



# Annual Report

OVERVIEW OF MAJOR INFORMATION RESOURCES PROJECTS REPORTED TO THE QUALITY ASSURANCE TEAM

December 2014 to November 2015

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Legislative Budget Board

State Auditor's Office

Department of Information Resources

December 7, 2015

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# OVERVIEW OF MAJOR INFORMATION RESOURCES PROJECTS REPORTED TO THE QUALITY ASSURANCE TEAM

The Quality Assurance Team (QAT), which includes representatives from the Legislative Budget Board (LBB), the State Auditor's Office (SAO), and the Department of Information Resources (DIR), identified 31 major information resources projects that are expected to exceed their original planned duration by more than 10 percent. Furthermore, 15 projects have exceeded or are expected to exceed their initial budgets by more than 10 percent. *See* Appendix A for additional information<sup>1</sup>.

From December 2014 to November 2015, the QAT provided process improvement strategies to state entities that manage the projects in the portfolio. QAT maintains the state's project portfolio, which is a single view of all agency projects that meet the threshold for a major information resources project.

## FACTS AND FINDINGS

- ◆ From December 2014 to November 2015, 91 major information resources projects representing \$1.4 billion in current estimated costs were in the technology portfolio. Twenty-three of these projects were approved and were scheduled to begin on or after September 1, 2015.
- ◆ The technology portfolio's total current estimated project costs have increased \$200,000 since last year's annual report. However, there are 18 more projects than last year's report.
- ◆ Twenty-seven projects were reported to be complete or near completion as of November 2015.
- ◆ Five projects were canceled since last year's annual report.
- ◆ QAT reviewed 33 business cases submitted by 12 agencies since last year's annual report.
- ◆ The Eighty-fourth Legislature, through the General Appropriations Act for the 2016–17 Biennium (House Bill 1), provided QAT with additional oversight responsibilities.
- ◆ Agencies need to allocate adequate time to identify project requirements, negotiate with vendors, and perform user acceptance testing.
- ◆ Projects with a shorter development schedule (less than 28 months) have a greater chance of meeting their initial costs and duration estimates.
- ◆ Agencies have developed insightful ways to quantify project benefits.
- ◆ Agencies are engaging with independent verification and validation vendors to verify project results.

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<sup>1</sup> Appendix A includes all projects identifying the initial and current estimated costs and the initial estimated duration.

## DISCUSSION

Staff from the LBB, SAO, and DIR serve in a joint capacity on the QAT. The QAT reviews and monitors state agency major information resources projects; identifies potential major information resources projects from agency *Biennial Operating Plans*; monitors the status of major information resources projects monthly or quarterly, depending on the risk of the project; and provides feedback on agencies' framework deliverables.

## BACKGROUND

QAT functions pursuant to the Texas Government Code, Chapter 2054, and the Eighty-fourth Legislature, through the General Appropriations Act for the 2016–17 Biennium (House Bill 1), Section 9.02. QAT approves, monitors, and reviews major information resources projects. Since its inception, the QAT has published annual reports that provide the status of these projects.

LBB staff specify procedures for the submission, review, approval, and disapproval of *Biennial Operating Plans* and amendments, including procedures for review or reconsideration of the LBB's disapproval of a *Biennial Operating Plan* or *Biennial Operating Plan* amendments.

SAO staff retain independence while assisting the QAT in project reviews. Beginning in fiscal year 2005, the SAO delegated voting authority for any QAT-related decisions to approve or disapprove the expenditure of funds to the LBB. That delegation was made to ensure that the SAO retains its independence as required by certain auditing standards. The SAO delegated that authority again for fiscal years 2016 and 2017.

DIR's Texas Project Delivery Framework (framework) is intended for use during delivery of major information resources projects as defined in the Texas Government Code, Chapter 2054, Information Resources, and for certain major contracts. DIR's framework includes the following components:

- project initiation;
- project planning;
- project execution;
- monitoring and control; and
- benefits realization.

## PROJECT PERFORMANCE OBSERVATIONS

From December 2014 to November 2015, 91 major information resources projects representing \$1.4 billion are in the technology portfolio. Twenty-three of these projects were approved and were scheduled to begin after September 1, 2015. The technology portfolio's total current estimated costs increased by \$200,000 since the last annual report. However, the portfolio grew by 18 additional technology projects.

Twenty-seven projects were reported as complete or near completion since December 2014, and QAT is waiting on several agency submissions of *Post-implementation Review of Business Outcomes* (PIRBO) reports.

Since the 2014 QAT annual report, the SAO performed eight project reviews involving seven agencies on behalf of QAT. QAT selected the projects for review because they had been reported as complete, were nearing completion,

### Major Information Resources Projects

Pursuant to the Texas Government Code, Chapter 2054, a major information resources project is:

- Any information resources technology project identified in a state agency's *Biennial Operating Plan* whose development costs exceed \$1.0 million and that:
  - Requires one year or longer to reach operations status,
  - Involves more than one state agency, or
  - Substantially alters the work methods of state agency personnel or the delivery of services to clients.
- Any information resources technology project designated by the Legislature in the General Appropriations Act as a major information resources project.

Chapter 2054 does not apply to higher education institutions that do not submit a *Biennial Operating Plan*.

or were identified as high-risk projects. Results of that review were published in the SAO's report, *A Report on Analysis of Quality Assurance Team Projects* (SAO Report No. 15-015, December 2014).

### **OBSERVATIONS AND TRENDS**

Observations and trends are based on self-reported information as of November 2015. Information reported for projects that are in progress may change as implementation progresses.

While QAT provides oversight for major information resources projects, agencies are ultimately accountable for the successful delivery of their projects. Other factors work in conjunction with those identified below to affect project outcomes.

The following trends and statistics apply only to the 57 projects that were reported as (approximately) 30 percent or more complete as of November 2015.

#### **Observation 1: Duration of a Project**

When agencies adopt a shorter development schedule (less than 28 months), the agency has a better chance of meeting its cost and duration estimate.

- 32 of 56 projects (57 percent) have a current duration of 27 months or less.
- 1 of 32 projects (3 percent) with a duration of 27 months or less has exceeded their initial estimated cost and duration estimates by more than 10 percent.
- 24 of 56 projects (43 percent) have a current duration of 28 months or more.
- 9 of 24 projects (38 percent) with a duration of 28 months or more have exceeded their initial cost and duration estimates by more than 10 percent.

#### **Observation 2: Timeframe with Procurement Activities**

The Acquisition Plan can help avoid missed milestones related to procurements by establishing a consistent method to plan and ultimately manage technology procurement projects. Delays in the project time line can occur because of delays in vendor evaluation and selection. All specifications, software, hardware, training, installation, and maintenance need to be addressed in contract negotiations to minimize delays in finalization of the contract package.

While there are many factors to consider when preparing an acquisition plan, some key items to assist agencies include:

- Ensure that the acquisition plan includes determining the category of milestones or services, choosing the type of contractual relationship, soliciting bids, selecting bidders, managing the work, and closing the contracts.
- Identify clear standards for projects. Spend time identifying the various components that a system will use and the environment in which it will be located.
- Base the decisions made when selecting the type of contract on the following:
  - whether the solution can be provided by vendors or partners;
  - the extent to which the work is well defined;
  - how the risk will be shared;

#### ***Post-implementation Review of Business Outcomes (PIRBO)***

*A Post-implementation Review of Business Outcomes* describes the expected benefits and outcomes compared to the realized benefits and outcomes of implementing a major information resources project. In that report, the agency also identifies the lessons it learned that can be used to improve agency and/or state level processes.

The agency must submit a *Post-implementation Review of Business Outcomes* to the QAT within six months after a project has been completed.

A second PIRBO must be submitted two years after project completion.

- the importance of the task to the schedule; and
- the need for certainty with regards to the cost.
- Evaluate vendors that bid on contracts on past performance and current financial status. It is important to consult with agency purchasing staff to determine a reasonable timeline for a procurement based on the solicitation method, agency evaluation process, and executive sign-off on major purchases.

**Observation 3: Canceled Projects**

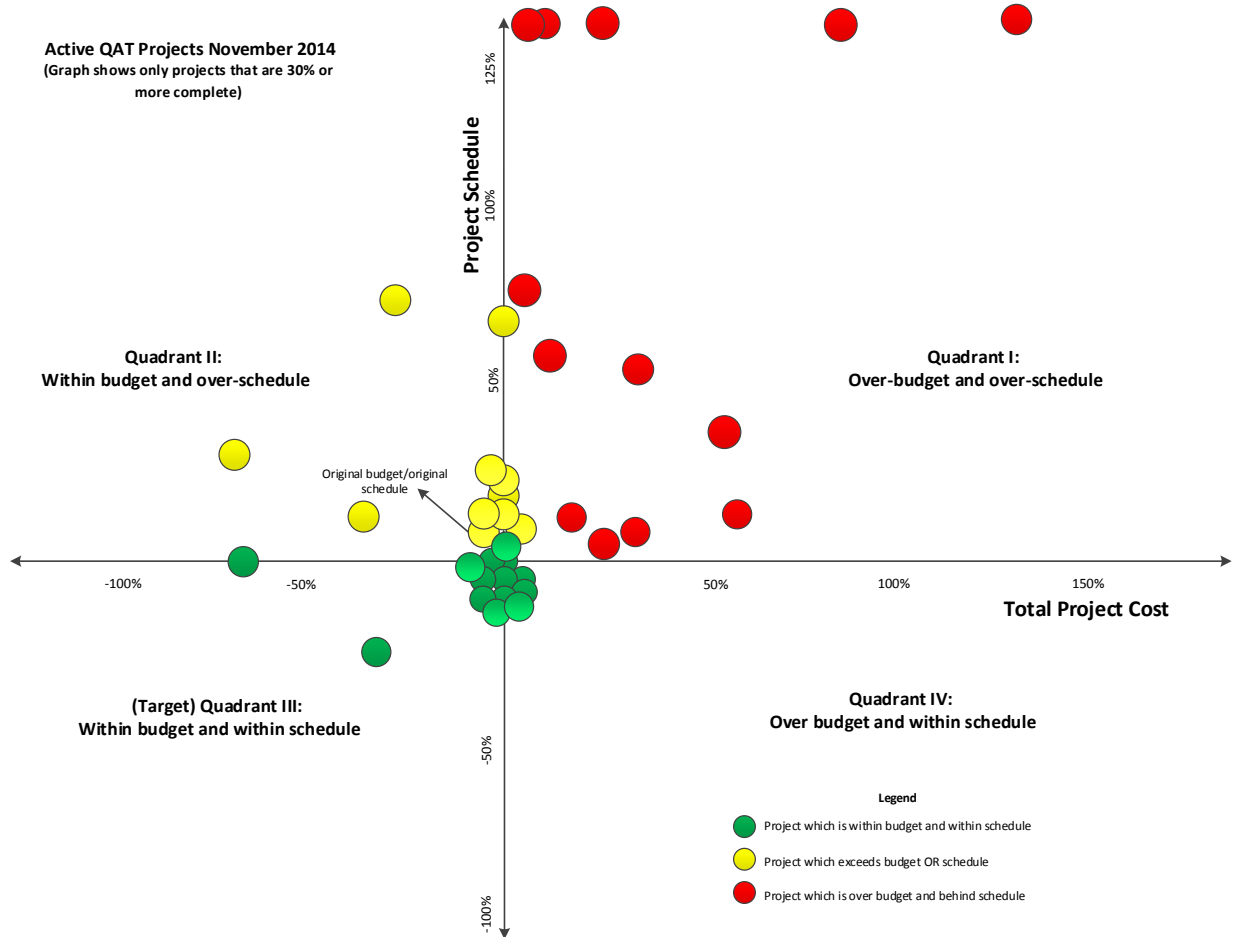
There were five projects canceled in the state portfolio. Three projects were canceled through mutual agreement between the respective agencies and vendors. These projects will be re-initiated, leveraging the infrastructure already procured or using parts of the system developed. One project was canceled when the agency could not identify a vendor to develop the project at a reasonable cost. An additional project was canceled because the NorthSTAR program is to be discontinued by December 31, 2016.

- The Comptroller of Public Accounts brought the Enterprise Content Management System in-house due to the vendor not being able to provide a solution, contrary to the vendor's original statement indicating that it could meet all the specifications.
- The Texas Workforce Commission canceled a contract with the vendor for its User Interface (UI) IT Improvement Strategy—Improve Benefits System User Interface project. The agency stated that it continued to experience issues with the vendor team's performance and in obtaining a reasonable project schedule for the remaining milestones.
- The Texas Workforce Commission also canceled a contract with the vendor for its Workforce System Improvements: Workforce Systems Common Components project. The agency stated that it had concerns regarding vendor team's performance. According to the agency, little to no improvement occurred even after multiple discussions with the vendor's executive management. The Project Stakeholders agreed that the best course of action was to cancel the vendor contract.
- The Department of Public Safety canceled their Driver License Improvement Plan - Self Service Kiosks project since the agency could not find a vendor respondent capable of integrating the requirements into a kiosk platform at a reasonable cost.
- The Department of State Health Services canceled the Clinical Management for Behavioral Health Services (CMBHS) NorthSTAR Enrollment Optimization project. An initial release was deployed to Production during February 2015. However, Rider 85, (Transition of the NorthStar Behavioral Health Services Model) will discontinue the program on December 31, 2016.

**SCATTER PLOT DIAGRAMS OF PROJECTS**

Figure 1 shows the major information resources projects that were reported as 30 percent or more complete as of November 2014. Each circle on the graph represents a project. The table includes observations made during project oversight.

**FIGURE 1  
MAJOR INFORMATION RESOURCES PROJECTS THAT WERE REPORTED AS 30% OR MORE COMPLETE AS OF NOVEMBER 2014**

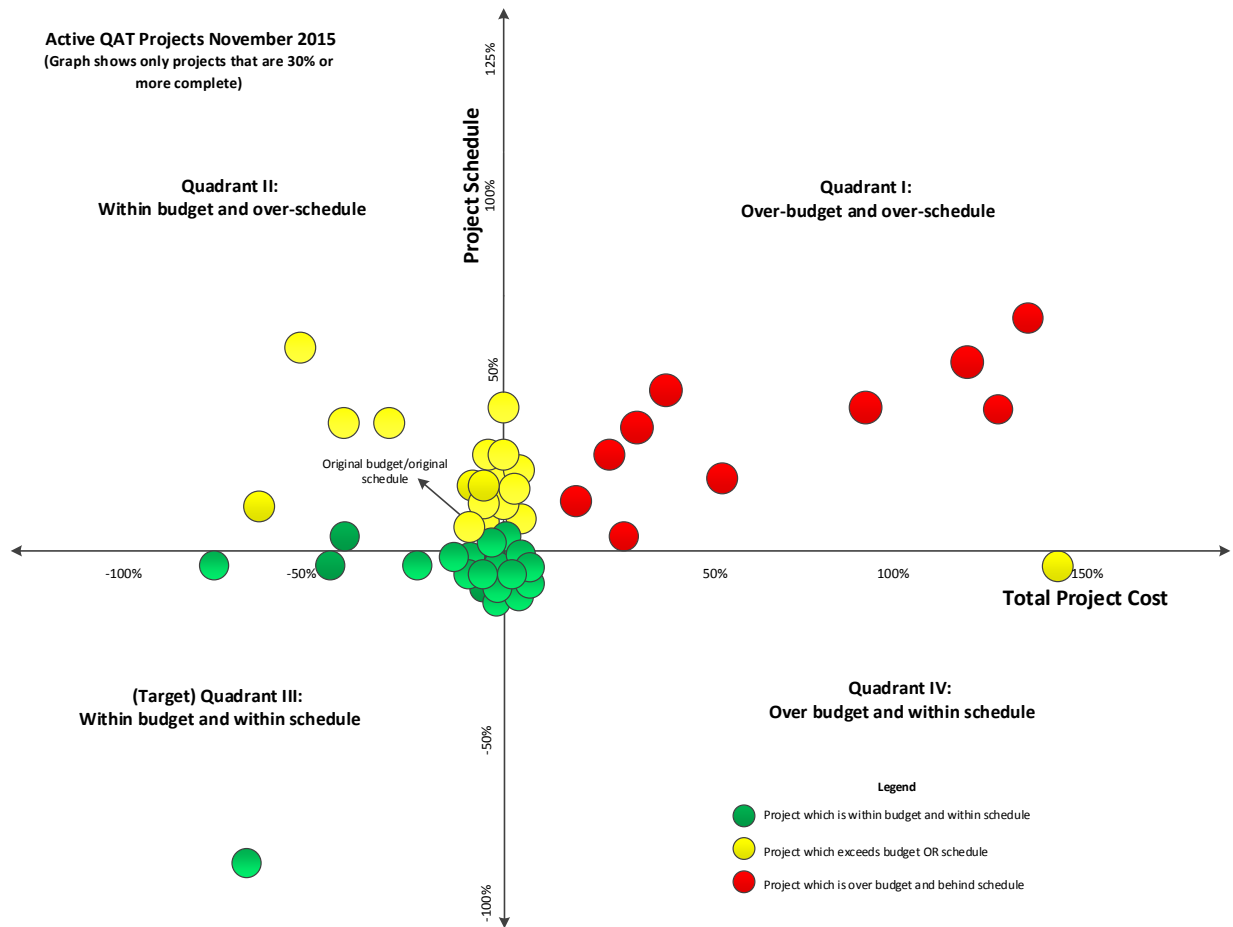


Notes: Each circle on the graph represents a project that was at least 30 percent complete.  
 13 of the 38 projects, or 34% are currently exceeding their original estimated cost AND original estimated duration (red circles).  
 11 of the 38 projects, or 29%, are currently exceeding their original estimated cost OR original estimated duration (yellow circles).  
 14 of the 38 projects, or 37%, are currently on or under their original estimated cost AND original estimated duration (green circles).  
 Source: Agency self-reported monitoring reports.

Figure 2 shows major information resources projects that were reported as 30 percent or more complete as of November 2015. The following table includes observations made during project oversight.



**FIGURE 2**  
**MAJOR INFORMATION RESOURCES PROJECTS THAT WERE REPORTED AS 30PERCENT OR MORE COMPLETE AS OF**  
**NOVEMBER 2015**



Notes: Each circle on the graph represents a project that was at least 30 percent complete. The project count here will not match the total number of projects in earlier sections of the report because this graph does not take into account the assumption that a project within 10% of its budget or schedule is considered successful. 10 of the 56 projects, or 18% are currently exceeding their original estimated cost AND original estimated duration (red circles). 19 of the 56 projects, or 34% are currently exceeding their original estimated cost OR original estimated duration (yellow circles). 27 of the 56 projects, or 48% are currently on or under their original estimated cost AND original estimated duration (green circles). See Appendix A for further information on each project. Source: Agency self-reported monitoring reports.

**Background and Methodology**

The Texas Government Code, Section 2054.151, states that “[t]he legislature intends that state agency information resources and information resources technology projects will be successfully completed on time and within budget and that the projects will function and provide benefits in the manner the agency projected in its plans submitted to the department and in its appropriations requests submitted to the legislature.”

The previous scatter plot diagrams are graphical depictions of project cost and duration performance. Figure 1 shows a scatter plot graph of 38 major information resources projects that were reported as approximately 30 percent or more complete as of November 2014. Figure 2 shows a scatter plot graph of 56 major information resources projects that were reported as approximately 30 percent or more complete as of November 2015. Projects that are reporting

less than 30 percent complete were not included because these projects may still be in the planning phase and are not as likely to provide useful information for identifying trends. Each circle on the two graphs represents a major information resources project.

The position for each project on the graph was determined by comparing the current cost and duration of each project to its initial cost and duration estimates. The initial cost and duration estimates were included in the agency's submission of its business case for project approval by QAT. The placement of the project on the graph represents the percent difference between the current cost and duration of the project and initial cost and duration estimates.

It is worth noting that the scatter plot graphs do not include other project performance criteria such as product quality, end user experience, and the extent to which the system or project satisfies the requirements. This type of criteria is available in other documents such as the *Post-Implementation Review of Business Outcomes* reports.

### Comparison of 2014 and 2015 Project Performance

For projects reporting they were 30 percent or more complete as of November 2014, 37 percent were within their original estimated cost and original estimated duration. For projects reporting they were 30 percent or more complete as of November 2015, 47 percent were within their original estimated cost and original estimated duration.

### POTENTIAL REASONS FOR IMPROVEMENT

- Strong management support of project objectives.
- More time spent on developing initial costs and benefits.
- Effective project management processes and a project management office that is supported by agency management.
- Active engagement of agency personnel during all phases of the systems' development lifecycles, particularly requirements analysis and user acceptance testing.
- New requirements were prioritized and were implemented as part of a different project or phase.
- Shorter project timelines.
- Projects that may have had considerable overruns in 2014 ended or were canceled.

QAT is beginning to see projects with shorter durations. Durations of three years are becoming common for projects, as technology is often obsolete after three years. However, a new large-scale system could have a duration of five or more years.

### ANALYSIS OF PROPOSED PROJECTS REQUESTED FOR 2016–17 BIENNIUM

Since the last QAT annual report, QAT reviewed 33 new business cases submitted by 12 agencies and approved 28 of them. A business case is a decision-making tool used to determine how a proposed project will affect costs and efficiency during a given period. A business case must provide enough quantitative information (methodology of benefits) to justify a major information resources project. The following is a summary of QAT's significant observations during the review of all the business cases:

- Agencies have developed insightful ways to quantify benefits. For instance, the Department of Public Safety quantified benefits associated with reducing duplicative training hours for their Enterprise Case Management System. QAT and DIR continue to provide assistance to agencies regarding quantification of benefits.
- Some agencies are initiating IT modernization projects. IT modernization enables agencies to share documents with stakeholders far more effectively. An agency can, for example, provide stakeholders with continuous access to information by posting documents on a public Web site.
- QAT continues to encourage agencies to divide larger projects into smaller, more manageable projects using a phased approach. Based on QAT data, it appears that the phased approach with scalability results in more successful project outcomes with realistic initial estimates of costs and schedules.

### **OVERSIGHT INITIATIVES**

The Eighty-fourth Legislature, through the General Appropriations Act for the 2016–17 Biennium, (House Bill 1), QAT received additional oversight responsibilities. The responsibilities are described in the following statute:

- Article IX, Section 9.02, stipulates that QAT may provide oversight of projects without regard to the source of funds associated with the expenditures for a project and without regard to the method of finance of an appropriation associated with a project. QAT may make requests and impose requirements or additional actions on all projects regardless of whether undertaken entirely or partially by outsourcing or contracting or developed by agency employees.
- Article IX, Section 9.09, stipulates that any application remediation project related to the Data Center Services program shall be considered a major information resources project. QAT is currently receiving information from state agencies identifying application remediation projects that agencies must complete to enable servers to be consolidated or retired as planned during the Data Center Services Consolidation Program (through August 2016).

As part of continuous process improvement efforts, QAT and DIR are working on the following items that could help agencies improve delivery of projects.

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### **QAT AND FRAMEWORK IMPROVEMENTS**

- QAT and DIR will continue to perform outreach and training with agencies using a variety of methods: Webinars, One-on-One, Classroom settings, and Electronic Delivery of Content.
  - QAT will be coordinating information sharing with the LBB Contracts Oversight Team.
  - DIR is leading a multi-agency collaborative Framework Redesign project, which will streamline the Project Delivery Framework templates and make them more user-friendly; the Framework Web pages are also being revised to improve search capabilities and overall usability.
  - Texas Administrative Code, Chapter 216, which pertains to project management practices, is being revised to help agency project management practitioners perform their jobs more effectively.
  - LBB is leading an initiative to improve the QAT database so that reports and document submissions can be automated.
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### **BEST PRACTICES SHARED BY AGENCIES**

QAT identified the following best practices that contribute to the success of state agency information systems:

- Develop different methods of quantifying benefits. The Department of Public Safety (DPS) quantified the benefits of the enterprise case management system. In the benefits, it averaged the salary of an agent at \$90,000 and estimated that the system will reduce the training required by 24 hours per agent. This reduction is attributed to the abolishment of retraining on multiple systems.
- Agencies need to allocate adequate time to identify project requirements, negotiate with vendors, and perform user acceptance testing.
- Improve security during development, implementation, and maintenance of major information resources projects. Specifically:
  - Restrict privileges to applications and databases using the principle of least privilege. This approach limits user access to the minimal level that will allow normal functioning. Applied to agency staff, the principle of least privilege translates to granting staff the lowest level of user rights needed to perform their respective duties.
  - Regularly patch commonly used software, such as Web browsers, and update operating systems.
- Allow sufficient time for Data Center Services (DCS) requests for solutions and other guidelines proposed by DCS Service Component Providers and the DCS Multisourcing Service Integrator.

- Engage an independent verification and validation company to help oversee complex projects (if there is sufficient budget).
- Engage stakeholders as early and as often as possible.
- Retain the original estimates on scope and, if possible, defer new requirements and functionality to a new project or phase.
- Devote resources to transfer knowledge and lessons learned that impact policies, practices, and procedures at the project level, especially if there is turnover within the agency or project.

QAT identified the following items or areas that agencies can improve to help ensure a consistent method for project selection, control, and evaluation based on alignment with business goals and objectives.

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**IMPROVEMENTS AGENCIES CAN ACHIEVE**

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- Include benefit costs as part of full-time-equivalent-position (FTE) costs when reporting project costs in Monitoring Reports.
  - Consider requirements and standards in Texas Administrative Code, Chapter 213, Electronic and Information Resources (EIR) Accessibility, during analysis, design, and testing of software.
  - Submit benefits realization documents on schedule. These documents are often submitted late or are submitted with missing or inadequate information.
  - Allow adequate time for planning. Projects are often approved by agency management before a thorough analysis of resource availability is conducted, which can lead to unrealistic expectations.
  - Submit monitoring reports within four weeks after the end of the quarter reported. Monitoring Reports are often submitted late or with inaccurate or inconsistent information.
  - Submit a contract amendment change order when change orders or amendments increase the total contract amount by 10 percent or more.
  - Plan the project with the allowable funding in a given biennium in mind.
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**CONCLUSION**

Throughout quality assurance review, QAT makes decisions regarding which steps should be executed by QAT in response to findings. While the agency retains responsibility for project management and success, QAT may provide recommendations to enhance the agency's ability to satisfy commitments made to state leadership.

QAT may request additional information (e.g., supporting data, project artifacts) to perform a more comprehensive analysis of current project data. For example, although an agency has already submitted a Project Plan, QAT may request an updated version to better understand a project's revised scope.

A critical success factor for projects more than 30 percent complete was original estimated duration and original estimated cost: projects lasting less than 28 months, are estimated to be successful 97 percent of the time; projects lasting more than 28 months are estimated to be successful 60 percent of the time.

QAT plans to continue to request that SAO perform independent project reviews. By performing these reviews, SAO has provided valuable input to QAT from an independent perspective.

## APPENDIX A

**MAJOR INFORMATION RESOURCES PROJECTS REPORTED TO THE QUALITY ASSURANCE TEAM  
 ORDERED ALPHABETICALLY BY AGENCY**

(Data below is self-reported by the agencies. Original budgets do not include operational costs after implementation.)

Expenditures to date are actual expenditures and do not include agency obligation costs.

Colored circles are identified for projects that are reported as 30 percent or more complete as of November 2015.

● Indicates the project is currently exceeding the original estimated cost AND original estimated duration by more than 10 percent.

● Indicates the project is currently exceeding the original estimated cost OR original estimated duration by more than 10 percent.

● Indicates the project is currently within ten percent of the original estimated cost AND original estimated duration.

AGENCY	PROJECT	ORIGINAL BUDGET (IN MILLIONS)	CURRENT BUDGET (IN MILLIONS)	EXPENDITURES TO DATE (IN MILLIONS)	PERCENTAGE COMPLETE	ORIGINAL ESTIMATED DATES	CURRENT ESTIMATED DATES
Commission on State Emergency Communications	State-level Digital 9-1-1 Network	\$7.5	\$7.5	\$0.0	0%	09/15 to 08/17	09/15 to 08/17
Commission on State Emergency Communications	Texas Next Generation 911 Geospatial Database	\$11.3	\$10.0	\$2.6	25%	11/13 to 08/16	11/13 to 08/17
Comptroller of Public Accounts	Centralized Accounting Payroll and Personnel System (CAPPs) Financials — Agency Deployment FY16	\$15.6	\$15.6	\$0.0	0%	9/15 to 9/16	9/15 to 9/16
Comptroller of Public Accounts	Centralized Accounting Payroll and Personnel System (CAPPs) HR/Payroll — Agency Deployment FY16	\$27.7	\$27.7	\$0.0	0%	9/15 to 8/16	9/15 to 8/16
Comptroller of Public Accounts ●	Centralized Accounting Payroll and Personnel System (CAPPs) Human Resources/Payroll—Agency Deployment Fiscal Year 2015	\$7.2	\$7.2	\$2.5	86%	09/14 to 08/15	09/14 to 08/15
Comptroller of Public Accounts ●	Centralized Accounting Payroll and Personnel System (CAPPs) Financials— Agency Deployment Fiscal Year 2014 Project	\$5.9	\$4.8	\$4.8	100%	11/13 to 10/14	11/13 to 10/14
Comptroller of Public Accounts ●	Enterprise Content Management System Replacement <sup>a</sup>	\$4.5	\$1.1	\$1.1	55%	09/13 to 09/15	10/13 to 09/15
Comptroller of Public Accounts ●	TxSmartBuy	\$5.7	\$3.2	\$3.2	100%	09/13 to 08/14	09/13 to 08/14
Comptroller of Public Accounts	Unclaimed Property System Replacement	\$5.7	\$5.7	\$0.0	0%	09/15 to 12/17	09/15 to 12/17
Department of Aging and Disability Services ●	Balancing Incentive Program (BIP)—Long-Term Services and Supports Screen Project	\$3.2	\$3.2	\$1.0	100%	09/13 to 07/15	11/13 to 08/15
Department of Aging and Disability Services ●	Implement Information Security Improvements and Application Provisioning Enhancements	\$2.6	\$2.6	\$1.3	71%	09/13 to 08/15	09/13 to 08/15
Department of Aging and Disability Services	Long Term Services and Supports (LTSS) Electronic Interfaces Project	\$1.5	\$1.5	\$0.0	0%	10/15 to 08/17	10/15 to 08/17

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● Indicates the project is currently exceeding the original estimated cost OR original estimated duration by more than 10 percent.

● Indicates the project is currently within ten percent of the original estimated cost AND original estimated duration.

AGENCY	PROJECT	ORIGINAL BUDGET (IN MILLIONS)	CURRENT BUDGET (IN MILLIONS)	EXPENDITURES TO DATE (IN MILLIONS)	PERCENTAGE COMPLETE	ORIGINAL ESTIMATED DATES	CURRENT ESTIMATED DATES
Department of Aging and Disability Services	Nursing Facility Specialized Services Tracking System (SSTS)	\$4.6	\$4.6	\$0.0	0%	12/15 to 03/17	12/15 to 03/17
Department of Aging and Disability Services ●	Protecting People in Regulated Facilities	\$4.6	\$4.6	\$3.4	50%	09/13 to 08/15	12/13 to 03/16
Department of Aging and Disability Services	State Supported Living Center (SSLC) Document Management System (DMS) Project	\$1.9	\$1.9	\$0.0	0%	09/15 to 08/17	09/15 to 08/17
Department of Aging and Disability Services ●	State Supported Living Center (SSLC) Electronic Health Record Electronic Life Record Project (EHR/LR)	\$19.2	\$19.2	\$1.4	59%	11/13 to 08/15	11/13 to 08/16
Department of Aging and Disability Services	State Supported Living Center (SSLC) Electronic Scheduling System (ESS) Project	\$1.9	\$1.9	\$0.0	0%	09/15 to 08/17	09/15 to 08/17
Department of Family and Protective Services ●	Child Protective Services (CPS) Alternative Response	\$1.7	\$1.6	\$1.6	100%	09/13 to 02/15	09/13 to 02/15
Department of Family and Protective Services	Information Management Protecting Adults and Children in Texas (IMPACT) System Modernization	\$44.6	\$44.6	\$11.1	25%	09/13 to 02/18	09/13 to 02/18
Department of Family and Protective Services ●	Strategies that Help Intervention and Evaluation Leading to Decisions (SHIELD), formerly Adult Protective Services Assessment Decision Making	\$1.6	\$1.6	\$1.1	100%	09/13 to 03/15	09/13 to 03/15
Department of Family and Protective Services	Child Protective Services Transformation	\$23.1	\$23.1	\$0.0	0%	10/15 to 02/18	10/15 to 02/18
Department of Family and Protective Services	Preventing Sex Trafficking and Strengthening Families Act	\$6.2	\$6.2	\$0.0	0%	10/15 to 02/18	10/15 to 02/18
Department of Motor Vehicles	Licensing, Administration, Consumer Affairs and Enforcement Replacement Project	\$6.7	\$13.1	\$1.5	20%	01/13 to 05/15	02/13 to 02/17

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● Indicates the project is currently exceeding the original estimated cost OR original estimated duration by more than 10 percent.

● Indicates the project is currently within ten percent of the original estimated cost AND original estimated duration.

AGENCY	PROJECT	ORIGINAL BUDGET (IN MILLIONS)	CURRENT BUDGET (IN MILLIONS)	EXPENDITURES TO DATE (IN MILLIONS)	PERCENTAGE COMPLETE	ORIGINAL ESTIMATED DATES	CURRENT ESTIMATED DATES
Department of Motor Vehicles ●	Registration and Titling System (RTS) Refactoring Project	\$28.2	\$71.6	\$31.6	45%	05/12 to 12/18	05/12 to 12/18
Department of Motor Vehicles ●	WebDealer eTitles Project	\$14.0	\$9.7	\$3.5	54%	09/12 to 06/15	09/12 to 02/17
Department of Public Safety ●	Automated Driver License Knowledge Testing System	\$13.2	\$4.2	\$4.2	100%	05/13 to 08/14	09/13 to 11/14
Department of Public Safety ●	Automated Fingerprint Identification System (AFIS)	\$4.2	\$4.6	\$0.03	60%	02/13 to 08/15	02/13 to 12/15
Department of Public Safety	Driver License Improvement Plan—Self-Service Kiosks <sup>b</sup>	\$10.7	\$10.7	\$0.04	5%	06/14 to 08/16	06/14 to 04/15
Department of Public Safety ●	Enterprise Case Management	\$3.7	\$8.0	\$3.8	75%	09/13 to 02/15	09/13 to 07/16
Department of Public Safety ●	Fingerprint, Portrait, Signature (FPS) Project <sup>c</sup>	\$7.8	\$4.9	\$4.3	96%	10/11 to 12/14	10/11 to TBD
Department of Public Safety	Texas Data Exchange (TDex)	\$6.1	\$6.1	\$0.0	0%	09/15 to 08/16	09/15 to 08/16
Department of Public Safety	Texas Law Enforcement Telecommunications System (TLETS)	\$5.6	\$5.6	\$0.03	5%	06/14 to 05/16	06/14 to 12/17
Department of State Health Services ●	Clinical Data Exchange for Behavioral Health	\$1.4	\$1.3	\$0.06	70%	09/13 to 02/15	12/13 to 11/15
Department of State Health Services ●	Clinical Management for Behavioral Health Services (CMBHS) NorthSTAR Enrollment Optimization <sup>d</sup>	\$2.2	\$0.5	\$0.5	100%	09/13 to 08/15	10/13 to 08/15
Department of State Health Services ●	Clinical Management for Behavioral Health Services (CMBHS), Phase Five	\$3.5	\$5.0	\$5.0	100%	09/11 to 08/13	09/11 to 12/14
Department of State Health Services	Diagnostic and Statistical Manual of Mental Disorders, Fifth Edition (DSM-5) Modifications to CMBHS	\$2.2	\$2.2	\$0.0	0%	12/15 to 08/17	12/15 to 08/17
Department of State Health Services ●	Contracts Process Improvement Initiative — eGrants	\$1.9	\$1.9	\$0.5	58%	09/14 to 03/16	09/14 to 03/16
Department of State Health Services ●	ImmTrac (Immunization Tracking Registry) Replacement Project	\$4.3	\$7.9	\$3.3	48%	06/12 to 03/15	06/12 to 05/17

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Department of State Health Services ●	Improve Client Assignment and Registration Enrollment (CARE) Systems—Enterprise	\$14.7	\$7.1	\$1.5	100%	09/13 to 03/17	10/13 to 09/15
Department of State Health Services ●	Purchased Health Services Unit (PHSU) and Title V Maternal Child Health (MCH) Fee-For-Service Consolidated System Implementation	\$3.7	\$8.5	\$7.3	92%	06/12 to 08/14	06/12 to 01/16
Department of State Health Services ●	Trauma Registry First Responders Emergency Department Project	\$2.2	\$2.2	\$1.4	98%	09/13 to 09/15	02/14 to 09/15
Department of State Health Services	Trauma - Linking Data for Health Information Quality	\$2.1	\$2.1	\$0.0	0%	10/15 to 09/17	10/15 to 09/17
Department of State Health Services ●	Tuberculosis, HIV and STD Integrated Systems Improvement Implementation	\$5.0	\$5.0	\$1.1	36%	02/14 to 06/16	02/14 to 12/16
Department of State Health Services ●	Women Infants and Children (WIC), WIC Information Network (WIN)	\$24.9	\$60.5	\$17.6	43%	07/06 to 06/10	07/06 to 09/17
Department of State Health Services	Mental Health Integration Project	\$7.0	\$7.0	\$0.0	0%	10/15 to 08/17	10/15 to 08/17
Department of State Health Services	Mental Health Clinical Management for Behavioral Health Services Complete Roadmap Project	\$1.9	\$1.9	\$0.0	0%	12/15 to 08/17	12/15 to 08/17
Department of State Health Services	Texas Electronic Vital Events Registrar Implementation Project	\$16.6	\$16.6	\$0.0	0%	09/15 to 07/18	09/15 to 07/18
Health and Human Services Commission ●	Balancing Incentives Program (BIP)—Changes to Your Texas Benefits	\$14.1	\$14.1	\$9.4	100%	09/13 to 03/15	11/13 to 08/15
Health and Human Services Commission ●	Balancing Incentives Program (BIP)—Children with Special Needs	\$3.9	\$3.9	\$3.0	100%	11/13 to 07/15	11/13 to 07/15
Health and Human Services Commission ●	Balancing Incentives Program (BIP)—No Wrong Door & Secure Provider Web Portal	\$33.8	\$33.8	\$18.2	100%	09/13 to 07/15	11/13 to 08/15



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Health and Human Services Commission ●	Centralized Accounting Payroll and Personnel System (CAPPS) Migration	\$28.3	\$10.8	\$2.8	38%	02/14 to 01/16	05/14 to 06/16
Health and Human Services Commission	Enterprise Data Warehouse (EDW) *	\$100.0	\$129.9	\$14.5	18%	04/08 to 04/17	04/08 to 12/18
Health and Human Services Commission	Health and Human Services Administrative System for Financials (HHSAS) to Centralized Accounting Payroll and Personnel System (CAPPS) Financials Upgrade and Enhancement Project	\$14.2	\$14.2	\$0.0	0%	09/15 to 09/17	09/15 to 09/17
Health and Human Services Commission ●	High Availability for State Hospitals and State Supported Living Centers (Medical Applications)	\$6.1	\$3.6	\$0.9	100%	09/11 to 08/13	10/11 to 07/15
Health and Human Services Commission ●	International Classification of Diseases (ICD-10) Implementation	\$30.4	\$31.5	\$24.3	96%	05/13 to 08/15	05/13 to 03/16
Lottery Commission ●	Automated Charitable Bingo System (ACBS) Redesign	\$2.9	\$2.9	\$2.1	98%	09/13 to 08/15	09/13 to 08/15
Office of Attorney General ●	Crime Victims' Compensation Legacy Migration	\$4.2	\$4.2	\$2.1	90%	02/14 to 05/15	05/13 to 10/15
Office of Attorney General ●	Legal Case Management System Replacement	\$5.7	\$5.7	\$4.2	100%	09/12 to 12/14	09/12 to 05/15
Office of Attorney General ●	Texas Child Support Enforcement System (TXCSES), Release I	\$180.8	\$244.8	\$177.1	74%	09/08 to 09/15	09/08 to 07/16
Office of Attorney General	Texas Child Support Enforcement System (TXCSES), Release II—Financial Renewal	\$42.8	\$65.2	\$27.3	26%	09/13 to 12/17	02/13 to 07/17
Railroad Commission ●	Agency Enforcement and Compliance Project	\$4.6	\$4.6	\$2.6	100%	06/13 to 08/15	06/13 to 06/15
Railroad Commission ●	Geographic Information Systems (GIS) Technology Upgrade	\$4.3	\$4.3	\$2.2	100%	06/13 to 08/15	06/13 to 06/15
Railroad Commission ●	Oil and Gas Permitting and Online Filing	\$12.6	\$12.6	\$7.9	100%	06/13 to 08/15	06/13 to 06/15

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Railroad Commission ●	Operator Portal Project	\$3.7	\$3.7	\$3.0	100%	06/13 to 08/15	06/13 to 09/15
Railroad Commission ●	Pipeline Online Permitting Project	\$3.5	\$3.5	\$2.6	100%	06/13 to 08/15	06/13 to 08/15
Secretary of State ●	Texas Election Administration Management (TEAM) System Replacement Project	\$6.1	\$6.1	\$5.1	93%	02/14 to 06/15	08/14 to 01/16
Teacher Retirement System ●	TRS Enterprise Application Modernization (TEAM)	\$96.1	\$114.9	\$59.6	50%	09/11 to 03/17	09/11 to 08/18
Texas Department of Agriculture ●	Menu Analysis & Planning System Project	\$2.5	\$2.5	\$0.2	50%	09/14 to 09/16	09/14 to 09/16
Texas Department of Criminal Justice ●	Enterprise Case Management—Electronic Document Management System	\$14.7	\$14.5	\$10.5	77%	08/13 to 08/15	08/13 to 12/15
Texas Department of Transportation	Bridge Inspection System	\$2.3	\$2.1	\$0.02	1%	06/15 to 11/16	07/15 to 02/17
Texas Department of Transportation ●	Centralized Accounting Payroll and Personnel System (CAPPS)—PeopleSoft Implementation †	\$51.7	\$54.0	\$44.4	100%	01/13 to 9/14	01/13 to 10/14
Texas Department of Transportation ●	Highway Performance Monitoring System (HPMS) Conversion to Geographic Information System (GIS)	\$6.2	\$5.3	\$4.1	67%	10/10 to 08/12	08/10 to 03/16
Texas Department of Transportation	Modernize Project and Portfolio Management (MPPM)	\$46.9	\$46.9	\$0.0	7%	07/15 to 08/17	07/15 to 08/17
Texas Department of Transportation ●	Pavement Analyst Project	\$2.7	\$4.3	\$2.0	86%	08/14 to 03/16	09/14 to 08/16
Texas Department of Transportation	Texas Environmental Compliance Oversight System (TxECOS) Enhancement II	\$3.8	\$4.1	\$0.07	12%	02/15 to 08/17	02/15 to 11/17
Texas Department of Transportation ●	TxTag Customer Service Center Back Office System Project	\$8.7	\$8.9	\$6.6	99%	01/09 to 06/12	01/09 to 06/15

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Texas Ethics Commission ●	Electronic Filing Software Project	\$4.4	\$4.4	\$3.5	98%	09/13 to 08/15	09/13 to 09/15
Texas Parks & Wildlife Department	New Managed Land Deer Program Application	\$1.0	\$1.0	\$0.0	0%	09/15 to 08/17	09/15 to 08/17
Texas State Library and Archives Commission	Talking Book Project	\$2.5	\$2.2	\$0.4	25%	07/14 to 8/16	08/14 to 08/16
Texas Workforce Commission ●	PeopleSoft Financial, v9.2 Upgrade	\$2.9	\$2.9	\$1.9	99%	10/13 to 11/15	10/13 to 11/15
Texas Workforce Commission ●	User Interface (UI) IT Improvement Strategy—Benefits Electronic Correspondence—Claimant View 1.0	\$1.2	\$1.2	\$0.8	85%	03/13 to 04/14	11/14 to 03/16
Texas Workforce Commission ●	User Interface (UI) IT Improvement Strategy—Improve Benefits System User Interface	\$7.8	\$9.0	\$5.6	100%	04/12 to 02/15	01/12 to 05/15
Texas Workforce Commission ●	User Interface (UI) IT Improvement Strategy—Improve Fraud Discovery	\$3.9	\$3.1	\$2.6	96%	03/11 to 03/13	10/12 to 12/15
Texas Workforce Commission	User Interface (UI) IT Improvement Strategy—Streamline Fraud/Non-Fraud Determinations Project	\$1.0	\$1.0	\$0.0	0%	12/16 to 10/18	12/16 to 10/18
Texas Workforce Commission ●	User Interface (UI) IT Improvement Strategy—Tax Modernization Project	\$9.1	\$11.7	\$7.3	69%	09/11 to 02/14	11/12 to 03/16
Texas Workforce Commission	User Interface (UI) IT Improvement Strategy—Tax User Interface Project	\$3.3	\$3.3	\$0.0	0%	11/15 to 12/16	11/15 to 12/16
Texas Workforce Commission	User Interface (UI) IT Improvement Strategy—Update Tax Filing Options	\$2.5	\$2.5	\$0.0	0%	11/15 to 03/17	11/15 to 03/17
Texas Workforce Commission ●	User Interface (UI) IT Improvement Strategy—Tax Electronic Correspondence	\$1.5	\$1.6	\$0.8	59%	10/13 to 06/15	01/14 to 03/16

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Texas Workforce Commission	Workforce System Improvements: Improve Job Matching Project	\$1.4	\$1.4	\$0.0	0%	03/16 to 10/17	03/16 to 10/17
Texas Workforce Commission	Workforce Systems Common Components Project <sup>b</sup>	\$6.3	\$6.3	\$0.5	7%	09/13 to 06/15	07/14 to 06/15
Texas Workforce Commission	Workforce Systems Improvements Common Components Phase 2	\$1.8	\$1.8	\$0.0	0%	11/16 to 10/18	11/16 to 10/18
Total Current Project Costs			\$1.4 Billion				

- a. Project was canceled by the agency. Procured infrastructure will be leveraged by the agency and project will begin a new phase for completion (ECMS On Premise Implementation).
- b. Project canceled by the agency. No vendor respondent capable of integrating the requirements into a kiosk platform at a reasonable cost.
- c. End date To-Be-Determined due to software enhancements needed to make modifications in order to capture the workflow to allow for scanning two thumb prints.
- d. The remaining scope for this project was cancelled subsequent to an initial release being deployed in February 2015 and Mental Health and Substance Abuse Division review of the Legislature's decisions regarding the NorthSTAR program.
- e. On September 5, 2014, HHSC announced the cancellation of EDW procurement 529-13-0018. No final contract award will be made pursuant to this solicitation. HHSC is re-evaluating a strategy for this project.
- f. The ERP Implementation project remained active for the last quarter specifically to ensure project risks could be addressed by TxDOT. The agency is finalizing the Post-implementation Review of Business Outcomes report.
- g. TWC continued to experience issues with the vendor team performance and in obtaining a reasonable project schedule for the remaining milestones. In May 2015, TWC, Cooper and Pega met and agreed to cancel the project.
- h. TWC continued to experience issues with the vendor team performance. Little to no improvement occurred after multiple discussions with vendor executive management. The agency canceled the project and hired Gartner to complete the planning project for TWC.

SOURCE: Quality Assurance Team, from original costs and schedule derived from agency business case submission at time of project approval. Current budget and schedule is derived from submission of latest agency monitoring report.

**CONTACT**

An electronic version of the report is available at <http://qat.state.tx.us>. If you have any questions, please contact Richard Corbell of the Legislative Budget Board at (512) 463-1200, Serra Tamur of the State Auditor's Office at (512) 936-9500, or Tom Niland of the Department of Information Resources at (512) 475-4700.