



Report Highlights

Progress Report of Selected System Development Projects

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As of December 2015

Background Information

This progress report provides an update on seven system development projects totaling nearly \$270 million that our office reviews on a continuous basis. Our reviews generally include attending project meetings, examining project documents, meeting with project managers, and offering recommendation based on our experience. Our goal is to detect concerns early and alert decision makers to this information in an effort to reduce project failures. Our early involvement also allows us to gain an understanding of the internal controls surrounding new systems to help us plan future audit work.

Our report highlights three projects that are experiencing schedule delays or budget concerns. Summaries of these highlighted projects are shown to the right.

System Development Projects Under Review

Agency	System Name	Project Phase	System Budget	Cost as of 12/31/2015
Accounts	Cardinal Project – Part 3	Go-Live	\$ 60,000,000	\$50,888,887
Behavioral Health and Developmental Services	Electronic Health Records System	Execution	39,996,154	30,918,385
Virginia Employment Commission	Unemployment Insurance Modernization	Execution	58,540,155	46,243,650
Human Resource Management	PMIS Migration from Unisys	Execution	5,958,936	1,520,000
Virginia Retirement System	Modernization	Execution	22,215,579	7,879,765
Social Services	Eligibility Modernization – Program Migration	Execution	75,197,063	71,119,666
State Police	Central Criminal History	Execution	7,366,052	5,263,964
Total Budget			\$269,273,939	

Unemployment Modernization

The most recent phase went live three years later than scheduled and the final phase does not yet have an established go-live date. Less than 20 percent of the budget remains and this may be too little to cover internal staffing costs or contingencies.

Central Criminal History

The project has incurred a three month delay due to turnover and unplanned changes to the legacy system, affecting available project resources. Employees experienced with the legacy system are nearing retirement and replacement staff are not readily available in the marketplace, making it high risk.

Electronic Health Records

The project's original scope was to place the system in 14 locations by 2015 at a cost of \$32 million. The original budget was grossly underestimated as it did not consider on-going maintenance costs, so DBHDS received a budget increase to \$40 million. This was only sufficient to implement the system at three locations and the most recent location went live in 2016, a year later than all 14 locations were scheduled to be done. Additional funding was requested for FY17/18, but it was denied. DBHDS plans to request funding again.



See the full report at www.apa.virginia.gov

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