

*Case Study:*  
MANAGED SERVICES

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# BEARINGPOINT TRANSFORMS THE WAY TEXAS CONDUCTS BUSINESS

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## STATE OF TEXAS

TexasOnline fulfills the mission of the State of Texas Department of Information Resources: to improve public access to government information, programs and services.



In 1999 the Texas Legislature authorized a pilot study for creating an eGovernment Framework—an infrastructure, provided as a public service, through which state agencies and local governments could provide services to citizens and businesses via the Internet.

BearingPoint was awarded the project in May 2000 and has since built an infrastructure that, while still growing, is having a significant and positive impact on government operations across Texas.

### A TEXAS-SIZED CHALLENGE

With 22 million citizens, 254 state agencies and 3,000 local governments, the State of Texas could be a medium-

sized country elsewhere in the world. The Texas Legislature, recognizing the Internet as a viable information and transaction medium, directed the State of Texas Department of Information Resources (DIR) to determine the feasibility of making state agency and local government services available online.

Among major challenges, the legislature mandated that the Framework be self-supporting—the state would provide no funding for it. Furthermore, there was no requirement for state agencies and local governments to develop applications for use on the Framework. Consequently, the Framework would have to be sold on



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its own merits to government entities varying widely in size, sophistication and availability of resources.

### INNOVATIVE RISK-REWARD SHARING

Eleven consortiums responded to the “request for offer.” The State of Texas Department of Information Resources awarded the “public-private partnership” arrangement to BearingPoint, because we proposed a business solution, unlike the technology solutions offered by others.

*“BearingPoint offered a great deal of flexibility on how to fund e-government as well as a comprehensive infrastructure model that was detailed on the security side, the development side and the outreach side.”*

—CAROLYN PURCELL  
Chief information officer,  
State of Texas

The business model that we developed for TexasOnline:

- **Is self-funding**—TexasOnline services generate user fees, subscription fees and hosting fees,

From September 2001 through July 2003, TexasOnline, which is required to have 98.5 percent up-time, supported:

- 14.5 million total transactions.
- Approximately 15.6 million total visits.
- Average visit length of nearly 9.5 minutes.

which enable agencies to participate without allocating funds for the program. BearingPoint receives a “convenience fee” for each transaction. A 15-citizen governing board, established by the legislature, determines the services to be provided and establishes the associated fees.

- **Encourages participation**—In many instances we charge no upfront fees for development and maintenance of interfaces and front-end Web applications.
- **Includes an outreach program**—We built a marketing, advertising and public relations function specifically to promote TexasOnline.
- **Provides customer support**—We provide help desk services for citizens and businesses. An account representative team provides single-point-of-contact services to our state and local clients.
- **Is accountable**—We built a secure accounting center in which we keep control over the transactions and provide the detailed documents for audit purposes.

- **Is growing and evolving**—In 2003, we are launching a statewide interactive voice response (IVR) system, as well as content management and electronic forms tools. The system will help disabled persons and others to access services more conveniently. The content management and electronic forms tools will enable agencies to create their own Web pages and electronic and paper forms without the help of technical personnel.

Among the complex issues we had to address were the following:

- **Compliance**—TexasOnline complies with the Americans with Disabilities Act, giving vision- and hearing-impaired persons access using special equipment.
- **Security and privacy**—Because state and local agencies handle private information, we implement stringent security and privacy policies through TexasOnline.
- **Language**—TexasOnline is bilingual, providing English and Spanish.
- **Connectivity**—We often help smaller agencies establish Internet

access, firewalls, virtual private network technology and other basic capabilities.

- **Flexibility**—With little consistency between agencies' back-end computer systems, the TexasOnline includes interfaces for more than 60 different types of legacy systems.
- **Client options**—Some agencies only want application hosting. Others want hosting and management. Still others need custom applications. TexasOnline handles virtually any hardware, middle-ware, and application or database software.

“With BearingPoint providing development and maintenance of interfaces and front-end applications at no charge to participating agencies, the prospect of joining the Framework is an attractive one.”

—CAROLYN PURCELL  
*Chief information officer,  
State of Texas*

We were awarded the engagement in May 2000. We processed the first TexasOnline transaction in August 2000 and, by December 31, 2000, we launched six pilot test sites. We “went live” to the public on January 1, 2001.

## DELIVERING THE GOODS ACROSS TEXAS

TexasOnline now hosts 10 separate portals and serves many state agencies and local governments. Up to one million Texas citizens use TexasOnline sites each month, and BearingPoint processes an average of 900,000 financial transactions through the sites each month. We have collected nearly \$500 million in revenue on behalf of the state and local governments.

Through TexasOnline, citizens and businesses can now renew driver's licenses and vehicle registrations, pay local government utility bills, traffic fines, property taxes, and sales taxes, and choose from a variety of other informational and transactional services. The Texas Department of Education delivers student information to all school districts throughout the state via TexasOnline. TexasOnline also hosts the official Web sites for Houston, Dallas and at least 10 other Texas cities.

For state and local governments, TexasOnline provides another channel through which to serve their citizens. Because TexasOnline removes paper from many processes, both the agencies and the citizens save time and, in many cases, money. For citizens, especially those who are impaired in some way or live in remote areas, convenience is a major benefit as well.

*“The model and infrastructure ... is there to save Texas citizens and businesses time and money while simultaneously enhancing the efficiency of Texas governments.”*

—CAROLYN PURCELL  
*Chief information officer,  
State of Texas*

Today, TexasOnline is the only infrastructure in the country that enables both state agencies and local governments to use the same platform to provide their services.

## BUSINESS AND SYSTEMS ALIGNED. BUSINESS EMPOWERED.

BearingPoint is a leading global business advisor and systems integrator. Our experienced professionals help organizations around the world set direction to reach their goals and create enterprise value. By aligning their business processes and information systems, we empower our clients with the right business solutions to gain competitive leadership advantage—delivering measurable results in an accelerated time frame. To learn more, contact us at 1.866.BRNGPNT (+1.703.747.6748 from outside the United States and Canada) or visit our Web site at [www.bearingpoint.com](http://www.bearingpoint.com).



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