

Joe Lombardo  
Governor



Amy Stephenson  
Director

David Johnson  
Deputy Director

Curtis Palmer  
Administrator

**STATE OF NEVADA  
GOVERNOR'S FINANCE OFFICE  
Budget Division**

209 E. Musser Street, Suite 200 | Carson City, NV 89701-4298  
Phone: (775) 684-0222 | [www.budget.nv.gov](http://www.budget.nv.gov) | Fax: (775) 684-0260

Date: March 11, 2024

To: Amy Stephenson, Director  
Governor's Finance Office

From: Budd Milazzo, Executive Branch Budget Officer <sup>pm</sup>  
Governor's Finance Office - Budget Division

Subject: INTERIM FINANCE COMMITTEE **INFORMATION** ITEM

The following describes an information item submitted for placement on the agenda of the next Interim Finance Committee meeting.

**DEPARTMENT OF TAXATION**

Agenda Item Write-up:

Pursuant to the 2023 Legislative Session Letter of Intent, the department shall report quarterly on the status of the Unified Tax System modernization project. This report covers the period of October 1, 2023 through December 31, 2023.

Additional Information:

The 2023 Legislature approved \$18.0 million in FY24 and \$24.7 million in FY25 in federal American Rescue Plan Act, Coronavirus State Fiscal Recovery funds to continue the Modernize Your Nevada Tax Project which will modernize the Unified Tax System.

Statutory Authority:

Submitted in accordance with 2023 Legislative Letter of Intent.

REVIEWED: <u>pm</u>
INFO ITEM: <u>2-P</u>

State of Nevada  
Department of Taxation  
Modernization Project



Interim Finance Committee

Quarterly Report

October 1, 2023 – December 31, 2023

Version: 1.0

Fiscal Q2 2024

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## 1.0 Executive Summary

The Department of Taxation (TAX) Project MYNT (MYNT and/or Project) is a project sponsored by TAX to modernize its aging Unified Tax System (UTS), which is at its end of life (twenty years old). The Project is expected to require a three-year implementation period, with an expected life for the base implementation of eighteen years. It is predicted that the modern platform will exceed its life-cycle expectancy through upkeep, maintenance, and upgrades for as long as TAX determines necessary.

During the 2019 Legislative Session, the Department was funded for a needs assessment for the modernization of the Department's UTS. The assessment began in FY20, but it was stayed pursuant to the Department's budget reductions during the 2020 Special Legislative Session as a result of the COVID pandemic. During the 2021 Legislative Session, the Department received funding for FY22-FY23 to continue with the Project and start implementing the recommended readiness initiatives that resulted from the needs assessment, including the development and execution of Project organization and governance; data management strategy; Organizational Change Management (OCM) strategy; a document imaging system; and the Request for Proposal (RFP) for a Commercial Off-the-Shelf (COTS) Integrated Tax Solution (ITS). The Legislature also authorized funding for the Department to hire four Full Time Employee (FTE) positions and contract positions to work on these initiatives. During FY23, the Legislature's Interim Finance Committee allocated ARPA funding to the Department through a work program, which was subsequently built into the Department's budget for FY24-25 through a Budget Amendment. The ARPA funding covers the first two years of the new system implementation.

The Legislature has requested that TAX deliver a quarterly report to the Interim Finance Committee (IFC) through the duration of the Project. The report is expected to summarize the Project status, including, without limitation, the following:

- An update on the Unified Tax System replacement implementation plan and projected timelines;
- An overview of the activities of the positions, contract positions, and vendors assigned to the Unified Tax System project;
- A list of project deliverables received, deliverables anticipated for the next reporting period, and deliverables that are behind schedule; and
- A summary of categorical expenditures incurred to date on project implementation and cost projections for the remainder of the project implementation.

## 1.1 Background

TAX's initial efforts to modernize were thwarted by the COVID pandemic and State budgetary restrictions. However, during the Spring of 2022, TAX reinitiated its modernization efforts by hiring the four FTE's that would be responsible for the planning and delivery of the new system. These FTEs include the Enterprise Project Manager, Organizational Change Manager, Business Functional Lead, and the Technical Lead (MYNT Team). The success of the Project is dependent on these roles operating within their respective functional and strategic areas to organize the work activities and prepare the agency for a seamless transition to the new system.

The MYNT Team has worked diligently during the immediately preceding 1.5 years to prepare the RFP for the new system, discover business and technical requirements for the new system, organize and prepare the data standards for the new system, implement focused business processes to help effect change, streamline business practices, and implement a new document scanning solution to help mitigate risk and data loss during the data migration phase of the larger MYNT Project. The document scanning solution helped cleanse TAX's data prior to the onboarding of a vendor, which will result in cost-savings on the Project.

### Data Cleansing:

The Department created a Data Cleansing Team to review the data for legacy data standardization. The team also took inventory of data entry points. This will allow for the team to identify and establish business and validation rules for the modernized system. The following tasks have been undertaken:

- **Data Standardization** – In preparation for the project vendor, MYNT began reviewing and standardizing the data in the systems. Data standardization has included inventory and standardization of all agency forms and the retention periods for each of the document types.
- **Data Cleansing** – MYNT sponsored a Data Cleansing Team and conducted bi-weekly meetings to review and assign data cleansing tasks. This effort has united the different disciplines within TAX to identify agency needs for specific data that is gathered within the system. MYNT has been charting the data warehouse and planning for efficiencies in data relations for the future.
- **Data Inventories** – TAX has many forms, tools, correspondence types, and data fields that create the complexities of its system. MYNT conducted an inventory of the most complex parts of the current UTS. Knowledge of the current system will allow for a more detailed mapping of agency needs in the new system. All data must be entered into the new system and be recalled. Having an inventory documented has prepared TAX for the vendor, allowing for focused design sessions and a more robust product that will meet the needs of TAX and ultimately Nevada Taxpayers.



TAX completed a needs assessment and feasibility study in FY21, which recommended a new COTS ITS. In FY22, TAX recruited its four new full-time positions (one Organizational Change Manager, one IT Professional 4, one Business Process Analyst 3, and one IT Professional 3), and it established an Enterprise Project Management Office and an Office of Organizational Change Management to lead the activities involved in the system modernization. These activities have included the development and execution of stakeholder engagement, change management and communications plans, identification of readiness gaps, identification and documentation of existing business processes, and oversight of the development of training plans and materials. TAX also developed the extensive RFP for the COTS ITS, which was released on April 3, 2023.

In collaboration with State Purchasing, TAX reviewed and scored two qualified RFP responses in accordance with State Purchasing guidelines and rules. The Department received Vendor demonstrations and conducted its final scoring in late June 2023, and FAST Enterprises (FAST) was selected as the most qualified vendor for the Project. Contract negotiations with the vendor began in July 2023 and were finalized in August 2023. The contract was approved by the Board of Examiners (BOE) at its October 10, 2023 meeting

FAST commenced work on the Project on December 4, 2023. Each year, for the first 3 years, FAST will release the following implementation phases:

Initiation: December 2023

Phase 1: December 2024 Rollout

Phase 2: December 2025 Rollout

Phase 3: December 2026 Rollout

In addition to contractual preparations, the MYNT Team spent the last year preparing the agency for the upcoming changes. The business process analysts began documenting all AS-IS processes and creating an agency Standard Operating Procedure (SOP). The Organizational Change Manager began campaigns to prepare the agency for change as well as standing up a new Intranet site that will be the center of information delivery to the agency. The technical teams began preparing for the vendor by starting the process of standardizing data, mapping procedures, and doing an inventory of the technical processes within the Department. These efforts were ongoing in QTR 1 and QTR 2 of FY24



## 1.2 Quarterly Summary

### 1.2.1 Overview of 1<sup>st</sup> Q, FY24

(See prior report)

### 1.2.2 Overview of 2<sup>nd</sup> Q, FY24

The MYNT Team continued hiring contractors through the quarter (section 1.3 below). Seven contractor positions were filled, one of which was a Subject Matter Expert (SME)/Business Process Analyst (BPA) for Local Government Services (LGS). The contractor filling this role was a previous employee of the Department with subject matter expertise in the technical infrastructure of multiple LGS systems. The Board of Examiners approved this contract at the October BOE meeting.

The MYNT Team continued work in preparation for the onboarding activities associated with FAST and Mathtech, as well as preparations for contractor staff.

Activities included the creation of forty-one Active Directory accounts, computer imaging and software replication, inventory and coordination for statutorily required background checks. The MYNT Team also purchased desks, chairs and other operational supplies for the office spaces the MYNT Team.

TAX's Carson City office move into the new State building on Arrowhead Drive in Carson City in November 2023. MYNT staff was significantly impacted along with TAX's staff to assist and set up the team space within the new building.

In November, Mathtech onboarded. The MYNT Team had agency-wide meetings at each of its office locations in the state, Las Vegas, Reno and Carson City. Mathtech was introduced to staff and set expectations for the onboarding of FAST. Given Mathtech's prior experience working with FAST and being part of many modernization projects, TAX wanted to set expectations within the agency for how quickly the project would ramp up in December. The meetings were delivered with high regard within the agency, generating a lot of energy that persists through today.

FAST began onboarding (first wave of employees) on December 4, 2023. This onboarding required significant logistics and operational activities during the month of December. Desks were delivered and the FAST/MYNT space was configured in the new building.

The Office of Project Management formed the Project MYNT PMO Team, which includes project management staff from FAST and the agency. FAST's first contractual deliverable was satisfied when the PMO Team created the Implementation Plan and agreed on the phased

delivery approach.

In addition to these logistical issues, the MYNT Team continued its work from QTR 1 as set forth in section 3.2 below.

#### 1.2.3 Overview of 3<sup>rd</sup> Q, FY24

(Next report)

### 1.3 Staffing Levels, Vacancies, and Recruitment Activities

MYNT staff, comprised of four FTEs, was approved for the Project in FY19. Hiring began in QTR 3 of FY22. The four FTE positions and one Contract Project Manager (Contract PM) position were filled by April of FY22. The Contract PM position was vacated at the end of FY23 and the decision to fill it was put on hold until QTR 2 of FY24 as a cost-savings measure to align with the timing of vendor selection and onboarding of the vendor upon BOE approval. Below is a table of the approved FTE and Contract positions proposed by MYNT.

Full Time Employees (FTEs)		
Role	Status	Start Date
IT Professional IV (Enterprise Project Manager)	Employed	March 2022
OCM Lead (Organizational Change Manager)	Employed	April 2022
Business Process Analyst III (Functional Lead)	Employed	April 2022
IT Professional III (Technical Lead)	Vacant (Nov 13, 2023)	TBD

Contractors		
Role	Status	Start Date
Data Architect (Conversion)	Employed	July 2023
Business Process Analyst II	Employed	October 2023
Business Process Analyst II	Employed	October 2023
Business Process Analyst (Backfill/SME LGS)	Employed	October 2023
Test Lead	Employed	October 2023
Reporting Engineer	Employed	October 2023
Application Developer (Backfill)	Employed	November 2023
Business Project Manager	Employed	November 2023
Technical Project Manager (Implementation Lead)	Employed	November 2023
Quality Analyst Lead	Accepted	Projected 3rd QTR Start (Jan)
Business Process Analyst	Accepted	Projected 3rd QTR Start (Jan)
Business Process Analyst (Backfill – Revenue)	Posting Mid-February	Projected 3rd QTR
System Administrator	Posting	Projected 3rd QTR

	Feb 2, 2024	
Business Process Analyst (Technical Writer)	Posting Mid-February	Projected 3rd QTR
Tester	Posting March	Projected 3 <sup>rd</sup> QTR
Tester	Posting March	Projected 3 <sup>rd</sup> QTR
Tester	Posting March	Projected 3 <sup>rd</sup> QTR
Tester	Posting March	Projected 3 <sup>rd</sup> QTR
Organizational Change Contractor	Posting March	Projected 3rd QTR

Vendors		
Vendor Name	Status	Start Date
Mathtech	Employed	November 6, 2023
FAST Enterprises	Employed	December 4, 2023





## 2.0 Financial Information

The Project initially received funding during the 2019 Legislative Session. In FY20, the Department retained the contractual services of Gartner to conduct a feasibility study and help write the RFP for Project MYNT's COTS ITS. The COVID pandemic stalled progression of the Project after the feasibility study was conducted. However, in 2022, the Project relaunched and the MYNT Team was hired, the Document Scanning Solution was implemented, and the RFP for the Project was written. The below table shows the breakdown by fiscal year of the MYNT expenditures since the beginning of the Project.

### Fiscal Year 20-23 Expenses:

Project Mynt					
	<u>FY20</u>	<u>FY21</u>	<u>FY22</u>	<u>FY23</u>	<u>Reversion Total</u>
<b>Allocated</b>	\$ 1,700,373.00	BF FY20	\$ 2,943,463.00	BF FY22	
<b>Spent</b>	\$ 434,605.11	\$ 323,200.00	\$ 215,795.00	\$ 1,913,970.70	
<b>Reverted</b>	\$ 942,567.89			\$ 813,697.30	\$ 1,756,265.19

### Fiscal Year 24 Expenses:

<b>Budget Account 2361</b>				
<b>Actuals through December 31, 2023</b>				
<u>FY24</u>	<u>Budgeted</u>	<u>Actual YTD</u>	<u>Projected YE Total</u>	<u>Projected Authority Remaining</u>
Category 01	\$ 564,358.00	\$ 226,124.04	\$ 564,358.00	\$ -
Category 04	\$ 477.00	\$ -	\$ 477.00	\$ -
Category 13	\$ 17,432,629.00	\$ 554,678.43	\$ 14,305,070.27	\$ 3,127,558.73
Category 26	\$ 1,667.00	\$ -	\$ 1,667.00	\$ -
<b>Total</b>	<b>\$ 17,999,131.00</b>	<b>\$ 780,802.47</b>	<b>\$ 14,871,572.27</b>	<b>\$ 3,127,558.73</b>

The contract was approved by the BOE and signed for both the ITS vendor, FAST, as well as the contract assessment vendor (IV&V), Mathtech.

Mathtech began work in November 2023. No invoices due in Q2 FY 2024.

FAST began work in December 2023. No invoices due in Q2 FY 2024.

## 2.1 Detailed Cost Information

The table below represents detailed MYNT cost information for the Project. This information includes both vendor costs as well as the expense of MYNT staff, equipment, and EITS support needed for a successful implementation.

## 2.0 Summary of Expenditures and Projected Expenditures by Category

Budget Account 2361					
Projected Totals for Implementation					
Category	FY24	FY25*	FY26	FY27	Projected Total for Implementation
Category 01	\$ 564,358.00	\$ 575,383.00	\$ 579,000.00	\$ 582,000.00	\$ 2,300,741.00
Category 04	\$ 477.00	\$ 477.00	\$ 477.00	\$ 477.00	\$ 1,908.00
Category 13	\$14,305,070.27	\$21,160,140.00	\$ 20,432,000.00	\$ 16,161,000.00	\$ 72,830,793.77
Category 26	\$ 1,667.00	\$ 1,644.00	\$ 1,644.00	\$ 1,644.00	\$ 6,599.00
<b>Total</b>	<b>\$14,871,572.27</b>	<b>\$21,737,644.00</b>	<b>\$ 21,013,121.00</b>	<b>\$ 16,745,121.00</b>	<b>\$ 75,140,041.77</b>

\* The Department anticipates a work program for FY25 to cover the projected budget shortfall, using savings from FY24 (ARPA funding) to cover this deficit. The Project was slated to commence July 2023 and instead commenced in December 2023.



### *3.0 Detailed Project Summary*

#### **Fiscal Year '22**

In FY22, upon the hiring of the Project MYNT Team, the Department initiated an RFP for a new Document Scanning Solution, as recommended by Gartner. The MYNT Team released the Document Scanning RFP and selected a vendor for implementation, with an approved budget of \$525,000. The MYNT Team also retained a Contract PM to facilitate the implementation of the selected software, BOX.

#### **Fiscal Year '23**

In FY23, the Project MYNT Team prepared and released the RFP, selected vendors and completed contract negotiations for contractor onboarding during QTR 1 of FY24. The Team also initiated and carried out all remaining efforts at data cleansing, developing business processes and developing requirements that would be used as part of the agency's contract negotiations. The work product the Team developed during FY23 was foundational and established the path by which the MYNT Team would conduct business for the rest of the project.

Critical work during this season would ultimately lead Taxation staff to trust the newly formed team and provide a platform for the Agency to vet its needs and concerns for the new system.

#### **Fiscal Year '24**

In **QTR 1 of FY24**, MYNT contracted for various positions to prepare the agency for the significant changes anticipated with the new system, and to relieve the demands on the existing Business and Technical Teams that are still supporting the Legacy systems. These contractors were onboarded and began learning TAX's practices, methodologies, work streams, and using their expertise to design efficiencies in the current business processes in preparation for modernization.

During **QTR 2 of FY24** the MYNT Team continued hiring contractor staff to help facilitate the needs of the business with the upcoming project. The Team added additional BPA support, Reporting, Testing, and Project Management roles that are critical to the success of the project. The Team made strides in the preparations and operational side of tech used to collaborate and organize team output. The Team also managed the tasks of preparing hardware imaging and software needs of the vendors, as well as establishing collaborative workspaces both physically and digitally.

The MYNT Team also prepared for the arrival of both the FAST and Mathtech vendors. Upon the



onboarding of Mathtech, the team planned and executed an agency-wide series of meetings to set the expectations for the agency with the onboarding of the UTS vendor. These meetings were met with a high level of energy from the agency staff.

FAST onboarded critical infrastructure and project staff in December. The MYNT Team facilitated the onboarding process for staff that were on-site, as well as off-site team members, initializing background checks and preparing for their arrival in Q3. There were many needs by the FAST team as they needed security access to manage endpoint communications that were critical for Hosted Services located in Denver. Using SAML authentication, per state security protocols, the FAST staff had to ensure that communication ports were not only open but secure, per State and Federal requirements. This had to be complete and secure before delivery of any system functionality to ensure the integrity of TAX's systems prior to engagement and the training of any staff.

As the Systems teams worked through the setup of the system, the MYNT Team identified all Phase One personnel and began training and communicating the needs of the business, expectations of FAST, and developing a rapport with agency personnel to ensure a smooth transition into the new work flow. Part of this communication was a complete overhaul of agency personnel work product. For three members of IT staff, this would be a complete dedication and transition over to the MYNT Team. Although the transition wasn't to occur until Q3, the MYNT Team began setting expectations at the end of Q2 for both the development staff and their immediate supervisors to maintain team integrity and provide training that would allow supervisors to reconfigure their employee engagement model.

Another level of engagement was to begin working with the Vendor Change Management staff and begin creating engagement plans to limit the risk of employee overload during the changes that were occurring. The change management plans began development in late December and weren't fully actioned until early Q3.

Lastly, the MYNT Team was part of the agency move into the new Carson City building on Arrowhead Drive. This move posed a risk to the project, for the timing was at a critical moment for the onset of the project. In mid-November as the agency prepared the move, Mathtech was onboarding as well as many of the contractor staff. As the team was engaged in moving efforts and ensuring that the transition to the new building would be seamless, the preparation time needed to ensure the internal processes and collaborative spaces were functional and available. This is a normal byproduct of a move, but having it occur during a critical stage of onboarding and preparing for the project vendor is where the team lost time. The MYNT Team bonded during this time and were able to reduce risk by pooling resources and working together through the period of transition. This accelerated the Norming Phase of project growth and excelled the team at bonding and helping the Vendors begin to onboard.

In summary, Q2 was eventful, but Project MYNT gained footing and established a solid platform to





build upon. The team (Taxation and vendor staff) have been able to come together in a rapid deployment fashion and get the job done. The team has entered Q3 with high regard and expectation with solid work strategies.

The MYNT Team anticipates that all remaining contract positions will be filled in QTR 3 of FY24, and will be based on the position and requirements of the business as to the appropriate timing for new team members. Staggering the retention of these contractors is based on the phases of implementation and development that the vendors have proposed, including the timeline that the vendors will bring in their staff to assist in work activities, such as testing.

FAST has delivered the following project plan and implementation:

- Q2: November 6, 2023 – Mathtech Onboarding Complete
- Q2: December 4, 2023 – FAST Onboarding Complete
- Q2: December 2023 – FAST Project Management Sessions
- Q3: January 2024 – Rollout of Gentax (UAT Environment)
- Q3: January 2024 – Design Sessions
- Q3: February 2024 – October 2024 – Development of Year 1 Tax Types
- FY25 Q2: October 2024 – December 2024 – User Acceptance Testing (UAT)
- FY25 Q2: December 2024 – Deployment Phase 1 (Year 1 Tax Types)

The end of each year of production will mark the deployment of the next phase in the month of December.

- January 2024 – Base System Deployment
- December 2024 - Phase 1 Rollout (On Schedule)
- December 2025 - Phase 2 Rollout
- December 2026 - Phase 3 Rollout

### 3.1 Progress

The MYNT Project is progressing well. After a successful RFP release, vendor selection, and contract negotiations, BOE approved the contract in October 2023. The MYNT Team has nearly completed vendor onboarding. Key highlights include:

- Release of the MYNT RFP: [April 2023](#)
- RFP Response Review: [May 2023](#)
- Vendor Selection: [June 2023](#)
- Contract Negotiations: [July 2023](#)
- BOE Submission: [September 2023](#)
- Notice of Award & Purchasing Introductions with Vendor: [September 2023](#)
- FAST/MYNT Engagement: [September 2023](#)
- BOE Approval: [October 2023](#)
- Vendor Onboarding: [November and December 2023](#)

### 3.2 Active Project Information

*All of the following substantive project activities commenced in FY23 and have been developed out in QTR1 and QTR 2 of FY24.*

#### Standard Operating Procedures (SOP):

The MYNT Functional Lead and the Business Process Analysts have been conducting interviews with each business unit within the agency and developing the SOP, which includes descriptive text of operational procedures, diagrams of processes and workflows, and work instructions for each position in the agency. This work is ongoing.

- The SOP is a detailed, living document that will eventually be incorporated into the Department's Intranet site, as the formal means of delivery.
- The Agency will require each section to update the SOP on a yearly basis so that the document will remain current.
- The SOP will stand as the agency's operating manual.

- Intranet (SharePoint) Deployment:
- Tax has modernized its Intranet site using Microsoft SharePoint. With this internal site, the Department has deployed critical resources and information regarding all matters that affect the Department, including modernization, current events, Division-specific information, trainings, forms, policies, etc. The Department will use this resource/platform as an additional venue for internal communication to build and promote transparency and awareness as it migrates toward modernization.

**BOX/Image Trust (Content Management Solution):**

TAX contracted with Image Access for new Document Scanning software (Image Trust) and document repository (BOX) which was deployed before the end of FY22. Consequently, TAX discontinued its use of the legacy system (File 360) at the end of QTR 1, FY23.

- BOX has been successfully deployed. As with any new product deployment, there is a period of acceptance, but TAX staff have been more efficient in locating scanned documents and completing tasks without the workarounds caused by the legacy system.
- TAX is continuing to improve the processes for Document Scanning with the ability to add metadata and classifications of document types.
- TAX is also now able to use fully functional and automated retention periods for specific document types which will help keep TAX in compliance with any State regulations or policies that may affect the period of time documents must be kept.
  - To this point, TAX has been able to establish more efficient business processes for the regulatory review of retention periods and audit the technical and business processes to ensure TAX is abiding by any regulations set forth by the State.



- The MYNT Business Functional and Technical Leads held over ten live “Day-in-the-Life” training sessions for all Department staff and provided videos for follow up training. The MYNT Business Functional and Technical Leads also held a live open forum on “go live” day for any staff needing immediate assistance in addition to tracking and resolving all follow up questions and concerns.

#### Data Conversion:

One of the key aspects of Project MYNT is the data conversion process, which involves transferring the data from the legacy systems to the new system. This process requires careful planning, execution, and validation to ensure the data quality and integrity are maintained throughout the transition.

The Department has made excellent progress during the reporting period on three important areas of the data conversion process: data mapping, data extraction, and data purification (see Section 3.6). The following sections provide an overview of the initial progress achieved in each of these areas.

#### Data Mapping:

Data mapping is the process of defining the relationships and rules between the data elements in the source and target systems. This step is essential for ensuring the data is correctly transformed and loaded into the new system.

The data conversion team has constructed an initial data map that identifies the key data entities and attributes in the legacy systems. The team has also created data mapping documents and outputs that specify the mapping rules and logic for each data element. The data mapping documents are currently under review by the business analysts and subject matter experts, who will verify the accuracy and completeness of the data mapping.

#### Data Extraction:

Data extraction is the process of retrieving the data from the legacy systems and preparing it for loading into the new system. This step involves applying the data mapping rules and logic to the source data and converting it into the format and structure required by the target system. The data extraction process has been started by the data conversion team, who have developed and tested the data extraction scripts and tools. The team has also performed initial data extractions of different subsets of source data from the legacy TAS system including significant slices from massive tables, the largest of which is in excess of 2.6 billion records. Efforts have now expanded to verify the results against the data mapping documents. The data extraction process will continue through weekly mock-conversion iterations that are intended to provide predictability leading up to the final ‘cut-over’ for the Phase 1 Rollout.

#### Data Purification:

Data purification is the process of identifying and resolving any data anomalies, errors, or inconsistencies in the extracted data. This step is crucial for ensuring the data quality and reliability in the new system. Team progress is further described within Section 3.6 found below.

### *3.3 Project Management Efforts*

#### *3.3.1 Quarter 1, FY24*

The project charter has been created, outlining the objective, milestones, deliverables, and resources along with risks that have been identified. The draft will be under review before the vendors onboard and will be formalized upon approval.

**Tools** - Kanban Boards in Jira (for activity tracking), MS Project, PowerBI for data visualization, VISIO for process visualization, MS O365 for presentations and communication, and TEAMS/SharePoint for content management and daily communications.

**Reporting** – The MYNT Team is in the process of establishing JIRA as a work activity management system. The MYNT Team is currently using the system to prototype workflow and assignment delivery and will roll out the system in the coming month to engage all work.

**Legacy System Support** – The Technical Project Manager will work with the MYNT Project Manager and agency IT staff to establish a backlog of items that will be continuously prioritized against the functionality of the new system. A legacy support model will be established as development on the new system will begin, and agency staff efforts will be prioritized to reflect the business need.

#### *3.3.2 Quarter 2, FY24*

During QTR 2 of FY24, Project Management efforts ramped up with the hiring of additional project management staff and initiating coordination efforts in project management with vendors, FAST and Mathtech.

### *3.4 Change Management and Training Efforts*

#### *3.4.1 Quarter 1, FY24*

The Tax Organizational Change Manager has created an Office of Change Management within the Department, which has conducted change readiness assessments through determination of employee change saturation, Department-wide internal surveys and employee feedback. The Office of Change Management has also initiated planning for the development of a Change Ambassador program which the Department intends to leverage to increase employee buy-in and engagement in Project MYNT.

#### *3.4.2 Quarter 2, FY24*

Change management efforts continued in QTR 2 to ready the agency for vendor onboarding. Significant communication and training efforts were undertaken by the Office of Change Management to inform staff of the upcoming modernization efforts. Moreover, vendor OCM staff were onboarded and began coordinating efforts with agency OCM to establish protocols for ongoing communication and training.

### *3.5 Quality Assurance Efforts*

The MYNT Team has established a Quality Assurance (QA) Team. The QA Team will partner with the Organizational Change Management (OCM) Team and System Architects to identify new process items to prepare IT and Operations for success. Readiness activities will be planned with department leaders or designee(s) to prepare the team for change and ownership of new process items. QA will work with the Test Manager to ensure test activities are structured according to testable requirements. This approach will ensure requirements are tested for proper system functionality. QA will also prioritize the needs of the legacy system and new system backlogs.

The MYNT Team is also establishing best practices for QA that will help bridge the gap between the two systems and ensure that there aren't resource overlaps between support of the old system and development of the new system.

### *3.6 Data Standardization Efforts*

#### ***Data Purification -***

The data purification process has been commenced by the data cleansing team. This group is continuously evolving data validation and cleansing procedures. The team is leveraging data quality tools and reports to detect and correct data issues, such as missing, duplicate,

or mis-formatted data. The data purification process will be ongoing. Efforts will be made to correct these data issues in the Legacy systems where feasible. When resource considerations warrant, data issues will be resolved programmatically during the conversion process.

***Transactions –***

In addition to database purification efforts, data cleansing requirements are continuing to evolve for all transactions within the agency, having commenced with the Forms Committee. MYNT has focused on standardizing and creating a forms inventory, establishing best practices for forms updates, and classifying forms to ensure proper metadata is captured into the new system.

*3.7 Summary of Project Deliverables*

**3.7.1 Quarter 1, FY24**

None – Vendor not yet onboarded

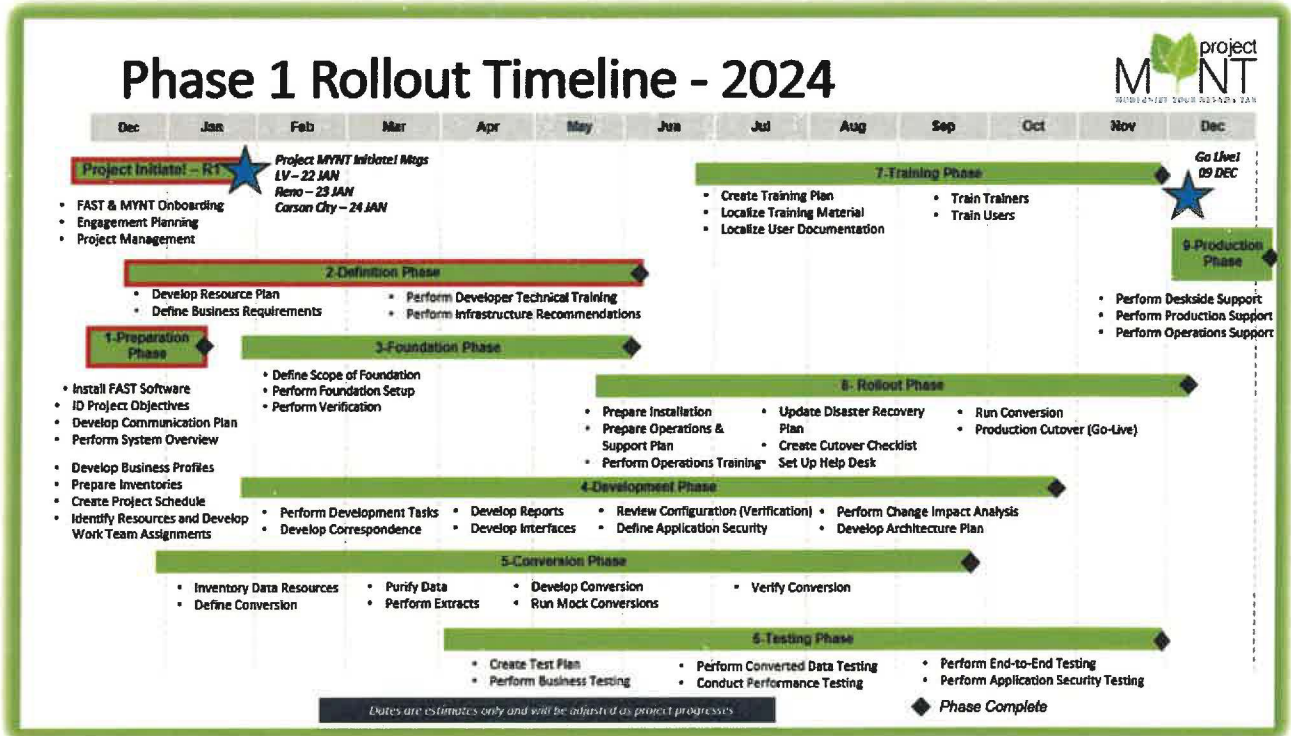
**3.7.2 Quarter 2, FY24**

Project Initiation Meeting (D03) was completed in October 2023.

Preparations as FAST onboarded to complete the first significant delivery of the new system, to be installed and accessible through the UAT environment within the initial weeks of QTR 3, FY24.



#### 4.0 Project MYNT Implementation Plan and Projected Deployment Timeline



#### 5.0 Overview of Project MYNT Vendor Activities

##### 5.1 FAST (Project MYNT)

###### 5.1.1 Quarter 1, FY24

Vendor not yet onboard until QTR 2, FY24 (December 2023)

###### 5.1.2 Quarter 2, FY24

FAST and Team MYNT began coordinating efforts to prepare the agency for vendor onboarding, avoiding redundancies and eliminating unnecessary efforts. These preparations focused on efforts related to data cleansing, change management and Project Management.

## *5.2 Mathtech (Contract Assessment / IV&V)*

### *5.2.1 Quarter 1, FY24*

Vendor not yet onboard until QTR 2, FY24 (November 2023)

### *5.2.2 Quarter 2, FY24*

- Mathtech and Team MYNT engaged in initial planning focused on system access, equipment needs, and onboarding demands.
- Conducted review of relevant Nevada Revised Statutes (NRS) and MYNT Request for Proposal (RFP)
- Assisted MYNT and OCM with “Activate!” presentations to all taxation employees.
- Created Deliverables Inventory spreadsheet to assist EPMO in tracking all contract deliverables.
- Communicated common risks and added to Risk Registry as appropriate.

### *5.2.3 Summary of Independent Verification and Validation (IV&V) Services*

Mathtech onboarded and completed regulatory review of the Phase 1 tax types

- Reviewed Request for Proposal (RFP) and vendor response.
- Created draft IV&V plan.
- Mathtech started background work on IV&V in QTR 3 of FY2



## *6.0 Transition Plan for State Staff and Resources Post Project MYNT*

- Plan to be created after initial Implementation Plans are created.
- Discussions with FAST have already begun on this topic.

## *7.0 Staffing Report*

### *7.1 Department of Taxation*

#### *7.1.1 Full Time Employees (FTEs)*

There are four full time employees on the MYNT team. See chart above.

- IT Professional IV Project Manager (Enterprise Project Manager) – filled
- OCM Lead (Organizational Change Manager) – filled
- Business Process Analyst III (Functional Lead) – filled
- IT Professional III (Technical Lead) – vacated 13 November 2023 (internal promotion)

#### *7.1.2 Contractors*

There are nineteen contractor positions on the MYNT Team. See chart above.

### *7.2 FAST Enterprises (MYNT Vendor)*

FAST onboarded 7 key infrastructure employees beginning on 04 December, with an additional 24 planned for Q3 FY 2024.

- Key employees included the Project Manager, Systems Team, Business Leads and the System Architect.



### *7.3 Mathtech (Contract Assessment Vendor)*

Mathtech has identified its key personnel. The Project Lead, with IV&V responsibilities, started in QTR 2 of FY24. Projected onboarding of the rest of the Mathtech team is QTR 3 / QTR 4.

## *8.0 Risks and Issues*

### *8.1 Identified*

1. Finding qualified individuals in Northern Nevada for some of the more technical positions to be hired by MYNT. With multiple State of Nevada modernization projects in flight and hiring technical positions, finding qualified individuals is challenging.
2. TAX has experienced an inordinate amount of change in Q2 FY 2024. Specifically, the Carson City building move which contributed to a lack of focus and change fatigue across the organization. This impacted the pace of the MYNT Project's efforts to organize, engage, and execute.

### *8.2 Managed*

1. If the talent pool dries up in Northern Nevada, the team is prepared to hire qualified individuals to be based out of the Las Vegas office. This will only be for specific positions, as some of the technical positions need to be onsite in Carson City.
2. Project MYNT has ramped up OCM efforts including more frequent communication, building an engagement model (for scheduling resources), and development of team collaboration spaces.

### *8.3 Resolved*

1. Recent hiring efforts have been successful.
2. Continue to monitor TAX attitudes and preparedness for change and adjust OCM efforts accordingly.