Request for Proposal #17PSX0143

INTEGRATED TAX ADMINISTRATIVE SYSTEM (CTax)

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Department of Administrative Services
Procurement Division
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Request for Proposals (RFP)

INTEGRATED TAX ADMINISTRATIVE SYSTEM

Guide to Electronic Proposal Submissions

1. **Introduction To BizNet**

   It is now a requirement of Department of Administrative Services (DAS)/Procurement Division that all Companies create a Business Network (BizNet) Account and add their company profiles to the State of Connecticut BizNet system. Companies are responsible for maintaining and updating company information in their BizNet Accounts as updates occur. Companies that have been certified through the Supplier Diversity or the Pre-Qualification Program have already created a BizNet account.

   The BizNet login is: [https://www.biznet.ct.gov/AccountMaint/Login.aspx](https://www.biznet.ct.gov/AccountMaint/Login.aspx)

   **New Companies:** Create an account by clicking the BizNet login link above and then the button on the right labeled “Create New Account”. Login and select Doing Business with the State and Company Information. Please be sure to complete information in all tabs (Company Information, Accounts, Address, etc...).

   **Existing Companies Needing to Update Their Information:** Login to BizNet and select Doing Business with the State and Company Information.

   **Anyone having difficulty connecting to their account or downloading or uploading forms should call DAS/Procurement Division at 860-713-5095.**

2. **Business Friendly Legislation**

   As a result of Public Act 11-229, DAS/Procurement Division’s goal is to make doing business with the State of Connecticut more business friendly. To eliminate redundancy, forms that were repetitively filled out with each request for proposal are being automated in BizNet.

   DAS/Procurement Division began the transition to on-line bidding by automating the submission of Affidavits and Non-Discrimination forms on October 1, 2011. Companies must submit forms electronically to their BizNet account if they haven’t already done so. These forms must be updated on an annual basis, no later than 30 days after the effective date of any material change. Rather than completing them with each proposal submittal, companies that have already filed these forms have the ability to view, verify and update their information prior to submitting a proposal response.

   **Instructions for Uploading Affidavits and Non-Discrimination Forms:**
   Click on the following link for instructions on how to upload Affidavits and Non-Discrimination forms: [http://das.ct.gov/images/1090/Upload%20Instructions.pdf](http://das.ct.gov/images/1090/Upload%20Instructions.pdf)

   (a) **AFFIDAVITS**
THE FOLLOWING FORMS MUST BE SIGNED, DATED, NOTARIZED,/uploaded or updated on BizNet. To obtain a copy of these forms, you must login into BizNet and follow the instructions listed above.

(1) OPM Ethics Form 1 – Gift & Campaign Contribution Certification  
(2) OPM Ethics Form 5 – Consulting Agreement Affidavit  
(3) OPM Ethics Form 6 – Affirmation of Receipt of State Ethics Laws Summary  
(4) OPM Ethics Form 7 – Iran Certification

For information regarding these forms, please access the Office of Policy & Management’s website by clicking on the following link:  

(b) NON-DISCRIMINATION –

CHOOSE ONE (1) FORM THAT APPLIES TO YOUR BUSINESS. COMPLETE AND UPLOAD OR UPDATE ON BIZNET ANNUALLY. TO OBTAIN A COPY OF THESE FORMS, YOU MUST LOGIN INTO BIZNET AND FOLLOW THE INSTRUCTIONS LISTED ABOVE.

(1) Form A – Representation by Individual (Regardless of Value)  
(2) Form B – Representation by Entity (Valued at $50,000 or less)  
(3) Form C – Affidavit by Entity (RECOMMENDED) (Valued at $50,000 or more)  
(4) Form D – New Resolution by Entity  
(5) Form E – Prior Resolution by Entity

For information regarding these forms and on which form your company should complete, please access the Office of Policy & Management’s website by clicking following link:  

3. Online Proposal Responses

Any proposal posted by DAS/Procurement Division must be submitted electronically. The common forms listed below have also been automated in the BizNet system. In addition, specific forms are now fillable, as noted below. To complete forms; download them from your BizNet account, complete your submittal response, and then upload these completed documents (as well as any other required submittal documents) through BizNet prior to date and time upon which the Proposal is due pursuant to the RFP. Late submissions will not be accepted. All proposals response submitted must be e-signed. Proposals that are not e-signed are not received by DAS/Procurement and cannot be viewed or considered. If any required documents have not been uploaded, the system will not allow you to e-sign. After successful e-signature, Proposers will get a confirmation that their proposal has been successfully submitted. If you do not receive this electronic confirmation, please contact DAS/Procurement at 860-713-5095. Proposals are not publicly opened and are not available for viewing until after the Contract has been awarded.

• Contractor Information/Electronic Signature Page – Web Based fillable Form  
• Employment Information Form (DAS-45) – Web Based fillable Form  
• Statement of Qualifications (DAS-14) – PDF Fillable Form  
• Connecticut Economic Impact Form (DAS-46) – Web Based fillable Form  
• Contract Exhibit B – Price Schedule (RFP-16)  
• RFP Addendum (RFP-18) – if applicable
Additional forms such as those listed below must be reviewed carefully and accepted by the proposer prior to proposal submittal:

- Request for Proposal IT Contract (RFP-50IT)
- Exhibit 1 – Notice to Executive Branch State Contractors and Prospective State Contractors of Campaign Contribution and Solicitations Limitations

4. **Insurance Accord Certificates**

Contractors are responsible for maintaining their BizNet accounts with new and/or updated insurance information.

The following documentation will need to be uploaded to each company’s BizNet account and evidencing that the State is an additional insured:

   (a) Certificate of Insurance (Accord Form)
   (b) The insurance policy declaration page
   (c) The additional insured endorsement to the policy

Training documentation relating to the completion of the above-reference forms is available through the DAS Website under “DAS Business Friendly Initiatives” at the following website: [http://portal.ct.gov/DAS/Search-Results?SearchKeyword=insurance instructions](http://portal.ct.gov/DAS/Search-Results?SearchKeyword=insurance instructions)

Proposers are cautioned that there may be additional documents, attachments or requirements depending on the complexity of the RFP. Please read ALL RFP documents carefully and provide all required information. Failure to do so may result in rejection of your proposal.

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**Overview**

1. **RFP Purpose**

   The State of Connecticut Department of Administrative Services ("DAS") is issuing this Request for Proposal to solicit proposals for a new integrated tax administration solution for the Connecticut Department of Revenue Services ("DRS") which will be named CTax. DAS anticipates that proposals will include a Commercial-Off-the-Shelf ("COTS") integrated tax administration solution as well as the associated hardware and implementation services.

   The intent is to award this contract to a single System Integrator ("SI"), although DAS reserves the right, at its sole discretion, to award the contract to multiple SI’s. All Responders must disclose up front any subcontracting relationships associated with their proposal.

   Any contract(s) resulting from this solicitation will be **firm fixed price** per deliverable contract(s). Any contract amendments to implement one or more future phases of the project shall be firm fixed price per deliverable amendments.

   Responders should submit one (1) proposal for completion of CTax, including implementation services, hardware, software, support and maintenance costs. All software and hardware and maintenance purchased on behalf of the Department shall be registered to DRS. DRS reserves the right to purchase the hardware and software through this contract or through other procurement methods, at its sole discretion. The selected Systems Integrator ("SI") shall provide DRS with a listing of each item, with serial numbers and effective date and term of maintenance.
Alternative proposals may be submitted if they meet the minimum qualifications as well as fully meet the functional and technical requirements found within this RFP.

2. **Department Background**

   (a) Department Mission

   The mission of the Department of Revenue Services is to instill public confidence in the integrity and fairness of tax collection; achieve the highest level of voluntary taxpayer compliance; continuously improve agency performance; contribute to the fiscal and economic well-being of the state; and provide a positive and professional workplace.

   For more information concerning the Department, please visit the DRS web page at [http://www.ct.gov/drs](http://www.ct.gov/drs).

   (b) Facts & Figures

   In the fiscal year 2016-2017, DRS collected $17.3 billion in state taxes. Personal income, sales and use and corporation business taxes comprised 83% of all collections.

   **Figure 1. Fiscal Year 2016-2017 Revenue Sources**

   ![Figure 1. Fiscal Year 2016-2017 Revenue Sources](image)


   (c) Department Organization

   DRS is divided into the five (5) bureaus described below along with their respective responsibilities. All bureaus report to the Executive Office.
Figure 2. DRS Agency Structure

DEPARTMENT OF REVENUE SERVICES
Agency Structure
10/1/2017

COMMISSIONER

EXECUTIVE ASSISTANT

OFFICE OF DIVERSITY & EQUITY

External Review Board

Editorial Review Board

DEPUTY COMMISSIONER

Internal Audit

Strategic Planning

EXECUTIVE ASSISTANT

Training, LEAN & Communications (TLC)

Office of Legal Affairs & Research

OFFICE OF THE GENERAL COUNSEL

Office of Civil Resolution & Criminal Enforcement

ADMINISTRATION BUREAU

Human Resources / Payroll

Budget Office

Business Office

Revenue Acsct.

Mailroom

Records Management

Information Services

AUDIT DIVISION

Excise & Public Services Compliance Support

Income Tax Audit BETA Corporation

Sales Tax Regional Offices

OPERATIONS BUREAU

Business Tax Teams Individual Tax Teams

Shared Services Processing, Outsourcing, Data Entry, Ecommerce, Paygo, Forms, Taxpayer Advocate, Walk In

Collections / AR Management

Appellate / Litigation & Collections Enforcement

Criminal Investigation / Fraud
• **Executive Office (aka Commissioner’s Office)** – Provides the top leadership of the agency and is ultimately accountable to the public. The Executive Office assists taxpayers, speaks for the agency and has direct responsibility for agency internal audit, diversity, training, process improvement, communications, strategic projects, research and legal affairs. This office also includes the General Counsel.

• **Office of the General Counsel** – Comprises the Appellate Division, Office of Counsel, Litigation and Collection Enforcement, Criminal Investigation and Fraud. This Bureau is under the direction of the General Counsel.

• **Administration Bureau** – Provides support services, including the Business Office, Budget and Revenue Accounting, Information Services, Payroll, Human Resources, Mailroom and Records, to the internal and external customers of the Department.

• **Audit Division** – Ensures that all taxes due are reported accurately and are in compliance with Connecticut tax laws, perform audit reviews in a consistent, efficient and cost effective manner, enforce state tax statutes and regulations for those who do not comply voluntarily, ensure that all taxpayers are given due process and provide courteous customer service. Includes tax auditing and compliance.

• **Operations Bureau** – Provides services and information necessary to enable taxpayers to file accurate and timely tax returns and pay the proper amount of tax due. Operations is broken up by business teams, individual teams, shared services and collections.

3. **Project Background**

   (a) **History**

   In 2013 DRS began its Modernization Program by analyzing the current state and developing its vision for the future state of its existing IT environment. The issuance of this RFP is the next phase of the modernization program.

   • **Phase I: Current State Inventory**…………………………………………………………………………..Completed: Fall, 2013
     • During this phase, DRS identified and documented existing systems, including benefits, limitations, support information (internal/external resources, support levels), performance levels and architectural quality (e.g., capacity and scalability)

   • **Phase II: Identify Short-Term Improvements**……………………………………………………………..Completed: Fall, 2013
     • During this phase, DRS recommended short-term improvements to extend the life of and expand upon the usefulness of existing system as well as improve support and end user satisfaction. This phase included recommendations to all major systems.

   • **Phase III: Identification of Future State**……………………………………………………………………Completed: Fall, 2014
     • During this phase, DRS identified and documented a future state that addresses current state issues, including end of life and inflexible technology challenges. This included stakeholder workshops and analysis of tax information management trends.

   • **Phase IV: Projects to Achieve Future State**………………………………………………………………Completed: Fall, 2015
     • During this phase, DRS identified and planned for required projects and initiatives that will allow CT DRS to reach the identified future state.
• **Phase V: Application Modernization** .................................................................................. **Completed: Fall, 2016**  
  o During this phase, DRS built a business capability model, developed a target state architecture and developed a supporting business case.

• **Phase VI: Integrated Tax Administration Solution (aka “CTax”) RFP** .......................... **In Progress: Fall, 2017**  
  o During this phase, DRS developed and issued this RFP, including the attached functional and technical requirements. This phase also includes the evaluation and selection of an SI.

It is envisioned that the next phase of this project will be the full implementation of DRS’s new integrated tax administration solution named CTax.

(b) **Objectives**

The primary objective of CTax is to improve tax collection through enhanced taxpayer and tax administration services. This includes enhanced multi-channel services that increase voluntary compliance, increase revenue collection speed, improve data security, strengthen analytics and optimize operational efficiency. Additional DRS strategic modernization objectives include:

- **Improved taxpayer relationship management** through key data capture, greater self-service capabilities, more timely and targeted communications, simplification and a wider variety of supported telecommunications options.

- Strengthened integrity of taxpayer transactions and confidentiality through **data security and fraud prevention**.

- **Greater business process efficiency** through automation of manual processes.

- **Enhanced responsiveness to changes in tax policy and practice** through highly configurable and visible business rules that do not require complicated re-programming.

- **Increased ability to effectively mitigate risks and manage internal policies** and procedures through system controls.

- Seamlessness in making technology improvements through a defined path for **system upgrades and enhancements**.

- **Continuous decisional analytics** to support organizational strategies, operations and policy development.

- **Continuous tax analytics** to support revenue projection, tracking, predictability and incidence.

A new modern 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 DRS and taxpayer services, including but not limited to return processing, collections, audit and revenue accounting.
4. **Current State DRS Business and Technical Landscape**

(a) **Current State DRS Business Landscape**

In 2016, DRS developed a Business Capability Model ("BCM"), which provides a high-level functional overview of DRS as an organization. The BCM captures current state functional capabilities by dividing DRS into 5 major capabilities, which cover the building blocks of DRS. These 5 major capabilities are defined below.

- **Process Returns & Payments** – Receipt, processing and initial validation of tax returns and payments, as well as manages overpayments and refunds
- **Conduct Investigations, Exams & Audits** – Overall case management of investigations and examinations, including audits, appeals, litigation and special investigations
- **Manage Collections** – Scoring, tracking and collecting payments from delinquent and underpaid taxpayers
- **Manage Taxpayer & Stakeholder Relationships** – Taxpayer information, assistance and self-service as well as internal and external communications
- **Manage the Enterprise** – Administrative and strategic processes that support Department performance, information technology, human resources, data security, analytics, project management, lean improvement and policy development.

These major capabilities were further broken down into support capabilities to develop the BCM in Figure 3.
Figure 3. DRS Business Capability Model
**Process Returns and Payments**
The Process Returns and Payments capability area encompasses the receipt, processing and initial validation of tax returns and payments, as well as managing overpayments and refunds.

While the majority of CT taxpayers file their returns electronically, not all tax types are currently available online. In addition, there are some taxpayers who continue to file paper even though an electronic option exists. DRS must expand the ability to accept all returns electronically, while maintaining the ability to also process paper returns.

Currently returns are processed in batch, not in real-time. This causes delays in identifying initial errors resulting in unnecessary review, correspondence, and bills. It also results in confusion for the taxpayer.

DRS thwarts many refund fraud attempts per year, however fraud and refund error analysis remains a very manual and time-consuming process. While DRS employs a fraud scoring methodology within the return processing system, it relies on the current tools, information and technology. The fraud process needs to integrate more seamlessly with the return processing.

**Conduct Investigations, Exams and Audits**
The Conduct Investigations, Exams and Audits capability area encompasses the overall case management of investigations and examinations, including audits, appeals, litigation and special investigations.

The DRS audit process and lifecycle today is complicated and lengthy resulting in DRS not being able to audit as many taxpayers as it would like. Audit selection and detection is significantly limited due to the inflexibility of today’s systems. Relevant information for audit cases must be manually collected from multiple sources. A single, comprehensive view of a taxpayer does not exist. Due to limited case management functionality, case files are often assembled and live outside of the current systems. Taxpayer communication and internal collaboration can also be difficult to manage. Lastly, performance metrics for audits are difficult to capture given the work that is completed outside of the systems.

Similar to audits, there is limited available case management functionality for collections, appeals and special investigations today.

**Manage Collections**
The Manage Collections capability area encompasses the scoring, tracking and collecting payments from delinquent and underpaid taxpayers.

Collections cases are opened in order to collect payments from delinquent and underpaid taxpayers. Similar to audit selection, collection case prioritization is largely limited due to the inflexibility of today’s systems. Collection cases are currently prioritized based on a scoring model that takes into account risk and potential yield. DRS collectors are forced to compile information from a multitude of internal and external systems to create a comprehensive taxpayer profile in order to make informed collection decisions. While some treatment strategies are based on the score and availability of assets (e.g., bank warrants, etc.), the existing system is not sophisticated enough to make automated determinations of the most effective treatment strategies, such as payment plans, warrants, hearings or liens. Furthermore, there is limited ability to evaluate the success of treatment strategies. DRS currently has contracts with 3rd party collections agencies.

**Manage Taxpayer & Stakeholder Relationships**
The Manage Taxpayer & Stakeholder Relationships capability area encompasses taxpayer information, assistance and self-service as well as internal and external communications.
While DRS’s website does offer information as well as some self-service options, DRS would like to offer a comprehensive taxpayer experience. Today, DRS struggles to provide timely, accurate and clear information and status to the taxpayer through their online channel, the Taxpayer Service Center (“TSC”). This leads to many customer service and support calls. Additionally, the taxpayer experience revolves around the tax type, limiting the taxpayer’s ability to have one place to go for all their tax responsibilities.

From a mass communication perspective, DRS is currently limited to its website and physical mailings. Targeting a specific taxpayer group requires significant manual effort to sort and select a group. Individual communications can also come in through a variety of channels which need to be consolidated, streamlined and simplified. The Department requires modern and adaptive multi-stream capacity to support external communications.

**Manage the Enterprise**

The Manage the Enterprise capability area encompasses the administrative and strategic processes that support Department performance, information technology, human resources, data security, analytics, project management, lean improvement and policy development.

The Department critically lacks dashboards and benchmarking based on routine reporting of tax collection and performance analytics. Reporting and forecasting capabilities are limited today due to data being dispersed across a number of systems. There is significant manual efforts to produce reports such as a trial balance, an Annual Report, a report for the Legislature or Commissioner. Reconciliation to the State’s Financial System, CORE-CT, requires significant manual efforts in CORE-CT to ensure DRS systems and CORE-CT are in sync.
Figure 4. Current State Assessment of DRS Business Capability Model

Business Capability Model
Capability View Gap Assessment

Roles and Identities: Business Individual Practitioner / Bulk Filer

Public Facing Access Points:
- Web Site (Self Service)
- Walk In
- Call Center / IVR
- Email
- 3rd Party Provider
- Social Media
- Mobile App
- Mail

Process Returns & Payments:
1. Forecast & Estimate Returns
   - Create Tax Bills
   - Review & Validate Returns
   - Manage Corrections
   - Process Returns
   - Process Payments
   - Make Deposits

2. Identify Potential Investigations
   - Authorize Investigations
   - Conduct Detailed Investigations
   - Determine Results & Actions
   - Manage Investigation Results & Actions
   - Manage Audit Programs
   - Manage Appeals

   Manage Fraud
   - Manage Litigation
   - Manage Criminal Investigations
   - Manage Contraband, Evidence & Property
   - Create Audit Bills

   Track Tax Compliance & Delinquency

3. Manage Accounts Receivable & Delinquency
   - Manage Accounts Receivable
   - Conduct Asset Research
   - Manage Warrants
   - Track Payment Plans
   - Conduct Enforcement Actions
   - Manage Liens
   - Manage Hearing Referrals

   Manage Bankruptcy Claims
   - Manage Write Offs
   - Manage 3rd Party Collection Agendas

4. Manage Taxpayer & Stakeholder Relationships
   - Register Accounts
   - Manage Account Profiles
   - Manage Tax Returns
   - Manage Taxpayer Inquiries
   - Research & Interpret Taxes
   - Conduct Public Relations / Outreach
   - Manage Taxpayer Profiles

   Manage Taxpayer Correspondences & Notices
   - Manage Stakeholder Correspondences
   - Manage Licenses & Permits
   - Manage Bonds
   - Manage Decals & Tax Stamps

   Manage Payable
   - Report on Workforce
   - Manage Revenue Accounting
   - Conduct Reconciliation
   - Manage Documents

5. Manage the Enterprise
   - Collaborate In-House
   - Report Status & Progress
   - Report on Taxes and Statistics
   - Analyze Trends & Predict Outcomes
   - Manage Security

   Manage Accounts Payable
   - Manage Accounts Receivable
   - Manage Revenue Accounting
   - Conduct Reconciliation
   - Manage Documents*

   Manage General Ledger
   - Manage Internal Control & Internal Audits
   - Manage Security

   Collaborate In-House
   - Report Status & Progress
   - Report on Taxes and Statistics
   - Analyze Trends & Predict Outcomes
   - Manage Records

   *Assumes ECM rollout
Today’s existing limitations in how DRS performs its functional capabilities prevent DRS from delivering its services to the fullest extent possible. Many of these limitations are due to outdated tools and technology which do not adequately support internal work processes or voluntary compliance of the taxpayer.

(b) Current State DRS Technical Landscape

The Department does not currently operate with a single, integrated tax information management platform. As part of its Modernization Program activities, DRS documented its current state Application landscape in 2016. Figure 5 below provides a visual of the current state landscape at DRS. High level overviews of the key systems that make up this current state view are included below as well. The Figure also provides an indication on which applications will remain in the future state. For more information on external system integrations, please see the DRS System Interface attachment.
Figure 5. Current State DRS Application Landscape

Current CT DRS Core Application Landscape

DRS Staff

No Change

Replaced by a new ITAS System

May be Replaced by a new ITAS System

External Systems

Financial Institutions

Core-CT

SOTS

DOL-FSET

IRS-SDT

State Agencies

Other States Agencies

IRS

IFTA Clearinghouse

IRS-SDT

IRS

SOTS

INT CIG

DMV

State Agencies

Other States Agencies
**Integrated Tax Administration System ("ITAS")**

ITAS is a multi-tiered system that supports taxpayer registration, returns and payment processing, taxpayer accounting, accounts receivable, case management and revenue accounting. ITAS was implemented in 2004 and processes 44 tax types, over $17.3 billion in annual revenues, 4.5 million tax returns and maintains information on 2.8 million registered taxpayer entities. All ITAS functionality operates on a single integrated database. ITAS is used by every DRS employee that is directly involved in tax administration.

ITAS has a 3-tier, web client architecture. The front end, forms, reports, and Oracle Discoverer Business Intelligence tool use the Oracle 10g Windows Application server as the middle tier and it connects to an 11g R2 database on a Solaris server. ITAS uses 353,116 megabytes of disk space and is growing at approximately 15% per year.

The ITAS Oracle database is comprised of about 311 active data tables containing over 7.4 billion rows. On average, ITAS return data is growing at about 102 million rows per month or 1.1 billion rows per year. When added with other databases (e.g., reporting, etc.), DRS predicts the annual growth is close to 400-500 gigabytes a year in data.

ITAS currently interfaces with 34 different external entities including banks, vendors, the IRS, and other state agencies as well as 13 internal interfaces which include transfers between ITAS, the Data Warehouse and the auto dial system among others. These interfaces can be on demand or scheduled on various frequencies, including every 30 or 60 minutes, daily, weekly, bi-weekly, monthly, quarterly and annually.

**Taxpayer Service Center ("TSC")**

The TSC was implemented in 2006 and is the public-facing web portal used by taxpayers that allows taxpayers to register for business or individual taxes, add additional taxes to a business, file returns, make payments, research filing and payment history, view account information and correspond with the agency. In 2013, the TSC was accessed by 369,000 taxpayers, who submitted 1.505 million tax returns, 4.3 million informational (W-2 / 1099) returns and made $5.4 billion in payments.

TSC has multi-tier architecture. Its environment consists of web servers, application servers and database servers. The TSC provides multi-user access for the business user. This allows five different levels of access (e.g., Administrative, Account Inquiry, File a Return, Make a Payment and EFT Registration) thereby affording the business taxpayer a level of internal control when assigning different functions to different staff members.

TSC interfaces directly with ITAS as well as the Direct Payment Warehouse, which is a repository of all ACH debit requests received by taxpayers from various sources.

Potential Responders can visit the TSC homepage [here](#).

**Modernized E-File ("MeF")**

MeF was implemented in 2010 and is the IRS-based, web-based electronic filing platform that allows taxpayers to electronically submit and manage both federal and state tax returns. Currently MeF processes 1.5 million individual income tax returns, twenty six thousand partnership returns, and approximately one thousand corporation returns for the state of Connecticut. The growth rates are projected to be 2% per year for the individual income tax, and 50% per year for both the partnership and corporation returns.

MeF Gateway is a Web Service client to the IRS MeF Web Service. The communication interface between the IRS and States is specified by the IRS WSDL (Web Services Definition Language).
MeF currently supports a maximum of 5 multiple concurrent sessions for each State system ID (i.e., gateway instance). The IRS packages state submissions (e.g., returns) once per hour. A message may include submissions from multiple transmitters and/or preparers. In addition, the state can transmit acknowledgements and receipts while receiving submissions simultaneously when multiple concurrent sessions are used.

MeF interfaces with ITAS, the Direct Payment Warehouse, and the IRS.

**Auditor’s Desktop**
Auditor’s Desktop is a standalone system that field auditors use to review their case inventory, manage taxpayer demographics, return information and attachments to and from ITAS. There is also functionality to store and utilize templates and the ability to download de-normalized returns for audits. Examiners can also create a standard set of work papers utilizing the downloaded return information. Auditor’s Desktop is currently used by 221 users, including the Field and Office Examiners.

Auditor’s Desktop built on Microsoft .NET Framework, and works with Windows 7 and Excel Oracle 11 client.

Auditor’s Desktop interfaces with ITAS, Revenue Premier and the Data Warehouse to download and upload tax and audit information.

**IFTA IPC**
The International Fuel Tax Agreement (“IFTA”) Returns Processing System is a web-based COTS solution from Explore Information Services, LLC that enables authorized users to access their IFTA account online to renew their IFTA License, order additional decals, file tax returns, make payments, and communicate with DRS about their IFTA account. This system, implemented in 2014 is part of a shared tax administration platform for processing IFTA taxes through the cooperative efforts of several IFTA member jurisdictions including Kentucky, California, Connecticut, Maryland, Michigan, and New Hampshire. The partnership of jurisdictions is known as the IFTA Processing Consortium or “IPC”.

For 2016-2017, DRS collected $14.3 million in IFTA taxes through roughly 2,239 IFTA quarterly filers and 3,029 total intrastate motor carrier filers. Potential Responders can visit the IFTA IPC homepage here.

The IFTA IPC interfaces with ITAS as well as the IFTA Clearinghouse.

It should be noted that DRS may elect to replace the IFTA IPC as part of CTax. As such, Responders should include pricing for IFTA functionality in their price proposal. However, DRS may elect to maintain the IFTA IPC and integrate it with CTax. As such, Responders should also include optional pricing for an integration to the existing IFTA IPC. It is anticipated that this decision will be made prior to finalizing any scope of work for this contract.

**Refund Verification Quiz**
The Refund Verification Quiz is a safeguard DRS implemented in 2014 to prevent someone from using another person's identity to file a false income tax return and get a refund. Some taxpayers who may be due a state income tax refund will be notified by DRS when the refund protection plan indicates the possibility of identity theft and a fraudulent claim. The notice asks taxpayers to visit the DRS website to verify their identity by answering several questions.

The Refund Verification Quiz can be viewed here.
**Data Warehouse**

The DRS Data Warehouse is a 5 terabyte central repository provided by Revenue Premier that holds current and historical information for analytics that support monthly, quarterly and annual reporting, research, compliance and collections. The Data Warehouse is also the primary source for information provided to other CT state agencies, including OPM, as well as other states and the Federal Government.

The Data Warehouse updates ITAS information on a weekly basis, state tax return information on a monthly basis and Federal return information on an annual basis. Other data files are loaded periodically by Audit and Compliance to support analytics and reporting. The current architecture consists of 1 web server, a 2 node Real Application Cluster to support the database and online storage.

The Data Warehouse is made up of several components that are discussed below. They include the Oracle Discoverer, Revenue Premier, AR Scoring (CMDM), Audit Selection (AMDM) and BMC Scheduling Software.

**Discoverer**

Discoverer is an Oracle Business Intelligence tool that DRS implemented in 2003-04 and is used for a number of basic operational reports to help manage day to day operations. While some reporting has been moved to other parts of the Data Warehouse, the Audit Division production reporting and some limited audit selection reporting as well as the Research Unit’s economic analysis reporting continue to be run through Discoverer. Lastly, there are some monthly production reports such as the Assessments vs. Collections, Production by Examiner, and Statute Expiration Report that are run through Discoverer. Discoverer BI is also used to generate reports required by the Federal Government and to populate the work papers in the Auditors’ Desktop. Currently there are over 120 DRS staff members using Discoverer for standard and ad-hoc reporting.

The data warehouse is updated from ITAS weekly. There are also 4 custom applications run during the week to update the information used for reporting needs. During the month, over 65 jobs are run to update the flattened return tables for the various tax types administered by DRS.

**Revenue Premier**

Implemented in 2004, Revenue Premier’s Portfolio Warehouse is the data warehouse foundation that helps support DRS initiatives across operations, policy, enforcement, and management functions. The Portfolio Warehouse provides a “single-entity” or “portfolio” view of each business and individual taxpayer, which becomes an input into the Audit and Collection scoring processes. The Portfolio Warehouse also provides an ability to conduct economic analysis, legislative and policy analysis and some, executive management reporting. The three core components for Revenue Premier’s Portfolio Warehouse include: Data Transformation, Portfolio Management, and Lead Selection/Scoring (see AR Scoring and Audit Selection below). Currently there are over 450 DRS staff members using Revenue Premier for compliance, research, and collections activities.

The Revenue Premier Portfolio Warehouse is updated weekly with new and changed ITAS entities and financial information and information from other data warehouse tables.

**AR Scoring – Collection Management Data Mart ("CMDM")**

The CMDM is an expansion and enhancement of the Revenue Premier application discussed above. The CMDM creates a “score” indicating the probability of collection for the Department’s receivables. The score is then used to assist DRS in prioritizing and assigning collections work. CMDM is currently used by about 45 DRS staff members.

CMDM interfaces with ITAS on a weekly basis to get updated information on outstanding receivables and then returns a score.
Audit Selection – Audit Management Data Mart (“AMDM”)
The AMDM is also an expansion of the Revenue Premier application discussed above. Similar to CMDM, the AMDM creates a “score” for audit candidates based on the information available. The scoring functionality evaluates each attribute for each potential case, determines which attribute range the attribute falls into, assigns the appropriate points for that attribute and then sums them up for a final score. There is one DRS staff member that runs that audit scoring but the output is provided to the Audit and Compliance Division for auditing.

There are no interfaces with AMDM as it is considered part of the Revenue Premier solution and uses the available information to run its scoring process. There is a weekly refresh of the Revenue Premier data and jobs are run on demand.

BMC Scheduling Software
The BMC Scheduling Software is used to automate and monitor DRS batch jobs that are scheduled in ITAS, the TSC, FSET, MeF, Windows File Transfer and the Data Warehouse. It is designed to automatically run jobs daily, monitor the status and completion and then launch other dependent jobs based on predefined criteria and/or job status. The software then sends automatic notifications to business and technical users to notify of completion or problems.

BMC Scheduling Software interfaces with ITAS, the TSC, FSET, MeF, Windows File Transfer and the Data Warehouse.

Fairfax Enterprise Content Management System (“ECM”)
DRS’s Enterprise Content Management system was implemented in 2015-16 by Fairfax Imaging, Inc. and allows DRS to convert paper returns, checks and correspondence into digital-only format using scanning and imaging capabilities. The ECM solution does this by and putting the documents through ImageTrac 6400 high speed scanners which capture an image of the paper return. Using OCR and bar codes, the data is captured and transferred to ITAS. There is a series of “Quick Products” where the data is reviewed, verified, and double keyed where necessary based on business rules. Quickweb is the front end image repository that DRS staff members can use to view scanned images. ECM also has document management capabilities that are being leveraged by DRS.

ECM interfaces ITAS and with financial institutions in order to make multiple daily deposits.

VeraSmart
VeraSmart is a help desk ticketing system that is used for internal work orders and taxpayer-related services,. DRS staff can submit tickets via their intranet or call the Help Desk to open a ticket. VeraSmart is also concurrently used by Call Center to open up tickets for taxpayer inquiries that cannot be resolved during the initial touchpoint. Call Center staff will open up a ticket and then assign over to the proper queue. Queues are supported by the various Operations groups (e.g., individual, corporate, business, etc.) who work to resolve the issue or answer the inquiry before closing out the ticket. VeraSmart also provides standard help desk reporting for trends and analysis.

VeraSmart is a standalone system that is not currently integrated with other DRS systems.

DRS Website
The DRS website, located here, provides critical tax information, forms, guidance and updates for Connecticut taxpayers. The website includes background information on the Department, annual reports and overall guidance for taxpayers on how to conduct their tax activities (e.g., filing taxes, see status, filing protests, etc.) with DRS. The website is also one of the main means of communication with Connecticut taxpayers and is used to both proactively push information to taxpayers as well as correspond with individual taxpayers on specific matters. Lastly, the website
provides key links to other agency websites, such as the TSC, as well as links to but not integration with the State website. Future integration with the State website is anticipated.

**IVR ("Conn Tax")**
The DRS Interactive Voice Response ("IVR") allows taxpayers to call in and get the status of taxpayer refunds. It also provides routing capabilities based on the type of taxpayer refund to the appropriate Operations service team to provide further assistance if needed.

The IVR interfaces with ITAS for taxpayer status information.

**AutoDialing / Robocalls**
The DRS AutoDialer is currently used to call taxpayers and provide them with recorded messages when the phone is answered. DRS uses the AutoDialer for targeted communications to individual groups for tax-related activities and notices, most specifically collections. The AutoDialer also has the capability to host “live connects” which requires that an appropriate ITAS screen with necessary taxpayer information be populated on the user employees’ workstation to coordinate with the call they are being passed.

The AutoDialer interfaces with ITAS for taxpayer information.

**Federal/State Employment Taxes ("DOL-FSET") – Connecticut Department of Labor**
The Connecticut Department of Labor’s Federal/State Employment Taxes ("DOL-FSET") program is a partnership among the Internal Revenue Service ("IRS"), the Connecticut Department of Labor ("DOL"), the Connecticut Department of Revenue Services ("DRS") and the desktop payroll software community. FSET supports the payment and filing of employment taxes online, including Federal payroll taxes and CT withholding and unemployment taxes.

The mission of the FSET program is to reduce employer burden by simplifying the process for the quarterly filing of state and federal tax and wage reports and making employment tax payments. The program seeks to facilitate the development of commercial software applications for the single point electronic transmission of employer quarterly tax and wage reports that satisfy both state and federal obligations.

Potential Responders can visit the FSET homepage [here](#).

**Core-CT - State of Connecticut**
Core-CT is the State of Connecticut’s human resource management system ("HRMS") and financials system. Implemented in 2003, Core-CT is shared by the Office of the Comptroller, the Department of Administrative Services ("DAS") and the Office of Policy and Management ("OPM"). From a HRMS perspective, Core-CT offers payroll, time and labor, benefits and human resources functionality. From a financials perspective, Core-CT offers general ledger, purchasing, payables and receivables functionality for the State. Lastly, Core-CT also offers enterprise performance management capabilities, including ad hoc reporting and business intelligence.

DRS provides input to Core-CT on its own general ledger, payables and receivables on a nightly basis. This information is then reviewed and validated manually in Core-CT daily.

Core-CT interfaces with ITAS.

More information on Core-CT can be found [here](#).
For more information concerning additional DRS applications and interfaces, please see the applications attachment. It is expected that CTax will have the flexibility and adaptability to add future interfaces when and if required.

5. **Anticipated Project Timeline & Rollout**

DRS anticipates that the project rollout will be broken out into several major releases. DRS anticipates the project may take up to but shall not exceed 48 months for design and implementation but DRS encourages Responders to propose timelines that are quicker than 48 months if possible. After each major release, DRS requires 12 months for production services for that release. DRS also requires 12 months for production services after full implementation.

Based on some initial research of other State rollouts, DRS has developed the following initial release plan that assumes full functionality will go live by tax type. DRS will review and accept each release. DRS and the selected SI will develop and agree to specific acceptance criteria at project commencement. The anticipated releases are as follows:

<table>
<thead>
<tr>
<th>#</th>
<th>Release #</th>
<th>Scope</th>
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<tbody>
<tr>
<td>I.</td>
<td>Release 1</td>
<td>Corporation Business Tax, Withholding Tax, Business Entity Tax (B.E.T), Insurance</td>
</tr>
<tr>
<td>II.</td>
<td>Release 2</td>
<td>All Other Business Taxes, including Sales &amp; Use Tax and IFTA (optional)</td>
</tr>
<tr>
<td>III.</td>
<td>Release 3</td>
<td>Personal Income Tax and Other Individual Taxes</td>
</tr>
</tbody>
</table>

Responders are welcome to propose alternative release plans and timelines according to the Responder’s experience and best practices. If Responders propose an alternative release plan, please include justification for the proposed alternative.

Please ensure that the Pricing Proposal Worksheet aligns to the proposed release plan.

6. **Project Benefits**

DRS has identified several modernization benefits. The new systems will allow DRS to better support its constituents and meet its mission. DRS envisions that CTax will:

- **Optimize Taxpayer Services and Improve Taxpayer Satisfaction**
  - CTax will provide convenient, effective and intuitive taxpayer services to help increase voluntary compliance. Expected services include comprehensive self-service options, improved usability and navigation, proactive communications, quicker information validation, greater transparency, and enhanced security. The new platform will include greater adaptability for mobile applications.

- **Foster Continuous Operational Improvement and Efficiency to Help Offset Limited Departmental Resources**
  - CTax will help to increase Department performance and productivity. Expected improvements include streamlined business processes, increased automated workflow for current manual processes, improved usability and collaboration as well as enriched case management and workflow capabilities.

- **Increase Management Reporting and Accountability by Improving Accuracy, Timeliness and Availability of Tax Information**
CTax will provide timely, accurate and comprehensive tax information to enable data-driven decision-making, management reporting and accountability. DRS expects to have improved access to real-time tax return information, a comprehensive taxpayer profile, increased performance metrics and enhanced diagnostics, analytics and reporting.

- **Provide a Flexible, Reliable, Secure and Modern Technology Platform**
  - CTax will provide appropriate approach to moving to a more flexible, agile and responsive platform. DRS expects an easier path for integrating to new technologies, such as mobile services, e-services, social networking as other platforms as they become available.

- **Integrate with Other State Agencies and Third Party Partners without Compromising Security**
  - CTax will enhance DRS’s ability to exchange information by providing a modern, flexible, reliable and secure platform.

- **Increase Gross Revenue**
  - CTax will maximize the collection of taxes in order to minimize future tax increases. Components of the increased revenue include the ability to improve audit segmentation and selection, increased accounts receivable turnover with improved scoring and treatment strategies, improved operations billing and processing, and continued refinement of fraud and error detection. A full return on investment ("ROI") is expected from this project.

- **Mitigate Operating Costs**
  - CTax will improve operating cost-efficiencies and provide the ability for improved processes and capabilities. This will enable more efficient operations resulting in higher returns for agency expenditures.

As part of their response, Responders should demonstrate how their proposal will achieve these benefits, including how, where and in what time period they have helped prior clients achieve an ROI on an integrated tax administration system implementation. Additionally, Responders should include examples of where they have assisted other clients to achieve these or similar benefits as well as the calculated value associated with implementation in calculating ROI.

### Scope of Services

1. **Future State DRS Business and Technical Landscape**

   (a) **Proposed Solution**

   DRS evaluated several potential technical solution scenarios that address DRS’s functional and technical vision. The following sections provide an overview of the proposed solution that meets DRS’s requirements, schedule and budgetary constraints. The proposed solution includes the functional and technical requirements that must be met. It also includes the envisioned technical architecture DRS would like Responders to consider when developing their proposals.

   (b) **Future State DRS Business Landscape**
DRS developed a future system business model as outlined in Figure 6 below. DRS’s model is described in terms of Business Functions and Supporting Functions. Business Functions are “What DRS has to do,” now and in the future, and includes the operational processes (e.g., taxpayer services, process returns, conduct audits and manage collections). Supporting Functions are “What functions must be provided to enable the Business Functions” and includes the common functions (e.g., payment processing, financial management, workflow management, communications, document management and reporting) that must be provided across each of the Business Functions.

Responders should describe how their solution can help achieve the Business and Supporting Functions outlined below. Responders must describe both agency-hosted and third party hosted (including “cloud”) solutions. DRS welcomes any proposals that stretch its vision even further with additional pertinent system functionality that advances DRS business and technical capabilities.

**Figure 6. Future System Business Model**

Each area is summarized below but Responders should review the Functional and Technical Requirements attachment for detailed information regarding each Business Function and Supporting Function. Please also see the Business Model and Process Flows attachment of this RFP for process flows for the Business Functions.

**Taxpayer Services – Self Service & Taxpayer Service**
Taxpayers, as consumers, increasingly expect that essential government information, services and processes will be readily available on-demand through robust online systems. CTax must enable Connecticut constituents (e.g., taxpayers, certified service providers, practitioners, etc.) to utilize a “one stop shop” for all tax needs. CTax must
allow constituents to complete and submit tax returns and amended tax returns (including appropriate forms, schedules and payments), review upcoming tax related deadline and due dates, view outstanding tax liabilities, monitor tax status (e.g., refunds, inquiries, etc.), submit payments, and track correspondence with DRS, and submit tax-related inquiries. CTax will also enable the creation and ongoing management of a detailed and descriptive 360° profile view of individual taxpayer entities (e.g., individual, business, corporation, etc.).

**Tax Return Processing & Outgoing Payment Processing**

DRS processes over 4.5 million returns annually, across 44 tax types. Therefore, it is critical to ensure that tax return processing and outgoing payment processing are streamlined, intuitive, and efficient in CTax. CTax must enable transparent and expedited validation and processing of tax returns and taxpayer-submitted payments. CTax must provide the ability to upload and integrate core tax information from a variety of internal and external sources, including the DRS customer front end, employer-submitted data, and IRS data. In order to enable automated validation of taxpayer-submitted information, CTax must be able to perform real-time calculations, flag mathematical and clerical or administrative errors as well as prevent them from being submitted without correction. CTax must also be able to flag errors requiring review by a DRS specialist and provide audit referrals. CTax must enable robust management of exception processes, overpayments, calculation and remittance of refunds, and processing of extensions, waivers and exemptions. Lastly, it is expected that there will be a strong mechanism to prevent fraud and duplicate filings. In addition, DRS requires highly developed capabilities to detect, analyze, and address instances of fraud.

**Conduct Audit & Investigations**

DRS currently is not able to audit as many taxpayers as it would like so it is important to ensure that the audit process is simplified and streamlined to increase the velocity, efficiency, and coverage of audits. CTax will enhance the audit process by providing flexible and comprehensive audit selection and forecasting processes that accurately predict audit yield, and inform audit prioritization, segmentation and workload. CTax must also enhance the overall audit case management capability, including the efficient, transparent assessment of audit cases (for both non-filers and for filers), timely issuance of audit case results (e.g., closing agreements, voluntary disclosure agreements, etc.) and protests or appeals of audit cases by taxpayers. It is expected that DRS auditors will be provided with a single 360° view of a taxpayer entity (e.g., individual, business, corporation, etc.). Lastly, CTax will provide robust case management functionality for fraud and special investigations.

**Manage Collections**

DRS is currently limited in its collections velocity and turnover due to the amount of manual research and case management that collection agents must do. CTax must increase the efficiency of DRS collections processes by providing configurable, comprehensive risk scoring models that help inform DRS's collection priorities and treatment strategies (e.g., warrants, liens, payment plans, etc.) as well as regularly re-evaluate cases as new information becomes available. With a single 360° view of each taxpayer entity (e.g., individual, business, corporation, etc.), DRS can make data-driven decisions concerning its collection efforts and managing its accounts receivable balance. CTax must also enhance DRS's ability to manage asset seizures, and collect critical information on and respond to taxpayer bankruptcies. DRS also envisions being able to better manage 3rd party collection agencies in CTax.

**Billing & Incoming Payment Processing**

In order to effectively capture tax revenue, DRS requires enhanced abilities to calculate and issue tax-related bills, as well as manage incoming payments submitted by taxpayers as a result of the billing process. DRS calculates and issues a diverse variety of bill types, including bills for amount(s) owed by individual taxpayers for a given tax period, tax bills, audit bills, and bills for various processing fees. DRS requires the ability to issue summary bills, describing all outstanding liabilities owed by a taxpayer, as well as detailed bills that document individual tax liabilities. Moreover, DRS requires enhanced abilities to process incoming payments submitted by taxpayers across a variety of payment
methods (e.g., credit, debit, ACH, etc.), and apply those payments appropriately across outstanding liabilities (e.g., penalties, tax liabilities, etc.) in accordance with current State statutes.

**Financial Management & Revenue Accounting**

In order to enable accurate and transparent management, tracking, and reporting of all tax-related financial transactions (i.e., both incoming and outgoing payments), CTax must provide robust financial management and revenue accounting functionality, and must enable adherence to standard accounting principles, standards, and procedures (i.e. GAAP and statutory reporting requirements). DRS requires the ability to enable cash- or accrual-basis accounting, as well as double entry accounting and detailed reconciliation of journal entries with State’s financial management system (CORE-CT). Furthermore, CTax must also provide DRS with robust financial reporting, including its own general ledger, and must be able to report by various revenue periods, tax types and other reporting requirements.

**Communication & Alerts**

As part of DRS’s mission to provide best-in-class services to the State’s taxpayers, DRS envisions CTax will enable the ability to develop, review, and send detailed communications and alerts to individual taxpayers, groups of taxpayers, relevant third parties (e.g., corporate officers, innocent spouses, etc.) and to the general public across a diverse group of communication channels (e.g., email, SMS, phone, hard copy). CTax must also enable development, review, issuance and tracking of timely, clear communications and alerts to internal stakeholders (e.g., staff, managers, supervisors, etc.).

**Workflow & Case Management**

In order to enable the efficient, timely, and transparent processing and resolution of all types of tax-related cases (e.g., tax returns, audits, collections, etc.), DRS requires robust business process configuration and management, and enhanced case management capabilities. CTax must enable these capabilities with a strong business rules engine that will increase configurability of and control over DRS processes. Required workflow and case management capabilities include highly automated workflow, event-driven supervisor or managerial reviews, and streamlined exception processing.

**Document Management**

DRS creates and collects a high volume of tax-related documentation as part of its normal operations. CTax must be able to create, edit, maintain and standardize DRS documents, including tax forms and schedules, general correspondence and legal forms. Additionally, CTax must enable the ability to upload documentation associated with a tax return or case, and must provide basic document best practices such as version control, audit history, search and indexing. CTax will also provide the ability to enforce DRS document retention policies.

**Reporting & Analytics**

DRS requires highly robust reporting capabilities, including detailed reporting on tax revenue and tax related-operations (e.g., returns, refunds, audits, collections, refund interest, fraud, billings, earned income tax and other credits, etc.), and analytics-driven workforce reporting and business intelligence capabilities that will provide meaningful measurement of organizational performance. CTax must enable intuitive reporting capabilities in the form of standard reports, executive dashboards and ad-hoc queries). DRS envisions CTax will provide the ability to forecast revenue, report on past periods, and conduct trend analysis to provide both historical and real-time insight into critical areas such as tax returns, tax revenue, and employee workload and performance.

**International Fuel Tax Agreement (IFTA) – OPTIONAL**

DRS is responsible for providing taxpayer services related to the International Fuel Tax Agreement (“IFTA”). IFTA provides for the uniform administration of motor fuels use taxation for motor carriers operating in multiple member
jurisdictions. As part of this, DRS is responsible for allowing motor carriers to register for IFTA, order the IFTA license and decals, renew the IFTA license, file IFTA tax returns as well as make payments.

It should be noted that DRS may elect to replace the IFTA IPC as part of CTax. As such, Responders should include pricing for IFTA functionality in their price proposal. However, DRS may elect to maintain the IFTA RPC and integrate it with CTax. As such, Responder should also include optional pricing for an integration to the existing IFTA RPC. It is anticipated that this decision will be made prior to finalizing any scope of work for this contract.

Responders must review the CTax Requirements Worksheet attachment which is mapped to the above-mentioned Business and Supporting Functions. The worksheet provides additional detail in each function. The CTax Requirements Worksheet is a turnaround document and is discussed in greater detail below.

(c) Future State DRS Technical Landscape

DRS is seeking a commercial off-the-shelf (“COTS”) solution which is built on current, industry standard technology. Figure 7 below provides DRS’s envisioned technical reference architecture for the new COTS solution. DRS realizes that existing COTS solutions may have different approaches and as such, DRS requests that Responders provide a technical reference architecture of their proposed solution in their response. Additionally, DRS is interested in both agency-hosted and third party hosted (including “cloud”) solutions. Responders should provide information, including pricing, for both of these options if possible.
Figure 7. Envisioned Technical Reference Architecture
The description below provides a high level overview of foundational technical capabilities and qualities the new CTax solution should have.

**Architecture**
1. The proposed solution architecture should exhibit loosely coupled and strongly encapsulated system design.
2. The proposed solution should be built on independently deployable and scalable application components.
3. The proposed solution should have loosely coupled components for each of the foundational capabilities listed in the Enabling Technology section in Figure 8.
   a. *Business Rules Engine component* for the segmentation and maintenance of business rules to minimize the need for coding changes required to cope with policy and regulation changes.
   b. *Identity and Access Management component* covering security needs around role-based access to functions, data, privacy and consent.
   c. *Workflow and Business Process Management component* to minimize the need for excessive coding when workflow and business process updates are needed.
   d. *Case management framework component* built on Workflow and Business Process Management components to enable comprehensive and highly configurable role-based user experiences.
   e. *Secure alert, notification and e-mail engine component* which could support omni-channel communication methods.
   f. *Master data management component* to manage taxpayer/account and other enterprise data.
   g. *Enterprise integration platform* which supports Application to Application synchronous and asynchronous integration using APIs, web services and other integration patterns.
4. The proposed solution should have database management tools to manage system data and ETL tools to manage data movement requirements.
5. The proposed solution should have tools to manage batch processing and other system operations.

The new solution will replace multiple legacy applications. Figure 8 shows the potential future state application landscape and Figure 8 summarizes the target state for the key DRS applications.
Figure 8. Future State Application Landscape

Future CT DRS Core Application Landscape

External Systems

Financial Institutions
Core-CT
SOTS
IRS-SDT
State Agencies
Other States Agencies
Collection Agencies
IRS
IFTA Clearinghouse

IRS-SDT
IRS
SOTS
INT CIG
DMV
State Agencies
Other States Agencies

Taxpayers
Individual
Business
Practitioner

DRS Staff

New Tax Administration Solution

DRS Website

ECM

Data Warehouse

IFTA IPC
Responders must review Attachment 2 for detailed technical requirements.

2. **System Integrator Scope of Work**

The scope of this RFP is the delivery of a fully functional tax solution that addresses the elements and requirements contained in this RFP. It is envisioned that CTax utilizes an existing Commercial-off-the-Shelf ("COTS") product. The selected SI will be responsible for:

(a) **Project Planning and Management**

Project Planning and Project Management services are the activities associated with initial and ongoing project planning, in accordance with standard project management practices (e.g., PMI, PMP, etc.) and including but not limited to the project plan, project communications and status reporting. The selected SI may also be required to use DRS templates for reporting purposes for this project.

(b) **Application Strategy, Architecture and Planning**

Application Strategy, Architecture, and Planning services are defined as setting the overall application strategy, high level application architecture, and planning associated with the Integrated Tax Administration Solution. Architecture services are comprised of maintaining the application, data, and integration architectures.

(c) **Infrastructure**

Infrastructure services are the activities that design, set up and install the core infrastructure and architecture, including environments, required to support the system development and maintain operations. This must consider

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**Figure 9. Target State DRS Application Target State**

<table>
<thead>
<tr>
<th>Application Name</th>
<th>Target State</th>
<th>No Change to Current State</th>
<th>Replaced by CTax</th>
<th>Potentially Replaced by CTax</th>
</tr>
</thead>
<tbody>
<tr>
<td>Integrated Tax Administration System (ITAS)</td>
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<td></td>
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<tr>
<td>Taxpayer Service Center (TSC)</td>
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<td>Modernized E-File (MeF)</td>
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<td>Auditor's Desktop</td>
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<td>IFTA IPC</td>
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<td>Refund Verification Quiz</td>
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<td>Data Warehouse</td>
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<td>Discoverer</td>
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<td>Revenue Premier</td>
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<td>AR Scoring – CMDM</td>
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<td>Fairfax ECM</td>
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<td>VeraSmart</td>
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<td>DRS Website</td>
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<tr>
<td>IVR (&quot;Conn Tax&quot;)</td>
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<td>Autodialing / Robocalls</td>
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<td>DOL – FSET</td>
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<td>Core-CT</td>
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the needs for the entire duration of the project as well as future system upgrades and enhancements in the design. This also includes the related set-up and management processes associated with this install and maintenance.

(d) Business Analysis and Detailed Requirements Definition

DRS has already developed an initial set of functional and technical requirements that can be used to conduct an initial fit/gap against the specific solution. The selected SI will validate and develop more detailed functional and technical requirements. This involves activities associated with the definition and assessment of requirements that are used to determine detailed application design, configuration and development.

(e) Design Specifications

Design Specification services are the activities that produce design specifications that meet DRS’s architectural and technical standards, as well as identify and describe the most cost-effective solution. Detailed design specifications include functional, technical, interface, data, user interface, conversion and interface design.

(f) Configuration and Development

Configuration and Development services are the activities associated with the development, scripting and configuring of application modules using the information from the previous activities as critical input. Configuration and development are related to the application itself and also includes the required conversions and interfaces. DRS is interested in prototyping and other iterative development approaches.

(g) Data Conversion and Cleansing

Data Conversion and Data Cleansing services are the activities associated with the design, development and deployment approach for data conversion and data cleansing. Data conversion encompasses the identification, mapping, mock conversion, testing and confirmation of data from legacy systems to the new application. Data cleansing encompasses the strategy and execution for ensuring the data is accurate and ready to be converted.

(h) Interfaces

Interface services are the activities associated with these exchanges between key applications and systems. Interfaces encompasses the strategy, plan, design and execution for ensuring the timely and accurate exchange of information between CTax and key internal and external systems.

(i) Testing

Testing services are the activities associated with the confirmation that the individual components work together properly and as a whole perform their specified functions. Testing encompasses unit, assembly, integrated system, performance and user acceptance testing. Testing also applies to application interfaces to other applications already in production, or being developed by DRS or outside parties as stated in the requirements and design documents. The selected SI will work with DRS to provide automated testing scenarios where appropriate, including for performance and regression testing.

(j) Implementation and Deployment
Implementation and Deployment services are the activities associated with the installation and migration of new or upgraded components to the production environment as well as services associated with the deployment of the system, including but not limited to environment readiness, go live and evaluation reports.

(k) Organizational Change Management and Communications

Organizational Change Management and Communication services are the activities associated with identifying the changes being implemented and achieving system adoption, including but not limited to an organizational change management plan and materials as well as an end user communication plan and materials. Responders should propose approaches and tools (e.g., events, video, promotion materials, etc.) designed to maximize adoption.

(l) Training and Knowledge Transfer

Training and Knowledge Transfer services are the activities associated with the training and knowledge transfer to DRS end users, system administrators, help desk and other technical staff. Training and knowledge transfer services may be delivered using multiple approaches including train-the-trainer, in person and e-learning. Responders shall propose a training methodology that has proven to be effective in other implementations that they've led.

(m) Technology Change Management

Technology Change Management activities include services required to appropriately manage and document (e.g., impact analysis, version control, library management, turnover management, build management, parallel development) changes to the application and any of the constituent components being developed. Technology Change Management also includes services required to appropriately manage and document changes to the underlying application development environment components.

(n) Production Services

Responders should include production services, which includes application support procedures, issue prioritization, response, fix testing, and approval requirements. Pricing of the Production Services should include 12 months of services after each individual release and 12 months after final system acceptance with a fixed monthly price based on the hourly rates of resources identified in price proposals.

This contract replaces the following contract award(s) in part or in total: NONE

**Instructions to Proposers**

1. **Proposal Schedule**

<table>
<thead>
<tr>
<th>Item</th>
<th>Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>RELEASE OF RFP:</td>
<td>2 February 2018</td>
</tr>
<tr>
<td>RECEIPT OF QUESTIONS:</td>
<td>16 February 2018, by noon Eastern Time</td>
</tr>
<tr>
<td>ANSWERS TO QUESTIONS POSTED AS ADDENDUM:</td>
<td>23 February 2018</td>
</tr>
</tbody>
</table>
2. Pre-Proposal Meeting Requirements

   This RFP contains no pre-proposal meeting requirements.

3. Questions

   Questions for the purpose of clarifying this RFP must be received no later than the date and time specified in Section 1, “Proposal Schedule” and must be directed to the Contract Analyst, Daniel Dion via email: daniel.dion@ct.gov.

4. Communications

   During the period from your organization’s receipt of this Request for Proposal, and until a contract is awarded, your organization shall not contact any employee of the State of Connecticut concerning this procurement except in writing directed to the Contract Analyst, Daniel Dion via email: daniel.dion@ct.gov.

5. Solicitation Submission

   Solicitations shall be submitted online by the RFP due date and time only. Proposers shall upload their solicitation submission to their BizNet Account.

6. Minimum Qualifications of Responders

   DAS will only consider proposals that meet the minimum response criteria in addition to all responsiveness requirements. Responders and proposals that do not meet the criteria will be deemed non-responsive. The minimum response criteria includes:

   - All Responders must have been in business for the past 10 years.
   - All Responders must have been the primary contractor in the development and implementation of an integrated tax administration solution similar to this RFP in the past 3 years.
   - All Responders must have knowledge and experience with agency-hosted and third party-hosted solutions, including “cloud” services.
   - Principal product proposed has been implemented at least two (2) times in the past five (5) years specifically for tax administration purposes similar to this RFP in size and complexity or greater. Please include information on where implemented and associated dates.
   - Product licenses, license-related services (e.g., post-implementation software maintenance) and all implementation services as detailed in the statement of work (SOW) must be managed and priced (without markup by partners or resellers) by the Responder.
   - The software vendor for the proposed principal product must either be the Responder submitting the proposal or a subcontractor named in the proposal. Product resellers or other partners, even if certified by the software vendor, will not satisfy this requirement.
Additional Terms and Conditions

1. ADDITIONAL TERMS AND CONDITIONS:

(a) Contract Separately/Additional Savings Opportunities

DAS reserves the right to either seek additional discounts from the Contractor or to contract separately for a single purchase, if in the judgment of DAS, the quantity required is sufficiently large, to enable the State to realize a cost savings, over and above the prices set forth in Exhibit B, whether or not such a savings actually occurs.

(b) Mandatory Extension to State Entities

Contractor shall offer and extend the contract (including pricing, terms and conditions) to political sub-Divisions of the State (towns and municipalities), schools, and not-for-profit organizations.

(c) P-Card (Purchasing MasterCard Credit Card)

Purchases made by the Client Agency from the Contractor that are less than $1,000 may be made using the State of Connecticut Purchasing Card (MasterCard) in accordance with Memorandum No. 2011-11 issued by the Office of the State Comptroller.

Contractor shall be equipped to receive orders issued by the Client Agency using the MasterCard. The Contractor shall be responsible for the credit card user-handling fee associated with MasterCard purchases. The Contractor shall charge to the MasterCard only upon acceptance of Goods delivered to the Client Agency or the rendering of Services.

The Contractor shall capture and provide to its merchant bank, Level 3 reporting at the line item level for all orders placed by MasterCard.

Questions regarding the state of Connecticut MasterCard Program may be directed to Ms. Kerry DiMatteo, Procurement Card Program Administrator at 860-713-5072.

(d) Subcontractors

DAS must approve any and all subcontractors utilized by the Contractor prior to any such subcontractor commencing any work. Contractor acknowledges that any work provided under the Contract to any state entity is work conducted on behalf of the State and that the Commissioner of DAS or his/her designee may communicate directly with any subcontractor as the State deems to be necessary or appropriate. Contractor shall be responsible for all payment of fees charged by the subcontractor(s). A performance evaluation of any subcontractor shall be provided promptly by the Contractor to DAS upon request.

Contractor must provide the majority of services described in the specifications.

(e) Security and/or Property Entrance Policies and Procedures

Contractor shall adhere to established security and/or property entrance policies and procedures for each requesting Client Agency. It is the responsibility of each Contractor to understand and adhere to those policies and procedures prior
to any attempt to enter any Client Agency premises for the purpose of carrying out the scope of work described in this Contract.

(f) Offshore Data

Contractor shall not host or store any DRS data or information on offshore data centers. Responders should provide confirmation that all data and information is located in data centers within the United States.

(g) Warranty

Contractor shall adhere to the Warranty requirements as outlined in Attachment 1: Sample Contract.

(h) Final Acceptance

Final Acceptance of CTax is deemed to occur upon the final day of the Production Services Period or the date of Final Acceptance of the final Release (“Final System Acceptance”), whichever occurs later.

(i) Retainage / Holdback

DAS holds the right to enforce retainage or holdback as part of the Contractor’s contract until full Release and/or System Acceptance. This will be further discussed as part of contracting.

Proposal Requirements

1. Contract Period

   The State intends that this contract shall be in effect for a period of 4 years from the date of the award. DAS, in its sole discretion, may extend this Contract for additional terms beyond the original term, prior to Termination or expiration, one or more times for a combined total period not to exceed the complete length of the original term.

2. Stability of Proposed Prices

   Any price offerings from proposers must be valid for a period of 180 days from the due date of the proposals.

3. Amendment or Cancellation of the RFP

   DAS reserves the right to cancel, amend, modify or otherwise change this RFP at any time if it deems it to be in the best interest of the State to do so.

4. Proposal Modifications

   No additions or changes to any proposal will be allowed after the proposal due date, unless such modification is specifically requested by DAS. DAS, at its option, may seek proposer retraction and/or clarification of any discrepancy or contradiction found during its review of proposals.
5. **Proposer Presentation of Supporting Evidence**

Proposers must be prepared to provide any evidence of experience, performance, ability, and/or financial surety that DAS deems to be necessary or appropriate to fully establish the performance capabilities represented in their proposals.

6. **Proposer Demonstration of Proposed Services and or Products**

At the discretion of DAS, proposers must be able to confirm their ability to provide all proposed services. Any required confirmation must be provided at a site approved by DAS and without cost to the State.

7. **Erroneous Awards**

DAS reserves the right to correct inaccurate awards.

8. **Proposal Expenses**

Proposers are responsible for all costs and expenses incurred in the preparation of proposals and for any subsequent work on the proposal that is required by DAS.

9. **Ownership of Proposals**

All proposals shall become the sole property of the State and will not be returned.

10. **Ownership of Subsequent Products**

Any product, whether acceptable or unacceptable, developed under a contract awarded as a result of this RFP shall be the sole property of the State unless otherwise stated in the contract.

11. **Oral Agreement or Arrangements**

Any alleged oral agreements or arrangements made by proposers with any State agency or employee will be disregarded in any State proposal evaluation or associated award.

## Evaluation and Selection Criteria

A selection committee will review and score all proposals that meet the minimum submission requirements. The following information, in addition to the requirements, terms and conditions identified throughout this RFP Document, will be considered as part of the Selection process and are listed in order of relative importance.

### Table 2. Evaluation Criteria

<table>
<thead>
<tr>
<th>#</th>
<th>Evaluation Criteria</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>I.</td>
<td>Implementation Approach and Methodology</td>
<td>Clarity, feasibility and applicability of implementation approach, methodology and project schedule for the development and deployment of proposed solution, including solution fit</td>
</tr>
</tbody>
</table>
II. Quantity and Quality of Relevant Experience and Qualifications
   Demonstrated level of organizational capability and successful relevant experience, including references

III. Organizational Capability
   Demonstrated level of experience by the proposed team

IV. Price
   Price competitiveness of proposed solution and services

Proposals will be rated based on the “Best Value” concept taking into consideration a combination of the above criteria. This means that the proposal that optimizes quality, cost and efficiency among the responsible and responsive Responders shall be selected for award. Contract award shall be subject to the timely completion of contract negotiations between the DRS/DAS and the selected Responder.

A selection committee will review and score all proposals. The following information, in addition to the requirements, terms and conditions identified throughout this RFP Document, will be considered as part of the Selection process and are listed in order of relative importance.

DAS may award by individual item, group of items, or the entirety of all items. DAS may also reject any and all RFPs in whole or in part, and waive minor irregularities and omissions if the best interest of the state will be served.

Submittal Requirements

This section includes an overview of the core proposal components, including all the information a Responder would need to appropriately respond to this RFP. Deviation from this format will negatively impact the score of a proposal and may lead to dismissal of the proposal.

1. Technical Response Proposal

   (a) Title Page and Table of Contents

   Provide a title page that includes the project title, RFP due date and Responder’s name. Ensure the table of contents contains the major and sub-headings of each proposal section and associated page numbers.

   (b) Executive Summary

   Provide a 3 – 5 page summary of your proposal, including highlights from each of the sub-sections included in this technical proposal.

   (c) Approach and Methodology

   The Responder will use this section to demonstrate its capabilities for managing a project of the size, scope and complexity of the DRS CTax project. The Responder should discuss its project management approach, methodology and core solution specifically in the context of the DRS CTax project, and not generically. The discussion should be thorough and provide a good understanding of how the Responder will approach this project, and should include the following areas at minimum:

   o A detailed description of all of the work required to successfully complete the project.

   o Demonstrate how the SI will apply its approach and methodology to the overall software development lifecycle and specifically the intended development methodology.
o How work in the following areas will be undertaken given the proposed timeframe:
  ▪ Project Planning and Project Management
  ▪ Application Strategy, Architecture and Planning
  ▪ Infrastructure
  ▪ Business Analysis and Detailed Requirements Definition
  ▪ Design Specifications
  ▪ Configuration and Development
  ▪ Data Conversion and Data Cleansing
  ▪ Interfaces
  ▪ Testing
  ▪ Implementation and Deployment
  ▪ Organizational Change Management and Communications
  ▪ Training and Knowledge Transfer
  ▪ Technology Change Management
  ▪ Production Services

o Identify the required staffing of the design and planning of the implementation (this should include the SI’s staff, as well as, DRS staff).

o Provide a fully loaded MS Project Plan that meets the specified timeline and the release schedule

o Clearly define all the major milestones, deliverables and the critical path for the design and implementation in the timeline.

o Define a communications and organizational change management plan.

o Proposed solution architecture that enables business and technical requirements and aligns with a technical solution scenario outlined in this RFP. Responders should provide information for both agency-hosted and cloud options if possible.

o Proposed risk management strategy, including cross-agency/department communication and reporting, to ensure that all issues associated with this project are appropriately communicated and tracked so that action is taken as necessary.

o A summary of the technical risks for each proposed technical solution and how you would propose to mitigate these risks.

o Proposed production services approach (i.e., different levels of support, frequency of maintenance, severity/response schedules, etc.)

The Responder must also include a completed version of the CTax Requirements Worksheet attachment in their response indicating how their proposed solution will meet the functional and technical requirements. The Responder must also include the System Implementation and Support Requirements attachment in their response, indicating acceptance of, or exceptions to, and proposed alternatives to, those requirements.

(d) Quality and Quantity of Successful Relevant Experience

In this section the Responder must demonstrate that it has the experience and expertise to support a project of this complexity, breadth and urgency. To do so, the Responder should provide three (3) examples of where it was the prime contractor implementing the proposed solution on projects that are of similar scope, complexity and timeframe. It is critical that Responders demonstrate their track record in leading the design, development and implementation of a system of this magnitude given the implementation timeframe.
These projects should be in the area of tax administration for a State government entity of at least similar size to DRS. In describing these projects, the Responder may refer to its own experience or its subcontractor’s experience, where appropriate.

Only projects completed within the last 5 years should be described in this section, and should showcase the Responder’s experience in large-scale integration projects, especially those related to tax administration. These projects should cover the following areas:

- **Tax Administration**
  - Describe two (2) projects completed within the last 5 years that include leading strategy or implementation work within the world of tax administration.

- **Proposed Commercial-off-the-Shelf Product**
  - Describe two (2) projects completed within the last 5 years that include the definition, development, implementation, testing, maintenance, and support of the proposed Tax Administration COTS solution.

- **Complex Case Management and Workflow Systems**
  - Describe two (2) projects completed within the last 5 years that include the definition, development, implementation, testing, maintenance, and support of a complex case management and workflow system.

- **Large Scale Public Organizations**
  - Describe two (2) projects completed within the last 5 years that include working with Large Scale Public Organizations on a project of similar size, scope and complexity.

Responders should include a table containing the following information for each project.

**Table 3. Project Description**

<table>
<thead>
<tr>
<th>Category</th>
<th>Response</th>
</tr>
</thead>
<tbody>
<tr>
<td>Project Name</td>
<td></td>
</tr>
<tr>
<td>Client</td>
<td></td>
</tr>
<tr>
<td>Approximate Number of Internal Users</td>
<td></td>
</tr>
<tr>
<td>Approximate Number of External Users</td>
<td></td>
</tr>
<tr>
<td>Contract Size</td>
<td></td>
</tr>
<tr>
<td>Project Start Date</td>
<td></td>
</tr>
<tr>
<td>Project End Date</td>
<td></td>
</tr>
<tr>
<td>Release Schedule / Rollout Approach</td>
<td></td>
</tr>
<tr>
<td>Contact Name</td>
<td></td>
</tr>
<tr>
<td>Contact Telephone Number</td>
<td></td>
</tr>
<tr>
<td>Contact Address</td>
<td></td>
</tr>
<tr>
<td>Contact Email</td>
<td></td>
</tr>
<tr>
<td>SI Project Manager Name</td>
<td></td>
</tr>
<tr>
<td>SI Project Team Members and their Role on the Project</td>
<td></td>
</tr>
<tr>
<td>Solution Architecture and Software Components Implemented</td>
<td></td>
</tr>
<tr>
<td>Interfaces Developed</td>
<td></td>
</tr>
</tbody>
</table>
Organizational Change Management
Activities and Tools Used

Quality Assurance Practices

Scope of Services Provided (Description of project and Responder’s role – one-half to one page)

References
DRS reserves the right to contact all references to ascertain the following as well as any additional information deemed relevant by DRS:

- Overall success of the SI’s project(s)
- Quality and expertise of all personnel assigned
- Reliance on clients’ existing documentation and standards
- Reliability of cost estimates
- Effectiveness of project management and collaboration with client staff
- Reliability of schedule estimates and ability to maintain project schedules
- Problem solving skills and communication
- Quality of products and services delivered
- Consideration for subsequent engagements

(e) Organizational Capability

In this section, the SI must demonstrate that its organization is capable of staffing and sustaining a project of the size and scope of the CTax project. To demonstrate organizational capability, provide the following:

- A proposed project team organization chart

- A proposed project staffing roster and position descriptions (roles/responsibilities) included as part of the Staff Experience Matrix attachment, and resumes (including the associated staffing titles), for anticipated staffing needs over the duration of this contract.
  - The resumes should be included as an attachment to the Proposal. Resumes and 2 references for Key team members should include projects preferably in the area of the core solution proposed for a government entity. Experience specifically with the development of tax administration applications is preferable.
  - DRS has determined that there are several Key Personnel that must be included as part of Responders proposals. These key personnel include Project Manager, Business Architect / Lead and a Technical Architect / Lead. Proposals should also include a clear Project Executive.
  - The selected Responder shall provide a minimum of two (2) weeks’ notice for any Key Personnel changes once project commences. Furthermore, DRS shall have the right to review resumes and interview potential replacements for these Key Personnel.

- Provide at least two (2) references for each proposed key project team member.
o A list of proposed subcontractors for which the SI will have ongoing relationships during this engagement. Indicate the name, expertise, role, and responsibility in this contract for each subcontractor. Include resumes of key individuals.

o Provide at least two (2) references for each proposed subcontractor using the Project Description template above and detailed experience guidelines above.

o Description of ability to bring in additional resources if required.

o Most recent audited financial statement or comparable documents

DRS reserves the right to screen and approve or deny all resources, including SI and subcontractor(s), assigned to this engagement. Most notably, DRS reserves the right to approve all the proposed equivalents of the Respondent’s Project Manager, Solution Lead, Functional Lead, Technical Architect and/or Technical Lead. The selected SI must ensure that all resources engaged in this effort are sufficiently experienced and proven in providing the specific services requested and that all work provided meets high quality standards as deemed appropriate.

(f) Required Attachments

o CTax Requirements Worksheet
o Implementation and Services Support Requirements
o Staff Experience Worksheet

2. Price Proposal

(a) Overview

The Responder shall submit detailed pricing in the form of a Microsoft Excel spreadsheet using the Price Proposal attachment. The template consists of the following:

o Table of Contents (TOC)
o Instructions
o Pricing Summary Worksheet
o Services Pricing Worksheet
o Optional IFTA Pricing Worksheet
o Annual Maintenance & Support Worksheet
o Hardware / Software Pricing Worksheet
o General Rates Worksheet
o Pricing Assumptions

(b) Pricing Summary Worksheet

The Pricing Summary worksheet is designed to roll up the project costs entered into each of the CTax project worksheets into a total cost for the project implementation and production services.

(c) Services Pricing Worksheet

Responders shall provide pricing for the CTax Statement of Work using the Release – Services Pricing worksheets. For the SOW, the Responder shall provide unit-based pricing for the various project components and/or deliverables (e.g.,
project plan, design diagrams, prototyping, etc.) associated with the various phases (e.g., Project Management, Architecture, Design and Development, etc.) as outlined in the pricing worksheets.

(d) Optional IFTA Pricing Worksheet

Responders shall provide IFTA pricing for the CTax Statement of Work using the Release – Services Pricing worksheets. For the SOW, the Responder shall provide unit-based pricing for the various project components and/or deliverables (e.g., project plan, design diagrams, prototyping, etc.) associated with the various phases (e.g., Project Management, Architecture, Design and Development, etc.) as outlined in the pricing worksheets.

(e) Annual Maintenance & Support Worksheet

Responders shall provide pricing for annual Maintenance and Support costs. Pricing worksheet allows for 3 years of annual maintenance and support. Rates and costs should be consistent with the General Rates Worksheet.

(f) Hardware / Software Pricing Worksheet

Responders shall provide pricing for all necessary hardware and software to support the successful implementation of CTax using the Hardware / Software Pricing worksheet.

(g) General Rates Worksheet

Responders shall provide a rate sheet using the General Rates Pricing worksheet. Responders shall provide the proposed hourly rates for all potential labor categories that might be used over the life of the project, even if they will not be used at start-up.

(h) Pricing Assumptions Worksheet

Responders should include any assumptions as it prepares its price proposal. Should space for assumptions not be sufficient in previous worksheets, the Responder should use this spreadsheet as well to ensure all assumptions, expectations, etc., upon which pricing is being determined, are captured.

- Offshore Resources
  - While there is no legal prohibition against the use of offshore resources, Responders should clearly indicate the method and level of security for project assets that would be used and developed offshore and in no case can any DRS data go outside of the Continental United States.

- Royalties
  - DAS invites Responders to propose innovative mechanisms by which it would market the DAS approach to other jurisdictions, and share in the revenue generated, such as through a royalty arrangement.

Attachment 1 - Sample Contract

This RFP is not a contract and, alone, shall not be interpreted as such. Rather, this RFP only serves as the instrument through which proposals are solicited. The State will pursue negotiations with the proposer whose proposal scores highest. If, for whatever reason, DAS and the initial proposer fail to reach consensus on the issues relative to a contract,
then DAS may commence contract negotiations with other proposers. DAS may decide at any time to suspend the current RFP process and start the RFP process again.

Attachment 1 to this RFP is a draft contract and it is included in this RFP for informational purposes only in order to show some contract provisions that the State of Connecticut requires. It is not intended to, and will not, be the specific contract that the State and the successful vendor(s) will sign. After DAS selects a vendor, DAS will deliver a draft contract to the vendor for consideration and negotiation. The contract that DAS and the successful vendor will sign may vary from Attachment 1. The contract may include a liquidated damages clause at the discretion of the State.

**Attachment 2 – CTax Requirements Worksheet**

The CTax Requirements includes functional and technical requirements and is a turnaround document, meaning Responders must complete the Excel workbook and submit it with their Responses. For each requirement, Responders should indicate if and how their proposed solution will fulfill each requirement. More detailed directions are included in the attachment.

**Attachment 3 – Business Model & Process Flows**

The Business Model and Process Flows is provided for informational purposes only, it is not a turnaround document. It provides additional details concerning the future state functional landscape. Responders should use this to help them better understand the Functional and Technical requirements.

**Attachment 4 – List of Tax Types and Permits**

The List of Tax Types and Permits is provided for informational purposes only, it is not a turnaround document. It provides a comprehensive list of tax types and permits (or registrations) that CT DRS has responsibility over. Responders should use this to help them better understand the size and scope of this project.

**Attachment 5 – DRS Interface List**

The DRS Inventory List is provided for informational purposes only, it is not a turnaround document. It provides summary information of the key systems in the current technical landscape. Some of these systems will be replaced by the project, some will require data conversion and others will require integration. Responders should use this to help them better understand the size and scope of this project.

**Attachment 6 – Implementation and Services Support Requirements**

This is a Scope of Work for the SI that includes implementation and service support roles and responsibilities provides an overview of the expected deliverables, responsibilities and service level requirements. It is not a turnaround document. However, Responders should indicate any concerns, edits, additions or changes that they may recommend in their responses.
Attachment 7 – Staff Experience Worksheet

The Staff Experience Worksheet is a turnaround document, meaning Responders must complete the Excel workbook and submit it with their responses. For each proposed staff member, Responders should indicate their role and level of experience across an array of categories. More detailed directions are included in the attachment.

Attachment 8 – Price Proposal

The Price Proposal is a turnaround document, meaning Responders must complete the Excel workbook and submit it with their Responses. The attachment includes worksheets for Pricing by Releases, Hardware, Software, Maintenance and Support as well as worksheets for General Rates and Assumptions. Lastly, it includes a Summary worksheet that is automatically populated. More detailed directions are included in the attachment.

Attachment 9 – DRS Security Document

The DRS Security Document is for informational purposes only, it is not a turnaround document. It provides an outline of the policies for access to and safeguarding of DRS confidential and restricted data by contractors. However, Responders should indicate any concerns, edits, additions or changes that they may recommend in their responses.

Glossary

Table 4. Glossary

<table>
<thead>
<tr>
<th>Acronym or Term</th>
<th>Definition</th>
</tr>
</thead>
<tbody>
<tr>
<td>BizNet</td>
<td>A central database and online informational tool for companies looking to do business with the State of Connecticut</td>
</tr>
<tr>
<td>Contractor</td>
<td>The successful Responder awarded a contract in response to this RFP</td>
</tr>
<tr>
<td>COTS solution</td>
<td>Commercial-off-the-shelf solution versus customized solution</td>
</tr>
<tr>
<td>DAS</td>
<td>The Connecticut State Department of Administrative Services</td>
</tr>
<tr>
<td>DRS</td>
<td>The Connecticut State Department of Revenue Services</td>
</tr>
<tr>
<td>Modernization Program</td>
<td>An incremental and phased approach to improvement of DRS’s system and application portfolio. For DRS, the Modernization Program is driven by demand for new digital functionality as well as to simplify processes and increase efficiencies and voluntary compliance.</td>
</tr>
<tr>
<td>OPM</td>
<td>The Connecticut Office of Policy and Management</td>
</tr>
<tr>
<td>Responder</td>
<td>The organization or individual submitting a proposal in response to this RFP, and, once the contract is awarded, the contractor resulting from this procurement process</td>
</tr>
<tr>
<td>RFP</td>
<td>Request for proposal (such as this document or any attached appendix) which solicits vendor proposals to satisfy State goods and/or service needs</td>
</tr>
<tr>
<td>SI</td>
<td>Systems Integrator, the vendor that will perform the work resulting from this procurement process.</td>
</tr>
</tbody>
</table>