



# *Implementing A Commercial Off-The-Shelf (COTS) Tax System*



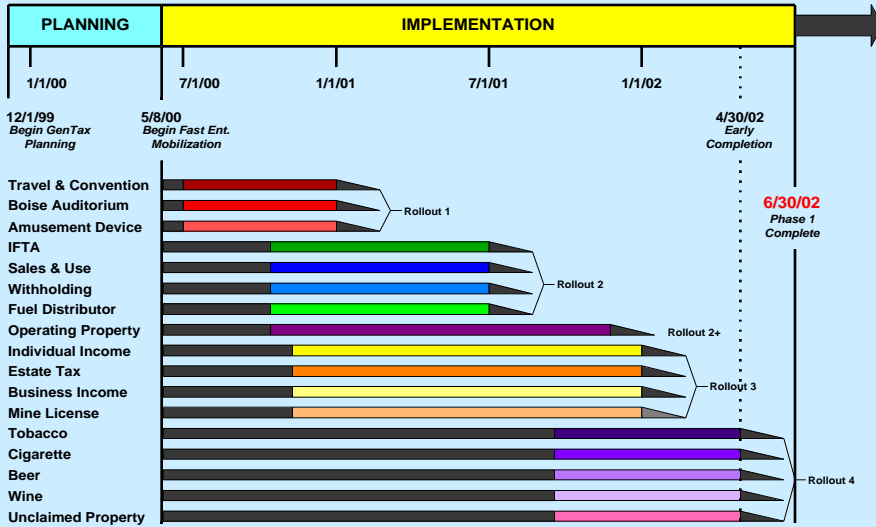
*The CATS Project  
Idaho State Tax Commission*



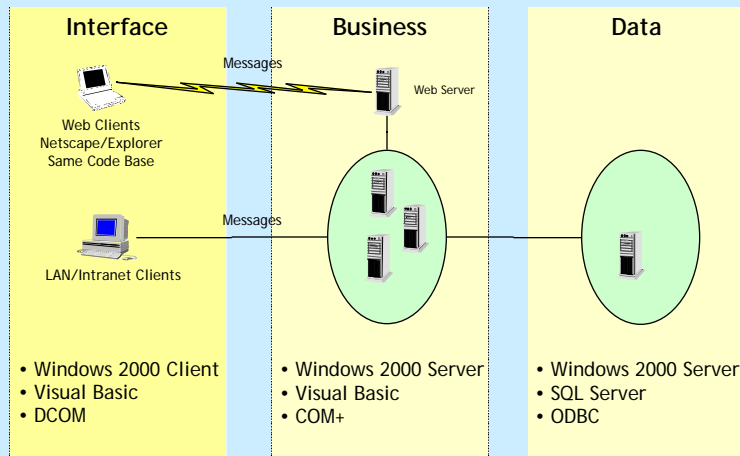
## *Project Facts*

- *The CATS Project*
  - *Replaced Legacy System*
  - *Converted All Taxes*
  - *Timeline – Phased Implementation*

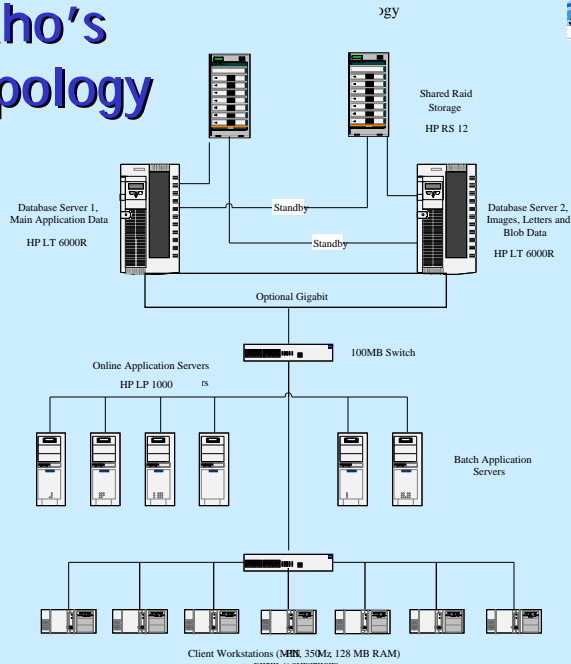
## IDAHO STATE TAX COMMISSION CATS PROJECT TIMELINE (REVISION 2)



## The GenTax<sup>®</sup> Architecture



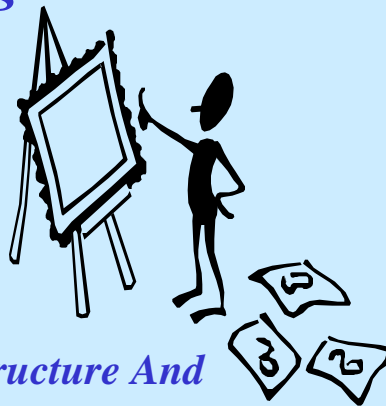
# Idaho's Topology



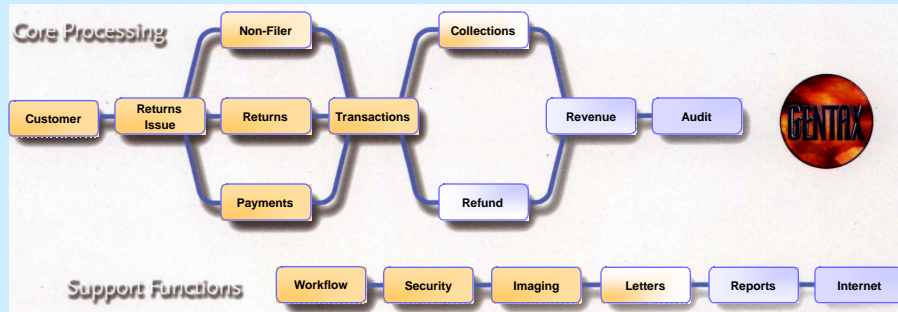
## Why COTS – Strategic Decision



- *A Tale Of Two Models*
- *Reduced Risk*
- *Accelerated Timeframe*
- *Lower Cost*
- *Long-Term Viability*
- *Leverage Existing Infrastructure And Software Investments*



## GenTax<sup>®</sup> Modules



## Why Cots – Tactical Reasons

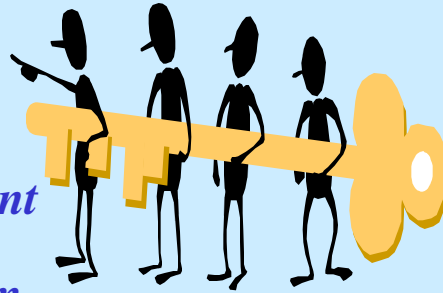
- *Rapid Deployment*
- *Make Changes “On The Fly”*
- *Focus Efforts On Business Rules,  
Not Infrastructure*





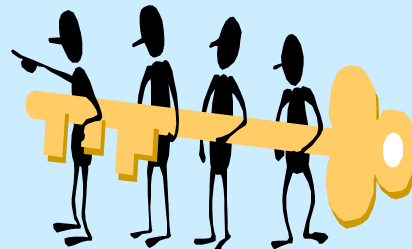
## *Success Factors*

- *Project Planning*
- *Project Management*
- *Project Team*
- *Executive Support*



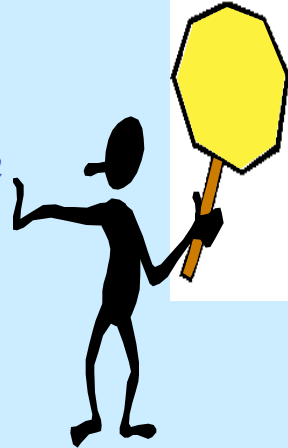
## *Success Factors - Continued*

- *Staff Participation*
- *Accelerated Decision Making*
- *Adherence To Scope*



## *Project Challenges*

- *Less Control Over Situation*
- *BPR “ On-The-Fly”*
- *Change Management*



## *Project Challenges - Continued*

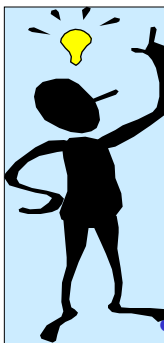
- *Productivity Impacts*
  - *Rapid Pace Of The Project*
  - *Letters And Reports*





## *Recommendations - Strategic*

- *Avoid Promising Dollar ROI*
- *Get Total Organization Commitment*
- *Save Some Budget For “Additions” (Scope)*
- *Emphasis On Project Management And Planning*



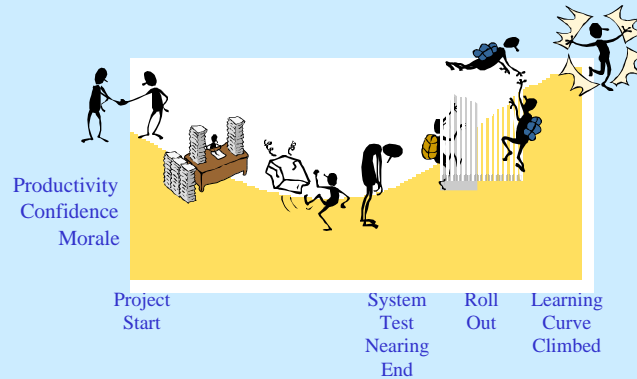
## *Recommendations - Tactical*

- *Anticipate And Prepare For Business Process Issues*
- *Plan For Change Management*
- *Anticipate Project Highs And Lows*



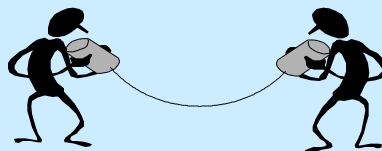
## *The Valley of Despair*

*Change is disruptive – the impact of a large IT project is significant.*



## *Contact Information*

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