

**PROGRESS REPORT ON
SELECTED
INFORMATION TECHNOLOGY PROJECTS
IN THE COMMONWEALTH**

JANUARY 2008



REPORT SUMMARY

This report reflects our on-going review of Commonwealth systems development projects totaling over \$249 million in budget, as well as highlights of the STARS infrastructure project, which has a budget of \$324 million. The project budgets referenced above does not reflect the costs anticipated for the Virginia Enterprise Application Program, originally estimated at \$300 million, as the program office is re-evaluating scope and nature of the program.

Our goal with these reviews is to detect problems at the earliest possible point and alert decision makers to this information, thereby reducing potential project failures. In this report, we will highlight the progress of selected projects we are actively monitoring, along with recommendations we have to improve their project management. Specifically, this report highlights the following systems development projects:

- Virginia's Enterprise Application Program, the Commonwealth's multi-year, multi-phase statewide applications replacement initiative;
- STARS, the Virginia State Police's 10 year project, to improve the public safety communications infrastructure throughout the Commonwealth;
- ChildWINS, a Department of Social Services project initiated without proper approvals. This project is conditionally suspended by the Commonwealth's Chief Information Officer until Social Services completes the required steps to obtain project development approval; and
- Project New Horizons, Virginia State University's project to implement a suite of Banner administrative modules, entering the project closeout phase.

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INTRODUCTION

Objectives and Scope

We audit a number of systems development projects on an on-going basis, as summarized in Appendix A. The objectives of our audits are to determine that:

- the project manager complies with the Commonwealth's Project Management Standard, as issued by the Virginia Information Technologies Agency (VITA); and
- the project remains on time, within budget, and on scope.

Methodology

We continuously monitor many resources to identify potential systems development projects, including but not limited to the Information Technology Investment Board, Legislative meetings, the Appropriation Act and Budget Bill, agency management and systems professionals, and VITA's Project Management Division. Once we identify a potential systems development project, we maintain a record of that system.

The volume of projects ongoing at any one time dictates that we identify and follow only those that represent the most risk to the Commonwealth. To achieve this we accumulate information about the system based on meetings with agency personnel and use this information to calculate a risk score. We re-evaluate risk at least three times a year so that new projects or ones whose risk has increased can undergo a detailed review.

Our reviews generally include examining documents including the project charter, project plan documents, and risk mitigation strategies. We regularly attend project meetings to note any issues affecting the project and meet with the project managers to offer suggestions and recommendations based on our experience monitoring implementations throughout the Commonwealth.

Our goal is to detect problems at the earliest possible point and alert decision makers to this information, thereby reducing project failures. During our review process, we also gain an understanding of the system and its controls that will allow us to plan future audit work involving that system. Earlier releases of this report contain a detailed explanation of our review process, which we have not included with this report.

Results

During the year, we report the results of our reviews in different ways, depending on the circumstances. Often we include project background and status information within the annual audit report of the agency. If there is a legislative request that we review a system, we will prepare a written report specifically addressing the legislative request. Finally, if we identify project management concerns that are serious and not being resolved timely, we immediately prepare a report that details our concerns and the recommended corrective action.

Introduction

The purpose of this report is to provide a progress report of selected projects we are actively auditing along with any recommendations we have to improve the project management. Specifically, this report highlights the following systems development projects:

- Virginia Enterprise Application Project (VEAP)
Office of Governor
- STARS System
Virginia State Police
- ChildWINS
Department of Social Services
- Project New Horizons
Virginia State University

A background and history of all the projects we are currently following is in Appendix A; therefore, we do not repeat the background and history for the projects highlighted below. Instead, we focus only on our observations, recommendations, and audit response strategies relative to these projects.

We verified the accuracy of all information included in this report with all of the agencies; however, since there were no new findings presented in this report, we did not conduct an exit conference or receive an agency response. The Auditor of Public Accounts website at www.apa.virginia.gov has all historical reports released related to these projects available by searching on the specific agency name.

HIGHLIGHTS OF SELECTED SYSTEMS DEVELOPMENT PROJECTS

Virginia Enterprise Application Program (VEAP)

Office of the Governor

The Virginia Enterprise Application Program Office (VEAP), created in 2006, has responsibility to direct the Commonwealth's enterprise project to transform and upgrade the Commonwealth's shared business operations and systems. Until April 2007, an acting Director oversaw VEAP while the Commonwealth searched for a permanent director. In April 2007, the Information Technology Investment Board (Board) approved Peggy Feldmann as the new VEAP Director. Ms. Feldman has significant experience in government integrated systems implementations, and she is empowered by the Appropriation Act to direct the Commonwealth's efforts throughout the duration of the project.

Currently, the exact approach the VEAP will take in fulfilling its mission is not clear. There have been several different approaches proposed for this project. Since her hiring in April 2007, the VEAP Director has been working to understand the project, finalize the approach, and develop a plan.

At her last Board briefing in October 2007 the VEAP Director explained that the VEAP is currently working with the Department of Planning and Budget to procure a new statewide budget development system and developing procurement documents for financial management software. She also discussed reducing project risk by installing a business intelligence tool that will integrate data from existing Commonwealth systems into a repository. This tool would facilitate the development of data standards to minimize the risks associated with the eventual replacement of the existing systems. Specific timelines for each of these areas remains uncertain as each is still in the planning phase.

Initially the VEAP estimated the direct costs of the redesign and implementation agreement to total about \$300 million over the seven-year implementation period. The Commonwealth's partnership with CGI estimated that revenue enhancement initiatives that CGI would undertake would generate sufficient revenue to fund the majority of these costs but this is not certain. How the VEAP will approach the enterprise solution and the scope of activities they will undertake is still undeveloped, therefore, making it impossible to estimate the total estimated budget at this time.

Funding represents a significant issue for the VEAP. The Appropriations Act provided the VEAP with \$11 million in total for fiscal 2007 and 2008 to pay for planning and vendor selection related to this program. There was no guarantee of future general fund appropriations beyond this \$11 million. The Board has responsibility for releasing these funds to the VEAP. During fiscal year 2007, the Board released the first \$5.5 million and in July 2007, after deliberation, agreed to release the remaining fiscal 2008 appropriation of \$5.5 million.

At the July 2007 meeting, the Board expressed concerns that the VEAP and CGI were 12 months late in starting their revenue enhancement initiatives, and the program had no alternative funding plans to support the overall estimated \$300 million cost. Some Board members believed this delay presented a project risk and that they should not approve the release of fiscal 2008 money until the VEAP finalized a funding plan. Ultimately, the Board agreed to release the fiscal 2008 appropriation after receiving a VEAP briefing regarding future funding plans.

In late October 2007, the Department of Taxation and CGI reached an agreement regarding one revenue enhancement initiative. When the initiative will actually begin producing revenue is still uncertain; however, the project revenues associated with this initiative will not be sufficient to fund the entire project.

Highlights of Selected Systems Development Projects

Additional funding sources will be required to realize the replacement of the Commonwealth's existing administrative systems.

As the Governor has not released his 2009-2010 budgets at the time of this report, we are uncertain what funding he may propose, if any, to the VEAP or how much the General Assembly will approve, if any, during upcoming legislative session. Therefore, ongoing funding support remains a significant risk for the project.

STARS Virginia State Police

The Statewide Agencies Radio System (STARS) project includes a six-year, \$338 million agreement with Motorola to design and install a new state of the art telecommunications and radio system for the Virginia State Police and twenty other agencies of the Commonwealth. We completed an interim review of the State Police Project Management Team's oversight and administration of the STARS Project and will issue a report in Winter 2008. Our review found that the State Police STARS Project Management Team has provided accurate but not complete information to determine whether the project is on-time and on-budget.

Specifically, the project management team does not follow best practices in project scheduling, budgeting and risk management. Further, the STARS Project Management Team has not revised its plan to ensure complete and timely communication to reflect current needs. Finally, the Project Management Team has not established adequate policies and procedures to enable it to effectively manage the contract with Motorola.

Key recommendations from our review as outlined in our report include:

- Revision of their project communication plan;
- Development and maintenance of a project resource schedule;
- Development of a means to track project budget to actual expense;
- Development of realistic assumptions for project planning; and
- Continuance of the use of best practices in the execution, control and close-out of the project.

A copy of the complete report, once released, may be obtained at our website, www.apa.virginia.gov, by searching under Virginia State Police.

ChildWINS Department of Social Services

The Department of Social Services (Social Services) initiated the ChildWINS project to provide comprehensive, integrated, and adaptable information to support workers and administrators providing services to the children and families involved with Virginia's child welfare system. ChildWINS will replace the current Virginia Child Welfare Application (OASIS) that Social Services originally implemented in 1998.

The Commonwealth Standard defines ChildWINS as a major project and therefore requires the project to have planning and development approval from the Information Technology Investment Board (Board) prior to initiating detailed planning and development activities. However, in summer 2007, VITA's

Highlights of Selected Systems Development Projects

Project Management Division (PMD) found that Social Services had been developing ChildWINS since 2005 without the Board's approval or PMD's oversight.

In July 2007, the Commonwealth CIO conditionally suspended the project pending a PMD review of ChildWINS' health and status. PMD is currently performing this review and will provide a report of its findings in the near future. Simultaneously we are reviewing Social Services overall project management policies and procedures. We will highlight our findings in the 2007 Secretary of Health and Human Resources Audit report.

Project New Horizons Virginia State University

We continue to monitor Virginia State University's progress in implementing their new Banner administrative systems, Project New Horizons. Since we issued our last progress report, the University implemented additional functions to the Banner system such as Registration, Housing, and Student Account Receivables. Most recently, the University has completed the data conversion of the Academic History, which will allow the University to produce transcripts for students and graduates.

The University submitted a Change Control Request to VITA's PMD to reduce the project scope by excluding Finance Endowment, Miscellaneous Accounts Receivables, and Budget Development modules from this implementation. The full impact of this scope reduction is unknown at this time as the University is currently working to determine the aggregate costs related to the overall Banner implementation. Even with the reduced scope, the budget has the potential to go eight percent over the original budget estimate due to additional consulting support provided for the implementation of the Student system.

Project New Horizons has started the project closeout phase, but has remaining work on the Curriculum Advising and Program Planning (CAPP) module. Completion of this work represents the end of the project except for ongoing maintenance and the possibility of adding future modules to the system. The APA remains actively involved with the Project Management staff and will continue to monitor the project through its implementation.

APPENDIX A**Comprehensive List of Systems Development Projects Currently Under Review**

The systems development projects listed alphabetically by agency below are those projects we are actively monitoring. While this list is not inclusive of all current projects across the Commonwealth, it does represent those that we consider of the highest importance due to risk, budget, phase, and/or impact of the system.

<u>Agency</u>	<u>System Name</u>	<u>System Budget</u>	<u>Page</u>
Community Colleges	Administrative Information System	\$ 8,912,836	7
Corrections	VirginiaCORIS – Phases II and III	17,700,000	8
Forestry	Integrated Forest Resource Information System – Forest Protection and Mobile Computing	1,307,633	9
Longwood University	Banner, Longwood’s Implementation Strategy for Success (BLISS)	7,359,421	10
Motor Vehicles	Customer-centric, Service-oriented, State-of-the-Art, Secure, and Intelligent (CSI)	34,270,700	11
Motor Vehicles	Traffic Records Electronic Data Systems (TREDs)	5,372,130	12
Office of the Governor	Virginia Enterprise Applications Program	TBD	13
Radford University	Radford University Database Initiative (RUDI)	16,164,286	14
Rehabilitative Services	Integrated Case Management (ICM)	5,084,691	15
Rehabilitative Services	Integrated Fiscal System (IFS)	1,300,000	16
Social Services	ChildWINS	17,000,000	17
Taxation	Virginia Tax Online (VTOL) Upgrade	1,774,595	18
Transportation	Roadway Network System (RNS)	7,308,122	19
University of Virginia	Student System Project	51,200,000	20
University of Virginia Medical Center	Integrated Healthcare Information Management System (IHIMS)	53,800,000	21
Virginia Commonwealth University	Administrative Re-engineering through Integrating Electronic Services (ARIES)	11,400,000	22
Virginia Employment Commission	Virginia Workforce Network Information System (VWINS)	3,567,800	23
Virginia State University	Project New Horizons	<u>5,947,291</u>	24
	Total Budget	<u>\$249,469,505</u>	

During this reporting period, none of the projects from our May 2007 progress report closed out, therefore this report includes all projects from previous report. We did have three additions, Radford’s RUDI project, Rehabilitative Services Integrated Financial Services project and Social Service’s ChildWINS project.

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Comprehensive List of Systems Development Projects Currently Under Review

Administrative Information System

The Virginia Community College System (VCCS) has chosen to implement PeopleSoft Financials. VCCS plans to replace mainframe-based financial, asset management, and limited procurement functionality with the PeopleSoft solution. In addition to the replacement of legacy software, the implementation of an Administrative Information System (AIS) for finance will include re-engineering of automated and manual business processes and development and implementation of interfaces to VCCS and Commonwealth of Virginia systems with the objective of improving service delivery to VCCS customers.

Sponsoring Agency Information	Secretary of Education: Dr. Thomas R. Morris Virginia Community College System: Project Sponsor: Karen Peterson, Executive Vice Chancellor Project Manager: Jo Jo Martin	
Current Phase of Development	Execution & Control	
Project Timeline	Phase I – General Ledger, Accounts Payable Plan & Design Build & Unit Test System & Integration Test User Acceptance Testing & Training Close Project Phase I Phase II – Asset Management/Query Instance/P-Card Plan & Design Build & Unit Test System & Integration Test User Acceptance Testing & Training Close Project Phase II	September 2006 December 2006 April 2007 April 2007 June 2007 September 2007 August 2007 November 2007 January 2008 January 2008 January 2008 March 2008
Total Budget	\$8,912,836	
Funding	100% General funds	
Actual Costs (As of 9/30/07)	\$ 6,388,329	
Outside Contractor(s)	Peoplesoft: Software Vendor BearingPoint: Implementation Services Provider *Collaborating with Virginia State University on IV&V services	
Additional Information	All VCCS colleges are supportive of this implementation and have been participating in this project. Phase I went live successfully in July 2007.	
Prior APA Report and Issue Date	No reports issued to date.	

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VirginiaCORIS - Phases II and III

The Department of Corrections is implementing an automated Offender Management Information System, VirginiaCORIS, purchased from Xwave New England. VirginiaCORIS will replace several legacy offender-related applications developed by Corrections over the last 30 years to satisfy individual functional area needs. VirginiaCORIS is comprised of three major phases: Offender Sentence Calculation, successfully implemented in March 2006; Community Corrections (phase II), currently underway; and Institutional Operations (phase III). The final product will result in a single, fully integrated system.

In July 2007, Xwave determined that the current development plan to address phase II was not sufficient and a new approach was necessary. As a result, the Xwave suspended development efforts until they could complete a more thorough review and the two parties could agree on contract modification. Corrections anticipates completing contract modifications and resuming development efforts in November 2007.

Sponsoring Agency Information	Secretary of Public Safety: John Marshall Department of Corrections: Project Sponsor: Gene Johnson, Director Project Director: John Taylor Project Manager: Jody Rogish	
Current Phase of Development	Execution and Control	
Project Timeline	Begin preliminary planning Begin detailed planning Begin Community Corrections release 1 Offender Sentence Calculation lessons learned Begin Community Corrections release 2 Contract Re-negotiation Initiated Community Corrections completion Begin Phase III	August 2005 June 2006 August 2006 October 2006 January 2007 July 2007 TBD TBD
Total Budget	\$17,700,000	
Funding	\$1 million federal matching grant (75% federal, 25% operating budget) Requesting general fund appropriations from General Assembly for remaining	
Actual Costs (As of 9/30/07)	\$ 2,639,337	
Outside Contractor(s)	XWave: application and implementation contractor CGI-AMS: project management contractor North Highlands: independent verification and validation (November 2006; February 2007)	
Additional Information	This project entered phase II after the successful implementation of the VirginiaCORIS, Sentencing Module. The Xwave solution is currently in production in Maine's Department of Corrections	
Prior APA Report and Issue Date	No reports issued to date.	

Comprehensive List of Systems Development Projects Currently Under Review

Integrated Forest Resource Information System – Forest Protection and Mobile Computing

The Forest Protection and Mobile Computing (FPMC) project constitutes the second phase of development of Department of Forestry's (Forestry) "Integrated Forest Resource Information System" (IFRIS). The primary focus of FPMC is to develop a mobile application to enhance the web-based functions of IFRIS.

VITA's PMD approved the project for re-baseline in August 3, 2007, based on a need to change the deployment strategy from a single- to a multi-phased deployment. Currently, integration testing is underway for the first deployment, with user acceptance testing beginning soon. Difficult technical issues are being resolved such as 1) mobile geospatial data integration, 2) synchronizing data with a secure web application in VITA's environment, and 3) remotely managing a fleet of mobile devices.

The overall project schedule remains at risk, stemming from the following challenges:

- Slow response times from the VITA/Northrop Grumman customer service center related to service requests for the project's infrastructure needs;
- High demand of internal staff and project team resources allocated to many other competing priorities;
- Significant probability Forestry will face a record Fall Fire Season increasing demand on internal resources and threatening timely deployment; and
- Use of new, unproven technology (mobile mapping software), is requiring the team to create, rather than learn from, a knowledge base.

Specifically, the challenges above have jeopardized first deployment scheduled for January 2008. We are closely monitoring the project to determine their ultimate impact on the project timeline.

Sponsoring Agency Information	Secretary of Agriculture and Forestry Department of Forestry Project Sponsor: John Scrivani - Director of Resource Information Project Manager: Mindia Brown – Locus Solutions
Current Phase of Development	Execution
Project Timeline	Plan is approved – Move to Execution Phase August 2006 Pilot System Complete January 2007 1 st Deployment (Forest Health) Complete January 2008 2 nd Deployment (Wildfire) Complete May 2008 3 rd Deployment (Water Quality) Complete July 2008 Project Closed Out August 2008
Total Budget	\$1,307,633
Funding	49% General funds 1% Non-general funds 4% Special revenue funds 46% Federal funds
Actual Costs (As of 9/30/07)	\$789,134
Outside Contractor(s)	Timmons Group: specialized application development services CGI-AMS: independent verification and validation (subcontractor: North Highlands)
Additional Information	Noteworthy from DOF Project Manager: 1) DOF has successfully partnered with Virginia Geographic Information Network to leverage their Test Geospatial Enterprise Platform as the IFRIS test environment. 2) PMD has been a helpful advocate for the project when risks associated with VITA are negatively impacting the project.
Prior APA Report and Issue Date	No reports issued to date.

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Comprehensive List of Systems Development Projects Currently Under Review

Banner, Longwood's Implementation Strategy for Success (BLISS)

Longwood University (Longwood) has sought solutions to replace both their software and hardware infrastructures because their current administrative systems are outdated. Longwood chose SunGard's Banner software solution for their BLISS project to provide Longwood with an administrative system that gives accurate, accessible, reliable data in a secure, state-of-the-art environment.

BLISS' project execution began in September 2005 and continued through closeout in October 2007. Longwood went live with the following modules:

- Finance on July 5, 2006;
- Human Resources on January 10, 2007;
- Financial Aid on January 29, 2007;
- Student on March 22, 2007; and
- Student Accounts Receivable on July 5, 2007.

In conjunction with the BLISS project, there are several ancillary products and services the University will implement to enhance BLISS' functionality. These ancillary services, which are outside the scope of the main project, are set to complete by January 2008.

Sponsoring Agency Information	Secretary of Education: Dr. Thomas R. Morris Longwood University: Project Sponsor: Frank Moore, Vice President of Information and Instructional Technology Services, and Chief Information Officer Project Manager: Joanne Worsham	
Current Phase of Development	Execution and Control	
Project Timeline	Master Agreement signed VITA approves Project Charter Planning phase begins Project execution phase begins Project closeout	February 2003 December 2004 January 2005 September 2005 October 2007
Total Budget	\$7,359,421 (\$200,000 set aside for contingency)	
Funding	100% internally funded by Longwood's operating revenues.	
Actual Costs (As of 9/30/07)	\$5,530,468	
Outside Contractor(s)	Primary Contractor: SunGard Higher Education IV&V Contractor: Dana German, University of Mary Washington	
Additional Information	Implementation of the eVA Interface has been delayed. Virginia Commonwealth University (VCU) is completing final testing of the eVA Interface. Longwood closed out the BLISS project in October 2007 with their Executive Steering Committee approval, since the interface is not vital to the close of the project. Implementation of the eVA interface and fixed asset module, which is contingent on this interface, will be brought up once VCU has completed testing.	
Report Name and Issue Date	Longwood University Report on Audit For the Years Ended June 30, 2005 and 2004. <i>Reports are available by searching under the agency name at www.apa.virginia.gov.</i>	

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Comprehensive List of Systems Development Projects Currently Under Review

Customer-centric, Service-oriented, State-of-the-Art, Secure, and Intelligent (CSI)

The Department of Motor Vehicles (DMV) has initiated a project to replace and re-engineer their Customer Service System (CSS). The project is currently in the second phase of a three-phase approach.

- Phase I: Project Initiation and High Level Business Process Re-engineering
- Phase II: Detailed Business Process Re-engineering and Solution Procurement
- Phase III: Phased System Development and Implementation

The project will replace the aging CSS system, which includes over 12 information technology applications to process transactions and maintain customer records. The proposed solution will be more flexible and secure, and allow easier updates to accommodate legislative changes, new technology, and customer demands.

DMV held the project kickoff meeting in October 2006, which included an integrated DMV/CACI project team as well as DMV Executive staff and Division Directors. Phase II is underway. This phase consists of a detailed business process analysis and re-engineering effort and development and issuance of an RFP to select a solution provider for Phase III.

Sponsoring Agency Information	Secretary of Transportation Department of Motor Vehicles Project Sponsor: Karen Chappell, Deputy Commissioner and Project Sponsor Project Manager: Tully Welborn, Project Manager CSI	
Current Phase of Development	Initiation	
Project Timeline	Initial Business Process Analysis Completion Phase I Closeout Phase II Project Milestones: <ul style="list-style-type: none"> • Complete Re-engineering Training, Preparation, Orientation • Release RFP for Solution Provider • Receive Vendor Solution Proposals • Complete Solution Procurement and Contracting Process • Complete Detailed Re-engineering/Future Business Model • Develop Go Forward and Transition Plan • Phase II Closeout 	December 2005 February 2007 May 2007 August 2007 December 2007 June 2008 June 2008 June 2008 July 2008
Total Budget	\$1,670,700 for the Initial Business Process and Impact Analysis only (Pre-CSI) \$32,600,000 current estimate for implementation of the system	
Funding	100% Non general funds	
Actual Costs (As of 09/30/07)	\$2,835,013	
Outside Contractor(s)	CGI-AMS: business process analysis, business impact analysis, risk assessment CACI: phase I and II NG (Iconix): phase II – mentoring, business process modeling CGI (CapTech): data quality strategic planning *Additional contracts may be signed as the project progresses.	
Additional Information	None noted.	
Prior APA Report and Issue Date	No reports issued to date.	

Comprehensive List of Systems Development Projects Currently Under Review

Traffic Records Electronic Data System (TREDS)

The Traffic Records Electronic Data System (TREDS) project intends to address several key issues surrounding the collection, analysis, and management of traffic related data by addressing the following:

- Streamlining and simplifying data collection for law enforcement;
- Improving data quality by the use of automated edit checks;
- Eliminating duplicate data entry by multiple state agencies of the same crash report;
- Providing data in a flexible architecture to address different analysis and reporting needs; and
- Eliminating manual data entry backlogs.

TREDS will result in an automated process and application for use by local, state, and federal agencies in Virginia. This system will support collection of information, provide a central data repository, and offer a set of flexible analytical and reporting tools.

Sponsoring Agency Information	Secretary of Transportation Department of Motor Vehicles Project Sponsor: Dave Burhop, Chief Information Officer David Mitchell, Deputy Commissioner Project Manager: Jennifer Peters/Christopher Linde, DMV TREDS IT Virginia Department of Transportation Project Sponsor: Connie Sorrell, Chief of Systems Operations Gary Allen, Chief of Technology, Research and Innovation Project Manager: Bob Rasmussen, VDOT Process and Grant Administrator Bill Cannell, IT Project Manager Virginia State Police Project Sponsor: Lt. Col. Eugene Stockton, Director of Field Operations Bud Cox, Business Analyst	
Current Phase of Development	Development/Test – Phase I / Release I	
Project Timeline	Business Requirements / Solution Recommendation Completed Phase I (Implement Crash form and Alpha Release) Phase II (Statewide FR300 Rollout and FR300 Beta Release) Phase III (Implement TREDS back-end) Phase IV (Implement Statewide Rollout)	April 2006 January 2007 July 2008 November 2008 December 2009
Total Budget	\$5,372,130	
Funding	86% Federal funds 14% General funds	
Actual Costs (As of 9/30/2007)	\$975,398	
Outside Contractors	CACI and CAI: project management, business analysis and technical staff Infusion: sole source development tools and environment configuration Visual Statement: sole source front end software development DataCap: sole source provider of scanning software and equipment	
Additional Information	None noted	
Prior APA Report and Issue Date	No reports issued to date.	

Comprehensive List of Systems Development Projects Currently Under Review

Virginia Enterprise Applications Program

The 2006 General Assembly appropriated \$11 million to fund the Enterprise Applications Public-Private Partnership Project Office. The Office is to implement new administrative, financial, human resource, and supply chain processes and systems by doing the following:

- Identifying redundant administrative processes across state government;
- Recommending re-engineered processes to increase efficiency and productivity and to reduce cost; and
- Proposing an enterprise computer system or systems to help address these issues.

The areas needing replacement are currently comprised of various statewide computer systems, which are over 25 years old (CARS, CIPPS, BES, PMIS) and a host of stand-alone agency accounting systems, such as those at the Departments of Transportation, General Services, and Education, to name a few. Although specific plans, budgets and timelines are still in development, the Office expects to implement budgetary systems first, followed by additional modules.

Taxation and CGI have signed an agreement for an enhanced revenue initiative. However, it is uncertain at this time when collections will begin. These revenues will not be sufficient to fund the total budget, but should support the project office's immediate needs and implementation of the budget module.

Sponsoring Agency Information	Office of the Governor Project Sponsor: Jody Wagner, Secretary of Finance Project Manager: Peggy Feldmann
Current Phase of Development	Planning
Project Timeline	To be determined.
Total Budget	To be determined.
Funding	\$11 million General fund support for 2007-2008 biennium. Remaining funding from future appropriations, revenue enhancement initiatives to be implemented by CGI-AMS, as well as funding from agency partners, such as the Department of Transportation.
Actual Costs (As of 9/30/07)	\$7,011,196
Outside Contractor(s)	Primary contractor: CGI IV&V contractor: North Highland
Additional Information	None noted
Prior APA Report and Issue Date	No reports issued to date.

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Comprehensive List of Systems Development Projects Currently Under Review

Radford University Database Initiative (RUDI)

Radford University (Radford) investigated solutions to replace their outdated existing administrative systems. Radford has chosen to replace their legacy systems with SunGard's Banner software solution with the following goals:

- Provide better service to students, faculty, staff, parents, the community, alumni, business and ultimately to all taxpayers; and
- Deliver operational efficiencies to the institution.

Radford plans to use the application to support their major business cycles by implementing the Finance, Student, Human Resource, and Financial Aid modules. The integrated design of this solution will support a modern workflow strategy and enable seamless electronic communication to constituents, via an Internet portal.

Sponsoring Agency Information	Secretary of Education: Dr. Thomas R. Morris Radford University Project Sponsor: Danny Kemp, Vice President of IT & CIO Project Manager: Randa McDonald, RU Project Manager	
Current Phase of Development	Detailed Planning	
Project Timeline	Project charter approved Phase I initiation Phase I execution begins Phase II initiation Phase II execution begins Project execution completed Project closeout	April 2007 April 2007 May 2007 May 2007 August 2007 July 2011 December 2011
	<i>A more detailed project schedule to be established by November 2007.</i>	
Total Budget	\$16,164,286	
Funding	100% General funds	
Actual Costs (As of 09/30/07)	\$1,814,700	
Outside Contractor(s)	Primary Contractor: SunGard Higher Education IV&V Contractor: TBD	
Additional Information	The project is broken out into two separate phases which will run concurrently as reflected in the project timeline above: <ul style="list-style-type: none"> • Phase I – Financial Aid modules • Phase II – Finance, Student, Human Resources modules and the Luminus Portal 	
Prior APA Report and Issue Date	No reports issued to date.	

Comprehensive List of Systems Development Projects Currently Under Review

Integrated Case Management (ICM)

This project is an effort to integrate 21 legacy data management systems and data exchange processes into a single case management application to support services to people with disabilities across multiple agencies. The Department of Rehabilitative Services (DRS) is serving as the primary agency sponsor and point of contact for reporting to the Information Technology Investment Board. The Department for the Blind and Vision Impaired and Woodrow Wilson Rehabilitation Center are also participating.

The project team continues to work with Alliance, the contractor, to implement their product, AWARE. They are finalizing development activities and moving into the testing phase. The risk of schedule slippage continues to be an issue as the project team addresses multiple other risks:

- Timing of existing hardware refresh by the Northrop- Grumman (NG) Partnership;
- Timely delivery of new hardware by the NG Partnership; and
- Competing demands on agency resources as a result of the project's aggressive timeline

The ICM project team is monitoring these risks and developing mitigation strategies to address them. We continue to monitor the ICM project progress against the schedule in light of these issues.

Sponsoring Agency Information	Secretary of Health and Human Resources: Marilyn B. Tavenner Department of Rehabilitative Services: Project Sponsors: Joseph Bowman, Commissioner, Department for the Blind and Vision Impaired James Rothrock, Commissioner, Department of Rehabilitative Services Program Manager: Jim Roberts, Director of Information Technology Project Manager: Susan Kropp	
Current Phase of Development	Execution and Control	
Project Timeline	Contract awarded Discovery completed Revised design completion Revised development completion Revised phase 1 agency testing completion Revised phase 2 agency testing completion Revised phase 1 agency Go-Live Revised phase 2 agency Go-Live Revised project closeout	March 2005 March 2006 January 2007 December 2007 December 2007 June 2008 March 2008 September 2008 October 2008
Total Budget	\$5,084,691 (including \$150,000 in contingency) revised March 2007 from \$5,006,891	
Funding	100% Federal funds split between the participating agencies.	
Actual Costs (As of 9/30/07)	\$2,496,338	
Outside Contractor(s)	Primary Contractor: Alliance Enterprises, Inc IV&V Contractor: CGI-AMS (North Highland) for Sept/Oct 2005 and April 2006 reviews Northrup-Grumman (Paragon) for October 2006 review Morton Consulting for July 2007 review	
Additional Information	ICM Project Manager, Sue Kropp will retire December 31, 2007. Transition planning is underway to address her responsibilities until a new project manager can be identified.	
Prior APA Report and Issue Date	No reports issued to date.	

Comprehensive List of Systems Development Projects Currently Under Review

Integrated Fiscal System (IFS)

DRS' existing legacy financial system resides on an unsupported platform and utilizes proprietary language that cannot transfer to another platform. While the efforts under way with the Virginia Enterprise Application Program may ultimately provide an appropriate solution for DRS, given the critical nature of this application and the proposed timeline for the project, DRS received conditional approval to proceed.

They are required to replace the legacy system with a financial management system from Mitchell-Humphrey, presently used by the Department of Mental Health, Mental Retardation, and Substance Abuse Services, using a collaborative approach. The system includes general ledger, accounts payable, purchasing, inventory, cost accounting, patient funds, and budget modules that automatically interface with statewide systems (CARS and eVA), and addresses cost and accrual accounting requirements for federal reporting.

Also participating in the project are agencies within the Health and Human Services Secretariat to whom DRS provides accounting support. Each agency supplies project funding support as indicated below.

- Department of Rehabilitative Services, 55 percent
- Woodrow Wilson Rehabilitation Center, 20 percent
- Department for the Blind and Vision Impaired, 15 percent
- Virginia Department for the Deaf and Hard of Hearing, 5 percent
- Virginia Board for People with Disabilities, 5 percent

The project timeline is tight due to contracting and hardware procurement delays and competing resource needs with the Integrated Case Management (ICM) project, also underway at DRS. The project schedule calls for a phased implantation of the above agencies, working within ICM project constraints. Well-coordinated timing between the two projects is critical for a successful implementation and to realize a return on this investment.

Sponsoring Agency Information	Secretary of Health and Human Resources: Marilyn B. Tavenner Department of Rehabilitative Services: Project Sponsor: James Rothrock, Commissioner, Department of Rehabilitative Services Program Managers: Joseph Bowman, Commissioner, Dept. of Blind and Visually Impaired Ronald Lanier, Director, Virginia Dept. for the Deaf and Hard of Hearing Heidi Lawyer, Executive Director, Va Board for People with Disabilities Project Manager: Jim Roberts, Director of Information Technology (interim)	
Current Phase of Development	Execution and Control	
Project Timeline	Development approval Contract awarded Phase 1 Implementation Phase 2 Implementation (additional modules) Project closeout	December 2006 July 2007 May 2008-October 2008 June 2009 June 2009
Total Budget	\$1,300,000	
Funding	100% Federal funds	
Actual Costs (As of 9/30/07)	\$92,990	
Outside Contractor(s)	Primary Contractor: Humphrey-Mitchell IV&V Contractor: Not applicable due to stage of project.	
Additional Information	A new project manager has been hired and started November 26, 2007.	
Prior APA Report and Issue Date	No reports issued to date.	

APPENDIX A

Comprehensive List of Systems Development Projects Currently Under Review

ChildWINS

The ChildWINS system will provide comprehensive, integrated, and adaptable information to support workers and administrators providing services to the children and families involved with Virginia's child welfare system. ChildWINS will replace the current Virginia Child Welfare Application (OASIS) implemented in 1998.

The Commonwealth Standards define ChildWINS as a major project; therefore, it requires planning and development approval from the Information Technology Investment Board (ITIB). Social Services has been developing ChildWINS since 2005 without VITA oversight. In July 2007, the Commonwealth CIO conditionally suspended the project pending a VITA Project Management Division review of the health and status of the project. The APA and VITA are currently in the process of assessing the health and status of the ChildWINS project.

Sponsoring Agency Information	Secretary of Health and Human Resources: Marilyn B. Tavenner Department of Social Services: Project Sponsor: Lynette Isbell IT Project Sponsor: Harry Sutton Project Manager: Kevin Platea	
Current Phase of Development	Conditional Suspension	
Project Timeline	Planning Execution Go-Live Closeout	September 2007 September 2007 September 2009 January 2010
Total Budget	\$17 Million Approximately	
Funding	\$7,400,721 Federal Title IV-E development funding General Funds for the remaining costs	
Actual Costs (As of 9/30/07)	\$ 9,423,519	
Outside Contractor(s)	Not Applicable	
Additional Information	ChildWINS was formerly called OASIS. The initial project began in 1998 as a client/server product. In 2005, Social Services redefined the project to be a web-based application. Federal approval was initially obtained in 1998.	
Prior APA Report and Issue Date	No reports issued to date.	

APPENDIX A

Virginia Tax Online (VTOL) Upgrade

The Department of Taxation (Tax) and the Virginia Employment Commission (VEC) are working in collaboration to upgrade the Virginia Tax Online (VTOL) system. VTOL is a suite of E-government tools that allows taxpayers to interact electronically with Tax and VEC. VTOL operates on outdated technology with long maintenance and enhancement timeframes that leads to increased costs. This project will move VTOL to a current technology platform, improving usability and security.

The VTOL project completed implementation in September 2007. The VITA project closeout report and final IV&V are complete as well. The final IV&V report, conducted by CACI, had no negative findings. Project costs were under budget and the project closeout occurred ahead of schedule. Tax is currently utilizing the system to provide enhanced usability and services to the citizens in the Commonwealth.

Sponsoring Agency Information	Secretary of Finance: Jody M. Wagner Secretary of Commerce and Trade: Patrick O. Gottschalk Department of Taxation Virginia Employment Commission Project Sponsors: Ron Holt, Deputy Commissioner (TAX) Shelby Robinson, Assistant Commissioner Field Operations (VEC) Program Managers: Linda Foster, Assistant Commissioner (TAX) Shelby Robinson, Assistant Commissioner Field Operations (VEC) Project Managers: Sharon Kitchens (TAX) Margaret McGugan (VEC)
Current Phase of Development	Project Closed
Project Timeline	Test Execution Complete June 2007 Acceptance and Implementation July 2007 Project closeout September 2007
Total Budget	\$1,774,595
Funding	\$1,334,595 General funds \$440,000 Federal funds
Actual Costs (As of 9/30/07)	\$1,669,127
Outside Contractor(s)	IV&V Contractor: CACI
Additional Information	VITA Project Closeout report issued 9/10/2007, and final IVV issued 9/14/2007 with no negative findings
Prior APA Report and Issue Date	No report issued to date.

Comprehensive List of Systems Development Projects Currently Under Review

Roadway Network System (RNS)

The RNS project creates a replacement system for the aging Highway Traffic Records Information System (HTRIS). The new system incorporates a relational database, links geo-spatial data and business attributes to the roadways, and provides web accessibility to users to retrieve roadway data. The scope of work includes the following:

- Migrating all the data from the old system to the new;
- Ensuring the roadway geo-spatial data is aligned with the roadways;
- Connecting the business data to the geo-spatial roadway data;
- Building a web-based system for retrieving the roadway and business data; and
- Improving business processes that have been limited due to the older technology.

The RNS Steering Committee recently decided to accommodate in their project schedule the new road inventory business process re-engineering effort and a logical transition time for shutting down HTRIS following a successful pilot of RNS. This will result in a revised project schedule. The revised schedule will extend the project a full year, but will have very little impact on the overall cost at completion.

The original final delivery of the Virginia Geographic Information Network (VGIN) project centerlines was July 2007; however, actual receipt was September 2007. RNS transition to these centerlines is underway. A Memorandum of Understanding between VDOT and VITA to establish the quality standards and the maintenance process required to ensure statewide centerline data is both accurate and current is in the final approval stage.

Sponsoring Agency Information	Secretary of Transportation Department of Transportation Project Sponsors: Gary Allen, Chief of Technology Constance Sorrell, Chief of Systems Operations Program Manager: Joe Pugh, IT Applications Manager Project Manager: Scott McCombe	
Current Phase of Development	Execution and Control	
Project Timeline	Scheduled Execution and Control Completion Scheduled Project Closeout Proposed Closeout (re-baseline contingent, see above)	May 2008 June 2008 July 2009
Total Budget	\$7,308,122	
Funding	Federal funding for RNS will total \$1,600,000 (22%). The remaining funds (78%) are from the transportation information technology division operating funds.	
Actual Costs (As of 9/31/07)	\$4,383,905	
Outside Contractor(s)	IV&V Contractor: To be secured at time of IV&V	
Additional Information	RNS project completion is dependent on completion of a number of external and internal systems such as VGIN's project centerlines, PONTIS, the new Pavement Management System, and TREDs.	
Prior APA Report and Issue Date	No reports issued to date	

APPENDIX A

Comprehensive List of Systems Development Projects Currently Under Review

Student System Project

The University of Virginia is presently in the planning phase of the Student System Project, which is the third component of the University's plan to replace its core administrative information systems. The first two components of this integrated systems project, Finance and Human Resources, concluded in 2001 and 2002, respectively.

The Student System Project seeks to transform student-related administrative processes that support the teaching, research, service, and health care missions of the University. This project will ultimately include the implementation of a new student information system as well as activity pertaining to the review and re-engineering of institutional policies and processes.

Sponsoring Agency Information	Secretary of Education: Dr. Thomas R. Morris University of Virginia: Project Sponsor: Dr. Arthur Garson, Jr., Executive Vice President and Provost Project Director: Susan Barr	
Current Phase of Development	Detailed Planning	
Tentative Project Timeline	Oracle/PeopleSoft chosen as vendor Request for proposal released for consultant services Primary consulting team on board Bio Demographic conversion for active students Student Records Enrollment conversion Student Financials Self-Service go live Estimated project closeout	March 2006 June 2006 January 2007 January 2009 February 2009 April 2009 December 2010
Total Budget	\$51,200,000	
Funding	100% through University funding (University debt, University private funding, contributions from University auxiliary operations, a technology fee assessed to students, an allocation of Higher Education Equipment Trust Funds, and, potentially, a state general fund allocation (to be requested as a 2008-10 budget amendment)).	
Actual Costs (As of 9/30/07)	\$9,323,349	
Outside Contractor(s)	Primary Contractor: Oracle/PeopleSoft Primary Implementation Partner: CedarCrestone IV&V Contractor: To be determined	
Additional Information	Susan Barr assumed responsibilities of Project Director with the resignation of Charlie Grisham effective on August 25, 2007.	
Prior APA Report and Issue Date	No reports issued to date.	

Comprehensive List of Systems Development Projects Currently Under Review

Integrated Healthcare Information Management System (IHIMS)

The University of Virginia Health System (the Medical Center) is currently implementing the IHIMS solution with support from clinical system vendors that provide the needed application solutions. These vendors include Onyx Picture Archive Computer System (PACS) for image management in radiology, PICIS for system data collection and flow sheets, Streamline Health for document management, and GE Inc. (GE/IDX Inc.) for the continuum of care Electronic Medical Record.

The IHIMS project solution connects the Medical Center with its affiliates and ambulatory clinics in an integrated and transferable electronic medical records processing system. GE's Centricity Enterprise, formerly known as IDX Carecast, software application integrates results and medical chart data together, which enables it to be the "hub" for the various systems. This electronic medical records repository already provides doctors with timely online access to patient data, enhancing patient safety initiatives and quality outcomes. This repository will continue to evolve, eventually bringing the hospital, emergency room, and all 130 ambulatory care sites of the Medical Center's Health System together into one functional database. GE's acquisition of IDX has slowed the Carecast implementation by 12 months. The Medical Center will receive benefits from a contemporary clinical system, but costs are contractually in-line to 1999 dollars. The project team is implementing the ambulatory components, and the inpatient module planning is on schedule to dates below.

Sponsoring Agency Information	University of Virginia Medical Center Project Sponsor: Barbara Baldwin, CIO Project Manager: Cindy Perry	
Current Phase of Development	Execution and Control	
Project Timeline	Contract signed and Board Of Visitors approved Interim Clinical Results Archive System implemented Resequencing of IDX phases and amended agreement Radiology Algotech/Kodak/Onyx PACS LanVision/Streamline Health Document Management Multi-year data conversion and result repository Pilot ambulatory clinic conversions PICIS (critical care) first unit implementation Clinic implementation completion Inpatient modules completion Emergency Department modules completion Scheduled project closeout	May 1999 August 2001 July 2002 November 2002 August 2003 November 2004 July 2005 March 2007 October 2008 March 2009 March 2009 June 2009
Total Budget	\$53,800,000	
Funding	100% internal funded through the Medical Center revenues.	
Actual Costs (As of 9/30/07)	\$36,685,735	
Outside Contractor(s)	Primary Contractor: GE Centricity Enterprise (GE acquired IDX in Jan. 2006) IV&V Contractor: University of Virginia Internal Audit	
Additional Information	The IDX Carecast product is currently supporting patient care at over 9,000 other healthcare sites. Presently, 77 of 130 clinics are up and running. All clinics will be live on or before October 2008. In January 2006, GE merged with IDX. The Medical Center and GE negotiated project improvements that have moved the scheduled project closeout from 2008 to 2009.	
Prior APA Report and Issue Date	No reports issued to date.	

Comprehensive List of Systems Development Projects Currently Under Review

Administrative Re-engineering through Integrating Electronic Services (ARIES)

Virginia Commonwealth University is currently implementing SunGard's Banner system to replace their major administrative systems (finance, student, financial aid, and human resources) that are currently on older technology. The Banner suite of products will use new technologies and allow the University to re-engineer administrative processes.

ARIES project execution began in July 2004 and continued through November 2007 with project closeout scheduled in December 2007. All modules are currently on schedule to meet the scheduled closeout. The initial project budget is \$11.4 million, \$8 million in direct costs and an additional \$3.4 million for internal personnel efforts over the life of the project. The project requires resources from many of the University's organizational units to provide the needed expertise, staffing, and decision-making. SunGard is an integral part of the team by providing both technical and functional resources for installation, training, process analysis, and operations.

Sponsoring Agency Information	Secretary of Education: Dr. Thomas R. Morris Virginia Commonwealth University: Project Sponsor: Eugene Trani, President Program Manager: John M. Bennett, Senior VP for Finance and Administration Project Manager: James Thomas		
Current Phase of Development	Execution and Control		
Project Timeline	Project Charter approved by the ITIB Financial and Human Resources modules scheduled Go-Live Student and Financial Aid module scheduled incremental Go-Live Scheduled project closeout		May 2004 July 2006 April through November 2007 December 2007
Total Budget	\$11,400,000		
Funding	\$3 million non-general funds \$5 million general funds \$3.4 million in operational funds		
Actual Costs (As of 9/30/07)	\$10,249,755		
Outside Contractor(s)	Primary vendor: SunGard Higher Education IV&V Contractor: CACI		
Additional Information	Functional area teams are lead by business managers and consist of several sub-teams focused on specific processes		
Prior APA Report and Issue Date	No report issued to date.		

Comprehensive List of Systems Development Projects Currently Under Review

Virginia Workforce Network Information System (VWNIS)

The Virginia Employment Commission has contracted with Geographic Solutions Inc. to replace the current Virginia Workforce Network Information System (VWNIS) with a robust, internet-based, commercially available off the shelf application.

The VWNIS replacement will integrate various federal programs into a single workforce information system, as required by the Workforce Investment Act of 1998 and Code of Federal Regulation. These programs include the Workforce Investment Act (WIA), Wagner-Peyser Act, Trade Act, Virginia Initiative for Employment not Welfare (VIEW), and Labor Market Information.

By consolidating these programs, the citizens and employers of the Commonwealth can receive workforce services from multiple state and local agencies using a single workforce information system. A single workforce system will provide citizens and employers with the convenience of self-service workforce activities. In addition, this system will give policy makers the ability to interact with a single system for the determination of labor demand and labor supply decisions. Replacing VWNIS will also eliminate duplicate data entry into multiple older systems and consolidate separate workforce information systems.

The Virginia Employment Commission successfully implemented the VWNIS replacement system on November 13, 2007, and the project team will be working on project closeout until January 2008.

Sponsoring Agency Information	Secretary of Commerce and Trade: Patrick O. Gottschalk Virginia Employment Commission: Project Sponsor: Shelby Robinson, Assistant Commissioner for Field Operations Executive Project Manager: Linda Belflower, CIO Project Managers: John Gray and Kim Lee	
Current Phase of Development	Closeout	
Project Timeline	Geographic Solutions Inc contract Signed Project plan completed & approved Project execution phase begins Go-Live Project close out completed	September 2006 November 2006 November 2006 November 2007 January 2008
Total Budget	\$3,567,800	
Funding	100% Federal funds	
Actual Costs (As of 9/30/07)	\$2,029,353	
Outside Contractor(s)	Primary Contractor: Geographic Solutions Inc. IV&V Contractor: CACI.	
Additional Information	Implementation of the legacy VWNIS occurred in 2000 and has provided minimal utility to the overall Workforce System within the Commonwealth.	
Prior APA Report and Issue Date	No reports issued to date.	

APPENDIX A

Comprehensive List of Systems Development Projects Currently Under Review

Project New Horizons

Virginia State University (VSU) is implementing SunGard's Banner system to replace their current system, SCT Plus. Banner will incorporate newer technologies and provide integration with web-based applications for information delivery. VSU used staff from SunGard, and SCT as the implementation service providers and business units across the University.

The Commonwealth's Information Technology Investment Board approved Project New Horizons in January 2004. Initial work on the project began in April 2004 and continued for eight months. During this period, VITA employed a vendor, CACI, to perform an initial Independent Verification and Validation (IV&V) review, which found the project off-track and not positioned for success.

The IV&V report led the Commonwealth's Chief Information Officer (CIO) to suspend the project in January 2005. The suspension lasted three months in which time VSU worked to satisfy the required corrective actions, and the CIO reactivated the project in April 2005. VSU's project implementation is on schedule to meet the project closeout in November 2007.

Sponsoring Agency Information	Secretary of Education: Dr. Thomas R. Morris Virginia State University: Project Sponsor: Eddie Moore, Jr., President Project Director: Judy Marchand, CIO Project Manager: Richard Barnes	
Current Phase of Development	Execution and Control	
Project Timeline	Project Charter approved by ITIB Project suspended Project reactivated Finance with Human Resources integration modules Go-Live Student and Financial Aid modules Go-Live Scheduled project closeout	January 2004 January 2005 April 2005 July 2006 September 2007 October 2007
Total Budget	\$5,947,291	
Funding	\$939,000 General funds \$3,908,104 Non-General funds \$562,210 Federal funds	
Actual Costs (As of 9/30/07)	\$5,447,191	
Outside Contractor(s)	Consulting Services: SunGard and SCT Software Vendor: SCT IV&V Contractor: Dana German, University of Mary Washington	
Additional Information	The University submitted a Change Control Request to VITA PMD for project scope change to exclude Finance Endowment, Miscellaneous Accounts Receivables, and Budget Development modules from this implementation.	
Prior APA Report and Issue Date	Interim Report of Virginia State University's Project New Horizons - August 2005 Virginia State University Report on Audit for Fiscal Year Ending June 30, 2005 and 2006 <i>Reports are available by searching under the agency name at www.apa.virginia.gov</i>	



Commonwealth of Virginia

Walter J. Kucharski, Auditor

**Auditor of Public Accounts
P.O. Box 1295
Richmond, Virginia 23218**

December 12, 2007

The Honorable Timothy M. Kaine
Governor of Virginia
State Capital
Richmond, Virginia

The Honorable Thomas K. Norment, Jr.
Chairman, Joint Legislative Audit
and Review Commission
General Assembly Building
Richmond, Virginia

We are currently conducting audits of the systems development process for several major information technology projects and submit our report entitled, **"Progress Report on Selected System Development Projects in the Commonwealth"** for your review.

A summary of each of the projects we are currently following is provided in Appendix A. Further, we include additional information on the following projects to highlight unique aspects of their status.

- Virginia Enterprise Application Project (VEAP)
Office of the Governor
- ChildWINS
Department of Social Services
- STARS
Virginia State Police
- Project New Horizons
Virginia State University

This progress report does not include new audit recommendations for any of the projects we are currently following, but instead describes project history, activities, and status. We verified the accuracy of this information with all of the agencies; however, since there were no audit recommendations, we did not conduct an exit conference or receive an agency response.

A handwritten signature in black ink, reading "Walter J. Kucharski".

AUDITOR OF PUBLIC ACCOUNTS

KKH:wdh

