

Information Technology Capital Investment Program  
Project Status Report

---

**To:** Information Technology Strategy and Investment Committee  
John Vittner, Office of Policy and Management

**From:** Phil Soucy

**Email:** Phil.Soucy@po.state.ct.us

**Agency:** Department of Revenue Services

**Project:** IT/CTAX Modernization

**Project Manager:** Phil Soucy

**Reporting Period:** Project Inception through 06/30/2020

**Total Funds Requested:** \$53,000,000

**Total Funds Allotted to Agency:** \$25,100,000

**Accumulative Total Capital Fund Expenditures to Date:** \$13,943,518

**Brief Project Description/Summary:**

DRS has decided to partner with FAST Enterprises in implementing GenTax to replace ITAS as our tax management system. GenTax is a COTS software developed specifically for the administration of tax, returns, and licensing programs. This new tax management system will provide taxpayers with a more timely, informative, and communicative experience. It will also provide DRS personnel with a dynamic platform for workflow, automation, reporting, and management capacities that support return processing, collections, audit, and other DRS processes.

Scheduling of this upgrade consists of a 48-month implementation of GenTax through four rollouts. The Major Tax types will be spread across the 48-month implementation schedule. Beginning with Sales Tax and Withholding (Rollout 1 – 12 Month Duration), then Business taxes and Motor Fuel (Rollout 2 – 14 Month Duration), followed closely by Individual and Real-Estate (Rollout 3 – 12 Month Duration), and concluded by Controlled Substances taxes (Rollout 4 – 10 Month Duration)

As of 7/20/2020

Over the last reporting period the COVID-19 pandemic has had an impact on the timing of Rollout 1 of this project. DRS resources were shifted to help the agency and taxpayers through the challenging time where tax filing due dates and agency processes were changing. Due to this, we asked the vendor to change the rollout 1 go live date to September 14<sup>th</sup>, 2020. The agency and the project have continued to pivot and modify plans and approaches as necessary to ensure the project will be successful.

**Summary of Progress Achieved to Date:**

As of 12/31/2018

- Completed the Base Configuration phase – this phase serves as a checkpoint to confirm definition and developer are heading the right direction
- Completed the Definition phase where business requirements were gathered for rollout 1 tax types
- Continued conversion definition and started mock conversion runs
- Development phase is almost over, over 90% of development is done
- Started the Testing phase, currently halfway through business testing
- Training plan has been finalized and includes 4 Tiers of training, the first tier (CBTs) have been released to all applicable users and completed in preparation for Tier 2 classroom training which started on Jan 27th.
- Started cutover planning to prepare for the migration of rollout 1 taxes from ITAS to CTax for the May 11th rollout date
- Started change management and external communication efforts

As of 7/20/2020

- Completed the definition phase
- Continued full mock conversion runs and have finalized conversion reconciliation process
- Completed business testing
- Started end to end testing right before the pandemic, have since modified the end to end plan to account for the change in rollout date
- Completed Tier 1, Tier 2 (in person training) prior to the pandemic
- Created and complete Tier 2.5 training, this “refresher” tier was necessary due to the delays created from the pandemic
- Tier 3 and Tier 4 training plans have been revamped to account for training now being performed remotely
- Continued cutover planning to prepare DRS for the migration of rollout 1 taxes from ITAS to CTax and made changes to account for the new rollout date
- Continued change management and external communication efforts
- Completed tax type profiles and inventories for the taxes in rollout 2
- Briefly started definition and development for rollout 2 taxes for registration and returns functions, ceased as of this week in order to focus on rollout 1 efforts
- Identified key staff that will be involved in rollout 2

**Issues and Risks:**

As of 12/31/2018

**Risks**

- Over 30% of the agency is expected to retire in 2022. While this doesn't pose a risk for rollout 1, this needs to be kept in mind when moving forward with the project.
- Tax Type agency resources availability is limited during all phases of the project due to operational and other agency project commitments.
- Development changes due to Legislative/annual implementations may cause resources to be stretched too thin at times.
- The agency is responsible for making the necessary changes in the legacy systems to protect data integrity once the conversion extract starts. If not done properly, data integrity issues can put the whole agency at risk.

As of 7/20/2020

- The agency and the project have continued to pivot as needed to changing circumstances based on the pandemic. That being said, there is no known end date for the pandemic, therefore, additional changes and challenges as a results of the pandemic could continue to surface.
- Ability to adjust to completing training and testing phases of the project while most staff is working remotely.
- Agency resources availability is limited during all phases of the project due to operational duties and additional support needed for pandemic related activities.
- The agency is responsible for making the necessary changes in ITAS to protect data integrity once the conversion extract starts. If not done properly, data integrity issues can put the whole agency at risk.
- The agency is responsible for performing necessary conversion purification in ITAS, the more we can clean up prior to conversion the less manual work would need to be done after each rollout.

**Next Steps & Project Milestones:**

As of 12/31/2019

**Details for Rollout 1**

- Complete development
- Complete testing
- Complete all 4 tiers of training
- Complete cutover planning
- Complete change management and external communication efforts
- Go live with rollout 1 taxes May 11th
- Complete conversion

In addition, start planning resources and scope (tax types) for rollout 2

As of 7/20/2020

**Details for Rollout 1**

- Complete end to end testing
- Complete tier 3 and tier 4 training
- Continue to fine tune cutover planning and perform necessary activities
- Continue change management and external communication efforts for rollout 1
- Continue to work on purifying converted data
- Complete conversion
- Go live with rollout 1 taxes September 14<sup>th</sup>, 2020 (date shifted due to COVID-19 pandemic)
- Restart definition and development for rollout 2 taxes in October
- Finalize rollout 2 schedule for key dates and milestones