QUALITY ASSURANCE TEAM

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

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FROM: John O'Brien, Deputy Director, Legislative Budget Board
Lawrence F. Alwin, CPA, State Auditor, Office of the State Auditor
Larry A. Olson, Chief Technology Officer, Department of Information Resources

DATE: December 1, 2004

SUBJECT: Fiscal Year 2004 Quality Assurance Team (QAT) Annual Report

State information technology projects monitored by the QAT have seen changes in the following areas since the last QAT annual report:

- Investment in major information technology projects continues to decline.
- The differences between initial cost estimates for projects and their current estimated cost continue to fluctuate, complicating technology investment decisions and the evaluation of results. (See Appendix A)
- The average project schedule expansion decreased slightly from 21 to 20 months since last year. (See Appendix A)

A statewide approach to further consolidate PeopleSoft™ automation support should be aggressively pursued. Individual agencies that host the software may duplicate on-going maintenance and enhancement costs for PeopleSoft™. Agencies should continue examining opportunities to modify their business practices to utilize existing functionality of the Texas version of PeopleSoft™ to avoid the cost of modifications when maintaining their agency specific version of the software. Any further consolidation would also minimize costs associated with a conversion to a new software platform in the event that Peoplesoft is no longer viable.

Successful technology implementation in the state of Texas requires a greater emphasis on strategic planning. More accurate cost estimates during project initiation and better management controls during project development will greatly enhance the affordability and efficiency of information technology projects.

The report will be available on the LBB website at http://www.lbb.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, Lawrence Alwin or Ed Pier of the Office of the State Auditor at (512) 936-9500, or Larry Olson or Dustin Lanier of the Department of Information Resources at (512) 475-4700.

Attachments

ANNUAL REPORT

LEGISLATIVE BUDGET BOARD

OFFICE OF THE STATE AUDITOR

DEPARTMENT OF INFORMATION RESOURCES

DECEMBER 2004

Summary

During fiscal year 2004, 52 projects representing $952.7 million in technology investments were subject to the Quality Assurance Team (QAT) review. Investments in major information resource projects have continued to decline for the past several years. The appropriation process during the last biennium greatly reduced the capital budget projects that were authorized for fiscal year 2004 and 2005. Thirteen of these projects, with a total cost of more than $98.6 million, concluded by fiscal year end. Collectively, the final costs for completed projects came in under budget by $62.5 million when compared to initial estimated project costs. Variances were due to reductions in functionality and uncertain initial project assumptions. More importantly, across the 13 completed projects, variances from respective initial project cost estimates ranged from an increase of $5.8 million on one project to a decrease of $41 million on another. Wide fluctuations in project cost remain a concern, indicating that the process for project identification, prioritization, and selection may be flawed.

Appendix A provides an overview of monitored high-risk projects that will be active during fiscal year 2005. Appendix B provides a list of the projects completed during fiscal year 2004. Appendix C lists projects that the QAT considers low-risk and has waived from further review at this time. Appendix C also includes three projects for which development efforts have been suspended pending further review to determine whether they warrant continuation.

The QAT identifies projects from agency and university Biennial Operating Plans that meet certain criteria. Specifically, an information technology project must have development costs greater than $1.0 million and meet one or more of the following criteria: (a) requires a year or more to reach operational status; (b) involves more than one agency or governmental unit; or (c) materially alters the work methods of agency or university personnel or the delivery of services to agency or university clients. QAT activities include review of these projects, research, agency and legislative assistance, and project monitoring.

During the next calendar year, the QAT will work in conjunction with the Department of Information Resources (DIR) to enhance its Internal Quality Assurance guidelines to provide "best practices" for information resource projects to follow and align QAT guidelines with any revised standards from DIR.

As the QAT monitors projects, specific projects stand out because of their impact on state government and the business processes of the affected agency or university. Such projects warrant more scrutiny than other monitored projects. Projects of particular significance include:

MOSAIC (formerly Ambulatory Electronic Medical Record)
The University of Texas M. D. Anderson Cancer Center is implementing an electronic medical record system to provide immediate access, documentation, and utilization of patient data. The expected cost for this project has remained at $81,382,147 (the same as last year's projections), and its completion date is in June 2005. Reductions in project functionality and vendor software quality continue to be an issue. Expenditures to date are $38,838,003, with project completion estimated at 48 percent. The QAT has concerns about (1) the project meeting its scheduled

completion date (when compared to the amount of work remaining) and (2) indications that project goals may be changing.

Texas Integrated Eligibility Redesign System (TIERS)

This project is significant because of the number of agencies involved in the project - the Department of Human Services(now Department of Aging and Disability Services), the Health and Human Services Commission, the Department of Health (now Department of State Health Services), and the Texas Workforce Commission - and because of the impact it will have on the way these agencies do business. TIERS is a comprehensive effort that will replace multiple eligibility applications and improve business processes. The project is in the process of piloting its second major system component; however, further deployment of this component is on hold until technical issues regarding data quality can be resolved. The associated impact on schedule and cost are undetermined at this time. Current cost estimates are $296,732,899 and have not changed from the estimate reported last year. The scheduled project end date is October 2005, which is an extension of two months from the previously reported August 2005 end date.

Offender Information Management Phase Three, Period One

Through multiple phases of development, the project re-engineers the Department of Criminal Justice's business processes and applications related to the supervision and management of felons. Two phases are now complete at a cost of $14,470,539. These phases include development of a road map for re-engineering, review of business processes, and redesign of systems to support the re-engineering effort. The current phase, at an additional estimated cost of $28,722,891, entails implementation of re-engineering business processes associated with parole supervision. Completion of the project phase entails two releases. The first release providing parole case management became operational in October 2004. The second release will support the Board of Pardons and Paroles in voting on and processing violation/revocation cases and should be operational in December 2004. After completion of the parole supervision component, the next planned project component envisions automation of incarceration-related management processes. This will be considered a separate project; however, it cannot start until the parole supervision system demonstrates success and funding is made available.

Oil and Gas Migration

This Texas Railroad Commission project reengineers the Oil and Gas Division's internal business processes and moves the Commission's outdated computer mainframe technologies to a new computer platform. The project should provide the oil and gas industry and the citizens of Texas with the ability to submit and access electronic information more accurately and in a more timely manner. The project's cost was initially $12,425,906, and it increased by $3,052,600 when the Electronic Compliance and Approval project was closed and its unfinished components were combined into this project because of their similar goals. During the summer of fiscal year 2004, the agency terminated the contract with the project's vendor because the effort was seriously underestimated. The agency has decided to manage the completion of the project using its own and contract staff. The estimated cost to complete the project is now $27,608,223, and the completion date is now February

2012, six and one-half years from the initial estimated August 2005 completion date. Delays in this project will result in the agency having to incur costs for maintaining two computer hardware systems.

Appendix A contains additional information on each of these projects.

Issues and Observations

Issue:
Agencies are duplicating the cost to enhance and maintain PeopleSoft™ by individually hosting this software and dedicating technical staff to its support. Attempts by Oracle to acquire Peoplesoft™ may affect the long-term viability of the software product line.

Observation:
A statewide enterprise approach for PeopleSoft™ support and maintenance should be undertaken. The Comptroller of Public Accounts (CPA), DIR, and agencies using PeopleSoft™ should propose a practical cost-effective approach to deliver consolidated PeopleSoft™ automation for the State. Agencies should identify their personnel and equipment costs needed to maintain technical support and operate their individual Peoplesoft™ applications. Agencies and state leadership can then use this information to develop a business case for selecting the best approach for meeting the State's financial and human resource information system requirements. If future events prove that the Peoplesoft™ software platform is no longer viable, then efforts to consolidate now will result in less effort and cost to move to a new software platform in the future.

Status:
The Health and Human Services Commission (HHSC) has completed its enterprise approach to PeopleSoft™ implementation for all health and human services agencies. Through cooperation and agreement, there are now common business practices established across the respective HHSC agencies. The approach also emphasized changing business processes rather than requiring costly customization of PeopleSoft™ software. This should result in overall lower Peoplesoft™ operation and maintenance costs for health and human services agencies. Discussions between HHSC and the CPA are continuing in order to identify ways to consolidate features in the next planned release of the CPA's version of PeopleSoft™ with those in the HHSC version. Significant barriers still exist to achieving consolidation due to unique business processes at agencies, federal reporting and accounting requirements, and identification of the necessary funding to enable improvements.

In October 2004, DIR coordinated negotiations of the statewide maintenance agreement for agencies using PeopleSoft™. After securing a preliminary price estimate from PeopleSoft™, DIR developed and distributed a maintenance cost allocation model to each of the participating agencies. The model reflects a pro rata share of the overall estimated maintenance cost across agencies based on their financial and/or full-time employee equivalent metrics. DIR will conduct a competitive procurement and negotiate the terms and conditions of future maintenance support based on provisions and input received from agencies that participate under the agreement. DIR also identified the need for consolidation of administrative information systems

in its May 2004 report, *A Foundation for Change: Leveraging Statewide Technology Infrastructure*.

Issue:
Agencies and universities do not routinely practice quality assurance (QA) as a component of their management of technology projects.

A report regarding this issue, *A Review of Quality Assurance Used in Automation Development in Texas State Government*, is available on the Legislative Budget Board Web site at http://www.lbb.state.tx.us. The February 2002 report provides details on the issue of quality assurance practiced by state agencies.

Observation:
QAT recommends that DIR revise its administrative rules and guidance for internal quality assurance to clarify when and how to comply with QA standards. DIR should consider enhancing its guidelines with specific directions and examples for small automation projects to assist agencies and universities that are unable to devise their own processes. In addition, agency and university Information Resources Strategic Plans should contain a statement on compliance with QA standards.

Status:
DIR has developed a comprehensive project delivery framework tailored to the needs of Texas state government. The framework establishes a structure through which agencies can deliver, review, evaluate, and document outcomes throughout a project's life cycle. The framework provides the methods, tools, and best practices to strengthen agency accountability. This framework offers the guidance and direction agencies need to improve project performance and quality.

Issue:
Several projects are considered high-risk due to the lack of an effective contract that clearly delineates expected vendor performance.

Observation:
Most major information resource projects use the services of one or more contractors to provide necessary technical skills to develop and implement complex hardware and software systems. It is up to individual agencies to contract for the acquisition of these services while balancing cost with needed quality and acceptable risk. Unless an agency has funds to hire expertise in contract development and negotiations, it is usually at a disadvantage when dealing with vendors that undertake contract negotiations on a frequent basis. There is a need for agencies to have access to expertise and examples in developing explicit statements of work and contract terms and conditions.

Status:
Texas Building and Procurement, the Office of the Attorney General, CPA, DIR, and the State Auditor's Office jointly published the *State of Texas Contract Management Guide* in October 2004. This guide provides practical suggestions and best practices as assistance to improve agencies' contracting processes. In addition, DIR is currently developing enhanced contract

management guidelines consistent with the project delivery framework. As a member of the Contract Advisory Team, DIR is developing a specific technology contracting addendum for the contract management guide that will be integrated into the Texas Project Delivery Framework.

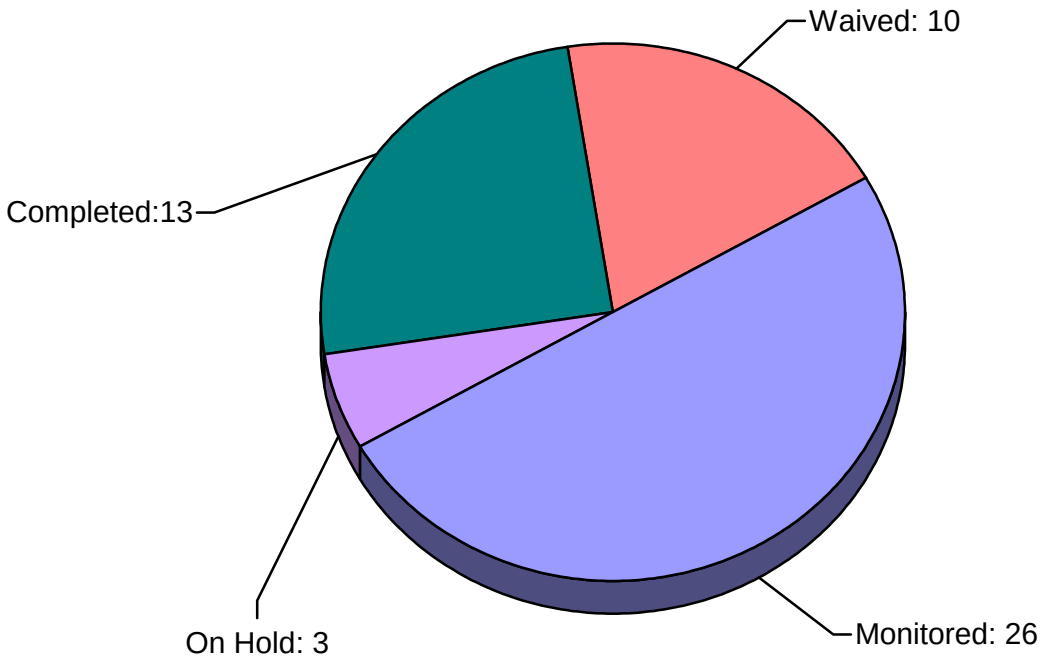
Project Review and Monitoring Activity

The QAT reviewed 52 projects in fiscal year 2004. Agencies completed 13 projects and placed three projects on hold because funding was uncertain or the business case was under review. Substantively, the QAT waived eight projects from further review assuming there are no changes to those projects. Waived projects have the lowest risk. If the project plan or financial expenditures for a project change, the QAT will re-evaluate the project's risk and may reassign the risk level.

Finally, although the State's dramatic reduction in investment in major information technology projects continues, budget pressures still demand that agencies provide more services to the State's growing constituents for less cost. The appropriate deployment of technology has historically provided both the private and public sector with the ability to improve efficiencies and increase service. Agencies continue to face challenges in just maintaining their existing information technology infrastructure. This leaves little to no resources to dedicate to identifying opportunities for new technology investment that would result in improving the cost-effectiveness of government services. As many large development projects become complete, the number of projects subject to QAT oversight will decrease in 2005, as will the total expenditures for information technology. The QAT currently monitors 26 high-risk projects with approximately $693.5 million in development costs. This compares to last year's 28 monitored projects with approximately $693 million in development costs. At the start of fiscal year 2005, the State will have 39 major information technology projects of all risk levels underway with $854 million in associated development costs.

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

Figure 1: QAT Projects by Status



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

The QAT assigns a level of risk to all projects that meet oversight thresholds based on initial review of information provided in the Biennial Operating Plan project description and knowledge of the agency developing the project. The level of risk is determined through a multiple-step process of evaluating project risks, the risks' potential impact on the success of the project, and the consequences of failure. Projects receive risk ratings of high, medium, or low. These ratings and the corresponding level of monitoring can change as the project progresses.

High-risk projects are projects that are currently assigned the highest level of QAT oversight. All high-risk projects provide the QAT with periodic reports that detail progress, changes in cost and schedule, changes to risk, and changes to scope. Medium-risk projects are projects that warrant requests for additional reporting to the QAT (for example, initial risk analysis questionnaires, project development plans, and/or previous monitoring) but do not provide ongoing status reports. In most instances, the QAT waives further review for low-risk projects usually based on the nature of the project. These projects usually involve the purchase of equipment and its deployment to users.

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

Figure 2: Number of Projects at Each Risk Level

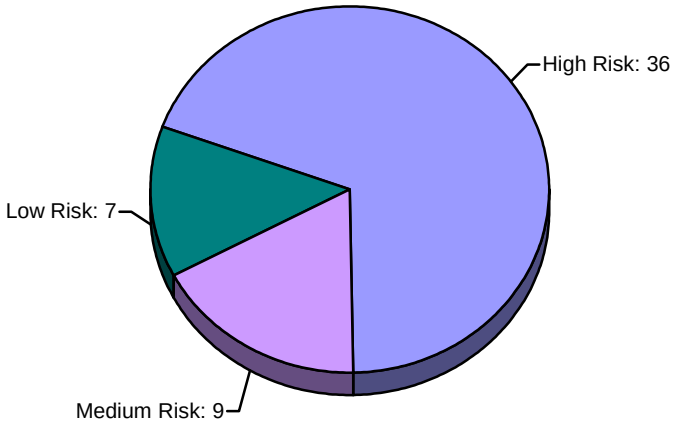
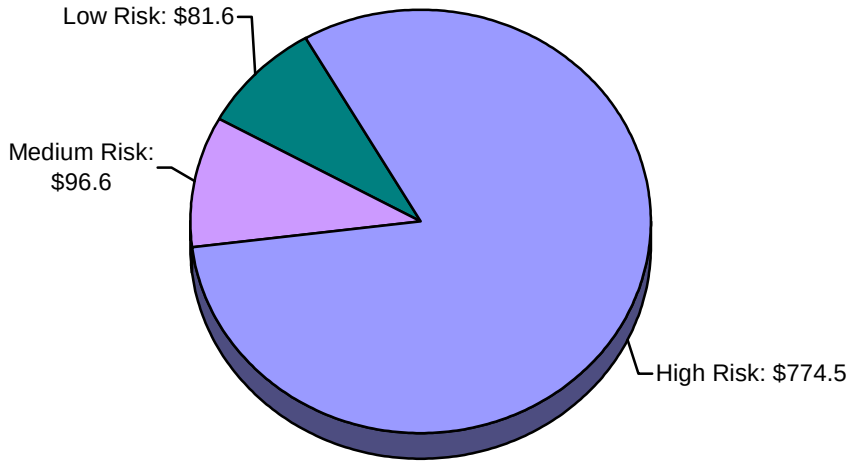


Figure 3 depicts the project costs (rounded) associated with projects in each risk level. Total project life cycle costs for all projects subject to QAT oversight is $952,705,993. Life cycle cost includes all costs over the development life of the project – from inception to implementation – and usually covers more than one biennium.

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



Appendix A provides additional information about the status and life cycle costs of each monitored project as reported in the respective agency's/university's Biennial Operating Plan or current monitoring report. Information includes initial estimates of cost, benefit, and

implementation date for projects compared to current project estimates. Figures 4 and 5 below provide information on the types of projects under QAT oversight and the dollar values associated with the project type.

Figure 4: Number of Projects by Type

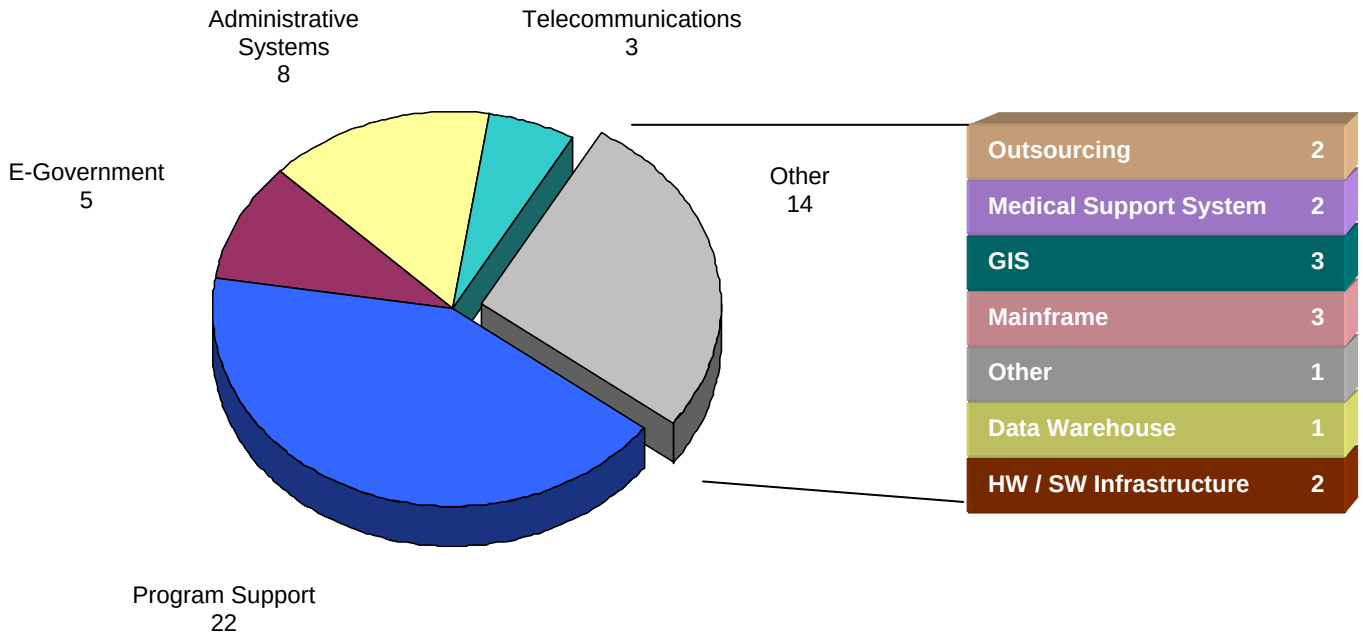
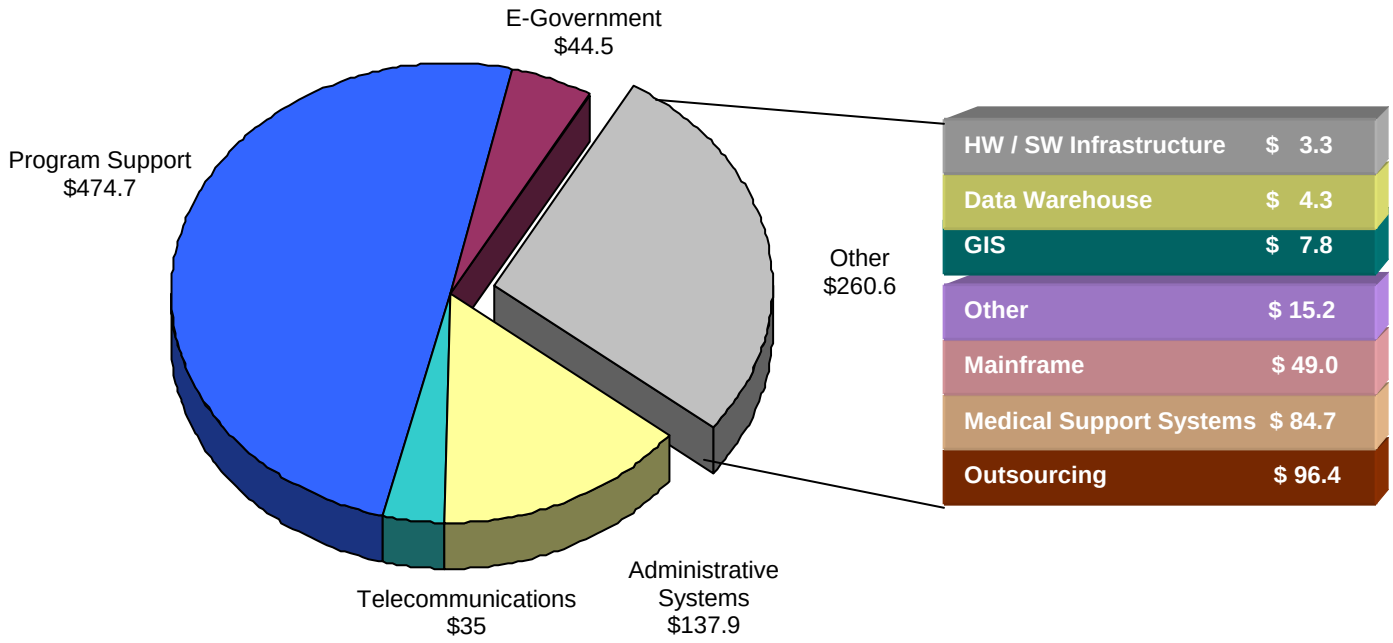


Figure 5: Total Project Life Cycle Cost by Type

(in millions of dollars)



Background

The QAT was established by the 73rd Legislature in Senate Bill 381 and in the General Appropriations Act. Its existence has continued under the General Appropriations Acts of the 74th through 78th Legislatures. In addition, Senate Bill 1701 (78th Legislature) codified several duties of the QAT in the Texas Government Code.

The QAT was originally comprised of representatives from the Legislative Budget Board and State Auditor's Office. The 78th Legislature added the participation of DIR to the QAT effective in fiscal year 2004. QAT responsibilities include establishing rules and guidelines to govern the quality assurance process and review of major information resources projects.

Texas Government Code, Chapter 2054 (Sections 158, 118, 1181-1183), and Article IX, Sections 9.01 and 9.02, of the General Appropriations Act (78th Legislature) contain comprehensive details of all QAT responsibilities.

APPENDIX A: MONITORED PROJECTS

ARTICLE I – GENERAL GOVERNMENT

Agency:	**Attorney General, Office of the (OAG)**		
Project Name:	**Child Support Division's Texas Integrated Eligibility Reengineering System (TIERS) – Texas Child Support Enforcement System (TXCSES) Interfaces**		
Description:	Develop interfaces for data sharing with the Texas Department of Human Services (now Department of Aging and Disability Services).		
Benefits:	Improve the Child Support Division's service delivery to clients, counties, district clerks, and the public though data sharing and data integrity.		
Status/ Explanation of Changes:	A live pilot of the Department of Human Services' TIERS system was activated on June 30, 2003. The TIERS Interface project indicates that the OAG is seeking a bid on a project that will filter referrals from TIERS. The inherent nature of TIERS causes it to generate two to three more times the number of redundant referrals than before. Because of the multiple referrals, a separate project from TIERS TXCSES interfaces will be conducted. There was no detail on expected cost or schedule for this new project at this time. The end date for the project has been extended from September 30, 2005, to August 31, 2006. Delays in the Health and Human Services Commission (HHSC) project schedule make it impossible to complete this project in the original time frame. Current cost changed from $5,562,904 to $2,693,787 as a result of more accurate information from TDHS about their TIERS project and a re-estimation of the development initiatives by the OAG.		
Original Timeline:	10/01/01 – 08/31/05	**Current Timeline:**	10/01/01 – 08/31/06
Initial Costs:	$5,562,904	**Current Costs:**	$2,693,787

Agency:	**Employees Retirement System of Texas**		
Project Name:	**Pensions and Payroll**		
Description:	Replace the legacy pension system with Version 8 PeopleSoft™ Pension and create a new PeopleSoft™ payroll system that will interface with the Comptroller of Public Accounts.		
Benefits:	This is an application that will improve direct service to customers. Its measurable benefits will be customer surveys and improved interface with members and retirees for inquiries and changes to their information.		
Status/ Explanation of Changes:	The current life cycle cost of the project has increased from $3,641,700 to $3,800,000 due to increased utilization of external consultants. The project is 81% completed for Phase I Functional Design and has achieved partial completion of Phase II Functional Design. Current expenditures are $ 2,914,139.		
Original Timeline:	01/15/02 – 01/15/04	**Current Timeline:**	01/15/02 – 12/31/04
Initial Costs:	$2,500,000	**Current Costs:**	$3,800,000

APPENDIX A: MONITORED PROJECTS

ARTICLE II – HEALTH AND HUMAN SERVICES

(QAT projects reflect ownership prior to consolidation of Article II agencies)

Agency:	**Human Services, Texas Department of (TDHS) now Department of Aging and Disability Services**		
Project Name:	**Long-Term Care Regulatory (LTCR) Enforcement Actions**		
Description:	Development of a Web-based information system to support LTCR sanction processing in order to provide users located in State and regional offices automated information on corrective and enforcement actions against long-term care facilities.		
Benefits:	• Track monetary penalties of long-term care facilities to a greater degree of accuracy; • Improve the program's ability to track the lifecycle of enforcement actions from recommendation through collection; • Improve the integrity of data through increased edit checks and additional data collection; and • Improve the reporting capability for both the business process and reporting areas inside and outside the agency.		
Status/ Explanation of Changes:	The agency reported the completion of system and user acceptance testing, as well as associated defect resolution for client/server, Web transaction, and reporting modules. The agency also completed design and development activities for the enforcement action, data repository updates, and conducted estimates for Change Control Board approval for changes to be incorporated in a second product release in August. With reorganization of health and human services agencies and the assignment of a new project manager, it is estimated that the project will require additional hours to complete, delaying the timeline until mid-October. The agency did not request funds for fiscal year 2004–05 and has designated the Information Services strategy as the funding source to complete the project. Current expenditures are $2,119,276. Costs have increased from initial costs due to project hours needed to develop and implement the system requirements.		
Original Timeline:	04/01/02 – 08/31/04	**Current Timeline:**	04/01/02 – 10/15/04
Initial Costs:	$1,177,114	**Current Costs:**	$2,530,964

Agency:	**Health and Human Services Commission (HHSC)**
Project Name:	**Enterprise Health Insurance Portability and Accountability Act (HIPPA)**
Description:	HIPAA is a multi-agency project under HHSC project direction that will coordinate implementation of HIPAA privacy and security rules and ensure compliance with Electronic Data Interchange (EDI) standards specified in 42 CFR 160 – 164.

APPENDIX A: MONITORED PROJECTS

Benefits:	HIPAA rules will result in modifications to policy and procedures, processes, automation systems, and software. Contractors that perform business functions on behalf of Medicaid or CHIP will be required to modify existing systems and/or processes to comply with HIPAA standards. Testing with providers and other entities will require significant planning and resource allocation by Medicaid and CHIP. TDH and MHMR function as both providers and health plans. When possible, HIPAA privacy and security rules will be implemented in conjunction with other state agencies, and compliance with state standards will also be instituted. Activities include systems assessment, analysis, requirements, specifications, remediation, testing, and implementation. Priorities include (1) HHSC, Department of Aging and Disability Services (DADS), and Department of State Health Services (DSHS) programs/systems that are covered by HIPAA and (2) coordination with related Department of Family and Protective Services (DFPS) and Department of Assistive and Rehabilitative Services (DARS) programs/systems and external entities (e.g., health services providers). Health and human services contractors that operate Medicaid or CHIP systems are required to comply with HIPAA.		
Status/ Explanation of Changes:	Compliance with HIPAA security rules is required by April 20, 2005. Compliance with National Provider Identifier (NPI) rules is required by April 23, 2007. The agency has completed several key components, including the completion of security assessments of all health and human services agencies, gap analysis for all health and human services agencies, and development of draft remediation plans for all agencies Current expenditures of $281,000 are minimal due to the infancy of the project. Project costs were obtained from the agency's Biennial Operating Plan for the 78th Legislative Session.		
Original Timeline:	09/01/03 – 08/31/05	**Current Timeline:**	09/01/03 – 08/31/07
Initial Costs:	$ 17,115,196*	**Current Costs:**	$ 15,199,601

** Original start date and costs were taken from the agency's Biennial Operating Plan 78(R).*

Agency:	**Human Services, Texas Department of (TDHS) now Department of Aging and Disability Services**
Project Name:	**Texas Integrated Eligibility Reengineering System (TIERS)**
Description:	Replacement of multiple eligibility applications and improvement of business processes through the expansion of change centers and fraud prevention tools.
Benefits:	• Quicker staff access to client data and eligibility determination; • More timely, precise information allowing for better informed decisions; • Better, automated communication among state and federal agencies; • Improve fraud prevention methods; and • Facilitate changes to system rules due to legislation, regulations, and policy.

APPENDIX A: MONITORED PROJECTS

Status/ Explanation of Changes:	TIERS completed requirements for its August 2004 build. The agency is continually closing outstanding interface defects. Additional staff have been assigned to assist with interface testing for the August build. System integration testing (SIT) for the August build began on July 7, 2004. The agency has completed the second round of mini-trainings for pilot field offices. It is planning to implement the August build (functionality updates to TIERS) live in offices on August 30, 2004. It began delivery of the August 2004 build training and completed the effort in early September 2004. Current costs have fluctuated slightly, with costs decreasing from $296,732,899 to $296,606,801. For fiscal year 2004-05, the agency was appropriated $101,165,203 for this project. Current expenditures are $240,339,391.		
Original Timeline:	06/09/97 – 08/31/04	**Current Timeline:**	09/01/99 – 10/15/05
Initial Costs:	$3,424,420*	**Current Costs:**	$296,606,801

** Reflects initial planning only.*

Agency:	**Texas Department of Mental Health and Mental Retardation (MHMR) now split between Department of Aging and Disability Services and Department of State Health Services**		
Project Name:	**Pharmacy Software System Replacement Project**		
Description:	The goal of this project is to select and implement a new, equally functional, and fully supported pharmacy system for use by the MHMR state facilities. MHMR's work methods and service delivery system will change little as a result of the new system.		
Benefits:	The main opportunity for improvement is through the interfacing of the new pharmacy system with the Clinical Record System. MHMR's work methods and service delivery system will change little as a result of the new system.		
Status/ Explanation of Changes:	MHMR continues file building of the global files necessary for the pharmacy software to function and tailoring those global files for San Antonio State Hospital. Training has begun for the WORx (pharmacy software inventory), as has training for WORx Basic and Infomaker (software that generates reports) for Kerrville State Hospital. File building classes have begun for Austin State School and Hospital, Kerrville, Brenham, Corpus Christi, Rusk, Lufkin, Big Spring, Lubbock, Terrell, Denton, and North Texas (Wichita Falls/Vernon). The implementation date has been delayed due to the general release of the WORx 2.5 product, which hindered the file building process. Current expenditures are $2,383,021 for this project.		
Original Timeline:	09/01/02 – 02/28/04	**Current Timeline:**	09/01/02 – 08/31/05
Initial Costs:	$ 2,500,000	**Current Costs:**	$ 3,360,271

APPENDIX A: MONITORED PROJECTS

ARTICLE III – EDUCATION

Agency:	**Texas State University – San Marcos**		
Project Name:	**Future Administrative System (FAS, formally Enterprise Financial System)**		
Description:	Replace the existing financial record system with a new university financial system that utilizes contemporary technologies and runs in a vendor-supported, mainstream environment.		
Benefits:	The new financial system will provide more timely financial information in a more easily understood form to account managers and support staff campus-wide, reducing their reliance on shadow systems in managing their budgets. Core business processes will be changed to incorporate best practices. The new system will provide university accountants and financial analysts with improved ad hoc access to financial data and allow easier aggregation of financial data into data marts and data warehouses to facilitate enhanced decision support systems.		
Status/ Explanation of Changes:	"Go-live" dates had been set for spring and summer 2004 for finance and human resources (HR), respectively. However, in January 2004, as the team approached the half-way point in its efforts, it reviewed this project and realized that, for the University to fully utilize all that SAP has to offer, it needed more time. This led to the development of a final FAS project plan. In this plan, the final go-live dates for both finance and HR have been extended to allow the project team to take advantage of several newly released enhancements to the SAP software that will more appropriately meet the University's business process needs. The project is expected to end on February 28, 2005. Current costs are higher than original costs due to the increase in scope and poor estimates during original system analysis. Current expenditures are $11,642,752.		
Original Timeline:	01/01/01 – 08/31/03	**Current Timeline:**	01/01/01 – 02/28/05
Initial Costs:	$ 4,750,000	**Current Costs:**	$ 21,318,666

Agency:	**University of Houston System Administration**
Project Name:	**Student Financial HR Replacement System**
Description:	A system to fully integrate financial, human resources, and student information system for all system components (such as the University of Houston Clear Lake or the University of Houston Victoria).
Benefits:	There is need to provide an integrated, effective business environment to support the changing needs of the academic community. As institutions of higher education move toward service enhancement to its student and community environments, the need for the University of Houston (UH) systems to keep pace with these changes was paramount. The FAST project supports the coordination of operations within the UH System universities, enabling them to serve the higher education needs of all stakeholders in a comprehensive and cost-efficient manner. Replacement of the financial, human resource, and student information systems will benefit the four campuses of the UH System by enhancing decision quality and timeliness of the information services provided. Operating costs to support these new services will be evaluated based upon the need for this information and optimized as each new service is implemented. Where appropriate and useful, new features that are supported by PeopleSoft™ software as it is delivered will be implemented to gain an overall enhancement to the breadth of UH system service capabilities. As the project

	progresses, this effort will concentrate on improving the usefulness of personal computers in the UH System business operations. When implemented, the information flow and collaborative exchanges among administrative staff will enhance existing administrative processes.		
Status/ Explanation of Changes:	The UH System wanted to separate this project into two projects representing two individual phases. The QAT advised the UH System to have the project remain as one project, allowing the UH System to show two phases with costs added together for the entire project. In September 2004, costs increased from $36,280,469 to $51,457,261 due to the addition of a new phase (Phase II - Student & Academic Administration (SAA) Rollout). Percent-to-completion is an estimate based on current QAT monitoring report information. Current expenditures are $34,655,524. The project is approximately 60% complete.		
Original Timeline:	03/01/99 – 08/31/02	**Current Timeline:**	02/16/99 – 08/31/07
Initial Costs:	$35,780,000	**Current Costs:**	$ 51,457,261

Agency:	**University of Texas Medical Branch at Galveston (UTMB)**		
Project Name:	**Administrative Systems Replacement**		
Description:	Implementation of PeopleSoft™.		
Benefits:	Integrated system will provide more efficiency through improved service delivery and will limit redundant data entry.		
Status/ Explanation of Changes:	The finance and procurement phases (Phases I and II) of this project are now in post-implementation support. The project teams for Phases I and II have completed the few remaining issues in September 2004. The institution will break out this project into two pieces. The start date of human resources/payroll phase (Phase 3) will be June 1, 2004. Because executive leadership and the campus community view Phases 1 and 2 as distinct and separate projects from Phase 3, a new project will be created for the Human Resources Management System (HRMS)/Payroll implementation. QAT will show this project as continuing. Beginning on approximately July 1, 2004, UTMB began submitting the QAT Monitoring Report for the HRMS/Payroll Phase of the project. For fiscal year 2004-05, UTMB was appropriated $2,279,761. Current expenditures are $18,467,044.		
Original Timeline:	07/01/00 – 04/30/04	**Current Timeline:**	07/01/00 – 08/31/05
Initial Costs:	$17,528,003	**Current Costs:**	$20,862,750

Agency:	**University of Texas M. D. Anderson Cancer Center (UTMDA)**
Project Name:	**MOSAIC Electronic Medical Record Project (formally Ambulatory Electronic Medical Record)**
Description:	Automate patient data for all functions of the medical record.

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Benefits:	• Continuous quality improvement, research, and more accurate determination of costs through clinical outcome data collection; • Thorough documentation to optimize reimbursement and reduce liability; • Regulatory compliance; • Decreased dictation costs through structured text functionality; • Real-time clinical decision support; • Reduction of paperwork and duplication of data entry; and • Improved, secure, efficient access to patient information.		
Status/ Explanation of Changes:	The institution is in the process of updating the entire project, as executive management has significantly changed the goals of the project. The impact of those decisions, made at the executive vice president level, is still being finalized in terms of the project plans and budgets. Accordingly, the institution will be sending a revised report that reflects current directions of the project. The institution expects to send the updated report in mid-November. All of UTMDA's information technology projects are being re-evaluated in terms of overall institutional strategy, funding, etc. The physician documentation project is on indefinite hold. Restructuring of the software and services agreement with the vendor -- iKnowMed of Berkeley, CA -- has been completed. UTMDA will continue to receive software updates from the vendor. Current expenditures are $38,838,003.		
Original Timeline:	08/25/00 – 08/31/10	**Current Timeline:**	09/01/00 – 06/30/05
Initial Costs:	$63,262,483	**Current Costs:**	$81,382,147

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ARTICLE V – PUBLIC SAFETY AND CRIMINAL JUSTICE

Agency:	**Criminal Justice, Texas Department of (TDCJ)**		
Project Name:	**Offender Information Management Phase III – Period 1**		
Description:	Reengineering of the agency's offender information management business processes and application of technology and tools. Efforts are concentrated on a management system to supervise and administer a range of options and sanctions available for felons' integration back into society following release from confinement.		
Benefits:	Correct deficiencies, data inaccuracies, delays in processing information, redundant data entry, and intensive staff processing of information; and reduce numerous transports of hard copy files. In May 1995, an independent consulting firm estimated savings for the entire project in excess of $100 million through fiscal year 2002, assuming a 1995 start date and a 1999 completion date. Savings estimates using different criteria have varied throughout this project.		
Status/ Explanation of Changes:	This project has been separated into multiple phases. Two earlier phases of the project have been completed at a cost of $14,470,539. These phases provided for the development of a road map for reengineering, a review of business processes, and the redesign of systems to support reengineering process is complete. Phase III – Period 1 currently estimates a cost of $28,722,891 for the development of a management system to supervise and administer various options and sanctions available for felon reintegration into society following confinement (parole supervision). TDCJ continued review of off-line functionality and continued revision of Parole Board vote functionality to support changes resulting from Senate Bill 917 78th Regular Legislative Session and vote validation. TDCJ identified multiple errors. Of the 1,484 errors identified in 50 (of 67) modules, a total of 1,461 errors have been corrected. TDCJ also completed end user training during this period. TDCJ moved release one functionality into operation with the implementation of supervision-related functions on September 12, 2004. TDCJ still has not provided a Release 2 date on its report. It reported to the House Appropriations Subcommittee on Criminal Justice that the system will be implemented by start of the next session. End dates reflect internal review and implementation of Releases 1 and 2. Rider 32 in TDCJ's appropriations bill pattern authorizes capital budget and expenditures via costs savings. Current costs increased for the extension of contract support services. Current expenditures are $28,178,077.		
Original Timeline:	09/01/99 – 08/31/01	**Current Timeline:**	09/01/99 – 12/31/04 (Release 1 – 9/12/04) (Release 2 – 12/31/04 - Estimated)
Initial Costs:	$31,435,650	**Current Costs:**	$28,722,891

Agency:	**Public Safety, Texas Department of (DPS)**
Project Name:	**Crash Records Information System (CRIS)**
Description:	DPS and the Texas Department of Transportation are working cooperatively to restructure and redesign the Texas Traffic Accident/Crash Records systems.

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Benefits:	Implementation of a crash records information system providing enhanced efficiencies to capture, manage, and disseminate timely and accurate data to parties who need it to improve the safety of Texas roadways.		
Status/ Explanation of Changes:	DPS provided an overall completion percentage of 72%, which includes 100% completion of Preparation, 100% completion of Design, 69% completion of Configuration, and 8% completion of Deployment. It reported multiple accomplishments of multiple deliverables received or pending in both configuration and deployment phases, in addition to multiple other accomplishments. Next period, DPS plans to finalize testing scripts, perform integration testing, initiate user acceptance testing, and initiate installation of CRIS Software at the State Data Center in the production environment (among other deliverables). A change request is pending to incorporate the changes made to the DPS crash information report form. The implementation schedule for the new crash report was moved up to January 2005. To have the graphical user interface screens and snippets set up for data entry, DPS will need to incorporate the changes made to the crash report. This represents a new requirement for IBM. The timeline and cost decreased based upon vendor analysis and a 15-month lifecycle with a 6-month transition period. For fiscal year 2004-05, the Texas Department of Transportation, DPS, and the Texas Department of Insurance were appropriated $13,236,960 for this project. Current expenditures are $7,350,819.		
Original Timeline:	10/01/95 – 09/30/98	**Current Timeline:**	10/01/95 – 07/05/05
Initial Costs:	$2,209,810	**Current Costs:**	$14,365,258

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Agency:	**Public Safety, Department of (DPS)**		
Project Name:	**National Crime Information Center 2000/Texas Law Enforcement Telecommunications System (NCIC 2000/TLETS)**		
Description:	System modification, development, acquisition, and training to comply with the Federal NCIC upgrade.		
Benefits:	Compliance with requirements of the NCIC upgrade and enhancement of law enforcement to exchange criminal justice data at the state and national level.		
Status/ Explanation of Changes:	DPS selected Datamaxx Applied Technologies, Inc. of Tallahassee Florida as the vendor for this project. An agreement was finalized on April 15, 2004, and initial planning for project kick-off and the requirements phase began. The end date was revised to December 31, 2005, from May 31, 2006. Clarification from the project manager at DPS indicated the timeframe was a result of the project plan in the agreement indicating that the project will finish sooner than anticipated. On June 17, 2004, DPS received for its approval a final draft of system requirements specifications and the project management plan. A risk analysis has been completed and the design phase can proceed. The Texas Department of Transportation, the Texas Department of Criminal Justice, and internal departments met to ensure all issues (protocol, etc.) are resolved. DPS identified that the delivery of the design template used by the vendor does not correspond to the CEM (the system development methodology DPS uses) design specs. The vendor will produce a design template in its respective design template, and the CEM design document will be created from that document. Mitigation involves including the vendor template as an attachment to the CEM allowing for cross-referencing. DPS was appropriated $6,959,226 in fiscal year 2004-05 for payments to the Master Lease Purchase Program. Current costs decreased from the previous report as a result of actual NCIC project expenditures. Current expenditures for the NCIC 2000 application and TLETS satellite conversion are $18,296,319.		
Original Timeline:	01/01/97 – 12/31/99	**Current Timeline:**	09/01/98 – 12/31/05
Initial Costs:	$10,698,304	**Current Costs:**	$27,637,552

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Agency:	**Public Safety, Department of (DPS)**		
Project Name:	**State Agency Sharing Initiative/Computerized Criminal History Re-Write (SASI/CCH)**		
Description:	Redesign and rewrite of the DPS Computerized Criminal History System.		
Benefits:	Conversion to use a state-of-the-art database (IBM's DB2 database software) will avoid future costs for maintenance of the existing application within DPS. Additionally, increased revenue will be realized by the use of efficient and economical technologies within the redesigned CCH system.		
Status/ Explanation of Changes:	DPS has completed many deliverables, several of which are key. First, a large conversion component acceptance test was accomplished on August 16, 2004. This deliverable consisted of the new redesigned DB2 CCH database and conversion of the M204 data into DB2 data. Testing was done using converted programs and data. Second, inbound interfaces detailed design was accomplished on August 17, 2004. This deliverable consisted of the design document detailing how CCH will process inbound batch and real-time transactions. Finally, the Outbound Interfaces Detailed Design document was released to CRS for review. Acceptance testing on core CCH functionality continues. Parallel testing with CCH and Texas Law Enforcement Telecommunications System (TLETS) has been set up to run daily. The install date for Phase I was set for September 2004. This was dependent on successful completion of user acceptance testing and system performance tests. Phase II components will not be implemented until December 2004. APG estimates that the XML, Digital Mug Shot, and Machine Readable Data components (Phase II) will be completed in November 2004. The "Push, Pull, Subscribe," Data Analysis, and "real time" components (also part of Phase II) will be implemented in December 2004. DPS received a grant in fiscal year 2003 in the amount of $1,896,972. It did not request funding for fiscal year 2004-05. Funds from fiscal year 2003 are reported as encumbered for the remainder of the project. Current expenditures are $839,928 (fixed-priced contract).		
Original Timeline:	09/01/00 – 08/31/03	**Current Timeline:**	02/01/02 – 12/27/04
Initial Costs:	$2,500,000	**Current Costs:**	$3,246,432

Agency:	**Department of Public Safety (DPS)**
Project Name:	**Drivers License Reengineering Project**
Description:	A full upgrade of hardware and software that will rewrite the Texas drivers license system to support the citizens of the state of Texas. This project will include new camera systems, as well as a new database housing all drivers license and identification card information.

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Benefits:	Consolidated systems will enable DPS to combine both data and image collection applications on an individual personal computer, thus providing a more efficient processing of applications. A more efficient programming environment will make the system easier to maintain and expedite implementation of necessary system modifications and enhancements. The project will replace the communications protocol providing a more cost-effective and efficient system. Additionally, the system will incorporate automated reports to strengthen monitoring capabilities and reduce the potential for internal fraud.		
Status/ Explanation of Changes:	In March 2004, a project manager was hired and project teams were identified. DPS is focusing on capturing business requirements, processes, and rules. In May 2004, the project was presented to the QAT. The QAT approved the project and recommended that the project be monitored quarterly. The project's first report was due on September 13, 2004. DPS posted a request for proposal to Marketplace, with proposals due from vendors on September 17, 2004. DPS began evaluating the proposals September 2004. A second request for proposal for the drivers license card was in internal review and planned for posting to Marketplace in October. DPS reports accomplishments by month. It also identifies planned accomplishments from September – December 2004. DPS has a dedicated project manager for the project who is on track to becoming a Project Management Professional. DPS appears to be focusing on formal processes for improvement of information resource projects. The end date reported in the QAT Monitoring Report is May 2007. Through correspondence with the QAT, DPS provided an end date of January 2007. In a budget hearing, the executive director announced an end date of August 2007. Current costs have been set at $46,727,643. Expenditures to date are $407,000.		
Original Timeline:	01/06/04 – 01/30/07	**Current Timeline:**	01/06/04 – 08/31/07
Initial Costs:	$46,727,643	**Current Costs:**	$46,727,643

APPENDIX A: MONITORED PROJECTS

Agency:	**Texas Alcoholic Beverage Commission (TABC)**		
Project Name:	**Re-engineer Legacy Database System**		
Description:	TABC is planning a legacy transformation of its mainframe and applications database systems to a modern enterprise environment in order to lower operating costs and enhance its ability to develop future functionality as expressed in its mission statement. The agency's long-term strategy has been to replace its mainframe computer system and utilize state-of-the art hardware and software to allow better quality of service to internal and external customers. As part of the technology improvement, the agency will position itself to improve its public safety mission performance.		
Benefits:	The primary objective for this project is to transition the agency's licensing and regulatory applications to a mainstream enterprise environment in order to lower TABC's operating costs and enhance its ability to respond with additional functionality as expressed in its mission statement. By transitioning the Model 204 mainframe applications to a modern software architecture, TABC stands to benefit in numerous ways: • Move to a "Web-based system" to participate in e-commerce initiatives of state government, allowing rapid renewal applications to be processed. • Provide more detailed access to agency information to other governmental entities, as well as the alcoholic beverage industry. • Information will be more readily available 24 hours a day, 7 days a week for local, state, and federal law enforcement, TABC agents, and industry • Improved electronic cooperation among state agencies • Improved protection of state assets • A state-of-the-art technology environment will offer total cost of ownership savings • Improved service levels to enforcement agents • Lowered support risks due to a standard platform and availability of development resources • Easier integration with e-government initiatives		
Status/ Explanation of Changes:	The Legislature has approved capital funding authority in the amount of $2,331,000 through the end of the current biennium (August 2005) for the migration to newer technology. A statement of work was provided with project milestones for the vendor, infrastructure deployment, and net development. Initial project cost estimates were lowered below the capital funding authority but increased due to costs associated with project change requests, newly identified software, increased training, increased consulting services, and estimated costs for Phase 5 & 6 services. Travel costs have been added since the original estimate. Estimated project costs are still below the original funding authority. Cost expenditures to date are $448,865.		
Original Timeline:	09/01/03 – 08/31/05	**Current Timeline:**	09/01/03 – 07/29/05
Initial Costs:	$2,331,000	**Current Costs:**	$2,123,210

APPENDIX A: MONITORED PROJECTS

ARTICLE VI – NATURAL RESOURCES

Agency:	**Environmental Quality, Texas Commission on (TCEQ)**		
Project Name:	**State Implementation Plan (SIP) Data Management**		
Description:	Development of a central database to receive and store area and mobile source emissions inventory data.		
Benefits:	Provide required emissions inventory data to various entities, as well as greater automation in importing, storing, formatting, managing, and compiling data for air emissions inventory reports and submissions.		
Status/ Explanation of Changes:	The Project is 50% functional. Data models, database development, and application development are reported as 100% complete. The timeline and cost increases reflect new reporting requirements and expanded geographic area coverage for multiple pollutants from the EPA consolidated emissions reporting rule and a federal court decision regarding new national ambient air quality standards. TCEQ divided the project into phases, with a Phase 3 timeline of December 31, 2003, through August 31, 2005. Phase 4 timelines begin in December 2005 and end on the project completion date in August 2007. For fiscal year 2004-05, TCEQ was appropriated $1,200,000. Current expenditures are $ 1,264,883.		
Original Timeline:	09/01/99 – 08/31/03	**Current Timeline:**	02/21/01 – 08/31/07
Initial Costs:	$1,417,705	**Current Costs:**	$3,627,454

Agency:	**Environmental Quality, Texas Commission on (TCEQ)**		
Project Name:	**Investigation Information Collection System (IICS)**		
Description:	The system will provide investigators with hand-held computers to collect investigation checklist information in the field at the point of investigation.		
Benefits:	This project is identified as a "strategic project," that will provide a comprehensive solution to agency wide information needs. It is consistent with Compliance Planning and Permit Enforcement's ability to meet recommendations of the Business Process Review.		
Status/ Explanation of Changes:	TCEQ reports that requests for offers have been received and evaluations have been completed. Best and final offers (BAFO) were due on September 7, 2004. It is anticipated that all deliverables will be completed by August 31, 2005. TCEQ plans to complete the BAFO review, have a contractor on board and in place, and begin joint application development and requirements documentation. For fiscal year 2004-05, TCEQ was appropriated $2,000,000. There have not been any identified expenditures to date.		
Original Timeline:	09/01/03 – 08/31/05	**Current Timeline:**	09/01/03 – 08/31/05
Initial Costs:	$2,120,000	**Current Costs:**	$2,120,000

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Agency:	**Environmental Quality, Texas Commission on (TCEQ)**		
Project Name:	**Surface Water Quality Monitoring Information System (SWQMIS)**		
Description:	Elimination of the existing, outdated and incomplete systems for managing Surface Water Quality Monitoring data into an integrated information system for the long term storage, management, and assessment of surface water quality data.		
Benefits:	This project will provide a basis for more accurate and timely assessment and management of Surface Water Quality Monitoring data at the TCEQ. One of the requirements of this project will be to provide the general public with more efficient access to the data.		
Status/ Explanation of Changes:	TCEQ has completed all necessary contract preparation and has established project outcome and output measures. The QAT has approved this project and will begin monitoring the project after a vendor is chosen. TCEQ is currently waiting on vendor selection. For fiscal year 2005, TCEQ was appropriated $750,000.		
Original Timeline:	02/01/04 – 08/31/06	**Current Timeline:**	02/01/04 – 08/31/06
Initial Costs:	$1,750,000	**Current Costs:**	$1,750,000

Agency:	**Railroad Commission of Texas**
Project Name:	**Electronic Compliance and Approval Process (ECAP)/Oil and Gas Migration (OGM)**
Description:	Automate all compliance processes for the oil and gas industry.
Benefits:	ECAP provides replacement of expensive and time-consuming prepping, filming, and filing of paper documents with an efficient electronic system; reduces turnaround time for compliance and approval processes; and decreases costs for the industry. The OGM project is the backend process to migrate oil and gas database systems from the mainframe environment to newer technologies, thus enhancing business processes by increasing efficiency and productivity.

APPENDIX A: MONITORED PROJECTS

Status/ Explanation of Changes:	The ECAP and OGM projects merged for integration of processes and work products. OGM Phases I and II are currently completed. Phase III is approximately 44% complete. The agency deployed a quick pilot as planned and also completed the construction phase of the work on the enhanced ECAP. Activity on liquid hydrocarbon movement and storage includes completion of elaboration phase, BPR, and design activity. The agency plans to perform formal testing, implement its user acceptance plan, and deploy the enhanced ECAP. The agency reported that the contract with MAXIMUS was terminated because MAXIMUS believed it underbid on a fixed price contract and could not complete the work. The agency posted contract project positions on Marketplace. The contract termination agreement included releasing the subcontractors from competition agreements. The agency plans to subcontract for final work and monitor within the agency. The agency is still refining its overall plan for OGM due to the reduction in scope and the contract termination. It addresses funding shortfalls in its legislative appropriations request. For fiscal year 2004-05, $231,859 was appropriated for the OGM project. Separate rider and contingency appropriations were passed stipulating an additional $3,623,138 contingent upon the agency assessing fees to cover the costs of the Pipeline Safety program (Rider 10) and assessing fees to cover the costs of the Rail Safety program (Article IX, Sec. 11.59(c)). Project costs and timeline have increased as a result of the project merger. Current expenditures are $ 7,972,109.		
Original Timeline:	09/01/99 – 08/31/05	**Current Timeline:**	09/01/99 – 02/01/12*
Initial Costs:	$12,425,906	**Current Costs:**	$27,608,223*

** The agency testified that the project end date is now February 1, 2012, and project costs increased to $27,608,223. The agency asserts that the project scope was vastly underestimated.*

Agency:	**Water Development Board, Texas (TWDB)**
Project Name:	**Water Information Integration and Dissemination (WIID)**
Description:	Geographic information system with Web-enabled technology for water-related information. Joint project with the Texas Parks and Wildlife Department and the Texas Commission on Environmental Quality.
Benefits:	• Support to communities in planning for water supplies and water-related infrastructure; • Reduction of costs for communities to obtain needed information, apply for funding, and manage their water-infrastructure-related construction projects; and • Increased support for emergency water supply planning.

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Status/ Explanation of Changes:	TWDB reports a completion percentage of 70%. It is currently tasking the Develop Water Use Survey and Water Planning Data Web application and integrating to WIID. This includes creating spatial views in applications, piloting the water use survey and water planning applications, and conducting cartographic tasks for water use survey and planning. Current costs have decreased as a result of a reduction in contract services. For fiscal year 2004-05, TWDB was appropriated $423,561. Current expenditures are $1,524,270.		
Original Timeline:	09/01/01 – 08/31/05	**Current Timeline:**	06/01/01 – 08/31/05
Initial Costs:	$5,267,456	**Current Costs:**	$3,233,096

APPENDIX A: MONITORED PROJECTS

ARTICLE VII – BUSINESS AND ECONOMIC DEVELOPMENT

Agency:	**Transportation, Texas Department of (TxDOT)**		
Project Name:	**Licensing Administration Certification and Enforcement (LACE)**		
Description:	Update and integrate existing automated processes of the Motor Vehicle Division.		
Benefits:	Cost avoidance through increased staff morale, decreased turnover, and improved worker productivity.		
Status/ Explanation of Changes:	A few milestones appear to be behind schedule. This would push the completion date to at least February 2005. Integration testing is also behind schedule. Four new risks have been identified: (1) Motor Vehicle Division personnel will not be sufficiently available during critical phases of the project; (2) LACE will not provide the ability to block out private information (and leave the original document unaltered) when individuals view public information; (3) Software stress testing has not been defined and application performance may not be acceptable; and (4) The system will not be available because it appears that if one area of LACE goes down, the Motor Vehicle Division will not be able to access the system. The agency has proposed risk mitigation strategies for each new risk. Cost and timeline increased as a result of vendor termination. For fiscal year 2004-05, TxDOT was appropriated $2,379,144. Current expenditures are $5,968,177.		
Original Timeline:	11/01/99 – 08/31/03	**Current Timeline:**	11/01/99 – 02/28/05
Initial Costs:	$4,226,942	**Current Costs:**	$8,067,798

Agency:	**Transportation, Texas Department of (TxDOT)**		
Project Name:	**Motor Vehicle Information System (MVIS) – Registration and Titling System**		
Description:	Vehicle application system for point-of-sale sticker printing.		
Benefits:	Web-based capability to renew vehicle registrations.		
Status/ Explanation of Changes:	There are three sub-projects that comprise the MVIS project, and the QAT has broken the project into three separate projects: (1) Special Plates Integration (SPI) (currently on hold by the agency), (2) Registration and Titling System – Point-of-Sale Sticker Printing (POS), and (3) Internet Enabling of the International Registration Plan. The total of these projects is $10,410,725 (POS - $7,847,075; SPI - $1,367,000; and Internet Enabling - $ 1,196,650). Unit and system testing and implementation planning have completed on the POS application. Initial equipment has been received. In July 2004, TxDOT experienced delays in the pilot phase due to some of the complexities of the implementation. TxDOT states that the timeline increase is a result of reassignment of programming resources to complete recent legislative mandates, as well as other priorities. Current expenditures are $5,074,013.		
Original Timeline:	01/01/02 – 01/01/03	**Current Timeline:**	01/01/02 – 12/31/04
Initial Costs:	$7,472,025	**Current Costs:**	$7,847,075

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Agency:	**Transportation, Texas Department of (TxDOT)**		
Project Name:	**Motor Vehicle Information System (MVIS) - Internet Enabling**		
Description:	Vehicle application system for point-of-sale sticker printing.		
Benefits:	Web-based capability to renew vehicle registrations.		
Status/ Explanation of Changes:	There are three sub-projects that comprise the MVIS project, and the QAT has broken the project into three separate projects: (1) Special Plates Integration (SPI) (currently on hold by the agency), (2) Registration and Titling System – Point-of-Sale Sticker Printing (POS), and (3) Internet Enabling of the International Registration Plan. The total of these projects is $10,410,725 (POS - $7,847,075; SPI - $1,367,000; and Internet Enabling - $ 1,196,650). The end date for the project has still not been clearly identified by the agency due to other priorities TxDOT defined. The project has been temporarily delayed. An estimated completion date is August, 31 2005. The project is 10% complete. The project request for offer (RFO) was published on March 30, 2004. However, it was canceled due to various concerns regarding its clarity and vendors' responses. The RFO is currently being rewritten. Current expenditures are $17,924.		
Original Timeline:	07/02/02 – 08/31/05	**Current Timeline:**	07/02/02 – 08/31/05
Initial Costs:	$1,196,650	**Current Costs:**	$1,196,650

Agency:	**Transportation, Texas Department of (TxDOT)**		
Project Name:	**TxDOT Enterprise Resource Management System (TERMS II)**		
Description:	Collect, analyze, and report various traffic data. Deployment of PeopleSoft™ to users, evaluation of replacement of Uniform Statewide Payroll System (USPS) with PeopleSoft™ Payroll, and implementation of the Internet version of the PeopleSoft™ Human Resource Management System (HRMS).		
Benefits:	Elimination of duplicate data entry and data storage, inconsistencies between existing systems, and inaccessible data.		
Status/ Explanation of Changes:	This is a continuation of a previous project, TERMS I. The projects were separated into separate components at the request of the QAT. TERMS II provides for rework and deploys the system to an extended group of users. The end date for the project has changed from August 2004 to October 2004. All programming and testing were to be completed by August 2004. Because PeopleSoft™ 8.3 will become TxDOT's system of record for human resources data, to ensure a smooth transition to the new system, the project team and sponsor agreed that PeopleSoft™ 8.3 implementation should occur after end-of-year processing in the existing legacy human resources management application. The project is 90% complete. Project costs decreased due to the decision not to purchase additional PeopleSoft™ modules. For fiscal year 2004 TxDOT was appropriated $400,000 for this project. Current expenditures are $3,051,072.		
Original Timeline:	09/01/01 – 08/31/03	**Current Timeline:**	09/01/01 – 10/31/04
Initial Costs:	$4,914,098	**Current Costs:**	$3,349,759

APPENDIX A: MONITORED PROJECTS

ARTICLE VIII – REGULATORY

Agency:	**Workers' Compensation Commission, Texas (TWCC)**		
Project Name:	**Business Process Reengineering/Architecture Development**		
Description:	Business process reengineering to identify and streamline business processes.		
Benefits:	Modernization of TWCC's data processing functions that were deemed unreliable and insufficient by the Office of the State Auditor.		
Status/ Explanation of Changes:	TWCC completed the acceptance of Segment 1 of Tier 1 of the Compensation Management System (COMPASS) replacement in May 2003. It now has an on-line health care provider access and registration system for the various approved doctors lists. An enhancement to the Provider System was completed in August 2003; the enhancement allows for applications to be automatically processed if specific criteria are met. It also allows additional flexibility for staff in managing the lifecycle of a doctor's status on each list and provides better support for the deletion, revocation, or withdrawal of doctors from a list. Requirements specification and detailed systems design appear to be behind schedule. The project is 22% complete. There are two new risks identified this fiscal year: (1) contractors terminating contracts prior to contract-end dates and (2) according to TWCC, there is difficulty filling internal developer vacancies due to the state pay scale. Project costs decreased as a result of a 7% fiscal year 2003 statewide budget reduction. For fiscal year 2004–05, $3,560,000 was appropriated for this project. Current expenditures are $8,307,837.		
Original Timeline:	01/01/99 – 12/31/02	**Current Timeline:**	12/07/99 – 08/31/07
Initial Costs:	$7,310,540	**Current Costs:**	$12,870,000

APPENDIX B: COMPLETED PROJECTS

Article I – General Government

Information Resources, Department of

Telemanagement Systems

Initial Timeline:	06/01/97 – 09/01/98	Final Timeline:	06/01/97 – 03/31/04
Initial Cost:	$2,568,919	Final Cost:	$4,070,620

Article II – Health and Human Services

(QAT projects reflect ownership prior to consolidation of Article II agencies)

Health and Human Services Commission, Texas

Health and Human Services Administrative System (HSAS)

Initial Timeline:	09/01/00 – 08/31/07	Final Timeline:	09/01/00 – 08/31/04
Initial Cost:	$65,202,085	Final Cost:	$24,179,293*

**Costs shown are for FY 2002 –2004. Previous costs were $33,381,431*

Health, Texas Department of

Cancer Registration

Initial Timeline:	09/01/98 – 08/31/04	Current Timeline:	09/01/98 – 08/31/04
Initial Cost:	$1,136,486	Current Cost:	$361,500

Texas-Wide Integrated Client Encounter System (TWICES)

Initial Timeline:	09/01/97 – 08/31/00	Final Timeline:	09/01/97 – 11/07/03
Initial Cost:	$1,050,000	Final Cost:	$3,727,820

Women Infants and Children (WIC) Electronic Benefits Transaction (EBT)

Initial Timeline:	03/01/96 – 09/30/01	Final Timeline:	04/01/96 – 08/31/04
Initial Cost:	$34,101,866	Final Cost:	$14,221,065

Article III – Education

The University of Texas Health Science Center – San Antonio

Replacement of Core Administrative Business Systems

Initial Timeline:	09/01/99 – 01/31/05	Final Timeline:	09/01/99 – 07/30/04
Initial Cost:	$7,650,084	Final Cost:	$11,235,505

Article V – Public Safety and Criminal Justice

Criminal Justice, Texas Department of

Computerized Maintenance Management System

Initial Timeline:	07/01/93 – 12/31/00	Current Timeline:	07/01/93 – 03/31/04
Initial Cost:	$2,666,800	Current Cost:	$1,682,527

Enterprise Server Technology Refresh

Initial Timeline:	09/01/00 – 08/31/03	Current Timeline:	09/01/00 – 08/31/04
Initial Cost:	$30,770,580	Current Cost:	$14,557,672

APPENDIX B: COMPLETED PROJECTS

Article VI – Natural Resources

Environmental Quality, Texas Commission on

Water Availability Model – Rio Grande

Initial Timeline:	12/22/00 – 05/31/04	Final Timeline:	12/22/00 – 05/31/04
Initial Cost:	$3,391,874	Final Cost:	$2,512,726

Article VII – Business and Economic Development

Transportation, Texas Department of

AASHTO Site Manager (SITEMGR)

Initial Timeline:	03/01/97 – 08/31/99	Final Timeline:	03/01/97 – 03/31/04
Initial Cost:	$5,628,221	Final Cost:	$8,423,334

Statewide Analysis Model (SAM)

Initial Timeline:	04/05/00 – 08/31/03	Final Timeline:	04/05/00– 03/31/04
Initial Cost:	$1,732,900	Final Cost:	$1,725,228

Statewide Traffic Analysis and Reporting System (STARS)

Initial Timeline:	08/01/96 – 09/30/99	Final Timeline:	08/01/96– 12/09/03
Initial Cost:	$4,059,720	Final Cost:	$9,860,585

GIS Architecture and Infrastructure Project (GAIP)

Initial Timeline:	02/01/99 – 06/30/04	Final Timeline:	02/01/99– 08/31/04
Initial Cost:	$1,622,694	Final Cost:	$2,042,510

APPENDIX C: WAIVED PROJECTS AND PROJECTS ON HOLD

Waived Projects

Article I – General Government

Comptroller of Public Accounts, Office of the

Data Center Operations

Initial Timeline:	10/01/95 – 08/31/01	Current Timeline:	08/01/93 – 08/31/07
Initial Cost:	$10,812,648	Current Cost:	$32,276,100

Article II – Health and Human Services

(QAT projects reflect ownership prior to consolidation of Article II agencies)

Health, Texas Department of

Health Alert Network

Initial Timeline:	08/01/99 – 08/31/02	Current Timeline:	08/01/99 – 08/31/06
Initial Cost:	$2,078,805	Current Cost:	$3,323,250

National Electronic Disease Surveillance System

Initial Timeline:	09/01/00 – 08/31/03	Current Timeline:	09/01/00 – 08/31/05
Initial Cost:	$3,586,092	Current Cost:	$4,339,564

HIV/STD Research and Program Evaluation Systems

Initial Timeline:	09/01/02 – 08/31/07	Current Timeline:	09/01/02 – 12/31/04
Initial Cost:	$ 2,032,773	Current Cost:	$ 699,606

Human Services, Texas Department of

Data Center Services

Initial Timeline:	01/01/01 – 12/31/05	Current Timeline:	01/01/01 – 12/31/07
Initial Cost:	$6,061,017	Current Cost:	$67,593,540

Protective and Regulatory Services, Texas Department of

DTS Lease for Computer Hardware/Software

Initial Timeline:	09/01/99 – 01/31/06	Current Timeline:	09/01/99 – 01/31/06
Initial Cost:	$28,787,300	Current Cost:	$28,787,300

Article VI – Natural Resources

Environmental Quality, Texas Commission on

Small System Development

Initial Timeline:	09/01/03 – 08/31/05	Current Timeline:	09/01/03 – 08/31/05
Initial Cost:	$1,250,000	Current Cost:	$1,250,000

Article VII – Business and Economic Development

Housing and Community, Texas Department of

Normal Growth/Integrated Systems

Initial Timeline:	09/01/01 – 08/31/05	Current Timeline:	09/01/01 – 08/31/05
Initial Cost:	$1,243,411	Current Cost:	$2,253,411

PC Deployment/LAN Upgrade

Initial Timeline:	09/01/01 – 08/31/05	Current Timeline:	09/01/01 – 08/31/05

APPENDIX C: WAIVED PROJECTS AND PROJECTS ON HOLD

Initial Cost:	$1,026,768	Current Cost:	$1,026,768

Transportation, Texas Department of

Bridge Management Information Systems (BMIS)

Initial Timeline:	12/01/92 – 09/30/07	Current Timeline:	12/01/92 – 02/28/05*
Initial Cost:	$1,761,841	Current Cost:	$2,039,701*

*The end date has changed due to the loss of a key resource last year and additional unplanned time required for data analysis. The re-scoped project will implement only the maintenance and inspection modules of Pontis. This will reduce the costs of project development.

APPENDIX C: WAIVED PROJECTS AND PROJECTS ON HOLD

Projects Placed on Hold by the Agency

Article I – General Government

Information Resources, Department of

e-Procurement (TxG2B) Project

Initial Timeline:	09/01/01 – 11/30/02	Current Timeline:	09/01/01 – 08/31/04*
Initial Cost:	$567,500	Current Cost:	$977,504

** No new end date has been determined. DIR has no planned or budgeted funds for this project at this time.*

Article V – Public Safety and Criminal Justice

Criminal Justice, Texas Department of

Offender Information Management Re-engineering Phase III Period 2

Initial Timeline:	09/01/01 – 08/31/05	Current Timeline:	09/01/01 – 08/31/05
Initial Cost:	$36,712,493	Current Cost:	$14,607,166

Article VII – Business and Economic Development

Transportation, Texas Department of

Motor Vehicle Information System (MVIS) – Special Plates

Initial Timeline:	07/02/02 – 08/31/05	Current Timeline:	07/02/02 – 08/31/05
Initial Cost:	$1,367,000	Current Cost:	$1,367,000