



# LEGISLATIVE BUDGET BOARD

## Summary of Contract Management and Oversight

**2024–25 Biennium**

**SUBMITTED BY LEGISLATIVE BUDGET BOARD STAFF**

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**DECEMBER 2025**

# SUMMARY OF CONTRACT MANAGEMENT AND OVERSIGHT

*SUBMITTED BY LEGISLATIVE BUDGET BOARD STAFF AS REQUIRED BY THE EIGHTY-EIGHTH LEGISLATURE, GENERAL APPROPRIATIONS ACT, 2024–25 BIENNIUM, ARTICLE IX, SECTION 17.09(F)*

## REPORT REQUIREMENTS AND METHODOLOGY

The Eighty-eighth Legislature, General Appropriations Act (GAA), 2024–25 Biennium, Article IX, Section 17.09(f), requires agencies and institutions of higher education that receive appropriations to provide an annual report to the Legislative Budget Board (LBB) and the Office of the Governor that details the actions conducted to ensure compliance with state procurement requirements. The LBB’s Contract Oversight Team surveyed state leaders and finance directors each fiscal year to facilitate compliance with this requirement. The questionnaires asked state entities to indicate the compliance actions that they conducted from the following common practices:

- conducted internal trainings;
- attended external trainings;
- obtained certifications for procurement personnel;
- increased the number of or reorganized procurement personnel;
- dedicated more funding to contract compliance;
- hired consultants;
- increased management involvement;
- communicated with oversight entities;
- studied best practices from other organizations; and
- revised contracting manual and procedures.

This summary reports for the biennium as a whole; therefore, the data represents whether a state entity reported utilizing a given compliance method at least once during either fiscal year. **Appendix A** shows all state entities’ responses regarding these 10 actions. In addition, the questionnaire enabled state entities to include additional comments regarding compliance actions and to indicate the most effective compliance measures in optional fields. During the 2024–25 biennium, LBB staff received responses from 156 individual state entities.

## KEY FINDINGS

- ◆ The most utilized compliance action, reported by 90.4 percent of respondents, was attending external trainings. This action was followed by conducting internal trainings and obtaining certifications for procurement personnel, each at 87.2 percent.
- ◆ The least used compliance action, reported by 14.1 percent of respondents, was hiring consultants.
- ◆ The 25 largest state entities, based on the combined value of contracts awarded, were more likely than smaller state entities to conduct each compliance action. This group of entities awarded a combined total contract value of more than \$64.0 billion during fiscal years 2024 and 2025, which represents 86.1 percent of the total amount contracted by state entities during that period.
- ◆ The questionnaire responses indicate that most state entities are considering procurement requirements seriously and conducting actions proactively to ensure compliance.

## ANALYSIS OF ALL RESPONDENTS

The average respondent reported conducting 7.0 of the 10 listed compliance actions during the biennium. Attending external trainings, obtaining certifications for procurement personnel, and conducting internal trainings were the most commonly reported compliance actions. More than half of respondents utilized at least eight of the 10 compliance actions. The least reported actions conducted were dedicating more funding to contract compliance and hiring consultants, which fewer than 40.0 percent of respondents reported utilizing. Figure 1 shows how many state entities reported the completion of each compliance action.

**FIGURE 1**  
**TOTAL AFFIRMATIVE RESPONSES BY COMPLIANCE ACTION AS REPORTED BY STATE ENTITIES PURSUANT TO THE EIGHTY-EIGHTH LEGISLATURE, GENERAL APPROPRIATIONS ACT, 2024–25 BIENNIUM, ARTICLE IX, SECTION 17.09(F)**

ACTION	AFFIRMATIVE RESPONSES (156 RESPONDING ENTITIES)	PERCENTAGE
External Trainings	141	90.4%
Certifications	136	87.2%
Internal Trainings	136	87.2%
Studied Best Practices	127	81.4%
Increased Management Involvement	123	78.8%
Communicated with Oversight Entities	122	78.2%
Revised Contracting Manual or Procedures	119	76.3%
Increased or Reorganized Personnel	104	66.7%
Dedicated More Funding	59	37.8%
Hired Consultants	22	14.1%

SOURCE: Legislative Budget Board.

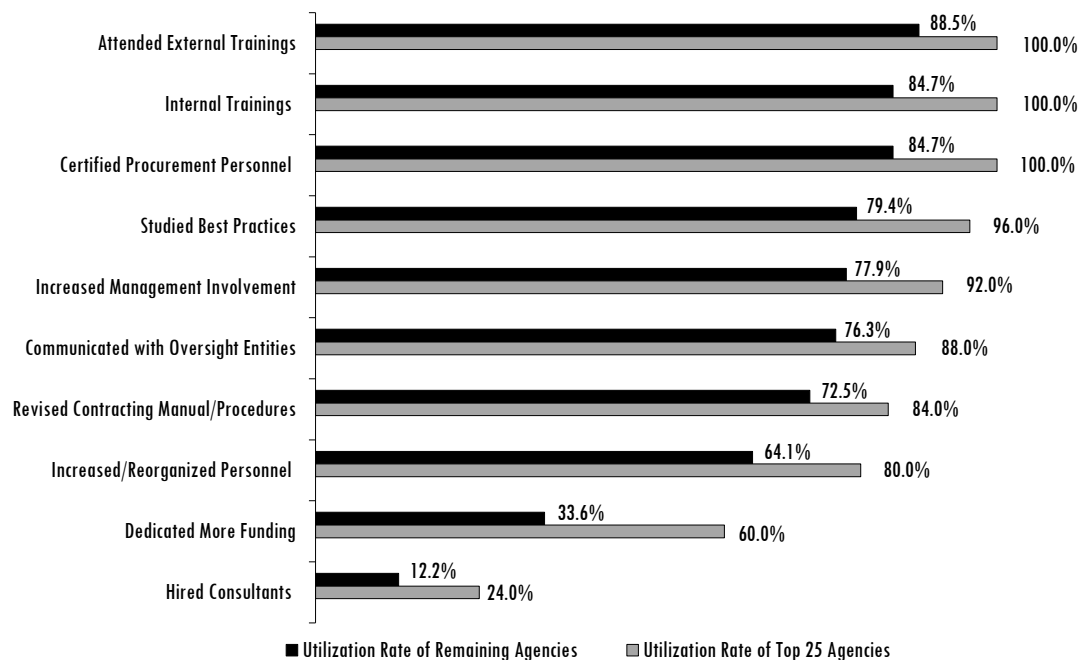
## ANALYSIS OF THE 25 LARGEST STATE ENTITIES

The top 25 state entities, based on total contracted amounts during fiscal years 2024 and 2025, were more likely to report conducting each compliance action than were the remaining 131 respondents. These 25 entities awarded 86.1 percent of all state contracts, based on combined value, during fiscal years 2024 and 2025. Five of the top 25 entities reported conducting all 10 compliance actions, and 19 reported conducting at least eight actions. The average number of compliance actions conducted by a top 25 entity was 8.2, compared to 6.7 for all other respondents.

Figure 2 shows the utilization rate of each compliance action by the top 25 entities compared to the remaining respondents.

Appendix B shows the top 25 entities and their responses.

**FIGURE 2**  
**UTILIZATION RATE OF EACH COMPLIANCE ACTION BY TOP 25 ENTITIES COMPARED TO REMAINING RESPONDENTS**  
**2024–25 BIENNIUM**



SOURCE: Legislative Budget Board.

## ANALYSIS OF OPTIONAL RESPONSES

Responding agencies and institutions had the option to include other compliance actions or commentary on their survey responses in addition to the 10 actions shown in the questionnaire. Of the 156 respondents, 53 (34.0 percent) provided input beyond the scope of the 10 survey questions. Agencies could use this field to share which actions were most effective in ensuring compliance with state procurement requirements or provide more context for their responses (e.g., describing how they updated their procurement practices, which trainings employees received, and additional compliance steps not covered in the survey). Some agencies indicated their future procurement improvement plans and others detailed why they did not undertake certain procurement recommendations (e.g., lack of active contracts, small agency size, limited resources, and changes in personnel). The LBB's Contracts Oversight Team will use this information internally to better understand agencies' procurement practices, and the responses can be provided upon request.

Some overall themes emerged in agencies' responses to these open-ended questions. 45 agencies gave details on procurement-related trainings. 14 agencies reported using software, databases or internal/third-party systems to assist in procurement processes. Several agencies also shared the hiring of new procurement personnel and consultants. These responses indicate that most agencies are considering procurement requirements seriously and conducting actions proactively to ensure compliance.

## COMPARISON OF 2022–23 TO 2024–25 BIENNIA RESPONSES

There was an overall increase in affirmative responses to compliance actions from the 2022–23 to the 2024–25 biennia. The percentage of affirmative responses increased in nine out of the 10 compliance actions. Conducting external trainings, revising contracting procedures, and reorganizing procurement personnel were the compliance actions that increased the

most from the 2022–23 to the 2024–25 biennia. The changes indicate a positive trend toward more state agencies taking more actions to ensure procurement compliance.

Figure 3 shows the affirmative responses by compliance action as reported by state agencies from the 2022–23 to the 2024–25 biennia.

**FIGURE 3**  
**COMPARISON OF TOTAL AFFIRMATIVE RESPONSES BY COMPLIANCE ACTION AS REPORTED BY STATE ENTITIES FROM THE 2022–23 TO THE 2024–25 BIENNIA**

<b>ACTION</b>	<b>PERCENTAGE OF ALL AGENCY AFFIRMATIVE RESPONSES: 2022–23</b>	<b>PERCENTAGE OF ALL AGENCY AFFIRMATIVE RESPONSES: 2024–25</b>
External Trainings	81.4%	90.4%
Certifications	87.8%	87.2%
Internal Trainings	83.3%	87.2%
Studied Best Practices	78.2%	81.4%
Increased Management Involvement	75.0%	78.8%
Communicated with Oversight Entities	76.3%	78.2%
Revised Contracting Manual or Procedures	69.9%	76.3%
Increased or Reorganized Personnel	59.0%	66.7%
Dedicated More Funding	34.6%	37.8%
Hired Consultants	10.9%	14.1%

SOURCE: Legislative Budget Board.

APPENDIX A – ALL RESPONSES

AGENCIES BY NUMBER	ATTENDED EXTERNAL TRAININGS	CERTIFICATIONS FOR PROCUREMENT PERSONNEL	COMMUNICATED WITH OVERSIGHT ENTITIES	CONDUCTED INTERNAL TRAININGS	DEDICATED MORE MONEY TO CONTRACT COMPLIANCE	HIRED CONSULTANTS	INCREASED MANAGEMENT INVOLVEMENT	INCREASED OR REORGANIZED PROCUREMENT PERSONNEL	REVISED CONTRACTING MANUAL AND PROCEDURES	STUDIED BEST PRACTICES FROM OTHER ORGANIZATIONS
201 – Supreme Court of Texas	X	X					X			
211 – Court of Criminal Appeals	X	X	X	X			X	X	X	X
212 – Office of Court Administration, Texas Judicial Council	X	X		X	X		X	X	X	X
221 – First Court of Appeals District, Houston	X	X	X	X			X	X	X	X
222 – Second Court of Appeals District, Fort Worth	X	X		X			X			X
223 – Third Court of Appeals District, Austin				X						X
224 – Fourth Court of Appeals District, San Antonio				X						
225 – Fifth Court of Appeals District, Dallas	X			X						
226 – Sixth Court of Appeals District, Texarkana										
227 – Seventh Court of Appeals District, Amarillo				X						
228 – Eighth Court of Appeals District, El Paso				X			X	X		X
229 – Ninth Court of Appeals District, Beaumont										
230 – Tenth Court of Appeals District, Waco	X	X	X	X						
231 – Eleventh Court of Appeals District, Eastland	X		X				X			X
232 – Twelfth Court of Appeals District, Tyler										
233 – Thirteenth Court of Appeals District, Corpus Christi–Edinburg	X		X	X						X
234 – Fourteenth Court of Appeals District, Houston	X	X	X	X			X	X	X	X
242 – State Commission on Judicial Conduct				X						X
243 – State Law Library							X	X		
300 – Trusteed Programs within the Office of the Governor	X	X	X	X			X	X		X
301 – Office of the Governor	X	X	X	X			X	X	X	X
302 – Office of the Attorney General	X	X	X	X			X	X	X	X

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303 – Texas Facilities Commission	X	X	X	X	X			X	X	X
304 – Comptroller of Public Accounts	X	X	X	X	X	X	X	X	X	X
305 – Texas General Land Office and Veterans Land Board	X	X	X	X			X	X	X	X
306 – Texas State Library and Archives Commission	X	X	X	X	X		X	X	X	X
307 – Texas Secretary of State	X	X	X	X	X	X	X	X	X	X
312 – Texas State Securities Board	X	X	X	X			X	X	X	X
313 – Department of Information Resources	X	X	X	X	X	X	X	X	X	X
320 – Texas Workforce Commission	X	X	X	X	X		X	X	X	X
323 – Teacher Retirement System of Texas	X	X	X	X	X		X	X	X	X
326 – Texas Emergency Services Retirement System	X	X	X	X		X	X	X	X	X
327 – Employees Retirement System of Texas	X	X	X	X	X	X	X	X	X	X
332 – Texas Department of Housing and Community Affairs		X	X	X					X	X
338 – Pension Review Board	X	X					X	X		
347 – Texas Public Finance Authority	X	X	X				X			
352 – Bond Review Board			X							X
356 – Texas Ethics Commission	X	X	X	X			X		X	
359 – Office of Public Insurance Counsel	X	X	X	X			X	X	X	X
360 – State Office of Administrative Hearings	X	X	X	X			X		X	X
362 – Texas Lottery Commission	X	X	X	X			X	X	X	
401 – Texas Military Department	X	X	X	X			X	X	X	X
403 – Texas Veterans Commission	X	X	X	X	X	X	X	X	X	X
405 – Texas Department of Public Safety	X	X	X	X	X		X	X	X	X
407 – Texas Commission on Law Enforcement	X	X	X		X	X	X	X	X	X
409 – Texas Commission on Jail Standards	X	X	X				X		X	X

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411 – Texas Commission on Fire Protection	X	X	X	X			X	X		X
448 – Office of Injured Employee Council	X	X	X	X				X	X	
452 – Texas Department of Licensing and Regulation	X	X	X	X	X		X	X	X	X
454 – Texas Department of Insurance	X	X	X	X				X	X	
455 – Railroad Commission of Texas	X	X	X	X	X		X	X	X	X
456 – Texas State Board of Plumbing Examiners	X	X	X	X	X		X	X	X	X
458 – Texas Alcoholic Beverage Commission	X	X	X	X	X		X	X	X	X
460 – Texas Board of Professional Engineers and Land Surveyors	X	X	X	X			X			X
473 – Public Utility Commission of Texas	X	X		X			X	X	X	
475 – Office of Public Utility Counsel	X	X	X	X			X	X	X	X
476 – Texas Racing Commission	X	X		X			X	X	X	
477 – Commission on State Emergency Communications	X	X		X			X	X	X	X
479 – State Office of Risk Management	X			X			X	X	X	X
481 – Texas Board of Professional Geoscientists	X		X				X	X	X	X
503 – Texas Medical Board	X	X	X	X	X		X	X	X	X
504 – Texas State Board of Dental Examiners	X	X	X	X			X	X		
506 – University of Texas M.D. Anderson Cancer Center	X	X	X	X	X	X	X	X	X	X
507 – Texas Board of Nursing	X	X	X	X			X	X	X	X
508 – Texas Board of Chiropractic Examiners	X	X					X			
510 – Texas Behavioral Health Executive Council	X	X	X				X		X	X
513 – Texas Funeral Service Commission	X									
514 – Texas Optometry Board	X		X							X
515 – Texas State Board of Pharmacy	X	X	X	X				X	X	X
529 – Health and Human Services Commission	X	X	X	X	X		X	X	X	X



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530 – Department of Family and Protective Services	X	X	X	X					X	X
533 – Executive Council of Physical Therapy and Occupational Therapy Examiners		X								
537 – Department of State Health Services	X	X	X	X			X	X	X	X
542 – Cancer Prevention and Research Institute of Texas	X	X	X	X						X
551 – Texas Department of Agriculture	X	X	X	X	X		X	X	X	X
554 – Texas Animal Health Commission	X	X	X	X			X	X	X	X
555 – Texas A&M AgriLife Extension Service	X	X	X	X				X	X	X
556 – Texas A&M AgriLife Research	X	X	X	X				X	X	X
557 – Texas A&M Veterinary Medical Diagnostic Laboratory	X	X	X	X				X	X	X
575 – Texas Division of Emergency Management	X	X	X	X	X		X	X	X	X
576 – Texas A&M Forest Service	X		X	X				X	X	X
578 – State Board of Veterinary Medical Examiners	X	X	X	X			X	X	X	X
580 – Texas Water Development Board	X	X	X	X	X	X	X	X	X	X
582 – Texas Commission on Environmental Quality	X	X	X	X	X		X	X	X	
592 – Texas State Soil and Water Conservation Board	X	X						X		X
601 – Texas Department of Transportation	X	X	X	X	X	X	X	X	X	X
608 – Texas Department of Motor Vehicles	X	X	X	X		X	X		X	X
644 – Texas Juvenile Justice Department	X	X	X	X	X		X	X	X	X
696 – Texas Department of Criminal Justice	X	X	X	X			X	X	X	X
701 – Texas Education Agency	X	X	X	X			X		X	X
709 – Texas A&M University System Health Science Center	X	X	X	X	X		X	X	X	X
710 – Texas A&M University System Administrative and General Offices	X	X		X	X			X	X	X
711 – Texas A&M University	X	X	X	X	X		X	X	X	X

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712 – Texas A&M Engineering Experiment Station	X	X	X	X			X		X	X
713 – Tarleton State University	X	X	X	X	X		X	X	X	X
714 – University of Texas at Arlington	X	X	X	X			X	X	X	X
715 – Prairie View A&M University	X	X	X	X	X	X	X	X	X	X
716 – Texas A&M Engineering Extension Service	X		X	X						X
717 – Texas Southern University	X	X	X	X			X	X	X	X
718 – Texas A&M University at Galveston	X	X	X	X	X		X	X	X	X
719 – Texas State Technical College	X	X	X	X	X		X	X	X	X
720 – University of Texas System Administration	X	X	X	X		X	X	X		X
721 – The University Texas at Austin	X	X	X	X	X	X	X	X	X	X
723 – University of Texas Medical Branch at Galveston	X	X		X			X		X	X
724 – The University of Texas at El Paso	X	X	X	X	X		X	X	X	X
727 – Texas A&M Transportation Institute	X	X	X	X			X	X	X	X
729 – University of Texas Southwestern Medical Center	X	X	X	X	X		X		X	
730 – University of Houston	X	X	X	X	X	X	X	X	X	X
731 – Texas Woman's University		X		X			X	X	X	
732 – Texas A&M University – Kingsville	X	X	X	X			X	X	X	X
733 – Texas Tech University	X	X		X	X		X	X	X	X
734 – Lamar University	X	X	X	X				X	X	X
735 – Midwestern State University	X	X	X	X			X		X	X
737 – Angelo State University	X	X		X	X		X	X		X
738 – The University of Texas at Dallas	X	X	X	X	X		X		X	X
739 – Texas Tech University Health Sciences Center	X	X	X	X				X	X	X
742 – University of Texas Permian Basin	X	X	X	X			X	X		X

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743 – University of Texas at San Antonio	X	X	X	X			X	X	X	X
744 – University of Texas Health Science Center at Houston	X	X	X	X	X	X	X	X	X	X
745 – University of Texas Health Science Center at San Antonio	X	X	X	X			X	X	X	X
746 – University of Texas Rio Grande Valley	X	X	X	X	X		X	X	X	X
749 – Texas A&M University – San Antonio	X	X		X	X		X	X	X	X
750 – University of Texas at Tyler	X	X	X	X	X	X	X	X	X	X
751 – East Texas A&M University	X	X	X	X	X		X		X	X
752 – University of North Texas	X	X		X	X		X		X	X
753 – Sam Houston State University	X	X	X	X		X	X		X	X
754 – Texas State University	X	X	X	X			X			X
755 – Stephen F. Austin State University	X	X	X	X	X		X		X	X
756 – Sul Ross State University		X	X	X			X		X	X
757 – West Texas A&M University	X	X	X	X	X		X	X	X	X
758 – The Texas State University System Administration	X	X	X	X					X	X
759 – University of Houston – Clear Lake	X	X	X	X			X		X	X
760 – Texas A&M University – Corpus Christi	X	X	X	X			X		X	X
761 – Texas A&M International University	X	X	X	X	X		X	X		X
763 – University of North Texas Health Science Center at Fort Worth	X	X		X	X		X		X	X
764 – Texas A&M University – Texarkana	X	X		X			X		X	X
765 – Texas A&M University – Victoria	X	X	X	X			X	X	X	X
768 – Texas Tech University System Administration	X	X	X	X	X		X	X	X	X
769 – University of North Texas System Administration	X	X		X	X		X		X	X
770 – Texas A&M University – Central Texas	X	X	X	X			X	X	X	X

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771 – Texas School for the Blind and Visually Impaired		X								
772 – Texas School for the Deaf	X	X	X	X			X		X	
773 – University of North Texas at Dallas	X	X		X	X		X		X	X
774 – Texas Tech University Health Sciences Center El Paso	X	X	X	X			X	X	X	X
781 – Texas Higher Education Coordinating Board	X	X	X	X	X		X	X	X	X
783 – University of Houston System Administration	X	X	X	X	X	X	X	X	X	X
784 – University of Houston – Downtown	X			X						
785 – University of Texas Health Science Center at Tyler	X	X	X	X	X	X	X	X	X	X
787 – Lamar State College – Orange	X	X	X	X	X		X	X	X	X
788 – Lamar State College – Port Arthur	X	X	X	X	X		X	X	X	X
789 – Lamar Institute of Technology	X	X	X	X	X		X	X	X	X
802 – Texas Parks and Wildlife Department	X	X	X	X			X	X		
808 – Texas Historical Commission	X	X	X	X	X	X	X	X	X	X
809 – State Preservation Board	X	X	X				X	X	X	X
813 – Texas Commission on the Arts	X	X	X	X			X		X	
985 – Tyler Junior College	X	X	X	X		X	X	X	X	X
<b>Total</b>	<b>141</b>	<b>136</b>	<b>121</b>	<b>136</b>	<b>59</b>	<b>22</b>	<b>123</b>	<b>104</b>	<b>119</b>	<b>127</b>

SOURCE: Legislative Budget Board.

APPENDIX B – RESPONSES OF TOP 25 AGENCIES BY TOTAL CONTRACT VALUE

AGENCIES BY TOTAL CONTRACT VALUE, HIGHEST TO LOWEST	ATTENDED EXTERNAL TRAININGS	CERTIFICATIONS FOR PROCUREMENT PERSONNEL	COMMUNICATED WITH OVERSIGHT ENTITIES	CONDUCTED INTERNAL TRAININGS	DEDICATED MORE MONEY TO CONTRACT COMPLIANCE	HIRED CONSULTANTS	INCREASED MANAGEMENT INVOLVEMENT	INCREASED OR REORGANIZED PROCUREMENT PERSONNEL	REVISED CONTRACTING MANUAL AND PROCEDURES	STUDIED BEST PRACTICES FROM OTHER ORGANIZATIONS
506 – University of Texas M.D. Anderson Cancer Center	X	X	X	X	X	X	X	X	X	X
601 – Texas Department of Transportation	X	X	X	X	X	X	X	X	X	X
529 – Health and Human Services Commission	X	X	X	X	X		X	X	X	X
320 – Texas Workforce Commission	X	X	X	X	X		X	X	X	X
729 – University of Texas Southwestern Medical Center	X	X	X		X		X	X		X
696 – Texas Department of Criminal Justice	X	X	X	X			X	X	X	X
305 – Texas General Land Office and Veterans Land Board	X	X	X	X			X	X	X	X
313 – Department of Information Resources	X	X	X	X	X	X	X	X	X	X
720 – University of Texas System Administration	X	X	X	X		X	X	X	X	
723 – University of Texas Medical Branch at Galveston	X	X	X	X	X		X	X	X	X
701 – Texas Education Agency	X	X	X				X	X	X	X
530 – Department of Family and Protective Services	X	X	X					X	X	X
405 – Texas Department of Public Safety	X	X	X	X	X		X	X	X	X
582 – Texas Commission on Environmental Quality	X	X	X	X	X		X	X		X
721 –University of Texas at Austin	X	X	X	X	X	X	X	X	X	X
303 – Texas Facilities Commission	X	X	X	X	X			X	X	X
710 –Texas A&M University System Administrative and General Offices	X	X	X	X	X				X	X
401 – Texas Military Department	X	X	X	X			X	X	X	X
537 – Department of State Health Services	X	X	X	X			X	X	X	X
745 – University of Texas Health Science Center at San Antonio	X	X	X	X			X	X	X	X
733 – Texas Tech University	X	X	X	X	X		X		X	X
758 – The Texas State University System Administration	X	X	X					X	X	X

AGENCIES BY TOTAL CONTRACT VALUE, HIGHEST TO LOWEST	ATTENDED EXTERNAL TRAININGS	CERTIFICATIONS FOR PROCUREMENT PERSONNEL	COMMUNICATED WITH OVERSIGHT ENTITIES	CONDUCTED INTERNAL TRAININGS	DEDICATED MORE MONEY TO CONTRACT COMPLIANCE	HIRED CONSULTANTS	INCREASED MANAGEMENT INVOLVEMENT	INCREASED OR REORGANIZED PROCUREMENT PERSONNEL	REVISED CONTRACTING MANUAL AND PROCEDURES	STUDIED BEST PRACTICES FROM OTHER ORGANIZATIONS
711 – Texas A&M University	X	X	X	X	X		X	X	X	X
575 – Texas Division of Emergency Management	X	X	X	X	X		X	X	X	X
327 – Employees Retirement System of Texas	X	X	X	X	X	X	X	X	X	X
<b>Total</b>	<b>25</b>	<b>25</b>	<b>25</b>	<b>21</b>	<b>16</b>	<b>6</b>	<b>21</b>	<b>23</b>	<b>23</b>	<b>24</b>
SOURCE: Legislative Budget Board.										