



Senate Committee on Government Organization

83rd Texas Legislature Interim Report

December, 2014

Please direct questions and comments to:

Senator Judith Zaffirini, PhD, Chair
Senate Committee on Government Organization
P.O. Box 12068
Austin, Texas 78711
512-463-1818

Interim Report prepared by:

Senate Committee on Government Organization
Rachel McClure, Committee Director
Krista Kyle, Policy Analyst and Staff Attorney
Jorge Ramirez, Committee Clerk and Legislative Aide

Senator Judith Zaffirini, Chair
Senator Charles Schwertner, Vice Chair



Senator Brian Birdwell
Senator Sylvia Garcia
Senator Ken Paxton
Senator José Rodríguez
Senator Larry Taylor

Senate Committee on Government Organization

December 1, 2014

The Honorable
David Dewhurst
Lieutenant Governor of Texas
P.O. Box 12068
Austin, Texas 78711

Dear Lieutenant Governor Dewhurst:

The Senate Committee on Government Organization hereby submits our interim report, including recommendations to the 84th Legislature.


Respectfully submitted,



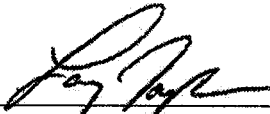
Senator Judith Zaffirini, Chair



Senator Charles Schwertner, Vice Chair

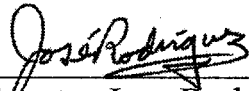


Senator Brian Birdwell



Senator Larry Taylor

Senator Ken Paxton*



Senator José Rodríguez



Senator Sylvia Garcia

*Senator Ken Paxton, as Attorney General-elect, declined to sign any Senate committee interim reports.

Contents

Acknowledgements	1
Executive Summary	3
Introduction	7
Charge One. Reporting.....	9
Charge Two. Contracting	47
Charge Three. Cybersecurity.....	85
Conclusion.....	101
Appendix A	103
Appendix B	105
Appendix C	159
Appendix D	191

Acknowledgements

The Senate Committee on Government Organization thanks the following for their assistance during our interim hearings and for their contributions to this report:

Comptroller of Public Accounts
Forensic Science Commission
LBJ School of Public Affairs, The University of Texas at Austin
Legislative Budget Board
Legislative Reference Library
Office of the Attorney General
Railroad Commission of Texas
State Auditor's Office
State Bar of Texas
State Commission on Judicial Conduct
Sunset Advisory Commission
Texas Commission on Environmental Quality
Texas Department of Information Resources
Texas Department of Public Safety
Texas Department of Transportation
Texas Education Agency
Texas Facilities Commission
Texas Health and Human Services Commission
Texas Higher Education Coordinating Board
Texas Legislative Council
Texas Lottery Commission
Texas State Library and Archives Commission
Texas Workforce Commission
The Texas A&M University System
The University of Texas System

Patsy Spaw, Secretary of the Senate
Scott Caffey, Senate Committee Coordinator
Rick DeLeon, Senate Sergeant-at-Arms
Senate Media
Senate Publications and Printing
Senate Research Center

Both hearings and this report were made possible by the leadership of the committee members and the contribution of their dedicated staff whose names are listed below:

Rachel McClure (Charge Two), Krista Kyle (Charge One), and
Jorge Ramirez (Charge Three), representing Senator Judith Zaffirini, Chair
Tom Holloway, representing Senator Charles Schwertner, Vice Chair
Michael Cicerone and Anna Paulson, representing Senator Brian Birdwell
Luis Figueroa, representing Senator José Rodríguez
Tom Smith, representing Senator Ken Paxton
Nicole Sunstrum, representing Senator Larry Taylor
Isabel Longoria, representing Senator Sylvia Garcia
Ed Robertson, representing Governor Rick Perry
Hasan Mack, representing Lieutenant Governor David Dewhurst

The committee also is grateful to the many stakeholders whose input contributed to the development of this report, especially those who testified at the public hearings, participated in workgroups or interviews, or took time to complete the state agency reporting survey circulated by the committee staff. We hope this report will be useful, will foster discussion of good governance and sound policy development, and will provide insight for those who share our interest in this important arena.

Executive Summary

The Senate Committee on Government Organization (GO) is a standing committee of the Texas Senate. During the legislative interim the committee is responsible for addressing charges assigned by the Lieutenant Governor and preparing recommendations to address problems that are identified. Its goal is to ensure that Texas state operations, programming, information resources, infrastructure, asset management, and services make the most effective and efficient use of taxpayer money. The charges assigned to the GO Committee for the 83rd legislative interim are the purpose of this report.

Charge One evaluated the mandated reporting practices of state agencies. With this charge, the committee reviewed recent legislation affecting these mandates; analyzed the number and percentage of reports prepared and received by various state agencies; studied agencies' reporting procedures; reviewed other state and federal efforts regarding report efficiency and transparency; and surveyed advocates, legislative members, and legislative staff concerning reporting and accessibility. The committee's examination revealed numerous opportunities for significant improvement. Results indicated, for example, that the 1,172 state agency reporting requirements currently in statute have caused compliance and enforcement problems by their sheer number. What's more, the committee found that some agency personnel have had difficulty tracking reporting requirements applicable to their agency, and others have had difficulty ascertaining how to comply with the requirements of which they are aware.

Requiring such volume of reporting ensures that more information about state government is available, which, in turn, serves the public good by promoting greater trust and confidence in government—but only if the information is accurate, readily accessible, and understandable. Merely providing vast quantities of information does not in itself necessarily equate to greater transparency. Accordingly, the committee recommends that the Legislature review reporting requirements for agencies on a consistent basis; amend or repeal any unnecessary, obsolete, or redundant reporting requirements, and harmonize any inconsistent reporting provisions; unify data management policies across all state agencies and departments; and integrate report creation and publication into the state's open data systems to increase transparency and the utility of mandated reporting.

With respect to Charge Two, the committee's review of state contracting shows that, as legislative reform efforts have led to increased outsourcing of services historically performed by state employees, the role of state agency personnel likewise has shifted

from service delivery to project and contract management. The committee identified several challenges confronting state agency personnel as they adapt to this evolving role. Evidence suggests, for example, that state agency personnel sometimes receive insufficient training in the complexities of contracting and procurement. What's more, poor communication between an agency's procurement staff (who contract with providers of goods and services) and its program staff (who use those goods and services day-to-day) can lead to poor performance monitoring and other inefficiencies.

Legislative oversight entities frequently report evidence of agencies' poor compliance with the laws governing contracting and procurement. Audits by the State Auditor's Office, the Legislative Budget Board's Government Effectiveness and Efficiency Reports, reports published by the Quality Assurance Team, and recommendations by the Sunset Advisory Commission all have pointed to problems with the state's oversight of major contracts. Currently, oversight focuses on preparation of the solicitation document, vendor selection, and procurement—not on providing or ensuring that agencies have expert oversight or guidance for the higher-risk stages of contract negotiation, problem mitigation, and performance monitoring.

The committee recommends requiring certain agencies with a high volume of contracting activity to maintain a dedicated contract administration office. The committee further recommends updating training requirements in state law to mandate contract management training for state agency program employees who also have contracting duties. Finally, the committee recommends requiring agencies to maintain subject matter expertise within each agency to manage contractors effectively.

With respect to Charge Three, while the implementation of Senate Bill (SB) 1597 has been successful in terms of the number of agencies that submitted Agency Security Plans, those plans revealed several causes for concern regarding the State's cybersecurity maturity. Generally, the committee found that agencies have inadequate staffing, lack staff with skills focused on security and risk management, and do not ensure consistently that security is a priority during all steps of the software development life cycle. What's more, the committee found that agencies could improve security awareness programs and lack a comprehensive and standardized approach for identity management and access control to prevent improper access to systems or data by unauthorized users, a consistent network monitoring and data analysis method, and a complete inventory and classification system to optimize security protection techniques.

To address these issues, the committee recommends that the Legislature promote cybersecurity education initiatives, provide adequate funding to enhance the agencies' cybersecurity programs, prioritize enhanced workforce awareness offerings at state agencies, require agencies to undergo third-party assessments of their security maturity, require the Department of Information Resources to report the state's cybersecurity status information to state leadership, and require agencies' executive directors and senior staff to acknowledge cybersecurity risks in their SB 1597 Agency Security Plans.

Introduction

In 2014 the Senate Committee on Government Organization held two interim hearings and invited 31 witnesses to provide testimony. These witnesses represented a cross-section of government organization stakeholders, including heads of state agencies, state agency counsel, senior agency administrators, and cybersecurity, reporting, and good governance experts. Invited witnesses were requested to provide written testimony prior to each hearing to allow the Senators to become familiar with the testimony and prepare appropriate questions. Public testimony also was encouraged and included in the agenda. This report is the result of testimony, Senators' questions, interviews, surveys, and relevant research.

The focus of the report is on the following interim charges that Lieutenant Governor David Dewhurst assigned to the Senate Committee on Government Organization on January 29, 2014:

1. **Reporting.** *Examine state agencies' mandated reporting practices, the necessity and utility of these reports, and reporting processes to the legislature and to the public. Make recommendations on eliminating unnecessary and duplicative reports, reducing state costs through the use of technology, and improving transparency to the legislature and citizens.*
2. **State Contracting.** *Review and recommend improvements to state agency training, policies, and procedures for monitoring and reporting performance of state contracts, including a review of exemptions to state contracting oversight.*
3. **Cybersecurity.** *Monitor the implementation of SB 1597, relating to the development of state agency information security plans to improve the security of agency information systems and to proactively protect the state against cybercrime and similar security threats.*

These charges reflect key problems that state agencies face. Each charge affords opportunities to analyze challenges inherent in state agency systems, evaluate agencies' effectiveness and efficiency, and give the Legislature guidance on where to focus reform efforts. The findings and recommendations in this interim report demonstrate how continued focus on these topics enhances the performance of state government and strengthens Texas' reputation as a leader in fiscal responsibility.

Charge One. Reporting

Examine state agencies' mandated reporting practices, the necessity and utility of these reports, and reporting processes to the legislature and to the public. Make recommendations on eliminating unnecessary and duplicative reports, reducing state costs through the use of technology, and improving transparency to the legislature and citizens.

Background/Legislation

Any attempt to undertake a cogent examination of state agency reporting practices, as this charge requires, is complicated by the staggering number of statutorily mandated reports. As of the 83rd Legislative Session (2013), there are an estimated 1,172 reporting requirements mandated by statute.¹ This figure, however, underestimates the total number of reports actually prepared because it includes 117 “collective” reporting requirements: 69 reports required of all state agencies and institutions of higher education, 22 reports required only of state agencies, and 26 reports required only of higher education institutions. The Texas State Library and Archives Commission (TSLAC) estimates, through its method of calculating records retention schedules, that there are 150 report preparers—124 state agencies and 26 institutions of higher education. To better approximate the number of reports prepared pursuant to these collective requirements, one must multiply the 69 reporting requirements by the 150 preparers (10,350), the 22 state agency reporting requirements by the 124 preparers (2,728), and the 26 higher education reporting requirements by the 26 preparers (676) and then add these products. The result is that these 117 collective reporting requirements represent approximately 13,754 prepared reports. What’s more, the 1,172 reporting requirements do not include reports required by the General Appropriations Act or by administrative rule; routine notifications, notices, or announcements; reports required of any agency whose submission is optional; or reports to or from local governments or private entities.

To determine the number of reports actually distributed each biennium is even more difficult, in part because reports often have multiple recipients. What’s more, the frequency of report production varies significantly; in fact, according to TSLAC, these 1,172 statutory reporting requirements contain 386 due-date variations.² Given these considerations, it is unknown exactly how many reports state agencies and institutions of higher education collectively distribute, but the estimate far exceeds 15,000.

¹ Texas State Library and Archives Commission, *Required Reports Prepared by State Agencies and Institutions of Higher Education (Fiscal Year 2015)*, <https://www.tsl.texas.gov/pubs/index.html>.

² See Appendix B for list of report due-date variations.

With this volume of reporting, one might expect the State of Texas to be well informed about state agency reporting practices, but is it? Consider the following: Can the Legislature, the designated recipient of 44 percent of all reports produced, and the Governor’s Office, the designated recipient of 20 percent of all reports produced, meaningfully process this much information every biennium? Are reports merely sitting on shelves, in computer files, or on websites unread, unless or until they are needed? How much time and money do state agencies invest in producing reports? Is the sheer volume of reporting requirements unduly burdensome? Are state agencies even fulfilling their statutory reporting duties? Does the public know what reports are produced or where to find them? If the reports are accessible, are they in a format that is useful to the reader? Is the reported information comparable across agencies or subject areas for proper analysis? These are just a few of the theoretical questions that a review of state reporting practices poses.

Requiring reporting ensures that more information about state government is available, which, in turn, serves the public good and promotes greater trust and confidence in government—if the information is both readily accessible and understandable. At the same time, merely providing vast quantities of information does not in itself necessarily equate to greater transparency.

To study and evaluate Texas’ mandated reporting requirements, the Senate Committee on Government Organization (GO) established a reporting workgroup consisting of GO Committee staff members, state agency representatives, advocates, and academicians who worked individually and collectively to gather the information herein. The workgroup also developed and conducted surveys of state legislators, legislative staff, and advocates to assess concerns about state agency reporting.³

Historical Evolution of the Required Reports Publication

During the 73rd Legislature (1993-1994), House Speaker James E. “Pete” Laney charged 24 House committees to conduct a study of mandated reports to the Legislature and legislative agencies. The study required a review of the legislative reporting requirements for all agencies to identify areas where reporting obligations could be streamlined and agency accountability improved and required the committees to make recommendations concerning the continuation, modification, or elimination of required legislative reports. With the assistance of these committees, in 1994 the State Auditor’s Office (SAO) compiled and published a catalog of statutorily required reports prepared and filed by state entities in compliance with the general statutes and

³ See Appendix B for complete survey results.

the General Appropriations Act to serve as a comprehensive reference for legislators.⁴ Although the SAO created a database for this project, it published the catalog of reports only once.

While not required by statute, the Comptroller of Public Accounts' (CPA) Fund Accounting Division, as an outgrowth of its ongoing performance reviews, also began publishing a list of reports mandated by the General Appropriations Act.⁵ First created in 1993, *A Guide to Required Reports Prepared by State Agencies and Institutions of Higher Education* states that its purpose was "to familiarize state agencies and institutions of higher education with all reports required to be filed within state government in compliance with guidelines established by statutes for the current biennium as stated in the Appropriations Act."⁶ The guide notes that the publication might not be comprehensive because agency-specific reports were not included, except where also stipulated in the General Appropriations Act. The guide also did not contain an assessment regarding the utility of reports.

The Legislative Budget Board (LBB) ultimately assumed responsibility for conducting state agencies' performance reviews. In its Staff Performance Report to the 79th Legislature (2005-2006), the LBB recommended that the Texas State Library and Archives Commission (TSLAC) work with the CPA to produce a list of statutorily required reports and that the list be expanded to include information from state agencies regarding the continued viability of statutorily required reports because no comprehensive process was in place to assess their usefulness.⁷ The LBB based this recommendation on the fact that the publication, as an index of statutorily required reports encompassing all state agencies and higher education institutions, fell within the mission of TSLAC, which includes preserving the record of government for public scrutiny.

The LBB also noted that TSLAC should be able to build upon the CPA's work to ensure the completeness of the publication and could create a process, potentially using forms, websites, and its contacts with records administrators in all state agencies and with the State Agency Coordinating Committee, Mid-Size Agency Coordinating Council (no longer in existence), and Small State Agency Task Force

⁴ State Auditor's Office, *A Catalog of Statutorily Required Reports Prepared by State Agencies, Institutions of Higher Education, and Other Governmental Agencies*, Report No. 95-025 (November 1994).

⁵ Texas Comptroller of Public Accounts, *A Guide to Required Reports Prepared by State Agencies and Institutions of Higher Education, Fiscal Years 1992-1993*.

⁶ *Id.* Introduction p. iii.

⁷ Legislative Budget Board, *Staff Performance Report, 79th Texas Legislature*, http://www.lbb.state.tx.us/State_Employees/Staff%20Performance%20Report%2079th%20Legislature.pdf.

(no longer in existence), to collect information regarding the continued usefulness of reports. What's more, the LBB stated that, once TSLAC published the report, the information would become public record, thus allowing interested parties to recommend elimination of unnecessary reports or consolidation of duplicative reports. The LBB ultimately recommended, and the 79th Legislature passed legislation, adding a Required Reports publication rider to the 2006-2007 General Appropriations Act. The rider required TSLAC to assume responsibility for the Required Reports publication and the CPA to assist TSLAC in preparing the report. This rider has been continued each subsequent biennium and is Rider 4 in TSLAC's 2014-2015 budget pattern.

TSLAC's first Required Reports publication, produced in 2007, used the CPA's publication for fiscal year 2004-2005 as a starting point.⁸ TSLAC anticipated that the CPA's publication would be an accurate representation of the number of mandated reports; however, that assumption was misguided. While the CPA's publication listed approximately 400 reports, TSLAC identified more than 1,600 state agency reporting requirements, including more than 280 reports required by budget rider. The sheer volume of reporting requirements actually delayed the distribution of review drafts of the publication and prevented TSLAC from evaluating the usefulness of the reports in the first edition. This edition excluded reports required by a rider of the General Appropriations Act whose submission date was on or before August 31, 2006; reports required by administrative rule of a state agency (though the publication noted that these would be included in the next edition); routine notifications, especially those that could be fulfilled by the entry of data in an online reporting system such as the uniform state accounting system (USAS); and reports that were internal to an agency.

Beginning with the 2008-2009 biennium and continuing to the 2014-2015 biennium, the publication rider was modified to require TSLAC, with the assistance of *all* state agencies, to prepare a complete and detailed written report indexing all statutorily required reports prepared by and submitted to a state agency. The riders have required each report listed in the Required Reports publication to contain the following information: the preparing agency, the report title, the legal authority for the report, the due date, the recipient, and a brief description of the report. The riders also have required that the publication include an assessment from each receiving agency for each statutorily required report affirming or denying its continued usefulness to that agency. Finally, the riders have required that the publication be provided to the Governor and the LBB and be made available to the public via TSLAC's website.

⁸ Texas State Library and Archives Commission, *Required Reports Prepared by State Agencies and Institutions of Higher Education (Fiscal Year 2007)*.

Each edition after the first has excluded reports required by budget rider, reports required by administrative rule, reports from or to local governments or private entities, reports required of any agency whose submission is optional, and routine notifications, notices, and announcements.

Evaluation of Statutorily Required Reports

The stated purpose of the Required Reports publication is “to eliminate or reduce the frequency of reports required by state law to be submitted by a state agency or institution of higher education to another state agency or office, without compromise to the need of the Governor and the Texas Legislature to be made aware of the activities and financial status of state government.”⁹

To determine the list of statutorily mandated reports for the Required Reports publication, the Texas State Library and Archives Commission (TSLAC) has worked for the last two biennia with the Texas Legislative Council (TLC). After each legislative session, TLC searches all enrolled bills to determine whether they contain reporting requirements and then preliminarily assesses whether the requirements should be included in the Required Reports publication. TSLAC then reviews TLC’s search results and finally determines which reporting requirements are applicable to the publication. This process is as complicated as it is time-consuming—and expensive, especially in terms of personnel time.

After TSLAC determines the world of mandated reports, the evaluation of reports included in the Required Reports publication begins. In the first iteration of the publication, TSLAC noted that, for subsequent editions, it would request that the executive director of each major receiving agency appoint a representative to an advisory committee to assist the commission in assessing each report. TSLAC also would notify all members of the Legislature and would invite them or their staff representatives to participate in the project, since the Legislature as a whole was a major receiving agency. Finally, the preparing agencies and agencies that received very few reports would be notified of the availability of the first edition of the publication on TSLAC’s website and would be urged to submit comments and suggestions concerning the publication and its contents and assessments.

The central question posed to each receiving agency on the advisory committee would be whether a report was useful in carrying out the duties of the agency. If all recipients replied negatively, TSLAC would advise the Legislature to repeal the law

⁹ *Supra* note 1, Introduction p. i.

requiring the report. If any of the recipients replied that the report was not useful, TSLAC would recommend that the statute be amended to delete that agency as a recipient. On the other hand, if a report were considered useful, the advisory committee would determine whether the report could be combined with another report, whether the frequency of the report could be reduced, and whether any amendments were needed to the statute requiring the report.

After the first iteration of the publication, rather than establishing an advisory committee, TSLAC assembled a core workgroup, consisting of representatives from those state agencies or offices that receive the greatest number of reports from other agencies—the Office of the Governor, the Office of the Lieutenant Governor, the Office of the Speaker of the House, the Legislative Budget Board (LBB), the State Auditor, the Comptroller of Public Accounts (CPA), the Texas Workforce Commission, the Health and Human Services Commission, and the Texas Higher Education Coordinating Board—to evaluate reports received. Other agencies receiving reports also were canvassed to judge the usefulness of the reports they received.

Over time this process has devolved primarily into one TSLAC employee managing the entire report recipient review process. For 2014-2015, no workgroup was assembled. Rather, TSLAC emailed a survey to identified report recipients to assess the continued usefulness of the reports. The method for the most recent assessment included an evaluation of each required report according to the following criteria: (1) Is the report useful to the receiving agency? (2) If the report is useful, could it be combined with another useful report? (3) If the report is useful, could the frequency of its submission be reduced? (4) Is the report obsolete or redundant? TSLAC instructed the report recipients to respond to the survey by August 15, 2014. The LBB requested that TSLAC publish the 2015 iteration of Required Reports by November 15, 2014, and TSLAC did so on November 25, 2014.

Maintenance of the Required Reports Publication Data

Currently, the Texas Library and Archives Commission (TSLAC) maintains the information serving as the basis for the Required Reports publication in a Microsoft Access database. TSLAC generates the list of required reports from the database and publishes it on the agency's website in a searchable Portable Document Format (PDF). While users can access the publication from TSLAC's website using several different approaches, some users have reported that the publication is not easily accessed, requiring as many as six mouse clicks from the homepage to locate the document.

Recent Legislation Affecting Reporting

One-Time Report Preparer Assessment

House Bill (HB) 1781 (2011) required the executive director of each state agency, not later than August 1, 2012, to examine the agency's reporting requirements established by a state statute enacted before January 1, 2009, and not amended since that date.¹⁰ The executive director was to identify each reporting requirement that the director determined was not necessary to accomplish the objectives of the statute containing the reporting requirement, was redundant of other statutory reporting requirements, or was required under statute to be provided at a frequency for which data are not available.

The bill also required the executive director to provide an electronic report to the Governor, Lieutenant Governor, Speaker of the House, Chair of the House Committee on Government Efficiency and Reform, Chair of the Senate Committee on Government Organization, Chair of each standing committee of the Senate and House of Representatives with jurisdiction over the agency, Texas State Library and Archives Commission (TSLAC), and the Legislative Budget Board (LBB). The report was to include each statutory reporting requirement for which the executive director made such a determination and the director's justification for each determination. This one-time preparer assessment excluded any reporting requirement mandated by federal law or required of all state agencies or institutions of higher education. Results of the assessment appeared in the 2013 Required Reports publication.

Sunset Review of Reports

HB 1781 (2011) requires the Sunset Advisory Commission, in its report on a state agency, to make recommendations on the continuation or abolition of each reporting requirement imposed by law on the agency.¹¹ The bill also added "the extent to which the purpose and effectiveness of reporting requirements imposed on the agency justify the continuation of the requirement" to the criteria used by the commission to determine whether a public need exists for the continuation of a state agency or for the performance of the agency's functions. HB 326 (2011) requires state agencies undergoing Sunset review to provide a list of their statutorily required reports, along with a preparer's assessment evaluating the need for each report, based on whether factors or conditions have changed since the date the requirement was enacted.¹²

¹⁰ House Bill 1781 (2011).

¹¹ House Bill 1781 (2011).

¹² House Bill 326 (2011).

Report Elimination Legislation

Senate Bill (SB) 1179 (2011) was one of the first major reporting elimination bills.¹³ The bill incorporated many of the recommendations from the 2009 and 2011 editions of the Required Reports publication and repealed 168 provisions requiring more than 218 reports, many of which were among the oldest of the statutorily required reports. Examples include the Funds Received and Disbursed Reports, which many agencies had been required to submit individually and which the Annual Financial Reports, required of all agencies, ultimately replaced.

SB 5 (2011), in part, amended reporting requirements for higher education institutions.¹⁴ The bill stated that the 83rd Legislature expressly had to require certain existing reports in statute for them to continue and that certain agency rules or policies that required reporting had to be affirmatively and formally readopted or they would have no effect. Also passed in 2011, SB 71, in part, revised reporting requirements of the health and human services agencies.¹⁵

SB 59, enacted in 2013, streamlined reporting requirements of state agencies and higher education institutions by eliminating obsolete reporting requirements (37 provisions repealed), reducing the frequency of some reports, and redirecting some reports to relevant recipients.¹⁶

High-Value Data Sets

In 2013 the Legislature passed SB 279, which requires a state agency that posts a high-value data set on the agency's website to provide the Department of Information Resources (DIR) with a brief description of the data set and a link to the data set.¹⁷ Section 2054.1265(a)(1), Government Code, defines "high-value data set" as information that can be used to increase state agency accountability and responsiveness, improve public knowledge of the agency and its operations, further the core mission of the agency, create economic opportunity, or respond to need and demand as identified through public consultation."¹⁸ The term, however, does not include information that is confidential or protected from disclosure under state or federal law.

¹³ Senate Bill 1179 (2011).

¹⁴ Senate Bill 5 (2011).

¹⁵ Senate Bill 71 (2011).

¹⁶ Senate Bill 59 (2013).

¹⁷ Senate Bill 279 (2013).

¹⁸ Section 2054.1265(a)(1), Government Code.

SB 279 also requires DIR to post the description of and hyperlinks to the data set on the state electronic Internet portal, Texas.gov. Many of the high-value data set hyperlinks that agencies have posted on Texas.gov as a result of this legislation are, in fact, links to statutorily required reports.

Fiscal Impact of Reporting Legislation

Patrick Moore, Analyst with the LBB, testified that no evidence suggests that prior legislation affecting reporting has led to significant cost savings or staff reduction for agencies.¹⁹ Efforts to reduce reporting, however, theoretically should increase agency productivity, reduce the number of documents an agency must produce, and reduce any associated printing costs.

¹⁹ Legislative Budget Board, Testimony before the Senate Committee on Government Organization, June 18, 2014.

Reporting Statistics

The following table, based upon data from each Required Reports publication, shows the number of reporting requirements that have been added and eliminated each biennium, as well as the total number of statutory reporting requirements each biennium.

Summary of Required Reports by Year	Reporting Requirements Newly Identified or Added in Prior Legislative Session	Repealed, Expired, or Deleted Reporting Requirements	Total Number of Reporting Requirements
2007	N/A	N/A	1609
2009	Unknown	280	1385
2011	100	30	1454
2013	79	361	1184
2015	93	102	1172

While the total number of prepared reports generally has declined since the Required Reports publication began, the Legislature has continued to add new reports every biennium.

The following table highlights the primary report recipients and report preparers, as included in the 2015 Required Reports publication.

Summary of Required Reports by Recipient and by Preparer (2015)

Recipients	Number of Reports Received	Percent of Reports Received	Number of Reports Prepared	Percent of Reports Prepared
Legislature, Lieutenant Governor, Speaker of the House, Legislative Committees	1060	44	29	2
Governor's Office	476	20	33	3
Legislative Budget Board	154	6	19	2
Texas Workforce Commission	94	4	72	6
Health and Human Services Commission and related agencies/councils	90	4	177	15
Comptroller of Public Accounts	65	3	70	6
Higher Education Coordinating Board	39	2	29	2
Subtotal of Reports for these Agencies	1959	82	429	37
Total Reports—All Agencies	2418	100	1172	100

Statutory Reporting Processes to the Legislature

Chapter 2052, Government Code, governs state agency reports and publications, and Subchapter A governs reports specifically for the Legislature or Governor.²⁰ Section 2052.002, Government Code, governs the distribution of publications to legislators.²¹ While “publication” is defined to include reports, this section specifically excludes reports that are required by law. Instead, Section 2052.0021, Government Code, governs the distribution to the Legislature of reports that are required by law.²² Under this section, a state agency must make each required report available to members of the Legislature only in an electronic format determined by the Texas Legislative Council (TLC). At the time a report required by law is ready for distribution outside the state agency, the agency must send notice electronically to each member of the Legislature that the report is available. The notice must briefly describe the subject matter of the report and state the manner in which the member may obtain the report electronically. TLC’s recommendation for the requirement of Section 2052.0021, Government Code, is that a state agency should format the report in HTML format, PDF format, or text file format; place the report on the agency’s website; and provide notice to each legislator of the web address (URL) of the report on the agency’s website.²³

Section 306.007, Government Code, governs the electronic availability of minutes and reports to the Legislature.²⁴ Under this section, a state officer or board, commission, or other agency in the executive branch of state government, and an agency in the judicial branch of state government other than a court, is required to make reports required by law and minutes of meetings of the agency’s governing body available to members of the Legislature and to agencies in the legislative branch of state government in an electronic format determined by TLC. The council’s recommendation regarding Section 306.007, Government Code, is that a state agency should format the report or the meeting minutes in HTML format, PDF format, or text file format and should place the report or the meeting minutes on the agency’s website.

Reporting to the Public

No statutes directly address reporting to the public.

²⁰ Chapter 2052, Government Code.

²¹ Section 2052.002, Government Code.

²² Section 2052.0021, Government Code.

²³ Texas Legislative Council, *Recommendations for electronic availability of reports*, <http://www.tlc.state.tx.us/eformat.htm>.

²⁴ Section 306.007, Government Code.

State Publications Depository Program

Section 441.101 et seq., Government Code,²⁵ and Title 13, Chapter 3, Texas Administrative Code, establish the rules and guidelines for the Texas State Publications Depository Program.²⁶ The program has four basic functions related to state publications: acquisition, creation of bibliographic access, distribution, and announcement. Because cuts to state funding in June, 2011, necessitated severe curtailment of the program, the Texas State Library and Archives Commission (TSLAC) can meet only certain of its basic functions. If, for example, a state agency prints a report, the program now receives only four copies: TSLAC retains two, and one each is distributed to the University of North Texas and Texas Tech University, which are the only two remaining active depository libraries for the state. If a print publication contains a uniform resource locator (URL), TSLAC will catalog the report in TSLAC's online library catalog. Prior to funding cuts, however, a large network of depository libraries received copies of the publications. As a result, there is a concern as to whether the general public, particularly in rural areas or without Internet access, has appropriate access to government reports.

TSLAC also has established an automated system to collect, index, and preserve electronic state publications—the Texas Records and Information Locator (TRAIL). TRAIL searches and locates information collected in an archive of more than 180 Texas state agency web servers, facilitating ready access to the information for Texas citizens and other users.

Other State and Federal Reporting Processes and Efforts to Reduce Unnecessary, Obsolete, and Duplicative Reports

Numerous states and the federal government recently have made considerable efforts to reduce the number of unnecessary or duplicative reporting requirements. These efforts include the following:

California. Section 10242.5, California Government Code, requires the state's Legislative Counsel annually to prepare, publish, and maintain an electronic list of all reports that state and local agencies are required or requested by law to prepare and file with the Governor or the Legislature, or both, and to make that information available to the public on an Internet website.²⁷ For each report, the California Agency Reports website provides a description of the authority that requires or requests the report, the

²⁵ Section 441.101 et seq., Government Code.

²⁶ Title 13, Chapter 3, Texas Administrative Code.

²⁷ Section 10242.5, California Government Code.

name of the agency that files the report, a brief description of the report's subject, the report's recipient, the report's due date and file date, the report's title, and a hyperlink to the report, if available. The website also allows users to search for agencies with reports due.

In December, 2011, California's Governor, Edmund Gerald "Jerry" Brown Jr., issued Executive Order B-14-11, providing for the identification and elimination of unnecessary agency reports.²⁸ Executive Order B-14-11 required California's agency secretaries and department directors to prepare a list of all the reports required to be submitted to the California Legislature, identify those that were no longer be of significant value to the Legislature, and report those findings to California's Department of Finance. Executive Order B-14-11 also ordered the Department of Finance to provide reporting instructions to each agency and department, review the findings, and work with the Legislature to determine whether specific reports should be discontinued.

In April, 2012, Governor Brown released a list of 718 reports identified as unnecessary by the Department of Finance, 375 of which required legislative action to eliminate.²⁹ The Department of Finance provided the list of unnecessary reports to the Legislature and requested legislative action to end those reporting requirements. In its letter to the Legislature, the department also stated its intention to direct the state's Legislative Counsel to stop tracking the 343 reports that did not require legislative action to eliminate; however, at least some of these reports remain listed on the Agency Reports website. Legislation to eliminate certain statutorily required reports, A.B. 1431, was introduced in California's 2011-2012 Legislative Session but died in the Senate.³⁰ Similar legislation has not been filed in the 2013-2014 Legislative Session.

Florida. In 2010 the Florida Legislature enacted CS/CS/SB 1412, which repealed or modified numerous obsolete or outdated agency plans, reports, and programs.³¹

New York. The New York State Assembly's Oversight, Analysis, and Investigation Committee, in coordination with other standing committees, began a comprehensive review of tens of thousands of state mandated reporting requirements as part of its 2013

²⁸ Executive Order B-14-11 (2011), <http://www.gov.ca.gov/news.php?id=17343>.

²⁹ CA.Gov, Governor Brown seeks to eliminate more than 700 unnecessary state reports, <http://gov.ca.gov/news.php?id=17495>.

³⁰ California A.B. 1431 (2012).

³¹ Florida CS/CS/SB 1412 (2010).

committee projects.³² In addition to working with municipalities to identify and evaluate municipal reporting requirements, the committee initiated an examination of all sections of New York state law to identify unnecessary or redundant statutory reporting requirements for state government. As part of the committee's effort to reduce unnecessary reporting requirements, Committee Chair Andrew Hevesi introduced A. 7187, 236th Legislative Session (2013), to repeal several outdated reporting requirements and other provisions relating to the New York Board of Railroad Commissioners.³³ The bill died at the end of that session but was carried over to the 237th Legislative Session (2014). Both chambers of the New York Legislature passed the bill, and it was sent to the Governor for signature on December 5, 2014. The committee's 2013 report indicates that the committee planned to continue its examination of state and local government reporting requirements to explore the possibility of repeal or modification.

Washington. Chapter 40.07, Revised Code of Washington, governs the management and control of Washington's state publications, including annual, biennial, and special reports.³⁴ Principles for the implementation of Chapter 40.07 are set out in an agency publication guide developed by Washington's Office of Financial Management (OFM).³⁵ Among other provisions, Chapter 40.07 prohibits an agency head from recommending a state publication for printing and distribution, other than those required by law, if the benefits from the publication and distribution do not exceed the costs of preparation, printing, and distribution. Each Washington state agency also is required to evaluate annually all publications it produces to determine whether the publications will be produced, revised, or distributed through other means. The OFM has the authority to review state publications to determine whether specific publications are contributing economically and effectively to the accomplishment of state agency program objectives. The Governor or the Governor's designee also is authorized to eliminate, consolidate, or simplify state agency publications.

State Agency Report Websites. Several states, including Nebraska,³⁶ Oregon,³⁷ South Carolina,³⁸ and West Virginia,³⁹ maintain websites that provide hyperlinks to agency

³² New York State Assembly, Standing Committee on Oversight, Analysis, and Investigation, *2013 Annual Report*, <http://assembly.state.ny.us/comm/Oversight/2013Annual/index.pdf>.

³³ New York A. 7187 (2013).

³⁴ Chapter 40.07, Revised Code of Washington.

³⁵ Office of Financial Management, *Agency Publication Guide*, <http://www.ofm.wa.gov/reports/pubguide00.pdf>.

³⁶ Nebraska Legislature-View agency reports, <http://nebraskalegislature.gov/agencies/view.php>.

³⁷ Reports to Oregon Legislature, <http://library.state.or.us/blogs/ReportsToLegislature/wordpress/>.

³⁸ South Carolina Legislature-Publications, <http://www.scstatehouse.gov/publications.php>.

³⁹ West Virginia Legislature-State Agency Reports, http://www.legis.state.wv.us/Reports/Agency_Reports/agencylist_all.cfm.

reports submitted to the respective state's Legislature. Nebraska's website also includes a link to the statute that requires the report.

Federal Government. Section 11 of the Government Performance and Results Act (GPRA) Modernization Act of 2010 required each federal agency to identify for elimination or modification plans and reports that were outdated or duplicative.⁴⁰ According to the federal government's Performance.gov website, in December, 2012, agencies identified an initial list of 376 report modification proposals for Congress, several of which have since been repealed.⁴¹ In June, 2014, the Obama Administration identified an additional 74 plans and reports for congressional consideration. This year, the U.S. Congress also passed the Government Reports Elimination Act of 2014, which eliminates or modifies unnecessary, outdated, or redundant reports to Congress.⁴²

H.R. 1380, the Access to Congressionally Mandated Reports Act (ACMRA), sponsored by Representative Mike Quigley, also was filed in June, 2013.⁴³ ACMRA would require the Government Printing Office (GPO) to establish and maintain a website that would allow the public to obtain electronic copies of all congressionally mandated reports. Under the bill, an estimated 465 agencies, which produce approximately 5,000 mandated reports, would be required to provide these reports electronically to the GPO. The Congressional Budget Office estimates that implementing the bill would cost \$600,000 in 2014, primarily for hardware and software, and \$200,000 annually in subsequent years for operations support. This legislation is supported by numerous groups, including the Sunlight Foundation, the Liberty Coalition, and the American Association of Law Libraries (AALL). AALL reports that "Providing online, public access to these reports provides the level of government transparency that the public has come to expect in the digital age. Comprehensively publishing reports in one place enables the public to find this information for academic research, business development, news reporting, and monitoring the agencies' ability to carry out their missions. It also will allow federal government employees to more easily locate the information relevant to their work."⁴⁴ The most recent legislative action indicates that the bill was ordered to be

⁴⁰ Government Performance and Results Act (GPRA) Modernization Act of 2010, Public Law No.111-352, 124 Stat. 3866 (2011), <http://www.gpo.gov/fdsys/pkg/PLAW-111publ352/pdf/PLAW-111publ352.pdf>.

⁴¹ Performance.gov, <http://www.performance.gov/content/congressionally-mandated-plans-and-reports>.

⁴² Government Reports Elimination Act of 2014, Public Law No. 113-188 (November 26, 2014).

⁴³ Access to Congressionally Mandated Reports Act, H.R. 1380, 113th Congress (2013).

⁴⁴ American Association of Law Libraries, *Access to Congressionally Mandated Reports Act*, <http://aallnet.org/Documents/Government-Relations/Issue-Briefs-and-Reports/2013/ACMRA113onepager.pdf>.

reported (amended) by voice vote in the House Committee on Oversight and Government Reform on May 22, 2013.

The Sunlight Foundation reports that similar legislation was introduced in the previous Congress by former Representative Steve Driehaus, but ACRMA incorporated significant improvements to that legislation.⁴⁵ First, ACRMA ensures that the reports would be available in bulk, in open formats, and in a timely fashion, so that people easily could learn about the work of the federal government. Second, the bill would require the reports to be published by the GPO, a legislative branch agency, instead of the Office of Management and Budget, so as to maintain control of congressional documents by an arm of Congress. Because the GPO already has a website to publish reports online, publishing these additional documents should be a relatively easy task. Third, the bill would make it possible to determine when agencies have failed to submit reports to Congress in a timely fashion as required by law. Finally, ACRMA spells out the limited circumstances when reports (or some of their contents) could be withheld or redacted, including indicating when redactions are made.

⁴⁵ Sunlight Foundation, *Improving Public Oversight of Government: The Access to Congressionally Mandated Reports Act*, <http://sunlightfoundation.com/blog/2011/05/25/improving-public-oversight-of-government-the-access-to-congressionally-mandated-reports-act/>.

Testimony

The Senate Committee on Government Organization heard testimony regarding the reporting charge on June 18, 2014. The hearing included invited testimony from the following persons:

Invited Witnesses

- Nanette W. Pfiester, Program Planning and Research Specialist, State and Local Records Management, Texas State Library and Archives Commission
- Patrick Moore, Analyst, Agency Performance Review Team, Legislative Budget Board
- Talmadge Heflin, Director, Center for Fiscal Policy, Texas Public Policy Foundation
- Jorge Renaud, Policy Analyst, Texas Criminal Justice Coalition
- Bob Kafka, Organizer, ADAPT
- René Lara, Legislative and Political Director, Texas AFL-CIO
- Kelley Shannon, Executive Director, Freedom of Information Foundation
- Beth Hallmark, Director of Fiscal Management, Comptroller of Public Accounts
- John McGeady, Assistant Director, Legislative Budget Board
- Susan Brown, Assistant Commissioner, Planning and Accountability, Texas Higher Education Coordinating Board

Findings/Analysis

Required Reports Publication Process

While the Required Reports publication process has been effective in helping the Legislature determine and assess statutory state agency reporting requirements, the current process is not without its flaws.

The timeline for producing the Required Reports publication is unhelpful.

Because the budget rider for the Texas State Library and Archives Commission (TSLAC) requires that the Required Reports publication be produced by January 1 of each odd-numbered year, the publication is current only during a legislative session—and then, only until the effective date of any enacted legislation affecting reporting requirements. Interviews with state agency representatives indicate that this timeline means the publication provides no assistance to state agencies in tracking their new, amended, or eliminated reporting requirements during or following the legislative session. Nor is this timeline helpful for legislators or legislative staff who (as in this report) are researching mandated reporting practices or are considering future legislation affecting reporting during the interim.

The evaluation of reports as part of the Required Reports publication process is incomplete, and the Texas State Library and Archives Commission lacks the authority to enforce compliance with the evaluation.

Another concern with the Required Reports publication process is that TSLAC examines only reporting feedback from report recipients, thereby excluding a routine assessment of reporting requirements by report preparers. What's more, the process of conducting recipient assessments to survey and evaluate reporting requirements conceptually has devolved over time. While the methodology for assessing reports has remained essentially the same and is theoretically sound, in practice, a reporting workgroup was not even organized during the current legislative interim; rather, TSLAC emailed surveys to receiving agencies requesting the reporting feedback. Without such a workgroup, TSLAC is ill equipped to manage the entire reporting review process singlehandedly.

TSLAC also lacks the authority and the means to enforce agencies' responses to the reporting surveys. For the 2014-2015 publication, TSLAC reported only an approximately 50 percent response rate from recipient agencies. State agency

representatives failed to respond to TSLAC’s inquiries for a myriad of reasons, including not wanting to participate in the process after having completed a preparer assessment of reports in Sunset review, desiring to remain “neutral” with regard to report perceptions, and not wanting to “ruffle the feathers” politically with regard to a reporting requirement that a particular legislator implemented.

Because of these concerns, the Senate Committee on Government Organization (GO) recommends several changes to the report review process. First, to assist agencies with tracking reports during and after a legislative session and to aid in the compilation of the list of statutorily required reports, the Legislative Reference Library (LRL), which marks each bill with relevant subject matter tags during the legislative session, should add a “mandated reporting” subject matter tag. This tagging would ensure that statutes affecting reports can be located more easily in the statutory search function of the official public website of the Texas Legislature, Texas Legislature Online (TLO), and the Legislature's internal website, Texas Legislative Information System (TLIS).

To determine what bills should be tagged, the GO Committee and the House Committee on Government Efficiency and Reform should work with the LRL, TSLAC, and the Texas Legislative Council (TLC) to establish guidelines as to what constitutes a mandated report. TLC also should consider revisions to TLO and TLIS during the next biennium that would improve the ability to locate reporting requirements in statute, including implementing a report database as discussed herein.

The GO Committee also recommends that the compilation of the list of required reports be separated from the evaluative aspect of the Required Reports publication and that the timeline for compiling the list of required reports be expedited. First, the Legislature should formalize the relationship between TSLAC and TLC in compiling the list of required reports. What’s more, TLC, with the assistance of TSLAC, should publish a list of new, amended, repealed, and expired reporting requirements as soon as practicable after each legislative session. This publication should be an addition to TLC’s other post-session publications, such as the *Summary of Enactments*⁴⁶ and *New, Renamed, and Abolished State Governmental Entities*.⁴⁷ It may even be the case that the reporting publication could be merged with the *New, Renamed, and Abolished State Governmental Entities* publication, as new, amended, or abolished reporting requirements often flow from this same pattern. Alternatively, the State of Minnesota’s mandated reports publication listing new, amended, and repealed reporting

⁴⁶ See, e.g., Texas Legislative Council, *Summary of Enactments 83rd Legislature*, <http://www.tlc.state.tx.us/pubssoe/83soe/83soe.pdf>.

⁴⁷ See, e.g., Texas Legislative Council, *New, Renamed, and Abolished State Governmental Entities 83rd Legislature*, <http://www.tlc.state.tx.us/pubssoe/83soe/83GovEntities.pdf>.

requirements following each legislative session could serve as a model for the revised publication.⁴⁸ TLC has a robust review process and larger staff and thus is better equipped to ensure the accuracy of the reporting publication. Ultimately, TLC could assume full responsibility for the publication.

The Required Reports publication should return to including reports required by the General Appropriations Act, as initially was done by the Comptroller of Public Accounts (CPA). Agency representatives interviewed by committee staff frequently indicated a concern that the Required Reports publication failed to include these reporting requirements and that it would be helpful for these requirements to be tracked formally.

With regard to the evaluation of statutory reporting requirements, it is recommended that each legislative committee be charged with reviewing the reports of the state agencies over which the committee has primary jurisdiction. This should be a standing, ongoing charge because reporting requirements are best managed on a consistent basis by those who have knowledge of the reported information and who need and use that information. Further, the Legislature, unlike TSLAC, has authority to ensure that state agencies comply with the evaluation.

The evaluation by legislative committees should consist of a review of reports from both preparer and recipient perspectives. While the Sunset Advisory Commission conducts a preparer assessment of reports of state agencies undergoing the Sunset process, this evaluation happens approximately once every 12 years, which simply is not frequent enough in light of the volume of reporting requirements. What's more, not every state agency undergoes Sunset review, and the Sunset process does not include the examination of reports that are required of all state agencies or higher education institutions.

Eliminating or Reducing Unnecessary, Obsolete, or Duplicative Reports

Statewide reporting requirements are not evaluated regularly, if at all, and are difficult for state agencies to track.

No review process currently exists for the 91 reporting requirements that apply to all state agencies and the 95 reporting requirements that apply to all institutions of higher education. The Sunset Advisory Commission does not review these reports when

⁴⁸ See, e.g., Research Department, Minnesota House of Representatives, *Reports Mandated by the 2013 Minnesota Legislature*, <http://www.house.leg.state.mn.us/hrd/pubs/13reports.pdf>.

agencies come under Sunset review. Nor are these requirements assessed in the report recipient evaluation that the Texas State Library and Archives Commission (TSLAC) presently manages. If the lack of oversight continues, it is entirely possible that the state could continue to stack reporting requirement upon reporting requirement for all state agencies or higher education institutions, without any assessment of the ongoing need for each requirement.

In interviews with committee staff, state agency representatives noted that these reporting requirements are among the most difficult for agencies to track. State agency or higher education institution staff also may not know exactly how to comply with these reporting requirements even if they are able to track them.

Adding a “mandated reporting” bill tag and producing a list of required reports immediately after a legislative session, as recommended herein, would help agencies track and fulfill these statewide reporting requirements. It is further recommended that the Legislature create a review process particular to these statewide requirements since they are conceivably applicable to all, yet continually have evaded review. Another potential option is to have some or all reporting requirements expire, or sunset, after a set period, unless the Legislature takes other action or unless otherwise specified in statute.

The systematic failure to assess reporting requirements applicable to all state agencies or higher education institutions may result in conflicting and inconsistent reporting requirements.

In reviewing reporting requirements that apply to all state agencies, the GO Committee found that the failure to review these requirements regularly sometimes results in discordant mandates that the Legislature needs to harmonize. First, the GO Committee recommends that the Legislature harmonize the mishmash of provisions concerning reporting processes to the Legislature. For example, Section 2052.001, Government Code, entitled “Filing and Printing of Report,” originally required that legislative reports be filed with the Secretary of State.⁴⁹ In 1995 the Legislature passed a bill repealing this requirement because, according to the bill analysis, no legislative reports had ever been filed with the Secretary of State. During the same session, however, as a result of Speaker Laney’s interim charge to the House Committee on Human Services to study mandated reports, the Legislature also passed HB 2891 which added

⁴⁹ Section 2052.001, Government Code, *repealed by* Acts 1995, 74th Leg., R.S., Ch. 483 (S.B. 1182), Sec. 1, eff. September 1, 1995.

Subsection (c) to this section.⁵⁰ It provides, “On receipt of a report under Subsection (a), the secretary of state shall send a copy to each of the standing committees of the senate and house of representatives having primary jurisdiction over the state agency that submitted the report.” Because Subsection (c) references the repealed Subsection (a) and lacks any meaning without that subsection, the GO Committee recommends repealing this obsolete provision.

Another such example concerns energy and utility reporting by state agencies and public institutions of higher education. This reporting is governed by a confusing miscellany of overlapping and sometimes inconsistent requirements scattered throughout various provisions of code. As a result, reconciling the various provisions with one another would require legislative action.

In 2005 Governor Rick Perry issued Executive Order RP 49, which mandated a “State Agency Energy Savings Program,” and which provided, in relevant part, that each state agency must “develop a plan for conserving energy and...set a percentage goal for reducing its use of electricity, gasoline, and natural gas.”⁵¹ The order further decreed that each agency should submit its plan to the Governor and the Legislative Budget Board (LBB) by the end of 2005 and provide quarterly updates beginning in 2006 on goals achieved as well as any ideas for additional savings. The order also required that the report be posted on a public website.

In 2007 the 80th Legislature passed HB 3693,⁵² which created what is now Section 2265.001, Government Code.⁵³ That section provides that, notwithstanding any other law, a governmental entity—including a board, commission, or department of the state or a political subdivision of the state, such as a municipality, a county, or district—must record in an electronic repository the governmental entity’s metered amount of electricity, water, or natural gas consumed for which it is responsible to pay, together with the aggregate costs for those utility services. The governmental entity also is required to report the recorded information on a public website.

HB 3693 also created Section 44.902, Education Code,⁵⁴ which required school districts to establish a long-range energy plan to reduce consumption by five percent each fiscal year for six years beginning in 2007, and amended Section 388.005, Health

⁵⁰ House Bill 2891 (1995).

⁵¹ Executive Order RP 49 (2005), <http://governor.state.tx.us/news/executive-order/3639/>.

⁵² House Bill 3693 (2007).

⁵³ Section 2265.001, Government Code.

⁵⁴ Section 44.902, Education Code.

and Safety Code,⁵⁵ to require that state agencies, institutions of higher education, and political subdivisions in “nonattainment areas” (as determined under the federal Clean Air Act⁵⁶) establish a goal to reduce electric consumption by at least five percent each fiscal year for 10 years beginning September 1, 2011. The latter provision specifically exempts agencies or institutions that, as determined by the State Energy Conservation Office (SECO), a division of the Comptroller of Public Accounts, previously adopted a plan for conserving energy under which the agency or institution established a percentage goal for reducing the consumption of electricity—an apparent exemption for entities then in compliance with the 2005 executive order, RP 49.

Among the recommendations in its 2013 Government Effectiveness and Efficiency Report (GEER), the LBB recommended codifying provisions of RP 49.⁵⁷ Then-existing Section 447.009, Government Code, required a state agency or an institution of higher education to develop a long-range plan for the delivery of reliable, cost-effective utility services and required SECO to assist each agency or institution in preparing its plan.⁵⁸

In response to the 2013 GEER recommendation, the 83rd Legislature passed SB 700, relating to energy and water management planning and reporting by state agencies and institutions of higher education.⁵⁹ Intended to streamline and standardize reporting requirements, the bill amended Government Code Section 447.009 to require that (1) SECO develop a template for state agencies and institutions of higher education to use in creating energy and water management plans, (2) state agencies and institutions set percentage goals for reducing their energy and water use and include those goals in their plans, (3) agencies and institutions update their plans annually, and (4) SECO submit a biennial report to the Governor and the LBB on the status and effectiveness of utility management and conservation efforts, including information from each agency and institution.⁶⁰ The report also must be posted on a public website.

Also in 2013, however, an omnibus reporting bill, SB 59,⁶¹ enacted various provisions that interact uneasily with SB 700 and prior extant law. SB 59, for example, created

⁵⁵ Section 388.005, Health and Safety Code.

⁵⁶ Clean Air Act, 42 U.S.C. §7401 et seq. (1970).

⁵⁷ Legislative Budget Board, *Texas State Government Effectiveness and Efficiency Report (January 2013)*

⁵⁸ Section 447.009, Government Code, *amended by Acts 2013, 83rd Leg., R.S., Ch. 1332 (Senate Bill 700), Sec. 1, eff. September 1, 2013.*

⁵⁹ Senate Bill 700 (2013).

⁶⁰ Section 447.009, Government Code.

⁶¹ Senate Bill 59 (2013).

Section 2166.409, Government Code,⁶² which requires each state agency—but not an institution of higher education—to develop a plan for conserving energy that includes a percentage goal for reducing the agency’s use of electricity, gasoline, and natural gas and to file a quarterly report with the Governor and the LBB listing the goals identified in the plan and a description of the progress made by the agency in meeting those goals. The report also must be posted on a public website.

The concurrent enactment of SB 700 and SB 59 in 2013 served only to compound the confusion that already pervades state energy and utility reporting requirements. Read together, the two bills strongly suggest a Legislature whose proverbial left hand was unaware of its right hand’s doings. What’s more, GO Committee staff’s interviews with state agency personnel revealed that some agencies were not even aware of SB 59’s requirements. Accordingly, the GO Committee recommends legislative action to harmonize the various provisions affecting energy and utility reporting requirements.

Recommendations regarding agency-specific reporting requirements will be included in forthcoming legislation.

The reporting workgroup is compiling recommendations received from state agencies and institutions of higher education concerning agency-specific reporting requirements, along with reporting recommendations included in the 2015 Required Reports publication and the Sunset Advisory Commission reports for the 2014-2015 review cycle. Given the number of recommendations, the results of the workgroup’s efforts will be incorporated into an omnibus reporting bill for the 84th Legislature to consider.

The GO Committee, however, made some interesting findings in reviewing these reporting requirements that should be noted. The committee discovered 57 reporting requirements with unspecified recipients in the 2015 Required Reports publication. What’s more, the public is a designated recipient of only nine reports. Finally, only 34 reports included in the publication are required by statute to be posted on the Internet website of the preparing agency, and even fewer contain expiration dates.

⁶² Section 2166.409, Government Code.

Compliance

There is no official mechanism currently in place to ensure that agencies comply with statutory requirements regarding mandated reporting.

While the state lacks an official mechanism to ensure compliance with statutorily mandated reporting requirements, certain reviewing agencies, such as the State Auditor's Office (SAO) and the Sunset Advisory Commission, instead may discover and report on lack of compliance with reporting requirements. An example of an informative compliance review during the current legislative interim was the SAO's *An Audit Report on the Texas Enterprise Fund at the Office of the Governor*, which stated that the Governor's Office did not comply fully with statutory reporting requirements regarding this fund.⁶³

As reported by the SAO, the Governor's Office submitted biennial reports on the Texas Enterprise Fund prior to each regular legislative session, as required by Section 481.079, Government Code. While the Governor's Office consistently reported the total amount of Texas Enterprise Fund awards, it did not include certain information required by the same Government Code statute in its reports. Other information included in those reports also was inaccurate. The SAO noted that without complete and accurate information, it is difficult for decision makers to assess the success of the Texas Enterprise Fund. With regard to the reporting requirements, the SAO recommended that the Governor's Office collect and verify all information from recipients that it is required to report under the Government Code statute; revise its biennial report to include all statutorily required information, including the number of jobs recipients have created and the actual and committed capital investment amounts required by each award agreement; and develop and implement a review process to ensure that the information in its biennial reports is accurate.

As in the prior example, the implications of a failure to comply with statutory reporting requirements can be far-reaching. What is the best method to ensure compliance? State agency representatives suggested that report preparers should review each report and ensure that it follows statutory reporting requirements prior to providing the report to the designated recipients. Thus, it is recommended that the Legislature require agencies to develop and implement an internal review process to help ensure that they collect and verify all information that is required to be reported and that the information agencies provide in their mandated reports is accurate.

⁶³ State Auditor, *An Audit Report on the Texas Enterprise Fund at the Office of the Governor*, Report Number 15-003 (November 2014), <http://www.sao.state.tx.us/reports/main/15-003.pdf>.

As a best practice, the designated recipients of reports should review the reports received and recount any compliance discrepancies or failures to the preparing agency. While presumptively such quality control is occurring in certain instances, it is not happening with all reports of all agencies. This is an instance where the sheer volume of reporting requirements can come back to haunt the Legislature as a primary report recipient. By having each legislative committee assess the reports of state agencies under its purview every biennium, as recommended herein, compliance with reporting requirements should be improved and the number of reporting requirements reduced as a result.

Transparency in Reporting

Several state agencies have made consistent efforts to enhance transparency in reporting.

Multiple state agency representatives testified at the Senate Committee on Government Organization's (GO) June 2014 hearing concerning reporting transparency efforts. Beth Hallmark, Creative Director and Manager of Data Services at the Comptroller of Public Accounts (CPA) testified that the CPA unveiled its Texas Transparency website⁶⁴ in December 2013.⁶⁵ Hallmark asserted that the website offers the most complete accounting of Texas government finance ever published, including state spending by agency, purchase code, vendor, and category; state revenue; state grant recipients; the budget, financial economic reports, and forecasts; and open data for viewers to "slice and dice." Hallmark also testified that the "State Spending: Where the Money Goes" tool is the website's most popular application, receiving approximately one-third of the website's traffic. The website includes maps, reports, charts, graphs, and other data visualization tools.

John McGeady, Assistant Director at the Legislative Budget Board (LBB), testified that, like the CPA, the LBB has an ongoing goal of increasing access, usability, and timeliness of budget information for the Legislature and the public.⁶⁶ In furtherance of this goal, the LBB provides online access to appropriations bills as introduced, legislative budget estimates (LBE), which provide historical context for agency requests and LBB recommendations, and a summary of the LBEs. During each legislative session, the LBB provides summaries of its recommendations, decision documents and issue dockets, and budget bills and summaries. After each session, in

⁶⁴ Texas Comptroller of Public Accounts, Texas Transparency website, www.TexasTransparency.org.

⁶⁵ Texas Comptroller of Public Accounts, Testimony before the Senate Committee on Government Organization, June 18, 2014.

⁶⁶ Legislative Budget Board, Testimony before the Senate Committee on Government Organization, June 18, 2014.

addition to providing the final appropriations bill, the LBB publishes its *Fiscal Size Up*, a nearly 700-page summary of budget and policy detail, including 400 charts and figures. The LBB also recently implemented the "State Budget by Program," an online database of program-level budget data for budget bills and data through which users can generate and download customized reports. Other resources the LBB provides include Issue Briefs, two-page summaries of important budgetary and policy issues facing Texas, and a searchable depository for agency legislative appropriations requests and operating budgets.

Susan Brown, Assistant Commissioner for Planning and Accountability at the Texas Higher Education Coordinating Board (THECB), testified that the agency collects data based on specific authorizations, including formula funding requirements, legislative requirements, and federal requirements, as well as data from public, independent, and for-profit institutions, such as student data, demographic data, and course data.⁶⁷ THECB analyzes the data to produce a variety of reports and web applications, including the *Texas Higher Education Almanac*, a profile of state and institutional performance and characteristics; CompareCollegeTX, a mobile application for comparison of institutional characteristics; the Higher Education Accountability System, used to track performance on critical measures that exemplify higher education institutions' missions, with a particular focus on the *Closing the Gaps* target areas of participation, success, excellence, and research; and the Tracking Postsecondary Outcomes dashboard, which allows counselors and administrators to analyze enrollment and readiness trends.

Brown also testified that THECB reports data for many purposes including the calculation of formula funding, verification of program effectiveness, LBB performance measures, institutional analysis, and state higher education strategic planning. Some of the most important considerations THECB faces when collecting and sharing data are complying with federal privacy laws, balancing data needs and institutional resources, and determining the best approaches to present data to multiple audiences.

Despite these efforts to enhance reporting transparency, some concerns still exist.

Many state agencies collect and publish large quantities of detailed data. On the surface, such efforts seem to represent great progress in transparency and open government. As noted in hearing testimony and interviews, however, the sheer volume

⁶⁷ Higher Education Coordinating Board, Testimony before the Senate Committee on Government Organization, June 18, 2014.

of information, potentially coupled with a lack of data standardization, duplicative data, missing data, or overly complex data may render it difficult for users to understand, meaningfully process, or constructively use the data.

One frequently cited example of this problem is the Public Education Information Management System (PEIMS) of the Texas Education Agency (TEA). PEIMS is a collection of “all data requested and received by TEA about public education, including student demographic and academic performance, personnel, financial, and organizational information.”⁶⁸ PEIMS is reported to be exceedingly difficult for lay users to navigate; however, TEA, aware of such concerns, presently is making strides to improve its website and to ensure that collected data are more user-friendly.

Advocates who testified at the June 2014 GO Committee hearing also raised important reporting transparency concerns. To improve budget transparency, Talmadge Heflin, Director of the Center for Fiscal Policy at the Texas Public Policy Foundation, testified that the current strategic budget format should be converted to a program-based budget format.⁶⁹ Heflin further recommended that the LBB work toward providing program-based budgeting in real-time or near real-time so that the Legislature and the public can witness budgetary changes and decisions as they are made.

Jorge Renaud, Policy Analyst with the Texas Criminal Justice Coalition, testified as to the importance of state agencies’ reporting accurate, timely, complete, and easily accessible information to users.⁷⁰ Renaud asserted that the state criminal justice agencies sometimes have failed to issue reports required of them and that data on their websites frequently are faulty, out-of-date, and simply incorrect. Particularly for families of incarcerated persons who are attempting to navigate the system and assist their loved ones, such difficulties can create confusion and helplessness and can lead to denied visitation, denial of parole, decreased contact, and rejected correspondence, among other problems. Renaud recommended that state agencies that do not issue a legislatively mandated report should provide a reason for their failure to do so on their agency website and estimate when the report would be made available.

⁶⁸ Texas Education Agency, PEIMS–Overview, http://tea.texas.gov/Reports_and_Data/Data_Submission/PEIMS/PEIMS_-_Overview/.

⁶⁹ Texas Public Policy Foundation, Testimony before the Senate Committee on Government Organization, June 18, 2014.

⁷⁰ Texas Criminal Justice Coalition, Testimony before the Senate Committee on Government Organization, June 18, 2014.

Bob Kafka, Organizer for ADAPT of Texas, testified regarding reporting transparency and accountability, especially in relation to the health and human services agencies.⁷¹ Kafka emphasized the need for grassroots efforts to reach rural Texans with disabilities to ensure their equal participation. Kafka also advocated for a “one-stop repository” for reports to make information more easily accessible to the public.

René Lara, Legislative Director with the Texas AFL-CIO, testified that his organization stands for greater accountability to the public while protecting persons’ right to privacy.⁷² Lara expressed particular concern regarding the privatization of government functions and its potential threat to the public’s ability to obtain information about the government. Lara emphasized that the state should not allow the fact that governmental functions are contracted out to shield those functions from public scrutiny. Lara asserted that the best way to protect the public’s right to know is to specify affirmatively in each statute relating to privatizing governmental functions that the public must have access to certain records. Any information regarding wages and benefits paid by a private contractor to its employees, for example, should be accessible and provided to the public in the same manner as regular governmental bodies provide for their public employees.

Kelley Shannon, Executive Director of the Freedom of Information Foundation of Texas, testified that a best practice for agencies to ensure transparency is to post online the most commonly requested public records.⁷³ Doing so would prevent repetitive work for agencies in responding to Public Information Act requests and ensure public access to those records without delay. Shannon also recommended that the Legislature provide committee substitutes of bills in real-time and consider using a blog to post committee documents both before meetings and in real-time.

Providing centralized access to state agency reports would enhance transparency.

The Texas Department of Information Resources, through its Texas.gov program, implemented the Texas Open Data Portal that allows state agencies to post public data online so that citizens, businesses, and government entities can extract value from those data. The Texas Open Data Portal provides a centralized location for Texas government data and is provided at no charge to state agencies and the public.

⁷¹ ADAPT of Texas, Testimony before the Senate Committee on Government Organization, June 18, 2014.

⁷² AFL-CIO, Testimony before the Senate Committee on Government Organization, June 18, 2014.

⁷³ Freedom of Information Foundation of Texas, Testimony before the Senate Committee on Government Organization, June 18, 2014.

Accordingly, the portal is appropriate for state government data intended for a public audience, including reports required by statute. Data sets that are published in raw format can be cataloged, mapped, filtered, visualized, downloaded, and combined with any other standardized data set. Publishing open data reduces the cost of fulfilling Public Information Act requests and helps agencies fulfill their missions by providing pertinent or required information.

The Texas Open Data Portal potentially could be used to show submissions of statutorily required state agency reports. The following is a screenshot demonstrating a potential search function in the portal for such reports:

The screenshot shows the search interface for 'Texas Legislatively Required Reports' on the data.texas.gov portal. The page features a search form with the following fields:

- Report ID
- Preparer Code
- Preparer Name
- Report Title
- Report Description
- Citation - Statute
- Citation - Chapter(s) and Section(s)
- Citation - Expiration Date
- Legislative Session
- Legislative Bill Number Enacted
- Effective Date
- Report Due Date
- Expiration Date
- Agency URL for Reports (URL and Description)
- Agency URL for This Report (URL and Description)

A 'Submit' button is located at the bottom left of the form area.

While, in an ideal world, all reports could be posted on the open data portal, agencies must sign a contract to be a partner with Texas.gov, and there is no mandate for agencies to do so. As of the publication of this report, only links to the high-value data sets posted on state agencies' websites, as required by Senate Bill 279 (2013),⁷⁴ are listed on Texas.gov. The Legislature thus should consider the creation of a "one-stop shop" for state agency reports, either on Texas.gov or another centralized repository.

Publishing reports in a central location would enable users to find reported information more easily and reflect a level of government transparency expected by the public. While implementation would not be without its problems, the result would be far more open and accessible government information. What's more, such a resource likely would reduce the time and cost of public information requests and would make it easier to determine whether reports are timely, whether they comply with statute, and whether they are duplicative or otherwise unnecessary.

Ensuring that the government's raw data meet Open Data Principles would maximize the transparency and usefulness of the data.

Governments create and store large amounts of public information, some of which includes raw data. The term "open data," which all public information has the potential to become, refers to raw data that meet standardized criteria. These criteria, or "Open Data Principles," are designed to maximize the transparency and usefulness of a government's raw data.⁷⁵

According to the Open Data Principles, open data must be public, accessible, described, reusable, complete, timely, and managed post-release. Data transparency and data usefulness naturally result from following these principles. For example, if a government publishes a data set that is not fully accessible or complete, the ability for constituents and developers to understand and use the data is diminished. Accordingly, publishing mandated data-centric reports in a raw data format that conforms to these principles would enhance transparency by allowing information to be searched for, visualized, mapped, and used in various ways.

Structural changes to the state's data management systems are needed to increase transparency.

Sufficient data management systems are necessary to realize the full benefits of transparent and useful public information. The benefits include increased civic participation, increased government efficiency, and increased service provision quality.

⁷⁴ Senate Bill 279 (2013).

⁷⁵ Project Open Data, Principles, <http://project-open-data.github.io/principles/>.

Several states, counties, and municipalities have created new leadership positions to help facilitate the structural changes needed to increase transparency, efficiency, and innovation. These positions generally fall into the categories of Chief Data Officer and Chief Innovation Officer. Chief Data Officers are responsible for ensuring the maintenance and use of data to fulfill their organization's mission, while Chief Innovation Officers are responsible for identifying and managing innovative projects throughout state government.⁷⁶ Chief Innovation Officers also identify new strategies, business opportunities, and technologies to increase government efficiency and service provision quality.⁷⁷

The following are three examples of Chief Data Officers from cities and states and descriptions of what their positions entail:

According to Jason Hare, the City of Raleigh's Open Data Program Manager, "the City of Raleigh wanted an open data manager to ensure that the open data program is developed in a way that is sustainable, transparent, and accessible. Having an open data manager demonstrates Raleigh's commitment to the idea of "open" in regards to data-driven policy development and community engagement."⁷⁸

Dianna Anderson, Colorado's Chief Data Officer, is responsible for "defining the [enterprise-wide information architecture] organization, governance, processes, and technology infrastructure, and for leading the integration of those capabilities within related state business and information management practices." She also leads and facilitates "the creation of data governance principles and best practices, Master Data Management (MDM), Big Data Analytics, Data Quality, Data Integration, metadata management and Business Intelligence strategies and policies."⁷⁹

In San Francisco, Chief Data Officer Joy Bonaguro's role is to "standardize the city's data policies across departments and make the city's data more user-friendly and accessible." Bonaguro has been "tasked to establish and manage data coordinators within individual city departments to develop and monitor data efforts."⁸⁰

⁷⁶ Project Open Data, CDO position description, <http://project-open-data.github.io/cdo/>.

⁷⁷ Leadership Capital Group, *The Role of a Chief Innovation Officer*, <http://lcgsearch.com/the-role-of-a-chief-innovation-officer-by-john-v-jazylo-partner/>.

⁷⁸ Opensource.com, *Open data: meaningful, visual information*, <http://opensource.com/government/13/5/open-data-visual>.

⁷⁹ Government Technology, Colorado Digital Government Summit Speaker Profile for Dianna Anderson, <http://www.govtech.com/events/Colorado-Digital-Government-Summit-2013.html?page=speaker&id=165660286>.

⁸⁰ Government Technology, *San Francisco Announces Chief Data Officer Joy Bonaguro*, <http://www.govtech.com/data/San-Francisco-Announces-Chief-Data-Officer-Joy-Bonaguro.html>.

The following are examples of Chief Innovation Officers (CIO) from three states and descriptions of what their positions entail:

Mark Sirangelo is the CIO for the State of Colorado. Describing the role of the position, he said, “it’s an educational role, it’s a champion role, it’s a facilitator role, it’s essentially a recognizing role.” Sirangelo said the CIO’s goal is to “make Colorado a better place for its citizens, a more interesting place for people to come to and live, and a more interesting place for businesses and organizations to locate and, overall, create a stronger state.”⁸¹

Tony Parham is the Government Innovation Officer for the Commonwealth of Massachusetts. In that capacity, Parham advises “executive branch leaders and other stakeholders on identifying, funding and managing execution of high impact business change projects.” He also is “accountable for improving internal government efficiencies and for the improved experience of outside stakeholders such as residents, businesses and local governments.”⁸²

Joe Deklinski is the Chief Innovation Officer of the Commonwealth of Pennsylvania. Deklinski focuses on “building commitments to change, helping agencies redesign business processes and [on involving] staff in creating environments for providing extraordinary customer services and innovation.”⁸³

Data management policies across state agencies and departments are not unified.

Several states, counties, and municipalities have adopted formal policies to address the need for proper management of government open data. These include resolutions, directives, executive orders, and legislation to ensure that governments as a whole are unified in their approach to managing and publishing data.

It is recommended that the Legislature pass legislation to unify data management policies across all state agencies and departments. To increase the transparency and usefulness of legislatively mandated reports, the Legislature also should pass legislation to integrate report creation and publication, where applicable, into the state’s open data systems.

⁸¹ Government Technology, *Meet Colorado's Chief Connection Officer*, <http://www.govtech.com/state/Colorados-Second-Chief-Innovation-Officer-.html>.

⁸² Mass.gov, Administration and Finance, About Tony Parham, <http://www.mass.gov/anf/commonwealth-innovation/biotonyparhamgovernmentinnovationofficer.html>.

⁸³ Government Technology, Pennsylvania Executive Leadership Forum, Speaker Profile for Joe Deklinski, <http://www.govtech.com/events/Pennsylvania-Executive-Leadership-Forum-2013.html?page=speaker&id=229755071>.

SURVEY RESULTS⁸⁴

The Senate Committee on Government Organization (GO) surveyed legislators and legislative staff concerning state agency mandated reporting practices. The committee received 70 responses, which largely reflect many of the concerns previously addressed in the report. Highlights of the survey findings include the following:

- Approximately 69 percent of respondents reported referencing the Texas Library and Archives Commission's (TSLAC) Required Reports publication never or once.
- Approximately 37 percent of respondents reported accessing one to 10 state agency or higher education institution reports during the biennium, and 39 percent reported accessing 11 to 25.
- Approximately 58 percent of respondents reported being very or somewhat satisfied with the ease of finding reports on state agency or higher education institution websites.
- Approximately 44 percent of respondents reported, "Can't locate what I need," and approximately 34 percent, "Too much information," as barriers preventing the use of state agency or higher education institution reports online.
- Approximately 72 percent of respondents asserted that the State of Texas should provide a single point of access, via the State's Internet website, to state agency and higher education institution reports.
- Approximately 74 percent of respondents thought that a bill analysis should contain a section indicating whether the bill mandates, amends, or repeals a reporting requirement.
- Of the 73 percent of respondents who asserted that reports of higher education institutions and state agencies exempt from the Sunset Act should be assessed in a similar fashion to those examined in Sunset, approximately 43 percent believed that it should be the responsibility of legislative committees to do so.

⁸⁴ See Appendix B for complete survey questionnaires and results.

- Approximately 52 percent of respondents asserted that the State of Texas requires too many reports.
- Approximately 76 percent of respondents believed the State of Texas should enforce compliance with reporting requirements. Of those respondents, 41 percent believed the State Auditor’s Office should enforce compliance, and 21 percent believed it should be the responsibility of legislative committees.

The GO Committee also surveyed advocates concerning state agency mandated reporting practices and transparency and received responses from 23 of the 50 advocates. Highlights of the survey findings include the following:

- Approximately 61 percent of respondents reported being very or somewhat satisfied with the ease of finding reports on state agency or higher education institution websites.
- Approximately 65 percent of respondents reported being very or somewhat satisfied with the relevancy of data and information contained in the reports of state agencies or higher education institutions.
- Only 17 percent of respondents reported being very or somewhat satisfied with the ability to perform customized searches of reports and/or data downloads from state agency or higher education institution websites.
- Approximately 87 percent of respondents asserted that it is very or somewhat important for their organization or constituency to have online access to reports in user-friendly and downloadable data formats.
- Approximately 70 percent of respondents stated that being unable to locate what they need was a barrier to the use of reports online.
- A majority asserted that exportable data and better organized websites, charts, and graphs that explain data would enhance access to reports.

RECOMMENDATIONS

In response to its charge concerning reporting, the Senate Committee on Government Organization makes the following recommendations to the 84th Legislature:

1. The Senate Committee on Government Organization and the House Committee on Government Efficiency and Reform, along with the Texas State Library and Archives Commission (TSLAC), the Legislative Reference Library (LRL), and the Texas Legislative Council (TLC), should develop guidelines regarding which mandated reports should be tracked.
2. Using these guidelines, the LRL should implement a “mandated reports” subject matter tag that is searchable in the official public website of the Texas Legislature, Texas Legislature Online (TLO), and the Legislature’s internal website, Texas Legislative Information Service (TLIS).
3. TLC should consider modifications to TLO/TLIS that would assist with the tracking of mandated reporting requirements.
4. The Legislature should formalize the relationship between TSLAC and TLC in compiling the list of required reports.
5. TLC, with the assistance of TSLAC, should publish a list of new, amended, or deleted/repealed/expired reporting requirements as soon as practicable after each legislative session.
6. The compilation of the list of mandated reports should be separated from the evaluation of required reports.
7. Each legislative committee should be charged with reviewing and evaluating the mandated reports of the state agencies over which the committee has primary jurisdiction, on an ongoing basis.
8. The State should return to tracking reports required in the General Appropriations Act in addition to those required by statute.
9. The Legislature should create a process to review reporting requirements that are applicable to all state agencies or institutions of higher education.

10. The Legislature should amend or repeal any unnecessary, obsolete, or redundant reporting requirements and harmonize inconsistent reporting provisions.
11. The Legislature should consider implementing a policy whereby reporting requirements expire after a set period, unless the Legislature takes other action or unless otherwise specified in statute.
12. The Legislature should require state agencies to develop and implement an internal review process to ensure that they collect and verify all information that statutorily is required to be reported and that the information provided in the reports is accurate.
13. The Legislature should pass legislation to unify data management policies across all state agencies and departments.
14. The Legislature should consider the creation of a new leadership position, such as a Chief Data Officer or Chief Innovation Officer, to help facilitate the structural changes needed to increase transparency, efficiency, and innovation with regard to government data.
15. To increase the transparency and usefulness of legislatively mandated reports, the Legislature should integrate report creation and publication, where applicable, into the state's open data systems.

Charge Two. State Contracting

Review and recommend improvements to state agency training, policies, and procedures for monitoring and reporting performance of state contracts, including a review of exemptions to state contracting oversight.

Background/Legislation

In 1860 the 8th Texas Legislature formed the Public Buildings Committee to address problems with the \$12,000 contract to remodel and recover the roof of the State Capitol and the Old General Land Office.⁸⁵ The contractors warranted the roofs to be wind, water, and fire-proof for the term of ten years after completion of the work. The roofs, however, were defective and leaking badly within one year. That Legislature intervened and ultimately obliged the responsible entities to fix the roofs. This anecdote is one of the first accounts in legislative history that illustrates the challenge of proper oversight of state contracts.

Today's Legislature has raised concerns about the Employees Retirement System's \$125 million contract with United Healthcare for state employee health insurance.⁸⁶ There are concerns also about the Health and Human Services Commission Office of Inspector General's \$110 million contract with 21CT to perform Medicaid fraud investigations⁸⁷ and the Texas Education Agency's \$462 million contract with Pearson to perform student assessments.⁸⁸ The failure to protect the state from a failing contract puts the state's money, time, and reputation at risk. Texas citizens expect the prudent management of state funds, timely solutions to problems, and effective planning for future needs. Fiscal mismanagement is detrimental, wasteful, and not acceptable.

In its 2007 Government Effectiveness and Efficiency Report, the Legislative Budget Board noted the growing reliance on contracting to perform state services and the lack of centralized contract management oversight.⁸⁹ In fiscal year 2005 reported state contracts were valued at \$41.6 billion. By fiscal year 2010 the state spent \$59.8 billion on state contracts. The 2012-2013 state budget was \$172.3 billion⁹⁰ and, in fiscal year 2013, the state also had more than \$100 billion worth of contracts for good

⁸⁵ Journal of the Senate, p. 62, 8th Legislature Extra Session (1861)

⁸⁶ Texas House of Representatives, House Committee on State Affairs Hearing, September 4, 2014.

⁸⁷ J. David McSwane, *No-bid Texas Medicaid fraud contract raises questions*, [Austin American-Statesman](#), November 24, 2014.

⁸⁸ State Auditor's Office, *An Audit Report on Selected State Contracts at the Texas Education Agency*, July 2013.

⁸⁹ Legislative Budget Board, *Texas State Effectiveness and Efficiency: Reduce Risks Associated with State Contract Management* (January 2007).

⁹⁰ Robert Garrett, *Governor signs budget, touts lack of tax hike*, [Dallas Morning News](#), June 18, 2011.

the state also had more than \$100 billion worth of contracts for goods and services.⁹¹ The state's biennial budget for 2014-2015 is \$197 billion; accordingly, it is predictable that the state's portfolio of contracts has grown also.

It is imperative to recognize that procurement and contracting are interrelated activities that must be managed successfully by state agencies. Generally, today's contracts are developed by agency procurement staff, in an increasingly complex purchasing environment, and often are managed by separate program staff with knowledge of program details and constituencies. Consequently, a solid understanding of the entire contracting process, including planning, risk mitigation, cost containment, and delivery of contract deliverables, by all of the procurement, contracting, and program staff, is necessary for successful contract management. The sole focus on any one stage, such as strong contract terms and conditions, does not and will not prevent problems arising from unaddressed risks or unlawful practices in subsequent contracting stages if timely and consistent monitoring does not occur. Finally, oversight of an agency's monitoring activities and documentation of its contracts' progress and problems should be planned and implemented.

Legislative committees and agencies have submitted numerous reports over several decades to the Legislature reviewing and documenting problems with state agencies' processes and poor implementation of proper and consistent monitoring and oversight protocols. Reports show that agency efforts to ensure consistent compliance with contract terms and deliverables by vendors and contactors are elusive. For separate and important reasons, the Legislature, state agencies, and citizens need the state's contracts to be executed and managed correctly. Mismanagement directly affects the use of appropriated resources and, in some cases, may harm the state's citizens, or cause the termination of state employee positions. Slow progress has been made by the state in strengthening purchasing policies and procedures, but true centralization of the state's purchasing and robust contract management remains a difficult goal. The state's lengthy and costly withdrawal from several multi-million dollar contracts demonstrates the continued need for improvement at state agencies, better contract oversight by agency leadership, and increased scrutiny by the Legislature.⁹²

The State's Regulatory Structure

State law provides the structure for and mandates the use of a centralized purchasing system by state agencies.

⁹¹ Legislative Budget Board, *Contracts Reported by Texas State Agencies and Institutions of Higher Education*, <http://contracts.lbb.state.tx.us/Introduction.aspx>.

⁹² See Appendix C for Legislative Reference Library's list of articles regarding state procurement and contracting.

The centralized statewide procurement system, or purchasing process, was created for the purpose of supporting state operations and shortening the procurement cycle for agency purchasers. Centralization of purchasing also allows for the state to benefit from potential economies of scale from bulk purchases and helps reduce redundant staff work across all state government purchasing offices.

In practice, the state's regulatory purchasing structure is complicated because the law subjects various types of purchases and contracts to different statutory standards, practices, processes, and strategies. Chapters 2110-2285, Government Code, define the majority of statutory requirements relating to procurement and contracts. These include the rules and procedures for state purchasing and contracting for professional and consulting services, state agency contracting standards, statewide contract management, ethics and disclosure requirements, and contracting and delivery procedures for specialized contracts. The Government Code also gives broad flexibility to agencies to purchase most goods and services independently of the centralized purchasing support services provided by the Comptroller of Public Accounts, the Council of Competitive Government, the Department of Information Resources, and the Texas Facilities Commission. This regulatory system results in agencies making a significant number of procurements, 87 percent, via delegated purchasing authority and exceptions.⁹³ More importantly, these purchases occur outside and without the benefit of the state's centralized purchasing and contracting oversight services.

Centralized State Purchasing Authority

The authority to make purchases on behalf of all state agencies is granted to the Comptroller of Public Accounts, Council of Competitive Government, Texas Department of Information Resources, and Texas Facilities Commission.

Comptroller of Public Accounts

The Comptroller of Public Accounts (CPA) is given general procurement authority for all items for all state agencies.⁹⁴ State law gives clear authority to the CPA to acquire by purchase, lease, rental, or another manner all goods and services for a state agency, including a purchase that does not require a competitive bid or a spot purchase. The CPA establishes term contracts for goods or services for a state agency to buy whatever

⁹³ Interview with Ron Pigott, Director, Texas Procurement and Support Services, Comptroller of Public Accounts.

⁹⁴ Chapter 2155.061, Government Code.

needed to accomplish program and administrative needs. The contracts are based on estimated quantities of a type of good or service, specified and determined by the CPA, and may be ordered by the agency as needed. Specifically, a state agency is required to use “term contracts unless they fail to meet the agency’s needs.”⁹⁵ There are two types of term contracts that agencies use to make purchases: Centralized Master Bidders List contracts and Texas Multiple Award Schedule contracts.

The Government Code requires the CPA to maintain the Centralized Master Bidders List (CMBL). The CMBL is a database of registered vendors who have provided contact information and descriptions of the goods and services they offer. Bid Invitations and Requests for Proposals (RFPs) are for the solicited commodity or service. Vendors pay a nominal annual fee to receive bid invitations and RFPs for solicited commodities or services. Unless exempted by law, the CMBL must be used for all procurements subject to the CPA’s procurement authority. It also must be used to the fullest extent possible by state agencies that make purchases and are exempt from the CPA’s purchasing authority.⁹⁶ All agencies and institutions of higher education are required to utilize the CMBL for all purchases or other acquisitions, including the acquisition of services, for which competitive bidding or competitive sealed proposals are required. Agencies are required to solicit bids or proposals exceeding \$25,000 from the eligible vendors on the CMBL that serve the agency’s geographic region to maximize the state’s purchasing power. The CMBL also may be used to gather information for noncompetitive procurement processes and for vendor performance data. With the approval of the head of the agency or designee, agencies may supplement the CMBL with additional vendor recommendations if doing so would enhance competition. The list also may be supplemented if selecting vendors from the agency’s list of Historically Underutilized Businesses (HUB) for increased HUB participation in the solicitation.

The CPA also has established Texas Multiple Award Schedule (TXMAS) contracts. TXMAS contracts have been developed from contracts competitively awarded by the federal government or any other governmental entity of any state.⁹⁷ The vast majority of TXMAS contracts are adapted from more than 50 schedules that cover multiple commodities and services for General Services Administration Federal Supply Service

⁹⁵ Comptroller of Public Accounts, *The State of Texas Procurement Manual*, <http://www.window.state.tx.us/procurement/pub/manual/procmanual.pdf>.

⁹⁶ Comptroller of Public Accounts, available at: <http://www.window.state.tx.us/procurement/proc/cmbll/>.

⁹⁷ Comptroller of Public Accounts, available at: <http://www.window.state.tx.us/procurement/proc/txmas/>.

contracts. TXMAS contracts enjoy “most favored client” pricing and, under certain circumstances, an agency or local government entity may negotiate a lower price for the goods or services offered on a schedule contract. A “best value” purchase can be made by following the TXMAS purchasing procedures. These contracts seek to address many needs of state agencies, including: contracts for financial and business solutions; transportation, delivery, and relocation solutions; scientific equipment and services; language services; office products and supplies; management, organization, and business improvement services; publication media; and advertising and marketing.⁹⁸

Council of Competitive Government

The Council on Competitive Government (CCG) is given authority to identify, study, and determine best methods for delivering services, as well as to enter into contracts for services and commodities.⁹⁹ The CCG seeks to provide contracts for state agencies, universities, and Texas Co-Operative Purchasing Members to increase quality and service, reduce the total cost of goods and services, improve relationships with contracted vendors, and simplify the requisition-through-payment process. Many of the contracts executed through the Strategic Sourcing division can be found via the CPA’s ordering website system, TxSmartBuy.¹⁰⁰ Examples of CCG contracts include online legal and investigative research services, document destruction, digital imaging, energy procurement, geographic information services (GIS), mail services, print shops, retail fuel cards, and specialty paper and supplies.¹⁰¹

Texas Department of Information Resources

The Texas Department of Information Resources (DIR) is given procurement authority for telecommunication and information resources.¹⁰² DIR's Information and Communications Technology (ICT) Cooperative (Co-op) Contracts program is a streamlined cooperative purchasing program with more than 750 cooperative purchasing contracts for technology products and services, including hardware, software, staffing services, maintenance, and other ICT services with high customer demand such as managed services and technology training.¹⁰³ Co-op Contracts are established for use by state agencies, local governments, and some non-profits and eligible out-of-state public entities. This program seeks to deliver savings and maximize the state’s buying power by aligning contract offerings with customer

⁹⁸ *Id.*

⁹⁹ Chapter 2162, Government Code. State Council on Competitive Government

¹⁰⁰ Comptroller of Public Accounts, available at: http://www.window.state.tx.us/procurement/strategic_sourcing/.

¹⁰¹ Council on Competitive Government, available at: <http://www.ccg.state.tx.us/contracts/index.php>.

¹⁰² Chapter 2054, Government Code. Information Resources.

¹⁰³ Department of Information Resources, available at: <http://www2.dir.texas.gov/ict/overview/pages/overview.aspx>.

needs. The contracts comply with state purchasing requirements and leverage the bulk buying power of the state so that eligible agencies can buy information technology (IT) products and services at a discount without the need for the procurement process. As an adjunct to the contracting program itself, DIR researches the effectiveness and utilization of its contracts and the vendors performing them through its performance analytics services.¹⁰⁴

All ICT contracts are based on an indefinite demand/indefinite quantity model that sets not-to-exceed pricing and allows customers to negotiate further with vendors for pricing and value-added options. DIR attempts to create contracts with more than one vendor per IT commodity category to create continuing competition for price and to provide customers with choices among vendors. This model provides smaller agencies and local government entities with savings based on the state's volume buying power, and it gives those making large purchases a good starting point for additional discounts.

DIR works in cooperation with the CPA to determine which hardware, software, and technology services generally available to businesses or the public should be designated by the CPA as technology commodities to be purchased through DIR. These include all of the services, functions, and activities that facilitate the design, implementation, creation, or use of software or hardware. DIR manages contracts for the state's data centers, technology center, and IT staff augmentation services. State agencies are able to pay for the amount of services used, rather than owning hardware, software, and hiring staff to operate and maintain IT infrastructure at an individual agency level. Data center services for mainframes, servers, networks, print and mail, and data center operations are provided by multiple service component providers under the coordination of a single services integrator. The services integrator acts to standardize processes and to provide service level management, service desk support, project management, disaster recovery, and financial management services.

Texas Facilities Commission

The Texas Facilities Commission (TFC) is given procurement authority for building, maintenance, and lease management of state property.¹⁰⁵ TFC is responsible for more than 28.5 million square feet of office, warehouse, and parking facilities, supporting the

¹⁰⁴ Department of Information Resources, available at: <http://www2.dir.texas.gov/ict/overview/pages/overview.aspx>.

needs of more than 100 state agencies and housing more than 60,000 state employees in 288 cities.¹⁰⁶

Decentralized State Purchasing Authority

Section 2155, Government Code, lists the delegations of authority and the exclusions from the Comptroller of Public Account's (CPA) purchasing authority and certain exemptions from competitive bidding requirements.¹⁰⁷ These authorizations allow wide latitude for agencies to buy goods and services outside of the centralized purchasing system. State law directs each agency to purchase goods and services that provide the best value to the agency. The purchase price and whether the goods or services meet required specifications are important considerations. Other relevant factors, such as quality and delivery timeframes, may be considered when an agency decides on what to purchase, how to procure the good or service, and under what conditions.

Agencies also are authorized to procure and contract independently for various services. For example, they may obtain outside professional services such as accounting, architecture, landscape architecture, land surveying, medicine, optometry, professional engineering, real estate appraising, or professional nursing. Agencies may contract independently through interagency agreements for services like printing, administrative, or technical expertise, and they may contract with public utilities for power, water, and gas service. They also can retain consulting services for any number of specialties. A state agency may contract with a consultant only if there is a substantial need for the consulting services and the agency cannot perform the services adequately with its own personnel or obtain the consulting services through a contract with a state governmental entity. Consulting services include the service of studying or advising a state agency under a contract that does not involve the traditional relationship between employer and employee.

¹⁰⁵ Texas Facilities Commission, available at: <http://www.tfc.state.tx.us/divisions/commissionadmin/prog/internal-procurement-1/>.

¹⁰⁶ Texas Facilities Commission, available at: <http://www.tfc.state.tx.us>.

¹⁰⁷ Chapter 2155, Government Code.

Delegated Authority, Exceptions, and Exemptions

State law allows agencies to purchase goods and services if the cost does not exceed \$15,000.¹⁰⁸ A delegated purchase is a procurement in which the authority to manage the procurement process is delegated to an agency by rule or by statutory exemption. The CPA also is authorized to delegate additional purchasing authority to purchase goods and services if the purchase exceeds \$15,000. In delegating purchasing authority, the CPA considers factors relevant to a state agency's ability to perform purchasing functions, including:

- the capabilities of the agency's purchasing staff and the existence of automated purchasing tools at the agency;
- the certification levels held by the agency's purchasing personnel;
- the results of the CPA's procurement review audits of an agency's purchasing practices; and
- whether the agency has adopted and published protest procedures consistent with those of the CPA as part of its purchasing rules.¹⁰⁹

In addition to the aforementioned delegations and exemptions, state law specifically provides for various exceptions to standard contracting regulatory provisions. A state agency, for example, is delegated authority to contract for emergency purchases to address emergencies that occur as the result of unforeseeable circumstances and may require an immediate response to avert an actual or potential public threat.¹¹⁰ The competitive bidding provisions do not apply to a state purchase of goods or services that is made or provided by persons who are blind or visually impaired.¹¹¹ What's more, a state agency is delegated authority to purchase goods or services from a gift or grant, including an industrial or federal grant or contract in support of research.¹¹²

¹⁰⁸ Section 2155.132 (a), Government Code.

¹⁰⁹ Section 2155.132 (b), Government Code.

¹¹⁰ Section 2155.137, Government Code.

¹¹¹ Section 2155.138, Government Code.

¹¹² Section 2155.140, Government Code.

Specific provisions in statute also delegate contracting authority to a state agency for specific purposes. For example:

- The Texas Youth Commission is delegated authority to purchase care and treatment services, including educational services, for its wards.
- The Texas Health and Human Services Commission and each health and human services agency are delegated the authority to procure all goods and services.
- The Department of Family and Protective Services is delegated authority to purchase and contract for residential care of foster children.
- The Texas Commission on Environmental Quality (TCEQ) is delegated all purchasing authority related to the Solid Waste Disposal Act.
- The Employees Retirement System of Texas is delegated all purchasing functions related to the purchase of goods or services from funds, other than general revenue funds, for the retirement system for state employees.
- The General Land Office is delegated all purchasing functions related to purchases for management of coastal public land, including coastal erosion studies, demonstration studies, and response projects.
- The Texas Emergency Services Retirement System is delegated all purchasing functions relating to the purchase of goods or services, from funds other than general revenue funds, for the pension system for 223 volunteer fire and emergency services departments statewide.
- The Veterans' Land Board is delegated all purchasing functions related to veterans' homes and veterans' cemeteries.
- The Railroad Commission of Texas is delegated all purchasing functions relating to purchases for abandoned wells or the oil and gas regulation and cleanup fund.

Although, the Texas Facilities Commission is granted authority over the state's building of state facility construction projects, the acquisition of real property for state purposes, and the disposition of real property owned by the state, state law grants some agencies specific exceptions from this general authority. For example:

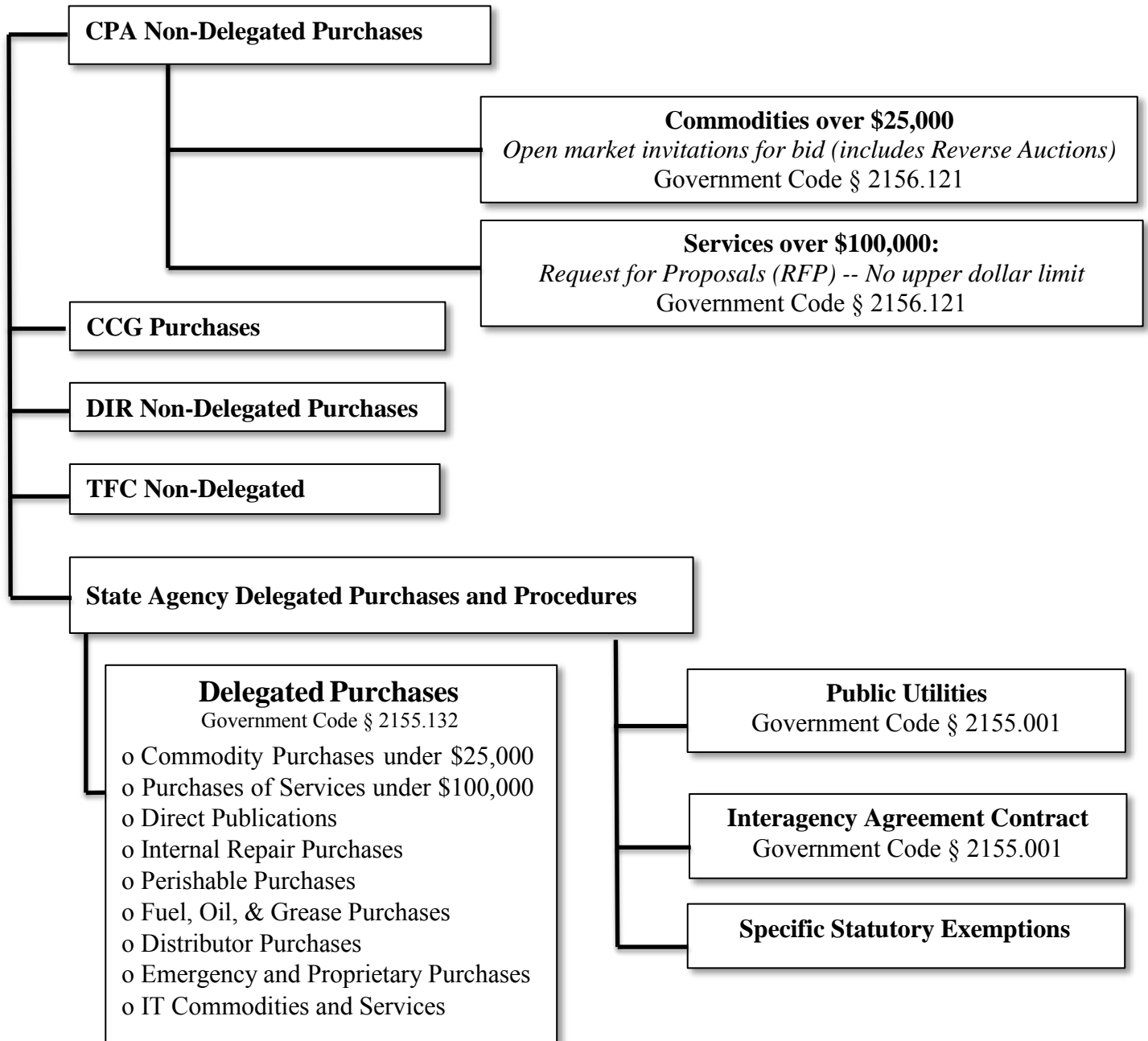
- A project constructed by and for the Texas Department of Transportation (TxDOT), a state institution of higher education, the Texas Parks and Wildlife Department, the Veterans' Land Board, or the Texas Historical Commission.
- A pen, shed, or ancillary building constructed by and for the Texas Department of Agriculture for the processing of livestock before export.
- A hazardous waste facility registered or cleaned up by the TCEQ.
- A repair, rehabilitation, or construction project on property owned by the Texas Department of Housing and Community Affairs or the Texas State Affordable Housing Corporation.

Finally, the Legislature has granted some types of contracts and a small group of agencies complete exemption from generally required state procurement and contracting statutes. For example:

- Public and Private Facilities and Infrastructure contracts, commonly referred to as P3 contracts, are governed by a separate process that allows a governmental entity to enter into a comprehensive agreement to design and construct a qualifying project in accordance with procedures that do not materially conflict with certain specified statutes.
- The Comptroller of Public Accounts' (CPA) contracts related to the Uniform Statewide Accounting System are not subject to required state procurement or contracting controls. The system allows for the CPA to prescribe uniform accounting and financial reporting procedures that each state agency uses in the preparation of the information requested.
- The Department of Public Safety's (DPS) contracts for disaster reservists with specialized skills are not subject to required state procurement or contracting controls. DPS may employ or contract with temporary personnel from funds appropriated to the division, from federal funds, or from the disaster contingency fund. DPS contracts to test, transport, store, treat, or dispose of a hazardous waste are exempt from competitive procurement regulations.

- The State Preservation Board's (SPB) contracts to maintain the buildings and grounds around the State Capitol are exempt from all procurement and contracting regulations. The SPB may approve the purchase or lease of goods and services needed to repair or improve an area within the Capitol, Capitol Extension, Capitol grounds, or General Land Office building.
- The Texas Lottery Commission contracts are exempt from standard procurement and contracting oversight, and institutions of higher education are exempt from all procurement and contracting regulations.
- The Public Utility Commission's contract to build telecommunications infrastructure is exempt from all procurement and contracting regulations. The infrastructure interconnects public entities such as educational institutions, health centers, and libraries in areas difficult to serve.
- The Texas Parks & Wildlife Department has the authority to procure all goods and services for the purpose of carrying out its mission. The commission has policies and procedures consistent with applicable state procurement practices for soliciting and awarding the contracts.
- TxDOT's contracts are exempt from procurement and contracting regulations. The Texas Transportation Commission may issue obligations in the name and on behalf of the state and the department and may enter into credit agreements related to the obligations.

The following chart, adapted from the CPA's procurement manual, illustrates delegated authority and specific Government Code references.



Training and Certification

State law requires the CPA to administer a system of training, continuing education, and certification for state agency procurement and contract management personnel. The CPA's Texas Procurement and Support Services (TPASS) office manages this function. State law also authorizes TPASS to audit purchases made with delegated purchasing authority and make recommendations to major contracts.¹¹³

For procurement staff, CPA provides three levels of training and two levels of certification. It applies to all state agency purchasing personnel, including those of agencies exempt from the purchasing authority of the CPA, and requires that all employees receive purchaser training and continuing education. For purchases of \$25,000 or less, no formal certification is required, but purchasing employees are required to attend the Basic Public Purchasing Class within six months of employment. Certified Texas Purchaser (CTP) certification is required for employees who make purchases between \$25,000 and \$100,000. The eligibility to make competitive purchases of more than \$100,000 requires Certified Texas Procurement Manager (CTPM) certification. A state agency employee who is required to receive the training may not participate in purchases by the employing agency unless the employee has received the required training from TPASS or has a current National certification which is recognized as equivalent for training toward TPASS certification.¹¹⁴

For contract managers, the training program contains three levels of training, including Texas Government Contract Management, Texas Government Project Management, and Negotiation Skills and Strategies, and one level of formal certification.¹¹⁵

For Fiscal Year 2014-2015 budget cycle, the State Auditor's Office (SAO) has identified 16 SAO job classifications that have significant purchasing duties and 10 SAO job classifications which have significant contract management duties. More than 800 state employees are classified as procurement or contract management staff across the state agency system. Current state full time equivalents (FTE) total is 218,326.

¹¹³ Chapter 2155, Government Code.

¹¹⁴ Comptroller of Public Accounts, available at: http://www.window.state.tx.us/procurement/prog/training-cert/purchtrn_cert/training/trn-equ/.

¹¹⁵ Comptroller of Public Accounts, available at: <http://www.window.state.tx.us/procurement/prog/training-cert/>.

Overview of Contract Management

Contract management is the process of managing all of the events that occur between the parties to the contract, from the execution of the agreement through the final completion of all obligations of the parties under that agreement. Each contract is unique and must be planned, bid, negotiated, executed, monitored, and closed according to the risk and circumstances presented. Thousands of state contracts are correctly managed, but there are also numerous reports in the press of poorly run high-risk contracts and government reviews indicating that required contracting practices are not followed routinely.

There are several resources available to state agencies to seek assistance if questions or problems arise during the contracting process. The State Comptroller is directed by the Legislature to guide and improve agency procurement and contracting practices. Some examples of assistance are the CPA's trainings and webinars, the guides for procurement and contracting, and the CPA's Texas Procurement and Support Services (TPASS) Contract Management Office. One key resource provided to accomplish effective contract management is the Contract Management Guide (CMG).¹¹⁶ State law directs the CPA, in consultation with the Office of the Attorney General, the Department of Information Resources, the CPA, and the SAO, to develop and periodically update the CMG. The CMG is available to state agencies to assist with contract management processes and practices. It includes specific guidance for each portion of the contracting process, model contract provisions, and distinguishes among essential, recommended, and optional contract provisions. The CMG offers recommendations on improving contract management processes and practices and identifies four key areas that must be addressed to effectuate successful contract management, including:

- Planning;
- Procurement;
- Contract formation, rate, and price establishment; and
- Contract administration and oversight.

¹¹⁶ Comptroller of Public Accounts, available at: <http://www.window.state.tx.us/procurement/pub/contractguide/>.

The following sections are summations from the CMG¹¹⁷ and highlight the best practices and processes recommended for state agencies to implement.

Planning

Planning is a critical stage in which an agency should identify contracting objectives and the contracting strategy. Many contract failures are attributed to incomplete or poor planning. General planning of many elements is required to assess the need and requirements for the contract. This includes identifying what services are needed, determining why the services are needed and how they will benefit the agency and the state, and considering a range of options to determine how the needed services might be provided. The planning should be done by the contract management team. How the agency develops the contract management team is critical. Each contract management team should include an executive level staff member, a contract manager, a purchasing department staff member, and a program staff member. The extent and degree of participation of executive staff should be directly related to the level of risk associated with the procurement contract. The contract manager should be experienced with the proposed type and size of the procurement.

During the planning stage, an assessment of the potential risks and creation of an appropriate plan for addressing problems when they might occur, commonly referred to as risk management, are essential. Potential areas of risk should be assigned risk factors that assess the potential of the contract or project objectives not being achieved. Weights should be assigned to the risk factors and updated regularly to reflect contractor performance, both positive and negative, during contract execution. Proper risk assessment and management should focus agency resources on monitoring contracts and contractors with the highest risk of noncompliance.

Developing a communication plan between members of the contract management team ensures that problems are addressed in a timely manner by the appropriate staff. The agency should have a plan in place to manage and control both internal and external communication for reporting contract status. The agency also should have, and report against, a timetable with key decision points and milestones to communicate contract status and a plan to communicate key procurement information to potential contractors.

Agencies have several different procurement options available for use and are directed to provide the best value to the state. Determining the best procurement method for the agency is important and based on a variety of factors. Examples of procurement

¹¹⁷ Comptroller of Public Accounts, available at: <http://www.window.state.tx.us/procurement/pub/contractguide/>.

methods include Competitive Bids, Request for Information, Request for Offer, Request for Proposal, and Request for Qualification. All of these methods have particular laws and rules governing the process. Determining a cost estimate is necessary to develop a procurement proposal. The cost estimate assists in determining which type of procurement to use and provides an idea of the range of services.

Planning for the contract content ensures that the ultimate goals align with activity and deliverables represented by the contract. Planning for the procurement contract requires clearly identifying general contracting objectives, assumptions, and constraints of the situation. The Needs Assessment requires the contracting team to plan for the correct contracting objective. Another important objective during the planning phase is defining the contracting objectives and the purpose to be accomplished by the contract. This information later will assist in all aspects of the contract, including developing the statement of work, drafting the solicitation, negotiating the contract, and verifying the performance of a contractor. Good planning with the correct staff participating in the process contributes to agency contracting success.

Procurement

Procurement entails fairly and objectively selecting the most qualified vendor or contractor to offer goods or services. It is essential for the prerequisite planning to translate into the contract framework.

The Statement of Work (SOW) is a detailed description of what is required of the contractor to perform the work satisfactorily. The SOW creates the basic framework for the resulting contract. A fundamental basis of the SOW is the needs assessment performed by agency. The success or failure of a contract may be associated with the sufficiency of the planning, analysis, and thoroughness of the SOW.

Advertising the solicitation to garner a sufficient pool of applicants also is important. Selecting a contractor or vendor via a fair and deliberate method should be planned and documented. The criteria must objectively evaluate how potential contractors can meet the needs of the agency and state, select the best value for the state, and ensure that there is no employee or organizational conflict of interest. Evaluating and awarding the contract must be conducted in a fair and impartial manner consistent with state law.

Contract Formation/Rate/Price Establishment

Drafting the contract to protect the state's interests and ensure proper delivery of goods and/or services is of critical importance. Correct contract formation should include all

the required provisions in the CMG which hold the vendor or contractor accountable for producing the desired results, including relevant terms, conditions, and established processes that are cost-effective and aligned with the cost of providing the goods and services. The contract must define clearly roles, responsibilities, and performance expectations of the contractor and agency staff. The agency should identify a variety of tools to monitor contract and contractor performance and link payment to the satisfactory completion of specific contract tasks or services. The payments should be spread throughout the life of the agreement and address the extent to which the state owns the final product upon completion of the contract.

State law grants several different agencies the authority to enter into contracts on behalf of the state, and many other agencies have delegated purchasing authority and binding signature power for limited contracting purposes. Executing a contract requires obtaining all necessary signatures on the contract and warranting that funds are available before work begins.

Contract Administration/Oversight

Successful contract administration is based on a clear understanding of contract deliverables, general but consistent review of performance and addressing problems, as needed, and periodic audits to ensure compliance and, if needed, to enforce the terms of the contract. What's more, it is important to follow-up on the results of reviews, audits, and investigations. Achieving effective contract administration requires a clear, concise statement of the work. Accordingly, planning for the administration of the contract should occur before the bidding process begins. The goal is to ensure the contract work is performed satisfactorily and the responsibilities of both parties are executed correctly. A key factor in successful administration is clear and planned communication. The level of administration should be determined consistently with the complexity of the contract and the level of risk in terms of its dollar value.

Creating a monitoring plan and monitoring performance of contracts occur in several different phases. Monitoring performance is to verify that the contractor is performing all duties in accordance with the contract and to inform the agency of and address any developing problems or issues. Contract monitoring also serves as a preventative function to avert problems, as well as an opportunity to determine the contractor's need for technical assistance and to learn information regarding the effectiveness and quality of the services provided. Monitoring performance can occur via site visits, reports, or third party audits.

All contracts should be regularly monitored against pre-established performance measures to ensure quality. Not all contracts, however, require the same level of monitoring. Given that each entity has different priorities and that each contract has a different level of importance to the entity, contracts should be monitored as necessary to meet performance goals. The dollar amount, complexity of the contract, political or social importance of the contract, media or community interest, vendor experience, and history of problems are factors that help determine the level of monitoring necessary for each contract.

Keeping thorough records of the contracting process is essential. In the event of a problem or question, it is necessary to have the correct documentation to mitigate disputes. Equally important is managing risk. The primary approach to managing risk is to document the initial perceptions of the level of risk and the specific risks and assign experienced staff to assist in the contract management process. As the risk associated with a specific contract increases, the level and degree of participation of executive staff should increase accordingly.

Approving payments to the vendor, and under what circumstances, must be stated clearly. The costs incurred by the contractor must be in accordance with the contract terms and conditions. Invoices must be reviewed to ensure that the billing corresponds with the contract deliverables, approved by program staff prior to payment, and be paid in accordance with the Texas Prompt Payment law.

Managing change orders must be structured and deliberate. Agencies should have an effective change management process in place because failure to manage and control changes can result in cost overruns and schedule extensions. An effective change management policy includes a formal written approval of all changes prior to the change taking place. This includes an evaluation of the impact of the change to the contracting objective; the corresponding deliverables that can be expected to change; the schedule, cost, and increase in cost to the agency; standards and acceptance criteria; and an evaluation of the change against the contingency allowance. The change must be within the scope or range of what was indicated in the solicitation. Most problems begin small and become more difficult or costly due to improper or inefficient monitoring. Thus, disputes must be resolved and all contractor inquiries must be responded to promptly before situations escalate. Finally, closing the contract ensures that all deliverables are satisfactorily completed before making final payment. This includes evaluating the contractor's performance, making written evaluations available for other state agencies, and verifying that the final work products are used and useful as planned.

Contract Management Best Practices Matrix

In addition to general explanations regarding the five contract stages, the CMG also identifies best practices for state agencies to implement to achieve successful contract management. The state agency should organize the work processes to ensure that contract monitoring is handled by the appropriate staff with the correct tools. As the contracting process explanations make evident along with the recommendations below, robust practices are needed by all state agency staff that participate in any part of the contracting process. Ideally, the entire contract management team should have a consistent understanding of their interconnected roles and responsibilities. What's more, they must have a strong understanding of their agency's procurement and contracting policies and procedures.

<i>CMG Contract Management Best Practices Matrix (Appendix #15)</i> ¹¹⁸	
Component	Best Practice
Processes	<ul style="list-style-type: none"> • Contracting process standardized agency-wide • Proactive compliance enforcement • Formal templates utilized for all solicitations and contracts • Formal, repeatable process (e.g., project management methodology) for consistent solicitation development • Contract managers are involved in writing solicitation, negotiating contract, managing contract and contract closeout • The Contract Management Guide serves as a roadmap to guide the contracting process • Active collection of “lessons learned” and “best practices” are leveraged for continuous improvement • Active, formal business planning process • Standardized agency-wide contracting process is comprehensively integrated with existing standardized agency-wide project management practices <p>References</p> <ol style="list-style-type: none"> 1. CMG Ch.1,p.1,2, CMG Ch.7,p.4, Post Award Conf. Agenda, CMG Ch.2,p.9,10, Procurement Lead Time, TGC Section 2262.051 (h). Contract Management Guide; Rules, TGC Section 2262.051(f) Contract Management Guide; Rules, TAC Title 34, Part 1, Chapter 20: Texas Procurement and Support Services, Subchapter G: Contract Procedures,

¹¹⁸ Comptroller of Public Accounts, available at: http://www.window.state.tx.us/procurement/pub/contractguide/appendix/Appendix_15.pdf

	<p>TAC Title 34, Part 1, Chapter 20: Texas Procurement and Support Services, Subchapter C: Procurement , TPM Sect.2.4, Selecting a Procurement Method</p> <ol style="list-style-type: none"> 2. TGC Section 2262.052 (a) Compliance With Guide 3. CMG Intro.,p.5, Contract Mgt. Framework, Ch.2,p.1, Planning, CMG Ch.8,p.1, Contract Close Out, CMG Ch.7,p.22,23, Contract Admin. File., CMG Ch.3,p.15, Final Acceptance, TGC Section 2262.001(3) Definitions 4. CMG Ch.7, p.2,3, Planning, TGC Section 2262.051(c). Contract Management Guide; Rules, TGC Section 2262.053. Training, CMG Ch.8,p.1, Contract Close Out, CMG Ch.7,p.22,23, Contract Admin. File., CMG Ch.3,p.15, Final Acceptance 5. CMG Introduction,p.1,2, TGC Section 2262.051(a) Contract Management Guide; Rules.
<p>Organization</p>	<ul style="list-style-type: none"> • Contract managers within each division possess technical and/or programmatic expertise and knowledge or have the expertise and knowledge readily available to them • Contracting decisions involve all relevant parties • Coordination and input from all relevant divisions to minimize risk and maximize compliance • Contract management team members remain engaged through entire process – same staff assigned • Active involvement of the end user/customer as subject matter expert during solicitation requirements gathering • Executive support and active involvement <p>References</p> <ol style="list-style-type: none"> 1. CMG Ch.2,p.2, Contract Mgt., TGC Section 2262.053 (A) Training, WOSG State Purchasing 2. CMG Ch.2,p.2, Contract Mgt., CMG Ch.2,p.4, Communications Plan, CMG Ch.2,p.8, Research, CMG Ch.3,p.9, Agency’s Role, CMG Ch.3,p.11, Contractor Qualifications, Ch.4,p.6, Communication w/Respondents 3. CMG Ch.2,p.8, Research, Ch.2,p.2, Risk Mgt. 4. CMG Ch.2.,p.2, General Planning, Contract Mgt., CMG Ch.4,p.13, Evaluation & Award, Ch.2,p.7, Needs Assessment.
<p>Technology</p>	<ul style="list-style-type: none"> • Contract automation system that is searchable and allows for the uploading, monitoring and automated reporting of contracts • Independent and formal mechanisms in place to track compliance for contract managers • Amendments can be approved, uploaded, and tracked online <p>References</p> <ol style="list-style-type: none"> 1. http://www.window.state.tx.us/procurement/pub/ autopurch/cp/, TPM 2.31, Electronic State Business Daily (ESBD), TPM Sec.2.33,

	<p>Centralized Master Bidders List (CMBL), WOSG, State Purchasing, Publications, Manuals and Reference Guides, On Line Purchasing System, Contract System, WOSG, State Purchasing, Publications, Reports</p> <p>2. CMG Ch.7, p.15, Substantive Changes, WOSG State Purchasing.</p>
Performance Metrics	<ul style="list-style-type: none"> • Managing division and/or contract manager solely responsible for developing deliverables with input from Legal, Procurement, etc. • Clear distinction of well-developed deliverables and performance metrics and associated remedies or incentives • Compliance and performance measured consistently at least monthly <p>References</p> <ol style="list-style-type: none"> 1. CMG Ch.3,p.14, Reporting, p.15, Final Acceptance, Ch.3,p.4, Elements of a Deliverable, CMG Ch.3,p.9, Established Standards 2. CMG Ch.8,p.1, Contract Close Out, CMG Ch.7,p.22,23, Contract Admin. File., CMG Ch.3,p.15, Final Acceptance 3. CMG Ch.7,p.2, Contract Mgr. Responsibilities, CMG Ch.7,p.6-12, Monitoring Performance, CMG Ch.3,p.14, Monitoring 4. http://www.window.state.tx.us/procurement/pub/autopurch/cp/, TPM 2.31, Electronic State Business Daily (ESBD), TPM Sec.2.33, Centralized Master Bidders List (CMBL), WOSG, State Purchasing, Publications, Manuals and Reference Guides, On Line Purchasing System, Contract System, WOSG, State Purchasing, Publications, Reports 5. CMG Ch.7, p.15, Substantive Changes, WOSG State Purchasing
Vendor Relations	<ul style="list-style-type: none"> • Properly routed communication with potential vendors (i.e., through the purchaser) during the active solicitation phase • Frequent communication between contract manager and vendor pertaining to all aspects of contract, including issues, technical assistance and overall progress of the contract • Dispute resolution or contract issue procedures clearly defined • Advanced notice of upcoming solicitation posted to the Electronic State Business Daily (ESBD) <p>References</p> <ol style="list-style-type: none"> 1. CMG Ch.7,p.12, Reporting, TPM Sec.2.50, Vendor Performance, WOSG State Purchasing Vendor Performance 2. CMG Ch.7,p.17, Dispute Resolution, TGC Chapter 2260 Resolution Of Certain Contract Claims Against The State, , TAC Title 34, Part 1, Chapter 20: Texas Procurement and Support Services, Subchapter G: Contract Procedures
Fiscal	<ul style="list-style-type: none"> • Contract manager approves all invoices, budget changes or fiscal amendments

	<ul style="list-style-type: none"> • Contract manager keeps a running payment log of all payments and what deliverables are covered by each payment • Contract manager routinely interacts with Accounts Payable regarding all fiscal contract matters, disputes, non-payment, etc. <p>References</p> <ol style="list-style-type: none"> 1. CMG Intro.p.1, Purpose, CMG Ch.7,p.2, Contract Mgr. Resp., CMG Ch.7,p.8, Expenditure Document Review, CMG Ch.7,p.15,16, Substantive Changes, CMG Ch.7,p.13, Payment Approval, TAC Title 34, Part 1, Chapter 20: Texas Procurement and Support Services, Subchapter D: Payments 2. CMG Ch.3,p.14, Reporting, p.15, Final Acceptance, TPM Sec. 2.57, USAS Requirements, 3. CMG Ch.7,p.13, Payment Approval, TPM 2.54, Late Pmts., TAC Title 34, Part 1, Chapter 20: Texas Procurement and Support Services, Subchapter D: Payments
Legal	<ul style="list-style-type: none"> • All statutorily mandated terms and conditions are present and regularly reviewed and updated by relevant staff <p>References</p> <ol style="list-style-type: none"> 1. CMG Ch.1,p.1, CAT Review of Major Contracts, CMG Ch.3,p.15, Additional Issues to Consider, CMG Ch.6,p.6, Legal Elements of a Contract, CMG Ch.6,p.12,13, Contract Terms, TGC Section 2262.051(f). Contract Management Guide; Rules
Training	<ul style="list-style-type: none"> • Contract managers hold CTCM certification and purchasing staff holds CTP or CTPM certification <p>References</p> <ol style="list-style-type: none"> 1. TPM Sec.1.1,Training & Certification, p.4, WOSG web site http://www.window.state.tx.us/procurement/prog/training-cert/cmt/training/requirements/, TGC Section 2155.078. Training And Certification Of State Agency Purchasing Personnel And Vendors, TGC Section 2262.053. Training, TPM Sec.1.1, Contract Mgr. Training 2. TPM Sec.1.1,Training & Certification, p.3, WOSG web site http://www.window.state.tx.us/procurement/prog/training-cert/purchtrn_cert/training/training-and-certification-requirements-for-procurement-personnel/, TGC, Section 2155.078. Training And Certification Of State Agency Purchasing Personnel And Vendors, TPM Sec.1.1, Certified Texas Procurement Manager (CTPM)
References	<p>CMG – Contract Management Guide TAC – Texas Administrative Code TGC – Texas Government Code TPM – Texas Procurement Manual</p>

Monitoring and Reporting Performance of State Agency Contracts

The Legislature has created several mechanisms to review agency purchases and contract management. In addition to oversight and delegation of purchasing authority granted to the CPA, review of agency purchases and contract management falls under the authority of the Legislative Budget Board, the State Auditor's Office, the Sunset Advisory Commission, the Quality Assurance Team, and the Contract Advisory Team. These legislative agencies review the functions and activities of individual state agencies and may make recommendations to the agency and the Legislature. There are numerous other statutory contracting review requirements, but they are neither centralized in one office nor applied equally to all types of contracting managed by state agencies.

The State Auditor's Office (SAO) is authorized by statute to conduct various types of audits of state agencies and institutions of higher education, including compliance and efficiency audits. An audit plan, based on recommendations from other oversight agencies, provides for the different types of audits of select agencies, including procurement and contract management audits. Individual agencies house internal auditors who conduct annual reviews and report findings to the SAO. Findings from SAO audits are published online, and reported to the Governor and Legislature.¹¹⁹

The Legislative Budget Board (LBB) conducts performance audits and efficiency reviews of state agencies. No later than 10 days after entering into a contract, all state agencies and institutions of higher education are required to report any new contracts or any contract modifications to the LBB. The LBB maintains a major contracts database where the public can access information regarding contract values, specific agency contracts, and vendors.¹²⁰

The Sunset Advisory Commission reviews governmental entities subject to the Sunset Act every 12 years, unless a different interval is provided by law. As part of the review, the Sunset Advisory Commission examines the functions of an agency's operations, its efficiency, and its effectiveness. Agency procurement and contract management operations are examined and recommendations are made to the Legislature for continuation and improvements.¹²¹

¹¹⁹ State Auditor's Office, available at: <http://www.sao.state.tx.us/aboutsao/>.

¹²⁰ Legislative Budget Board, available at: <http://contracts.lbb.state.tx.us/Introduction.aspx>.

¹²¹ Sunset Advisory Commission, available at: <https://www.sunset.texas.gov/how-sunset-works>.

The Quality Assurance Team (QAT) implements a consistent and repeatable approach for quality assurance review of state agency technology projects. The QAT comprises representatives from the LBB, SAO, and DIR and approves and reviews major information resources projects. Projects are assessed continually to help reduce the likelihood that a project fails to deliver a quality solution based on the schedule, budget, and scope commitments made to state leadership.

Agencies are required to report a major information resources project: that is identified in a state agency's biennial operating plan, requires one year or longer to reach operations status, and whose development costs exceed \$1 million; that involves more than one state agency; or that substantially alters work methods of state agency personnel or the delivery of services to clients. Agencies also must report the projects designated by the Legislature in the General Appropriations Act as major information resources projects.¹²²

The Contract Advisory Team (CAT) was created to assist to state agencies in improving contract management practices. CAT is comprised of five member agencies and two technical assistance members, the Office of the Attorney General, the Comptroller of Public Accounts, Department of Information Resources, the Texas Facilities Commission, the Governor's Office, the Legislative Budget Board, and the State Auditor's Office respectively. The CAT reviews state agency contract solicitations and contract documents, with an estimated value of \$10 million or more, before the submitting agency posts the solicitation for response or bid. The solicitation documents and contract documents are reviewed for compliance with required contractual language, mitigation of identified risks, and definitions of acceptable performance standards. CAT staff members provide recommendations to the agencies for revisions, additions, and corrections to the solicitation documents.¹²³ The CAT provides recommendations also regarding the development and improvements to the contract management guide.

Legislative Efforts to Improve State Contracting

The Legislature has made various attempts to study and improve the state's procurement and contracting practices to save funds and improve service delivery. These reviews suggest the difficulty in reforming the system and include no less than 16 separate interim charges to Senate and House committees in the last eleven Legislatures, two of which was formed specifically for the purpose of reviewing

¹²² Quality Assurance Team, available at: <http://qat.state.tx.us/>.

¹²³ Comptroller of Public Accounts, available at: <http://www.window.state.tx.us/procurement/res/CAT/>.

contracting (Joint General Investigating Committee, 74rd Legislature, 1996 and Senate Finance Subcommittee on State Contracting, 78th Legislature, 2003). Bills are filed every legislative session to improve the state's procurement practices. While some measures are adopted, wholesale reform of the procurement and contracting structure is slow and elusive. Since 1999, 648 legislative proposals have been introduced, but few have been enacted.

Joint General Investigating Committee on State Contracting

In 1995, contract irregularities at the Texas Commission on Alcohol and Drug Abuse, prompted the Texas Senate and House of Representatives to undertake a comprehensive review of state contracting. The joint committee solicited the assistance of SAO, the Comptroller's office, and other state agencies to review agency contract practices and audits of contractors. The final report made numerous findings and recommendations, including that the CPA was designated to “formulate a contract management handbook, develop contract management training and assist in coordination of monitoring efforts.”¹²⁴ Three separate legislative proposals were filed to effectuate the changes recommended by interim committee but did not ultimately pass.

Senate Bill 311 (2001)

In 2001, the Legislature abolished the General Services Commission (GSC) and created the Texas Procurement Commission (TPC).¹²⁵ The TPC inherited the powers and duties related to buying and providing goods and services, disposing of surplus and salvage property, providing public access to state records, and any other miscellaneous procurement functions. Many of the recommendations from the 1995 *Joint General Investigating Committee on State Contracting* committee were included in SB 311; including the requirement for agencies to use electronic procurement if possible, allowed for the multiple award contract purchasing, created of the Contract Advisory Team, required statewide contracting guidelines and required the Office of Attorney General to conduct contract management training.

¹²⁴ Joint General Investigating Committee, *Preliminary Report on State Contracting*, September 1, 1996.

¹²⁵ Senate Bill 311 (2001).

Senate Finance Subcommittee on State Contracting

In 2004, due to contract irregularities at the Texas Health and Human Services Commission (HHSC) regarding the Children's Health Insurance Program (CHIP) contract, Lieutenant Governor David Dewhurst issued a letter to all committee chairs with a charge to "take the necessary steps to ensure greater accountability and stricter oversight of our state outsourcing by the agencies your committee regularly oversees."¹²⁶ After a general review of state contracting and a specific review of HHSC contracting, the committee determined the need for increased oversight and training in the contracting to improve the processes by which the state solicits, negotiates, enters into, and manages contracts with private and not-for-profit vendors. The committee also recommended improving the training processes for employees involved in contracting; improving contract reporting mechanisms for state agencies; requiring needed provisions to address amendments; and addressing ethical issues specific to contracting. In 2005 Senate Bill 12 was filed to implement the changes recommended by interim committee but did not ultimately pass.

Senate Bill 1681(2013)

Senate Bill (SB) 1681 incorporated many of the recommendations proposed by the 2004 *Senate Finance Subcommittee on State Contracting*.¹²⁷ New measures include: the CPA is required to certify contract managers who have completed contract management training and to develop an abbreviated training program for governing body members. The Contract Advisory Team (CAT) reviews and makes recommendations on solicitation and final contract documents with a value of at least \$10 million. Agencies are directed to comply with recommendations made by CAT or submit a written explanation regarding why the recommendation is not applicable to the contract under review. What's more, SB 1681 authorized CAT to provide recommendations and assistance to state agencies throughout the contract management process, coordinate with the Quality Assurance Team on contracts for major information resources projects, and create and periodically review a formula to determine the appropriate level of management and oversight of contracts by state agencies. SB 1681 was effective on November 1, 2013.

¹²⁶ *Senate Finance Subcommittee on State Contracting Progress Report, December 2004.*

¹²⁷ Senate Bill 1681 (2013)

Testimony

The Senate Committee on Government Organization heard testimony regarding this charge on August 14, 2014. The hearing included invited testimony from the following persons:

Invited Witnesses

- Amanda Arriaga, Assistant Director of Administration, Texas Department of Public Safety
- Norma Barrera, Director of Contracts, Texas Education Agency
- James Bass, Chief Financial Officer, Texas Department of Transportation
- Ray Bonilla, General Counsel, The Texas A&M University System
- Mike Fernandez, Director of Administration, Texas Lottery Commission
- Billy Hamilton, Executive Vice Chancellor and Chief Financial Officer, The Texas A&M University System,
- Julie Ivie, Assistant Director, Legislative Budget Board
- John Keel, State Auditor, State Auditor's Office
- Ron Pigott, Director, Texas Procurement and Support Services Division, Comptroller of Public Accounts
- P.J. Vilanilam, Lead, Statewide Project Delivery Program, Texas Department of Information Resources
- Cecilia Whitley, Associate Commissioner, Procurement and Contracting, Texas Health and Human Services Commission

Public Witnesses

- Dennis Borel, Executive Director, Coalition of Texans with Disabilities
- Nick Reynolds, Senior Instructor, ESI International

Findings/Analysis

Chronic Contract Management and Oversight Issues

The manner in which state agencies negotiate, enter into, and administer contracts with vendors should be of vital concern to the Legislature because they directly affect the use of state resources, may impact constituents negatively, and may damage the state's reputation. Numerous legislative committees and agencies' reports over the last several biennia show that Texas agencies lack the following: adequate centralized contract management oversight to assure consistency, sufficient staff training requirements for program staff that also perform contract oversight duties, and the skills or negotiating power to mitigate the risks inherent in contracting.¹²⁸ Finally, there is little evidence that state agencies are consistently following required procurement and contracting laws or guidelines, yet there are no ramifications for noncompliance or for lost revenue or increased contract costs due to noncompliance. These issues make system-wide reform elusive.

Remarkably similar testimony regarding state contracting trends has been provided by State Auditor John Keel at several legislative committees. In September, 2012, Keel reported to the House State Affairs Committee that there were problematic audit findings from all recent projects in all phases of contract management for technology projects.¹²⁹ In April, 2013, before the Senate Committee on Government Organization (GO), Keel testified to the necessity of contract management reform.¹³⁰ At the GO Committee hearing in August, 2014, Keel reported that the auditors have identified areas for improvement in all areas of contract management.¹³¹ The majority of the issues related to the agencies' managing and monitoring of the contracts to ensure that contractors performed as agreed. The 2014 findings identified by the State Auditor's Office (SAO) represent agency trends and challenges in state contracting:

- Contract planning: agencies lacked the documentation required for the needs assessment, lessons learned, and cost estimates; and lacked the documentation regarding the reasons for not implementing the Contract Advisory Team recommendations.

¹²⁸ See Appendix C for list of interim committee reports regarding procurement and contracting.

¹²⁹ State Auditor's Office, Testimony before the House Committee on State Affairs, September 27, 2012.

¹³⁰ State Auditor's Office, Testimony before the Senate Committee on Government Organization, April 2, 2013.

¹³¹ State Auditor's Office, Testimony before the Senate Committee on Government Organization, August 14, 2014.

- Contract procurement: agencies lacked the documentation to support best value purchases; minimum qualifications were excluded in request for proposals; vendors, purchasers, or contracting staff were not required to disclose conflicts of interest; and proposal evaluation tools and related methodology used to compile evaluation scoring results were not maintained.
- Contract formation/rate/price establishment: agencies lacked the documentation of contract reviews and approvals, contract amendments were not approved before implementation, and contracts did not include compliance standards for substandard performance.
- Contract oversight: agencies lacked the monitoring processes and controls to ensure that contractors perform according to their contracts, contractors were not held accountable for non-performance, payments were not made in accordance with state laws and regulations, and contractor performance was not always reported to the CPA's Vendor Performance Tracking System.
- Contract function: key agency personnel did not always complete required contract management training, and the agency lacked documented contract-related policies and procedures. Failure in any area of contract management can negatively impact the contract deliverables, and potentially, the corresponding program.

In summary, the SAO Audit Reports indicate that most state agencies do not have the proper procedures in place or have insufficient staff following required policies and procedures to guard the state's interest.¹³²

The Quality Assurance Team (QAT) consistently reports on poor management of technology projects. In virtually all of these QAT reports, agencies underestimated or did not consider all elements of life-cycle costs when estimating total project costs. The QAT's yearly reports cite common problems found during reviews of major information resources projects. Many of the findings are not unique to the agency or the contract but indicate system-wide inefficiencies and deficiencies in contract management. These problems may affect the budget, functionality, and time needed for project completion. The tools for effective procurement and contract management are present though not always implemented.

¹³² See Appendix C for list of State Auditor Reports regarding agency procurement and contracting.

The Sunset Advisory Commission’s reviews of state agencies’ contracting practices consistently find that controls over major contracts lack the necessary training and oversight management. For example, the Sunset Advisory Commission’s 2011 Department of Information Resources review states:

“... further discussion regarding the State’s oversight and controls over major contracts at all state agencies is warranted. Clearly, problems with major contracts, particularly for outsourced services or IT-related projects, are not unique to DIR. Though members of the Legislature, the Comptroller of Public Accounts, and the Legislative Budget Board have all recommended improvements to how agencies enter into and manage major contracts for many years, these efforts have not yet resulted in a consistent approach to oversight and management of these technology contracts put the State at risk.”¹³³

While the Comptrollers’ office has the authority to review and revoke delegated procurement authority, and the Quality Assurance Team has the authority to require additional review and oversight, these disciplinary measures are rarely, if ever, used. Even when the state’s interests clearly are compromised, existing contract oversight entities neither use their authority to force changes to high- risk contracts nor halt the execution of a contract or terminate an existing contract in cases of extreme risk.

Causes and Impacts of Poor Contract Management

The independent, decentralized nature of the state government structure has been in effect from the beginning and continues to color how state government is run. While the Governor appoints members to more than 285-plus state boards, they function with relative independence from his office.¹³⁴ Add a part-time state legislature that appropriates funding and directs programs via law, and the state agencies essentially run themselves with little oversight.

Before 1949, state agencies were funded by individual appropriations bills and characterized as “haphazard and arbitrary.”¹³⁵ In response, the Legislature created the Legislative Budget Board for the continuous review of the budget and state spending. Legislative efforts to continue budget reform by consolidating and/or standardizing

¹³³Sunset Advisory Commission. Sunset Final Report: Department of Information Resources. July, 2011.

¹³⁴Odessa College, available at: www.odessa.edu/dept/govt/dille/brian/courses/2306C/UNIT9.doc.

¹³⁵Legislative Budget Board, available at: <http://www.lbb.state.tx.us>.

procurement and contracting standards has been slow, inconsistent, and generally motivated by scandal. Thus, long term and permanent reform has been elusive.

Today's system of laws, rules, delegations, exemptions, and exceptions are a holdover from the last organizational structure and do not reflect the state's modern economy or available tools. Before the advent of computers and modern accounting, there may have been some logic to allowing agency exemptions. Indeed, agencies with contracting scandals in the press are those same agencies that enjoy exemption from required procurement and contracting statutes and rules.

More recent legislative interests in controlling the size of state government and the state employee pool have impacted the management of the state's contracts. Legislative efforts to reform government programs and services have led to increased reliance by state agencies on contracting to maintain or raise service levels while trying to reduce costs. Vendors or contractors increasingly are used by state agencies for the implementation of state programs. Agency employees that previously assisted citizens by coordinating services or solving problems now oversee the vendors or contractors who deliver those services. Thus, greater use of outsourcing for services via contracting has required agencies to move from service delivery to project and contract management.

Successful contracting requires good management by qualified staff during the entire contract. To ensure that all contracts are properly procured and monitored, all state employees engaged in contracting should receive training in project and contract management. One of the biggest challenges resulting from the growing reliance on contracts is the need for collaboration between centralized procurement and contracting staff and the agency program staff managing the service delivery or product usage. Without clear communication and understanding of the contract deliverables by the administrative and program staff, problems may escalate and cause a loss of services, goods, or funds. The collaboration between centralized purchasing and contracting staff and program staff requires a common understanding of the contracting or purchasing process from start to finish. The two activities are integral to the success of the contract and require vastly different skill sets.

The current oversight of state contracting activities focuses on preparation of the solicitation document, vendor selection, and the procurement process. Agencies do not receive sufficient training or expert oversight and guidance for the higher-risk stages of contract negotiation, for mitigating problems, or performance monitoring. Though an essential function of the procurement process, the state's monitoring of contracts frequently is poor. Given the costs associated with badly planned and managed

contracts, the Legislature should consider whether there would be benefits to increasing the number of staff with expertise in procurement and contract management to monitor and ensure compliance with state statutes and best practices.

Today's state agencies have difficulty hiring and retaining trained staff. With the state's booming economy, most state employee salaries are not competitive with the private sector. Staff turnover and lack of experienced employees create problems for agencies with complicated, long-term contracts. In addition to internal staff management and training issues at the state agencies, legislative directives have caused agencies to reduce the total number of requested budgeted employees or full time equivalents. Accordingly, many state agencies are left to rely more heavily on a smaller number of staff, essentially doing more with less.

Statutory Contracting Discretion Provided to the State Agencies

What's more, there are various interpretations by state agencies regarding the requirement to adhere to the Contract Management Guide (CMG). This is because the agencies are required to follow two conflicting directives. Section 2262.052, Government Code, requires all state agencies to comply with the CMG.¹³⁶ While the CMG states that the document serves as a guide and that agencies should seek guidance from their agency attorneys. Specifically the CMG's Introduction states:

“The purpose of the Contract Management Guide (CMG) is to offer state agency contract managers recommendations on improving existing contract management processes and practices. The Contract Management Guide (CMG) is not designed to relieve the state agencies and contractors of their responsibility to ensure compliance with laws, rules, and regulations related to their specific programs and funding sources.”¹³⁷

This conflict seems to grant the agencies more discretion in state contracting than is provided for in statute. More importantly, this lack of clarity creates problems for agencies because the legislative audits and reviews are based on compliance with the CMG.

¹³⁶ Chapter 2262.052, Government Code.

¹³⁷ Comptroller of Public Accounts, available at:

<http://www.window.state.tx.us/procurement/pub/contractguide/opening/Introduction.pdf>.

Today's State Agency Contracting

Current State Agency Contracting Efforts

In contrast to the SAO reports, state agencies assert that they have the appropriate policies and procedures in place following both the law and the CMG and that any discrepancies are a chance occurrence rather than a pattern of poor standards of practice. Several state agency representatives testified and submitted testimony at the Senate Committee on Government Organization's August 2014 hearing concerning state agency contracting. Amanda Arriaga, Assistant Director of Administration at the Texas Department of Public Safety (DPS) testified that for the past two years DPS has moved to a centralized contracting management model and has worked to identify and address contracting weaknesses.¹³⁸ Arriaga asserted that DPS has improved agency contracting and has the proper structures in place, including an internal control board (CRB) that oversees the agency's planning, development, and administration of its contracts. The agency weekly reviews contracts over \$1 million with reports to executive management and has a system to review contracts throughout to determine whether the proper policies and procedures were followed. DPS has been afforded delegation procurement authority for disaster reservists with specialized skills and hazardous waste remediation activity.

Cecilia Whitley, Associate Commissioner for Procurement and Contracting Services at the Texas Health and Human Services Commission (HHSC), testified that the agency is in the process of centralizing contracting practices.¹³⁹ Currently each agency, and program area within each agency, supports the routine management, monitoring, oversight, and administration of contracts. HHSC is in the process of establishing standard contract management guidelines and protocols. Processes are being formalized to reflect these new policies. Whitley testified that the agency implements a variety of monitoring tools, however staffing is often not adequate enough to sufficiently manage a contractor's performance, sometimes resulting in contract clauses requiring the contractor to self-report on performance. Whitley stated that at any given time HHSC has \$22 billion out in contracts. Per Senate Bill 1681 (2013), HHSC is training all the contract managers for required certification. HHSC has delegated procurement authority for certain goods and services.

¹³⁸ Department of Public Safety, Testimony before the Senate Committee on Government Organization, August 14, 2014.

¹³⁹ Texas Health and Human Services Commission, Testimony before the Senate Committee on Government Organization, August 14, 2014.

Norma Barrera, Director of Purchasing, Contracts and Agency Services at the Texas Education (TEA), testified that the agency has a decentralized contracting management structure with the use of contract management teams.¹⁴⁰ Barrera explained that the multi-tiered approach offers multiple layers of assistance to program staff who have the primary responsibility and authority of day-to-day contract functions. TEA has invested in training applicable program staff about the entire contract management process and has created a Contract Management Tracking Tool to assist in monitoring deliverables and invoices.

Each of these agencies must manage millions of dollars and the underlying programs that depend on the proper management of applicable contracts.

Current Exemptions from State Procurement and Contracting Statutes

State law, via the Government Code, authorizes agencies to buy goods and services outside the centralized purchasing system and allows certain exemptions from competitive bidding requirements. Neither the agencies nor Texas Procurement and Support Services (TPASS) recommend amending the current exemptions however a strong policy reason to maintain them was not been provided.

Several state agency representatives testified and submitted testimony at the Senate Committee on Government Organization's August 2014 hearing concerning state agency contracting exemptions. Billy Hamilton, Executive Vice-Chancellor and Chief Financial Officer, The Texas A&M University System (TAMUS), testified TAMUS has strong contract administration policies in place that provide uniform contract management.¹⁴¹ TAMUS has adopted many practices of the state and each member institution has a primary procurement officer who is tasked with maintaining the procurement and ethics standards. TAMUS has the higher education (HE) delegation authority of purchasing, but procurement personnel regularly use the state contracts negotiated by the Comptroller/TPASS and Department of Information Resources. Hamilton asserted that the exemption facilitated progress on time-sensitive programs and that there are strong controls in place to promote contract completion.

Mike Fernandez, Director of Administration, Texas Lottery Commission, testified that TLC has a centralized contracting department with oversight authority on all contracts.¹⁴² Fernandez asserted that the TLC contracting process is in tip-top shape in

¹⁴⁰ Texas Education Agency, Testimony before the Senate Committee on Government Organization, August 14, 2014.

¹⁴¹ The Texas A&M University System, Testimony before the Senate Committee on Government Organization, August 14, 2014.

¹⁴² Texas Lottery Commission, Testimony before the Senate Committee on Government Organization, August 14, 2014.

part because in 2006 the commission implemented a compliance monitoring program with risk analysis. Any contract requirements out of compliance are addressed via remediation with the contractor. TLC's highest value contract is valued at over \$900 million and is complex. Fernandez stated the delegation of purchasing authority is needed by TLC due to its operation of a unique business in a limited vendor community. Fernandez asserted that the exemption allows the commission to avoid revenue losses by implementing new games and games changes quickly.

James Bass, Chief Financial Officer, Texas Department of Transportation (TxDOT), testified that TxDOT has a robust system that has been in place since the mid-1930's.¹⁴³ Bass explained that the competitive low bid process requires TxDOT to award a contract to the entity that offers the lowest price through a responsive qualified bid. TxDOT also contracts for non-professional services via a low bidding process. Bass asserted that although TxDOT is exempt from certain oversights and provisions, it provides more than minimum training on best practices. Bass stated also that the high volume and specialized nature of certain TxDOT contracts are reasons to maintain the exemptions.

Even if the Legislature decided to mandate true centralized purchasing, the sheer volume of procurements, and subsequent contracts, by state agencies that occur via delegation authority make it a difficult and potentially unrealistic goal. Current CPA's Texas Procurement and Staff Services (TPASS) staff does not have the capacity to absorb the presumed workload so the Legislature would be required to reorganize TPASS and supplement the office with more employees, if indeed centralization of agency purchasing is required. Recognizing the state's commitment to the independent agency stature, the practical and predictable assumption regarding any reform of state's procurement and contracting statutory organization is that the decentralized procurement structure will continue to be the rule, instead of the exception. Thus, the Legislature should consider focusing reform efforts on agencies with a heavy reliance on contracting to delivery services or with several high-risk contracts.

Training State Procurement and Contracting Staff

Robust policies and procedures are needed by all state agencies staff that participate in any part of the contracting process for success to occur. Ideally, the entire contract management team should have a consistent understanding of their interconnected roles and responsibilities. It is possible for a poorly written contract to be correctly implemented and ultimately benefit the state. Likewise, it is also possible for a

¹⁴³ Texas Department of Transportation, Testimony before the Senate Committee on Government Organization, August 14, 2014.

well-written correct to be badly managed at great cost of time and money to the state. The only way to ensure against failure is for trained staff to monitor consistently for compliance, checking for problems and addressing issues as they arise. What's more, contract enforcement takes many skills on the part of the agency staff, some not easy to acquire from a class but learned via on the job experience. The importance of proper training and retention of the state's workforce cannot be overstated.

RECOMMENDATIONS

In response to its charge concerning state contracting, the Senate Committee on Government Organization makes the following recommendations to the 84th Legislature:

1. Require a Contract Administration Office for any agency with contracts of more than \$5 million or for an agency that lets 60 percent or more of their budget via contracts.
2. Require the Contract Advisory Team (CAT) to create a contract monitoring and oversight management tool for use by the CAT and to perform monitoring and reporting of the performance of major contracts.
3. Update training requirements in state law to require contract management training for state agency program employees who also have contracting duties.
4. Require agencies to maintain contract oversight expertise within the agency to effectively manage contractors.

Charge Three. Cybersecurity

Monitor the implementation of Senate Bill (SB) 1597, relating to the development of state agency information security plans to improve the security of agency information systems and to proactively protect the state against cybercrime and similar security threats.

Background/Legislation

The State of Texas increasingly relies on technology to manage the personal information of more than 26 million citizens and to run its infrastructure efficiently.¹⁴⁴ Meanwhile, criminal elements continually devise new ways of accessing state networks to steal citizens' identity information for financial profit or to disrupt the delivery of public services to manifest a political opinion.¹⁴⁵ Accordingly, the state experiences a constant and consistent level of externally launched malicious activities that range in severity.

1. Low-level network attacks: On average, the state blocks between two billion and three billion low-level network attacks each month, approximately 70 million each day. Much of this activity, such as network port scanning and reconnaissance activities where attackers are probing for vulnerabilities or weaknesses, is blocked at the network level using technology that is adjusted continually. State security personnel typically extend resources only to perform aggregate analysis, reviewing collected data on these activities in an attempt to isolate new attack sources or associate the activities to other attack trends.
2. Moderate-level network attacks: The state prevents nearly 100 million of these types of events each month, approximately 3.5 million events per day. The state employs protective technologies that guard against moderate level attack types, including malicious software or unauthorized login attempts. Just as with low-level attacks, the effort level required to address these events is reasonably low since these activities only require personnel to perform some level of aggregate analysis.

¹⁴⁴ Department of State Health Services, *Texas Population*, 2014 (Projections), <https://www.dshs.state.tx.us/chs/popdat/ST2014.shtm>.

¹⁴⁵ Department of Information Resources, Testimony before the Senate Committee on Government Organization, June 18, 2014.

3. High-risk level network attacks: These events occur at a rate of more than 200 per month, approximately ten per day. High-risk events are mainly detected attempts to bypass security controls or exploit a system vulnerability that could result in the unauthorized disclosure of information, access to systems or networks, or the disruption of system performance that significantly impairs service delivery. High-risk level events require state security personnel to conduct detailed forensic examinations of affected systems, thorough remediation activities to remove attacker access, and extensive analysis to determine the full impact of the incident, including whether a data breach has occurred. This process can take a few hours or several days.

Considering all event levels, attacks risking disclosure of personal information or having an adverse effect on operational activities occur on average 12 times per month, or about one incident every other day.

Currently, protection from cybersecurity threats is accomplished largely using security controls oriented to protect against network threats and malicious code attacks. Although these controls are tested and evaluated periodically, the possibility always exists that a competent and capable threat will find a weakness in the network and become a disruptive force. Accordingly, the establishment of a robust cyber protection system must remain a priority for our state agencies. With that goal in mind, the 83rd Legislature passed Senate Bill 1597 in 2013.¹⁴⁶

Senate Bill 1597 (2013)

Senate Bill (SB) 1597 requires each state agency and higher education institution to develop and periodically update a state agency information security plan.¹⁴⁷ SB 1597 Agency Security Plans must articulate a risk management policy, delineate the cybersecurity roles and responsibilities of agency staff, include Department of Information Resources' (DIR) recommended cybersecurity best practices, and incorporate account vulnerability reports that agencies already are required by statute to prepare. These security plans must be submitted to DIR by October 15 of each even-numbered year, with the first report due in 2014.¹⁴⁸

SB 1597 Agency Security Plans are necessary because they facilitate a holistic view of the state's cybersecurity vulnerability, risk mitigation, and planning that DIR can utilize to evaluate the state's overall level of technology risk. With the plans housed

¹⁴⁶ Senate Bill 1597 (2013).

¹⁴⁷ *Id.*

¹⁴⁸ See Appendix D – Department of Information List of Agency Security Plans received by October 22, 2014.

within DIR, the agency will have the information necessary to develop a comprehensive, statewide enterprise cybersecurity plan, while placing the responsibility on state agencies to recognize and create plans to address vulnerabilities, thereby improving the security of their information systems. The purpose of this legislation is to ensure that all state agencies employ the best possible practices for information security as suggested by DIR.

Implementation of Senate Bill 1597

Approximately 95 percent of state agencies complied with Senate Bill 1597's Agency Security Plan filing requirement by the October 15, 2014, deadline. This outstanding success rate is a reflection of the Department of Information Resources' (DIR) implementation strategy, which was based on two main pillars: education and enablement. First, DIR engaged in an education campaign informing all state agencies about the SB 1597 Agency Security Plan requirements. DIR held monthly cybersecurity working groups, an information security forum,¹⁴⁹ and a webinar to educate agencies about its security plan template.¹⁵⁰

Second, DIR engaged several agencies to design a security plan template that was sufficiently comprehensive to comply with national best practices while remaining accessible to all state agencies. DIR created the framework required by alternate legislation (SB 1134)¹⁵¹ and used it as the basis for this template. The policy subcommittee of the Statewide Information Security Advisory Committee, which includes 20 agency representatives and external consultants, evaluated this template broadly to ensure it met national industry best practices and standards and was widely acceptable for agencies submitting cybersecurity plans. DIR made the security plan template available,¹⁵² accompanied with an instruction document and a training plan,¹⁵³ and subsequently conducted a survey to gauge the usefulness of the information provided and to evaluate the agencies' progress.

¹⁴⁹ Department of Information Resources, *Information Security Forum*, <http://www.dir.texas.gov/about/materials/pages/2014infosecforum.aspx>;

¹⁵⁰ Department of Information Resources, *The Texas Cybersecurity Framework and Agency Security Plans*, <http://www.dir.texas.gov/SiteCollectionDocuments/Security/Texas%20CyberSecurity%20Framework/2014-08-29The-Texas-Cybersecurity-Framework-and-Agency-Security-Plans.wmv>.

¹⁵¹ Senate Bill 1134 (2013).

¹⁵² Department of Information Resources, *Agency Security Plan Template*, <http://www.dir.texas.gov/SiteCollectionDocuments/Security/Texas%20CyberSecurity%20Framework/AgencySecurityPlanTemplate.xls>.

¹⁵³ Department of Information Resources, *Agency Security Plan Instructions*, <http://www.dir.texas.gov/SiteCollectionDocuments/Security/Texas%20CyberSecurity%20Framework/AgencySecurityPlanInstructions.docx>.

Because SB 1597 was designed to allow agencies to phase in the development of cybersecurity reports, it did not require the agencies to use the Agency Security Plan Template. Accordingly, some agencies used existing procedures to file their 2014 SB 1597 Agency Security Plans. To standardize the information contained in all of the security plans, however, DIR has proposed an amendment to Section 202 of Texas Administrative Code that would require all agencies to use the Agency Security Plan Template.

SB 1597 Agency Security Plans will provide consistent evaluation criteria regarding the maturity of current state agencies' cybersecurity programs and provide a roadmap for an agency's advancement of the plan's maturity to the appropriate level for the agency based on size and functions. DIR delineated 40 objectives for state agencies, reflecting best practices for a complete cybersecurity program, within five key functional areas of cybersecurity: identification, protection, detection, response, and recovery.¹⁵⁴ Performance of these objectives is required broadly for all levels of risk, even for agencies with minimal needs. Agencies with limited personnel and resources, however, may have difficulty accomplishing all of the objectives at the level needed to address risks appropriately.

SB 1597 Agency Security Plans will provide valuable information to DIR, which will be capable of evaluating risks and making suggestions to address cybersecurity needs for all agencies. At the agency level, the assessment process will be conducted by the agency's Chief Security Officer in collaboration with its internal audit department. The lack of critical perspective and unbiased evaluation, which an external, third party evaluation would offer, creates the risk that data submitted in the security plans may not provide a clear and accurate portrayal of the plans' maturity levels across critical objectives.

Overview of the State's Cybersecurity Legislative Efforts

During the last decade, the Legislature has engaged continually in proactive and collaborative efforts to enhance cybersecurity across state agencies. In 2004 the Legislature included certain cybersecurity standards in the Government Code that state agencies and institutions of higher education were required to follow. Subsequently, in 2005 House Bill 3112 directed the Department of Information Resources (DIR) to provide network security services to state agencies and higher education institutions.¹⁵⁵

¹⁵⁴ Department of Information Resources, *Agency Security Plan Template*, <http://www.dir.texas.gov/SiteCollectionDocuments/Security/Texas%20CyberSecurity%20Framework/AgencySecurityPlanTemplate.xls>.

¹⁵⁵ House Bill 3112 (2005).

In 2009 the Legislature authorized DIR to develop rules regarding vulnerability testing of network hardware and software. To promote collaboration with the private sector regarding cybersecurity efforts and to increase cybersecurity education in Texas, the Legislature passed SB 488 in 2011, establishing the Texas Cybersecurity, Education, and Economic Development Council.¹⁵⁶

In the following Legislative Session, SB 1134,¹⁵⁷ SB 1102,¹⁵⁸ and SB 1597¹⁵⁹ were passed to strengthen different aspects of the state's cybersecurity strategy. SB 1134 required DIR to develop a framework for state agency cybersecurity and to gather, store, and analyze information relating to the cyber protection of state agencies. SB 1102 created the position of State Cybersecurity Coordinator within DIR to boost the growth of the state's cybersecurity workforce using partnerships between private industry and public sector organizations. Finally, as discussed earlier, SB 1597 required each state agency to develop and to periodically update an information security plan.

Department of Information of Resources' Efforts on Cybersecurity

As shown by the legislative history above, the Department of Information Resources (DIR) has been a key actor and collaborator in the development of the state's cybersecurity efforts. Under Section 2054.051, Government Code, DIR is charged with the coordination of information resources management within state government, particularly in all aspects relating to protecting the security of state agency information.¹⁶⁰ Accordingly, DIR created the Chief Information Security Office (CISO), amended the Texas Administrative Code (TAC), established a Network Security Operations Center (NSOC), and formed a Statewide Security Information Advisory Committee (SISAC).

¹⁵⁶ Senate Bill 488 (2011).

¹⁵⁷ Senate Bill 1134 (2013).

¹⁵⁸ Senate Bill 1102 (2013).

¹⁵⁹ Senate Bill 1597 (2013).

¹⁶⁰ Section 2054.05, Government Code.

Chief Information Security Office

In 2004 in recognition of the growing importance of information security, DIR formed the state's first Chief Information Security Office (CISO) to serve as a security information sharing center for state agencies. The CISO also enables several information security advisory councils and provides leadership and direction to the agencies for matters pertaining to information security. More importantly, the CISO ensures that effective processes and best practices are developed and shared.

Texas Administrative Code Changes

In 2004 DIR also adopted Chapter 202, Texas Administrative Code, containing the rules governing information security for the State of Texas.¹⁶¹ More recently, in 2013 DIR began amending this chapter to provide a more robust set of controls for all agencies and remove duplicative efforts for agencies that have federal reporting requirements.¹⁶² Informed by stakeholders from state agencies, higher education, and the private sector, the proposed rules would align with the Federal Information Security Management Act and incorporate security control standards from the National Institute of Standards and Technology.

Network Security Operations Center

In 2005 the Legislature authorized DIR to create the Network Security Operations Center (NSOC), which provides the following network security services to state entities utilizing the statewide area network:

- Network-based Intrusion Detection System: an intrusion detection system that attempts to discover unauthorized access to a computer network by analyzing traffic on the network for signs of malicious activity.
- Security Information and Event Management (SIEM) System: technology that provides real-time analysis of security alerts generated by network hardware and applications.
- Security Event Notification Service: a system that tracks events such as logon, network, and power events, and notifies system subscribers of them.

¹⁶¹ Chapter 202, Texas Administrative Code (TAC).

¹⁶² Department of Information Resources, *Texas Administrative Code Chapter 202*, <http://www.dir.texas.gov/SiteCollectionDocuments/Security/Texas%20CyberSecurity%20Framework/TAC202OverviewWebinarPresentation.pdf>.

- Internet Protocol (IP) Vulnerability Scanning Service: a service that systematically identifies, analyzes, and reports technical security vulnerabilities that unauthorized parties and persons may use to exploit and threaten the confidentiality, integrity, and availability of data and information.
- Controlled Penetration Testing (CPT): a test that verifies that new and existing applications, networks, and systems are not vulnerable to a security risk that could allow unauthorized access to resources, unauthorized modification or destruction of information, or potential disruptions of services.

Statewide Information Security Advisory Committee

In 2011 DIR created the Statewide Information Security Advisory Committee (SISAC), a committee composed of security officers from state agencies and representatives from local government and private industry.¹⁶³ SISAC provides guidance to DIR on the statewide information security program and aims to cross-pollinate ideas and best practices among agencies and make recommendations for more effective security operations by:

- facilitating an open forum for the sharing and discussion of cybersecurity issues and concerns;
- assisting in reviewing enterprise-wide cybersecurity products, policies, and services;
- proactively discussing current and emerging cybersecurity risks and mitigation strategies;
- forming recommendations for DIR regarding cybersecurity policies and practices to be implemented by state agencies; and
- acting as a communication channel for promoting and supporting security information sharing.

¹⁶³ Department of Information Resources, *2012 Biennial Performance Report On the Use of Information Resources Technologies by Texas State Agencies*, p. 38.

Other State Entities' Efforts on Cybersecurity

Texas Cybersecurity, Education, and Economic Development Council

Established in September, 2011, the Texas Cybersecurity, Education, and Economic Development Council (Council) seeks to improve the infrastructure of the state's cybersecurity operations using existing resources and to examine specific actions to accelerate the growth of cybersecurity as an industry in the state through partnerships between government, business, and institutions of higher education.¹⁶⁴ In December, 2012, the Council published *Building a More Secure and Prosperous Texas*, a report regarding the state of cybersecurity in Texas. The Council's report found that there is insufficient statewide coordination of cybersecurity strategy beyond that undertaken by state agencies. What's more, several examples of innovation in cybersecurity excellence in different pockets of the state were not leveraged appropriately from a centralized state perspective. Accordingly, collaborative efforts within the state would strengthen the overall posture of state agencies.

Electric Reliability Council of Texas

To protect the flow of electric power for more than 23 million Texas consumers, the Electric Reliability Council of Texas (ERCOT) has established a robust cybersecurity framework and protection strategy. The framework's implementation starts with a commitment to cybersecurity by ERCOT management not only through an understanding of the risk but also a willingness to take accountability for that risk. ERCOT's cybersecurity framework has several layers.¹⁶⁵ The first layer allows ERCOT to gain information on indicators of threats and threat actors. The next layer of deterrence represents action to block or mitigate vulnerabilities in systems. Another layer of detection determines if anomalous activity has occurred. Then, a response layer provides for isolation control to stop the incident. Finally, the forensics layer allows ERCOT to determine the nature of the incident, providing information for next steps and lessons to improve the cybersecurity system. More importantly, ERCOT meets national cybersecurity standards for electric infrastructure operators.

¹⁶⁴ Texas Cybersecurity, Education, and Economic Development Council, Testimony before the Senate Committee on Government Organization, June 18, 2014.

¹⁶⁵ Electric Reliability Council of Texas, Testimony before the Senate Committee on Government Organization, June 18, 2014.

Texas National Guard

Currently, Texas National Guard (TxARNG), specifically the Air National Guard and the Army National Guard, have significant cybersecurity capabilities to protect military infrastructure within the State of Texas.¹⁶⁶ The Army National Guard has the 71st Theater Information Operations Group, which provides some specialized skills in computer network operations, web operation security, vulnerability assessments, and reconstitution for affected networks. On the Air National Guard side, the state's capabilities mainly are in cyber defense, tactics development, and cyber test range operations. TxARNG anticipates some amount of growth in the military forces' cyber capacity, probably somewhere in the range of dozens or perhaps a few hundred additional trained personnel.

TxARNG and the Department of Information Resources are in the exploratory stages of determining how the Texas Military Forces potentially could use their cyber capabilities to assist state agencies. There are, however, legal and security restrictions on being able to bring to bear the military's cyber capabilities outside the Federal Department of Defense that need to be resolved before a cooperation plan can be established.

¹⁶⁶ Texas National Guard, Testimony before the Senate Committee on Government Organization, June 18, 2014.

Testimony

The Senate Committee on Government Organization heard testimony regarding the cybersecurity charge on June 18, 2014. The hearing included invited testimony from the following persons:

Invited Witnesses

- Brian Engle, Chief Information Security Officer, State of Texas, Department of Information Resources
- Mary Dickerson, MBA, CISSP, CISM, PMP, Member, Texas Cybersecurity, Education, and Economic Development Council
- Ann Delenela, CISSP, CISM, Director of Security, Electric Reliability Council of Texas
- Major General Kenneth Wisian, Deputy Adjutant General, Texas National Guard

Findings/Analysis

Trends Observed within Agency Security Programs

According to the Department of Information Resources (DIR), security assessments conducted on a significant number of state agencies since 2011 revealed a number of prevalent issues. Senate Bill 1597 Agency Security Plans¹⁶⁷ further supported that the following issues consistently exist within most assessed agencies:

Agencies have inadequate staffing and lack staff with skills focused on security and risk management.

When agencies lack security personnel with the necessary skills, choices must be made to prioritize areas of focus, leaving some areas uncovered or inadequately covered. In most cases, state agencies' resources are dedicated to operation-oriented aspects of security, primarily network security. A secure network perimeter, though a foundational element of a defense-in-depth security architecture, does not provide effective and comprehensive protection on its own.

The lack of sufficient resources challenges the ability of agencies to broaden their security focus and perform operational functions that comprise a comprehensive defense-in-depth security architecture. Some of these other security aspects include system development lifecycle, change management with assurance processes, vulnerability and incident response management, policy and standards management and maintenance, comprehensive disaster recovery planning, awareness and training management, and regular risk assessment and management.

Agencies do not ensure consistently that security is a priority during all steps of the software development life cycle.

When agencies are unable to introduce security aspects into the development and implementation of information systems, vulnerabilities that place information at risk are introduced. Of primary concern are the widespread lack of knowledge and use of secure coding practices in software development and testing, the lack of integration of formal secure development and code assurance practices into existing software development life cycle processes, and the lack of enforcement of secure code known to mitigate software vulnerabilities through the use of formal security frameworks.

¹⁶⁷ Senate Bill 1597 (2013).

Generally, software is developed hastily to meet particular deadlines with an emphasis on software functionality. State agencies need to place a strong emphasis on software security as well.

Agencies lack security governance processes and could improve security awareness programs.

When agency personnel are not prepared adequately with awareness training, they can put the agency at risk by exposing information and information systems to threats posed by attackers. The state's current overall level of formal, periodic security awareness training is surprisingly low. Few agencies conduct regular formal awareness training for their personnel, relying instead on an ad hoc program of email, memoranda, agenda items for staff meetings, and occasional videos. While all of these approaches are and should be part of an organizational security awareness program, a regular, periodic, consistent, and comprehensive program is the key to success.

According to all available research, awareness training for each individual employee remains the most beneficial action an organization can take to mitigate risk. Awareness activities are the primary opportunities for organizations to reinforce internal policies and the requirements for protecting information and resources, for providing regular updates to the threats facing the agency processes, and, most importantly, for how employees should respond when they believe they have encountered security threats in their work environment.

DIR has provided assistance to the agencies by making available an awareness program through a resource called "Securing the Human." Many agencies benefit from this resource, but, in some cases, agencies have not been able to implement the program because of competing priorities.

Agencies lack a comprehensive and standardized approach for identity management and access control to prevent improper access to systems or data by unauthorized users.

Inconsistent identity management and access controls can put information at risk, as many attacks leverage deficient controls to gain access to confidential data. Privileged users and poor password management have been at the center of many of the more notorious and newsworthy data breaches in recent past. A prevailing trend across the state is the continued use of passwords to secure access to all systems and processes.

Industry-wide best practices state that the continued use of passwords to secure critical infrastructure and sensitive data presents an unacceptable risk where exposure or breach through the compromise of a password-based access mechanism nearly is a certainty.

What's more, agencies spend excessive time and resources managing the identities and access of users, both internal and external, to the various information technology systems and services they support. The minimum standard of due care dictates that stronger authentication be used at least for all privileged users (*i.e.*, those users who are authorized to bypass security controls such as system, network, and database administrators) as well as all users who work with and have the ability to access and modify sensitive data directly. While the primary obstacle to using stronger authentication mechanisms is user dissatisfaction, followed closely by the cost of administration, newer field-proven, secure, and cost-effective technologies can lessen these issues and facilitate its implementation.

Agencies lack consistent and comprehensive monitoring data analysis.

When agencies struggle to monitor activities effectively within their information systems and networks, malicious attackers and criminals can gain access and go undetected for long periods of time, resulting in potential breaches of privacy and disclosure of agency information. While individual agencies conduct a tremendous amount of security and performance monitoring, strategic direction or guidance at either the state or agency level is almost nonexistent. This lack of guidance has resulted in a monitoring landscape that is an *ad hoc* mix of individual device logging, intrusion detection and prevention sensors, malicious software notifications, and network performance monitors. These monitors often are outdated, obsolete, or end-of-life appliances. Current monitoring lacks integration between devices, systems, or internal organizations, and, in many cases, is never used or reviewed until after an incident is suspected to have occurred.

An organized approach would allow for the integration of data from the various device logs and monitoring sensors, which, in turn, would facilitate real-time evaluation and trend analysis to identify vulnerabilities and growing threats proactively. Agencies also would be able to determine if minor variances in one portion of the security architecture actually are part of a larger attack scenario.

Agencies lack internal network segmentation configurations.

Most agency internal networks exhibit a flattened architecture with very little internal subdivision. As a result, once access is gained through the network perimeter, internal systems become reachable by attackers who are able to navigate throughout network systems with little resistance. Best practices dictate that consideration be given to segmenting the internal network into zones to separate user groups, resources, functions, geographic regions, and other delimiters meaningful to the agency and commensurate with the risk to be managed. At the very minimum, agencies should establish a restricted internal network zone in which to host their most valuable electronic assets.

Agencies lack a comprehensive and complete inventory and classification system to optimize security protection techniques.

Agencies that are not able to maintain comprehensive information inventories expend more resources protecting unnecessary or lesser risk systems and also may fail to protect information systems from significant risk. Agencies should classify the value of their data and systems based on the Business Impact Analysis (BIA) financial loss classification method, which is a recognized industry standard. The BIA includes five aspects to determine data value: direct financial loss, threat to human life, regulatory requirements, potential service interruption, and indirect financial loss.¹⁶⁸

Most of the issues listed above are related directly to a lack of personnel resources and technology investment for cybersecurity. With insufficient resources and processes aimed at monitoring and detecting attacks, cybersecurity threats will not always be visible, and, when data are compromised, such compromise may go undetected, all leading to a false sense of security.

It is imperative to create communication channels that leverage the information obtained from Senate Bill 1597 Agency Security Plans to facilitate cybersecurity policy formulation. State cybersecurity experts indicate that one of the main causes of the cyber-attacks that compromised the credit card information of millions of Target and Home Depot customers was the lack of a direct communication channel between the companies' cybersecurity officers and upper-management personnel. According to these experts, when cybersecurity information has to flow up the chain of command through several management officers who lack any cybersecurity expertise, the

¹⁶⁸ Burton Group, *Survival of the Fittest Disaster Recovery Design for the Data Center* (2004), p.10.

importance of maintaining cybersecurity is not communicated adequately, resulting in poor cybersecurity planning. If the State of Texas is to avoid the mistakes recently made in the private sector, persons in charge of state government need to be aware of cybersecurity threats and the costs of mitigating those risks and must take that information into consideration when making major policy decisions.

RECOMMENDATIONS

In response to its charge concerning cybersecurity, the Senate Committee on Government Organization makes the following recommendations to the 84th Legislature:

1. The Legislature should promote cybersecurity education initiatives.
2. The Legislature should provide adequate funding to enhance state agencies' cybersecurity programs.
3. The Legislature should prioritize enhanced workforce awareness offerings at state agencies.
4. The Legislature should require third-party assessments of the state agencies' security systems maturity.
5. The Legislature should require the Department of Information Resources to report the state's cybersecurity status to state leadership.
6. The Legislature should require agencies' executive directors and senior staff to acknowledge cybersecurity risks in their SB 1597 Agency Security Plans.

Conclusion

The Senate Committee on Government Organization (GO) was charged by Lieutenant Governor David Dewhurst to study three issues: state agencies' mandated reporting practices, state contracting, and cybersecurity. The charges were addressed over the course of two public hearings with more than 31 expert witnesses and five hours of testimony, as well as research, surveys, and interviews.

Charge One evaluates the mandated reporting practices of state agencies. The GO Committee concluded that the sheer volume of reporting requirements in Texas has created challenges both for agencies to identify and comply with the relevant requirements and for the Legislature to evaluate these requirements. While requiring reporting ensures the availability of state government information and promotes heightened public trust, simply providing vast quantities of data or information does not by itself ensure greater transparency. The committee recommends that the Legislature review reporting requirements for agencies on a consistent basis; amend or repeal any unnecessary, obsolete, or redundant reporting requirements; and integrate report creation and publication, where applicable, into the state's open data systems.

Charge Two analyzes state contract management processes. The GO Committee found that state agencies and institutions of higher education must consider and include monitoring and oversight protocols at the inception of the contract planning process. Program staff and purchasing staff often share responsibility for contract implementation; thus, poor communication can lead to problems and other inefficiencies. All agency staff involved in state contracting would benefit from increased training to monitor and oversee the state's contracts.

Charge Three examines cybersecurity plan compliance efforts in state agencies. Findings indicate that the Texas Department of Information Resources, in partnership with state agencies, is improving the state's cybersecurity. The committee recommends that the Legislature continue to support cybersecurity efforts and the prevention and mitigation of cybersecurity threats.

The Legislature will have an opportunity to improve upon these issues and further enhance the state's reporting, contracting, and cybersecurity measures during the 84th Legislative Session. Prioritizing these efforts serves to increase transparency and ensures that the State's resources are being used in a responsible and efficient manner.



Post Office Box 12068
Austin, Texas 78711

OFFICE OF THE LIEUTENANT GOVERNOR
David Dewhurst

FOR IMMEDIATE RELEASE

January 29, 2014

**Lt. Governor Dewhurst Announces Interim Charges on
Intergovernmental Relations, Economic Development, and Government
Organization**

AUSTIN — Today, Lt. Governor David Dewhurst announced interim charges for the Senate Committees on Intergovernmental Relations, Economic Development, and Government Organization.

"The Texas economy leads this country thanks to hardworking Texans and years of consistent, conservative leadership," said Dewhurst. "These interim charges are a reflection of our relentless pursuit of economic freedom for our citizens by ensuring that every level of government is efficient, transparent, and effective."

Lt. Governor Dewhurst instructed the Senate Committee on Intergovernmental Relations to focus on the following issues:

TRANSPARENCY. Lt. Governor Dewhurst asked the committee to study and make recommendations to increase transparency of debt at the local level and make recommendations that will increase citizen awareness and understanding of a local government's fiscal state. The Lt. Governor also requested that the committee analyze reforms such as requiring local governments to move bond elections to a uniform date coinciding with state general elections, and requiring local governments to publicly post their annual budgets, annual financial reports, and check registers online.

BONDS & BALLOTS. Lt. Governor Dewhurst instructed the committee to examine the immediate and long-term fiscal impact that bonds and other types of obligations issued by local governments have on current and future generations of taxpayers. He also asked that the committee analyze whether local governments should be required to use ballot language that includes their current outstanding debt, existing per capita debt, current debt service, and any increase the ballot measure would have on property taxes and make recommendations on additional ballot language that will better inform voters of their local governments' current and future fiscal states.

Appendix A Lieutenant Governor's Charges

Lt. Governor Dewhurst instructed the Senate Committee on Economic Development to focus on the following issue:

ECONOMIC REVIEW. Lt. Governor Dewhurst asked the committee to study and make recommendations to develop a biennial state review process for economic development programs to determine their effectiveness in keeping Texas economically competitive while ensuring taxpayer dollars are used wisely. As a part of this study, the committee should review processes used in other states related to the analysis and reporting requirements for economic development programs.

Lt. Governor Dewhurst instructed the Senate Committee on Government Organization to focus on the following issues:

EFFICIENCY. Lt. Governor Dewhurst asked the committee to examine state agencies' mandated reporting practices, the necessity and utility of these reports, and reporting processes to the legislature and to the public. Dewhurst also requested that the committee make recommendations on eliminating unnecessary and duplicative reports, reducing state costs through the use of technology, and improving transparency to the legislature and citizens.

TRAINING. Lt. Governor Dewhurst also asked the committee to review and recommend improvements to state agency training, policies, and procedures for monitoring and reporting performance of state contracts, including a review of exemptions to state contracting oversight.

SECURITY. Additionally, Lt. Governor Dewhurst asked the committee to monitor the implementation of SB 1597, relating to the development of state agency information security plans to improve the security of agency information systems and to proactively protect the state against cybercrime and similar security threats.

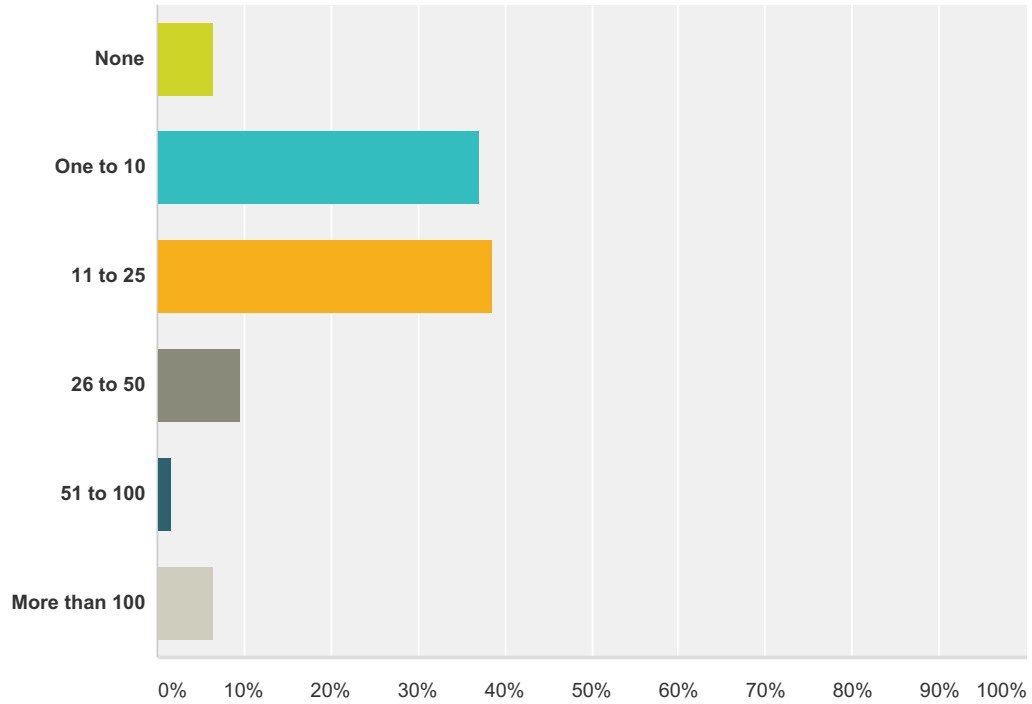
"Future generations of Texans deserve the sort of opportunity that has made our economy so strong," concluded Dewhurst. "We will keep this momentum going with our relentless pursuit of limited government and unlimited opportunity."

Lieutenant Governor Dewhurst will continue to release his interim charges in the coming weeks.

- 30 -

Q1 During the biennium, how many state agency or higher education institution reports have you accessed?

Answered: 62 Skipped: 8



Answer Choices	Responses
None	6.45% 4
One to 10	37.10% 23
11 to 25	38.71% 24
26 to 50	9.68% 6
51 to 100	1.61% 1
More than 100	6.45% 4
Total	62

Q2 Of these reports, please list the ones that you have accessed most frequently.

Answered: 62 Skipped: 8

#	Responses	Date
1	GR-D balances (Comptroller) THECB legislative recommendations ERS/TRS actuarial studies	12/3/2014 10:33 AM
2	LBB, Comptroller, TX DOT, DMV, State Auditor	11/26/2014 11:02 AM
3	Sunset Commission Reports from the Comptroller	11/26/2014 10:58 AM
4	Health Education	11/26/2014 10:58 AM
5	Comptroller's cash on hand report Sunset (various reports) THECB (different ones, depending on what I'm researching)	11/25/2014 1:38 PM
6	Comptroller, State Auditor, LBB, Sunset	11/25/2014 1:38 PM
7	N/A	11/25/2014 10:57 AM
8	lbb, auditor's reports, higher ed cb, tea, hhsc, teacher retirement system	11/25/2014 10:43 AM
9	LBB, TEA, txdot, twdb, comptrollers	11/25/2014 10:12 AM
10	Comptroller's Workforce Report Comptroller's Water Report SAO Enterprise Fund Audit LBB's Fiscal Size Up LBB's Highway Funding Primer	11/24/2014 9:43 AM
11	OIG, HHSC, THECB, DPS	11/20/2014 11:57 AM
12	HHSC reports; OAG reports; Economic Development/Comptroller reports	11/18/2014 3:20 PM
13	NA	11/18/2014 12:32 PM
14	Higher ed in district	11/18/2014 12:19 PM
15	closing the gap	11/18/2014 12:10 PM
16	comptroller's	11/18/2014 12:03 PM
17	budget, medicaid	11/18/2014 10:54 AM
18	Reports from the comptroller	11/17/2014 1:47 PM
19	hhsc	11/17/2014 12:22 PM
20	NA	11/17/2014 12:01 PM
21	comptrollers office	11/17/2014 11:39 AM
22	comptrollers	11/17/2014 11:39 AM
23	Biennial Revenue Estimate Fiscal Size Up TEA Reports & Data	11/17/2014 11:35 AM
24	N/A	11/17/2014 11:29 AM
25	hhsc	11/17/2014 11:19 AM
26	txdot	11/17/2014 11:09 AM
27	higher ed	11/17/2014 10:11 AM
28	lbb reports	11/17/2014 10:03 AM
29	State Auditors Reports	11/17/2014 9:52 AM
30	office of court admin, twdb, rrc	11/14/2014 12:27 PM
31	hhsc reports	11/14/2014 11:45 AM

**Appendix B
Reporting Survey—Legislature and Staff**

SurveyMonkey

32	Comptroller LBB	11/13/2014 10:45 AM
33	Sunset Review Publications	11/12/2014 11:37 AM
34	TEA and TxHECB reports	11/11/2014 1:04 PM
35	Comptroller	11/11/2014 11:51 AM
36	TxDot HHSC	11/10/2014 2:55 PM
37	LBB, DSHS, TxDOT, THECB, TEA, TFC, HRO, TLC, Comptroller	11/7/2014 7:13 PM
38	LARs	11/7/2014 2:01 PM
39	DPS HHSC TDCJ	11/7/2014 11:07 AM
40	LBB Fiscal Size up	11/7/2014 10:34 AM
41	TEA, SWIFT/Water management board,	11/7/2014 10:21 AM
42	None	11/7/2014 10:20 AM
43	na	10/30/2014 4:03 PM
44	None in particular come to mind.	10/29/2014 1:52 PM
45	State Auditor Reports, Comptroller of Public Accounts, Sunset Advisory Commission	10/28/2014 1:25 PM
46	Tax Incidence Report	10/23/2014 8:58 PM
47	Anything from LBB or budget reports from the Comptroller	10/23/2014 11:27 AM
48	Sunset reports, auditor reports, reports that make headlines, reports pertaining to our committees	10/23/2014 10:51 AM
49	TEF audit by the Comptroller's office	10/22/2014 4:30 PM
50	SAO Reports; LBB Reports; HHSC, DFPS, DSHS, DARS, DADS reports; THECB Reports, TEA Reports; UT Austin and UT System Reports; House Research Organization Reports.	10/22/2014 3:21 PM
51	Comptroller fiscal reports Governor Economic Development reports Sunset Commission reports	10/22/2014 1:47 PM
52	Office of Court Administration also the list of Individuals with IDD interest list.	10/22/2014 1:22 PM
53	THECB current and past reports on "Closing the Caps" TCEQ, RRC, and OCA reports.	10/22/2014 11:53 AM
54	Depends on subject matter assignments	10/22/2014 11:49 AM
55	TXDOT University of Texas Department of Public Safety Department of Motor Vehicles	10/22/2014 11:47 AM
56	TCEQ DPS TX Dept. of Agriculture RRC UNT TWU Midwestern Texas A&M at Tarlton TPWD LBB State Comptroller State Auditor Sec. of State Higher Ed Coordinating Board TWDB	10/22/2014 11:45 AM
57	Unsure	10/22/2014 11:06 AM
58	THEC, TCEQ, sometimes the Comptroller and AG	10/22/2014 11:05 AM
59	Sunset Commission reports on DSHS, DADS, HHSC LBB reports on budget and criminal justice related matters	10/22/2014 11:01 AM
60	Closing the gaps, NRUF, higher ed almanac, online institutional resumes	10/22/2014 10:54 AM
61	LBB's Fiscal Size-Up, Comptroller's Tax Exemption and Tax Incidence report	10/22/2014 10:44 AM
62	LAR	10/22/2014 10:44 AM

Q3 Which reports would you recommend changing or eliminating? Why?

Answered: 62 Skipped: 8

#	Responses	Date
1	Not sure	12/3/2014 10:33 AM
2	0	11/26/2014 11:02 AM
3	I don't know	11/26/2014 10:58 AM
4	Don't know	11/26/2014 10:58 AM
5	none that I know of.	11/25/2014 1:38 PM
6	none	11/25/2014 1:38 PM
7	N/A	11/25/2014 10:57 AM
8	not really	11/25/2014 10:43 AM
9	no	11/25/2014 10:12 AM
10	n/a	11/24/2014 9:43 AM
11	HHSC	11/20/2014 11:57 AM
12	I think we could efficiently move to a system of all online reports if agency websites were more user friendly.	11/18/2014 3:20 PM
13	NA	11/18/2014 12:32 PM
14	I don't have an opinion	11/18/2014 12:19 PM
15	n/a	11/18/2014 12:10 PM
16	no	11/18/2014 12:03 PM
17	excess of reports	11/18/2014 10:54 AM
18	Don't know at this time	11/17/2014 1:47 PM
19	none	11/17/2014 12:22 PM
20	NA	11/17/2014 12:01 PM
21	none	11/17/2014 11:39 AM
22	none	11/17/2014 11:39 AM
23	N/A	11/17/2014 11:35 AM
24	N/A	11/17/2014 11:29 AM
25	none	11/17/2014 11:19 AM
26	n/a	11/17/2014 11:09 AM
27	n/a	11/17/2014 10:11 AM
28	none	11/17/2014 10:03 AM
29	None	11/17/2014 9:52 AM
30	n/a	11/14/2014 12:27 PM
31	easy	11/14/2014 11:45 AM
32	No opinion	11/13/2014 10:45 AM

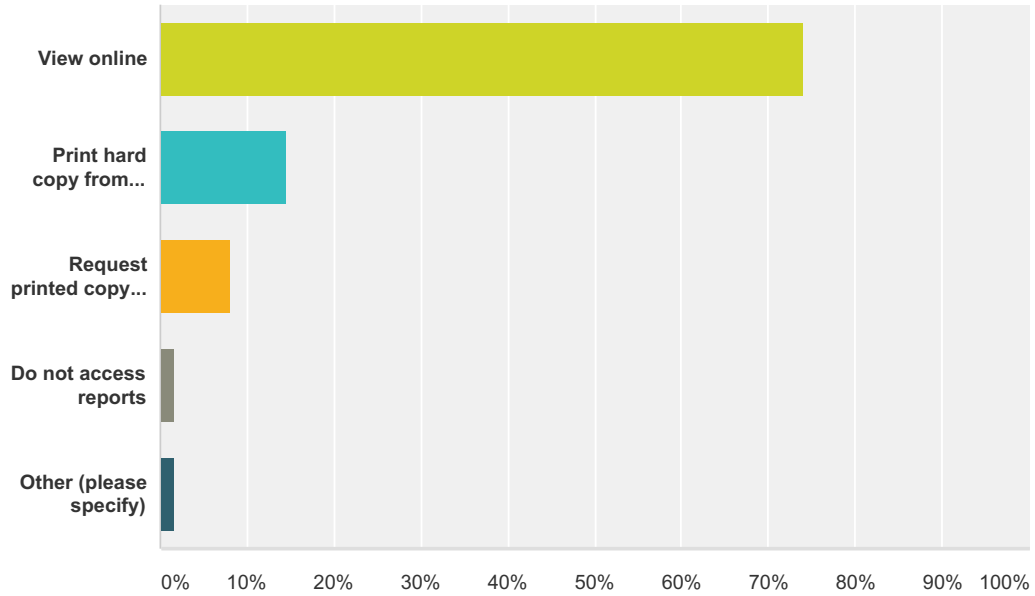
**Appendix B
Reporting Survey—Legislature and Staff**

SurveyMonkey

33	none	11/12/2014 11:37 AM
34	no response	11/11/2014 1:04 PM
35	No opinion	11/11/2014 11:51 AM
36	nothing comes to mind right now.	11/10/2014 2:55 PM
37	Comptroller reports concerning local government expenditures seem excessive to me; what authority does the Comptroller have to be monitoring and reporting on local government taxes and other revenue, and bonding expenditures? They asked for that authority in legislation and did not get it, as I recall.	11/7/2014 7:13 PM
38	No.	11/7/2014 2:01 PM
39	Especially when requesting confidential information, if the agency could provide a "confidentiality form" that the constituent could either sign online or sign and fax in, that would help tremendously, because as you know, by law many agencies cannot help us because of strict confidentiality law (especially if the information we are helping the constituents with) is highly confidential.	11/7/2014 11:07 AM
40	Most!	11/7/2014 10:34 AM
41	None, the more the better	11/7/2014 10:21 AM
42	All of them. No one reads them.	11/7/2014 10:20 AM
43	na	10/30/2014 4:03 PM
44	No recommendation.	10/29/2014 1:52 PM
45	no opinion	10/28/2014 1:25 PM
46	None.	10/23/2014 8:58 PM
47	Eliminate all of them and make them available by request. Because it is a waste of resources.	10/23/2014 11:27 AM
48	If there are over 1,000 reports a year, I encourage Sunset to recommend eliminating some. I don't read enough of them to recommend specifics.	10/23/2014 10:51 AM
49	I would suggest only creating digital copies and hard copies upon request only.	10/22/2014 4:30 PM
50	N/A	10/22/2014 3:21 PM
51	Of those of which I am aware, none	10/22/2014 1:47 PM
52	Guardianship Reports are not meaningful. This is important information about a vulnerable populations. The data needs to be more consistent and user friendly	10/22/2014 1:22 PM
53	None at this time.	10/22/2014 11:53 AM
54	No opinion.	10/22/2014 11:49 AM
55	Any duplicative/outdated reports	10/22/2014 11:47 AM
56	None. More information is better than less and government transparency is good.	10/22/2014 11:45 AM
57	All	10/22/2014 11:06 AM
58	They need to do a shorter more to the point version...ALL OF THEM.	10/22/2014 11:05 AM
59	n/a	10/22/2014 11:01 AM
60	Would be helpful if undergrad Individual institution resumes had historical data or info about freshman class	10/22/2014 10:54 AM
61	n/a	10/22/2014 10:44 AM
62	n/a	10/22/2014 10:44 AM

Q4 How do you typically access reports of state agencies or higher education institutions?

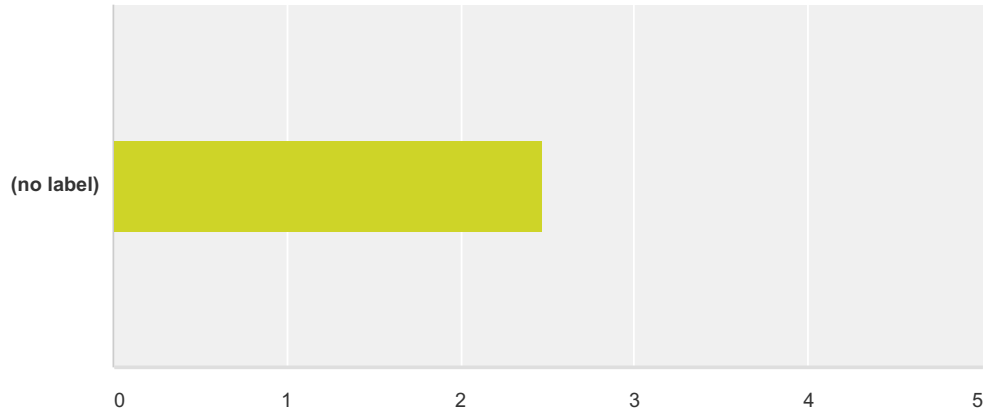
Answered: 62 Skipped: 8



Answer Choices	Responses	Count
View online	74.19%	46
Print hard copy from online source	14.52%	9
Request printed copy from agency or institution	8.06%	5
Do not access reports	1.61%	1
Other (please specify)	1.61%	1
Total		62

Q5 How satisfied are you with the ease of finding reports on state agency or higher education institution websites?

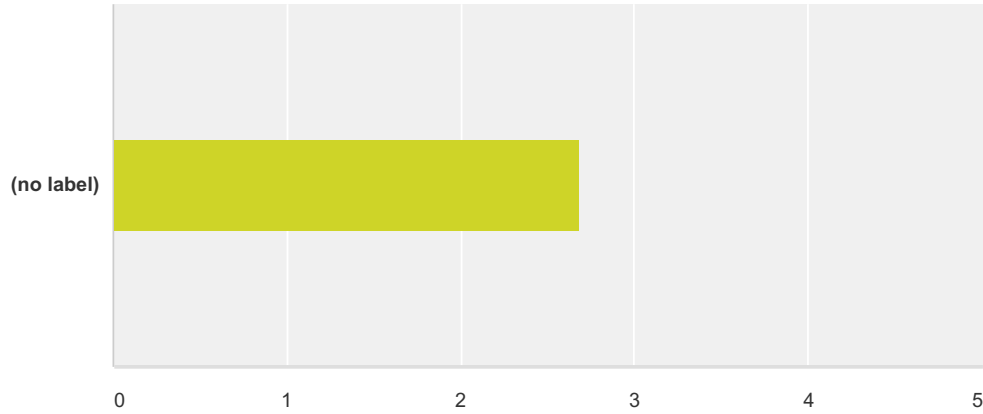
Answered: 62 Skipped: 8



	Very satisfied	Somewhat satisfied	Neutral	Somewhat dissatisfied	Very dissatisfied	Didn't know reports were available online	Total	Average Rating
(no label)	14.52% 9	43.55% 27	24.19% 15	16.13% 10	1.61% 1	0.00% 0	62	2.47

Q6 How satisfied are you with the online availability and user-friendliness of reports on state agency or higher education institution websites?

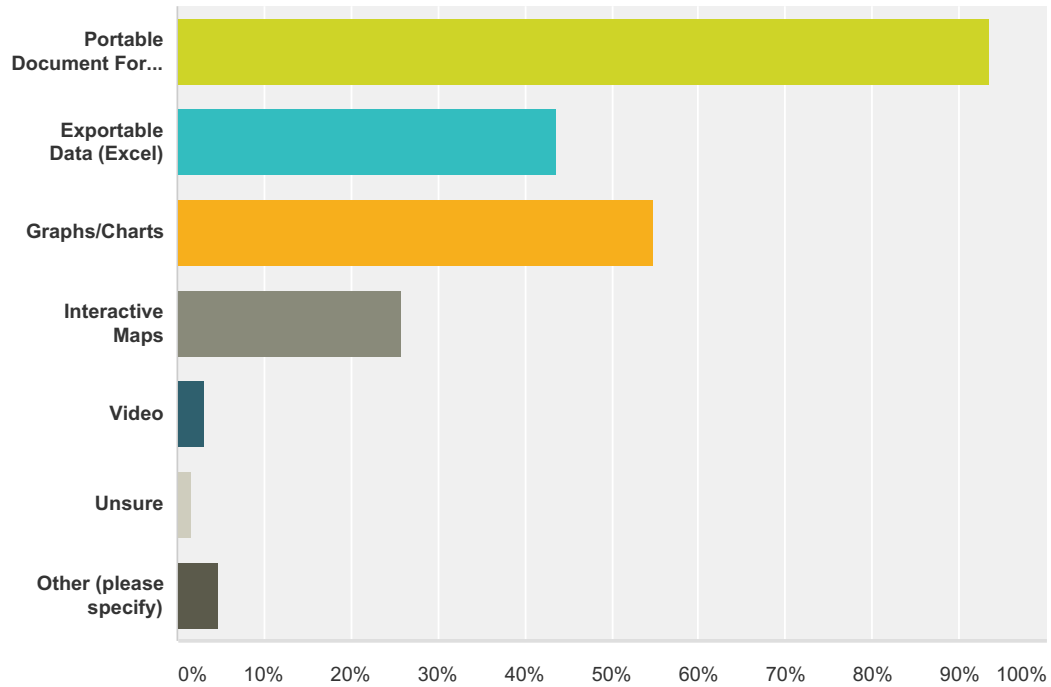
Answered: 62 Skipped: 8



	Very satisfied	Somewhat satisfied	Neutral	Somewhat dissatisfied	Very dissatisfied	Didn't know they were available	Total	Average Rating
(no label)	12.90% 8	37.10% 23	24.19% 15	20.97% 13	4.84% 3	0.00% 0	62	2.68

Q7 What format would be most helpful to you in accessing state agency or higher education institution reports? (Please check all that apply.)

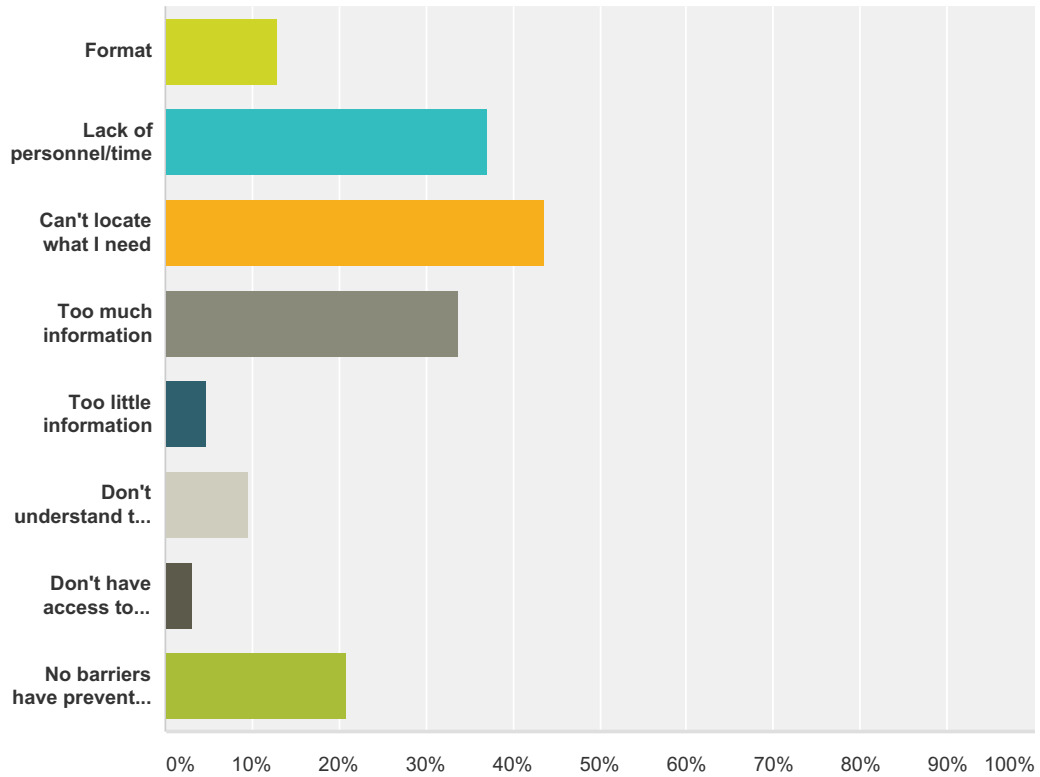
Answered: 62 Skipped: 8



Answer Choices	Responses
Portable Document Format (PDF)	93.55% 58
Exportable Data (Excel)	43.55% 27
Graphs/Charts	54.84% 34
Interactive Maps	25.81% 16
Video	3.23% 2
Unsure	1.61% 1
Other (please specify)	4.84% 3
Total Respondents: 62	

Q8 What barriers have prevented you from using state agency or higher education institution reports online? (Please check all that apply.)

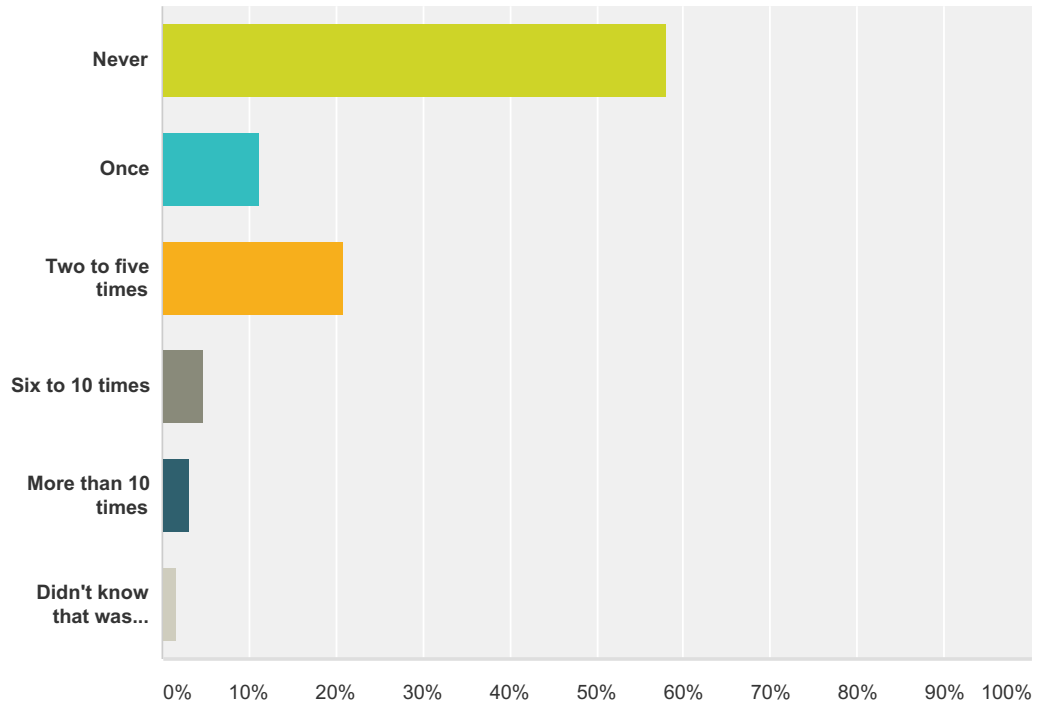
Answered: 62 Skipped: 8



Answer Choices	Responses
Format	12.90% 8
Lack of personnel/time	37.10% 23
Can't locate what I need	43.55% 27
Too much information	33.87% 21
Too little information	4.84% 3
Don't understand the information	9.68% 6
Don't have access to technology	3.23% 2
No barriers have prevented my online use of reports	20.97% 13
Total Respondents: 62	

Q9 How often have you referenced the Required Reports publication developed by the Texas State Library and Archives Commission?

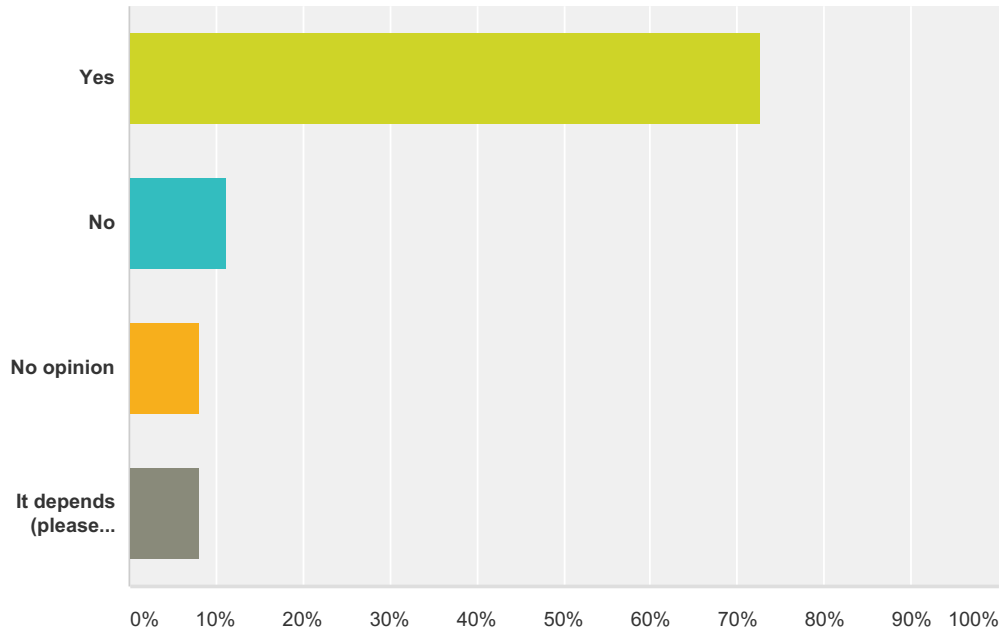
Answered: 62 Skipped: 8



Answer Choices	Responses
Never	58.06% 36
Once	11.29% 7
Two to five times	20.97% 13
Six to 10 times	4.84% 3
More than 10 times	3.23% 2
Didn't know that was available	1.61% 1
Total	62

Q10 Should the State of Texas provide a single point of access, via the State's internet website, to state agency and higher education institution reports?

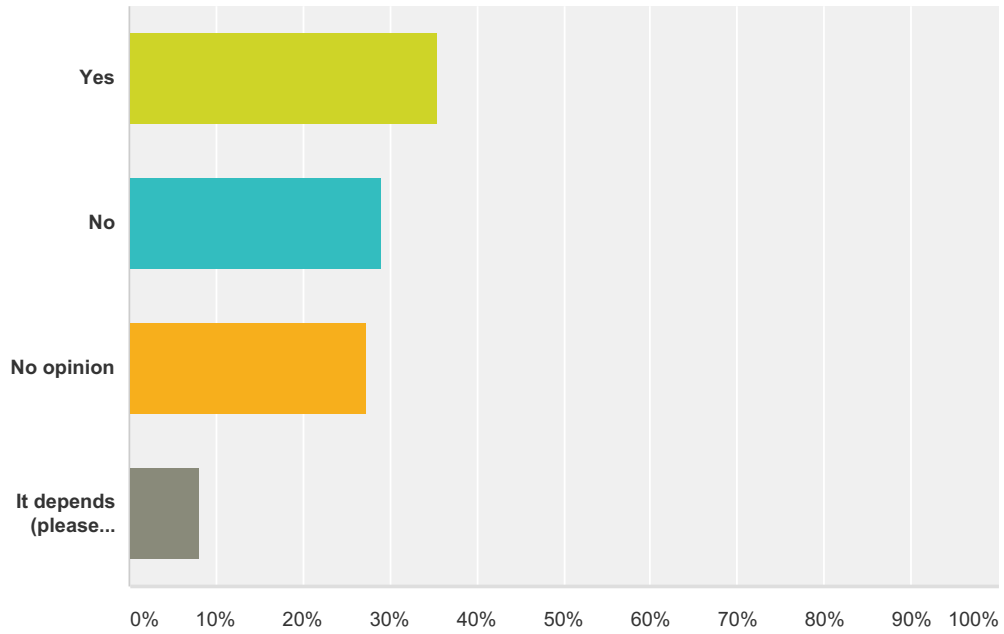
Answered: 62 Skipped: 8



Answer Choices	Responses	
Yes	72.58%	45
No	11.29%	7
No opinion	8.06%	5
It depends (please explain)	8.06%	5
Total		62

Q11 Should a bill's caption include a statement indicating that the bill mandates, amends, or repeals a reporting requirement?

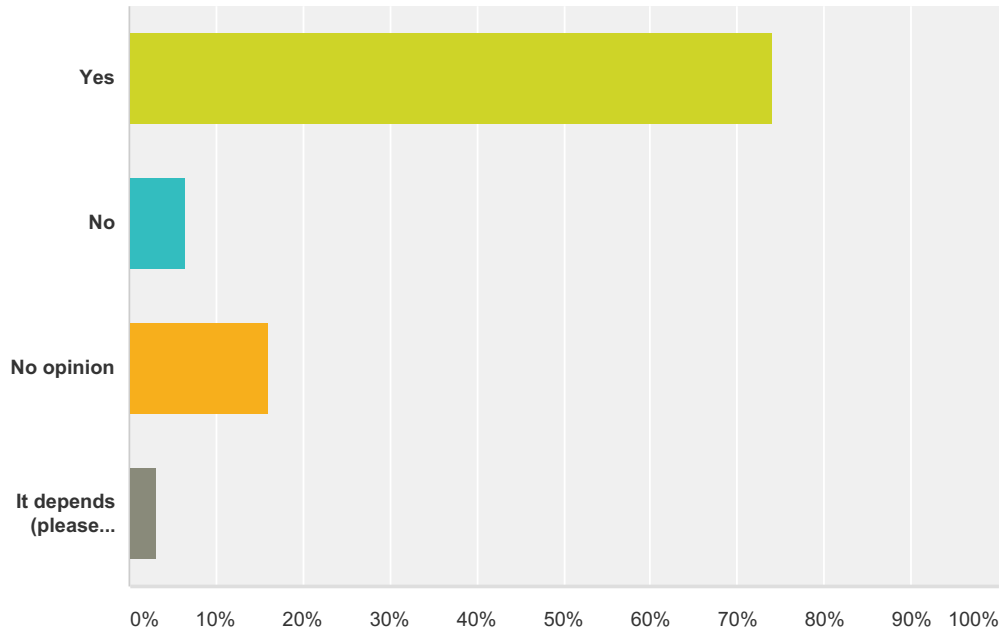
Answered: 62 Skipped: 8



Answer Choices	Responses
Yes	35.48% 22
No	29.03% 18
No opinion	27.42% 17
It depends (please explain)	8.06% 5
Total	62

Q12 Should a bill analysis contain a section indicating whether the bill mandates, amends, or repeals a reporting requirement, similar to the rulemaking section?

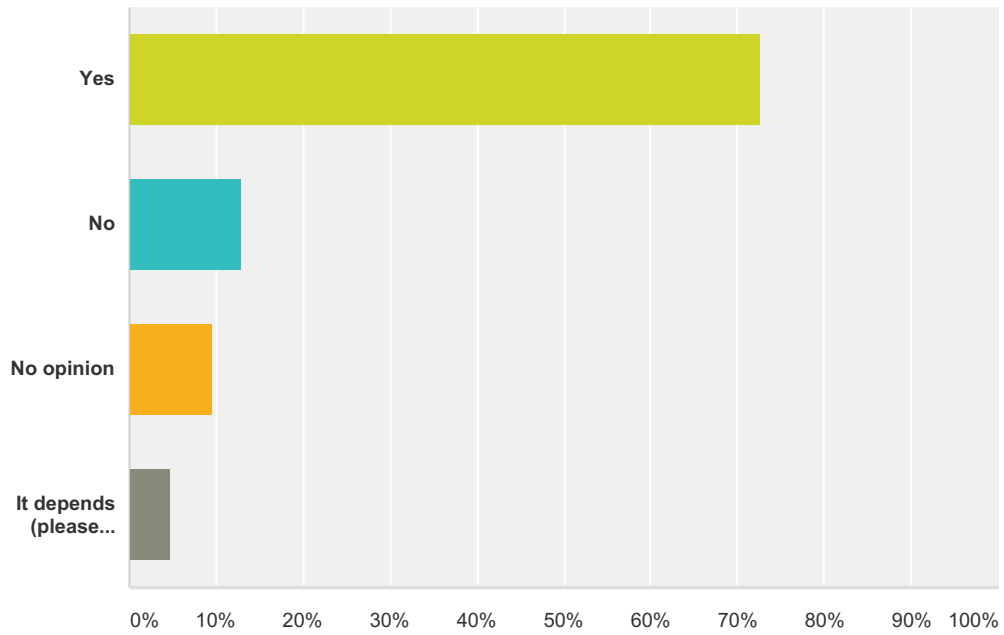
Answered: 62 Skipped: 8



Answer Choices	Responses
Yes	74.19% 46
No	6.45% 4
No opinion	16.13% 10
It depends (please explain)	3.23% 2
Total	62

Q13 The Texas Sunset Commission assesses whether mandated reports fulfill a useful purpose. Should reports of higher education institutions and state agencies exempt from the Sunset Act be evaluated in a similar fashion?

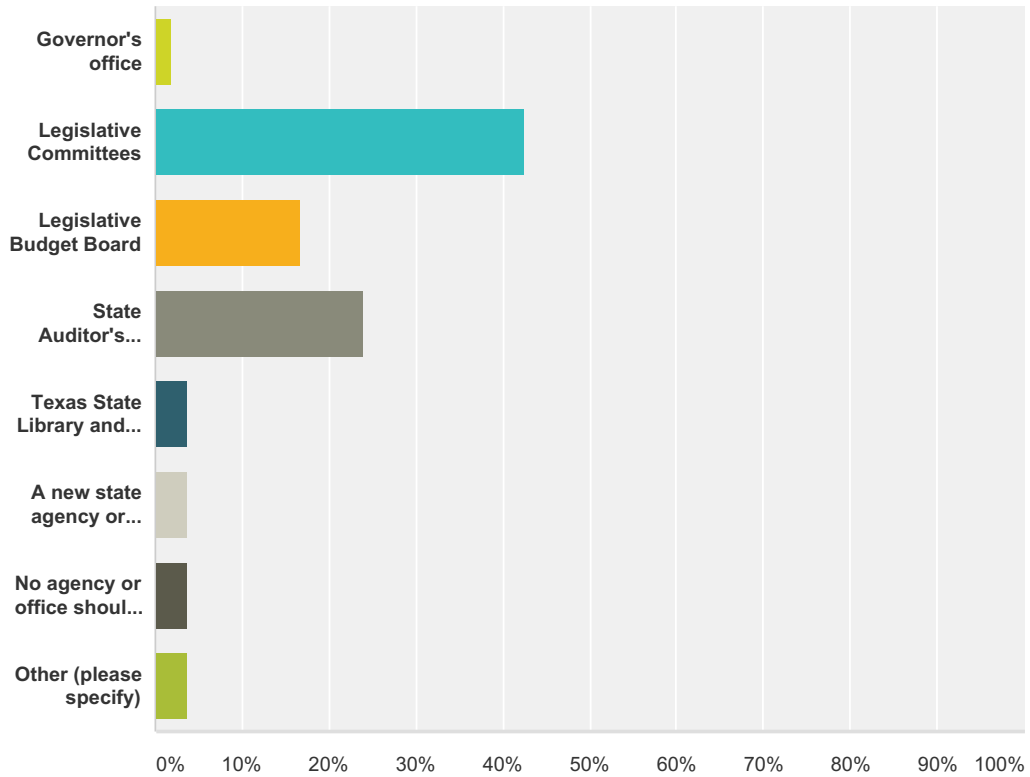
Answered: 62 Skipped: 8



Answer Choices	Responses
Yes	72.58% 45
No	12.90% 8
No opinion	9.68% 6
It depends (please specify)	4.84% 3
Total	62

Q14 Whose responsibility should it be to evaluate reports of higher education institutions and state agencies exempt from the Sunset Act?

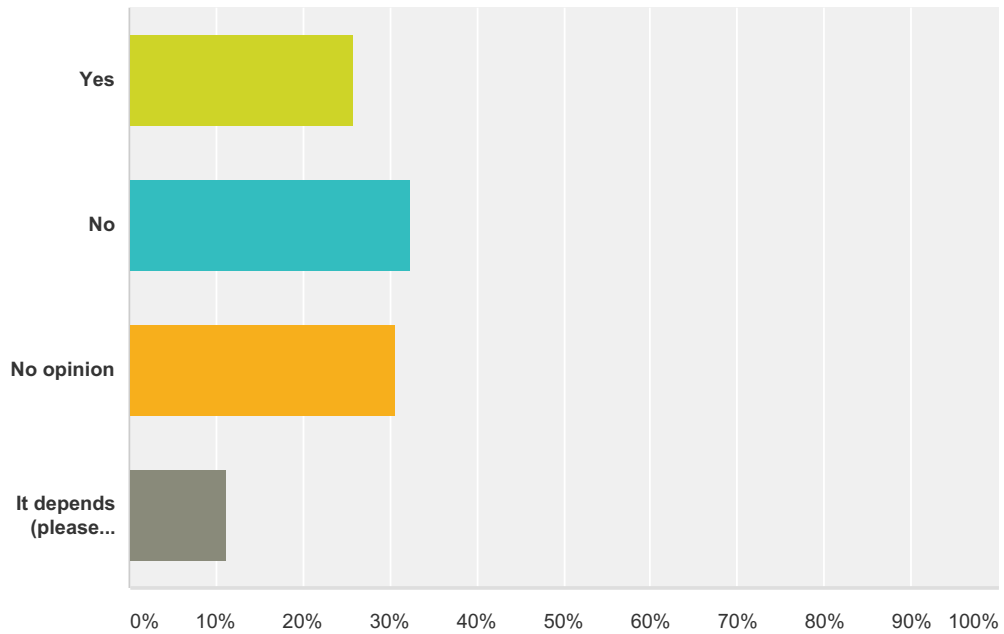
Answered: 54 Skipped: 16



Answer Choices	Responses
Governor's office	1.85% 1
Legislative Committees	42.59% 23
Legislative Budget Board	16.67% 9
State Auditor's Office	24.07% 13
Texas State Library and Archives Commission	3.70% 2
A new state agency or office	3.70% 2
No agency or office should evaluate these reports.	3.70% 2
Other (please specify)	3.70% 2
Total	54

Q15 Should reports of higher education institutions and state agencies exempt from the Sunset Act expire after a set period?

Answered: 62 Skipped: 8



Answer Choices	Responses
Yes	25.81% 16
No	32.26% 20
No opinion	30.65% 19
It depends (please specify)	11.29% 7
Total	62

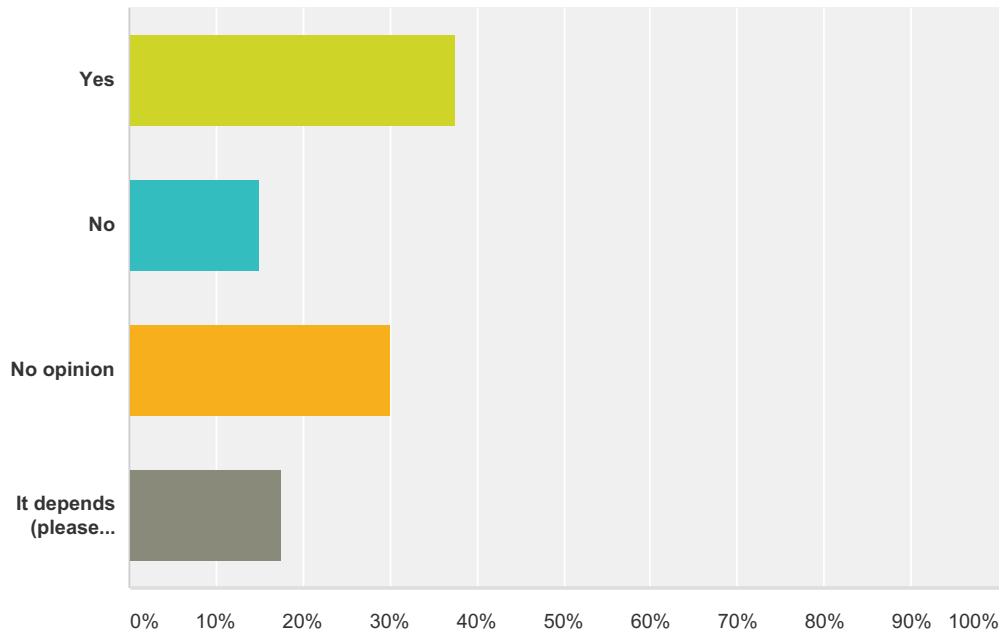
Q16 After how many years should such reports expire?

Answered: 29 Skipped: 41

#	Responses	Date
1	Depends on the situation being evaluated.	11/25/2014 1:39 PM
2	N/A	11/25/2014 10:57 AM
3	5 years	11/25/2014 10:45 AM
4	10 years	11/25/2014 10:14 AM
5	5 years.	11/18/2014 3:20 PM
6	No opinion	11/18/2014 12:34 PM
7	6	11/18/2014 12:11 PM
8	2 years	11/17/2014 1:48 PM
9	Depends	11/17/2014 12:02 PM
10	8	11/17/2014 11:39 AM
11	n/a	11/17/2014 11:21 AM
12	5-10	11/17/2014 11:10 AM
13	same as sunset	11/17/2014 10:04 AM
14	depends on the agency	11/14/2014 11:45 AM
15	I'm not sure what you mean about a report expiring. A reporting requirement could expire, but not the report itself. Not clear.	11/7/2014 7:14 PM
16	Specify in bill.	11/7/2014 2:09 PM
17	5	11/7/2014 10:35 AM
18	2 years	11/7/2014 10:21 AM
19	depends on the nature of the report	10/28/2014 1:34 PM
20	Depends on whether the type of information is still needed	10/23/2014 10:54 AM
21	Perhaps the number of years that would be consistent with a Sunset review	10/22/2014 1:49 PM
22	Not advised	10/22/2014 11:54 AM
23	No opinion: varies.	10/22/2014 11:53 AM
24	Ten years unless legislatively mandated to continue.	10/22/2014 11:48 AM
25	8	10/22/2014 11:48 AM
26	3	10/22/2014 11:07 AM
27	maybe 10?	10/22/2014 11:05 AM
28	7	10/22/2014 10:55 AM
29	15	10/22/2014 10:44 AM

Q17 Should all reports of state agencies and institutions of higher education expire after a set period?

Answered: 40 Skipped: 30



Answer Choices	Responses
Yes	37.50% 15
No	15.00% 6
No opinion	30.00% 12
It depends (please explain)	17.50% 7
Total	40

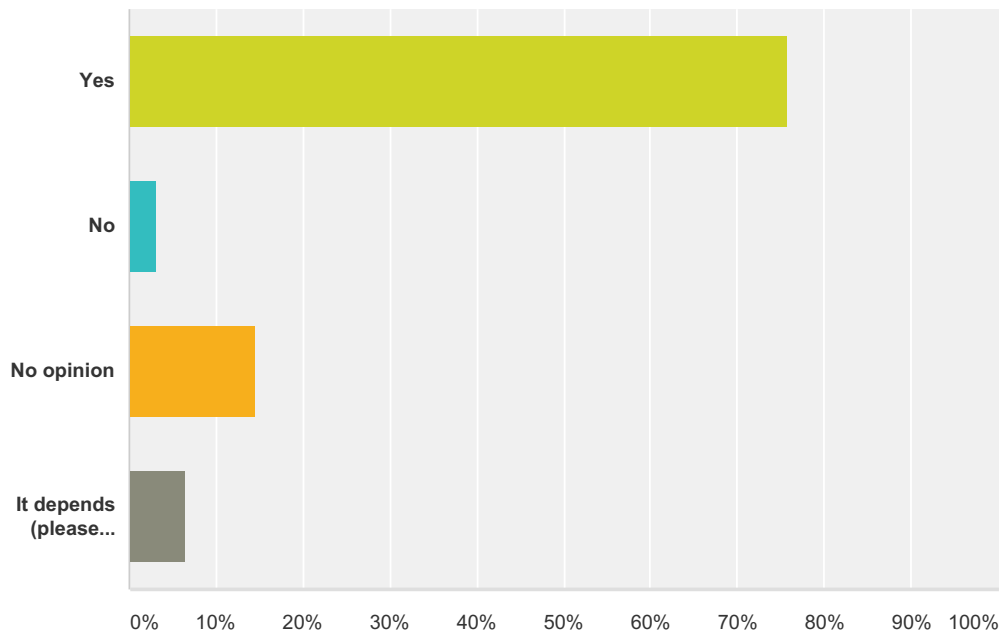
Q18 After how many years should the reports expire?

Answered: 25 Skipped: 45

#	Responses	Date
1	12	11/25/2014 1:38 PM
2	N/A	11/25/2014 10:58 AM
3	5 years	11/25/2014 10:45 AM
4	10 years.	11/18/2014 3:20 PM
5	no opinion	11/18/2014 12:34 PM
6	-	11/18/2014 12:21 PM
7	2 years	11/17/2014 1:48 PM
8	8	11/17/2014 11:39 AM
9	5-10	11/17/2014 11:10 AM
10	the same	11/17/2014 10:04 AM
11	10	11/14/2014 11:45 AM
12	2	11/12/2014 11:38 AM
13	I'm not sure what you mean about a report expiring. A reporting requirement could expire, but not the report itself. Not clear.	11/7/2014 7:14 PM
14	State in bill.	11/7/2014 2:10 PM
15	5	11/7/2014 11:09 AM
16	5	11/7/2014 10:35 AM
17	2	11/7/2014 10:21 AM
18	depends on the report. some can and should be a 2 year report and if the report is useful, it can be renewed, some could be longer.	10/28/2014 1:35 PM
19	Again, depends. At a minimum, if/when an agency is up for Sunset	10/23/2014 10:54 AM
20	Same as a sunset review	10/22/2014 1:49 PM
21	Not advised	10/22/2014 11:54 AM
22	Ten years unless requirement renewed by legislative action.	10/22/2014 11:48 AM
23	10	10/22/2014 11:48 AM
24	3	10/22/2014 11:07 AM
25	I'm thinking maybe 10	10/22/2014 11:06 AM

Q19 Should the State of Texas enforce compliance with reporting requirements?

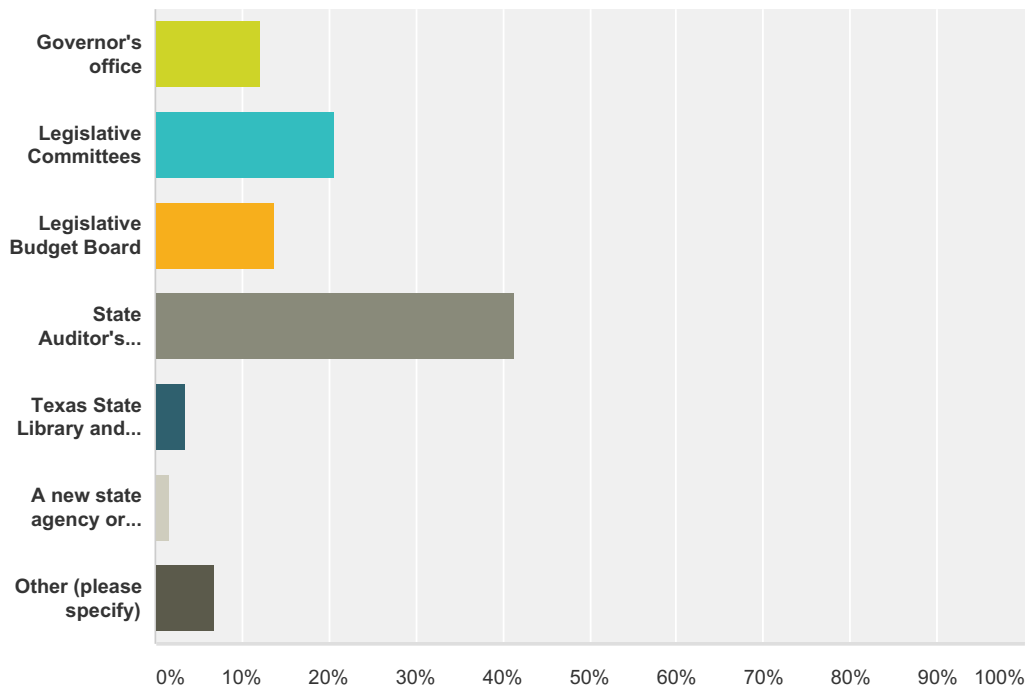
Answered: 62 Skipped: 8



Answer Choices	Responses
Yes	75.81% 47
No	3.23% 2
No opinion	14.52% 9
It depends (please explain)	6.45% 4
Total	62

Q20 Who should enforce report compliance?

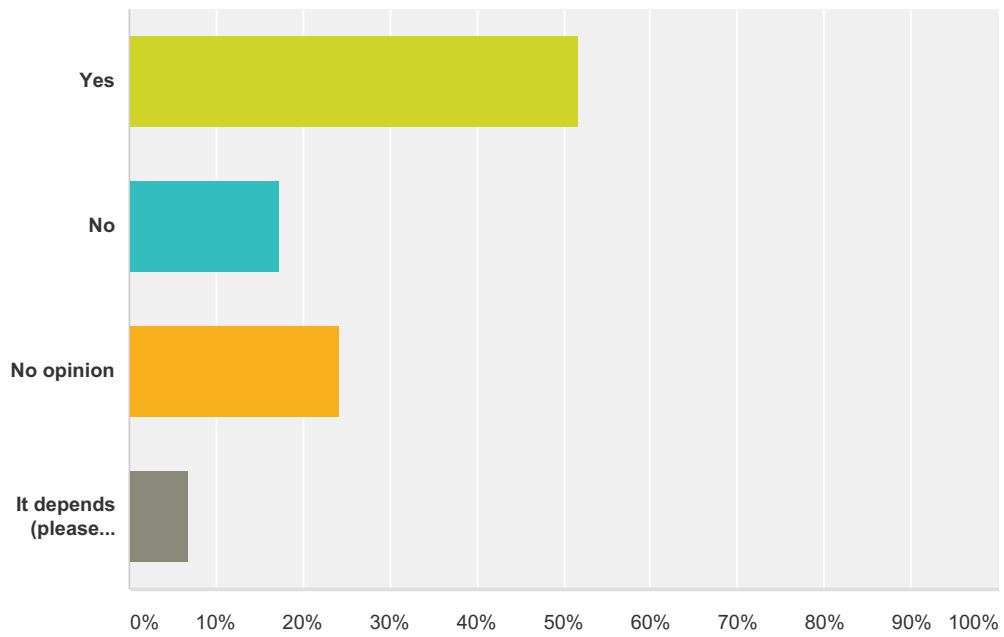
Answered: 58 Skipped: 12



Answer Choices	Responses
Governor's office	12.07% 7
Legislative Committees	20.69% 12
Legislative Budget Board	13.79% 8
State Auditor's Office	41.38% 24
Texas State Library and Archives Commission	3.45% 2
A new state agency or office	1.72% 1
Other (please specify)	6.90% 4
Total	58

Q21 Does the State of Texas require too many reports?

Answered: 58 Skipped: 12



Answer Choices	Responses
Yes	51.72% 30
No	17.24% 10
No opinion	24.14% 14
It depends (please explain)	6.90% 4
Total	58

Q22 Please provide comments about state agency and higher education institution reports (the necessity and utility of reports, reporting processes to the legislature and/or public, accessibility and transparency, examples of good or bad reports, data not collected or reported that should be, etc.)

Answered: 60 Skipped: 10

#	Responses	Date
1	In general, reports are helpful tools to legislative staff. However, we're inundated by quantity and length. I typically review reports that are delivered to our office by hand or summaries that are emailed to me directly. If I need subsequent detail, I will reach out the agency/institution of higher ed directly.	12/3/2014 10:35 AM
2	can not recall at this time	11/26/2014 10:58 AM
3	I do find the reports I read very useful. My biggest problem is simply having the time to find it. Also, some institution or agency websites are easier to search than others, so finding the report I need varies from website to website. Sometimes, it requires a phone call to the agency to send me the report or the link to it, but if you don't exactly know what you're looking for, the process can be time consuming. A better way to search would be helpful for staff.	11/25/2014 1:43 PM
4	no comments	11/25/2014 1:39 PM
5	More transparency is always a good thing.	11/25/2014 10:58 AM
6	legislators need to know that this is a viable resource for them	11/25/2014 10:49 AM
7	no	11/25/2014 10:15 AM
8	I think these reports help keep policy makers and the public informed about what is going on. Many of the reports provide policy recommendations. I do think it is helpful when reports can be found online and are easily accessible.	11/24/2014 9:43 AM
9	No comment	11/20/2014 11:59 AM
10	Need to improve access and ease of use of online reports.	11/18/2014 3:21 PM
11	no opinion	11/18/2014 12:35 PM
12	---	11/18/2014 12:22 PM
13	coordinating board's website needs a complete overhaul, and a new search engine	11/18/2014 12:13 PM
14	n/a	11/18/2014 12:05 PM
15	n/a	11/18/2014 10:57 AM
16	I am sure every office looks at different reports, depending on the interest of the member and constituents, and the committees they sit on	11/17/2014 1:50 PM
17	no	11/17/2014 12:23 PM
18	NA	11/17/2014 12:03 PM
19	accountability should be enforced	11/17/2014 11:40 AM
20	Overall, I support making information available to legislative offices and the public. The problem I most often have is finding or filtering through the number of reports to find the information I am seeking.	11/17/2014 11:39 AM
21	accountability should be key	11/17/2014 11:38 AM

**Appendix B
Reporting Survey—Legislature and Staff**

SurveyMonkey

22	No comment	11/17/2014 11:31 AM
23	n/a	11/17/2014 11:22 AM
24	n/a	11/17/2014 11:11 AM
25	fiscal notes on the b.a.'s should be more clear	11/17/2014 10:14 AM
26	it's better if they are only online	11/17/2014 10:05 AM
27	n/a	11/17/2014 9:54 AM
28	a lot of useful info, it's just hard to navigate through so much info	11/14/2014 12:28 PM
29	n/a	11/14/2014 11:45 AM
30	Although the state requires a lot of reporting, I think most of it is necessary to make sure legislators are informed and working with accurate data when evaluating an agency. Ensuring that this information is accurate and up-to-date will help legislators determine if said agency operations are supporting the mission of the agency and it is a good tool to see where there is room for improvement.	11/13/2014 10:49 AM
31	accessibility and transparency are important	11/12/2014 11:40 AM
32	no response	11/11/2014 1:05 PM
33	N/A	11/11/2014 11:55 AM
34	none	11/10/2014 2:56 PM
35	I would like to have more information from the Comptroller's textransparency.org website. You can find categories of expenditures by agencies, and the date and name of the payee, but the Comptroller uses an electronic system that apparently does not require the upload of any voucher, billing statement, justification for a payment request, or any supporting documentation. It evidently requires only the accounting code, the name and address of the payee, and the amount. To get any further details on that requires a request to the agency and if they don't keep those records, you can't really tell the reason for the expenditure, and sometimes these vendor payments are in the 6 and 7 figure range.	11/7/2014 7:19 PM
36	I believe the archives does a report that examines reports that should be abolished, and that seems to work well, and then they are vetted via the legislative process.	11/7/2014 2:13 PM
37	They should all be public and computer-friendly.	11/7/2014 11:09 AM
38	Some reports are redundant and never accessed by staff.	11/7/2014 10:36 AM
39	I find that the best reports available are those that are sent to our state emails where it is made readily available, especially those through the State Auditor's office.	11/7/2014 10:25 AM
40	n/a	11/7/2014 10:21 AM
41	na	10/30/2014 4:05 PM
42	I think each report has to be looked at individually and judged accordingly. Some are passed by the Legislature to address a specific problem that may not exist anymore.	10/29/2014 2:09 PM
43	some reports have out-lived their usefulness. Inefficient to require busy work to produce a report that is no longer used or helpful.	10/28/2014 1:37 PM
44	Too often we see agencies not complying with these reports; we should NOT ease up on the requirements or enforcement for reporting. These agencies have plenty of government affairs people. If they think a report isn't necessary, they are perfectly capable of asking a member to author legislation repealing the requirement. At least then the decision would be reviewed (honestly, not that hard to pass) whereas an automatic expiration means no one in the Legislature may even see it happen.	10/23/2014 9:01 PM
45	I think the reports are helpful to many offices for a variety of reasons. But, with technology the way it is today, I think the reports should be made available upon request. However, I think the Legislative Library should receive copies of everything that is mandated by the Legislature.	10/23/2014 11:30 AM
46	I'm guessing our offices aren't informed of all of these reports, and I'm not sure whether we want to be. Can we create a state portal that allows us to click on report themes, or agencies and institutions, much like a subscription? Option to receive all of them, or select ones. Also, I do believe all reports should have a Sunset or review date.	10/23/2014 11:07 AM

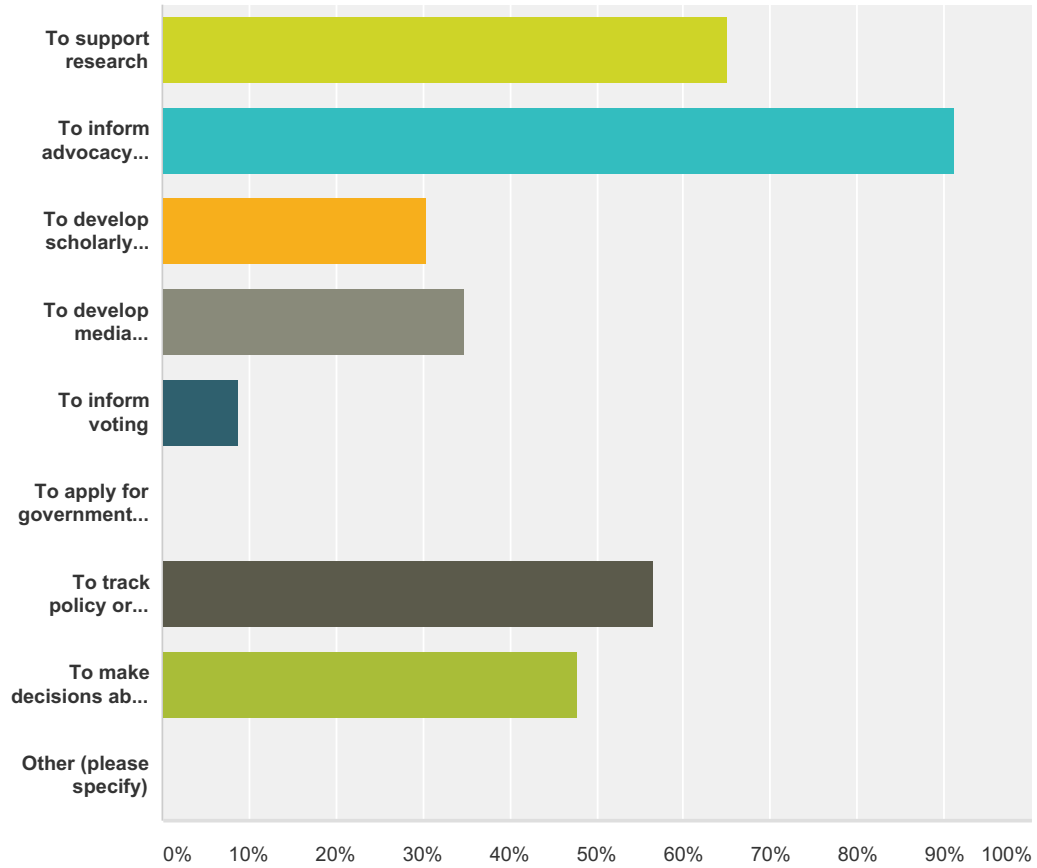
Appendix B
Reporting Survey—Legislature and Staff

SurveyMonkey

47	Part of the problem is the lack of public and staff awareness of the existence and location of reports.	10/22/2014 4:32 PM
48	Reports are important to ensure evaluation and solutions to many issues impacting the state. Vague reports that do not provide clear finding or recommendations are not helpful, especially if the lack of information is due to political purposes. Many of the state's computer systems lack the programs and capabilities to capture vital information and create a report that is useful to the public and policy makers.	10/22/2014 3:26 PM
49	Some reports are very useful, others are not.	10/22/2014 1:51 PM
50	Office of Court report does not include all the data the courts are required to collect. There are many inconsistencies as to how the data is reported & collected.	10/22/2014 1:26 PM
51	Please create a single repository for all statutory and regulatory reports.	10/22/2014 11:56 AM
52	Reports are beneficial, but often burdensome on agencies and their benefit is limited to their actual use by members and staff of the Legislature. Perhaps a committee ought to be tasked with bills that primarily aim at reports, rather than their referral to committees of substantive issues.	10/22/2014 11:56 AM
53	Financial reports should always be maintained. Reports that address a particular issue within the agency or institution should have an expiration date.	10/22/2014 11:51 AM
54	No comment.	10/22/2014 11:49 AM
55	Na	10/22/2014 11:08 AM
56	sometimes it's too much information and a waste of precious paper...we need just the FACTS!	10/22/2014 11:07 AM
57	What would be most useful to me is a single website that contained all reports categorized by issue area. Many times, it's difficult to find reports and/or presentations on agency's website. Reports should be more accessible to the general public.	10/22/2014 11:04 AM
58	N/a	10/22/2014 10:55 AM
59	n/a	10/22/2014 10:45 AM
60	n/a	10/22/2014 10:45 AM

Q1 How have you used reports of state agencies or institutions of higher education in the past? (Please check all that apply.)

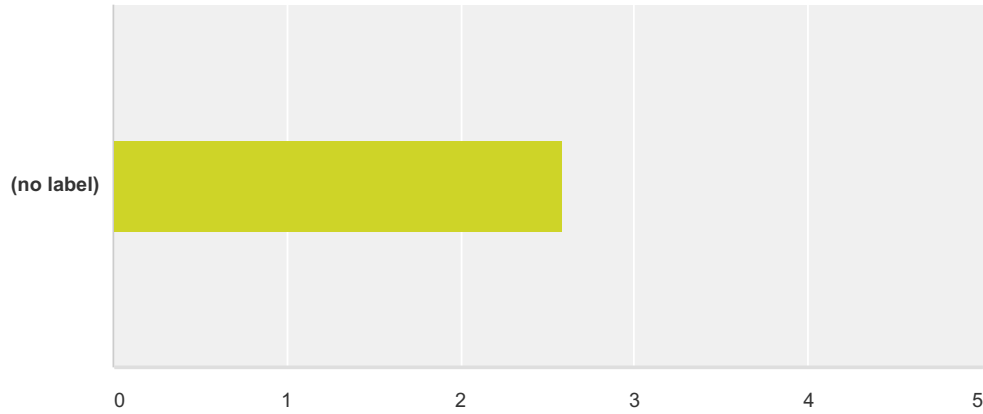
Answered: 23 Skipped: 0



Answer Choices	Responses
To support research	65.22% 15
To inform advocacy efforts	91.30% 21
To develop scholarly reports/articles	30.43% 7
To develop media reports/articles	34.78% 8
To inform voting	8.70% 2
To apply for government contracts	0.00% 0
To track policy or trends	56.52% 13
To make decisions about policy or business	47.83% 11
Other (please specify)	0.00% 0
Total Respondents: 23	

Q2 How satisfied are you with the ease of finding reports on state agency or higher education institution websites?

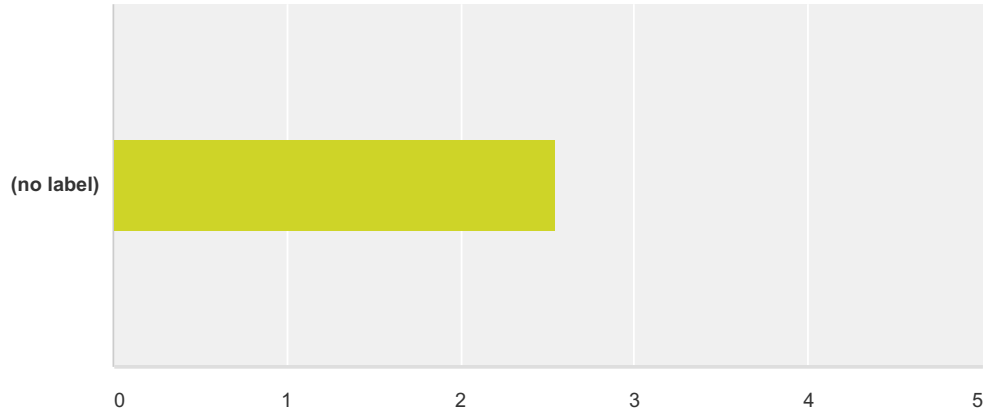
Answered: 23 Skipped: 0



	Very Satisfied	Somewhat Satisfied	Neutral	Somewhat Dissatisfied	Very Dissatisfied	Didn't know reports were available online	Total	Average Rating
(no label)	8.70% 2	52.17% 12	8.70% 2	21.74% 5	4.35% 1	4.35% 1	23	2.59

Q3 How satisfied are you with the relevancy of data and information contained in reports of state agencies or higher education institutions?

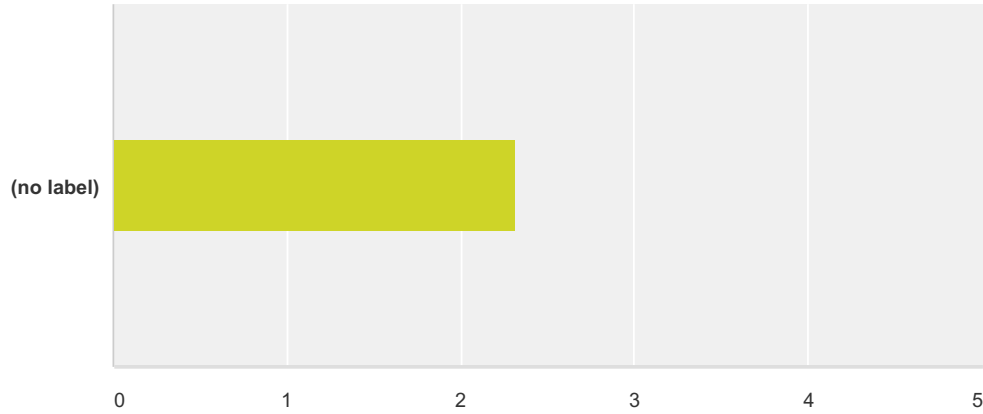
Answered: 23 Skipped: 0



	Very Satisfied	Somewhat Satisfied	Neutral	Somewhat Dissatisfied	Very Dissatisfied	Didn't know that was available	Total	Average Rating
(no label)	4.35% 1	60.87% 14	4.35% 1	26.09% 6	0.00% 0	4.35% 1	23	2.55

Q4 How satisfied are you with the presentation of data contained in reports on state agency or higher education institution websites?

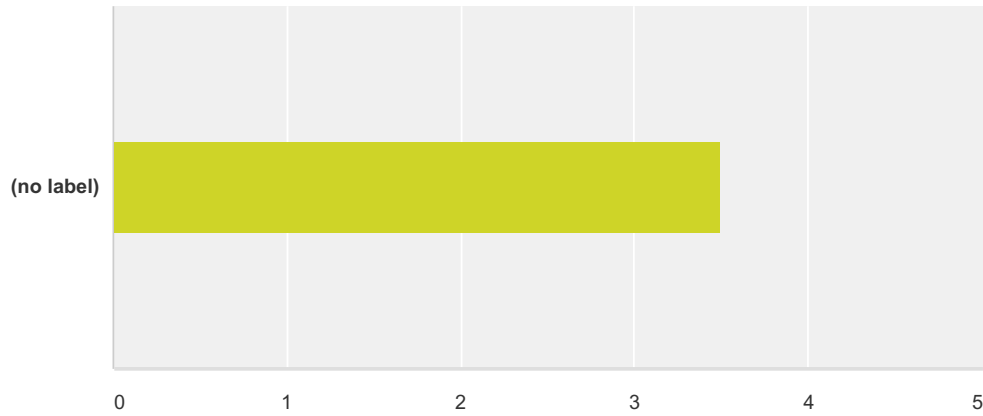
Answered: 23 Skipped: 0



	Very Satisfied	Somewhat Satisfied	Neutral	Somewhat Dissatisfied	Very Dissatisfied	Didn't know that was available	Total	Average Rating
(no label)	13.04% 3	56.52% 13	13.04% 3	8.70% 2	4.35% 1	4.35% 1	23	2.32

Q5 How satisfied are you with the ability to perform customized searches of reports and/or data downloads from state agency of higher education institution websites?

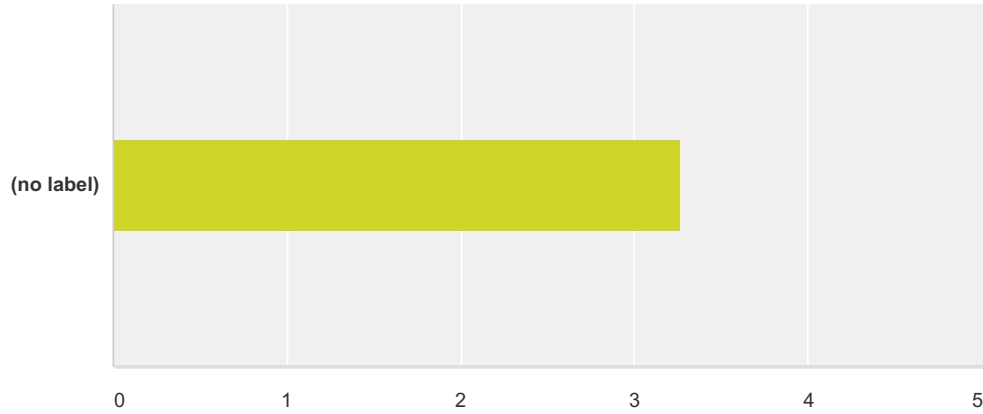
Answered: 23 Skipped: 0



	Very Satisfied	Somewhat Satisfied	Neutral	Somewhat Dissatisfied	Very Dissatisfied	Didn't know that was available	Total	Average Rating
(no label)	4.35% 1	13.04% 3	34.78% 8	17.39% 4	26.09% 6	4.35% 1	23	3.50

Q6 How satisfied are you with the online availability and user-friendliness of reports on state agency or higher education institution websites?

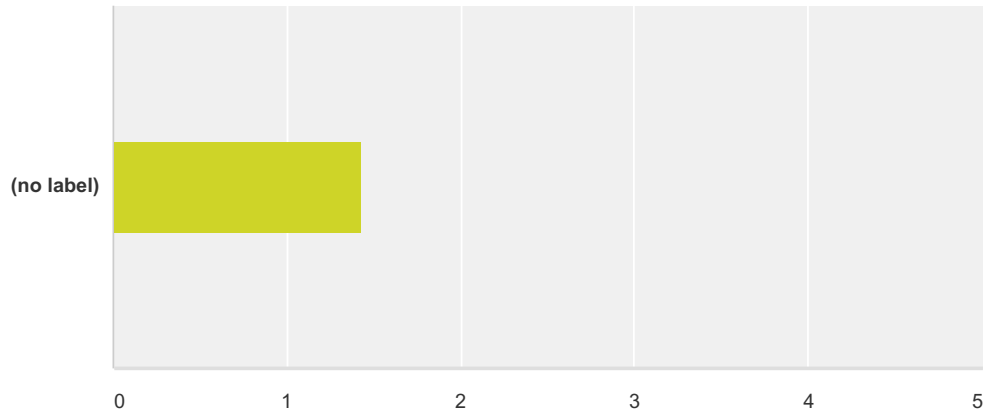
Answered: 23 Skipped: 0



	Very Satisfied	Somewhat Satisfied	Neutral	Somewhat Dissatisfied	Very Dissatisfied	Didn't know they were available	Total	Average Rating
(no label)	4.35% 1	34.78% 8	13.04% 3	17.39% 4	26.09% 6	4.35% 1	23	3.27

Q7 How important is it for your organization or constituency to have online access to reports from state agencies and higher education institutions, in user-friendly and downloadable data formats?

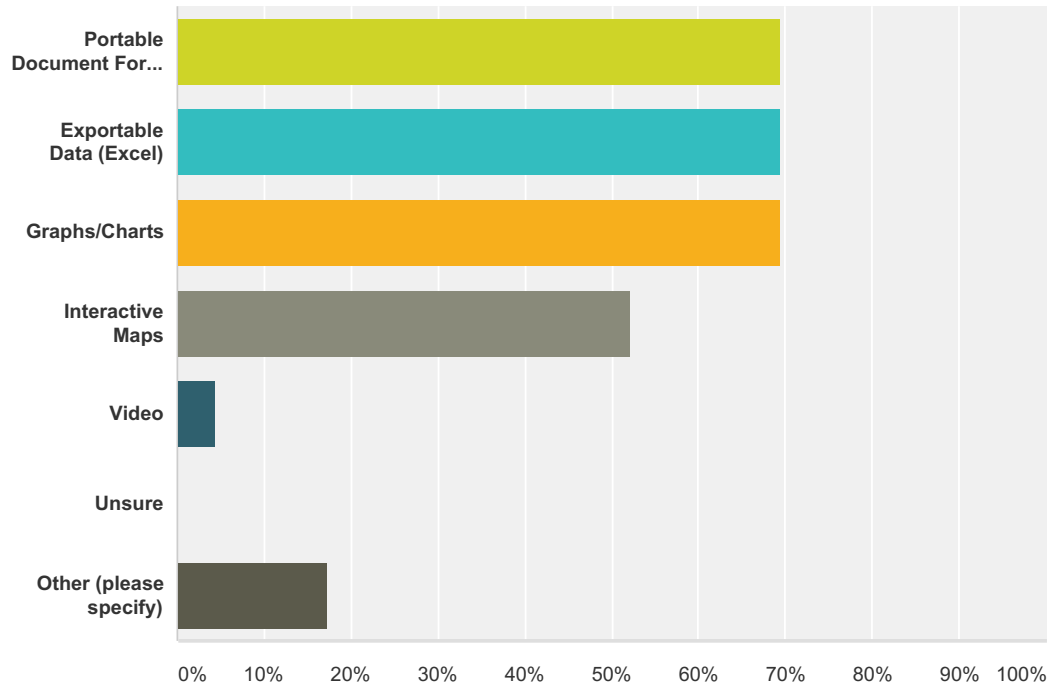
Answered: 23 Skipped: 0



	Very Important	Somewhat Important	Neutral	Somewhat Unimportant	Very Unimportant	Didn't know that was available	Total	Average Rating
(no label)	78.26% 18	8.70% 2	8.70% 2	0.00% 0	4.35% 1	0.00% 0	23	1.43

Q8 What format would be most helpful to you in accessing state agency or higher education institution reports? (Please check all that apply.)

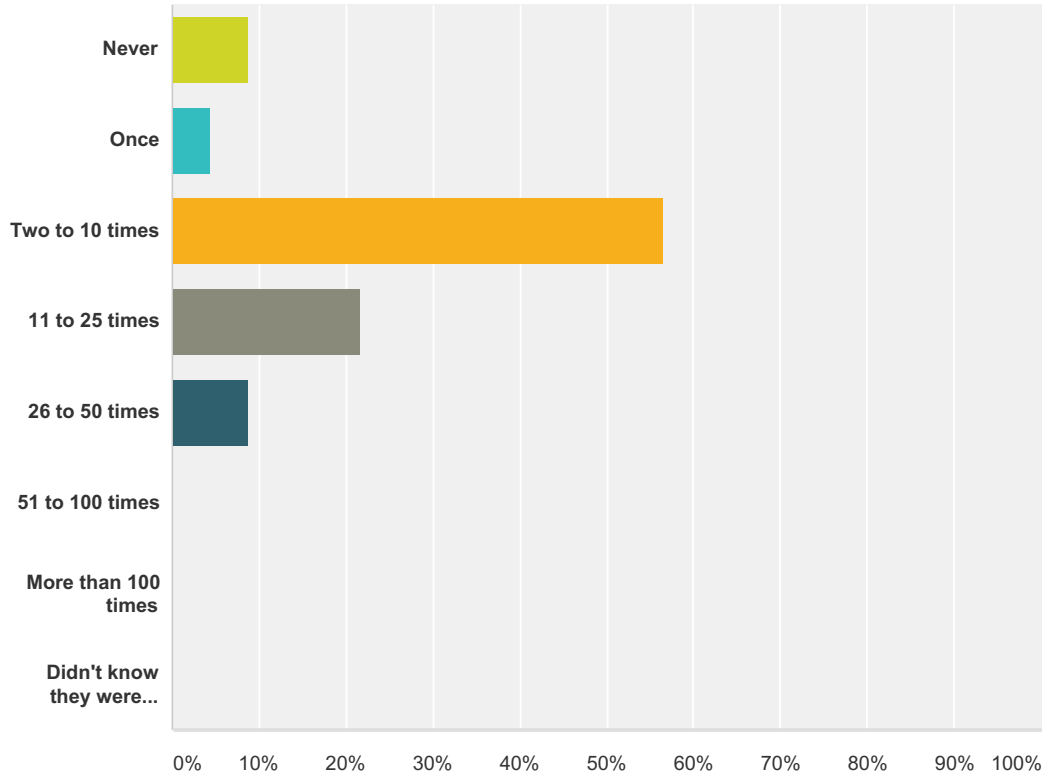
Answered: 23 Skipped: 0



Answer Choices	Responses
Portable Document Format (PDF)	69.57% 16
Exportable Data (Excel)	69.57% 16
Graphs/Charts	69.57% 16
Interactive Maps	52.17% 12
Video	4.35% 1
Unsure	0.00% 0
Other (please specify)	17.39% 4
Total Respondents: 23	

Q9 In the last year, how often have you requested copies of reports from state agencies or higher education institutions?

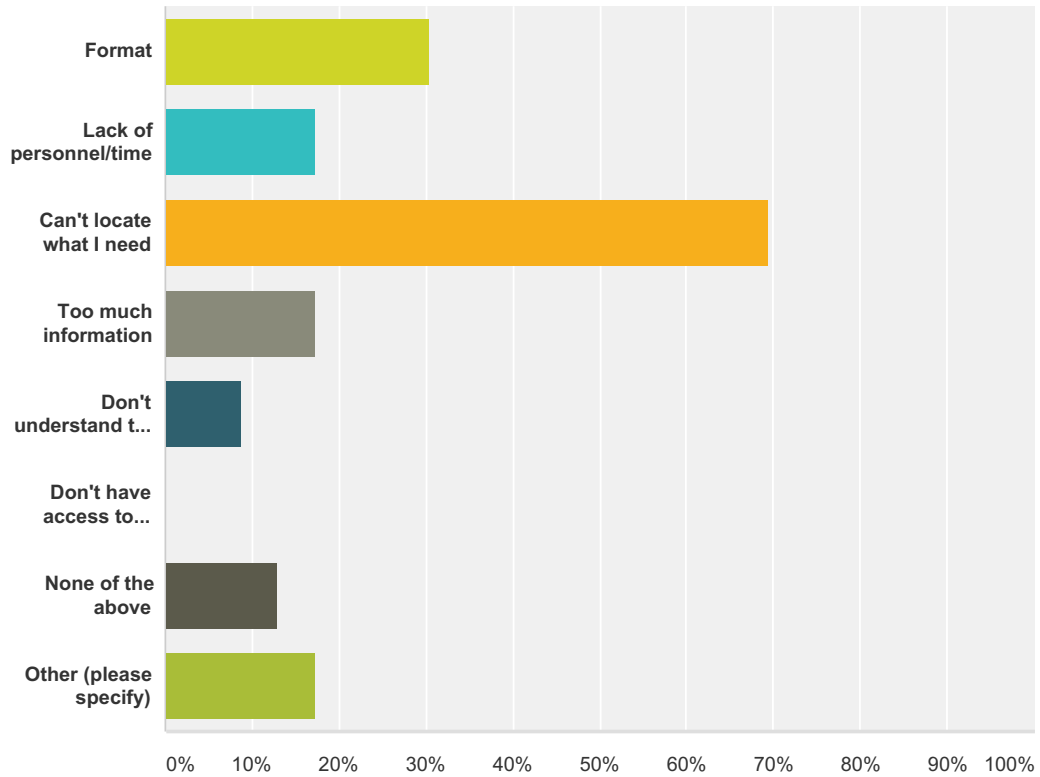
Answered: 23 Skipped: 0



Answer Choices	Responses	
Never	8.70%	2
Once	4.35%	1
Two to 10 times	56.52%	13
11 to 25 times	21.74%	5
26 to 50 times	8.70%	2
51 to 100 times	0.00%	0
More than 100 times	0.00%	0
Didn't know they were available	0.00%	0
Total		23

Q10 What barriers have prevented you from utilizing state agency or higher education institution reports online? (Please check all that apply.)

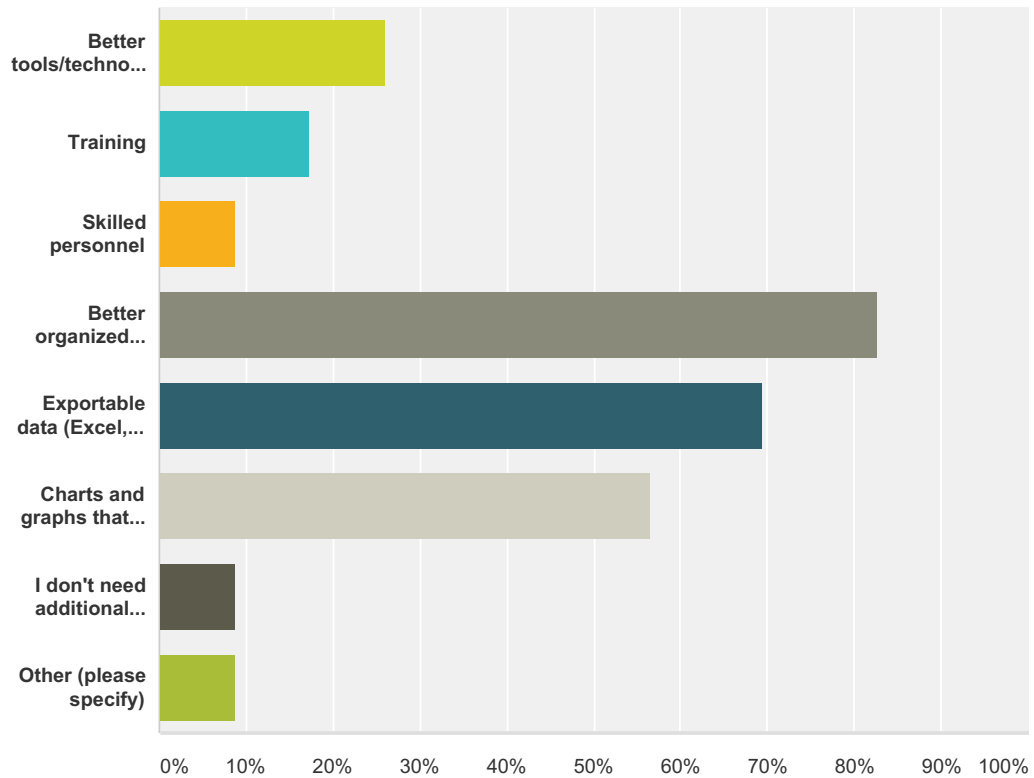
Answered: 23 Skipped: 0



Answer Choices	Responses
Format	30.43% 7
Lack of personnel/time	17.39% 4
Can't locate what I need	69.57% 16
Too much information	17.39% 4
Don't understand the information	8.70% 2
Don't have access to technology	0.00% 0
None of the above	13.04% 3
Other (please specify)	17.39% 4
Total Respondents: 23	

Q11 What resources would enhance your access to reports? (Please check all that apply.)

Answered: 23 Skipped: 0



Answer Choices	Responses
Better tools/technology	26.09% 6
Training	17.39% 4
Skilled personnel	8.70% 2
Better organized websites	82.61% 19
Exportable data (Excel, etc.)	69.57% 16
Charts and graphs that explain data	56.52% 13
I don't need additional resources	8.70% 2
Other (please specify)	8.70% 2
Total Respondents: 23	

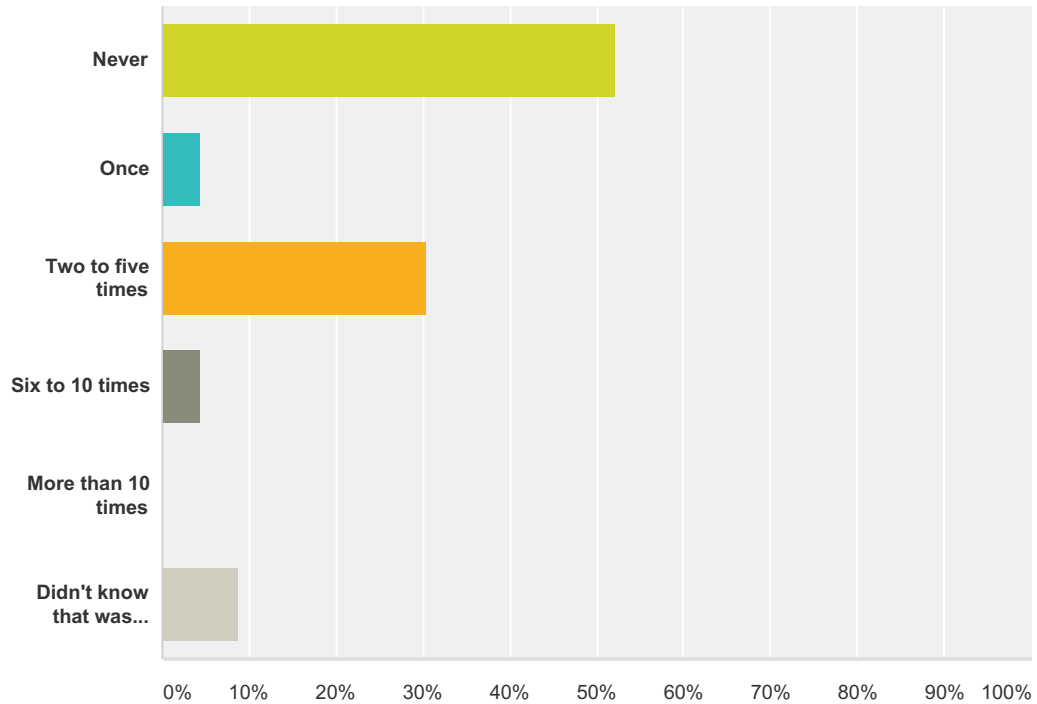
Q12 Please list the state agencies or higher education institutions whose reports you access most frequently.

Answered: 23 Skipped: 0

#	Responses	Date
1	TXDOT, HHSC, TDI	11/17/2014 12:04 PM
2	Comptroller TPWD TDA RRC	11/13/2014 11:42 AM
3	Texas Commission on Jail Standards Texas Department of Criminal Justice Texas Department of Public Safety	11/6/2014 10:49 AM
4	Dept of Insurance Office of Court Admin State Bar Bd of Medical Examiners	11/5/2014 10:32 AM
5	OCA TXDOT Indigent Defense Commission DSHS TCEQ TWDB	11/4/2014 2:59 PM
6	Public Utility Commission Texas Education Agency	11/4/2014 2:50 PM
7	ERCOT, TCEQ, PUC, SECO. Texas Legislature. Ethics commission	11/4/2014 11:32 AM
8	TEA DFPS GLO OCA DSHS TJJD TDHCA	10/27/2014 4:13 PM
9	Texas Department of Criminal Justice Texas Juvenile Justice Department Texas Commission on Jail Standards	10/24/2014 7:27 PM
10	Texas Education Agency Comptroller of Public Accounts	10/20/2014 8:55 AM
11	Comptroller of Public Accounts Attorney General's Office Bond Review Board	10/16/2014 9:20 AM
12	TEA	10/15/2014 4:38 PM
13	TCEQ	10/14/2014 3:04 PM
14	HHSC, TDA, TEA	10/10/2014 4:49 PM
15	TCEQ, Sunset Commission, LBB	10/10/2014 3:58 PM
16	TEA, TDA, HHSC, THECB, TWC	10/10/2014 1:12 PM
17	TABC	10/10/2014 12:28 PM
18	State Senate and House, Legislative Council, LBB	10/10/2014 12:12 PM
19	TEA, LBB	10/10/2014 12:12 PM
20	HHSC, DADS, DARS, Sunset Advisory Commission	10/10/2014 11:27 AM
21	Attorney General's Office; Governor's Office; State Library and Archives; Texas Comptroller's Office.	10/10/2014 9:41 AM
22	TCEQ, Texas Railroad Commission	10/9/2014 11:00 PM
23	Comptroller of Public Accounts Governor's Office Legislative Budget Board Health and Human Services Commission Texas Workforce Commission	10/9/2014 6:52 PM

Q13 How often have you referenced the Required Reports publication developed by the Texas State Library and Archives Commission?

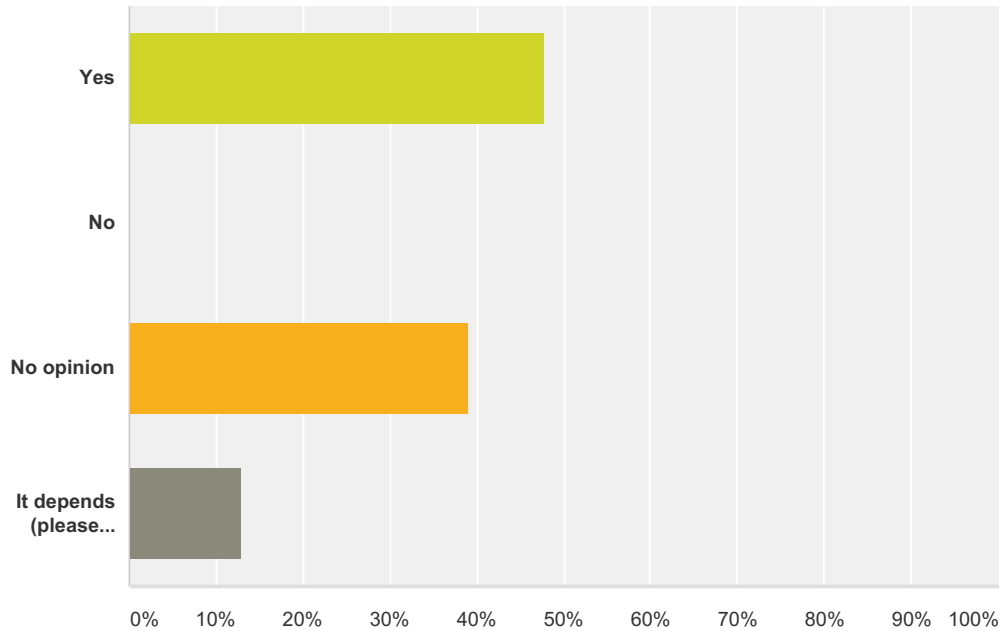
Answered: 23 Skipped: 0



Answer Choices	Responses
Never	52.17% 12
Once	4.35% 1
Two to five times	30.43% 7
Six to 10 times	4.35% 1
More than 10 times	0.00% 0
Didn't know that was available	8.70% 2
Total	23

Q14 Should the State of Texas provide a single point of access, via the State's internet website, to state agency and higher education institution reports?

Answered: 23 Skipped: 0



Answer Choices	Responses
Yes	47.83% 11
No	0.00% 0
No opinion	39.13% 9
It depends (please explain)	13.04% 3
Total	23

Q15 Please provide comments about the reports of state agencies and higher education institutions (the necessity and utility of reports, reporting processes to the public, accessibility and transparency, examples of good or bad reports, data not collected or reported that should be, etc.)

Answered: 23 Skipped: 0

#	Responses	Date
1	It is sometimes difficult to locate reports on state agency websites	11/17/2014 12:04 PM
2	No additional comments.	11/13/2014 11:42 AM
3	Very often agencies wait for the legislature to require reporting on data points that are routinely collected before routinely posting these numbers on their sites. It would be great for the state to identify the data collected by agencies and then systematically direct people to this data via a centralized website. For example, jails are required to report the number of pregnant inmates once a month to the Texas Commission on Jail Standards. The commission no longer posts those numbers on their website and this means the public has to request each month to receive regular updates. This seems like a waste of time for commission staff as well as advocates seeking information on pregnant inmates.	11/6/2014 10:49 AM
4	na	11/5/2014 10:32 AM
5	The questions are broad and given the scope of the survey, understandably so. Perhaps future surveys could be less so.	11/4/2014 2:59 PM
6	The PUC does a very good job with providing the public access to its reports.	11/4/2014 2:50 PM
7	Most of the reports are useful to some sectors- but we ought to establish a provision in the agency sunset process to to review reports and formats	11/4/2014 11:32 AM
8	the reports we use are highly informative and critical to our work. On-line access allows us to access the data when we need it. As noted above, having data more timely (much of hte data is only published once a year) would be greatly beneficial.	10/27/2014 4:13 PM
9	The Texas Indigent Defense Commission does an outstanding job and providing reports about each county. I wish other agencies would present information the way they do.	10/24/2014 7:27 PM
10	Our primary problem has been the accessibility of data.	10/20/2014 8:55 AM
11	Usually able to find the information that I need from the specific agency.	10/16/2014 9:20 AM
12	None.	10/15/2014 4:38 PM
13	Downloadable charts and data would be helpful.	10/14/2014 3:04 PM
14	Some agencies like TDA only post barebones FY totals which don't provide any useful numbers	10/10/2014 4:49 PM
15	Sunset Commission and LBB have excellent reports with an accessible web site. The TCEQ website is difficult to use.	10/10/2014 3:58 PM

16	The state generally does a good job of collecting data. However, sometimes it is hard to find the data unless you have a data contact, and even then you may get bounced around to different areas (a prime example of this is TEA). One challenge is that sometimes data staff may be technically skilled at programming, but do not have a good grasp of the programmatic details that give the data meaning. As someone who requests data but also provides it to others, I know that it's important to work with data requesters to make sure that I am really fulfilling their needs - often people requesting data don't know exactly what they are looking for. Sometimes data that is posted is also not what you think it is! Very clear definitions of data, the origins of the data, how it's collected, would be helpful. For example, some data that is posted may actually be undercounts or estimates b/c of workload, but when they are posted, it looks like they are final counts. Finally, data privacy is an issue and I understand the need to suppress small numbers. However, I have struggled with some agencies who will not distinguish between zero values and small counts, even though they are fundamentally different.	10/10/2014 1:12 PM
17	We have no known need	10/10/2014 12:28 PM
18	The single point of access should be formatted in a "wikipedia" or ask.com format	10/10/2014 12:12 PM
19	NA	10/10/2014 12:12 PM
20	As an advocacy organization for a disadvantaged population, the reports provide critical information that would be impossible for us to access/create within our limited resources. Typical access is via download, though we occasionally request print copies. Alternative formats accessible to people with disabilities must be provided.	10/10/2014 11:27 AM
21	Reports are useful to the public if they can be easily found and downloaded. Posting them on the front page of an agency website (or posting some kind of information link about the reports on the home page) would be helpful. Not all agencies do this.	10/10/2014 9:41 AM
22	There is a serious lack of transparency.	10/9/2014 11:00 PM
23	Lack of consistency in how the data is stored and presented is a challenge. You have to know the individual design of each agency's website	10/9/2014 6:52 PM

Appendix B
Report Due-Date Variations

DueDate	CountOfID
After adoption of new rules or amendments to rules	2
After audit	3
After audit, if conducted	1
After completion of audit	1
After completion of audit or investigation	1
After completion of election	1
After each session of the Legislature	1
After implementation of a major information resources project	1
After implementing a budget approved by the Supreme Court	1
After the end of each fiscal year	1
After the legislature acts on the report	1
Alongside bill or resolution immediately following fiscal note	1
Annual	3
Annually	258
Annually on a date prescribed by Secretary of State	1
Annually or more frequently	2
Annually, as needed	1
Annually, as prescribed by the state auditor	1
Annually, at same time the funds received and disbursed report (now the annual financial report) is filed	1
Annually, if required	1
Annually, or more frequently if necessary	2
Annually, with the first report due not later than September 1, 2008	1
As determined by the attorney general	1
As determined by the Bond Review Board	1
As determined by the State Auditor's Office	1
As determined by the Texas State Library and Archives Commission	1
As needed	66
As needed, and as permitted by the Legislative Audit Committee	1
As needed, if the chief executive of an agency does not take corrective actions within 21 days after notification by the State Auditor's Office.	1
As needed, with updates every 6 months if a report is filed	2
As occurs	1
As part of an agency's biennial appropriations request	1
As requested	1
As required by the State Energy Conservation Office of the Comptroller of Public Accounts	2
As soon as possible after the beginning of a fiscal year	1
As soon as possible after the end of each fiscal year	1
As soon as possible after the vacancy or the filling of the vacancy occurs	1
As soon as practicable after completion of the audit or evaluation under Subsection (a)	1
As soon as practicable after the close of the fiscal year	1

Appendix B Report Due-Date Variations

As soon as practicable after the end of each academic year	1
At a time set by the Legislative Budget Board	1
At each regular legislative session	1
At each regular session of the Legislature	1
At intervals determined by the advisory group	3
At intervals specified by the Texas Higher Education Coordinating Board	1
At least annually	4
At least once each fiscal quarter	1
At least once each quarter	1
At least once each year	2
At least once every four years	1
At least once every three years	2
At least quarterly	1
At least twice a year	1
At the beginning of each quarter of the fiscal year	3
At the close of each legislative session	1
At the end of each fiscal year	3
At the end of the first year of enrollment and annually thereafter	1
At the request of the chair of a committee of the legislature hearing the bill	1
At the same time the agency files its legislative appropriations request	1
At the times required by the Coordinating Board	1
August 1 of each year	1
Before ceasing to divest or reinvesting and update semiannually	1
Before December 2 of each year	1
Before December 31 of each even-numbered year	2
Before each legislative session	1
Before each regular legislative session	1
Before each regular session of the legislature	6
Before February 1 each year	1
Before February 10 each year	1
Before investing in a scrutinized company, with semiannual updates if a report is filed	2
Before January 1 of each even-numbered year	1
Before January 1 of each odd numbered year	1
Before January 1 of each odd-numbered year	1
Before January 15 of each odd-numbered year	3
Before January 31 of each year	1
Before July 1 of each even-numbered year	1
Before November 1 each year	1
Before November 1 of each year	1
Before November 20 of each year	1
Before October 1 of each year	4
Before October 15 of each year	1
Before September 1 of each year	2

Appendix B
Report Due-Date Variations

Before September 1 of odd-numbered year before agency is to be abolished	1
Before the 211th after the last day of the fiscal year under which the system operates	2
Before the 211th day after the last day of its fiscal year	2
Before the 211th day after the last day of the fiscal year	2
Before the 271st day after the change is adopted	1
Before the 31st day after the date of publication or the date a change is adopted	2
Before the agency spends more than 10 percent of allocated funds for the project or first issues a vendor solicitation for the project.	1
Before the beginning of each regular session of the legislature	8
Before the biennial operating plan is approved under Government Code, § 2054.102	1
Before the convening of each legislative session	2
Before the date that each regular legislative session begins	1
Before the department recommends that the pilot program be implemented as a permanent program	1
Before the end of each even-numbered year	2
Before the expenditure of any funds on a major information resources project	1
Before the expiration of 30 days after April 1 and November 1 of each year	1
Before the governor gives the message to the legislature required by Section 9, Article IV of the Texas Constitution	1
Before the location or alignment of a project	1
Before the plan is submitted to the Governor	1
Before the start of the next legislative session	2
Biennially	77
Biennially after initial publication	1
Biennially at the time determined by the coordinating board	1
Biennially, by December 1 even-numbered years	1
Biennially, by January 1 odd-numbered years	1
Biennially, by May 1 even-numbered years	1
Biennially, in conjunction with the department's legislative appropriations request	1
Biennially, not later than December 1 of even-numbered years	2
By August 1st of even-numbered years	1
By December 1 of each even-numbered year	1
By December 15th each year	1
By December 1st of even-numbered years	1
By February 1 of each odd-numbered year	1
By January 1 of each odd-numbered year	1
By January 1 of each year	1
By January 31, 2017	1
By March 1 of each year	1

Appendix B Report Due-Date Variations

By March 31 of each year	1
By November 1st each year	4
By September 1 of each even-numbered year	1
By the end of each fiscal year	1
Daily	1
December 1 of each even-numbered year	1
December 1, 2014 then not later than December 1 of each year	1
December 15, 2011	1
December of each even-numbered year	1
Determined by the Legislative Budget Board	1
Each even-numbered year	2
Each fiscal year	2
Each state fiscal year	1
Every six months according to a schedule set by the Legislative Budget Board	1
Every six years and it shall be revised biennially	1
Fifth anniversary of the effective date	1
Filing deadline unspecified	1
First Monday of December in each even-numbered year	1
First Monday of November of each year or as required by the governor	1
First report September 1, 2015 and Second report September 1, 2017	1
If an audit is conducted	1
Immediately	2
Immediately after transcription	1
In a timely manner	1
In advance of each regular session of the legislature	2
In November of each even-numbered year	1
In October of each even-numbered year	1
January 1 of the year of a regular session	1
June 1 of each even numbered year	1
Last day of February of each year	1
March 1 for a summer or September 1 for a winter report	1
Monthly	7
Must be included in the agency's strategic plan	1
No later than December 1 of each even-numbered year	4
No later than December 15 of each year	1
No later than January 1 of each year	1
No later than January 31 of each odd-numbered year	1
No later than March 1 of each year	1
No later than November 1 of each odd-numbered year	1
No later than November 1 of each year	1
No later than October 30 of each year	1
No later than the fifth day of each regular session	1
No later than the first day of each month	1
Not late than January 15 of each odd-numbered year	1

Appendix B
Report Due-Date Variations

Not later than 10 days after the closing of the purchase of the easement	1
Not later than 10th day of month after end of calendar quarter	1
Not later than 30 days after the committee receives an audit report	1
Not later than 45th day of month following each fiscal year	1
Not later than 60 days after the review of a state agency's personnel policies and procedures	1
Not later than 90 days after the end of each fiscal year	1
Not later than April 1 of each even-numbered year	1
Not later than April 1 of each year	2
Not later than August 1 of each even-numbered year	1
Not later than August 1 of each year	1
Not later than August 1 of year if report received from General Land Office	1
Not later than August 1, 2010	2
Not later than August 15 of each year	2
Not later than date of convening of first regular legislative session after a redistricting	1
Not later than December 1 after the end of the fiscal year	1
Not later than December 1 before each regular legislative session	1
Not later than December 1 each year	2
Not later than December 1 of each even-numbered year	31
Not later than December 1 of each even-numbered year beginning December 1, 2016	1
Not later than December 1 of each odd-numbered year	1
Not later than December 1 of each state fiscal year	1
Not later than December 1 of each year	17
Not later than December 1 of each year after 2016 and until December 1, 2020	2
Not later than December 1 of each year, but see report description	1
Not later than December 1, 2008 and every two years thereafter	1
Not later than December 1, 2008, and annually thereafter	1
Not later than December 1, 2010	5
Not later than December 1, 2012	1
Not later than December 1, 2012 and Unspecified for future reports	1
Not later than December 1, 2012, and note later than December 1, 2014	1
Not later than December 1, 2014	1
Not later than December 1, 2014, and not later than December 1, 2016	1
Not later than December 1, 2015	1
Not later than December 1, 2015 and December 1, 2017	1
Not later than December 1, 2016	6
Not later than December 1, 2016 and Unspecified for future reports	1
Not later than December 1, 2016, and before the end of each successive five-year period after that date	1
Not later than December 1, 2018	1
Not later than December 1, of each even-numbered year	1
Not later than December 10 of each even-numbered year	1

Appendix B
Report Due-Date Variations

Not later than December 15 of each even-numbered year	3
Not later than December 15 of each year	3
Not later than December 15 of each year before a regular session of the legislature	1
Not later than December 18 of each year	1
Not later than December 31 of each even-numbered year	11
Not later than December 31 of each year	7
Not later than December 31, 2007, and not later than December 31 of each year after 2007	1
Not later than December 31, 2010	1
Not later than February 1 of each odd-number year	1
Not later than February 1 of each odd-numbered year	1
Not later than February 1 of each year	4
Not later than February 15 of each year	2
Not later than February 28 of each year	1
Not later than January 1 after end of fiscal year	1
Not later than January 1 of each even-numbered year	1
Not later than January 1 of each odd- numbered year	1
Not later than January 1 of each odd-numbered year	20
Not later than January 1 of each year	11
Not later than January 1 of subsequent calendar year	1
Not later than January 1 of the calendar year in which the academic year begins, or as soon after that January 1 as practicable	1
Not later than January 1, 2011	4
Not later than January 1, 2015	1
Not later than January 1, 2021	1
Not later than January 15 of each odd-numbered year	6
Not later than January 31 of each year	4
Not later than January 5 of each odd-numbered year	1
Not later than July 1 of each even-numbered year	5
Not later than June 1 of each even-numbered year	1
Not later than June 1 of every even-numbered calendar years	1
Not later than June 1, 2016	1
Not later than March 1 and September 1 of each year	1
Not later than March 1 of each even-numbered year	2
Not later than March 1 of each odd-numbered year	1
Not later than March 1, 2013	1
Not later than March 15 and September 15 of each year	1
Not later than March 31 of each year	1
Not later than May 1, 2008	1
Not later than November 1 of each calendar year	1
Not later than November 1 of each even-numbered year	13
Not later than November 1 of each odd-numbered year	3
Not later than November 1 of each year	5

Appendix B
Report Due-Date Variations

Not later than November 1 of each-even numbered year following the first year the department receives recommendations	1
Not later than November 1 of the year in which the plan is prepared	8
Not later than November 15 of each even-numbered year	3
Not later than November 15 of each year	1
Not later than November 20 of each year	2
Not later than November 30 of each year	2
Not later than October 1 of each even-numbered year	3
Not later than October 1 of each year	5
Not later than October 1 preceding each regular legislative session	2
Not later than October 15 of each even-numbered year	1
Not later than October 15 of each year	1
Not later than October 31 of each academic year	1
Not later than October 31 of each even-numbered year	2
Not later than one month after the date of a meeting	1
Not later than September 1 of each even-numbered year	9
Not later than September 1 of each year	6
Not later than September 1 of year if report received from General Land Office	1
Not later than September 1, 2010	1
Not later than September 1, 2012 and not later than September 1, 2016	2
Not later than September 1, 2015	1
Not later than September 30 of each even-numbered year	3
Not later than September 30 of each odd-numbered year	1
Not later than September 30 of each year	1
Not later than six months after annual report	1
Not later than the 100th day after the last day of the state fiscal year covered by the evaluation	1
Not later than the 100th day after the end of the fiscal year	1
Not later than the 10th day after a private consultant submits an offer	1
Not later than the 10th day after last day of each quarter of the fiscal year	1
Not later than the 15th day following the end of each calendar quarter	1
Not later than the 25th day of month following end of each fiscal year	1
Not later than the 30th day after report submitted to the governing board or the agency administrator if there is no board	1
Not later than the 30th day after the board issues a disciplinary order	1
Not later than the 30th day after the date the board receives and approves the plan	1
Not later than the 30th day after the due date for the annual financial report	1
Not later than the 30th day after the end of each fiscal quarter	1
Not later than the 30th day after the submission date established in the General Appropriations Act for the annual financial report	1

Appendix B
Report Due-Date Variations

Not later than the 30th day after the submission date of the annual financial report, but see description.	1
Not later than the 30th day before the 1st day of each regular legislative session or the 10th day before a special session	1
Not later than the 30th day before the date a comprehensive or interim agreement is executed	1
Not later than the 30th day before the date on which the purchase of the coverage is scheduled to occur	1
Not later than the 30th day following the end of each calendar quarter	1
Not later than the 30th day from the date of approval by the Legislative Budget Board	1
Not later than the 45th day before the board intends to adopt the proposed ethics policy	1
Not later than the 60th day after last day of each fiscal year	1
Not later than the 60th day after the date the governor orders the conservatorship and at the end of each subsequent 60-day period until the conservatorship is dissolved	2
Not later than the 60th day after the date of receipt of the information from the commission	1
Not later than the 60th day after the last day of a fiscal year	2
Not later than the 60th day after the last day of each fiscal year	1
Not later than the 60th day before the last day of each fiscal year	1
Not later than the 60th day of the agency's fiscal year	1
Not later than the 7th working day of each regular session of the Legislature	2
Not later than the 90th day after the date each school year ends	1
Not later than the 90th day after the policy or an amendment to the policy is adopted	2
Not later than the date established by the Comptroller	1
Not later than the date on which the Texas Department of Criminal Justice is required to submit the department's legislative appropriations request to the Legislative Budget Board	1
Not later than the date prescribed by the Comptroller	1
Not later than the fifth day after a regular legislative session begins	1
Not later than the first anniversary after date the entity submits its report	1
Not later than the first Monday in November of each even-numbered year	1
Not later than the last day of first month following each fiscal year quarter	1
Not later than the next November 1 following the completion of an academic year	1
Not later than the seventh day after a regular legislative session convenes	1
Not sooner than 45 days nor no later than 60 days after the end of each fiscal quarter	1
Not specified	4
November 1 of each even-numbered year	1
On completion of each project	2

Appendix B
Report Due-Date Variations

On completion of the review of project plans and specifications	1
On Governor's request	1
On November 15 of each year	1
On October 15 of each year	1
On or before December 1 preceding each legislative session, as needed	1
On or before December 1 of each even-numbered year	4
On or before December 1 of each year	1
On or before December 1 preceding the next regular session of the legislature	1
On or before December 1, 2010	1
On or before December 1, 2016, and December 1, 2017	3
On or before December 31 of each even numbered year	1
On or before December 31 of each even-numbered year	2
On or before December 31 of each year	1
On or before each regular legislative session	1
On or before January 1 of each year	2
On or before January 15 of each odd-numbered year	1
On or before January 15 of each year	1
On or before January 31 of each year	1
On or before July 1 of each year	1
On or before November 1 of each even-numbered year	1
On or before November 1 of each year	2
On or before October 1 of each year	1
On or before September 1 of each year the board shall and approve and then file.	1
On or before the 10th day of each month	2
On or before the 15th day after the last day of the appropriate reporting period	1
On or before the 21st day after the receipt of the request from the State Pension Review Board	2
On or before the 21st day after the request by the State Pension Review Board	2
On or before the 30th day before the last possible day of each regular session of the legislature	1
On or before the 70th day before the last possible day of each regular session of the legislature	1
On or before the first working day of each month	1
On or before the last day of February of each year	1
On or before the last day of March of each year	1
On September 1 each fiscal year	1
On the sale by the commission of surplus or salvage property	1
Once a year, on dates prescribed by the board	1
Periodically	12
Periodically, but otherwise unspecified	1

Appendix B
Report Due-Date Variations

Periodically, but see report description	1
Preparation of the report is discretionary on the part of information resources managers; filing of the report is required upon request of the recipients shown	1
Prior to introduction or by the standing committee considering the proposed statute	1
Prior to January 15, 2009.	1
Prior to legislative session	1
Prior to the 90th day after the end of the corporation's fiscal year	1
Quarterly	27
Regularly	1
See description	1
See description for due date	1
See description for reporting requirements	1
See House Rule 4, Section 33(d); Rule 13, Section 5(b); and Rule 13, Section 10(c) for filing times	1
See note in description	1
See report description	2
See Senate Rule 7.09 for filing times	1
Semiannually	5
September 1 of each year	1
Subsequent to actions prescribed under the section	2
The Comptroller shall provide the copies required by not later than the seventh day after the comptroller receives the consultant report of the audit	1
To be included in the board's annual financial report required by Government Code, § 2101.011	1
To be submitted as part of an agency's legislative appropriations request	1
To each regular session of the legislature	2
To the 81st Legislature	1
Unspecified	77
Unspecified, but obviously before the start of a regular session of the legislature	1
Unspecified, but presumably annually	1
Unspecified, but presumably upon occurrence	1
Upon completion of the audit, if conducted	1
Upon eligibility as a member	2
Upon request	2
Upon request by a member of the legislature	1
Various	1
When accepting salary supplement designated for an employee	2
When delayed divestment and update every six months	1
When support agency gives money for salary supplement	1
When the Texas Public Finance Authority submits its application for approval of the bond issue to the Bond Review Board	1

Appendix B
Report Due-Date Variations

Within 30 days after the end of each quarter	1
Within 30 days of the close of each of the first three quarters of the fiscal year	1
Within 60 days of the effective date of this act (September 1, 1985) and annually thereafter	1
Within 90 days from the end of a calendar quarter	1

Appendix C
Legislative Reference Library—News Articles

Legislative Reference Library

News articles regarding state contracting

Headline	Newspaper	Columnist	Date
Questionable Texas contract deal was years in the making	Austin American Statesman	Ball, A	12/21/14
Texas' \$110 million deal with 21CT	Austin American Statesman	Staff	12/21/14
Texas agency has a transparency problem	Fort Worth Star-Telegram	Editorial	12/21/14
State official steered no-bid contract to Austin firm	Houston Chronicle	Rosenthal, B.	12/21/14
A second top Texas health official resigns, and probe is launched	Austin American Statesman	Collier, K.	12/20/14
Fired state health worker sues embattled Texas health agency	Austin American Statesman	McSwane, J.	12/20/14
State officials: Fraud contract bypassed two reviews	Austin American Statesman	McSwane, J.	12/20/14
Reform oversight of state contracts	Austin American Statesman	Editorial	12/20/14
Perry: Top official resigning over no-bid contract	Fort Worth Star-Telegram	Weber, P.	12/20/14
Embattled state official resigns amid controversy over no-bid contracts	San Antonio Express News	Rosenthal, B.	12/20/14
Texas officials call for investigations into state deal with 21CT	Austin American Statesman	Collier, K.	12/19/14
State to investigate contracts to Austin company	San Antonio Express News	Rosenthal, B.	12/19/14
Texas Medicaid fraud contract unfairly awarded to 21CT, rivals say	Austin American Statesman	McSwane, J.	12/18/14
State stretched no-bid program to help local company	Houston Chronicle	Rosenthal, B.	12/18/14
How one Texas official directed millions to Austin tech firm 21CT	Austin American Statesman	McSwane, J.	12/14/14
Top health official resigns amid unfair contract concerns	Austin American Statesman	McSwane, J.	12/13/14
State official resigns over \$110 million no-bid contract	Houston Chronicle	Rosenthal, B.	12/13/14
Texas health official who steered deals has ties to firm's lobbyist	Austin American Statesman	McSwane, J.	11/30/14
No-bid Texas Medicaid fraud contracts raising questions	Austin American Statesman	McSwane, J.	11/23/14
'Broken' state agency near \$90 million deal on Medicaid fraud detection	Austin American Statesman	McSwane, J.	11/16/14
Greg Abbott's office reveals contracts raising questions	Austin American Statesman	Lindell, C	11/01/14
Big Abbott donors among top law firm contract recipients	Dallas Morning News	Drew, J.	10/12/14
Report seeks more accountability in massive state education contract	San Antonio Express News	McGaughy, L.	10/04/14
State fires employee for alleged leak during contract talks	Houston Chronicle	Rosenthal, B.	10/03/14
Foster care redesign begins in North Texas	Fort Worth Star-Telegram	Schrock, S.	09/29/14
Texas health officials spike data contract, citing leak	Austin American Statesman	McSwane, J.	09/25/14

Appendix C

Legislative Reference Library—News Articles

HHSC kills tentative data warehouse deal	San Antonio Express News	Rosenthal, B.	09/24/14
New firm to take over Medicaid transportation	Amarillo Globe News	Welch, K.	08/28/14
Hearing on improving procedures and oversight for state contracts.	Laredo Morning Times	Staff	08/18/14
Audit blames Texas for hundreds of millions of dollars in waste	San Antonio Express News	Rosenthal, B.	08/12/14
Private foster-care provider ends major state contract	Abilene Reporter-News	Waller, M.	08/02/14
Contractor serving 1,100 foster children quits	Austin American Statesman	A.P. Wire	08/02/14
Contractor serving 1,100 Texas foster children pulls out	San Antonio Express News	Rosenthal, B.	08/02/14
Texas DMV will trim number of specialty license plates offered	Amarillo Globe-News	Rangel, E.	07/19/14
Some specialty license plates on their way out this year; Texas Tech plates safe	Lubbock Avalanche Journal	Rangel, E.	07/18/14
CORRECTIONS & CLARIFICATIONS	Dallas Morning News	Staff	06/18/14
Abbott has signed off on contracts for big campaign donor	Dallas Morning News	Hoppe, C.	06/17/14
Costs on Abbott's biggest project as AG rise \$64M	Fort Worth Star-Telegram	Weber, P.	05/19/14
Foster-care redesign pilot \$2M over budget after nine months	Houston Chronicle	Rosenthal, B.	05/19/14
Two STAAR essay questions accidentally released before test was given	Dallas Morning News	Weiss, J.	05/15/14
Texas moved to acquire land in highway path after owner cited development plans	Dallas Morning News	Krause, K.	05/11/14
State sues Xerox over Medicaid dental contract	Austin American Statesman	Dexheimer, E.	05/10/14
Xerox allowed 'unprecedented loss of Medicaid funds,' lawsuit alleges	Dallas Morning News	Garrett, R.	05/10/14
Texas has filed suit against Xerox over Medicaid spending	San Antonio Express News	Rosenthal, B.	05/10/14
Board picks new chief for sex offender agency, ends contract with Houston firm	Houston Chronicle	Ward, M.	05/04/14
State may fire embattled sex offender agency director	Houston Chronicle	Ward, M.	04/30/14
Who is running embattled sex offender agency?	Houston Chronicle	Ward, M.	04/25/14
Chairman of sex-offender board quits amid controversy	Houston Chronicle	Hassan, A.	04/24/14
Contractor admits bribing UTSA manager	San Antonio Express News	Contreras, G.	04/24/14
Lawmakers urge investigations into sex-offender deal, agency	Houston Chronicle	Ward, M.	04/18/14
State had secret plan to move sex offenders to Liberty County	Houston Chronicle	Ward, M.	04/17/14
Specialty plates can't be too special or they'll go away	Dallas Morning News	Martin, B.	03/31/14
Dentists fight back against Texas effort to deny Medicaid funding	Austin American Statesman	Dexheimer, E.	02/16/14
State outsources maintenance of Houston-area roads	Houston Chronicle	Begley, D.	02/08/14
Texas House District 76 candidates defend funds tied to Aliviane	El Paso Times	Schladen, M.	01/17/14
Ex-UTSA manager to plead guilty in bribe scheme	San Antonio Express News	Contreras, G.	01/11/14

Appendix C
Legislative Reference Library—News Articles

State urges fixes for vendors' lax vetting of foster parents	Dallas Morning News	Garrett, R.	01/09/14
State penalty will cost foster agency	Austin American Statesman	Ball, A.	10/05/13
Xerox Signs \$100M Deal To Manage TxDOT Toll Roads	Dallas Morning News	A.P. Wire	09/24/13
Texas trims private contractor's screening of applications for children's health coverage	Dallas Morning News	Garrett, R.	09/12/13
Stage set for fight over perceived conflicts	San Antonio Express News	Moravec, E.	08/22/13
Security companies complain about DPS fingerprint system	Austin American Statesman	Bell, B.	08/16/13
TWC cites agency conflicts	San Antonio Express News	Moravec, E.	07/31/13
Audit: Holes found in state contract with school-testing company	Austin American Statesman	Alexander, K.	07/17/13
Texas Education Agency reinstates revolving door policy for employees	Dallas Morning News	Stutz, T.	07/17/13
Report: Texas lacked oversight of testing contract	Fort Worth Star-Telegram	Weissert, W.	07/17/13
Audit targeted TEA, firm that developed, scored standardized tests	San Antonio Express News	Cesar, M.	07/17/13
Grand jury no-bills former DPS administrator	Austin American Statesman	Bell, B.	07/05/13
TxDOT outsourcing most information technology jobs	Austin American Statesman	Wear, B.	06/05/13
House would include some vets as HUBs	Austin American Statesman	Staff	05/10/13
Can there be a King's X between electricity and water interests?	Austin American Statesman	Copelin, L.	03/31/13
Answers needed on windstorm consultant costs	Corpus Christi Caller Times	Editorial	03/20/13
Six months after corporate partnership roll-out at state parks agency, nothing to show for it	Austin American Statesman	Price, A.	02/01/13
DPS exec gets extra pay under special deal	Austin American Statesman	Bell, B.	01/27/13
Hospital pick based on what is best for children	San Antonio Express News	Hicks, R.	12/15/12
Regent's company not cited in hospital decision	San Antonio Express News	Tedesco, J.	12/02/12
'Subcontractor' label is a big-business ruse	Houston Chronicle	Hart, P.	11/30/12
Details of Texas A&M System's outsourcing contract released	Bryan Eagle	Reed, A.	11/18/12
Ex-hospital leader had no conflict of interest in privatization efforts, state says	Austin American Statesman	Ball, A.	09/02/12
At a glance: Outsourcing public services	Dallas Morning News	Garrett, R.	08/25/12
Foster care agency defends record, despite pulled state contract	Austin American Statesman	Ball, A.	08/23/12
Travis County district attorney's office investigating DPS contract irregularities	Austin American Statesman	Bell, B.	07/15/12
Auditor finds pattern of cost overruns at juvenile justice agency	Austin American Statesman	Ward, M.	05/05/12
Taxpayer money helps pay DRT debt	San Antonio Express News	Huddleston, S.	04/16/12
DPS improperly diverted money between contracts for border security firm, review finds	Austin American Statesman	Schwartz, J.	03/30/12
Blue Cross drops its protest over contract	Austin American Statesman	Alexander, K.	03/23/12
Disclose security contract processes	Austin American Statesman	Editorial	03/21/12

Appendix C
Legislative Reference Library—News Articles

State, IBM share cost of ending failed data contract	Austin American Statesman	Alexander, K.	03/20/12
State senator calls for investigation of border security contracts awarded to private firm	Austin American Statesman	Schwartz, J.	03/17/12
DPS outsourced border security to private firm via no-bid contracts	Austin American Statesman	Schwartz, J.	03/16/12
2 firms to replace IBM on Texas' data consolidation effort	Austin American Statesman	Alexander, K.	03/13/12
Texas awards \$1.2B in computer work to Xerox Corp. units	Dallas Morning News	Garrett, R.	03/13/12
Federal audit recommends Texas pay back millions in overcharges billed by HNTB	Austin American Statesman	Bell, B.	03/12/12
Blue Cross protests contract decision on state health plan	Austin American Statesman	Alexander, K.	03/06/12
Texas tightens reins on HNTB, which was hired to manage U.S. disaster grants	Austin American Statesman	Bell, B.	01/15/12
Lax ethics practices raise questions at North Texas Tollway Authority	Dallas Morning News	Lindenberger, M.	01/01/12
Prison officials planning to have local hospitals provide more medical care to prisoners	Austin American Statesman	Ward, M.	12/10/11
Firm criticized on hurricane grants in line for wildfire work	Austin American Statesman	Bell, B.	12/06/11
A deal, but not a solution	Galveston Daily News	Taylor, H.	12/03/11
State struggled to assess contractor's bills	Austin American Statesman	Bell, B.	11/14/11
Perry's office blames feds for delays in hurricane recovery program	Austin American Statesman	Bell, B.	11/09/11
Vendors to vie for Texas lottery's lucrative scratch-off contract	Dallas Morning News	Shannon, K.	11/05/11
Senators grill former official about genesis of HNTB disaster relief contract	Austin American Statesman	Bell, B.	11/03/11
Prison's medical contract with UTMB extended	Houston Chronicle	Rice, H.	11/01/11
Perry fundraising raises questions on relief funds	Austin American Statesman	Editorial	10/10/11
Changes at top of North Texas Tollway Authority may not trickle down	Fort Worth Star-Telegram	Editorial	09/25/11
Former Texas official faces criminal inquiry	Fort Worth Star-Telegram	Barbee, D.	06/09/11
State skirts bidding process, audit says	Houston Chronicle	Carroll, S.	06/09/11
Firing is in works for DPS official	Austin American Statesman	Ward, M.	06/08/11
Official hired donors' firms	Dallas Morning News	Shannon, K.	04/27/11
Red-light-camera bill won't see light of day this session	Fort Worth Star-Telegram	Dickson, G.	04/21/11
Van de Putte blasts DRT's lawyer	San Antonio Express News	Huddleston, S.	04/13/11
Group press for state contracts for disabled vets	Austin American Statesman	Schwartz, J.	03/22/11
Buck stops with Perry; when he shoots it	Wichita Falls Record News	Watson, D.	03/13/11
Fort Worth pickle company's lost state contract inspires jobs bill	Fort Worth Star-Telegram	Montgomery, D.	03/11/11
Officials defend \$252K in spending	Wichita Falls Record News	Work, A.	02/11/11
IBM data center contract to end	Austin American Statesman	Wire Reports	12/18/10
MSU fails to report contracts to state	Wichita Falls Record News	Work, A.	11/11/10

Appendix C

Legislative Reference Library—News Articles

Tech fund contract with firm begun by Perry donor released	Austin American Statesman	Ladendorf, K.	11/06/10
Perry's office won't release tech fund info	Austin American Statesman	Ladendorf, K.	11/03/10
Texans will get new savings on energy-savers	San Antonio Express News	Vaughn, V.	09/03/10
After rough start, state plans 2nd round of appliance rebates	Austin American Statesman	Gaar, B.	09/02/10
New appliance rebates on way	Dallas Morning News	Souder, E.	09/02/10
State to rebid IBM deal	Austin American Statesman	Alexander, K.	08/18/10
State plans to replace IBM	Dallas Morning News	Garrett, R.	08/18/10
Key legislator seeks best plate deal for state	Dallas Morning News	Mason, M.	08/08/10
IBM responds to state's claims about contract	Dallas Morning News	Garrett, R.	08/07/10
NTTA says no to bids, keeps firms	Dallas Morning News	Lindenberger, M.	08/06/10
Cap Metro OKs UT shuttle pact	Austin American Statesman	Staff	07/27/10
White, Perry keeping distance from Obama	San Antonio Express News	Fikac, P.	07/26/10
Private company wants to keep operating Fort Worth prison for parole violators	Fort Worth Star-Telegram	Barbee, D.	07/23/10
In letter, IBM says state to blame for trouble with data center deal	Austin American Statesman	Alexander, K.	07/22/10
Official; delays by IBM hurt services	Dallas Morning News	Garrett, R.	07/20/10
IBM pact with state on verge of crumbling	Austin American Statesman	Alexander, K.	07/17/10
Texas gives IBM 30 days to shape up	Dallas Morning News	Garrett, R.	07/17/10
State may end IBM's technology contract if fixes aren't made	Dallas Morning News	Garrett, R.	07/16/10
Lottery firm selection delayed	Dallas Morning News	Wire Reports	07/13/10
Board leader unhappy about My Plates error	Dallas Morning News	Mason, M.	07/08/10
Vendor took license with auction info	Dallas Morning News	Mason, M.	07/07/10
House panel reviewing contracts	Austin American Statesman	Staff	07/03/10
State funding cut threatens local program that helps moms overcome addictions	Waco Tribune Herald	Culp, C.	07/03/10
State auditing contracts	Dallas Morning News	Formby, B.	07/02/10
Lawmaker parks controversial car	Dallas Morning News	Jeffers Jr., G.	06/30/10
Lawmaker slams 'complete failure' of rebate system	Dallas Morning News	Garrett, R.	06/30/10
Texas lottery contract stirs intense competition among 3 companies	Fort Worth Star-Telegram	Shannon, K.	06/30/10
Three bid to run Texas lottery online games	San Antonio Express News	Fikac, P.	06/30/10
Specialty plates maker seeks opinions on new styles	San Antonio Express News	Carter, L.	06/30/10
Competition hot for Texas lottery contract	Fort Worth Star-Telegram	Shannon, K.	06/25/10
Time to hit the brakes	Dallas Morning News	Editorial	06/23/10
Thrown under the Mercedes?	Austin American Statesman	Editorial	06/22/10
Harper-Brown made this mess	Dallas Morning News	Jeffers Jr., G.	06/22/10
Legislator decries criticism over car use	Dallas Morning News	Jeffers Jr., G.	06/19/10
Texas Democrats want Harper-Brown removed from transportation panel	Fort Worth Star-Telegram	Staff	06/19/10
Legislator's car raises questions	Dallas Morning News	Jeffers Jr., G.	06/18/10
State must pay for prison care	Galveston Daily News	Eiland, C.	06/02/10

Appendix C

Legislative Reference Library—News Articles

UTMB reverses its fortunes	Houston Chronicle	Rice, H.	05/24/10
UTMB warns of cuts as budget trouble heats up	Galveston Daily News	Elder, L.	05/19/10
State will stick with IBM on data project	Austin American Statesman	Alexander, K.	05/18/10
Prisoner e-mail answers needed	San Antonio Express News	Editorial	05/17/10
UT System threatens to drop prison care contract	Galveston Daily News	Elder, L.	05/14/10
Indignation over e-mail for inmates	Austin American Statesman	Ward, M.	05/08/10
Three-fourths of rebate calls dropped	Dallas Morning News	Stutz, T.	04/30/10
Contract talks with IBM run past deadline	Austin American Statesman	Alexander, K.	04/10/10
Comptroller looks hard at foul-ups in appliance rebates	Austin American Statesman	Gaar, B.	04/09/10
Please hold while your rebate hopes go unfulfilled	Austin American Statesman	Editorial	04/09/10
State seeks answers on rebate fiasco	Dallas Morning News	Hoppe, C.	04/09/10
State asks rebate processor why Texans couldn't get through on phone, Web	Fort Worth Star-Telegram	Ahles, A.	04/09/10
Rebate fiasco has state asking why	San Antonio Express News	Buch, J.	04/09/10
Wind contract to save \$4 million over 2 years	Austin American Statesman	Staff	02/05/10
TxDOT quietly had a boom year amid talk of crisis	Austin American Statesman	Wear, B.	02/01/10
Consultant's dual role in lottery bidding spurs concerns	Austin American Statesman	Shannon, K.	01/23/10
Contract issued for surveillance at state schools	Houston Chronicle	A.P. Wire	01/19/10
IBM, state rework agreement on data centers	Austin American Statesman	Alexander, K.	01/06/10
Personalized plates available again	Dallas Morning News	Norris, M.	11/20/09
Huge IBM deal with state defective, examiner says	Austin American Statesman	Alexander, K.	11/14/09
State's computer contract still worth it, report says	Dallas Morning News	Garrett, R.	11/14/09
State pulls election system from IBM's flawed data center consolidation effort	Austin American Statesman	Alexander, D.	11/04/09
Priorities, practices of Texas State Board of Education deserve legislative scrutiny	Waco Tribune Herald	Editorial	10/16/09
Here's our gift: ethics explained	Austin American Statesman	Editorial	10/14/09
State Board of Education to review ethics policy	Fort Worth Star-Telegram	A.P. Wire	10/14/09
Gilbert misfires on contract	Austin American Statesman	Wear, B.	10/10/09
Pair didn't report gifts	Dallas Morning News	Horwitz, J.	10/10/09
Ed board in dispute over adviser	San Antonio Express News	Scharrer, G.	10/04/09
Information agency chief leaving	Austin American Statesman	Staff	10/02/09
Auditors: agency failed in oversight of IBM contract	Austin American Statesman	Alexander, K.	09/01/09
Lawmakers can't claim surprise at hospital deal	Dallas Morning News	Editorial	07/18/09
Long a leader in toll-road ventures, Texas taps brakes	Dallas Morning News	Lindenberger, M.	07/05/09
Texas Legislature's special session shouldn't be rushed	Fort Worth Star-Telegram	Editorial	07/01/09
Short agenda for Texas special session	Houston Chronicle	Vertuno, J.	07/01/09
Toll road item may threaten session	Austin American Statesman	Wear, B.	06/30/09
Toll road contract stalls; Texas Constitution rule cited	Dallas Morning News	Lindenberger, M.	06/12/09
Legal dispute could delay North Tarrant Express yet again	Fort Worth Star-Telegram	Dickson, G.	06/12/09

Appendix C

Legislative Reference Library—News Articles

Farm's job program under more scrutiny	Dallas Morning News	Jones, G.	06/07/09
Watchdogs lament failure to pass ethics reform	Fort Worth Star-Telegram	Root, J.	06/06/09
Senate OKs bill requiring more disclosures	Houston Chronicle	Root, J.	05/19/09
Audit cites Texas Youth Commission improvements, problems	Fort Worth Star-Telegram	Branch, A.	05/06/09
Bill would make Texas legislators disclose contracts with state government	Fort Worth Star-Telegram	Root, J.	04/24/09
Toll roads: Nichols' bill addresses many residents' concerns	Longview News-Journal	Editorial	04/10/09
Senate OKs toll road project rules	Dallas Morning News	Hoppe, C.	04/07/09
Healthcare outsourcing that failed	Fort Worth Star-Telegram	Editorial	04/05/09
Developer is picked to rebuild Grapevine highways despite a major funding shortage	Fort Worth Star-Telegram	Dickson, G.	03/27/09
State ends Evercare contract	Dallas Morning News	Jones, G.	03/17/09
Widow at ex-turkey farm faces questions	Houston Chronicle	Langford, T.	02/22/09
Texans' Iowa case horrifies advocates for the disabled	Houston Chronicle	Langford, T.	02/16/09
Texas company's labor practices investigated	Austin American Statesman	George, P.	02/12/09
Panel expected to approve contract for work on North Tarrant Express	Fort Worth Star-Telegram	Dickson, G.	01/29/09
Contracts should serve public, not private sector	Austin American Statesman	Editorial	01/27/09
IBM, Accenture setbacks raise questions	Austin American Statesman	MacLaggan, C.	01/25/09
Leading legislator backs extending leases on tollways	Austin American Statesman	Wear, B.	01/12/09
Health-care law had revolving door spinning	Dallas Morning News	Jones, G.	01/05/09
Report split on private toll roads	Austin American Statesman	Staff	01/01/09
Billions made off Texas 121 must stay in state hands, attorney general says	Fort Worth Star-Telegram	Dickson, G.	12/18/08
Texas tries to cut losses in Accenture settlement	Corpus Christi Caller Times	Editorial	12/17/08
Troubled call-center deal settled	Dallas Morning News	A.P. Wire	12/14/08
State, Accenture split is final	Austin American Statesman	MacLaggan, C.	12/13/08
Outsourcing comes home to roost	Austin American Statesman	Editorial	11/28/08
Firing, reprimands follow tainted study for 281 tollway	San Antonio Express News	Driscoll, P.	11/26/08
IBM denies contract breach	Austin American Statesman	Alexander, K.	11/22/08
IBM must fix data problems - quickly - or lose state contract	Beaumont Enterprise	Editorial	11/18/08
Agencies say contract by IBM is a bum deal	Houston Chronicle	A.P. Wire	11/17/08
Who's at fault for state, IBM rift?	Austin American Statesman	Alexander, K.	11/16/08
IBM given extra week to form plan	Dallas Morning News	Garrett, R.	11/15/08
State gives IBM 1 month to fix data problems	Austin American Statesman	Alexander, K.	11/07/08
Don't mess with Texas records	Dallas Morning News	Editorial	11/01/08
Perry orders halt to IT outsourcing	Fort Worth Star-Telegram	A.P. Wire	10/29/08
Gov. Perry orders halt to privatization of data management	Tyler Morning Telegraph	Staff	10/29/08
Review reveals widespread data problems	Dallas Morning News	Garrett, R.	10/28/08

Appendix C

Legislative Reference Library—News Articles

TYC to stop paying for private prison that sat empty	Houston Chronicle	A.P. Wire	10/25/08
Agency ends pact for jail with empty beds	Austin American Statesman	Ward, M.	10/24/08
TYC to cancel prison contract	Dallas Morning News	Ramshaw, E.	10/24/08
TYC severs contract that cost \$1.3 million	San Antonio Express News	Sandberg, L.	10/24/08
Payments for TYC facility draw fire	Houston Chronicle	A.P. Wire	10/19/08
Agency told to end jail contract	Austin American Statesman	Ward, M.	10/18/08
Police cameras profitable for politicians	Austin American Statesman	Root, J.	10/17/08
Empty youth lockup in Eagle Lake costs taxpayers thousands every day	Austin American Statesman	Ward, M.	10/17/08
Ex-BexarMet PR man offers testimony	San Antonio Express News	Staff	10/10/08
BexarMet award process raised red flags	San Antonio Express News	King, K.	10/06/08
BexarMet's sweet deals for insiders	San Antonio Express News	King, K.	10/05/08
Prisoner work programs stealing jobs from Texans	Tyler Morning Telegraph	Maynard, R.	08/24/08
Inmate phone plan must help rehabilitation	Beaumont Enterprise	Editorial	08/18/08
Board OKs inmate phone call contract	Dallas Morning News	Wire Reports	08/16/08
Contract awarded for state's 1st prison pay phone system	Austin American Statesman	Ward, M.	08/15/08
Prison board approves contract for inmate phones	San Antonio Express News	Sandberg, L.	08/15/08
State inmates soon to have pay phones	San Antonio Express News	Sandberg, L.	08/14/08
State may let convicts use pay phones	Austin American Statesman	Ward, M.	08/13/08
Supplies and demand	Bryan Eagle	Estridge, H.	07/24/08
Small firms say state plan for supplies will hurt	Austin American Statesman	Shieh, D.	07/22/08
Delays, turnover dog tech project	Austin American Statesman	Alexander, K.	07/03/08
Contract cinches rest of project	Dallas Morning News	Lindenberger, M.	06/27/08
Team picked to plan toll road	San Antonio Express News	Elliott, J.	06/27/08
Chamber, agencies, universities sign deal	Austin American Statesman	Staff	06/26/08
Failed lawsuit could cost retiree system \$1 million	Austin American Statesman	Elder, R.	06/25/08
For fire and travel, a DPS fight looms	Houston Chronicle	Robison, C.	06/16/08
Noncompetitive clauses for tollways rejected	Austin American Statesman	Staff	05/30/08
Panel OKs new rules on contracts with private firms for toll roads	Dallas Morning News	Lindenberger, M.	05/30/08
Transportation panel set to put policies in writing today	Fort Worth Star-Telegram	Dickson, G.	05/29/08
Money stalls Accenture split	Austin American Statesman	MacLaggan, C.	05/18/08
Way clear for road signs lawsuit	Austin American Statesman	Elder, R.	05/16/08
Valley mental health services awarded \$1.3 million	Valley Morning Star	McEver, M.	05/14/08
Former prisons chief finally free of scandal	Houston Chronicle	Robison, C.	05/05/08
Taught to fear outside world, children of polygamous sect face wrenching adjustment	Fort Worth Star-Telegram	Dobner, J.	04/12/08
Care of sect costs state \$25,000 a day	San Antonio Express News	Sandberg, L.	04/12/08
State contracts should be open to non-Texans	Beaumont Enterprise	Editorial	02/12/08
Despite its woes, Countrywide says it met Texas job goal	San Antonio Express News	Shannon, K.	01/31/08
Road engineers may be only first to feel pain of cuts	Austin American Statesman	Wear, B.	01/21/08
Top 10 State stories	Austin Chronicle	Smith, A.	01/03/08

Appendix C
Legislative Reference Library—News Articles

Entrepreneurs seek state work	Dallas Morning News	Wire Reports	01/03/08
Cook blasts AG's opinion, Craddick	Tyler Morning Telegraph	Maynard, R.	12/19/07
Powered down	Houston Chronicle	Editorial	12/15/07
Texas State Railroad gets state funds	Tyler Morning Telegraph	Middleton, M.	12/07/07
Craddick's grip on money stalls tourist train	Austin American Statesman	A.P. Wire	11/22/07
Auditor points to contract troubles	Austin American Statesman	Embry, J.	11/17/07
Inquiry clears education chief	Dallas Morning News	Stutz, T.	11/17/07
Cronyism found in TEA contract offers	Houston Chronicle	Elliott, J.	11/17/07
Perry had list of donors but did not file it	Austin American Statesman	Copelin, L.	11/16/07
TYC hands contract to controversial ex-official	Dallas Morning News	McGonigle, S.	11/16/07
Toll road 85, free road 50?	Houston Chronicle	Casey, R.	11/07/07
Noncompete clauses ensure toll operators will be richly rewarded	San Antonio Express News	Guerra, C.	11/06/07
98% of Rita funds unused	Dallas Morning News	Garrett, R.	11/02/07
As Sunset Commission chief, legislator to review mission	Austin American Statesman	Lisher, M.	10/31/07
Legislators' questions put state railroad in jeopardy	Fort Worth Star-Telegram	Dyer, R.	10/18/07
Give TxDOT red light before it goes too far	San Antonio Express News	Allard, K.	10/18/07
School steroid tests wait on contract	Houston Chronicle	A.P. Wire	10/13/07
Mom blames prison in son's death	Houston Chronicle	Hughes, P.	10/13/07
Risk vs. reward	Dallas Morning News	Editorial	10/12/07
Monitors had worked for TYC operator	Dallas Morning News	McGonigle, S.	10/12/07
Inquiry into lockup conditions	Houston Chronicle	Hughes, P.	10/12/07
Several jails have problems with firm	Dallas Morning News	Becka, H.	10/07/07
TYC investigates staff for ties to jail operator	Dallas Morning News	Swanson, D.	10/06/07
TYC chief defends progress, slams critics	Houston Chronicle	Hughes, P.	10/06/07
Agency to scrub contract lockups	Austin American Statesman	Ward, M.	10/05/07
Still no end to Youth Commission troubles	Austin American Statesman	Editorial	10/05/07
7 TYC workers are fired over poor conditions	Fort Worth Star-Telegram	A.P. Wire	10/05/07
Closed lockup passed reviews	Austin American Statesman	Ward, M.	10/04/07
As inquiry widens, 7 at TYC fired	Dallas Morning News	McGonigle, S.	10/04/07
TYC woes	Longview News-Journal	Editorial	10/04/07
Legislators alarmed by conditions at lockup	Austin American Statesman	Ward, M.	10/03/07
TYC probing closed prison	Dallas Morning News	Becka, H.	10/03/07
TYC to move inmates out of troubled prison	Dallas Morning News	Becka, H.	10/02/07
Road kill ahead, if paranoia paves way	Houston Chronicle	Dalmia, S.	09/30/07
Changes weaken disclosure law	Fort Worth Star-Telegram	Lieber, D.	09/28/07
UT lands Navy contract	San Antonio Express News	A.P. Wire	09/28/07
Seller releases state from Crockett escrow	Houston Chronicle	Hughes, P.	09/15/07
Everybody back to work	Fort Worth Star-Telegram	Editorial	08/31/07
Test takers, test makers	Waco Tribune Herald	Johnson, H.	08/27/07
Closed Kerr juvenile center could house offenders again	San Antonio Express News	MacCormack, Z.	08/26/07
No secret	Houston Chronicle	Editorial	08/21/07

Appendix C

Legislative Reference Library—News Articles

Showered with praise then shown the door	Austin American Statesman	Editorial	08/18/07
Unsnarling 121 mess	Dallas Morning News	Editorial	08/12/07
Conduct investigation rapidly	San Antonio Express News	Editorial	08/02/07
Taxpayers may have paid \$53 million too much for CHIP	McAllen Monitor	Pierson, E.	08/01/07
More privatizing fairy tales	Waco Tribune Herald	Young, J.	07/26/07
Report: privatizing good for lobbyists, bad for taxpayers	Dallas Morning News	Garrett, R.	07/19/07
Auditor to review TEA's awarding of contracts	Fort Worth Star-Telegram	Dyer, R.	07/12/07
TEA investigated over contracts	Houston Chronicle	Staff	07/12/07
ACC raises costs after Perry veto	Austin American Statesman	Humphrey, K.	07/11/07
State auditor to probe TEA	Dallas Morning News	Benton, J.	07/11/07
Problem for Perry	Fort Worth Star-Telegram	Editorial	07/11/07
Neeley raised inspector's pay	Austin American Statesman	Embry, J.	07/10/07
Agency defends contract process	Austin American Statesman	Embry, J.	07/07/07
Wrong man cited in agency report	Austin American Statesman	Embry, J.	07/06/07
Little time to celebrate	Fort Worth Star-Telegram	Editorial	07/03/07
Agency eases push for private tollways	Austin American Statesman	Wear, B.	06/29/07
State must watch contract bidding	Beaumont Enterprise	Editorial	06/29/07
Obstacles cleared	Dallas Morning News	Editorial	06/29/07
Perry backs TEA's No. 2 despite report	Dallas Morning News	Hoppe, C.	06/29/07
Tollway authority to take over road project	Fort Worth Star-Telegram	Dickson, G.	06/29/07
Inquiry finds TEA contract issues	Fort Worth Star-Telegram	A.P. Wire	06/29/07
Doing it her way	San Antonio Express News	Pesquera, A.	06/29/07
Report questions agency's contracts	Austin American Statesman	Embry, J.	06/28/07
Today's decision on toll road much more than a coin toss	Dallas Morning News	Lindenberger, M.	06/28/07
TEA: agency officials got friends contracts	Dallas Morning News	Benton, J.	06/28/07
Probe blasts TEA over grants	San Antonio Express News	Elliott, J.	06/28/07
In Texas, even losing bidders on toll road projects get paid	Fort Worth Star-Telegram	Dickson, G.	06/25/07
State not sold on NTTA bid for 121	Dallas Morning News	Lindenberger, M.	06/20/07
NTTA endorsed for 121 project	Dallas Morning News	Lindenberger, M.	06/19/07
More roads than dollars	Corpus Christi Caller Times	Powell, J.	06/15/07
Perry signs toll bill into law	Austin American Statesman	Wear, B.	06/12/07
Perry signs legislation to halt private toll roads	Dallas Morning News	Hoppe, C.	06/12/07
121 toll bid will go beyond payments	Dallas Morning News	Lindenberger, M.	06/06/07
Send in the clowns	Fort Worth Star-Telegram	Editorial	06/03/07
Rail projects stumble as toll roads proceed	Fort Worth Star-Telegram	Dickerson, G.	05/31/07
What did lawmakers accomplish?	Austin American Statesman	Embry, J.	05/29/07
Toll road bill still awaits Perry signature	Dallas Morning News	Batsell, J.	05/29/07
Yellow on toll roads	Waco Tribune Herald	Editorial	05/28/07
Transportation deal finally reached	Fort Worth Star-Telegram	Staff	05/27/07
Legislators target filibuster threat to the state budget	San Antonio Express News	Fikac, P.	05/27/07

Appendix C

Legislative Reference Library—News Articles

Senate OKs transportation plan	Austin American Statesman	Staff	05/26/07
Deal made on toll road overhaul legislation	Austin American Statesman	Wear, B.	05/25/07
House, Senate to weigh toll-road compromise	Dallas Morning News	Batsell, J.	05/25/07
Lawmakers say accord reached on roads bill	El Paso Times	Grissom, B.	05/25/07
Freeze on private toll roads ready for vote	San Antonio Express News	Scharrer, G.	05/25/07
Lawmakers nearing transportation deal	San Antonio Express News	Peterson, L.	05/24/07
Conference committee on toll road bill is named	Dallas Morning News	Staff	05/23/07
Major initiatives hanging in limbo in state Legislature	Fort Worth Star-Telegram	Moritz, J.	05/23/07
House tap negotiators for toll road measure	San Antonio Express News	Staff	05/23/07
Jacksonville freshman senator makes big waves	Tyler Morning Telegraph	Maynard, R.	05/20/07
Perry's 'Mr. Fix It'	Victoria Advocate	Editorial	05/20/07
Toll road bill stalls	Dallas Morning News	Batsell, J.	05/19/07
Toll road bill races to beat deadline	Austin American Statesman	Wear, B.	05/18/07
Road bill gets the green light in House	Dallas Morning News	Batsell, J.	05/18/07
The word on the streets	Fort Worth Star-Telegram	Dickson, G.	05/18/07
Toll-road ban includes exemptions	Fort Worth Star-Telegram	Batheja, A.	05/18/07
Highway bill says interstate to Valley must be built on existing road	McAllen Monitor	Hernandez, E.	05/18/07
Peña moves to protect South Texas ranchland from I-69 land grab	Rio Grande Guardian	Staff	05/18/07
Toll road moratorium passes	San Antonio Express News	Scharrer, G.	05/18/07
Tollway plan detained on path to Perry	Austin American Statesman	Wear, B.	05/17/07
Senate avoids Perry veto, OKs compromise bill on toll roads	Dallas Morning News	Hoppe, C.	05/15/07
Commissioners may opt out of I-69 alliance	Houston Chronicle	Murphy, B.	05/15/07
Special session is not needed for toll roads	Beaumont Enterprise	Editorial	05/14/07
Fight on!	Fort Worth Star-Telegram	Editorial	05/14/07
House approves plan to oversee call centers	Austin American Statesman	Staff	05/12/07
Bill under threat of veto really hurts I-69, say project supporters	Rio Grande Guardian	Taylor, S.	05/12/07
Toll road standoff might end soon	Austin American Statesman	Lisher, M.	05/11/07
Lawmakers race to rework transportation measure	Fort Worth Star-Telegram	Moritz, J.	05/10/07
Official says bill endangers toll roads in Tarrant	Fort Worth Star-Telegram	Moritz, J.	05/08/07
Vendor misplaces sensitive state data	Houston Chronicle	Elliott, J.	05/08/07
Road building becomes much more convoluted	Houston Chronicle	Sallee, R.	05/07/07
Reaching a place where we've got all Texans covered	Amarillo Globe-News	Wolterman, D.	05/06/07
Key items in Texas Senate's version of the state budget	San Antonio Express News	Staff	05/05/07
State needs realistic transportation plan	Victoria Advocate	Morrison, G.	05/05/07
Perry's toll package faces huge legislative roadblock	Longview News-Journal	Editorial	05/04/07
Private toll contract restrictions to Perry	Austin American Statesman	Staff	05/03/07
House gives toll-road freeze final OK; bill heads to Perry	Dallas Morning News	Batsell, J.	05/03/07
Toll road moratorium goes to the governor	Fort Worth Star-Telegram	Staff	05/03/07

Appendix C

Legislative Reference Library—News Articles

Sign or veto?	Houston Chronicle	Staff	05/03/07
Private toll roads bill heads to Perry's desk	San Antonio Express News	Staff	05/03/07
Citizen Wohlgemuth	Waco Tribune Herald	Editorial	05/02/07
Toll-road projects need scrutiny	San Angelo Standard Times	Meighan, T.	05/01/07
Taking its toll	Houston Chronicle	Editorial	04/30/07
Army of one protests toll bills	Austin American Statesman	Wear, B.	04/29/07
Toll road limits roll through Senate	Austin American Statesman	Wear, B.	04/28/07
Perry threatens to veto as toll road freeze passes	Dallas Morning News	Batsell, J.	04/28/07
Bumpy ride for tollway plans	Fort Worth Star-Telegram	Batheja, A.	04/28/07
In their own words	San Antonio Express News	Staff	04/28/07
Transportation policy bill passes	Tyler Morning Telegraph	Staff	04/28/07
Hefty roads measure approved by panel	Austin American Statesman	Staff	04/27/07
Getting social services back within public reach	Austin American Statesman	Editorial	04/27/07
A win for children, a win for business	Dallas Morning News	Bensten, L.	04/27/07
Panel OKs curbs on toll-road deals	Dallas Morning News	Batsell, J.	04/27/07
Senate panel backs changes in toll road rules	San Antonio Express News	Scharrer, G.	04/27/07
Carona seeks new toll limits	Austin American Statesman	Staff	04/26/07
Exempt I-69 project from any toll-road moratorium	Corpus Christi Caller Times	Editorial	04/24/07
Lawmakers suspicious of hefty toll bill	Austin American Statesman	Wear, B.	04/23/07
Toll road battle nears	Fort Worth Star-Telegram	Moritz, J.	04/21/07
Senate approves freeze on private toll-road deals	Dallas Morning News	Batsell, J.	04/20/07
Senate OKs toll road moratorium	Fort Worth Star-Telegram	Moritz, J.	04/20/07
Texas Senate approves toll road moratorium bill	Tyler Morning Telegraph	Staff	04/20/07
Aid agency faulted for computer program	Austin American Statesman	MacLaggan, C.	04/19/07
Clarification	Austin American Statesman	Staff	04/19/07
El Paso officials on opposing sides in toll-road controversy	El Paso Times	Grissom, B.	04/19/07
Home solutions - transportation	Fort Worth Star-Telegram	Editorial	04/19/07
Bill would change tollway laws	Austin American Statesman	Staff	04/18/07
NTTA to enter bid for 121	Dallas Morning News	Batsell, J.	04/12/07
House gives final OK on toll moratorium	San Antonio Express News	Staff	04/12/07
Two-year toll road ban gains support	Austin American Statesman	Staff	04/11/07
Toll-road freeze exempts region	Dallas Morning News	Batsell, J.	04/11/07
Toll road moratorium gets overwhelming support in the House	San Antonio Express News	Scharrer, G.	04/11/07
Private tollway ban limps over a hurdle	Austin American Statesman	Wear, B.	04/05/07
Senate panel endorses toll contract moratorium	Dallas Morning News	Batsell, J.	04/05/07
'Truth in tolling' bill OK'd	Fort Worth Star-Telegram	Staff	04/05/07
Toll road freeze gets committee approval	San Antonio Express News	Staff	04/05/07
Perry, transportation chief fight toll road ban	Austin American Statesman	Wear, B.	04/04/07
Legislature must take action to improve CHIP coverage	Corpus Christi Caller Times	Peterson, M.	04/03/07
Toll road bids running out of fuel	San Antonio Express News	Scharrer, G.	04/01/07
Local leaders rip into toll road bill	Fort Worth Star-Telegram	Streater, S.	03/31/07

Appendix C
Legislative Reference Library—News Articles

Private tollway contract finalized	Austin American Statesman	Wear, B.	03/29/07
Senators link control of toll roads to budget	Austin American Statesman	Wear, B.	03/28/07
Metro may get partner on bus line plan	Houston Chronicle	Salle, R.	03/26/07
Key senator says no to vote on toll freeze	Austin American Statesman	Wear, B.	03/22/07
Toll road policy debate revs up	Dallas Morning News	Hartzel, T.	03/22/07
Proposed toll freeze unlikely to stop Texas 130 extension	Austin American Statesman	Wear, B.	03/19/07
Demands crippled centers	Dallas Morning News	Garrett, R.	03/19/07
Nichols' two cents on transportation worth it	Tyler Morning Telegraph	Maynard, R.	03/18/07
Scene	Houston Chronicle	Staff	03/17/07
Valley leaders thrilled at canceling of Accenture contract	McAllen Monitor	Pierson, E.	03/17/07
More senators call for Accenture probe	San Antonio Express News	Staff	03/17/07
Quote of the day	Austin American Statesman	Staff	03/16/07
Public aid's future debated	Austin American Statesman	MacLaggan, C.	03/16/07
Lawmakers seek answers in outsourcing contract failure	El Paso Times	Grissom, B.	03/16/07
Taking a second look a wise course	Wichita Falls Record News	Editorial	03/16/07
Senators question Accenture contract	Austin American Statesman	Staff	03/15/07
Senators ask scrutiny of Accenture contract	San Antonio Express News	Staff	03/15/07
A contract that failed miserably, taking 200,000 Texas kids with it	San Antonio Express News	Guerra, C.	03/15/07
State ends Accenture services contract	Austin American Statesman	MacLaggan, C.	03/14/07
Texas terminating deal with main social services contractor	Dallas Morning News	Garrett, R.	03/14/07
Accenture's exit	Fort Worth Star-Telegram	Staff	03/14/07
Border lawmakers: cancellation of Accenture contract was long overdue	Rio Grande Guardian	Taylor, S.	03/14/07
Valley Interfaith: termination of Accenture contract is a victory for Texas children	Rio Grande Guardian	Taylor, S.	03/14/07
State's contract with Accenture ending	San Antonio Express News	Fikac, P.	03/14/07
Senator has toll curve for former peers	Austin American Statesman	Wear, B.	03/12/07
Debate on toll-road reliance in Texas still has miles to go	Dallas Morning News	Hartzel, T.	03/11/07
Some lawmakers want to delay toll roads, examine alternatives	San Antonio Express News	Guerra, C.	03/10/07
Effort to limit toll roads gains steam	Dallas Morning News	Hartzel, T.	03/08/07
Nichols files bills against privatizing Texas toll roads	Tyler Morning Telegraph	Maynard, R.	03/07/07
Texas Legislature should fully debate toll roads, privatization	Victoria Advocate	Editorial	03/06/07
Social services probe	Houston Chronicle	Staff	03/03/07
Heck of a job, Albert	Rio Grande Guardian	Shapleigh, E.	03/02/07
Rose finds answer amazing	Austin American Statesman	MacLaggan, C.	02/24/07
Sadly, a comedy of errors	Austin American Statesman	Young, J.	02/03/07
Texas' privatization bloopers reel	Waco Tribune Herald	Young, J.	02/01/07

Appendix C

Legislative Reference Library—News Articles

State hires company to extinguish fires	Fort Worth Star-Telegram	A.P. Wire	01/09/07
Ethics investigation of Craddick sought	Fort Worth Star-Telegram	A.P. Wire	01/06/07
Disputed public aid deal cut back	Austin American Statesman	MacLaggan, C.	12/27/06
New Austin data center to be state computer hub for IBM	Austin American Statesman	Ward, M.	11/29/06
IBM taking over most state data centers	San Antonio Express News	Lorek, L.	11/29/06
Union seeks delay in state IT outsourcing	Austin American Statesman	Ward, M.	11/21/06
Foster care contract on hold	Austin American Statesman	Ball, A.	11/04/06
Horror story	Houston Chronicle	Editorial	10/30/06
Official faulted for ties to nonprofit	Austin American Statesman	Ball, A.	10/28/06
Strayhorn: end Accenture deal	Austin American Statesman	MacLaggan, C.	10/26/06
Call center bothching aid, Strayhorn says	Dallas Morning News	A.P. Wire	10/26/06
Bell may back casino gambling	Dallas Morning News	Jeffers Jr., G.	10/18/06
Investors seem mighty interested in state's child welfare contract	San Antonio Express News	Castillo, J.	10/11/06
State to seek corridor plans from 2 firms	Houston Chronicle	Sallee, R.	09/29/06
Strayhorn: end primaries, revolving door	Austin American Statesman	Embry, J.	09/21/06
Perry camp blasts comptroller deal	Dallas Morning News	A.P. Wire	08/18/06
Value seen in costly Katrina survey	San Antonio Express News	Hughes, P.	08/11/06
Audit: most UT projects over budget	Austin American Statesman	Heinauer, L.	08/10/06
State sheds light on plight of evacuees	Houston Chronicle	Hughes, P.	08/10/06
Boy's family fights state over CHIP 'nightmare'	Austin American Statesman	MacLaggan, C.	07/28/06
Blunders hurt needy children lawmakers told	Houston Chronicle	Hughes, P.	07/27/06
Accenture is sinking, but let's see if it can start swimming	Austin American Statesman	Editorial	07/21/06
Lawyer: firing of Accenture unlikely	Austin American Statesman	MacLaggan, C.	07/18/06
Second thoughts	Houston Chronicle	Editorial	07/17/06
Bell joins welfare screener critics	Houston Chronicle	Robison, C.	07/15/06
Legislators: cancel benefits pack	Austin American Statesman	MacLaggan, C.	07/13/06
State welfare screener draws more fire	Houston Chronicle	Robison, C.	07/13/06
It's the Texas 130 toll road, not the Texas Motor Speedway	Austin American Statesman	Editorial	07/12/06
For state, speedier toll road is money	Austin American Statesman	Wear, B.	07/11/06
Toll road contract approved	Austin American Statesman	Staff	06/30/06
Privatized services stumbling	Dallas Morning News	Garrett, R.	05/28/06
Texas might penalize welfare plan contractor	San Antonio Express News	Garcia, G.	05/26/06
Congressmen attack privatization plan	San Antonio Express News	Garcia, G.	05/25/06
State hopes for savings from new H-P contract	Austin American Statesman	Staff	05/22/06
State has paid \$91 million in troubled contract	San Antonio Express News	Garcia, G.	05/22/06
Drawing the lines	Fort Worth Star-Telegram	Editorial	05/21/06
Strayhorn backs CHIP inquiry	El Paso Times	Chavez, A.	05/11/06
Health and Human Services only giving call centers the CHIPS	San Antonio Express News	Guerra, C.	05/11/06
State tests its readiness with mock hurricane	San Antonio Express News	Zarazua, J.	05/03/06

Appendix C

Legislative Reference Library—News Articles

Program supporter has state contract	Fort Worth Star-Telegram	Lieber, D.	04/14/06
Group targets tax-funded lobbying	Fort Worth Star-Telegram	Moritz, J.	03/31/06
State to seek bids for toll lanes	Fort Worth Star-Telegram	Dickson, G.	03/31/06
Coalition urges ban on taxpayer-funded lobbying	Houston Chronicle	Ratcliffe, R.	03/31/06
State to get bid to build rail project	Austin American Statesman	Wear, B.	03/29/06
Justified stunt	Houston Chronicle	Editorial	03/26/06
Funds for 2nd firm are halted	Dallas Morning News	Hoppe, C.	03/24/06
Bell slams payments to state's outside lobbyists	Houston Chronicle	Ratcliffe, R.	03/24/06
Strayhorn halts payments on lobby contract	Dallas Morning News	Hoppe, C.	03/23/06
State halts payments to firm	Fort Worth Star-Telegram	Dyer, R.	03/23/06
Strayhorn freezes pay for lobby firm	Houston Chronicle	Ratcliffe, R.	03/23/06
Strayhorn stops lobbyist payments	San Antonio Express News	Staff	03/23/06
Small business has big economic role	Lubbock Avalanche Journal	Editorial	03/22/06
Friends in high places	Houston Chronicle	Editorial	03/12/06
Perry backs use of contract lobbyists for Texas	Houston Chronicle	Ratcliffe, R.	03/07/06
Are toll roads really about traffic, or perhaps about big contracts?	Houston Chronicle	Guerra, C.	02/12/06
Usual suspects	Waco Tribune Herald	Editorial	02/01/06
What is Texas getting for its lobbying dollar?	Austin American Statesman	Young, J.	01/30/06
Texas' Washington lobby firm held DeLay fundraiser	Austin American Statesman	Copp, T.	01/27/06
Strayhorn launches audit of lobbying firm	Dallas Morning News	A.P. Wire	01/27/06
State funds for lobbyist face an audit	Houston Chronicle	Ratcliffe, R.	01/27/06
State lobbyist bid fell short	Austin American Statesman	Copp, T.	01/25/06
Democrats push state to cancel lobbying deal	Austin American Statesman	Copp, T.	01/21/06
Democrats criticize state lobby contract	Dallas Morning News	A.P. Wire	01/19/06
Audit: agency let contractor have free rein	San Antonio Express News	Hamilton, T.	01/19/06
State-hired lobbyist linked to Abramoff	Austin American Statesman	A.P. Wire	01/18/06
Lobbyist for state tied to Abramoff	Houston Chronicle	Ratcliffe, R.	01/17/06
State upholds winning bid for driver IDs	Austin American Statesman	MacLaggan, C.	01/05/06
State still confident in its call center plan	Dallas Morning News	Garrett, R.	12/07/05
Canceled tech deal raises alarm in state	Austin American Statesman	MacLaggan, C.	12/02/05
TAKS quiz: a tale of two districts	Houston Chronicle	Casey, A.	11/30/05
State pact for digital driver IDs challenged	Austin American Statesman	Staff	11/04/05
An untested plan	Houston Chronicle	Editorial	10/19/05
Ethics law proposal already on the books	Fort Worth Star-Telegram	Moritz, J.	10/12/05
Auditor: state's savings claims appear way off	Dallas Morning News	A.P. Wire	09/30/05
USDA raps state's rush to privatize social services	San Antonio Express News	Hamilton, T.	08/11/05
Why is Texas rushing to adopt a controversial call center plan?	San Antonio Express News	Guerra, C.	08/11/05
Lottery looking into payment to Nevada firm	Fort Worth Star-Telegram	Moritz, J.	07/16/05
Probation reforms, 18 other measures killed by pen	Austin American Statesman	Ward, M.	06/18/05
Abbott: release all of toll road contract	Austin American Statesman	Wear, B.	06/09/05
Capitol roundup	Austin American Statesman	Staff	05/14/05
UT may bid again to run Los Alamos	Austin American Statesman	Haurwitz, R.	05/13/05

Appendix C
Legislative Reference Library—News Articles

UT to seek Los Alamos lab contract	Dallas Morning News	Hacker, H.	05/13/05
UT to pursue lab contract	Houston Chronicle	Tresaugue, M.	05/13/05
Bill watch	San Antonio Express News	Staff	05/10/05
Bill would require contractors to name ex-state workers	Austin American Statesman	Martinez, M.	04/21/05
Top firms get most highway jobs	Fort Worth Star-Telegram	Dickerson, G.	04/06/05
HHSC leader defends how contract was handled	Houston Chronicle	Ratcliffe, R.	03/23/05
State contracts dispute intensifies	Austin American Statesman	Martinez, M.	03/19/05
State looks into its call center contract	Austin American Statesman	Martinez, M.	03/17/05
Under the dome	Dallas Morning News	Staff	03/17/05
Agency opens probe into bid process, award	San Antonio Express News	Sandberg, L.	03/17/05
Audit to consider huge CHIP bill	San Antonio Express News	Garcia, G.	03/17/05
State gets in fast lane to new toll road system	San Antonio Express News	Driscoll, P.	03/12/05
Texas needs transparency	Austin American Statesman	Eckels, R.	03/08/05
Perry's massive transportation plan may face a bumpy road to fruition	Houston Chronicle	Sallee, R.	03/08/05
Answers in kid-insurance probe have legislators scratching heads	San Antonio Express News	Sandberg, L.	03/04/05
Panel wants to grill ex-official on huge kid-health overpayment	San Antonio Express News	Garcia, G.	02/24/05
Trans Texas Corridor ambitious undertaking for developers	San Antonio Express News	Hendricks, D.	02/03/05
Houston road funds continue on fast track	Houston Chronicle	Wall, L.	01/31/05
State contracts	El Paso Times	Editorial	01/27/05
State urged to buy El Paso	El Paso Times	Scharrer, G.	01/26/05
Capitol roundup	Austin American Statesman	Staff	01/13/05
Union concerned over legislation	Houston Chronicle	Ratcliffe, R.	01/13/05
Officials say the darndest things. But they're untrue	Houston Chronicle	Gibbons, J.	01/10/05
House committee to probe contracts	Houston Chronicle	Ratcliffe, R.	01/04/05
Inquiry finds flaws in ethics laws	Dallas Morning News	A.P. Wire	01/03/05
Jobs, millions go to state agency chief's friends	Houston Chronicle	Ratcliffe, R.	01/03/05
Privatization role reveals ethics gap in state law	Houston Chronicle	Ratcliffe, R.	01/02/05
Perry defends aide's work for road firm	Austin American Statesman	Embry, J.	12/30/04
Perry says his aide didn't influence highway contract	Houston Chronicle	A.P. Wire	12/30/04
Legislator wants new lawyer policy	Fort Worth Star-Telegram	Moritz, J.	12/18/04
Where does road lead?	Waco Tribune Herald	Editorial	12/18/04
Corridor to get private jump-start	Austin American Statesman	Wear, B.	12/17/04
Spanish firm gets corridor project	Dallas Morning News	Hartzel, T.	12/17/04
Firm agrees to build I-35 bypass	Fort Worth Star-Telegram	Dickson, G.	12/17/04
Trans Texas Corridor closer to development	Houston Chronicle	A.P. Wire	12/17/04
State is on road to new highway era	San Antonio Express News	Driscoll, P.	12/17/04
The first step on an 800-mile trip	Dallas Morning News	Hartzel, T.	12/15/04
Vegas firm's hiring at issue	Fort Worth Star-Telegram	Moritz, J.	12/13/04
Dewhurst right to push to open up government	San Antonio Express News	Editorial	12/12/04

Appendix C
Legislative Reference Library—News Articles

Visually impaired	Waco Tribune Herald	Editorial	12/12/04
EDS will pay \$24.5 million to settle Medicaid dispute	Austin American Statesman	Copelin, L.	12/04/04
EDS to refund Medicaid	Dallas Morning News	Yung, K.	12/04/04
Open-government advocates cautiously cheer proposals	Dallas Morning News	Brooks, K.	12/04/04
Lottery shake-up eliminates 33 jobs	Houston Chronicle	Hughes, P.	11/19/04
Flawed contracts prompt changes	Austin American Statesman	Embry, J.	10/12/04
Foster agency problems feared	San Antonio Express News	A.P. Wire	09/12/04
Senate to study effectiveness	Austin American Statesman	Staff	08/26/04
State probes unemployment chief	Houston Chronicle	Robison, C.	08/25/04
Work force agency's director investigated	Houston Chronicle	Staff	08/25/04
Legislators target 'honest cheaters' on state contracts	Austin American Statesman	Copelin, L.	08/13/04
Where did the CHIP buck stop?	San Antonio Express News	Fikac, P.	08/07/04
Lobbyist hired state official's former partner	Houston Chronicle	Ratcliffe, R.	08/05/04
Dewhurst seeks improved outsourcing accountability	Tyler Morning Telegraph	Editorial	07/30/04
Bring accountability into state contracts	Austin American Statesman	Editorial	07/29/04
Dewhurst urges accountability	Austin American Statesman	Staff	07/29/04
Dewhurst targets outsourcing overpayments	Dallas Morning News	Stutz, T.	07/29/04
Dewhurst urges stricter watch on state contractors	Fort Worth Star-Telegram	Moritz, J.	07/29/04
Lawmaker urges inquiry	Austin American Statesman	Staff	07/28/04
Health of new CHIP provider questioned	Dallas Morning News	A.P. Wire	07/28/04
CHIP provider's fiscal health doubted	San Antonio Express News	A.P. Wire	07/28/04
Lawmaker doubts insurer can handle state contract	Houston Chronicle	Robison, C.	07/27/04
State's mishandling of contracts hurting Texas taxpayers	Austin American Statesman	Editorial	07/25/04
State's contracting process is costly mess	Corpus Christi Caller Times	Meighan, T.	07/24/04
Contractor refutes auditor's review of children's program	Houston Chronicle	A.P. Wire	07/22/04
Contractor disputes CHIP overpayment	Austin American Statesman	Copelin, L.	07/21/04
Contract problems plague state agencies	Austin American Statesman	Copelin, L.	07/20/04
Questions arise over coziness of state contract	Austin American Statesman	Hughes, P.	07/20/04
Insurer denies overpayments	Dallas Morning News	Garrett, R.	07/20/04
Human services problems show need for better state contracts	Austin American Statesman	Editorial	07/18/04
Incompetence, fraud trouble state agencies	Corpus Christi Caller Times	Meighan, T.	07/17/04
Committees eye lottery deal contract	McAllen Monitor	Walzer, A.	07/15/04
Strayhorn seeks probe of CHIP program's funding	Corpus Christi Caller Times	Editorial	07/14/04
Nauseating	Fort Worth Star-Telegram	Editorial	07/14/04
Oversight of CHIP called lax	Dallas Morning News	Garrett, R.	07/10/04
Auditor: State overpaid insurer	Austin American Statesman	Copelin, L.	07/09/04
Auditor says CHIP overpaid for care	Dallas Morning News	Garrett, R.	07/09/04
Audit faults handling of money for CHIP	Fort Worth Star-Telegram	Staff	07/09/04
Report blasts CHIP for payments worth \$20 million to firm	Houston Chronicle	Hughes, P.	07/09/04

Appendix C
Legislative Reference Library—News Articles

Spending ills on health seen	San Antonio Express News	Garcia, G.	07/09/04
Budget-slashing takes toll on CHIP	Corpus Christi Caller Times	Editorial	07/06/04
Critics unified on toll roads	San Antonio Express News	Selby, W.	07/04/04
Amid inquiry, ERCOT selects a new chief	Austin American Statesman	Grisales, C.	07/01/04
One tough grandma, one tough fight	Houston Chronicle	Robison, C.	06/27/04
Deal makes Pepsi No. 1 at UTEP	El Paso Times	Hunt, D.	06/26/04
State contract with Vegas firm draws more scrutiny	Fort Worth Star-Telegram	Moritz, J.	06/26/04
Gambling prohibition	Valley Morning Star	Editorial	06/17/04
ERCOT sets up investigative panel	Fort Worth Star-Telegram	Dyer, R.	06/16/04
Power grid council holds secret session	Houston Chronicle	Elliott, J.	06/16/04
Rolling the dice	Fort Worth Star-Telegram	Editorial	06/04/04
Texas wooing tardy firm	San Antonio Express News		06/04/04
Lottery deal with Nevada law firm draws scrutiny	McAllen Monitor	Walzer, A.	06/03/04
Lottery officials grilled about pay to law firm	Austin American Statesman	Herman, K.	06/02/04
Panel questions contract with Las Vegas law firm	Fort Worth Star-Telegram	Moritz, J.	06/02/04
Slots of misgivings	Houston Chronicle	Editorial	06/02/04
Hiring of legislator's friend for lottery advice causes stir	Houston Chronicle	Ratcliffe, R.	06/02/04
Not quite life in the fast lane	Dallas Morning News	Hartzel, T.	05/24/04
Perry was right to cancel lobbying outfit's contract	Corpus Christi Caller Times	Editorial	04/03/04
Janitors at state building are jailed	San Antonio Express News	Fikac, P.	02/12/04
Part of firm's bid on state contract can stay private	Dallas Morning News	Garrett, R.	11/22/03
Senate panel to study leasing state lands, water	Dallas Morning News	Staff	11/13/03
State handing out health and human services contracts	Dallas Morning News	Garrett, R.	10/30/03
TxDot lawsuit alleges PPI received improper payments	Abilene Reporter-News	Lloyd, J.	08/23/03
State to strip PPI of CHIP duties	Abilene Reporter-News	Lloyd, J.	07/03/03
Company expanding hold on state contracts	Austin American Statesman	Elder Jr., R.	05/31/03
Bill could aid S.A. plant in lottery bid	San Antonio Express News	Staff	05/29/03
TxDOT releases audit of STAGE	Abilene Reporter-News	Lloyd, J.	04/16/03
TxDOT cuts ties to health program	Abilene Reporter-News	Lloyd, J.	04/12/03
Raymond files prescription bill	Laredo Morning Times	Cortez, T.	03/05/03
TSU board of regents awards contract for university bookstore	San Angelo Standard Times	Staff	03/03/03
ACS beats rival to Medicaid pact	Dallas Morning News	Harrison, C.	11/23/02
ACS tentatively given state Medicaid contract	Fort Worth Star-Telegram	Staff	11/23/02
Perry got \$30,000 days before firms got job	Dallas Morning News	Staff	08/31/02
Minority contracts short of goal	San Antonio Express News	Richter, B.	08/24/02
Combs' campaign treasurer also a lobbyist	Dallas Morning News	Rodriguez, B.	08/10/02
Sources: Contractor overcharged state	Austin American Statesman	Copelin, L.	07/13/02
Better pay could take toll on roads	Austin American Statesman	Susswein, G.	06/22/02
Judge enjoins lottery from using rule in scoring bids	Dallas Morning News	Kuempel, G.	06/05/02
Senators advised of border's low wages	Austin American Statesman	A.P. Wire	03/19/02

Appendix C

Legislative Reference Library—News Articles

Activists urge better border pay	San Antonio Express News	Richter, B.	03/19/02
Lottery to amend contract rules	Dallas Morning News	A.P. Wire	02/13/02
Lottery panel changing contract criteria	Fort Worth Star-Telegram	Staff	02/13/02
Should 'pillow talk' concern would-be TxDOT suitors?	San Antonio Express News	Stinson, R.	01/27/02
More minority firms get lottery contracts	Houston Chronicle	Staff	01/26/02
Perry disputes report linking cash, contracts	Dallas Morning News	Staff	10/25/01
Texas legislative redistricting map intentionally discriminates, court is told	Corpus Christi Caller Times	Wire Reports	10/18/01
Caucus to monitor 19 state agencies	San Antonio Express News	Staff	10/18/01
Causeway to reopen by Dec. 23	Valley Morning Star	Taylor, S.	09/27/01
Entities buy in bulk for savings	Fort Worth Star-Telegram	Mahlburg, B.	09/11/01
Auditor: Minority business rules going unheeded	Austin American Statesman	Susswein, G.	09/08/01
New law helps state firms bid	San Antonio Express News	Nowlin, S.	06/19/01
Bill to bar governments from leasing space languishes	Abilene Reporter-News	Reed, J.	05/04/01
Texas among few states that embrace 'charitable choice'	Fort Worth Star-Telegram	Meckler, L.	03/20/01
Lottery printer files \$2.1 million suit against state	Austin American Statesman	Elizondo Jr., J.	02/08/01
State can't be sued over contracts, court says	Austin American Statesman	Hight, B.	02/02/01
Legal quirk lets board avoid bidding process	Houston Chronicle	Berger, E.	06/15/00
AG gives approval for center at Kelly	San Antonio Express News	Gold, R.	03/22/00
Child support fee center to be rebid	San Antonio Express News	Gold, R.	03/08/00
Kelly focus of bid flap	San Antonio Express News	Gold, R.	03/03/00
Cornyn to review bidding process	San Antonio Express News	Gold, R.	02/29/00
Bidding flaw may have cost S.A. jobs	San Antonio Express News	Gold, R.	02/27/00
Agencies recruit minority bidders	El Paso Times	Gilot, L.	02/24/00
UT System's expansion drive creates vendor opportunities	Austin American Statesman	Nabers, M.	02/16/00
Groups blast official for fund-raising plan	Fort Worth Star-Telegram	Staff	01/27/00
Paying for e-Texas efficiency project with donations encounters criticism	Houston Chronicle	A.P. Wire	01/27/00
Tech makes changes	Lubbock Avalanche Journal	Editorial	12/21/99
Texas halts purchasing program	San Antonio Express News	Staff	12/12/99
Company product pulled off state list	Austin American Statesman	Brooks, A.	12/11/99
Firm loses right to get postage-meter pact without competing for it	Dallas Morning News	Kuempel, G.	12/11/99
State prisons' contract for VitaPro ruled invalid	Austin American Statesman	Herman, D.	12/10/99
Supreme Court rules that prison food contract is invalid	Fort Worth Star-Telegram	Staff	12/10/99
State wins battle over prison food	Houston Chronicle	Gonzalez, J.	12/10/99
Court rules Texas free of soybean-based VitaPro	San Antonio Express News	A.P. Wire	12/10/99
Public safety agency is big local buyer	Austin American Statesman	Nabers, M.	11/03/99
Firm with Bush ties didn't fit deal rules	Fort Worth Star-Telegram	Dyer, R.	09/17/99
AT&T wins 5-year state contract	Austin American Statesman	Hight, B.	08/31/99

Appendix C
Legislative Reference Library—News Articles

UTMB signs contract for computer support	Houston Chronicle	Moran, K.	08/18/99
Texas firm to protest lottery contract again	Austin American Statesman	A.P. Wire	08/14/99
Lottery contract criticized	San Antonio Express News	Nowlin, S.	08/13/99
Georgia firm gets lottery deal	Austin American Statesman	Staff	08/11/99
Georgia firm gets scratch-off pact	San Antonio Express News	A.P. Wire	08/11/99
Product preference measure struggles	Valley Morning Star	Dailey, R.	04/15/99
Helping minority businesses	El Paso Times	Editorial	03/15/99
S.A. firm to protest lottery contract loss	San Antonio Express News	Poling, T.	03/06/99
Officials recommend letting company resubmit permit for plant	Fort Worth Star-Telegram	Campbell, L.	02/20/99
Grand jury considers prison fence purchase	Austin American Statesman	Tanamachi, C.	12/30/98
Tobacco fee deal shows need for future contingency action	Tyler Morning Telegraph	Editorial	12/13/98
Bill would strip AG's authority on contingency fee contracts	Dallas Morning News	A.P. Wire	12/10/98
State spends billions a year on varied goods, services	Austin American Statesman	Nabers, M.	11/18/98
Lottery operator wants profit kept private	Austin American Statesman	Herman, K.	08/21/98
Lottery panel member won't seek reappointment	Dallas Morning News		08/21/98
Maximum-security prison gets OK	Amarillo Daily News	Robbins, M.	08/15/98
Prisons say megacontracts can save Texas money, time	Austin American Statesman	Ward, M.	08/15/98
Oxymorons and politics	Austin American Statesman	Editorial	08/08/98
Millions lost in Medicaid reimbursement, suit says	Austin American Statesman	A.P. Wire	06/22/98
Sharp says he did not use office to aid friends	Fort Worth Star-Telegram	Sanchez, C.	05/13/98
New contracts for jails could save \$21 million	San Antonio Express News	Flores, M.	05/12/98
UT wants to reverse minority decline	Amarillo Daily News	Williams, L.	04/18/98
Former prison chief pleads not guilty	Austin American Statesman	A.P. Wire	04/15/98
State cancels project amid flooding fears	Austin American Statesman	Greenberger, S.	04/15/98
Ex-prison system chief pleads not guilty to bribery, fraud charges	Houston Chronicle	Turner, A.	04/14/98
Lottery officials give up bid to renegotiate Gtech contract	Houston Chronicle	A.P. Wire	04/11/98
Former TDJC chief indicted in VitaPro deal	Houston Chronicle	Walt, K.	03/31/98
Groups question choice for child-support study	Dallas Morning News	Hoppe, C.	03/25/98
Prison ex-chief files bankruptcy	Austin American Statesman	Ward, M.	03/19/98
\$353,000 spent to rebid lottery job, records show	Dallas Morning News	Kuempel, G.	03/14/98
State education board considers rule on campaign contributions	Amarillo Globe-News	Robbins, M.	03/06/98
Education board tentatively adopt disclosure rule	Austin American Statesman	Brooks, A.	03/06/98
Education bid policy tightened	Dallas Morning News	Stutz, T.	03/06/98
New board of education rules target contractor donations	Houston Chronicle	Walt, K.	03/06/98
Education board may change rules on contributions	Amarillo Globe-News	Robbins, M.	03/03/98
Gtech to sell off welfare card unit	Austin American Statesman	Herman, K.	02/28/98
Lone Star Card firm to sell out	Houston Chronicle	Walt, K.	02/28/98

Appendix C
Legislative Reference Library—News Articles

GTECH is selling its contract to operate state welfare cards	San Antonio Express News	Elizondo, J.	02/28/98
With contract secure, Gtech drops lottery suit	Austin American Statesman	Herman, K.	02/27/98
Lottery panel moves closer to Gtech negotiations	Austin American Statesman	Herman, K.	02/24/98
Lottery panel wants better Gtech deal	Houston Chronicle	Ratcliffe, R.	02/24/98
Lottery commissioner Hill says search for new contractor ended too quickly	San Antonio Express News	Elizondo, J.	02/24/98
Contract for TYC site hits minor snag	Waco Tribune Herald	Witherspoon, T.	02/21/98
Lottery Commission dumps new suitors, embraces Gtech	Austin American Statesman	Herman, K.	02/20/98
Lottery panel opts to stay with Gtech	Dallas Morning News	Kuempel, G.	02/20/98
Gtech retains lottery	Fort Worth Star-Telegram	Moritz, J.	02/20/98
Operator of lottery keeps job	Houston Chronicle	Robison, C.	02/20/98
Lottery sticks with GTECH	San Antonio Express News	Elizondo, J.	02/20/98
Report on lottery bids not ready yet	Austin American Statesman	Staff	02/19/98
Lottery officials mum on status of contract bids	Dallas Morning News		02/19/98
Review team to present 2 firms' bids for computerized lottery games today	Austin American Statesman	Herman, K.	02/18/98
Judge weighs contractor's lottery lawsuit	San Antonio Express News		02/07/98
State signs contracts with investment firms	Amarillo Globe-News	Robbins, M.	02/03/98
State contract gives Spur prison lift after Montana pullout	Lubbock Avalanche Journal	Parker, G.	01/22/98
Board won't reopen bidding on management of school fund	Dallas Morning News	Stutz, T.	01/17/98
Education funds vote far from unanimous	Fort Worth Star-Telegram	Sanchez, C.	01/17/98
Private firms to begin handling \$2.5billion of school trust fund	Houston Chronicle		01/17/98
State board OKs school fund contracts	Lubbock Avalanche Journal	Robbins, M.	01/17/98
Board member loses his fight against money managers	San Antonio Express News	Hoholik, S.	01/17/98
Education board to tighten rules on campaign donations	Amarillo Globe-News	Robbins, M.	01/16/98
Ed board donation rules proposed	Austin American Statesman	Rodriguez, R.	01/16/98
Contract choice splits state board	Dallas Morning News	Stutz, T.	01/16/98
Impropriety alleged on school fund contracts	Fort Worth Star-Telegram	Sanchez, C.	01/16/98
Lone Star Card program may broaden	Austin American Statesman	Elizondo Jr., J.	01/15/98
State withdraws offer on Lone Star Card	Houston Chronicle	Hughes, P.	01/15/98
Texas lottery wants Gtech lawsuit tossed	Dallas Morning News		01/14/98
No violations found in private contracts of education board	Austin American Statesman	Brooks, A.	01/10/98
Welfare case drop hits state manager	Austin American Statesman	Herman, K.	01/09/98
Lone Star card company unhappy	Houston Chronicle	Hughes, P.	01/08/98
GSD&M to keep lotto ad contract	Austin American Statesman	Herman, K.	01/06/98
Texas lottery extends ad contract for year	Dallas Morning News		01/06/98
Evidence sought on book fund	San Antonio Express News	Hoholik, S.	12/19/97

Appendix C

Legislative Reference Library—News Articles

Unethical conduct?	Austin American Statesman	Editorial	12/18/97
Lanier's the man	Austin American Statesman	Editorial	12/15/97
Business outreach program imperiled	Austin American Statesman	Brooks, A.	12/14/97
Planning ahead	El Paso Times		12/12/97
Bullock names Bivins, Lanier to new committee	Amarillo Globe-News	Robbins, M.	12/11/97
Lanier to lead state affirmative action panel	Austin American Statesman	Brooks, A.	12/11/97
Bullock orders racial study	El Paso Times	Scharrer, G.	12/11/97
Texas Lottery may consider new ad agency	Austin American Statesman	Herman, K.	12/09/97
Money, politics & education	Beaumont Enterprise	Bradley, D.	12/07/97
Lottery contract	Dallas Morning News		12/03/97
3 firms bid for lottery	Austin American Statesman	Ward, M.	12/02/97
Privatization problems	Austin American Statesman	Editorial	12/02/97
Board squabbles demean purpose	Beaumont Enterprise		12/02/97
Two companies submit proposals to operate lottery	Dallas Morning News	Kuempel, G.	12/02/97
Gtech refuses to make rebid for lottery pact	Houston Chronicle	Hughes, P.	12/02/97
Offutt's remedy extreme to fix ed board problem	San Antonio Express News		12/02/97
GTECH won't bid for lottery, alleges rigging	Austin American Statesman	Herman, K.	11/30/97
Gtech says it won't make new bid to regain lottery contract	Dallas Morning News	Kuempel, G.	11/30/97
Gtech won't bid again for lottery job	Fort Worth Star-Telegram		11/30/97
Star-crossed	Houston Chronicle		11/30/97
A stick in education's eye	Austin American Statesman	Editorial	11/29/97
Link to firms appears as conflict of interest	San Antonio Express News		11/28/97
Offutt seeks Christie's resignation	Amarillo Globe-News	Robbins, M.	11/27/97
Education board fight grows	Austin American Statesman	Fikac, P.	11/27/97
Education board member asks Bush to replace chairman	Dallas Morning News	Stutz, T.	11/27/97
Lottery cites immunity in Gtech suit	Houston Chronicle	Elizondo, J.	11/27/97
Ouster of board leader pursued	San Antonio Express News	Hoholik, S.	11/27/97
Education board chair cancels meeting	Austin American Statesman	Brooks, A.	11/26/97
School fund contracts put on hold	Dallas Morning News	Stutz, T.	11/26/97
Six bidders contributed to war chests	Houston Chronicle	Walt, K.	11/26/97
Hasie faces donatins accusation	Lubbock Avalanche Journal	Robbins, M.	11/26/97
Donations to board member stir up school trust fund flap	San Antonio Express News		11/26/97
Lone Star troubles	Corpus Christi Caller Times		11/25/97
Food stamps, welfare intact despite dispute	Austin American Statesman	Ward, M.	11/22/97
Welfare card's success is firm's loss	Houston Chronicle	Hughes, P.	11/22/97
Flap threatens Lone Star Card	Houston Chronicle	Hughes, P.	11/21/97
Letters reveal feud of GTECH, ex-lottery chief	Austin American Statesman	Herman, K.	11/11/97
Gtech takes aim at state's former lottery director in new lawsuit	Dallas Morning News	Kuempel, G.	11/09/97
GTECH takes lottery panel into Travis court	San Antonio Express News		11/09/97
Contracts put on hold after flaws revealed	Amarillo Globe-News	Robbins, M.	11/08/97

Appendix C
Legislative Reference Library—News Articles

Lottery operator sues commission to keep contract	Austin American Statesman	Gamino, D.	11/08/97
Gtech files suit to prevent new bids on lottery contract	Dallas Morning News	Kuempel, G.	11/08/97
Board studies selection process	Fort Worth Star-Telegram	Melendez, M.	11/08/97
State delays investment contracts, looks into possible snafu	Houston Chronicle	Walt, K.	11/08/97
Texas lags in business to women, minorities	Fort Worth Star-Telegram		11/05/97
Minority firms see less state cash	Austin American Statesman	Brooks, A.	11/04/97
Lottery's executive director dismissed	Austin American Statesman	Eskenazi, S.	10/30/97
Lottery boss gets pink slip after 4 months	San Antonio Express News	Foy, N.	10/30/97
Down on its luck? Lottery encounters sluggish sales, more internal turmoil	Fort Worth Star-Telegram	Moritz, J.	10/29/97
Gtech lobbyist's link to candidate questioned	Houston Chronicle	Ratcliffe, R.	10/29/97
VitaPro maker hires ex-prison chief again	Austin American Statesman	Ward, M.	10/26/97
Lips sealed on lottery chief's future	Dallas Morning News	Kuempel, G.	10/23/97
VitaPro dispute must go to trial, court rules	Houston Chronicle	Walt, K.	10/23/97
VitaPro contract must go to trial, state court says	Austin American Statesman	Ward, M.	10/22/97
Appeals court backs VitaPro against state	Dallas Morning News		10/22/97
6 groups seeking RAHC role	Valley Morning Star	Dailey, R.	10/03/97
Agency clips ties to consultant	Fort Worth Star-Telegram	Vaughn, C.	09/22/97
Rival takes issue with AG over end of child-support tracking contract	Dallas Morning News		09/04/97
Highway contracts criteria questioned	Fort Worth Star-Telegram	Sanchez, C.	09/04/97
Planned ads linking lottery, education money halted	Austin American Statesman	Herman, K.	09/03/97
Lottery dealings faulted	Dallas Morning News	Kuempel, G.	09/01/97
GTECH takes aim at lottery director	Austin American Statesman	Herman, K.	08/27/97
Lottery hires accountants to examine Gtech expenses	Dallas Morning News		08/27/97
Lottery officials hire Gtech audit	Houston Chronicle		08/27/97
GTECH moves to keep lottery	Austin American Statesman	Herman, K.	08/26/97
Lottery reportedly asks Gtech exec to leave	Dallas Morning News	Kuempel, G.	08/26/97
Trust	Houston Chronicle		08/22/97
Corporate ideas fuel remake of welfare	Austin American Statesman	Gamboa, S.	08/21/97
Criminal Justice board member quits to avoid conflict	Austin American Statesman	Brown, C.	08/21/97
Insurer quits prison board to avoid interest conflict	Dallas Morning News		08/20/97
TDCJ board member quits	Houston Chronicle		08/20/97
Lottery suit threatened	Houston Chronicle		08/20/97
Firm that runs lottery files protest	Austin American Statesman	Herman, K.	08/19/97
Vendor protests lottery commission bids	Dallas Morning News	Kuempel, G.	08/19/97
Critics raise roof questions	Fort Worth Star-Telegram	Vaughn, C.	08/17/97
Splitting lottery contract proposed	Austin American Statesman	Kay, M.	08/13/97
Lottery considering dual-vendor system for online games	Dallas Morning News	Kuempel, G.	08/13/97
Lottery panel seeks offers from contractors to run state games	Fort Worth Star-Telegram		08/13/97

Appendix C

Legislative Reference Library—News Articles

State begins bid process for new lottery contract	Houston Chronicle	Ratcliffe, R.	08/13/97
Only fair that 'little guys' in testing program be paid	Houston Chronicle	Coleman, G.	08/07/97
Family offers new powdered food to Texas prisons	Dallas Morning News		08/01/97
Deja VitaPro: prisons rebuff new powdered food	Austin American Statesman	Ward, M.	07/31/97
VitaPro deja vu? Sales pitch to Texas prison officials sounds familiar	San Antonio Express News		07/31/97
VitaPro grand jury to quiz ex-mayor	Austin American Statesman	Staff	07/26/97
Fed grand jury dishes up probe of prison meat substitute pact	San Antonio Express News		07/26/97
U.S. panel probes prison's VitaPro deal	Houston Chronicle	Tedford, D.	07/25/97
Broken emissions-testing contract costs state \$140 million	Houston Chronicle	Robison, C.	07/24/97
Legislator says state should pay auto emissions operators	Houston Chronicle	Robison, C.	07/18/97
Many say deal has a foul air	Houston Chronicle	Robison, C.	07/17/97
Barnes, partner to get \$23 million in Gtech buyout	Dallas Morning News	Kuempel, G.	06/19/97
Gtech's cost for buyout: \$23 million	Houston Chronicle	Hughes, P.	06/19/97
Gtech and Barnes agreement is public data, Morales says	Fort Worth Star-Telegram		06/18/97
State of irony	Austin American Statesman		06/17/97
Lottery message	Corpus Christi Caller Times		06/15/97
Cleaning up	Fort Worth Star-Telegram		06/13/97
Emissions deal seeks cleanup funding	Fort Worth Star-Telegram	Baker, A.	06/12/97
Lottery Commission picks new leadership	Houston Chronicle	Ratcliffe, R.	06/10/97
Searching for answers behind Texas lottery	Houston Chronicle	Gibbons, J.	06/09/97
Prosecutor defends reference to Barnes	Austin American Statesman	Harlan, C.	06/07/97
Lottery contract	Dallas Morning News		05/30/97
State reaches settlement with auto emissions testing company	Fort Worth Star-Telegram	Baker, A.	05/24/97
Senate OKs welfare measure seeking more accountability	Houston Chronicle	Hughes, P.	05/21/97
A&M takes privatization slowly	Bryan Eagle	Kirsch, J.	05/18/97
Problems reported in privatizing welfare	Dallas Morning News	Rodrigue, G.	05/17/97
Proposal would open state contractors' records to public	Amarillo Globe-News	Robbins, M.	05/08/97
Records law could apply to companies	Lubbock Avalanche Journal	Robbins, M.	05/06/97
Yes, it is your business	Waco Tribune Herald		05/04/97
State investigators board executive director fired	Fort Worth Star-Telegram	Moritz, J.	04/30/97
Director of private investigators board fired	Austin American Statesman	Gamboa, S.	04/29/97
Private contracts	Houston Chronicle		04/29/97
Keep government open	Austin American Statesman		04/27/97
Senate gets disclosure bill	Amarillo Globe-News	Robbins, M.	04/26/97
Bill would open records of governmental contracts	Austin American Statesman	Gamboa, S.	04/26/97
Panel OKs bill that would open contract records	Houston Chronicle		04/25/97
State to appeal order to pay \$230 million	Austin American Statesman	Scheibal, S.	04/22/97

Appendix C
Legislative Reference Library—News Articles

\$168.6 million judgement entered in state's default	Houston Chronicle	Makeig, J.	04/22/97
State told to pay firm \$200 million after halting tests	San Antonio Express News		04/22/97
Ads seek to block welfare privatization	Houston Chronicle	Hughes, P.	04/15/97
Fired lottery chief sues Gtech; company says action unjustified	Dallas Morning News	Kuempel, G.	04/11/97
Linares sues Gtech claiming firm caused her to be fired	Houston Chronicle	Ratcliffe, R.	04/11/97
State's costly switcheroo	Austin American Statesman		04/09/97
Legislature, agency seek to improve caregiver monitoring	Fort Worth Star-Telegram	Campbell, L.	04/07/97
Emissions firm wins suit against state	Dallas Morning News	Oppel, R.	04/06/97
Emissions case costs Texas \$160 million	Austin American Statesman	Scheibal, S.	04/05/97
Lottery panel seeking bids for consultant	Dallas Morning News	Kuempel, G.	04/05/97
Tejas wins car testing lawsuit	Fort Worth Star-Telegram	Root, J.	04/05/97
Judge: State owes company \$137 million	Houston Chronicle	Feldstein, D.	04/05/97
Lottery leader, Gtech differ on effect of rebidding contract	Dallas Morning News		04/03/97
Lottery commission wants bidding advisor	San Antonio Express News		04/03/97

Legislative Studies re Procurement and Contracting

House State Affairs, 83rd R.S. (2014)
Charge – *State Agency Contracting*

Senate Government Organization, 82nd R.S. (2012)
Charge – *Procurement and State Contracting*

House State Affairs, 82nd R.S. (2012)
Charge – *Procurement and State Contracting*

House Government Efficiency and Accountability, Select, 81st R.S. (2010)
Charge – *State purchasing/procurement*

Senate Economic Development, 81st R.S. (2010)
Charge – *Small business, including state policies aimed to assist small business and minority-owned business persons with procurement of state contracts.*

House Government Reform, 80th R.S. (2007)
Charge – *State contracts with pharmacy benefit managers*

Senate Veteran Affairs and Military Installations, 80th R.S. (2007)
Charge – *Veteran hiring and procurement practices*

House General Investigating & Ethics and House Public Education (joint charge), 79th R.S. (2006)
Charge – *Attempts by school district officials to skirt competitive bidding requirements with respect to facility renovation and construction contracts*

House Appropriations, 79th R.S. (2006)
Charge – *Technology procurement and Texas Online*

Senate Finance Subcommittee on State Contracting Practices, 78th R.S. (2004)
Charge – *State Contracting*

House Appropriations, 78th R.S. (2004)
Charge – *Use of contracts by state agencies and institutions for professional services, consulting, construction, major information systems, etc.*

Senate Business and Commerce Subcommittee on Prevailing Wage Rates, 77th R.S. (2001)
Charge – *Prevailing wage rate differences in state procurement contracts*

House General Investigating, 76th R.S. (1999)
Charge – *Process by which disabled workers are afforded priority in certain state procurements*

Appendix C
Legislative Studies

Joint General Investigating Committee on State Contracting, 74th R.S. (1996)
Charge – *State Contracting*

House Appropriations, 73rd R.S. (1993)
Charge – *Study possible improvements in the state's system for the procurement of goods and services. Consider the procurement study recently completed by the General Services Commission and the Comptroller of Public Accounts.*

Appendix C
State Auditor's Office Reports

State Auditor's Office Reports

IT Cooperative Contracts Program at the Department of Information Resources (October 2011)

Contract Management at the Department of Motor Vehicles (July 2012)

Selected Contracts at the Department of Public Safety (June 2013)

Selected Contracts at the Texas Education Agency (July 2013)

Selected Contracts at the Department of Transportation (July 2013)

IT Cooperative Contracts Program at the Department of Information Resources (October 2013)

IT Cooperative Contracts at the Commission on Environmental Quality (December 2013)

IT Cooperative Contracts at the Health and Human Services Commission (December 2013)

A Report on Analysis of Quality Assurance Team Projects (February 2014)

CSCOPE Contract at Education Service Centers (June 2014)

Selected Contracts at the Health and Human Services Commission (June 2014)

LatinWorks Marketing Contract at the Texas Lottery Commission (June 2014)

Selected Contracts at the Parks and Wildlife Department (September 2014)

Texas Enterprise Fund at the Office of the Governor (September 2014)

Selected Contracts at the Texas Facilities Commission (September 2014)

HealthSelect Contract at the Employees Retirement System (November 2014)

Selected Major Agreements Under the Texas Economic Development Act (November 2014)

Delegation of Authority to State Entities to Contract for External Audit Services (December 2014)

Summary of Statutory Authority

Texas Government Code (Sections 2054.008, 2166.2551, 2254.006, and 2254.0301) requires all state agencies and institutions of higher education to report to the Legislative Budget Board (LBB) information regarding any professional services, construction or consulting contract that totals \$14,000 or more, or a major information systems contract that totals \$100,000 or more. The requirement also covers any amendments, modifications, renewals, and extensions for specified contracts. Agencies are required to submit the pertinent information to the LBB no later than 10 days after entering into the contract.

Article IX, Section 7.04 of the 2014–15 General Appropriations Act requires that all agencies and institutions of higher education report to the Legislative Budget Board the following:

- any contract, agreement, purchase order, interagency contract, interlocal agreement, or other written expression of terms of agreement or an amendment, modification, renewal, or extension of such for the purchase or sale of goods or services that was entered into or paid for, either in whole or in part, by state agency or institution of higher education during a fiscal year, which has a value of more than \$500,000; or
- a series of contracts, agreements, purchase orders, interagency contracts, interlocal agreements, or other written expressions of terms of agreement, or amendments, modifications, renewals, or extensions of such for the purchase or sale of goods or services that was entered into or paid for, either in whole or in part, by a state agency or institution of higher education during a fiscal year which together total in value an amount greater than \$500,000 and involving both:
 - a single entity or individual; and
 - a state agency or institution of higher education.

Appendix C
 Legislative Budget Board—Top Contracts

Summary of Contracts for Fiscal Year 2013

**TABLE 1
 TOP 10 AGENCIES WITH
 LARGEST DOLLAR VALUE OF CONTRACTS**

AGENCY	DOLLAR VALUE OF CONTRACTS REPORTED
The University of Texas System Administration	\$1,950,826,866
Department of Criminal Justice	\$1,874,364,516
University of Houston	\$1,596,269,992
Texas Lottery Commission	\$1,318,336,821
Family and Protective Services, Department of	\$1,109,419,062
Texas A&M University System Administrative and General Offices	\$935,238,715
The University of Texas M.D. Anderson Cancer Center	\$766,818,544
Central Education Agency	\$621,103,063
Assistive and Rehabilitative Services, Department of	\$607,700,466
The University of Texas Southwestern Medical Center	\$556,726,404
TOTAL	\$11,336,804,449

**TABLE 2
 TOP 10 AGENCIES WITH
 LARGEST NUMBER OF CONTRACTS**

AGENCY	NUMBER OF CONTRACTS REPORTED
Department of Transportation	59,405
Health and Human Services Commission	3,383
State Health Services, Department of	2,691
Aging and Disability Services, Department of	2,063
The University of Texas at Austin	1,642
Commission on Environmental Quality	1,320
Assistive and Rehabilitative Services, Department of	851
Family and Protective Services, Department of	625
The University of Texas Southwestern Medical Center	468
University of Houston	391
TOTAL	72,839

Appendix C
 Legislative Budget Board—Top Contracts

Summary of Contracts for Fiscal Year 2013

TABLE 3
 TOP 10 LARGEST CONTRACTS

CONTRACTOR	AGENCY	DOLLAR VALUE OF CONTRACTS
TEXAS STERLING CONSTRUCTION CO.	Department of Transportation	\$1,621,363,837
SEMA CONSTRUCTION, INC.	Department of Transportation	\$1,614,025,873
ED BELL CONSTRUCTION COMPANY	Department of Transportation	\$1,596,505,460
Ballenger Construction Company	Department of Transportation	\$1,522,855,815
THE LANE CONSTRUCTION CORPORATION	Department of Transportation	\$1,323,312,601
BANKERS RESERVE LIFE INSURANCE CO OF WI	Health and Human Services Commission	\$1,306,569,843
SAFECO INSURANCE COMPANIES	Department of Transportation	\$1,229,325,276
Balfour Beatty Infrastructure, Inc.	Department of Transportation	\$1,101,172,547
HAYDON BUILDING CORP.	Department of Transportation	\$1,087,253,846
LIBERTY MUTUAL INSURANCE COMPANY	Department of Transportation	\$1,086,510,635
TOTAL		\$13,488,895,733

**Appendix D
Department of Information Resources—List of Security Plans Received**

Agency Number	Agency Name	Alternate Format
212	Court Administration, Office of	
301	Office of the Governor	
302	Attorney General, Office of the	
302.1	Attorney General, Office of the Child Support Division	
303	Texas Facilities Commission	
304	Comptroller of Public Accounts, State	✓
305	General Land Office	
306	Library and Archives Commission	
307	Secretary of State	
312	Securities Board	
313	Information Resources, Dept. of (Agency)	
313.1	Information Resources, Dept. of (Data Center)	
320	Texas Workforce Commission	
323	Teacher Retirement System	
326	Texas Emergency Services Retirement System	
327	Employees Retirement System of Texas	✓
329	Real Estate Commission	
332	Housing and Community Affairs, Dept. of	
338	Pension Review Board, State	✓
347	Public Finance Authority	
352	Bond Review Board	
356	Ethics Commission	
360	State Office of Administrative Hearings	
362	Texas Lottery Commission	
364	Health Professions Council	
405	Public Safety, Department of	
411	Fire Protection, Commission on	
450	Texas Department of Savings and Mortgage Lending	
451	Banking, State Department of	
452	Licensing and Regulation, Dept. of	
454	Insurance, Department of	
455	Railroad Commission	
457	Public Accountancy, State Board of	
458	Alcoholic Beverage Commission	

Appendix D
Department of Information Resources—List of Security Plans Received

459	Architectural Examiners, Board of	
460	Professional Engineers, Texas Board of	
466	Consumer Credit Commissioner, Office of	
469	Credit Union Department	
473	Public Utility Commission of Texas	
475	Public Utility Counsel, Office of	
476	Racing Commission	
477	Commission on State Emergency Communication	
479	Office of Risk Management, State	
481	Texas Board of Geoscientists	
503	Texas Medical Board	
504	Board of Dental Examiners	
506	University of Texas MD Anderson Cancer Center	✓
507	Texas Board of Nursing	
508	Chiropractic Examiners, Board of	
512	Podiatric Medical Examiners, State Board of	
513	Funeral Service Commission	
514	Optometry Board	
515	Pharmacy, Board of	
520	Psychologists, Board of Examiners of	
529	State Agency	
530	Department of Family and Protective Services	
533	Physical and Occupational Therapy Examiners, Executive Council of	
537	Department of State Health Services	
538	Department of Assistive and Rehabilitative Services	
539	Department of Aging and Disability Services	
551	Agriculture, Department of	
554	Animal Health Commission	
555	Texas Cooperative to Texas Agrilife Extension Service	
556	Texas AgriLife Research (A&M)	
557	Veterinary Medical Diagnostic Lab., Tx (A&M)	
576	Texas Forest Service (A&M)	
578	Veterinary Medical Examiners	
580	Water Development Board	
582	Texas Commission on Environmental Quality	
592	Soil & Water Conservation Board	

Appendix D
Department of Information Resources—List of Security Plans Received

601	Transportation, Department of	
608	Department of Motor Vehicles	
644	Texas Juvenile Justice Department	
696	Criminal Justice, Department of	
701	Education Agency, Texas	
709	Texas A&M University System Health Science Center	
710	Texas A&M University System Administration	
711	Texas A&M University - Main	
712	Texas Engineering Experiment Station (A&M)	
713	Tarleton State University (A&M)	
714	University of Texas at Arlington	✓
715	Prairie View A&M University	
716	Texas Engineering Extension Service (A&M)	
718	Texas A&M University - Galveston	
719	Texas State Technical College - System	
720	University of Texas System Administration	✓
721	University of Texas at Austin	✓
723	University of Texas Medical Branch at Galveston	✓
724	University of Texas at El Paso	✓
727	Texas Transportation Institute	
729	University of Texas Southwestern Medical Center at Dallas	✓
730	University of Houston	
731	Texas Woman's University	
732	Texas A&M University - Kingsville	
734	Lamar University	
735	Midwestern State University	
736	University of Texas - Pan American	✓
737	Angelo State University	
738	University of Texas at Dallas	✓
739	Texas Tech University Health Sciences Center	
739.1	Texas Tech University Health Sciences Center El Paso	
742	University of Texas of the Permian Basin	✓
743	University of Texas at San Antonio	✓
744	University of Texas Health Science Center at Houston	✓
745	University of Texas Health Science Center at San Antonio	✓
747	University of Texas - Brownsville	✓

Appendix D
Department of Information Resources—List of Security Plans Received

749	Texas A&M University - San Antonio	
750	University of Texas at Tyler	✓
751	Texas A&M University-Commerce	
752	University of North Texas	
753	Sam Houston State University	
754	Texas State University - San Marcos	
755	Stephen F. Austin State University	
756	Sul Ross State University	
757	West Texas A&M University	
759	University of Houston - Clear Lake	
760	Texas A&M University - Corpus Christi	
761	Texas A&M International University	
763	University of North Texas Health Science Center	
764	Texas A&M University-Texarkana	
765	University of Houston - Victoria	
768	Texas Tech University System Administration	✓
769	University of North Texas System Administration	
770	Texas A&M University - Central Texas	
771	Blind and Visually Impaired, School for the	
772	Deaf, School for the	
773	University of North Texas at Dallas	
781	Coordinating Board, Higher Education	
783	University of Houston System Administration	
784	University of Houston - Downtown	
785	University of Texas Health Science Center at Tyler	✓
787	Lamar State College - Orange	
788	Lamar State College - Port Arthur	
789	Lamar Institute of Technology	✓
802	Parks and Wildlife Department	
808	Historical Commission	
813	Arts, Commission on the	