

## Appendix A – Evaluation Process

### South Dakota Motor Vehicle SDCARS Replacement System RFP

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## 1. Modernization Vision

Embarking on system modernization is a large and transformative effort. Any such effort must be well thought out with a clear idea of the end state and associated goals.

Modernization must look past current operations and identify how technology can support and promote new ways of operating, interacting with stakeholders, and increasing efficiency. The Modernization Vision crystallizes the reason for modernizing and serves to galvanize the organization.

### 1.1. Stakeholders

While not necessarily exhaustive, the following list identifies DOR's Motor Vehicle customers and partners.

- **Titled and Registered Owners**
- **Third Parties**
  - ▶ Professional Associations (AAMVA)
- **Businesses**
  - ▶ Dealerships
  - ▶ Businesses with Vehicles and Fleets
  - ▶ Towing Companies
  - ▶ Insurance Companies
  - ▶ Salvage Yards
  - ▶ Storage Facilities
  - ▶ Repair Facilities
  - ▶ Auction Houses
  - ▶ Kiosk and Plate Management Vendor
  - ▶ Banks and Lenders
- **Local or Regional Government Authorities**
  - ▶ Transportation Authorities
  - ▶ County Treasurers
  - ▶ Tribal Governments
  - ▶ Cities
- **State Government Authorities**
  - ▶ General Assembly
  - ▶ Governor
  - ▶ Attorney General
- ▶ Department of Labor & Regulation
- ▶ Department of Transportation
- ▶ Governor's Office of Economic Development
- ▶ Department of Public Safety
- ▶ Bureau of Administration
- ▶ Bureau of Finance and Management
- ▶ Legislative Research Council
- ▶ Department of Legislative Audit
- ▶ Game, Fish and Parks
- ▶ Secretary of State
- ▶ Department of Agriculture and Natural Resources
- ▶ Department of Social Services
- ▶ Unified Judicial System
- ▶ South Dakota Lottery
- ▶ Bankruptcy Court
- ▶ Civil Court
- ▶ Bureau of Information and Telecommunications (BIT)
- ▶ Department of Corrections
- **Federal Authorities**
  - ▶ Department of Transportation

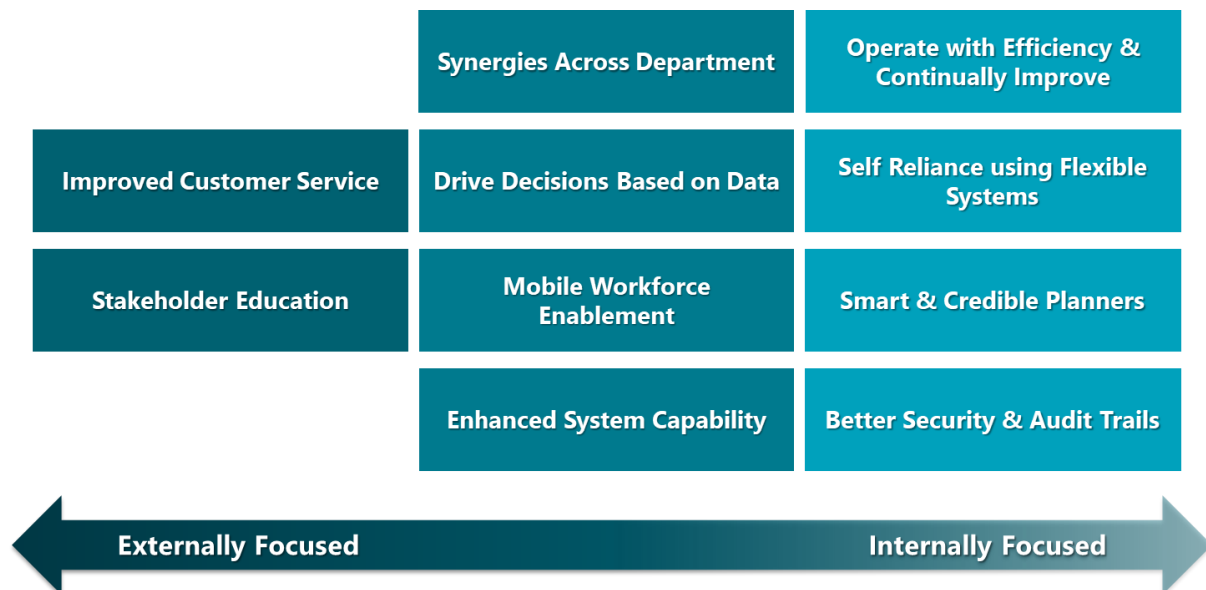
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#### 1.2. DOR's Modernization Vision

The Vision defines themes that the Department wishes to embody as a result of modernization. These Vision Themes establish the “target” for which the Department is aiming via modernization. The Modernization Vision Themes are depicted below and supporting detail for each theme follows.



##### 1.2.1. Improved Customer Service

We must allow for customers to contact us in several different ways and enhance the service capability options for customers and our agents.

###### ***Offering More Capabilities Online***

- Allowing our customers to view their information (e.g., account, amounts due, etc.)
- Allowing customers to change appropriate account information (e.g., contact information)
- Providing a “Customer Portal” that allows our customers to view their accounts and complete transactions online (e.g., applying and paying for a registration renewal, checking transaction status, and “bundling” multiple transactions together)
- Continuing to reduce “digital friction” so that online and self-service is easy and enables us to expand upon our currently high levels of electronic filing and payments
- Increasing and enhancing channels by which customers interact with the Department
- Providing consistent chat capability to interact with the customer for all agents
- Making forms and applications mobile friendly and accessible via multiple platforms and browsers (e.g., Apple products, various web browsers, etc.)
- Making transaction trails available to the customer so that it reduces the need for customers to call in to the call center; but also, so that they have more relevant information when they do call
- Providing the ability to view the DOR website in other languages

###### ***Eliminating Paper***

- Removing or significantly reducing paper within our operations and predominantly providing and using forms and documents in a digital format

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- Including the capability for customers to prefill applications for product requests (e.g., title applications)
- Reducing our dependency on paper documents, so that our employees can serve our customers faster and more effectively

#### ***Improving Digital Services***

- Implementing better ways to serve our customers such as new payment methods (Paypal, Apple Pay, etc.), more robust search capabilities (fuzzy search), and digital signatures when acceptable
- Providing the ability to capture customer-provided feedback (e.g., surveys)
- Including the capability to send notices, alerts and reminders electronically, via e-mail, SMS text etc.
- Printing on demand all plates, stickers, decals, titles and permits

#### ***Leverage Modern Customer Relationship Management (CRM) Functionality***

- Enabling a single repository and source for customer information
- Providing Customer Relationship Management (CRM) equivalent capability in the system across the department in order to provide better customer service across the various functions of the department
- Providing the capability to capture and maintain contact information, hierarchies and relationships for businesses and individuals
- Linking products and services to businesses and individuals
- Providing our staff a 360-degree view of a customer, so they have the necessary information to correctly process a transaction and interact with customers

### **1.2.2. Mobile Workforce Enablement**

We must allow our staff to work remotely in an effective fashion, without the need to be connected all the time.

#### ***Auditors***

- Providing the ability to perform all audit functions remotely and “sync up” when re-connected

#### ***Inspectors***

- Providing the ability to perform all inspection functions remotely and “sync up” when re-connected

#### ***Work From Home***

- Enable our workforce, where appropriate, to work remotely when necessary

### **1.2.3. Operate with Efficiency & Continually Improve**

To become a more efficient and effective organization and to operate with more efficiency means...

#### ***Automate Typical Transactions***

- Automating as many transactions as possible and only touch those that are truly exceptions and need to be handled differently

#### ***Automate Back Office Workflow***

- Utilizing workflow management with business rules to ensure that transactions are processed consistently and in a timely manner (e.g., financial reconciliation process)

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- Eliminating the need to calculate fees manually by letting the system automatically calculate based on business rules that are kept current and updated with existing South Dakota statute
- Providing automated selection of transactions (filtering) and scoring for auditing

#### ***Better Policy & Procedure Documentation***

- Establishing an accessible repository of policies and procedures for staff to access, when necessary, thus reducing the need to rely on institutional knowledge
- Improving Policy and Procedure manuals and keeping them up to date

#### ***Provide Accurate & Timely Revenue Analysis***

- Creating a process of executing and disseminating information relevant to revenue analysis and forecasting to stakeholders. Reports and queries will access all data in our consolidated and robust data model and data dictionary to yield the most complete information.

### **1.2.4. Synergies Across the Department**

To work as a single department utilizing processes and systems across operations to improve processing and gain efficiencies.

#### ***Speak With One Voice***

- Implementing systems and processes that enable information sharing across the department so that customers receive consistent information upon contact with the department
- Providing the ability to publish reports on the DOR website for all areas

#### ***Integrate Common Functions***

- Utilizing common functions across the department (e.g., scanning, data entry, workflow) to better capture information, process transactions, and leverage knowledge and technology for efficiencies
- Providing the ability to route application data, or make available, to multiple divisions upon completion in order to remove single-threaded operations (e.g., applications received for multiple licenses currently must be processed by one division at a time)
- Considering more Motor Vehicle services in a centralized model for customer service purposes

### **1.2.5. Self-Reliance using Flexible Systems**

Our systems will allow the department to quickly implement changes to policy or processes.

#### ***Self-Sufficiency***

- Providing the ability to create our own reports and notices, change fees, change plate types, and manage security. Forms, notices and correspondence will all be managed in a flexible, consistent manner, and be able to be more easily added.
- Including the capability for the department to publish information on the DOR website (i.e., education and training information)
- Providing the ability to generate reports using department staff.

#### ***Increased Flexibility & Speed***

- Implementing a “toolbox” of technologies that will help us be prepared to respond to future requirements by implementing, changing and enhancing business processes as required.
- Increasing our ability to more quickly respond to Legislative requests.

### **1.2.6. Better Security & Audit Trails**

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Our systems will provide better security and audit trails to have efficient agency-wide operation.

#### ***User Permissions***

- Implementing better control over access and authority through role-based security and controls.
- Enabling tracking of all active and inactive users so that access can be revoked when not required or when users become inactive
- Providing the capability to implement automated rules to expire passwords, inactive users or take other actions after periods of inactivity (e.g., 30 days of inactivity)
- Enabling controls to allow internal and external users to view only the data they need to perform their duties.
- Limiting “override” capability based on policies, procedures and rules and tracking “overrides” that do occur
- Providing more granular permissions for audits (e.g., Lead Auditor, Assisting Auditor, etc.)

#### ***Logging and Audit Trails***

- Implementing audit trails for actions performed by users (e.g., processing steps, change, lookups, etc.)
- Tracking all interactions with customers and making them appropriately available to divisions (e.g., Audit), customers and staff

#### ***Digitizing Documents***

- Removing the need to store hard-copy documents, reducing physical storage space requirements and mitigating associated privacy and security concerns.
- Providing the ability to upload documents or attach documents to transactions (e.g., an application)
- Providing the ability to upload large documents and files to support auditing
- Digitizing Motor Vehicle documents and providing document search capabilities
- Ability to remove stored digital data based on record retention requirements

### **1.2.7. Drive Decisions Based on Data**

To make better decisions and take better actions based on accurate data and not based on intuition or observations.

#### ***Data Driven Culture***

- Capture and store all the data that is necessary for decision making and then analyzing that data using powerful and flexible data analytics tools
- Improving reporting and querying capabilities, including the enablement of real-time reporting and analysis
- Creating an agency-wide Data Warehouse and reporting capability
- Providing capabilities to the business to generate queries and reports on-demand
- Providing the ability to analyze report data, compare it to other data, and re-run reports for which suspected errors are found
- Providing capabilities to generate reports and save a “point in time snapshot” which can be viewed in future
- Providing more ways to analyze data including dashboards, visualization and storytelling

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#### ***Leverage Historical Data***

- Migrating and archiving relevant historical legacy data and making it readily available and accessible to everyone who has the need to view or analyze

#### ***Implement Data Governance***

- Clearly identifying and assigning responsibility for data to stewards and setting rules and guidelines to ensure that it is always the highest quality possible and that it fully supports business operations
- Implement better business rules to decrease the amount of duplicative information in the systems
- Create consistent data structures across operations for ease of use and better, more accurate reporting

#### ***Address Standardization & Update***

- Tracking addresses that are standardized and verified by USPS and providing the ability to track unverified addresses so that they can be verified by other means (e.g., with the help of assessor of real property)
- Allowing the capability to include mapping along with the address (e.g., Google Maps or Bing Maps)

#### ***Data to Manage Productivity***

- Providing the ability for staff to track their own productivity, including a dashboard
- Including the ability to send alerts to a supervisor if staff modify their worklist (e.g., unauthorized change of due date on an assigned task)
- Providing the ability to track tasks which are upcoming, or overdue
- Including the capability to track hours spent on auditing and reviews

#### ***Consider More Expansive Data Gathering***

- Capturing new data from external sources, or other state agencies, to support business operations (e.g., how can we capture data to make us aware of a new business that is started in the state?)
- Enabling social media “scraping” to identify trending issues and areas that require more education, outreach or training
- Increasing data tracked including the identification of electric and plug-in vehicles, capture of mileage driven (for miles-based user fee), and capture of non-commercial vehicle range and weight (in order to charge registration fees similar to commercial vehicles)
- Providing better tools to track department property at agent locations (e.g., plate inventory at county locations)

### **1.2.8. Stakeholder Education**

Implementing systems and processes that support sharing information with and educating our stakeholders so they may better use our systems and conduct transactions more easily.

#### ***Leverage Tools and Processes to Improve Clarity***

- Continuing the plain language initiative that was started a few years ago by the department
- Creating correspondence that the customer can more easily understand, resulting in reduced number of phone bank calls
- Standardization of correspondence templates
- Adding bar-codes to all correspondence

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#### ***Improve Education Channels, Tools and Processes***

- Providing more tools to train staff and users
- Providing the capability to track acknowledgments of Policy Review, Procedures, Bulletins on System and Policy Changes, etc.
- Providing the ability to let users and staff know when to take a training
- Providing the ability to register and obtain training on updated system capabilities, policy changes and refreshers on existing system capabilities
- Expanding the use of existing channels (e.g., YouTube), and introducing new channels, for training internal employees and external users
- Linking training education records with customers, users and with products and services owned
- Providing the ability to push legislative topics, as required to the social media platform

#### **1.2.9. Smart and Credible Planners**

To support modernization and ongoing initiatives create an incremental, well-planned approach in order to achieve our goals...

#### ***Implement System Modernization Best Practices***

- Implementing a Modernization Program Management Office (PMO) based on Project Management Body of Knowledge (PMBOK) best practices
- Implementing Organizational Change Management activities early and throughout

#### ***Engage with the Department at Large***

- Addressing existing project fatigue
- Addressing current sentiment of existing systems

#### ***Conduct Portfolio Planning***

- Considering existing projects and impacts to the modernization
- Maintaining and improving upon integration with the call center software

#### **1.2.10. Enhanced System Capability**

Enhance system capability to be more efficient and effective organization by leveraging technology and streamlining operations.

#### ***Increase Automation***

- Providing the ability to verify and match data received as much as possible before needing an agent intervention
- Including automatic search and duplicate finding capability

#### ***Remove System Limitations That Affect Processes***

- Updating the system in real-time or near real-time so that customer payments are reflected immediately or only with a short delay, rather than the next business day

#### ***Eliminate Standalone Systems***

- Eliminating standalone applications by incorporating their capability into the modernized system

#### ***Improve Core Accounting Functionality***

- Tracking all disbursement and distributions using standard accounting practices



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- Removing the need for manual distributions
- Providing a uniform interface to the state accounting system
- Including a standardized general ledger capability
- Removing the need to manually create financial transactions in the state accounting system (Motor Vehicles)
- Providing one standard way to issue and track refunds for all customers
- Providing the capability to perform automated business write-offs, as appropriate and as based on business rules