

BREAZ

BUSINESS RE-ENGINEERING ARIZONA

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As you are aware, the current State accounting system needs to be replaced. The cost of this project is approximately \$70 million. It will cost virtually the same even if we simply replace the current system and don't make any improvements. As citizens and taxpayers, we all expect value and performance from the expenditure of public monies. As public servants charged with stewardship for the fiscal affairs of the State, we need to be true to this trust and incorporate value and best practices.

This is why the BREAZ project is more than simply replacing an accounting system. It really is what the acronym means: Business Re-Engineering Arizona. This project sets the course for the way Arizona will do business for the next 20-30 years. It is incumbent on us collectively to put forth our best effort in making appropriate improvements and delivering the value Arizona citizens deserve. We look forward to working with you on this exciting project!

Clark Partridge
BREAZ Project Executive

The BREAZ Project is intended to not only replace aging financial systems, but to also transform the State's business processes. The implementation of the CGI Advantage software will allow us to improve these processes, increasing overall efficiency and effectiveness, while, at the same time, modernizing our financial systems.

Mike Smarik
BREAZ Project Director

BREAZ PROJECT TIMELINE AND PHASES



Phase	Timeframe
1- BPR and Planning	April 2013 - August 2013
2- Advantage ERP Implementation	September 2013 - June 2015
3- Post Go-Live	July 2015 - September 2016

I look forward to being a part of migrating the state from multiple financial systems to a statewide state-of-the-art financial system. AFIS is moving from a mainframe based system to a web-based technology. A data warehouse will be setup to provide enhanced reporting capabilities and eliminate the need for redundant systems. The BREAZ project team will help move the state forward into current technologies.

Karen Hansen
BREAZ Project Manager

WHAT IS BREAZ ?

The State of Arizona has embarked on an initiative to replace the State's central accounting system, AFIS, along with a number of other agency financial systems. A contract was awarded to CGI in March 2013 as the integrator and software provider. Although system replacement is part of the project, a significant emphasis will be placed on re-engineering the State's business processes.

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For this reason, the project has been named **BREAZ**, Business Re-Engineering Arizona. The Enterprise Resource Planning (ERP) software that will be implemented is called CGI Advantage. You will see these terms in future communications throughout the life of the project.

The State will be experiencing a great deal of change before and after the new system goes live in July 2015. Information can help everyone to embrace and better understand what is going on around them. BREAZ is not only about technology and processes, but also a project about people. The State is taking many steps to support employees during the changes ahead. Training will be provided to help employees learn the new business processes along with the new modules and tools.

BREAZ will be employing a variety of communication tools, such as: email, newsletters, team or one-on-one meetings, etc. The State will use these tools to provide timely and appropriate information. The BREAZ project team has established a BREAZ e-mail account to provide a central email address for ease in contacting the team. You may reach the project team at BREAZ@azdoa.gov. We encourage you to learn as much as you can about BREAZ as information is distributed throughout the project time-frame.

FUNCTIONAL AREAS IN SCOPE

- Accounts Payable
- Accounts Receivable and Billing
- Asset Management
- Budgetary Control
- Cash Management
- Cost Accounting
- Facilities Management
- FHWA Billing
- General Ledger
- Grants Management
- Inventory Management
- Project Accounting
- Travel Management
- Budget Development (under consideration)

Integration with key legacy systems:

- ProcureAZ
- HRIS



Agency Coordinators, Danny Byrnes and Shana Schaller, with the Department of Economic Security (DES), attending the first Agency Coordinator meeting held on August 22, 2013.

PROJECT BENEFITS

BREAZ represents a major step in the administration's effort to modernize and transform State government. Anticipated benefits of BREAZ include:

Greater Government Transparency and Accountability

- Supply budgetary controls at an enhanced level of granularity
- Support the data warehouse and dashboards for decision making
- Provide an audit trail of data entry and processing activities
- Establish tools for financial performance and accountability for agency management
- Allow for transparent reporting that is readily available to the right resources

Standard Business Processes across the State

- Enhance the ability to standardize policies and procedures
- Support consistent policies, procedures, and uniform skill sets across agencies
- Effectively manage the transformation of the State's business processes

Modern Technology

- Standardize systems to allow automation of business processes
- Introduce the use of new tools and techniques
- Empower agencies through real time data and business intelligence tools

Operational Efficiencies

- Provide real time transaction processing
- Automate as many manual paper-based processes as possible
- Eliminate redundancies in disparate systems and data
- Adopt industry standards
- Support electronic routing and approval
- Ensure continuity of operations
- Provide one system of record

WHAT IS BPR?

BPR stands for Business Process Re-Engineering. BPR is Phase 1 of the BREAZ timeline. A key objective of Business Process Re-engineering (BPR) is to improve the efficiency of the enterprise solution while managing the impacts to statewide and agency operations. The State wants to leverage as many best practices as possible from the out-of-the-box Advantage solution that provides for significant business improvement opportunities.

WHAT IS AN AGENCY COORDINATOR?

The Agency Coordinator (AC) is the main contact at each agency and ensures their agency is engaged and completing project tasks. Their responsibilities include the following:

- Serve as a single point of contact for project communications to/from their agency and the BREAZ team
- Communicate BREAZ Project information to their agency staff
- Attend project meetings as requested
- Solicit feedback and suggestions from their agency and communicate them to the BREAZ team
- Ensure their agency staff has a clear understanding of the project
- Lead/support efforts within their agency for executive sponsorship and buy-in to the project
- Build and lead the implementation support network within their agency
- Ensure appropriate and active project participation by their agency Subject Matter Experts (SMEs)
- Distribute communications and other pertinent project materials within their agency
- Ensure timely response to project team requests for information and the completion of their agency implementation support assignments
- Other Agency Coordinator activities as needed

MEET THE **BREAZ** AGENCY COORDINATORS

ACUPUNCTURE BOARD OF EXAMINERS

Megan Darian

AHCCCS

John Moorman

ARIZONA STATE RETIREMENT SYSTEM

Liz Rozzell

ARIZONA STATE UNIVERSITY

Edalia Kousari

ATTORNEY GENERAL (DEPT OF LAW)

Biju Kamaleswaran; Justin Lepley

AUDITOR GENERAL

Julie McKnight

AUTOMOBILE THEFT AUTHORITY

Art Meyer

AZ COMMERCE AUTHORITY

Dena Dotson

BOARD FOR CHARTER SCHOOLS

DeAnna Rowe

BOARD FOR PRIVATE POSTSECONDARY EDUCATION

Teri Stanfill

BOARD OF ACCOUNTANCY

Monica Peterson

BOARD OF APPRAISAL

Juanita Coghill

BOARD OF ATHLETIC TRAINING

Karen Whiteford

BOARD OF BARBERS

Sam La Barbera

BOARD OF BEHAVIORAL HEALTH EXAMINERS

Pamela Osborn

BOARD OF CHIROPRACTIC EXAMINERS

Patrice Pritzl

BOARD OF COSMETOLOGY

Donna Aune

BOARD OF DENTAL EXAMINERS

Nancy Chambers

BOARD OF DISPENSING OPTICIANS

Megan Darian

BOARD OF EQUALIZATION

George R. Shook

BOARD OF EXAM NURSING CARE & ASSTD LVNG

Megan Darian

BOARD OF EXECUTIVE CLEMENCY

Megan Darian

BOARD OF FINGERPRINTING

Dennis Seavers

BOARD OF FUNERAL DIRECTORS AND EMBALMERS

Megan Darian

BOARD OF HOMEOPATHIC EXAMINERS

Megan Darian

BOARD OF NURSING

Randi Orchard

BOARD OF OCCUPATIONAL THERAPY EXAMINERS

Karen Whiteford

BOARD OF OPTOMETRY

Megan Darian

BOARD OF OSTEOPATHIC EXAMINERS

Therese Hall

BOARD OF PHARMACY

Hal Wand

BOARD OF PHYSICAL THERAPY

Charles D. Brown

BOARD OF PODIATRY EXAMINERS

Megan Darian

BOARD OF PSYCHOLOGIST EXAMINERS

Megan Darian

BOARD OF REGENTS

Mary Adelman

BOARD OF RESPIRATORY CARE EXAMINERS

Jack Confer

BOARD OF TAX APPEALS

David V. Medina

BOARD OF TECHNICAL REGISTRATION

Alicia Guerra; Melissa Cornelius

CITIZENS CLEAN ELECTION COMMISSION

Daniel Ruiz II

COMMISSION FOR DEAF AND HARD OF HEARING

Curtis Humphries

COMMISSION FOR POSTSECONDARY EDUCATION

Mila Zaportez; Cathy Guthrie

COMMISSION OF INDIAN AFFAIRS

John McCleve

COMMISSION ON THE ARTS

Kim McCreary-Bourin

CORPORATION COMMISSION

Peter Vasquez

COTTON RESEARCH AND PROTECTION COUNCIL

Mary Sommers

COURT OF APPEALS

Alyce Agostino

COURT OF APPEALS DIV II

Rachel Garza; Melissa Butsback

CRIMINAL JUSTICE COMMISSION

Ken Bell

DEPT OF ADMINISTRATION

Joe Whitmer

DEPT OF AGRICULTURE

Beth Mania

DEPT OF CORRECTIONS

Sheryl Bodmer

DEPT OF ECONOMIC SECURITY

Danny Byrnes; Shana Schaller

DEPT OF EDUCATION

Neeraj Deshpande

DEPT OF EMERGENCY AND MILITARY AFFAIRS (DEMA)

Renee Dudden

DEPT OF ENVIRONMENTAL QUALITY

Glenn Russell; David Briant

DEPT OF FINANCIAL INSTITUTIONS

Mike Fowler

DEPT OF FIRE, BUILDING AND LIFE SAFETY

Dolores Martinez

DEPT OF GAMING

Barbara Wulbrecht

DEPT OF HEALTH SERVICES

Cindy Smith

DEPT OF HOMELAND SECURITY

John McCleve

DEPT OF HOUSING

Tracy Schmidt

DEPT OF INSURANCE

Scott B. Greenberg; Mary Jordan

DEPT OF JUVENILE CORRECTIONS

David Plummer

MEET THE *BREAZ* AGENCY COORDINATORS

DEPT OF LIQUOR LICENSES AND CONTROL
Pearlette J. Ramos

DEPT OF PUBLIC SAFETY
Christy Kramer

DEPT OF RACING
Kathie Hock

DEPT OF REVENUE
Tom MacConnel

DEPT OF TRANSPORTATION
Barbara Greenberg

DEPT OF VETERANS SERVICES
Megan Duty

DEPT OF WATER RESOURCES
John Stevens

EARLY CHILDHOOD DEVELOPMENT AND HEALTH BOARD
Nicole Johnson

EXPOSITION AND STATE FAIR BOARD
Lacy Mason

GAME AND FISH DEPT
Lizette Morgan

GEOLOGICAL SURVEY
Paula LaRue

GOVERNOR'S OFFICE (including OFFICE OF EQUAL OPPORTUNITY and OSPB)
John McCleve; Bill Greeney

GOVERNOR'S OFFICE OF HIGHWAY SAFETY
Lori Boncoskey

HISTORICAL SOCIETY
Kim Bittrich

HOUSE OF REPRESENTATIVES
Travis Swallow

INDEPENDENT REDISTRICTING COMMISSION
Megan Darian

INDUSTRIAL COMMISSION
Michael Hawthorne; Sylvia Simpson

JOINT LEGISLATIVE BUDGET COMMITTEE
Ben Henderson

LAND DEPARTMENT
Evan Brom

LAW ENFORCEMENT MERIT SYSTEM
Christy Kramer

LEGISLATIVE COUNCIL
Charlene Davis

LOTTERY COMMISSION
Adam O'Kane

MEDICAL BOARD
Vangie Webster

MINE INSPECTOR
Esther Olivas

NATUROPATHIC PHYSICIANS MEDICAL BOARD (includes MASSAGE THERAPY)
Megan Darian

NORTHERN ARIZONA UNIVERSITY
Robert Norton

OFFICE OF ADMINISTRATIVE HEARINGS
Jeff Sanchez

OFFICE OF PEST MANAGEMENT
Charmayne Cislo

OFFICE OF THE STATE FORESTER
Tina Waddell

OFFICE OF TOURISM
Marcia West

PARKS BOARD
Tom Sarratt

PERSONNEL BOARD
Laurie Barcelona

PIONEERS' HOME
Sherry Stewart

POWER AUTHORITY
Joseph Mulholland

PRESCOTT HISTORICAL SOCIETY
Terry Berrett; John Langellier

PUBLIC SAFETY PERSONNEL RETIREMENT SYSTEM
Leslie D. Clark

RADIATION REGULATORY AGENCY
Aubrey Goodwin

REAL ESTATE DEPARTMENT
Sarah Dobbins

REGISTRAR OF CONTRACTORS
Trudy Kranendonk

RESIDENTIAL UTILITY CONSUMER OFFICE
Cheryl Fraulob

SCHOOL FACILITIES BOARD
Heather Gregorich

SCHOOLS FOR THE DEAF AND THE BLIND
Terry Pritchard

SECRETARY OF STATE (DEPT OF STATE)
Celine Baker

SENATE
Travis Swallow

STATE TREASURER
Carlton Woodruff

SUPREME COURT
Alyce Agostino

UNIVERSITY OF ARIZONA
Elvira Fike; Brian Pierson

VETERINARY MEDICAL EXAMINING BOARD
Victoria Whitmore

WATER INFRASTRUCTURE FINANCE AUTHORITY
Mike Clark

WEIGHTS AND MEASURES
Liz Atkinson

WHAT IS CGI ADVANTAGE?

CGI Advantage, also known as Arizona Advantage, is the name of the Enterprise Resource Planning (ERP) software that is replacing the Arizona Financial Information System (AFIS).

MEET THE *BREAZ* TEAM MEMBERS

PROJECT SPONSORS

Clark Partridge (State)
Aaron Sandeen (State)
Heidi Green (CGI)
Nathan Frey (STA)

PROJECT MANAGEMENT

Mike Smarik, Project Director (State)
Karen Hansen, Project Manager (State)
Dinyar Kodia, Project Director (CGI)
James Colbert, Project Manager (CGI)
Drew Thigpen, Project Director (STA)
Janice Joyhart, Deputy Project Manager (CGI)

Shanna Trojanovich, PMO (State)
Eva Allison, PMO (CGI)

FINANCE TEAM

Angela Dillard, Finance Lead (State)
Jeff Petronio, Finance Lead (CGI)
Eric Butterfield, Finance Lead (STA)

Lin Ma, Grants, Project Acct (State)
Michelle Huckabay, AR Cash Mgmt (State)
Achsah Harrison, AR, Cash Mgmt, Travel (CGI)
Andrew Cole, AR (CGI)
Myrna Lopez, Asset Mgmt (State)
Gina Denney, Asset Mgmt (CGI)
Shannon Landis, AP, ProcureAZ Integr. (State)
Jim Reede, AP (CGI)
Tiffany Franks, Budget, General Ledger, General SME (State)
Joseph Hricko, General Ledger (CGI)
Tim Newton, Cost Acct, Grants, Project Acct (State)
Ben Pomeroy, Cost Acct, Grants, Project Acct, Budget, Transp. (CGI)
Dan Sniezek, Cost Acct, Grants, Project Acct, Transp. (CGI)
Jim Harden, Cost Acct, Grants, Project Acct, Transp. (CGI)
Joe Murray, Cost Acct, HRIS Integr. (CGI)
Anne Paton, Travel (State)
Michael Leverenz, Functional Team Support (CGI)
Ted Crowe, Functional Team Support (CGI)

LOGISTICS TEAM

Joanna Greenaway, Logistics Lead (State)
Jim Caskie, Logistics Lead (CGI)
Eric Butterfield, Logistics Lead (STA)

John Valentine, Transportation, Logistics Support (State)
Sandra Milosavljevic, Inventory Mgmt - Maximo (State)
Tracy Mosier, Facilities Mgmt (State)
David McBride, Logistics Support (CGI)
Gregory Glumm, Inventory Mgmt (CGI)
John Assaturian, Facilities Mgmt- Tririga (CFI)
Kevin Garry, Logistics Support (CFI)

TECHNICAL TEAM

TBD, Technical Lead (State)
Satish Mokkaapati, Technical Lead (CGI)

Ken Estes, Security Lead (CGI)
TBD, Interfaces Lead (State)
Richard Stagg, Interfaces Lead (CGI)
Brian Close (CGI)
TBD, Data Conversion Lead (State)
Satish Mokkaapati, Data Conversion Lead (CGI)
TBD, Reporting Lead (State)
TBD, Reporting Lead (CGI)
TBD, Software & Environments (State)
Richard Stagg, Software & Environments (CGI)

APPLICATION SECURITY AND WORKFLOW TEAM

Angela Dillard, Application Security and Workflow Lead (State)
Jim Caskie, Application Security and Workflow Lead (CGI)

Michelle Huckabay, (State)
Maranda Chui, (CGI)

ENTERPRISE READINESS TEAM

TBD, ER Lead (State)
Janice Joyhart, ER Lead (CGI)

TBD, Organizational Change Management Lead (State)
Brad Wells, Organizational Change Management Lead (CGI)

TBD, Organizational Change Management (State)
Margaret Nordstrom, Organizational Change Management (CGI)

Tami Schuler, Communications Lead (State)

Susan Christensen, Shared Services (CGI)

TBD, Training Lead (State)
Ann Macha, Training Lead (CGI)
Dan Powell, Training Lead (CGI)

TBD, 3 Instructors (State)
Trainers, (New Horizon)



A few of the BREAZ Project team members attending the first Agency Coordinator Meeting.

BREAZ FREQUENTLY ASKED QUESTIONS

WHAT IS THE PURPOSE OF THE *BREAZ* PROJECT?

Arizona is implementing BREAZ for the following reasons:

- AFIS, the State's financial system, implemented in 1992, is a statewide, mission-critical system that is at risk of failure because of its age, lack of support, stop-gap customizations, and other limitations.
- Due to limitations in the functionality and flexibility of AFIS, three major agencies maintain their own internal financial management systems, resulting in redundant data, duplicate platforms, and additional operating costs.
- Many of the State's current systems are functionally adequate from a statewide perspective but have limited integration, leading to inefficiencies and greater opportunity for error.
- The State's current systems do not provide support for a number of core agency business requirements, such as accounts receivable, fixed assets management, and reporting.
- Because current statewide systems do not meet many agency-specific business requirements, a number of agency-level supplemental or "shadow" systems exist, which increases the overall cost to the State to operate its administrative systems environment.
- Decision-makers have difficulty obtaining timely and accurate information.
- The current administrative systems lack flexibility and scalability required to meet changing business requirements.

HOW WILL *BREAZ* BE IMPLEMENTED?

The State has employed, CGI as the integrator and software provider for the new statewide ERP financial system. CGI will provide project deliverables through services and methodologies that have demonstrated effective quality results across a broad spectrum of projects. CGI anticipates a team approach throughout the implementation process, where CGI members and State employees collaborate by working side-by-side to achieve the best possible results. Teamwork will be incorporated throughout the project's following three phases: Phase 1 - Business Process Reengineering (BPR), Phase 2- Plan, design, build, test, train and implement the new financial system, Advantage, and Phase 3- Deploy the Advantage system to State agencies.

CONTACT *BREAZ*:

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