



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 Harvey Hilderbran
Senator Juan Hinojosa Representative Dan Branch
Senator Judith Zaffirini Representative Sylvester Turner

FROM: John O'Brien, Director, Legislative Budget Board
John Keel, CPA, State Auditor, State Auditor's Office
Karen Robinson, Executive Director, Department of Information Resources

DATE: December 1, 2011

SUBJECT: 2011 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.

During this reporting period, the QAT oversaw 52 major information resources projects from 17 state agencies. The oversight is derived through analyzing self reported project monitoring information that agencies submit either monthly or quarterly to QAT. Several significant issues were identified.

- 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 \$51 million to a decrease of \$6.3 million. These project cost deviations represent a cost variability of up to 205 percent, resulting in impaired planning and service delivery at a statewide level.
- Of the 52 projects, 35 were either deployed or are expected to be implemented late by an average of 18 months.
- Twenty-five projects are over budget by an average of \$6.5 million, while all projects combined are over budget by an average of \$2.8 million for their projected lifecycle.

For details on each of the projects, please see Appendix A through C. 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 State Auditor's Office at (512) 936-9500; or Karen Robinson or Roslyn Hotard of the Department of Information Resources at (512) 475-4700.

Attachments

ANNUAL REPORT



**LEGISLATIVE BUDGET BOARD
STATE AUDITOR'S OFFICE
DEPARTMENT OF INFORMATION RESOURCES
DECEMBER 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:

- requires a year or more to reach operational status;
- involves more than one agency or governmental unit; or
- 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 Texas 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>).

Starting Fiscal Year (FY) 2005, the State Auditor delegated voting authority for any QAT-related decisions to approve or disapprove the expenditure of funds to the LBB. This delegation was made to ensure that SAO retains its independence as required by certain auditing standards. This authority has again been delegated for FY 2012 and FY 2013.

Summary

During the period November 2010 through November 2011, 52 projects representing \$1.31 billion in major information resources investments are in QAT's state technology project portfolio. These investments have increased slightly since the last annual report. QAT monitors 47 of the 52 projects. Four of the five projects that were waived from monitoring during this reporting period have been implemented. In total, 20 projects were either completed or a major phase of the project was completed during this period.

Appendix A provides details for monitored projects based on information included in agency monitoring reports. Monitoring reports are self-reported from agencies and universities. The reports are submitted to QAT monthly, quarterly, or as deemed necessary after the project is initiated.

Appendix B includes completed projects that have had either their Post Implementation Review of Business Outcomes evaluated by QAT or the completion has been confirmed by the agency. Finally, Appendix C shows the only project that is waived from formal monitoring.

QAT is still monitoring actual timelines that exceeded estimated timelines as noted on the cover memo. The scope translates into the timeline and budget. Finally, when projects are structured into smaller phases with shorter durations, there is greater success in delivering systems on time and within budget.

House Bill 3575, Eightieth Legislature, Regular Session

House Bill 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 Section 2054.003.

QAT has been receiving monthly monitoring reports from HHSC for more than four years and has had multiple dialogues with the agency. These communications allowed QAT to better understand the EES methodology and to voice its concerns to the agency. QAT raised concerns regarding project costs, multiple project milestones (builds) that appeared to have no set system requirements, and the lack of target end dates or scopes. HHSC adjusted its reporting methods and now provides better sets of system requirements, with clearer target end dates and scopes.

In the latest agency monitoring report (September 2011), 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 is still June 2012.

Issues and Observations

As noted in last year's annual report, the QAT identified several issues with projects during the quality assurance review process. One issue is still present, while one new issue has been identified. The recurring issue is listed first. These issues are:

1. 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 with a plan 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, timelines, 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.

2. Issue:

Agencies are using budgeted funds for measuring estimated percentage of project completion instead of total project cost.

Observation:

Agencies are reporting to QAT the estimated percentage of project completion based on funds appropriated. QAT advises agencies to use industry standards such as the Project Management Institute (PMI) *Project Management Body of Knowledge, Fourth Edition (PMBOK)*. PMBOK defines percent complete as an estimate of the amount of work that has been completed on an activity or work breakdown structure component.

Recommendation:

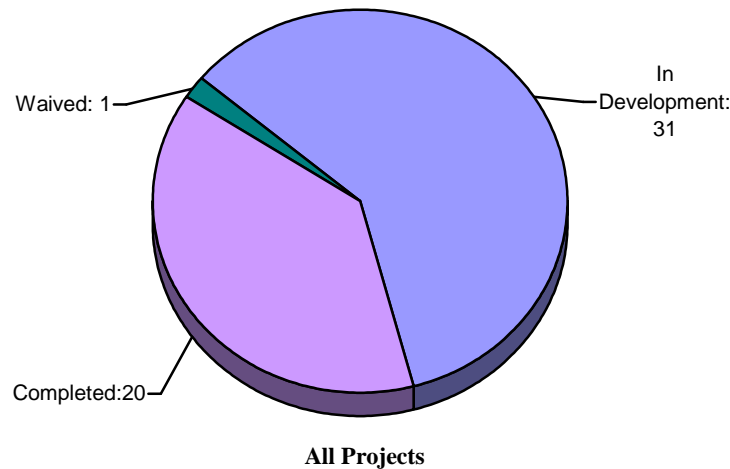
A project budget is used subsequently as a guide for agencies and would not normally be used to determine the percentage of project completion. A consistent and reliable system for measuring progress permits agencies to make reasonable decisions about the unknowable future. When agencies begin planning a project, they must identify the necessary deliverables and tasks to deliver each of those deliverables. Agencies must identify the activities required for each of the tasks. As activities are executed, agencies should measure the percentage of progress using the total project cost.

Project Review and Monitoring Activity

Monitoring projects encompasses various activities, including participation in project steering committee meetings, reviewing project timelines and expenditures, and providing oversight and consultation to the project team.

Figure 1 shows the status of calendar year 2011 projects subject to QAT oversight.

Figure 1: QAT Projects by Status, Reporting Period 2011



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 scope, timeline, budget, and risk.

Medium-risk projects typically require quarterly submission of monitoring reports.

In some instances, QAT waives low-risk projects from review. There is now one low-risk project that has not been completed and it is 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, Reporting Period 2011

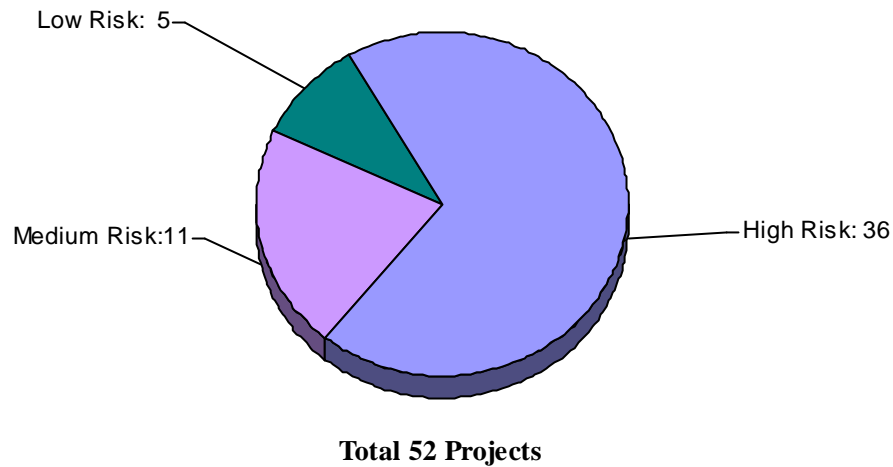
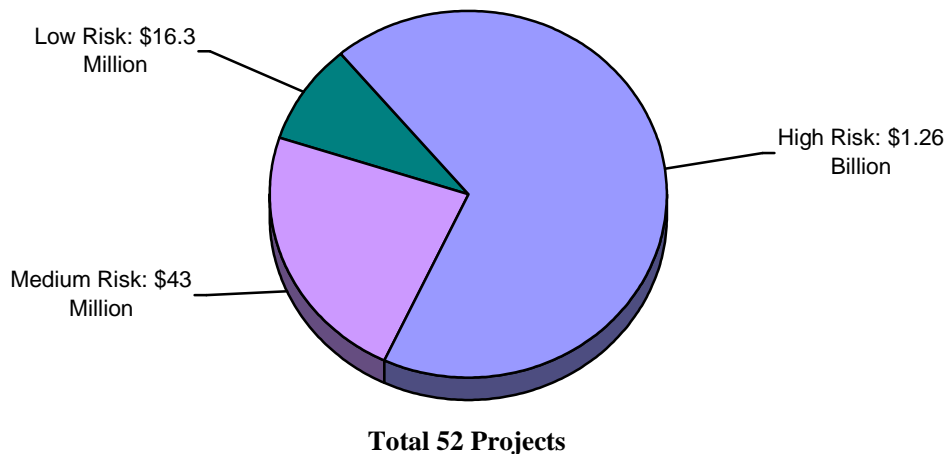


Figure 3 shows the project costs associated with projects in each risk level. Total project life cycle costs for all projects subject to QAT oversight is \$1,319,806,015. Life cycle costs include all costs over the development of the project, from inception to implementation, and in most cases include more than one biennium.

Figure 3: Total Project Life Cycle Costs by Risk Level, Reporting Period 2011



Appendix A provides status information 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

*All data in Appendix A, B and C is reflected through November 1, 2011.

Agency:	Office of the Comptroller of Public Accounts (CPA)		
Project Name:	ProjectOne – Financials (Enterprise Resource Planning)		
Description:	ProjectOne includes the administration of general ledger, accounts payable, accounts receivable, budgeting, inventory, asset management, billing, projects, grants and procurement. By establishing a common system for all these functions, ProjectOne will help reduce conflicting data and gives decision-makers at the division, agency and state level access to accurate and timely information.		
Benefits:	According to the agency, ProjectOne ERP solution will provide benefits that will reduce costs, save time, improve transparency, and enhance security by eliminating redundant databases.		
Status/ Explanation of Changes:	<p>The following modules are being implemented by Department of Information Resources (DIR):</p> <ul style="list-style-type: none"> • Accounts Payable • Accounts Receivable • Asset Management Billing • Commitment Control • Contracts • eProcurement • General Ledger • Inventory Planning and Budgeting • Project Costing • Purchasing <p>During the ProjectONE/ERP Steering Committee on August 30, 2011, the committee voted to approve go-live on 9/1/2011 for Financials. Only DIR and the Central Texas Turnpike System of Texas Department of Transportation (TxDOT) would go-live on the new system, which was put into production on 9/1/ 2011.</p> <p>However, the new end date of October 2011 is due to a correction that has been noted to account for two months of post-implementation support as per the implementation vendor contract. The new deadline was met.</p>		
Project Risk:	High	Current Expenditures:	\$24,882,209
Original Timeline:	08/07/09 to 08/31/11	Current Timeline:	08/07/09 to 10/31/11
Initial Projected Costs:	\$18,029,644	Current Projected Costs:	\$28,764,367

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 fluctuated to reflect CPA and participating agency internal and shared costs.</p> <p>Starting with the May 2010 reporting period the current estimated project cost fluctuated with an overall increase of \$5 million to reflect participating agencies' estimated internal project cost.</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 required 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 became the project manager and is reporting all efforts 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:	\$15,793,609
Original Timeline:	08/07/09 to 08/31/11	Current Timeline:	08/07/09 to 07/31/12
Initial Projected Costs:	\$18,029,644	Current Projected Costs:	\$23,024,176

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; and • cost containment. 		
Status/ Explanation of Changes:	<p>The agency performed risk management at both the individual project level as well as across the Program level in the TXCSES 2.0 Initiative. Risk factors were 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.</p> <p>CSD will develop one centralized security infrastructure to manage user identity and access management and develop a single point of control for access to all division applications and systems.</p>		
Project Risk:	High	Current Expenditures:	\$3,334,599
Original Timeline:	09/01/08 to 10/15/12	Current Timeline:	09/01/08 to 10/31/13*
Initial Projected Costs:	\$7,156,894	Current Projected Costs:	\$7,156,894

*Due to budget reductions in fiscal years 2012 and 2013, the project implementation date was changed from 10/2012 to 10/2013. The agency does not intend to reduce the scope of any of the implementations; however, it was necessary to shift certain projects to limit expenditures in fiscal years 2012 and 2013 to align with the available budget.

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) will 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 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 is currently completing a system test with user acceptance testing (UAT) and performance testing for training, staging and production environments for version 1, which will be used as a pilot.</p> <p>The agency is also identifying strategies for working with the Texas Health and Human Services Commission’s Texas Integrated Eligibility Redesign System (TIERS) system and reconciliations with the federal Case Registry and Interstate Central Registry.</p>		
Project Risk:	High	Current Expenditures:	\$27,011,427
Original Timeline:	09/01/08 to 10/15/12	Current Timeline:	09/01/08 to 10/31/13*
Initial Projected Costs:	\$43,466,602	Current Projected Costs:	\$43,466,602

*Due to budget reductions in fiscal years 2012 and 2013, the project implementation date was changed from 10/2012 to 10/2013. The agency does not intend to reduce the scope of any of the implementations; however, it was necessary to shift certain projects to limit expenditures in fiscal years 2012 and 2013 to align with the available budget.

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 CSD to better satisfy customer service expectations, handle increasing caseloads, and compete more effectively for federal incentive fund awards.</p> <p>CSD 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>Began case file conversion scanning in four of the nine field offices. The agency has finalized the project management plan and implementation plan for the Case File Conversion.</p> <p>Completed User Acceptance Test (UAT) of the ECM Capture functionality, trained ECM Capture users and released the ECM Capture solution.</p> <p>Began design for the Virtual Case File while continuing mentoring activities for persons assuming new roles.</p>		
Project Risk:	High	Current Expenditures:	\$5,462,556
Original Timeline:	09/01/08 to 10/15/12	Current Timeline:	09/01/08 to 10/31/13*
Initial Projected Costs:	\$44,876,683	Current Projected Costs:	\$44,876,683

*Due to budget reductions in fiscal years 2012 and 2013, the project implementation date was changed from 10/2012 to 10/2013. The agency does not intend to reduce the scope of any of the implementations; however, it was necessary to shift certain projects to limit expenditures in fiscal years 2012 and 2013 to align with the available budget.

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>Last year, 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 its findings and stating the level of Independent Verification and Validation (IV&V) required.</p> <p>The outcome of the assessment was a recommendation for semi-annual IV&V reviews and an exceptions-based report that CSD used as the basis for procuring the IV&V services. CSD awarded a contract for the IV&V services recommended by OCSE, in May of 2011.</p> <p>OAG completed transferring knowledge to the design, development and implementation vendor. Began addressing requirements changes that resulted from the knowledge transfer sessions and began reviewing proposed Statistical Analysis System - (SAS) a statistical and matrix handling language coding standards and guidelines.</p>		
Project Risk:	High	Current Expenditures:	\$4,493,489
Original Timeline:	09/01/08 to 08/31/12	Current Timeline:	09/01/08 to 10/31/13*
Initial Projected Costs:	\$6,228,771	Current Projected Costs:	\$6,228,771

*Due to budget reductions in fiscal years 2012 and 2013, the project implementation date was changed from 08/2012 to 10/2013. The agency does not intend to reduce the scope of any of the implementations; however, it was necessary to shift certain projects to limit expenditures in fiscal years 2012 and 2013 to align with the available budget.

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 its findings and stating the level of Independent Verification and Validation (IV&V) required.</p> <p>CSD received approval from OCSE for the Design and Development contract on October 1, 2010. OCSE conducted an IV&V Assessment of the project in August 2010 and the outcome of the assessment was a recommendation for semi-annual IV&V reviews and an exceptions-based report that CSD used as the basis for procuring the services. CSD awarded a contract, for the IV&V Services recommended by OCSE, in May of 2011.</p> <p>The interim milestone dates are revised based on detailed project planning that jointly occurred between CSD and the design, development and implementation services vendor. The project completion date has not changed.</p>		
Project Risk:	High	Current Expenditures:	\$3,937,292
Original Timeline:	09/01/08 to 10/31/12	Current Timeline:	09/01/08 to 10/31/13*
Initial Projected Costs:	\$6,301,378	Current Projected Costs:	\$6,301,378

*Due to budget reductions in fiscal years 2012 and 2013, the project implementation date was changed from 10/2012 to 10/2013. The agency does not intend to reduce the scope of any of the implementations; however, it was necessary to shift certain projects to limit expenditures in fiscal years 2012 and 2013 to align with the available budget.

Agency:	Office of the Attorney General (OAG)		
Project Name:	Child Support Division (CSD) – CSD Establishment & Enforcement Renewal Project		
Description:	<p>This project will renew the Texas Child Support Enforcement System (TXCSES) in the business process areas of Establishment and Enforcement. Establishment includes the processes used to establish paternity or an obligation to provide financial and/or medical support for dependent children in a Title IV-D of the Social Security Act child support enforcement program.</p> <p>Enforcement includes the judicial and administrative processes that are applied to a case to compel the obligor’s compliance with his/her support order(s). The primary objectives of this project are to minimize or eliminate the manual-driven nature of much of the establishment and enforcement processes.</p>		
Benefits:	<p>This project will minimize or eliminate the manual driven nature of the Establishment and Enforcement business functions included in TXCSES. The business functions will operate in a way that not only automates activities but also utilizes rules-based decision making to minimize the manual intervention of the more routine aspects of establishing and enforcing orders for child support.</p> <p>Implementation of an automated environment where the system manages the case and initiates appropriate actions based on defined rules and case circumstances will allow the system to manage routine cases and the staff to devote its time to working those cases that are the exceptions to the rule.</p> <p>According to the agency, this also helps ensure that those “hard to enforce” cases receive the necessary attention, enhancing customer service delivery. Removing the bottleneck caused by staff intervention will allow Child Support to enhance our overall ability in meeting state and federal performance measures. Initiating enforcement actions faster and initiating the appropriate action based on case circumstances will get cases back into a paying (voluntarily or involuntarily) status faster.</p>		
Status/ Explanation of Changes:	<p>CSD awarded a contract for design and development services. Requirement gathering is currently underway. Once knowledge transfer of requirements to the design, development and implementation vendor is complete in fiscal year 2013, CSD will revise any timeline changes if necessary.</p> <p>OAG began mapping Federal Policy regulations to Establishment and Enforcement Requirements as well as began work on integrating the RODEO requirements with the Establishment and Enforcement requirements.</p>		
Project Risk:	High	Current Expenditures:	\$19,622,799
Original Timeline:	09/25/09 to 09/21/15	Current Timeline:	09/25/09 to 09/21/15
Initial Projected Costs:	\$54,489,306	Current Projected Costs:	\$54,489,306

Agency:	Office of the Attorney General (OAG)		
Project Name:	Child Support Division (CSD) – Financial Renewal Project		
Description:	<p>The Financial Renewal project will minimize or eliminate the manual driven nature of the Financial business function of the child support enforcement system, TXCSES.</p> <p>Specific objectives include eliminating the need for CSD staff to delete and re-enter child support enforcement orders when modifying orders or adjusting receipts, as well as providing a consolidated summary of financial information on one screen for easy retrieval. Since the financial function includes a large amount of batch transaction processes, another focus of the financial renewal project is to make the batch processing more efficient.</p>		
Benefits:	<p>Much like the Establishment & Enforcement Renewal project, this project will minimize or eliminate the manual driven nature of the financial business function in TXCSES. The business functions should operate in such a way that not only automates activities but also utilizes rules-based decision making and workflow to minimize the level of manual intervention in the more routine Financial activities.</p> <p>Implementation of an automated environment where the system manages the case and initiates appropriate actions based on defined rules and case circumstances will allow the system to manage routine cases and the staff to devote its time to working those cases that are the exceptions to normal procedures.</p>		
Status/ Explanation of Changes:	<p>This project has not started. The costs that are being allocated to this project are for the development and runtime environments. These environments will be used to implement the Financial Renewal as well as the other TXCSES 2.0 projects that precede the Financial Renewal.</p> <p>QAT chose to monitor this project before it started, realizing that this effort will include Phase 3 of the TXCSES 2.0 initiative and will renew the CSD's financial business processes related to the recording of transactions and activities related to the collection, distribution, and disbursement of child support payments.</p>		
Project Risk:	High	Current Expenditures:	\$9,984,250
Original Timeline:	09/01/13 to 12/31/17	Current Timeline:	09/01/13 to 12/31/17
Initial Projected Costs:	\$40,170,113	Current Projected Costs:	\$40,170,113

Article II – Health and Human Services

Agency:	Health and Human Services Commission (HHSC)		
Project Name:	Enhanced Eligibility System (EES)		
Description:	House Bill 3575, Eightieth Legislature, Regular Session, 2007, 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 timeline for fiscal year 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>The core Application Support and Knowledge team members worked with the contractors to implement test scripts to validate that attributes, categories and keywords were correctly assigned to documents and whether searches yield anticipated results.</p> <p>The agency is migrating existing documents into the knowledgebase documentation. The Application Support and Knowledge team members attended a two-day training session to enhance skills for authoring articles in the knowledgebase and to learn more about changes that were made with the software patches received in August 2011.</p>		
Project Risk:	High	Current Expenditures:	\$530,838,457
Original Timeline:	09/01/02 to 06/30/12	Current Timeline:	09/01/02 to 6/30/12
Initial Projected Costs:	\$637,348,337	Current Projected Costs:	\$679,728,517

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>The implementation timeline has changed to a phased approach to a Releases 1 and 2. Release 1 was scheduled for June 2011 but has been delayed and a date has not been communicated to QAT. During this release, cards will be issued, the Interactive Voice Response (IVR) and help desks will be up and running and a basic provider portal will be available.</p> <p>IVR allows customers to interact with a company's database via a telephone keypad or by voice recognition, after which they can service their own inquiries by following the IVR dialogue. IVR systems can respond with prerecorded or dynamically generated audio to further direct users on how to proceed. IVR applications can be used to control almost any function where the interface can be structured into a series of simple interactions. IVR systems deployed in the network are sized to handle large call volumes.</p> <p>Release 2 functionalities involve a full provider portal, health history view, and the client portal. These functionalities are scheduled to be implemented in 2012.</p>		
Project Risk:	High	Current Expenditures:	\$3,229,810
Original Timeline:	10/01/07 to 09/23/2010	Current Timeline:	10/01/07 to 5/25/2012
Initial Projected Costs:	\$21,177,143	Current Projected Costs:	\$14,831,119

Agency:	Health and Human Services Commission (HHSC)		
Project Name:	HR Payroll Upgrade Project		
Description:	This project will upgrade the HR/Payroll system for HHSC from version 8.3 to version 9.1, which is supported by PeopleSoft and is accessible in accordance with state and federal accessibility requirements.		
Benefits:	<p>This project will result in the following:</p> <ul style="list-style-type: none"> • Upgrade the HR/Payroll system from version 8.3 to version 9.1, which is supported by PeopleSoft and is accessible in accordance with state and federal accessibility requirements. • Continuation of current and accurate payroll tax tables. • Retain the same functionality and efficiency in the upgraded version 9.1 that is in HHSC's current HR/Payroll system (PeopleSoft version 8.3, including third-party software packages). • Full vendor support from PeopleSoft for the HR/Payroll system. • Ability to upgrade the Oracle database and receive full vendor support. • Migration from 3rd party software to PeopleSoft modules for Recruitment and Learning Management. • An HR/Payroll system that provides the majority of the statewide requirements. 		
Status/ Explanation of Changes:	<p>Originally, the Comptroller of Public Account's (CPA) office was to complete this upgrade. CPA terminated the HR pathway and submitted a contract amendment to the QAT for changes regarding the responsibilities that were originally planned for Deloitte to accomplish for Financials pathway. This in turn altered the estimated costs for implementation for both the Financial and HR/PR projects.</p> <p>The contract change required HHSC to implement the upgrade of PeopleSoft/Oracle used in the AccessHR HRMS/Payroll system to PeopleSoft/Oracle 9.1. This portion of the project management has been stopped at CPA and has been re-initiated at HHSC.</p> <p>The agency has finalized all technical approach summary documents and completed the second health care management (HCM) test upgrade.</p>		
Project Risk:	High	Current Expenditures:	\$2,213,852
Original Timeline:	07/01/11 to 7/30/2012	Current Timeline:	07/01/11 to 7/30/2012
Initial Projected Costs:	\$9,792,156	Current Projected Costs:	\$11,746,873

Agency:	Health and Human Services Commission (HHSC)		
Project Name:	Enterprise Data Warehouse Initiative (EDW)		
Description:	<p>HHSC seeks to design and implement an enterprise-class Information Management Solution that provides a single source of reliable information across agency operations. Several audits of HHS agencies, both external and internal have found difficulty in finding the right information quickly and using that information to make mission critical decisions. The enterprise data warehouse is intended to integrate data across all HHS agencies to improve the delivery of healthcare services to Texans, determine the level of program and cross-agency program effectiveness, detect and prevent fraud and abuse, reduce overall costs to taxpayers and predict the state's human services needs and priorities.</p>		
Benefits:	<p>Interviews and research generated numerous business requirements, demonstrating the potential benefits of an EDW. The requirements and benefits were grouped into categories based on similarities of purpose and of information needs; these were referred to as "Opportunities." The major Opportunity areas are:</p> <ul style="list-style-type: none"> • Client and Provider Data Management (CPD) provides a single accurate view of client and provider data for improved reporting and analytical capabilities. • Client Visibility (CV) provides a consolidated unduplicated view of client identity, eligibility, authorization, and personal data between programs. • Service Delivery (SD) provides comprehensive and complete visibility to individual episodes of care. • Drug Integration (DI) provides alignment of drug utilization with distinct events in episodes of care. • Client Life History (CLH) provides total life of the client health visibility. 		
Status/ Explanation of Changes:	<p>The Centers for Medicare and Medicaid Services (CMS) funding approval for the next stage of planning, Implementation Advance Planning Document (IAPD) and Request for Offer (RFO) Approval, was received in July 2011. The project timeline has been re-baselined to reflect the negotiated timeline and scope approved by CMS.</p> <p>The timeline has also been adjusted to accommodate a reduced team size due to full-time-equivalent constraints and additional CMS approval stage gates for the project required by CMS.</p> <p>The EDW business requirements gathering and assessment for Stage 1 Planning was commenced in January 2010. Business justification activities for the EDW were completed in June 2011. Federal approval to proceed with the next phase of the project entailing the preparation of a Request for Offers (RFO) and an (IAPD) has been received.</p>		
Project Risk:	High	Current Expenditures:	\$4,939,390
Original Timeline:	04/01/08 to 4/30/2017	Current Timeline:	04/01/08 to 10/31/2018
Initial Projected Costs:	\$100,002,963	Current Projected Costs:	\$100,002,963

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 developed 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 agency's project Steering Committee decided to use the Trauma Registry Improvement System (TRIS) Project (EMS Trauma) RFO and contract for the Birth Defects, Lead, and other HRI aligned projects to expand the original initiative of the HRI project.</p> <p>According to the agency, this decision offers DSHS the best return on investment for the implementation of multiple registries. To take advantage of this opportunity, it was necessary for DSHS to wait for the completion of the Trauma Registry project contract and to coordinate HRI project milestones with those of the TRIS and other HRI aligned projects thus extending the original timeframe and estimated costs. The project received additional Title V funding of \$574,500 to complete Birth Defects portion of this new initiative.</p> <p>The agency extended the project end date to include implementing solution for replacing the Lead registry. DSHS re-established the end date once the vendor reported back to the agency the updated timeline for Lead registry.</p> <p>DSHS is increasing the scope of the project to include the Birth Defects Registry and Child and Adult Lead Registries. These two registries are currently supported by aging applications which are problematic to support and unable to easily share data.</p> <p>QAT recently approved DSHS' contract amendment to increase the costs to the project from \$ 1,285,000 to \$ 2,847,991.</p>		
Project Risk:	Medium	Current Expenditures:	\$1,314,170
Original Timeline:	11/02/09 to 08/31/11	Current Timeline:	11/02/09 to 01/15/13
Initial Projected Costs:	\$1,000,000	Current Projected Costs:	\$2,847,991

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 - 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 and uses an obsolete programming language (FoxPro for DOS) for the field applications.</p>		
Benefits:	<p>The 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>Project Budget has been revised based on the approved Implementation Advanced Planning Document (IAPD). The project budget and timeline are being re-baselined and all DSHS required documentation is being completed. Project Budget has been revised to include internal informational staff costs. The IAPD gives greater detail related to increased timeline and costs</p> <p>The Business Case was approved by the DSHS Commissioner and the request for offer (RFO) was released April 5, 2011. DSHS held a RFO bidder conference and a Q&A process was completed. One outcome of the conference was an amendment to the Gartner contract to complete Budget Alternatives Analysis executed. Catapult Systems is assisting DSHS with various services, which include:</p> <ul style="list-style-type: none"> • planning and assessment; • requirements development; • proof of concept; • implementation; • deployment; • governance; • application programming and support services; and • system software administration and support, training support, and support of RFO process. 		
Project Risk:	High	Current Expenditures:	\$3,773,471
Original Timeline:	07/13/06 to 06/30/10	Current Timeline:	07/13/06 to 03/31/16
Initial Projected Costs:	\$24,899,000	Current Projected Costs:	\$75,957,804

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; and developing 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>The project completion has been extended into the next fiscal year and costs were re-estimated to account for the extension. Additional costs are also incurred due to the installation of wireless infrastructure in the pharmacy warehouse and the purchase of additional barcode scanning devices.</p> <p>The project completion date was extended due to delays in delivery of the new server infrastructure. This delayed the installation of the software, the transition from the current system to the new servers, and the rollout of the remaining software modules.</p> <p>The agency added two amendments to the existing contract with the software vendor. The project timeline was reviewed and has been revised to reflect a more realistic timeline for project completion.</p>		
Project Risk:	High	Current Expenditures:	\$541,552
Original Timeline:	11/01/09 to 05/31/11	Current Timeline:	11/01/09 to 01/09/13
Initial Projected Costs:	\$1,030,293	Current Projected Costs:	\$1,825,612

Agency:	Department of State Health Services (DSHS)		
Project Name:	Trauma Registry Improvement System Project (TRISP)		
Description:	The current DSHS EMS/Trauma registry is dated 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 issues, and potentially other patient populations. The state has more than 1,100 EMS Licensed Providers and more than 240 acute care hospitals.		
Status/ Explanation of Changes:	<p>The agency has been working with Team for Texas (TFT) to get the DSHS Trauma Servers ready for the Maven installation while installing Maven 4.1 software on the Trauma servers.</p> <p>Team for Texas is the outsourcing program for the state's data center consolidation effort.</p> <p>Maven software is a modifiable off-the-shelf (MOTS) product that functions both as a case management and surveillance application.</p> <p>In February 2011, DSHS entered into a contract to implement the new Trauma Registry with Consilience, a registry software vendor with extensive experience in registries and medical surveillance. The vendor will provide a team of Trauma Registry personnel for the entire project, including requirements, use cases, configuration, testing, training, implementation and maintenance. Over the course of the next year DSHS will be working with Consilience to install, configure, test, train and implement the new Trauma Registry system.</p>		
Project Risk:	Medium	Current Expenditures:	\$696,638
Original Timeline:	11/02/09 to 06/29/12	Current Timeline:	11/02/09 to 06/29/12
Initial Projected Costs:	\$3,280,046	Current Projected Costs:	\$3,280,046

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 (NCLB), 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 is related to the NCLB grants. And Phase II was planned to be the Information Finance Management (IFM) calculation effort, which is related to Individuals with Disabilities Education Act (IDEA+) grants.</p> <p>TEA has moved CEMS import functions of the Public Education Information Management System (PEIMS) data functionality to a production environment. TEA has also completed the NCLB Consolidated Title I, Part A grant development.</p>		
Project Risk:	High	Current Expenditures:	\$4,868,849
Original Timeline:	09/01/06 to 08/31/09	Current Timeline:	09/01/06 to 06/30/12*
Initial Projected Costs:	\$3,611,536	Current Projected Costs:	\$5,543,225*

*Phase I is complete. TEA created Phase II (75 percent complete) and continued the project, thus increasing the original estimates.

Agency:	Texas Education Agency (TEA)		
Project Name:	Foundation School Program (FSP) Consolidated Rewrite Phase II		
Description:	<p>This project will 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 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>TEA completed the phased parallel testing designed to confirm the accuracy and integration of data in the new data management, Summary of Finances (SOF), and payments systems and SAS on UNIX integration with Oracle. Phase 1 testing covers the SAS on UNIX integration with Oracle, the historical data load of payment ledgers, and the new payments subsystem. This includes integration of data from Data Management and workflow of allotment amounts to the payments subsystem.</p> <p>The project timeline was extended to include the completion of the Instructional Facilities Allotment (IFA) and Existing Debt Allotment (EDA) subsystems.</p>		
Project Risk:	High	Current Expenditures:	\$2,573,507
Original Timeline:	09/01/06 to 08/31/09	Current Timeline:	09/01/06 to 12/31/11*
Initial Projected Costs:	\$2,786,326	Current Projected Costs:	\$2,736,839

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

Agency:	Texas State University – San Marcos (TSU)		
Project Name:	Student Information System (SIS)		
Description:	Texas State University-San Marcos is engaged in the implementation of a fully-integrated student information system (SIS). This project will provide the university with an information system that addresses the current and future needs of students, faculty, and staff.		
Benefits:	<p>The student information system will meet the following objectives:</p> <ul style="list-style-type: none"> • enable self-service for students to perform basic administrative functions and tasks in a one-stop service and access environment; • integrate data sources and process into one data function that supports one-time entry of student data; • support the retention and recruitment of students and encourage a strong and positive relationship with the university, alumni, donors, and other constituencies; • integrate and support new learning and teaching opportunities and technologies for students and faculty; • support open interfaces and integration with other campus applications and database systems; • ensure data integrity, privacy, and security in an open-access environment; • support faculty and staff who perform both basic and complex functions through simplified work processes and procedures; • enable ongoing, flexible re-configuration of the application to extend its life cycle and to meet the changing business processes of the university; and • include implementation and support services that meet university needs. 		
Status/ Explanation of Changes:	<p>Student Business Services (SBS) used the new SIS to generate the first batch of student electronic bills on August 1, 2011.</p> <p>SBS incorporated the new billing and payment process options into the SIS project. Options incorporated from the SBS Student Satisfaction Survey requests are as follows:</p> <ul style="list-style-type: none"> • the ability to pay by more than one method of payment; • allowing more payment amount options (more than the minimum but less than full amount); • allowing students to authorize a third party, such a parent or guardian, to have individual access to the students billing and payment information; • clarification of billing information; and • elimination of schedule change fees. 		
Project Risk:	Medium	Current Expenditures:	\$12,974,119
Original Timeline:	09/01/09 to 04/30/12	Current Timeline:	09/01/09 to 04/30/12
Initial Projected Costs:	\$16,249,969	Current Projected Costs:	\$16,249,969

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 agency will implement the system in multiple phases to align with its business cycles, to optimize training opportunities and to mitigate project 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 February 2012.</p>		
Status/ Explanation of Changes:	<p>The agency re-evaluated the project plan for Phase 3 and moved the final phase launch from January 2012 to February 2012. An evaluation is ongoing to potentially launch the request/order component of the module earlier in January 2012 to accommodate commodity school ordering timelines.</p> <p>The request/order component for schools is scheduled to begin ordering commodity products and will be available on January 30, 2012. The remaining Phase 3 components are planned for the February 27, 2012 launch date.</p>		
Project Risk:	Medium	Current Expenditures:	\$1,512,232
Original Timeline:	09/01/09 to 08/31/11	Current Timeline:	09/01/09 to 02/27/12
Initial Projected Costs:	\$2,527,200	Current Projected Costs:	\$2,527,200

Agency:	Texas Commission on Environmental Quality (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 other divisions in the agency, agency management, the regulated community, other governmental agencies and the public access to the data 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 periods. In addition, limited staff resources could 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 completed user acceptance test (UAT) plans/scripts. The objective of the agency incorporating a UAT is to certify that an application meets user expectations and is ready for production.</p> <p>This transition will include a complete production deployment of Release 2 and 3, a complete UAT of Release 3 while completing user and operations training. This will be completed in November 2011.</p>		
Project Risk:	High	Current Expenditures:	\$1,029,397
Original Timeline:	09/01/09 to 08/31/11	Current Timeline:	09/01/09 to 11/30/11
Initial Projected Costs:	\$1,509,859	Current Projected Costs:	\$1, 572,221

Agency:	Texas Commission on Environmental Quality (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. 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. The system will also save grantee’s time by enabling them to securely access their grant reporting information via the Internet, and allow the grantees to securely submit usage reports using a legally enforceable electronic signature.</p> <p>The existing Microsoft 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>Issues between the TERP DMS and the agency’s enterprise contract management system caused inconsistent viewing of transferred contract and supporting documents. These issues required the contractor to completely rebuild the document creation functionality.</p> <p>Data conversion that needed to be migrated from Microsoft Access to Oracle took substantially longer than initially estimated by the contractor. This delayed the system delivery, which allowed for only one week for a complete sequential processing user acceptance test (UAT).</p> <p>After substantial UAT, the results show that some high-level system requirements were either not programmed into the application or are not functioning as specified in the design documents. This situation contributed to a four-month delay from the original estimated completion date.</p>		
Project Risk:	High	Current Expenditures:	\$1,244,832
Original Timeline:	09/01/09 to 08/31/11	Current Timeline:	09/01/09 to 12/31/11
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 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.</p>		
Status/ Explanation of Changes:	<p>The agency 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> <p>The full production deployment was delayed by three months due to the large number of high category errors and the follow up re-testing and regression testing needed to verify corrective action. The initial production deployment of critical business functionality was completed in September 2011, which is approximately 80 percent of the total functionality. The target date for completion of deployment for the remaining functionality is November 2011.</p> <p>Another phase (PARIS II) is expecting to begin after PARIS I is implemented.</p>		
Project Risk:	High	Current Expenditures:	\$2,447,441
Original Timeline:	09/01/09 to 08/31/11	Current Timeline:	09/01/09 to 11/30/11
Initial Projected Costs:	\$3,400,000	Current Projected Costs:	\$4,924,796

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 beyond what is now available.</p> <p>The current system lacks 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>The system was deployed in May 2010. After deployment, the agency began experiencing significant issues with the Texas Parks system. TPWD is working with the vendor to resolve and negotiate outstanding issues and project deliverables still to be completed.</p> <p>TPWD is working to finalize in scope and out of scope requirements and costs associated with diminished value of services received by TPWD from the vendor, Active Network.</p>		
Project Risk:	High	Current Expenditures:	\$2,906,658*
Original Timeline:	09/01/07 to 11/05/08	Current Timeline:	09/01/07 to 12/31/11
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

Agency:	Water Development Board, Texas (TWDB)		
Project Name:	Texas Water Information System Expansion (TxWISE) Project Phase 3		
Description:	TxWISE will integrate current TxWISE functionality and the Financial Information System (FIS) onto a web-based platform. This effort is anticipated to be accomplished in manageable steps to develop, test, and implement TxWISE and FIS functionality, while maintaining the underlying TxWISE database.		
Benefits:	<p>This system will allow the agency to retire several independent legacy data systems and convert the data into one central repository, and is anticipated to accomplish the following goals:</p> <ul style="list-style-type: none"> • provide agency-wide access to all internal board offices; • generate accurate and timely data; • provide information collection and comparative analysis of financial and accounting data and all program resources to effectively increase loan volume and program pace; • improve reporting capabilities with the Board's Environmental Protection Agency (EPA) partners and other agencies; • allow for timely decision-making on financial, Treasury, and budgetary matters 		
Status/ Explanation of Changes:	<p>The agency is continuing to move forward with the Texas Water Information System Expansion (TxWISE) project in partnership with Northbridge Environmental Consulting.</p> <p>TxWISE Phase 1 was completed in October, 2009; Phase 2 integrated Inspection and Field Support System (IFSS) and Contract Administration System functionality was deployed to production on October 28, 2010.</p> <p>The final phase of TxWISE (Phase 3) is expected to be a two-year project. Project planning began in March and April, 2011. Design and development tasks are scheduled to extend through the 2012–13 biennium with a final scheduled date for deployment in June, 2013.</p>		
Project Risk:	High	Current Expenditures:	\$116,772
Original Timeline:	03/01/11 to 05/30/13	Current Timeline:	03/01/11 to 06/30/13
Initial Projected Costs:	\$1,638,332	Current Projected Costs:	\$1,638,332

Article VII – Business & Economic Development

Agency:	Transportation, Texas Department of (TxDOT)		
Project Name:	Compass Project - Maintenance Management System (COMPASS - 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> <ul style="list-style-type: none"> • one-time collection of information to improve accuracy and to reduce redundant entry; • establishing process consistency across the state; • improving and expedite reporting capabilities to the maintenance sections, areas, districts, and divisions; • enhancing the expenditure reporting process to calculate the cost of labor, materials, and equipment and have the ability to post expenditures in real time; • reducing paper flow/eliminate paper daily activity reports; and • developing workflow for paperless approvals 		
Status/ Explanation of Changes:	<p>TxDOT reported 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 completed coding for project customizations and is continuing the interface design and development on all legacy systems.</p> <p>Fourteen districts will complete end user training and be deployed onto the sandbox. A sandbox is essentially a virtual environment where programs can run safely without having an effect on the overall system (this is especially useful when browsing the web or testing a non-trusted program from perhaps an unknown or non-trusted source).</p> <p>Pilot testing and operations were concluded with all issues being logged and tracked for corrections. Data conversions were deployed onto the sandbox (production with no interfaces) environment and the Interface Application User Guide was submitted for approval.</p>		
Project Risk:	High	Current Expenditures:	\$6,372,356
Original Timeline:	04/01/06 to 03/31/11	Current Timeline:	04/01/06 to 01/31/13
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 could save more than \$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>Since July 2008, delays have hampered this project and this continues 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 structured into three phases: 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> <p>TxDOT scored the RFO and interviewed four potential vendors to complete the system and identified the top scoring vendor. The agency is making clarifications and negotiations with the vendor.</p> <p>TxDOT plans to enter into an agreement with selected vendor in the next fiscal quarter.</p>		
Project Risk:	High	Current Expenditures:	\$350,371
Original Timeline:	05/01/06 to 08/31/10	Current Timeline:	05/01/06 to 05/01/12
Initial Projected Costs:	\$2,500,000	Current Projected Costs:	\$2,500,000

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>STARS II is intended to 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 is reviewing TPP business processes to identify any potential gaps. TPP is willing to use the Commercial off-the-shelf (COTS) functionality and adjust accordingly when its tasks can be performed in a slightly different manner with the COTS function.</p> <p>TxDOT is having difficulty with the current vendor, yet the vendor is motivated to enhance the COTS product. TxDOT is negotiating with the vendor to obtain a viable solution and/or request additional funding and follow change management procedures.</p> <p>Three project gates remain outstanding. The tasks remaining to complete the project cannot be completed prior to the end of fiscal year 2011, which is the current estimated project completion date. The STARS II Contract expires August 31, 2011. The current end date is undetermined.</p>		
Project Risk:	High	Current Expenditures:	\$309,834
Original Timeline:	11/01/08 to 12/31/09	Current Timeline:	05/01/09* to 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> <ul style="list-style-type: none"> • Configurability – The current system cannot easily support new and revised functionality related to changes in the industry, policy or legislation. • 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. • 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. • 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 developed by the vendor and the resulting reports are at times unreliable. • Reliability – TTA needs a system that provides 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. 		
Status/ Explanation of Changes:	<p>The business requirements for the system have been finalized and are a part of the request for proposal (RFP).</p> <p>In August 2011, the Texas Transportation Commissioners approved the Minute Order as presented at the commission meeting recommending the team proceed to negotiation with the apparent best value vendor – Federal Signal Technologies</p> <p>The commission met with Federal Signal Technologies (FSTech) post-award to clarify RFP technical provisions and request contract language changes for consideration by TxDOT. The Office of the General Council finalized contract language and submitted agreement to FSTech for a signature in October 2011.</p> <p>Toll revenue will fund the total cost of this project. 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:	\$591,171
Original Timeline:	08/01/10 to 06/01/12	Current Timeline:	08/01/10 to 06/01/12
Initial Projected Costs:	\$8,658,988	Current Projected Costs:	\$8,658,988

Agency:	Transportation, Texas Department of (TxDOT)		
Project Name:	Highway Performance Monitoring System - Graphical Information System (HPMS-GIS) Conversion Project		
Description:	<p>The legacy mainframe databases contains the road inventory data reported in HPMS are incapable of complying with the new data specification. This project will acquire a software solution that allows TxDOT to migrate these legacy systems to a fully geospatial environment, including developing tools for data input, maintenance, analysis, quality assurance, and reporting.</p> <p>This project will also eliminate redundant mainframe files, thereby improving both efficiency and the value of TxDOT's roadway inventory data management systems.</p>		
Benefits:	<p>The anticipated outcomes for the first phase of the new system are to:</p> <ul style="list-style-type: none"> • replace multiple outdated mainframe applications; • improve the quality of TxDOT's roadway inventory data; • improve the efficiency of maintaining TxDOT's roadway inventory data; and • support TxDOT's production of the annual HPMS report in the required format. 		
Status/ Explanation of Changes:	<p>TxDOT completed vendor negotiations and signed a contract with Technology Consortium LLC. The agency issued a purchase order in July 2011.</p> <p>TxDOT is preparing logistics such as office space and desktop computers for vendor personnel. The vendor Project Manager, Functional Lead, and Technical Lead began onsite work in August 2011.</p>		
Project Risk:	High	Current Expenditures:	\$69,050
Original Timeline:	08/05/10 to 09/10/12	Current Timeline:	08/05/10 to 09/10/12
Initial Projected Costs:	\$2,341,000	Current Projected Costs:	\$2,341,000

Appendix B: Completed Projects

Article I – General Government

Office of the Comptroller of Public Accounts (CPA)

Treasury Operations Project

Initial Timeline: 09/01/07 to 08/31/11

Final Timeline: 09/01/07 to 08/31/11

Initial Cost: \$7,747,019

Final Cost: \$12,654,954

A Post Implementation Review of Business Outcomes is due from the agency in March 2012.

Article II – Health and Human Services

Department of Aging and Disability Services (DADS)

Application Remediation Project

Initial Timeline: 04/01/06 to 08/31/07 Final Timeline: 04/01/06 to 06/30/11
Initial Cost: \$1,178,188 Final Cost: \$5,250,819

A Post Implementation Review of Business Outcomes is due from the agency in December 2011.

Department of Aging and Disability Services (DADS)

State Supported Living Center (SSLC) Telecommunications Project

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

A Post Implementation Review of Business Outcomes was due from the agency in August 2010. To date, a report has not been sent to QAT.

Department of Family and Protective Services (DFPS)

Fostering Connections Project

Initial Timeline: 10/01/09 to 08/31/10 Final Timeline: 10/01/09 to 02/28/11
Initial Cost: \$1,511,966 Final Cost: \$1,244,633

A Post Implementation Review of Business Outcomes was received from the agency in April 2011.

Department of Family and Protective Services (DFPS)

National Youth in Transition Database Project

Initial Timeline: 10/01/09 to 08/31/10 Final Timeline: 10/01/09 to 06/20/11
Initial Cost: \$2,575,963 Final Cost: \$1,468,120

A Post Implementation Review of Business Outcomes was received from the agency in August 2011.

Department of State Health Services (DSHS)

Automated Medication Administration Record System (AMARS) Project

Initial Timeline: 07/07/07 to 08/31/09 Final Timeline: 07/07/07 to 12/23/10*
Initial Cost: \$4,794,860 Final Cost: \$4,785,878

*The project had been placed on hold 2/11/11 by the agency due to Texas Center for Infectious disease (TCID) not being ready for rollout. During this reporting period, it became clear to the business project sponsor and the IT sponsor that TCID may not be ready indefinitely; thus agreement was reached to close the project retroactive to 12/23/2010 (date of the final unit to go-live at Rusk State Hospital) and transfer the application for ongoing support to Health and Human Services Commission (HHSC) Enterprise IT as initially planned. If and when TCID is ready to roll out, those activities will be under the control of the HHSC Project Manager.

A Post Implementation Review of Business Outcomes is due from the agency in February 2012.

Health and Human Services Commission (HHSC)

Extended Enterprise Identity and Access Management (XIAM) Project

Initial Timeline: 10/01/09 to 08/31/10 Final Timeline: 10/01/09 to 06/20/11
Initial Cost: \$2,575,963 Final Cost: \$1,468,120

A Post Implementation Review of Business Outcomes is due from the agency in December 2011.

Health and Human Services Commission (HHSC)

Lone Star EBT UNIX Migration (TxEBT) Project

Initial Timeline: 09/01/07 to 08/31/09 Final Timeline: 09/01/07 to 07/23/10
Initial Cost: \$2,084,696 Final Cost: \$3,052,198

A Post Implementation Review of Business Outcomes is due from the agency in January 2012.

Article III – Education

Midwestern State University (MSU)

Mustangs G.A.I.T. Project

Initial Timeline: 06/01/06 to 06/01/10	Final Timeline: 06/01/10 to 04/30/10
Initial Cost: \$3,500,000	Final Cost: \$2,729,141

*The Institution has postponed the implementation of the product called Luminis and work flow. Project has come to an end. Remaining activity has been postponed indefinitely.

Texas Education Agency (TEA)

Foundation School Program Re-Write (FSP) Project Phase I

Initial Timeline: 09/01/06 to 02/17/10	Final Timeline: 09/01/06 to 08/31/11
Initial Cost: \$3,908,087	Final Cost: \$4,037,601

*A Post Implementation Review of Business Outcomes for Phase I is due from the agency in February 2012.

Texas Education Agency (TEA)

Public Education Information Management System (PEIMS) Project Phase II

Initial Timeline: 09/01/09 to 08/31/11	Final Timeline: 09/01/09 to 08/31/11
Initial Cost: \$3,852,000	Final Cost: \$3,801,128

*A Post Implementation Review of Business Outcomes for Phase II is due from the agency in February 2012.

Texas Education Agency (TEA)

Educator Certification (SBEC) Online Rewrite (SBEC) Project

Initial Timeline: 01/01/07 to 08/31/10	Final Timeline: 01/01/07 to 08/31/11
Initial Cost: \$1,759,802	Final Cost: \$1,701,471

*A Post Implementation Review of Business Outcomes (PIRBO) for Phase I is due from the agency in February 2012. Agency reported that active development on project ceased and not all components completed. TEA internal audit is currently in progress with results incorporated in PIRBO.

Article IV – Judiciary

Office of Court Administration (OCA)

Texas Appeals Management & E-filing System (TAMES). Project

Initial Timeline: 09/01/07 to 02/28/10 Final Timeline: 09/01/07 to 09/30/11

Initial Cost: \$3,590,903 Final Cost: \$4,126,053

*A Post Implementation Review of Business Outcomes is due from the agency in March 2012.

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

*A Post Implementation Review of Business Outcomes was due from the agency in August 2010. To date a report has not been sent to the Quality Assurance Team. The Quality Assurance Team has made several attempts to receive this report without success.

Rider 28 of the agency's bill pattern states that the Texas Department of Criminal Justice shall demonstrate that the current phase (Phase III, Period 1) of the Offender Information Management System meets the business needs of the agency and the technical capabilities, performance, and specifications identified during the development phase of the project. The Texas Department of Criminal Justice shall validate that all product requirements are satisfied and that no outstanding issues exist. Senior management of the Board of Pardons and Paroles, the Texas Department of Criminal Justice, and the Parole Division of the Texas Department of Criminal Justice shall provide to the Governor and the Legislative Budget Board a letter of certification validating the usability and functionality of the current system (Phase III, Period 1) before expenditure of funds by the Texas Department of Criminal Justice for the next phase of the project (Phase III, Period 2).

The Texas Department of Criminal Justice shall provide a detailed project plan for the next phase of the Offender Information Management System (Phase III, Period 2), to the Governor and the Legislative Budget Board prior to the expenditure of funds for project implementation. This plan shall include a detailed description of tasks, deliverables, milestones, work efforts, responsible individuals, and due dates. The Texas Department of Criminal Justice shall provide performance measures to assist in evaluating the progress of the project. The Texas Department of Criminal Justice shall continue to provide monthly status reports to the Quality Assurance Team that include project status, change management, risk management, issue and action items, deliverables, and scheduled accomplishments.

Article VI – Natural Resources

Texas Commission on Environmental Quality (TCEQ)

TCEQ Automated Budget System (TABS)

Initial Timeline: 09/01/07 to 08/31/09

Final Timeline: 09/01/07 to 08/31/10

Initial Cost: \$1,157,839

Final Cost: \$2,027,216

*A Post Implementation Review of Business Outcomes was due from the agency in February 2011. Currently the agency is working on finalizing the report.

Texas Parks & Wildlife Department (TPWD)

Oracle e-Business Information System (BIS) Transition Project

Initial Timeline: 09/01/07 to 09/01/08

Final Timeline: 09/01/07 to 10/29/10

Initial Cost: \$1,590,041

Final Cost: 4,945,547

*A Post Implementation Review of Business Outcomes was due from the agency in April 2011. The agency is currently finalizing the report.

Article VII – Business & Economic Development

Texas Department Transportation (TxDOT)

Statewide Analysis Model (SAM) Project – Version 2

Initial Timeline: 11/01/08 to 8/31/2011 Final Timeline: 11/01/08 to 8/31/2011
Initial Cost: \$792,241 Final Cost: \$792,241

*A Post Implementation Review of Business Outcomes is due from the agency in February 2012.

Texas Department Transportation (TxDOT)

Texas Permit Routing Optimization System (TxPROS)

Initial Timeline: 09/13/2004 to 8/31/2009 Final Timeline 09/13/2004 to 08/31/2011
Initial Cost: \$1,400,000 Final Cost: \$1,654,700

*A Post Implementation Review of Business Outcomes is due from the agency in February 2012

Texas Workforce Commission (TWC)

Enterprise Document Management Project – (FileNet Licenses and Conversion)

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

Texas Workforce Commission (TWC)

TWIST Child Care Consolidation Project

Initial Timeline: 06/18/2007 to 1/18/2008 Final Timeline 06/18/2007 to 08/31/2011
Initial Cost: \$2,195,005 Final Cost: \$3,499,474

*A Post Implementation Review of Business Outcomes is due from the agency in February 2012.

Appendix C: Waived Projects

Article II – Health & Human Services

Health & Human Services Commission (HHSC)

Medical Transportation Program Telecommunications Enhancements Project (MTP)

Initial Timeline:	04/01/08 to 12/31/08	Current Timeline:	04/01/08 to 03/31/12
Initial Cost:	\$5,915,681	Current Cost:	\$5,046,436

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.