

EXECUTIVE UPDATE

I want to wish you all a Happy New Year! As the first snow fell here in Virginia, I could not help but reflect a bit on 2009 - a challenging year for our country. However, we saw and experienced some wonderful things too. For example, the incredible growth of a little 140-character phenomenon called Twitter and the New Orleans Saints in their first Super Bowl. Just goes to show, with hard work and creativity there will always be progress. [More »](#)

PROGRAM UPDATE

AMS Advantage Program Achieves CMMI Level 3

Just like our state and local government clients, CGI is always working to achieve a higher level of efficiency with its business processes. Nowhere is this more critical than with software engineering for our AMS Advantage ERP solution. Capability Maturity Model Integration (CMMI) targets software development processes, including project management and organizational development to drive efficiency and the highest software quality for our clients. [More »](#)

PROGRAM UPDATE

CGI Forum 2010 *Online* - Save the Date

Mark your calendar for CGI Forum 2010, an *Online* educational event for the AMS Advantage® community, from April 28-29, 2010. As governments continue to be tasked with accomplishing more with less, there has never been more value in attending. Our sessions are designed to help you leverage your AMS Advantage solutions to increase visibility into operations, maximize efficiencies and provide transparency to your constituents. And best of all, we are coming directly to you this year through our new online format. [More »](#)

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Dashboard Turns a Magnifying Glass on Performance

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CLIENT SUCCESS

An Update from the AMS Advantage Steering Committee Chair



Every New Year brings added opportunities and challenges (and some pesky opportunities and challenges lingering from last year) and 2010 is no different from others, and may have more of both in store for us.

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Commonwealth of Kentucky Achieves Greater Efficiency Moving from BRASS to Performance Budgeting



An AMS Advantage Financial Management client since 1999, the Commonwealth of Kentucky upgraded to the Web-based release in 2006 after evaluating available industry solutions, including SAP.

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State of Maine Improves Efficiency and Control

change: our clients. Whether it is through one-on-one interviews, focus groups or surveys, you provide the feedback that drives AMS Advantage development. [More »](#)

PROGRAM UPDATE

Agile Implementation Approach – Same Built-for-Government Functionality

Last year we shared an early look at CGI's new rapid implementation option for AMS Advantage Financial Management. Where traditional implementations rely on an 18 to 24 month project, CGI is accelerating the time to benefit. Where other system integrators and solution providers are slimming-down their application to achieve rapid implementation, which does not allow for expansion of scope or scale, CGI delivers the same built-for-government functionality with room to grow.

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PROGRAM UPDATE

CGI at State & Local Conferences Calendar

Each year, CGI visits a number of conferences around the country. Are you planning to attend next year? You can visit CGI and learn more about our state and local offerings and partnerships at any of our events. We hope to see you there!

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An AMS Advantage Financial Management client since 1989, the State wanted to modernize. By consolidating systems and streamlining processes, they would be on the right track toward greater efficiency and control.

[More »](#)

Steering Committee Elections - the results are in

With 11 client representatives running for four seats, it was a very competitive Steering Committee election this year. Thank you to all of the candidates who stepped forward to run - it was your experience and commitment that helped make this year's election so successful.

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AMS Advantage Client News

Whether it is streamlining business processes, taking advantage of new functionality or just staying current on maintenance, one thing is clear: the AMS Advantage client community continues to transform.

[More »](#)

Letter from Pat Colacicco, vice president, AMS Advantage Program



I want to wish you all a Happy New Year! As the first snow fell here in Virginia, I could not help but reflect a bit on 2009 - a challenging year for our country. However, we saw and experienced some wonderful things too. For example, the incredible growth of a little 140-character phenomenon called Twitter and the New Orleans Saints in their first Super Bowl. Just goes to show, with hard work and creativity there will always be progress.

I am also pleased to announce a number of wonderful events for the AMS Advantage community, for example, [Pima County, Arizona](#), home of Tucson, has joined the client community. Following a competitive procurement, including 11 bids, the County has selected CGI and AMS Advantage ERP to replace their existing legacy systems. With close to 8,000 employees and an annual budget of more than \$1 billion, Project PimaCore will transform their financial and related

business systems to provide the efficiency, transparency, and accountability necessary for the effective performance of County government. This is a huge win for us and further demonstrates that the built-for-government AMS Advantage solution remains a top choice for state and local governments.

The AMS Advantage client community also celebrated an unprecedented number of [successful system implementations in 2009](#). In addition, since the beginning of the year, the following clients have implemented [AMS Advantage releases in live production](#) - New York City, New York (January: Financial Management, infoAdvantage), Honolulu, Hawaii (March: Human Resource Management, infoAdvantage), Monterey County, California (March: Human Resource Management) and City of Springfield, Ohio (March: Financial Management, Maximo).

Last, but not least, I am proud to announce that the [AMS Advantage Program has achieved Capability Maturity Model Integration \(CMMI\) Level 3](#), from the Carnegie Mellon Software Engineering Institute (SEI). The results were very encouraging, in fact 77 different strengths were mentioned and only 6 non-CMMI findings improvement opportunities were suggested.

I invite you to review the articles of this issue and learn about the potential that awaits you for meeting your progress goals for this year and beyond.

- [Steering Committee Chair, Jerry Gearheart from the State of Utah kicks-off this years goals](#)
- [Agile Implementation Approach – Same Built-for-Government Functionality](#)
- [Dashboard Turns a Magnifying Glass on Performance](#)
- [A State of Maine Case Study on using AMS Advantage to improve Efficiency and Control](#)
- [Kentucky Achieves Greater Efficiency Moving from BRASS to Performance Budgeting](#)
- [Save the Date for CGI Forum 2010 Online](#)

Finally, a brief word regarding our next issue - CGI is busy updating the content management system that supports our Public Sector ERP Insights Newsletter. To support this effort, Volume 18 is a combined Winter/Spring issue. Stay tuned for the summer issue in July.

Enjoy the spring!

AMS Advantage Program Achieves CMMI Level 3

Just like our state and local government clients, CGI is always working to achieve a higher level of efficiency with its business processes. Nowhere is this more critical than with software engineering for our AMS Advantage ERP solution. Capability Maturity Model Integration (CMMI) targets software development processes, including project management and organizational development to drive efficiency and the highest software quality for our clients.

CGI and the AMS Advantage Program are pleased to announce we have achieved CMMI Level 3 for software development from the Carnegie Mellon Software Engineering Institute (SEI). Every day, SEI is working hard with organizations around the world in order to advance software engineering disciplines for developing applications with predictable and improved cost, schedule, and quality.



Sami Boudriga, Director of Consulting at CGI, is responsible for all quality initiatives within the AMS Advantage Program including, Process and Product Quality Assurance (PPQA), Software Quality Assurance (SQA), Configuration Management, DBA Services, Tools and all IT infrastructure.

Sami is a results-driven project management professional with more than 19 years of technical and project management experience. He is an outside-the-box thinker with a diverse background in Strategic Planning, Business Relationships, Project Management, System Design/Development, Offshore Software Development, Quality Assurance, Project Estimation, Applied Statistics and CMMI Compliance.

Sami took a few minutes away from his efforts to talk to us about this latest achievement and what it means for the AMS Advantage Program and our clients.

When was the original CMMI assessment for the AMS Advantage Program done?

In order to follow the Standard CMMI Appraisal Method for Process Improvement (SCAMPI), we conducted a strengths and weaknesses analyses (SCAMPI B) of our software engineering group in May 2008. Appraisal data was gathered through interviews with various software development experts and a thorough review of project and organization work products. The results were summarized using a red/yellow/green scheme to define and prioritize necessary improvement measures.

What is the difference between CMMI Level 2 and 3?

Level 2 focuses on repeatable processes and the potential for consistent results and discipline unlikely to be rigorous.

Level 3 focuses on defined processes that are subject to some degree of improvement over time. These are the processes in place to establish consistency of process performance across the organization that links various activities to real business objectives.

How did the final SCAMPI A appraisal go?

The appraisal was of our Program's Solutions Management group, the team responsible for software development. During this appraisal process one SEI-certified high maturity lead appraiser

and five SCAMPI A appraisers were involved.

These appraisers reviewed more than 4,000 artifacts corresponding to 17 process areas, 336 practices, three types of objective evidence, and four instantiations. In addition, 12 interviews were conducted involving more than 30 AMS Advantage experts.

The results were very encouraging! No CMMI areas of improvement were identified, and in fact, 77 different strengths were mentioned. Only six non-CMMI findings for improvement opportunities were suggested.

And what was the final outcome?

On the morning of January 14, 2010 the AMS Advantage Program successfully passed CMMI Level 3 assessment - good for the next three years! This demonstrates that our management, employee quality, process management, and product quality are at a world-class level.

We are now part of more than 800 organizations world-wide certified at level 3 corresponding to 58 percent of all certified organizations at all levels.

How does this translate into benefits for our clients?

Receiving CMMI Level 3 certification is a big acknowledgement of the emphasis and interest the AMS Advantage Program management has placed on producing high quality results for our clients through defined, consistent and documented standard software development processes.

With this level of maturity, management visibility into day-to-day activities is at an all time high - ensuring we continue to add value and enable results for our clients.

What's Next?

Now that we have measured ourselves against the industry-standard, we will continue to follow the CMMI model and continue to apply systematic, disciplined and quantifiable process improvements that make us efficient for our clients.

For more information on AMS Advantage and CMMI Level 3, contact Sami Boudriga at sami.boudriga@cgi.com.

And don't miss these quality assurance sessions at CGI Forum 2010 *Online*:

- Best Practices for Software Quality Assurance
- Care and Feeding of AMS Advantage: Production Performance Tuning and Monitoring
- Applying Patches and Fixpacks

See you in *Online*!



CGI Forum 2010 *Online* – Save the Date

Mark your calendar for CGI Forum 2010, an *Online* educational event for the AMS Advantage® community, from April 28-29, 2010. As governments continue to be tasked with accomplishing more with less, there has never been more value in attending. Our sessions are designed to help you leverage your AMS Advantage solutions to increase visibility into operations, maximize efficiencies and provide transparency to your constituents. And best of all, we are coming directly to you this year through our new online format.

NO COST TO YOU

Given the challenging economic environment that still persists for many of our clients, we are offering these online sessions free of charge to all maintenance-paying AMS Advantage clients. With FREE registration and an online, virtual environment, the Forum is extending its reach, making this important content available to more people from more sites than ever before.

32 ONLINE SESSIONS FROM EVERY PRODUCT MODULE

CGI Forum 2010 will feature sessions on:

- Financial Management
- Human Resource Management and Payroll
- Budgeting and Performance Management
- Procurement and Vendor Self-Service
- infoAdvantage
- Technical topics

In addition, attend a SUPER Session to hear directly from AMS Advantage Program leadership and the User's Group Steering Committee on updates and product direction.

REGISTRATION

Be on the lookout for the launch of the Forum 2010 *Online* website, including session descriptions and online access details, in March.

Session information is now available for CGI Forum 2010, an online educational event for the AMS Advantage® community, from April 28-29, 2010. Visit www.cgiforum2010.com for more information.

For more information contact Wendy Ruehlmann at wendy.ruehlmann@cgi.com.

And don't miss the CGI experts you work with presenting at CGI Forum 2010 *Online*. Here are just a few!

- Sharon Beiter
- Jon Brax
- Susan Capstack
- Harold Lewis
- Pat Thomson

See you in *Online*!

Dashboard Turns a Magnifying Glass on Performance

As CGI and the User Group Steering Committee continue to enhance AMS Advantage, we continue to go back to the source of change: our clients. Whether it is through one-on-one interviews, focus groups or surveys, you provide the feedback that drives AMS Advantage development.

When it comes to improving efficiency, client feedback clearly demonstrates the need for evaluating program success based on the relationship between resources and results, for example, tracking performance progress and status updates, including written justification. Bottom line, clients explained they must be able to understand how well they are performing, as well as, how much it costs them to perform at that level. For AMS Advantage, this means linking performance components to chart of account strings and performance actual values to a specific budget request.

CGI and the AMS Advantage Program are pleased to introduce Dashboard, our visual, interactive reporting solution for AMS Advantage. With enhanced linking and tracking now available with AMS Advantage 3.8 Performance Budgeting, Dashboard captures key performance indicators so managers can interact with them in a visual way, easily analyzing costs and communicating strategic goals in measurable terms people can understand.

Marching to the Same Beat

By definition, departments move in different directions, accounts payable, grants management, purchasing, and payroll - each with their own primary focus. With Dashboard, management establishes key performance indicators that turn a magnifying glass on activities. Employees in every group and at every level march together toward the same destination and managers know the true cost of business.

The Performance Budgeting enhancements that make Dashboard effective encompass two major components, a Performance Management Framework and the visual Dashboard itself. The Performance Management Framework establishes tracking and monitoring of performance progress.

- Link performance measures to chart of account dimensions and associate a percentage of costs that should be allocated to specific measures
- Associate a weighting to various performance components for "scorecarding" of goal progress
- Establish Performance Measure targets as part of the budget request process
- Track performance measure actuals by department using the budget request utilizing features such as stages of review, workflow, capture status updates and progress toward milestones

With the framework in place, the Dashboard is the central repository and visual reporting component, serving up relevant and actionable information to users at various levels of the organization for more efficient and effective decision making.

- Dashboard is embedded, delivered out-of-the-box in AMS Advantage Performance Budgeting
- Four integrated Dashboards, Budget Financial, HR-Position, Performance Management and Global Dashboard, will combine analytics from each of the other three
- Each Dashboard contains four to five analytics for flexibility

Results

It is an old adage, but still true today, what gets measured gets done. The key is, linking the appropriate measures, tracking resource progress and easily analyzing the results that can drive change and greater efficiency. With Dashboard for AMS Advantage Performance Budgeting, state

and local governments can do just that. Here's how.

Strategic Plan Watchlist

At a glance, visual cues provide the status of strategic goals. Immediately, management knows the successful areas and, most importantly, those that may require more attention. Not only is the overall perspective illustrated in the Dashboard, but supporting details are only a click away.



The screenshot shows a 'Strategic Plan Watchlist' interface. At the top, there are tabs for 'Organization (2.0)', 'Organization (3.0)', and 'Program'. The main table lists performance components with status icons (green for good, yellow for warning, red for critical), level, component name, type, description, and weighting. Below the table is a 'Description' section and another table showing performance measures with status, weighting, measure name, unit, target limit type, target performance, and actual performance.

Status - Level	Performance Component	Type and Description	Weighting
Green - 5	Mission	All County	75
Yellow - 2	Goal	Law Enforcement	80
Yellow - 3	Objective	Patrol	30
Yellow - 3	Objective	Criminal Investigations Division (CID)	10
Yellow - 3	Objective	Judicial Services	25
Yellow - 2	Goal	Detention	100
Yellow - 3	Objective	Detention	

Description
Patrol units respond to calls for service, provide routine security checks of businesses, churches, or residences, investigate break-ins, serve warrants, and enforce traffic regulations.

Status	Weighting	Performance Measure	Unit	Target Limit Type	Targeted Performance	Actual Performance
Yellow - 3	10	# of calls for service	calls	Minimum	400	317
Yellow - 3	25	# of building security checks	checks	Minimum	750	781
Yellow - 3	30	Average response time	minutes	Maximum	7	6.5

Program Summary

The Dashboards visual cues illustrate the status of the program, along with budgeted and actual details that communicate how well they are performing and how much it costs the organization to perform at that level.



Never has improving efficiency been a higher priority for state and local governments. With Dashboard for AMS Advantage Performance Budgeting, organizations capture the on-demand information they require through an interactive, visual display. Combined, activities are measured consistently, employees march to the same beat and management knows where additional support is necessary. And that is the key to efficiency.

For more information on Dashboard for AMS Advantage Performance Budgeting, or to schedule a demonstration, contact Louise Oliver at louise.oliver@cgi.com.

And don't miss these Dashboard sessions at CGI Forum 2010 *Online*:

- An Introduction to Performance Budgeting's Dashboard
- Government-At-A-Glance with AMS infoAdvantage Dashboard

See you in *Online*!

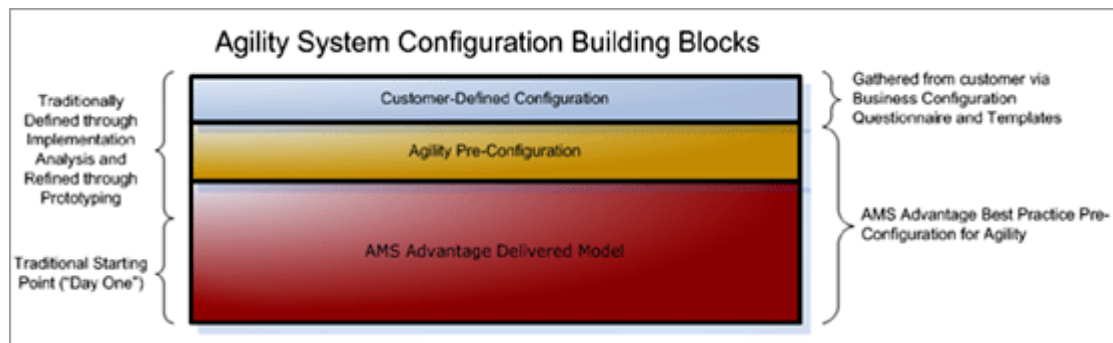
Agile Implementation Approach – Same Built-for-Government Functionality

Last year we shared an early look at CGI's new rapid implementation option for AMS Advantage Financial Management. Where traditional implementations rely on an 18 to 24 month project, CGI is accelerating the time to benefit. Where other system integrators and solution providers are slimming-down their application to achieve rapid implementation, which does not allow for expansion of scope or scale, CGI delivers the same built-for-government functionality with room to grow.

CGI and the AMS Advantage Program are pleased to introduce AMS Advantage Agility - our AMS Advantage Financial Management solution for small to mid-sized governments. Using out-of-the-box software and tools, backed by proven best practices, and implemented by the same government experts, CGI delivers the same built-for-government functionality.

Although budgets remain tight for 2010, the goal of increased efficiency continues to grow. While some of this efficiency can be facilitated by business process change, much of it requires modern technology. That is why Agility focuses on delivering core foundation software to support the critical areas of government business as the foundation.

The key is the approach, including a structured questionnaire to define business processes and a preconfigured database with government-specific content and built-in government best practices.



Where a traditional project begins with a lengthy analysis, refined through prototyping, Agility delivers AMS Advantage Financial Management with best practice business processes built-in - yet allows for tailoring and customer-defined configuration based on the questionnaire and templates.

Never has improving efficiency been a higher priority for state and local governments; the key is securing functionality that supports the way governments conduct business out-of-the box and through configuration, not customization. With Agility there is now an alternative to traditional full-scale implementation projects without sacrificing built-for-government functionality and efficiency and growth opportunities. For example, with AMS Advantage 3.8, clients are leveraging:

- Online forms, including simplified cost accounting data entry
- Secure forms printing for reduced printing and storage costs
- Automated workflow, including workflow comparisons, and email notifications
- Drill down and online queries
- Copy backwards for reduced data entry

Government organizations large and small take advantage of AMS Advantage's comprehensive,

built-for-government, integrated functionality every day. For those looking to upgrade to the web-based release or implement AMS Advantage for the first time, Agility is the first step to taking advantage of the best fit available.

For more information on AMS Advantage Agility, or to schedule a demonstration, contact Howie Dryver at howie.dryver@cgi.com.

And don't miss his session at CGI Forum 2010 *Online*:

- Improve Tracking, Oversight and Capture of Grant Funds with the Advantage Grant Lifecycle Management Module

See you in *Online*!

CGI at State & Local Conferences Calendar

Each year, CGI visits a number of conferences around the country. Are you planning to attend next year? You can visit CGI and learn more about our state and local offerings and partnerships at any of our events. We hope to see you there!

Public Technology Institute - Technology Solutions & Innovations Conference

March 24- 25, 2010

Washington, DC

National Association of State Comptrollers

March 24 - 26, 2010

Des Moines, Iowa

National Association of State Procurement Officials

April 18 - 20, 2010

San Francisco, California

National Grants Management Association

April 26 - 28, 2010

Rockville, Maryland

NASCIO Mid-Year

April 28 - 30, 2010

Baltimore, Maryland

CGI Forum 2010 Online

April 28 - 29, 2010

Government Finance Officers Association

June 6 - 9, 2010

Atlanta, Georgia

Association of Government Accountants

July 11 - 14, 2010

Orlando, Florida

NASPE Annual

July 24 - 28, 2010

Atlanta, Georgia

National Association of State Budget Officers

July 25 - 28, 2010

Portland, Oregon

NASCIO Annual

September 26 - 29, 2010

Miami, Florida

Attending one or more of these conferences? Want to set up a meeting onsite with the CGI team? Please contact CGI at amsadvantage@cgi.com.

And don't miss his session at CGI Forum 2010 *Online*:

See you in *Online*!

An Update from the AMS Advantage Steering Committee Chair

Every New Year brings added opportunities and challenges (and some pesky opportunities and challenges lingering from last year) and 2010 is no different from others, and may have more of both in store for us.

First, let me welcome to the Steering Committee our newly elected member Scott Waldman - Oakland County Schools, Michigan as well as our re-elected members: Lori McClannahan, State of Iowa, Kathi Still, Commonwealth of Massachusetts and Mason Campbell, City of Roanoke Virginia. I would also like to give a special thanks to Robert Davis, Los Angeles County, CA who left the Committee this year. His experience and counsel have been a great benefit to the Committee and to our user community. I know he will continue to be an active member of the user community and will continue to provide us with valuable input.



Each year at the conclusion of the CGI Forum, the new Steering Committee Chair is given the opportunity to discuss what we plan to focus on and accomplish during the coming year. As I have considered the many tasks before the Committee, I have settled on the following goals:

A Successful CGI Forum 2010

This will be a challenge for us this year because for the first time in its history, the user's [Forum](#) will be held in a virtual, online environment. Details regarding registration, sessions, technical requirements and other specifics will be sent to each of you in the very near future. It is my hope that the decision to bring this year's Forum to your desk or meeting rooms (saving travel costs, etc.) will result in more of us attending this year than last.

Document Archiving

Without an effective way to archive information to a place where it can be retrieved at a later date, all of us will be impacted in one way or another. While most AMS Advantage products have an archive feature, they lack several features many of us need. This past year Kathi Still, Commonwealth of Massachusetts, has been working to coordinate user discussions to generate ideas to address this issue. And several good recommendations been documenting that we are sharing with CGI.

Enterprise Content Management (ECM)

Almost all of us are now working in an environment where we are asked every day to do more with less. Our employers are downsizing, limiting purchases, and restricting travel and training. At the same time, many of us continue to work in an inefficient "paper trail" environment, where our business processes rely on a piece of paper moving from person to person.

The use of Electronic Content Management (ECM) to image, route and process documents (with the power to eliminate paper trails) will allow us to become more effective and efficient. Over the next year, the Steering Committee will work with CGI to explore options of using ECM with AMS Advantage. A focus group addressing this issue has already met over the past year, and CGI and the Steering Committee must continue to make this a priority this year.

Expand our Ability to Network with One Another

Several years ago, the Steering Committee introduced the [Discussion Gateway](#) as a tool to facilitate client-to-client, as well as CGI, discussion and information sharing. While the Discussion Gateway has been widely accepted by the user community, for various reasons it is still not used as much as I feel it could be to our benefit.

This year, we need to consider the use of industry tools, for example, Twitter and Wiki, to expand our ability to communicate, connect and work with one another.

As always, the Steering Committee will continue to review and approve enhancement requests and CGI plans for upgrading AMS Advantage ERP. Most importantly, it is our responsibility to serve you as your representative to CGI.

I challenge you to become more involved in the process, to get to know your Steering Committee and let them know how you feel about their work, the systems you use, your successes and your frustrations.

I wish you the best in the coming year, and I look forward to meeting with all of you during CGI Forum 2010 Online.

For more information on the Steering Committee, or to get involved, contact Jerry Gearheart at jgearheart@utah.gov.

And don't miss these new feature and functionality sessions at CGI Forum 2010 *Online*:

- New Functionality for Leave Processing
- Finding Yourself in AMS Advantage 3.8
- New Functionality for Benefits/Deduction Processing
- An Introduction to Performance Budgeting's Dashboard

See you in *Online*!

Commonwealth of Kentucky Achieves Greater Efficiency Moving from BRASS to Performance Budgeting

An AMS Advantage Financial Management client since 1999, the Commonwealth of Kentucky upgraded to the Web-based release in 2006 after evaluating available industry solutions, including SAP. As a result, the Commonwealth was able to automate approvals, streamline business processes and improve access to information for their 4,000 end users across 180 state agencies. For example, they automated state fiscal year appropriations and project and grant budgets so they are not overspent and now requisition directly from negotiated supplier contracts for frequently purchased commodities.



A BRASS client since 1999, the Commonwealth recently made the move to AMS Advantage 3.8 Performance Budgeting. Rachelle Wilkins, lead administrator for the Commonwealth's Performance Budgeting solution, called KBUD (Kentucky Budgeting System), took some time from her day to talk about the recent upgrade.

What attracted the Commonwealth to AMS Advantage 3.8 Performance Budgeting?

We had been following CGI's progress with the solution, through the CGI Forum and the regular Newsletter, and we could see it was moving in the right direction. We had not upgraded BRASS in about five years, and although it was working just fine, it had stagnated. With Release 3.8, it achieved the functionality we loved in BRASS, plus more, and we knew the time was right.

What features were key?

We had already made the move to the Web-based AMS Advantage Financial Management system, so our users were already acclimated to using the browser. We do not have a very fancy budget book; we simply present the data so it makes sense to the average person.

In BRASS we had to run a report for each code - and if there was a last minute change, we had to run and print each report again. With Performance Budgeting, we can run one report with ten codes - it prints ten pages, one for each code, but you run and print it only once, and that saves time and frustration.

Let's be honest, even with online systems, budget analysts are still using Excel for at least part of their process. CGI respects that and added the import feature to AMS Advantage 3.8 Performance Budgeting. With this, analysts are comfortable doing their initial budget build in Excel - but instead of then keying the data in, they can just import it into the appropriate online forms. And if there is a last minute change? They can make that in Excel and import it all again - delete and replace. In addition, the cost calculator and view only features are a huge user favorite. For example, with view only, users can view the data without accidentally modifying it, which happened in BRASS all the time.

Are there any processes that you were able to streamline?

Our processes were pretty streamlined to start with - that coupled with user experience with the Web browser made for a very smooth transition. What has made us more efficient is the import - eliminating redundant data entry - and the reporting. Another important efficiency is the move

from client server to browser-based. With 300 users, that was quite a lot of desktop maintenance.

How did you prepare such a large user group for the change?

Training was key! We did traditional hands-on, classroom training - two-day classes running throughout with an instructor and facilitator. Users were side-by-side with their peers, learning the new system, but able to ask questions, pose scenarios and work everything out up front. And the fact that we were already in production - that users could leave training, filled with knowledge - and return to their desks and start working in Performance Budgeting immediately was the best - no lag time.

How did the CGI experts help?

The experts at CGI know their software, and we worked with folks who knew BRASS as well as Performance Budgeting - and most importantly, they know the budgeting process. That is very important. I can tell them how we did it in BRASS, what we want to do, and they can tell me how to make it happen in Performance Budgeting. They walked us through the business and technical aspects, step-by-step, matching our processes, and enhancing where appropriate.

What efficiencies are you seeing?

With BRASS we had a database for biennium - so budget information was stove piped. Performance Budgeting is designed as a central solution, so as budgets progress we gather more and more information centrally. This means we can conduct trend analysis all in one place - instead of querying many different databases and pulling the information together manually. So instead of time spent querying, and cleaning up the data that came out of BRASS, analysts are analyzing.

What advice would you offer to a client considering the upgrade?

You do not have to start from scratch - CGI helped us move our processes from BRASS to Performance Budgeting for a very smooth cutover. There was no major business process re-engineering. However, we also had the luxury of configuration - tailoring the Performance Budgeting solution based on how we use it, for example hiding fields we do not use, without customization.

Overall the user community is very happy - they like Performance Budgeting so much better than BRASS. It takes some time and effort, but it is worth it.

What's next for the Commonwealth?

We were the beta for Release 3.8 and have been active in providing the Steering Committee and CGI with feedback on Release 3.9 - so we plan to stay on top of the releases, including a plan to go to 3.8.01 soon.

Right now we are working on implementing budget execution - limiting the data entry points so it is clear what users can and cannot enter. In addition, we are working on the interface with Financial Management. This will mean budget data feeds directly into Financial Management.

Pictured above: Front row Ben Hoh (CGI), Rachelle Wilkins (KY), Srihari Venugopal (CGI).
Back row Jon Brax (CGI), John Jones (CGI).

For more information on the Commonwealth of Kentucky's upgrade, contact Rachelle Wilkins at rachelle.wilkins@ky.gov or (502) 564-1400.

And don't miss the session at CGI Forum 2010 *Online*:

- Upgrading from BRASS to Performance Budgeting

See you in *Online*!

State of Maine Improves Efficiency and Control

An AMS Advantage Financial Management client since 1989, the State wanted to modernize. By consolidating systems and streamlining processes, they would be on the right track toward greater efficiency and control.

In 2005, they chose to upgrade to the Web-based AMS Advantage solution for a centralized and integrated finance, budget and procurement environment.

The State went live on time and on budget in July 2007, achieving its mission for a centralized finance, budget and procurement system. Today over 139 agencies, including the Department of Education, Environmental Protection, Department of Human Resources, Department of Labor, Department of Transportation, Treasurer of State, and Public Safety, use the centralized AMS Advantage Financial Management system.



This recent State of Maine case study takes a look at the State's challenges, strategy and results of their upgrade project, for example:

- Single source of financial truth with centralized system
- Real-time financial and budgeting information with synchronous posting
- Improved access to information with real-time updates, data query and drill-down at the user desktop
- Eliminated tens of thousands of pieces of paper through automation, online forms, workflow and approvals
- Reduced costs of report printing, storage and distribution costs
- Increased central oversight authority
- Increased agency control and information accuracy, less reliance on central Finance
- Reduced manual reconciliation
- Accelerated approvals
- Increased vendor response to solicitations, better control over bidding rules

"The upgrade project has helped solidify a direction the Controller had decided on before we even started. It has helped to support our goals for an integrated Financial and Procurement system. And it has set the foundation to support our future plans to add HR and Payroll."

- Doug Cotnoir, Statewide ERP Operations

For more information on CGI's state and local government case studies, or to discuss your own case study, please contact cheryl.smith@cgi.com.

Hear from Doug Cotnoir, Director, Statewide ERP Operations for the State of Maine.

- [How did the upgrade from AMS Advantage 2 to Release 3 improve information access?](#)

- [How has Vendor Self Service improved efficiency?](#)
- [How does AMS Advantage "fit" government?](#)

And don't miss these efficiency sessions at CGI Forum 2010 *Online*:

- Using AMS Advantage Procurement to Survive Tough Economic Times
- Streamlining Business Processes using new AMS Advantage Human Resource Features

See you in *Online*!

Steering Committee Elections - the results are in

With 11 client representatives running for four seats, it was a very competitive Steering Committee election this year. Thank you to all of the candidates who stepped forward to run - it was your experience and commitment that helped make this year's election so successful.

In addition, a record number of client sites participated in the election, thanks in part to a phone campaign to confirm points of contact and the new, online voting system. This year, with a few simple clicks, Site Primary Contacts reviewed and voted for their candidates online. We received great feedback, so please look for this system again next year.

Application Administration:

Lori McClannahan, State of Iowa



Financial Management:

Kathie Still, Commonwealth of Massachusetts
(Not pictured)

Human Resources Management:

Scott Waldman, Oakland Schools, MI



AMS infoAdvantage:

Mason Campbell, City of Roanoke, VA



A special thank you to outgoing Chair, Lori McClannahan, from the State of Iowa for her drive and dedication over the past year. And please join us in welcoming this year's Chair, Jerry Gearheart from the State of Utah!

Have a question for the Steering Committee? For more information on getting involved, contact Mark Ross at mark.ross@cgi.com.

And don't miss these new feature and functionality sessions at CGI Forum 2010 *Online*:

- Improve Tracking, Oversight and Capture of Grant Funds with the Advantage Grant Lifecycle Management Module
- Coming Soon! Vendor Self Service 3.9
- A look at new Budget Form Features in Performance Budgeting 3.8

See you in *Online*!

AMS Advantage Client News

Whether it is streamlining business processes, taking advantage of new functionality or just staying current on maintenance, one thing is clear: the AMS Advantage client community continues to transform.

Congratulations to the following CGI clients that have recently gone live with AMS Advantage 3:

- City of Cleveland, Ohio successfully implemented AMS Advantage Performance Budgeting, October 2009
- Volusia County, Florida successfully implemented AMS Advantage Performance Budgeting, December 2009
- City of Cleveland, Ohio successfully implemented AMS Advantage Financial Management, January 2010
- City of Cleveland, Ohio successfully implemented AMS Advantage Vendor Self Service, January 2010
- City of Cleveland, Ohio successfully implemented AMS Advantage Vendor Self Service, January 2010
- City of Cleveland, Ohio successfully implemented AMS Advantage Electronic Content Management, January 2010
- City and County of Honolulu, Hawaii successfully implemented AMS Advantage Human Resources Management and Payroll, February 2010
- New York City, New York successfully implemented AMS Advantage 3 Financial Management, including AMS infoAdvantage, January 2010.
- City of Springfield, Illinois successfully implemented AMS Advantage 3.7.0.1 Financial Management, including integration with Maximo, March 2010
- Monterey County, California successfully implemented AMS Advantage 3 Human Resource Management, March 2010.

Congratulations to the following CGI clients that have recently upgraded:

- Mecklenburg County, North Carolina successfully upgraded from Release 3.4 to AMS Advantage 3.8 Financial Management and Performance Budgeting, November 2009
- Prince William County Schools, Virginia successfully upgraded from BRASS to AMS Advantage Performance Budgeting, November 2009
- Baltimore County Public Schools, Maryland successfully upgraded from Release 3.6 to AMS Advantage 3.8 Financial Management, January 2010
- State of Wyoming successfully upgraded from Release 3.5.1 to AMS Advantage 3.7.0.2 Financial Management and HRM, February 2010
- Prince William County Public Schools, Virginia successfully upgraded from BRASS to AMS Advantage Performance Budgeting, February 2010
- City of Rockville, Maryland successfully upgraded from 3.5.1.2 to AMS Advantage 3.7.0.2 Financial Management and Human Resources Management, February, 2010
- Mecklenburg County, North Carolina successfully upgraded from 1.6.0.8 to AMS Advantage 3.8 Performance Budgeting, February 2010

Have a question for the Steering Committee? For more information on getting involved, contact Mark Ross at mark.ross@cgi.com.

And don't miss more client updates at CGI Forum 2010 *Online*! See you *Online*!