is the final step in their move to a complete enterprise system.</p>		
Benefits:	<p>The student information system will meet the following objectives:</p> <ol style="list-style-type: none"> 1. Enable self-service for students to perform basic administrative functions and tasks in a one-stop service and access environment; 2. Integrate data sources and process into one data function that supports one-time entry of student data; 3. Support the retention and recruitment of students and encourage a strong and positive relationship with the university, alumni, donors, and other constituencies; 4. Integrate and support new learning and teaching opportunities and technologies for students and faculty; 5. Support open interfaces and integration with other campus applications and database systems; 6. Ensure data integrity, privacy, and security in an open-access environment; 7. Support faculty and staff who perform both basic and complex functions through simplified work processes and procedures; 8. Enable ongoing, flexible re-configuration of the application to extend its life cycle and to meet the changing business processes of the university; and 9. Include implementation and support services that meet university needs. 		
Status/ Explanation of Changes:	<p>In August 2010, TSU will be using the admissions and recruitment for the fall 2011 semester and beyond and will be processed in the new SIS System. Prospects will be captured and recruiting campaigns will be launched using this phase of the new system.</p> <p>TSU has planned for financial aid in February 2011 for the fall 2011 semester and beyond. Financial aid will be able to process applications in the new SIS System. For financial aid applications that are submitted before admission applications, a prospect record will be created. In addition, students will no longer have to take action to accept financial aid disbursement.</p>		
Project Risk:	Medium	Current Expenditures:	\$8,261,438
Original Timeline:	09/01/09 – 04/30/12	Current Timeline:	09/01/09 – 04/30/12
Initial Projected Costs:	\$16,249,969	Current Projected Costs:	\$16,249,969

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:	<p>E-filing has been implemented in 35 counties through TexasOnline, accounting for over two thirds of the state's population. As such, these counties also account for most of the state's court activity and most of the filings to the state's sixteen appellate courts.</p> <p>Because more and more case information is available electronically, courts have a growing opportunity to engage in lightning-fast electronic transfer of information. One such opportunity lies in the appeals process, sending trial court and related information to the appropriate appellate court. Following implementation of the TAMES project, such electronic information can reach the appellate court directly from the litigants or their representatives, from the trial court, and from the court reporters.</p> <p>There has been a delay in the projected completion date due to the Texas Supreme Court requesting a delay of their implementation that will suit their current schedules. This leads to delays in implementation to other courts.</p>		
Project Risk:	Low	Current Expenditures:	\$3,504,219
Original Timeline:	09/01/07 – 02/28/10	Current Timeline:	09/01/07 – 04/30/11
Initial Projected Costs:	\$3,590,903	Current Projected Costs:	\$4,004,223

Article VI – Natural Resources

Agency:	The Texas Department of Agriculture (TDA)		
Project Name:	Texas Unified Nutrition Programs System (TX-UNPS) Project (formerly Consolidated System Project)		
Description:	<p>The Texas Department of Agriculture (TDA) plans to implement a software application that will consolidate the administration of the following U.S. Department of Agriculture (USDA) grant programs:</p> <ul style="list-style-type: none"> National School Lunch Program (NSLP), School Breakfast Program (SBP), Fresh Fruit and Vegetable Program (FFVP), Seamless Summer Option (SSO), Afterschool Care Program (Snack), Special Milk Program (SMP), Child and Adult Care Food Programs (CACFP), Summer Food Service Program (SFSP) and the Donated Foods programs. 		
Benefits:	<p>The new automated system will consolidate the food and nutrition programs' multiple computer applications into one integrated, seamless application and automate many time-consuming manual processes. It will also monitor program participation and ensure accurate reporting by contracting entities and by TDA.</p> <p>The system will be implemented in multiple phases to align with TDA business cycles, to optimize training opportunities and to mitigate risk.</p> <p>Phase I National School Lunch Program, School Breakfast Program, After School Care Program, Special Milk Program, Seamless Summer Program and Fresh Fruit and Vegetable Program. Phase II Child and Adult Care Food Program, Summer Food Service Program and the monitoring of all phase I and phase II programs. Phase III Commodity Distribution programs</p> <p>TDA plans to have Phase I implementation in March 2011 with full implementation by January 2012.</p>		
Status/ Explanation of Changes:	<p>Since July 2010 the agency has been working diligently with Colyar Consulting Group for a couple of months and have almost completed the design of the screens for the School Nutrition Program</p> <p>Due to this progress, TDA plans to implement Phase I of TX-UNPS in March 2011. By implementing before spring, renewal for program year 2012 will be managed completely by the new system.</p> <p>To help prepare for the transition, TDA will be providing an advanced listing of the fields that will need to be entered on next year's renewal. The agency has planned to have this documented around January 2011.</p>		
Project Risk:	Medium	Current Expenditures:	\$265,347
Original Timeline:	09/01/09 – 08/31/11	Current Timeline:	09/01/09 – 01/31/12
Initial Projected Costs:	\$2,527,200	Current Projected Costs:	\$2,527,200

Agency:	Environmental Quality, Texas Commission on (TCEQ)		
Project Name:	Air Permit Allowable Database Project (APAD)		
Description:	The Air Permit Allowable Database (APAD) system will provide the means to gather, store, query, and retrieve data submitted by the regulated community in support of air authorizations. The system will make the data readily available to agency staff to perform reviews and evaluations as the basis for air authorization decisions. The system will allow for access to the data by other divisions in the agency, agency management, the regulated community, other governmental agencies, and the public through a request and retrieval process.		
Benefits:	Having the information submitted in support of air authorizations readily available to agency staff would reduce air quality permit application/registration review time frames. In addition, limited staff resources would be able to more efficiently perform analyses related to air quality permitting, enforcement, and planning. Having the data available through a request and retrieval process for other government agencies and the public would further increase efficiency of agency staff resources when fulfilling information requests.		
Status/ Explanation of Changes:	<p>The APAD project will be building upon three existing TCEQ data systems: Central Registry, which is the single system of record tracking all regulated entities: the State of Texas Air Tracking System (STARS), which tracks actual emissions from major stationary sources: and the Consolidated Compliance and Enforcement Database System, which tracks all enforcement activities.</p> <p>The agency has completed the Data Model and Application Design is in progress. This milestone helps ensure that all parties are responsible for requirements documentation including logical data model and draft screen designs.</p> <p>The agency started development of the system and plans to begin deployment of Release 1.0 to the development and test environments during the next monitoring quarter.</p>		
Project Risk:	High	Current Expenditures:	\$309,099
Original Timeline:	09/01/09 – 08/31/11	Current Timeline:	09/01/09 – 08/31/11
Initial Projected Costs:	\$1,509,859	Current Projected Costs:	\$1,572,221

Agency:	Environmental Quality, Texas Commission on (TCEQ)		
Project Name:	Texas Emissions Reduction Plan – Data Management System (TERP – DMS)		
Description:	<p>The project is divided into phased releases. The first release will provide very basic functionality, but will be used to exercise the system testing, regression testing and user testing procedures. It will also verify the process for releasing code into production. Subsequent releases will add additional functionality up until the final release. At this time, a total of four releases are expected, but that may change in the detailed design phase. Data migration, if required, will take place during this phase as will report development. Report testing and release will be coordinated with data migration and application releases as appropriate.</p>		
Benefits:	<p>TCEQ will provide a secure, robust, reliable and efficient data system that saves staff time by making the information they need readily available and saves grantee's time by enabling them to securely access their grant reporting information over the Internet and to securely submit usage reports using a legally enforceable electronic signature.</p> <p>The existing, Access-based system has a significant risk of catastrophic data loss. This places the state's substantial investment in the program at unacceptable risk.</p>		
Status/ Explanation of Changes:	<p>The agency developed a high-level business analysis to look at how the TERP program currently operates and identify areas that could be streamlined and/or those parts of the process that are being slowed down by the current data system. This analysis was conducted by an in-house business, TERP subject matter experts and TERP management.</p> <p>The agency recently awarded a contract and vendor has begun work. Draft requirements validation documentation completed as well as development environment in San Angelo was delivered by Team for Texas (TfT) and configured by TCEQ Information Resources Division for further product installation and use by the contractors.</p>		
Project Risk:	High	Current Expenditures:	\$286,380
Original Timeline:	09/01/09 – 08/31/11	Current Timeline:	09/01/09 – 08/31/11
Initial Projected Costs:	\$1,622,671	Current Projected Costs:	\$1,678,421

Agency:	Environmental Quality, Texas Commission on (TCEQ)		
Project Name:	Permit and Registration Information System (PARIS) Phase I		
Description:	<p>The system known as the Texas Regulatory Activities and Compliance System (TRACS) has been used since 1992 by three regulatory registration and permitting programs, Industrial and Hazardous Waste (IHW), Water Quality (WQ) and Petroleum Storage Tanks (PST), to maintain the registration, permit and billing data for these programs.</p> <p>PARIS will replace the TRACS system and is divided across biennia into two separate phases.</p> <p>Phase I include analysis, design and partial replacement of TRACS for electronic data management of registrations and permits. The database will be designed with flexibility to increase capacity for new programs mandated by the Legislature. The project includes analysis of existing components (IHW, PST & WQ & their respective billing components) and the requirements gathering and building of at least one component.</p>		
Benefits:	<p>PARIS will be an integrated information system for the long term storage, management, and assessment of registration and facility activity data with existing and planned data flow between it, Central Registry, other regulatory applications and Accounts Receivable. This project will use an incremental software development life cycle and have at a minimum the same functionality as the current system. system.</p>		
Status/ Explanation of Changes:	<p>Prior to Phase I, TCEQ explored options for development of PARIS. As part of this research, an RFI was issued to tap into technical expertise within the software development community. Additionally TCEQ evaluated products used by other state agencies for environmental data management. After fully analyzing the possibility of utilizing a COTS product, TCEQ opted to develop PARIS using contracted technical expertise. In Phase I TCEQ evaluated proposed solutions from a subset of DBITS vendors and selected a qualified Deliverables-Based Information Technology Services (DBITS) vendor to complete the business analysis and requirements definitions and to design, code and implement PARIS.</p> <p>The agency has completed design and development of two of the three iterations of the application interface. The three iterations include Industrial and Hazardous Waste (IHW), Water Quality (WQ) and Petroleum Storage Tanks (PST).</p>		
Project Risk:	High	Current Expenditures:	\$1,862,584
Original Timeline:	09/01/09 – 08/31/11	Current Timeline:	09/01/09 – 08/31/11
Initial Projected Costs:	\$3,400,000	Current Projected Costs:	\$4,554,638

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:	<p>BIS plans to be fully integrated, multi-fund modified accrual setup with a Chart of Accounts that both reflects internal needs as well as supporting automated interfaces and reconciliation to Uniform Statewide Accounting System (USAS).</p> <p>The new system will automate the ability to document and retrieve grant expenditures and program income, identify property purchased with federal funds, and provide license diversion documentation resulting in time savings as well as automate the monitoring of appropriated receipt budgets and track budgets across all TPWD divisions.</p> <p>The new features used and the new setup of BIS will be designed to ensure full integration of accounting records and will support compliance with CPA policies, procedures, and required reporting.</p>		
Status/ Explanation of Changes:	<p>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.</p> <p>Milestones for the project were re-baselined and are currently being used. The design and build phase was completed prior to the completion of testing cycle 1 (fiscal year 2009).</p> <p>The agency has completed all remaining rollout activities. TPWD will continue to monitor system and perform maintenance as necessary and has begun preparing closing documentation for the project. The project was completed in October 2010 and the Quality Assurance Team expects to receive a Post Implementation Report of Business Outcomes report in April 2011.</p>		
Project Risk:	Medium	Current Expenditures:	\$4,945,547
Original Timeline:	09/01/07 – 09/01/08	Current Timeline:	09/01/07 – 10/29/10
Initial Projected Costs:	\$1,590,041	Current Projected Costs:	\$4,962,440

Agency:	Texas Parks and Wildlife (TPWD)		
Project Name:	Texas Parks (TxParks)		
Description:	<p>The proposed project, when fully developed and implemented, will become the State Parks Business Management System that includes all state park business processes. The system that will provide parks with instantaneous, real-time information and database access they do not have now.</p> <p>The current system was not designed to provide the functionality necessary to meet all critical park business management requirements, such as support of state park field operations, call center activities, and point of sale processes. In addition, the fiscal controls of the current system are inadequate to provide accurate and verifiable accounting data.</p>		
Benefits:	<p>TPWD will be able to access real time data required to make informed business decisions with emphasis on identifying visitation and revenue opportunities and increasing operational efficiencies.</p> <p>TxParks will be able to accept electronic payments through the ePay System via TexasOnline. This is an electronic payment processing system that can authenticate major credit cards, branded debit cards, and electronic checks/automated clearinghouse transactions.</p>		
Status/ Explanation of Changes:	<p>An agency executive decision was made to delay the implementation date from May 2009 until May 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.</p> <p>To date the agency has reviewed the deferred RFO functionality with the vendor and completed initial review of RFO for contract negotiations.</p> <p>The project has been completed and the required Project Closeout Report has been achieved.</p>		
Project Risk:	Medium	Current Expenditures:	\$1,893,554*
Original Timeline:	09/01/07 – 11/05/08	Current Timeline:	09/01/07 – 05/12/10
Initial Projected Costs:	\$3,850,000	Current Projected Costs:	\$4,572,500

*Current Expenditures costs are low due to 5yrs of Maintenance costs that are included in the current contract.

Article VII – Business & Economic Development

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:	<p>Improve the efficiency and effectiveness of department’s highway maintenance business operations by providing the appropriate information technology business solutions by the following:</p> <p>One time collection of information to improve accuracy and to reduce redundant entry.</p> <p>Establish process consistency across the state.</p> <p>Improve and expedite reporting capabilities to the maintenance sections, areas, districts, and divisions.</p> <p>Enhance the expenditure reporting process to calculate the cost of labor, materials, and equipment and have the ability to post expenditures in real time.</p> <p>Reduce paper flow/eliminate paper daily activity reports.</p> <p>Develop workflow for paperless approvals</p>		
Status/ Explanation of Changes:	<p>TxDOT reported that a possible change in scope due to the Comptroller of Public Accounts Project ONE system. The impacts of Project ONE were under investigation and were finalized upon completion of the Project ONE fit/gap process in June 2010.</p> <p>TxDOT revised the Compass Project work plan. This version of the work plan was adjusted to include multiple tracks for interface development, software testing and user training. The revised plan assumes a August 2011 implementation date for Project ONE HR/Payroll and for Financials/Fleet.</p> <p>Acceptance of this version by the project management team is on hold until more information regarding Project ONE implementation is available.</p> <p>Based on current information, TxDOT expects any potential cost impact to the project to be less than ten percent.</p>		
Project Risk:	High	Current Expenditures:	\$3,158,087
Original Timeline:	04/01/06 – 03/31/11	Current Timeline:	04/01/06 – 12/31/12
Initial Projected Costs:	\$13,550,000	Current Projected Costs:	\$13,550,000

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:	<p>An improved railroad inventory database has the potential to save over \$1 million annually by reducing the number of project cancellations in the federal railroad signal program (FSP).</p> <p>Another benefit or desired outcome for the project would be a more effective method of predicting cost overruns associated with the federal signal upgrade program. The current TxRAIL database cannot factor in the increased costs that would be required if additional circuit and/or signal upgrades are required due to circuit interconnectivity at nearby or adjacent crossings along a rail line. A railroad inventory database with GIS mapping and spatial applications would more readily identify these crossings and estimated costs could be adjusted accordingly during the initial project selection phase.</p>		
Status/ Explanation of Changes:	<p>This project has been hampered with delays since July 2008 and this continues today for various reasons, including the resignation in May 2010 of the project manager for the project. A new project manager has been assigned.</p> <p>The project has since been broken up into three distinct stages: investigation, procurement and implementation. The investigation stage includes determining the stakeholders, the business requirements, and a Request for Information (RFI). The procurement stage includes the Business Analysis, the subsequent Request for Offer (RFO) and the contracting with the selected vendor. The implementation stage includes the preparation, configuration, deployment and transition of the procured solution to meet TxDOT's specific business needs.</p>		
Project Risk:	High	Current Expenditures:	\$350,371
Original Timeline:	05/01/06 – 08/31/10	Current Timeline:	05/01/06 – 05/01/12
Initial Projected Costs:	\$2,500,000	Current Projected Costs:	\$2,500,000

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:	<p>In August 2007, it was announced that TxDOT awarded ProMiles Software Development Corporation (PSDC) the contract to develop the system.</p> <p>In May 2010 the Quality Assurance Team (QAT) approved a proposed Contract Amendment for the TxPROS project in accordance with the General Appropriations Act, 81st Legislature, Regular Session, Article IX, §9.01(c).</p> <p>The vendor proposed that they would develop, test, document, and implement the additional requirements for an additional cost of \$219,800 to the original contract price. This represents an overall increase of \$254,700 or approximately 18.2% over the original estimate cited in the framework documents previously approved by QAT.</p> <p>This change in scope has been expanded to include into TxPROS the design, development, and integration of permit issuing functionality previously planned to be provided by interfacing to the existing CPS application. This includes customer account management, permit application processing, permit work queues for distribution of work load, system management functions, customer payment methods and records, permit delivery capability and audit trail records, among other functionality. In effect, this contract change provides for a single integrated system to provide cradle to grave processing of registered customer requests for Over Size / Over Weight permits.</p>		
Project Risk:	High	Current Expenditures:	\$934,795
Original Timeline:	09/13/04 – 08/31/09	Current Timeline:	09/13/04 – 05/31/11
Initial Projected Costs:	\$1,400,000	Current Projected Costs:	\$1,654,700

Agency:	Transportation, Texas Department of (TxDOT)		
Project Name:	Statewide Analysis Model (SAM) II		
Description:	<p>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.</p>		
Benefits:	<p>Implementation of the SAM-V2 is anticipated to create improved and updated statewide planning results. The following performance objectives should also be realized:</p> <p>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.</p> <p>Improved accuracy of forecasts. Model validation criteria will be improved from plus or minus ten percent to plus or minus five percent.</p> <p>Improved customer access by providing an Internet interface to the Policy Level Interface.</p> <p>Provide capability to perform toll analysis, which is not available in SAM-V1.</p> <p>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.</p>		
Status/ Explanation of Changes:	<p>Factors related to available funding and time duration for finalizing the purchase order impacted the project in the areas of cost, scope, and schedule. The fiscal year 2009 funds were uncommitted as of August 31, 2009 and are no longer available to the project. During contract negotiations with the vendor, TxDOT agreed to realign the scope of the project and retain deliverables that would provide cost effective benefits and meet legislative mandated requirements. Additionally, the project finish date was adjusted to accommodate the agreed upon scope and schedule and costs.</p>		
Project Risk:	High	Current Expenditures:	\$268,973
Original Timeline:	11/01/08 – 08/31/10	Current Timeline:	11/01/08 – 08/31/11
Initial Projected Costs:	\$1,537,892	Current Projected Costs:	\$792,241

Agency:	Transportation, Texas Department of (TxDOT)		
Project Name:	Statewide Traffic Analysis and Reporting System II (STARS II) – Phase I		
Description:	<p>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.</p> <p>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.</p>		
Benefits:	<p>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.</p>		
Status/ Explanation of Changes:	<p>The vendor team is actively performing analysis of the current Transportation Planning and Programming (TPP) business processes and identifying gaps with the Commercial off-the-shelf (COTS) product functionality.</p> <p>The vendor team has been directed to focus on completion of the Project Management Plan with a September 2010 deadline. This includes the schedule for COTS installation, data migration, system testing, acceptance, and training.</p>		
Project Risk:	High	Current Expenditures:	\$29,834
Original Timeline:	11/01/08 – 12/31/09	Current Timeline:	05/01/09* – 08/30/11
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.

Agency:	Transportation, Texas Department of (TxDOT)		
Project Name:	TxTag Customer Service Center Back Office System		
Description:	The TexasTag (TxTag) back office software system used by the Texas Department of Transportation's (TxDOT's) Texas Turnpike Authority division (TTA) is the fundamental system used to process toll transactions, invoice toll customers, track toll revenue, maintain customer account information and manage TxTag inventory.		
Benefits:	<p>It is anticipated that the new system will provide vast improvements in five areas.</p> <p>Configurability – The current system is not flexible enough to easily support new and revised functionality related to changes in the industry, policy or legislation.</p> <p>Scalability – The current system is slow to access moderately large customer accounts and simply cannot access those accounts consisting of a large number of vehicles such those accounts held by fleet customers such as rental car companies.</p> <p>Interfaces – The inability to rapidly develop new interfaces and efficiently monitor existing interfaces is a constraint in the current system. The new system will accommodate the addition of new interfaces in a timely manner.</p> <p>Reporting – TTA needs to manage its business, rather than simply operate it. Retrieving data from the current system is often time-consuming as reports must be created by the vendor and the resulting reports are at times unreliable.</p> <p>Reliability – TTA needs a system that can provide a higher level of confidence of data for its customers, internal stakeholders, and external agencies. The system affects productivity when representatives unexpectedly cannot access accounts because processing is slow or non-responsive altogether.</p>		
Status/ Explanation of Changes:	<p>The business requirements for the system have been finalized and are a part of the Request for Proposal (RFP). TTA projecting an August 2010 date for advertising the specification, leading to vendor award in December 2010.</p> <p>The total cost of this project will be paid from toll revenue. This revenue is held outside the appropriation process and the agency states that the project is not subject to the General Appropriations Act and capital budget limitations.</p>		
Project Risk:	High	Current Expenditures:	\$322,006
Original Timeline:	08/01/10 – 06/01/12	Current Timeline:	08/01/10 – 06/01/12
Initial Projected Costs:	\$8,658,988	Current Projected Costs:	\$8,658,988

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:	<p>With a goal to reduce the number of uninsured motorists in this State, the implementing agencies believe the combination of an event based verification process with an ongoing verification process will produce the most significant results. These two processes are listed below.</p> <p><u>Event Based Process:</u> An event-based process will allow state users to obtain accurate and timely insurance information on a given vehicle and/or driver promptly upon request. Users include the Texas Law Enforcement Telecommunications System (TLETS), TxDOT, the Driver License Division of DPS (through TLETS), vehicle inspection stations, and future authorized users.</p> <p><u>Ongoing Verification Process:</u> An ongoing verification process will monitor and report on the financial responsibility of Texas drivers on an ongoing basis.</p>		
Status/ Explanation of Changes:	<p>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.</p> <p>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.</p> <p>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.</p> <p>TDI has one pending item related to the Web Services Test Program that the agency expects to have completed by January 2011. The agency has started working on the Project Close documentation.</p>		
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)

Clinical Management and Claims Processing for Behavioral Health Project (CMBHS)

Initial Timeline:	04/01/06 – 08/31/07	Final Timeline:	04/01/06 – 12/31/09
Initial Cost:	\$1,178,188	Final Cost:	\$5,250,819

Article V – Public Safety and Criminal Justice

Texas Department of Criminal Justice (TDCJ)

Offender Information Management System (OIMS) Phase III, Period I

Initial Timeline:	10/01/99 – 08/31/01	Final Timeline:	10/01/09 – 01/31/10*
Initial Cost:	\$31,435,650	Final Cost:	\$32,523,420*

*A Post Implementation Report of Business Outcomes was due from the agency in August 2010. To date a report has not been sent to the Quality Assurance Team.

Article VI – Natural Resources

Texas Railroad Commission (RRC)

Online Filing and Completions Forms

Initial Timeline:	09/01/07 – 08/31/09	Final Timeline:	09/01/07 – 02/28/10
Initial Cost:	\$835,360	Final Cost:	\$835,360

Texas Commission on Environmental Quality (TCEQ)

TCEQ Automated Budget System (TABS)

Initial Timeline:	09/01/07 – 08/31/09	Final Timeline:	09/01/07 – 12/31/09
Initial Cost:	\$1,157,839	Final Cost:	\$1,193,488

Article VII – Business & Economic Development

Texas Department Transportation (TxDOT)

Vision 21 Electronic Placards and Permits (EPP)

Initial Timeline:	05/21/08 – 1/15/2009	Final Timeline:	05/21/08 – 09/30/2009
Initial Cost:	\$3,017,177	Final Cost:	\$156,497

*The initial project justification was based on delivering a multi faceted solution to include a customer facing application as well as a new database to accommodate tax office and law enforcement queries. The final application only included a database for placards issued from the current RTS system.

Vehicle Title and Registration (VTR) 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.

Texas Department Transportation (TxDOT)

Vision 21 Software Enhancement Project

Initial Timeline:	06/18/2007 – 1/18/2008	Final Timeline:	06/18/2007 – 08/31/2009
Initial Cost:	\$2,195,005	Final Cost:	\$3,499,474

Appendix C: Waived Projects

Article II – Health & Human Services

Texas Department of Aging and Disability Services (DADS)

State School Telecommunications Project

Initial Timeline:	09/01/09 – 08/31/11	Current Timeline:	09/01/09 – 08/31/11
Initial Cost:	\$2,860,633	Current Cost:	\$2,860,633

Implementation of this project will address the future communications needs of DADS State Schools by bringing the telecommunications infrastructure upgrades.

Health & Human Services Commission (HHSC)

Lone Star EBT UNIX Migration Project (TxEBT)

Initial Timeline:	09/01/07 – 08/31/09	Current Timeline:	09/01/07 – 08/31/11
Initial Cost:	\$2,084,696	Current Cost:	\$2,084,696

The TxEBT system is currently operating on unsupported database software. Sybase ceased support of the database on the OpenVMS operating system in December 31, 2003. The current TxEBT system has been running on the same hardware and operating environment since 2001.

Health & Human Services Commission (HHSC)

Medical Transportation Program Telecommunications Enhancements Project (MTP)

Initial Timeline:	04/01/08 – 12/31/08	Current Timeline:	04/01/08 – 10/31/10
Initial Cost:	\$5,915,681	Current Cost:	\$5,915,681

MTP and HHSC Information Technology will implement nine standard call center tools that will assist MTP in enhancing customer service to Frew class members and Medicaid and Children with Special Health Care Needs (CSHCN) and Transportation for Indigent Cancer Patients (TICP) clients.

Article VII – Business & Economic Development

Texas Workforce Commission (TWC)

Enterprise Document Management Project – (FileNet Licenses and Conversion)

Initial Timeline:	11/2009 – 08/2010	Final Timeline:	11/2009 – 5/2011
Initial Cost:	\$1,624,979	Final Cost:	\$1,602,068

The project was originally estimated to take 9 months to install the new licenses and migrate all of TWC's existing images, with a proposed start date of November 2009. Implementation has been delayed while waiting for hardware to be provided by Team for Texas.