

# **State of Delaware**

## **Improving Government Digital Transactions Using Design Thinking**

### **Request for Information**

#### **RFI No. STA18001-DIGITALTRANS**

*April 9, 2018*

**- *Deadline to Respond* -  
*May 15, 2018*  
*4:30 PM (Local Time)***

**Delaware's Government Information Center (GIC)** is seeking information related to development of a framework for digital government based on research using design thinking principles and/or human centered design principles.

In your response, please share experience and / or market knowledge that will help the GIC to develop a scope of work for a future Request for Proposals (RFP) that considers:

- High level plan,
- Incremental rollout / phased timeline
- Appropriate methodology
- Requirements compatible with proven capabilities in the market space

If your organization has been involved in a project of a similar nature to that described in this Request for Information please share what GIC can anticipate the costs (or range of costs) being for such an undertaking.

All responses, including pricing, will remain confidential until a subsequent RFP is awarded or the project is halted.

**Questions** must be submitted in writing by April 23, 2018. Submit questions to Dana Rohrbough, Director, Government Information Center, [dana.rohrbough@state.de.us](mailto:dana.rohrbough@state.de.us)

**Answers** to questions will be posted on <http://bids.delaware.gov> on May 1, 2018.

**Responses to this RFI must be received by May 15, 2018 at 4:30pm**

Responses are to be submitted by email to [dana.rohrbough@state.de.us](mailto:dana.rohrbough@state.de.us)

## Introduction

Experience as a Service

We want our customers to be at the center of everything we do. Today, people pay tickets, file taxes, or apply for permits online with government agencies. Businesses are required on an annual basis to fill out numerous government forms from several agencies. While people may not have to physically visit state offices and wait in lines like in previous decades, they now have to navigate through websites, forms, and transactions online.

We are looking for a partner who can help us design and implement great digital government experiences, and teach us methods to meet high customer expectations. We seek a partner

who can help us transform digital experience across the Delaware state enterprise. Our partner will guide us through the development of an approach, implementation, and cycle of continuous improvement that transforms Delaware Digital Government into a customer experience that is intuitive, beautifully designed, simple, even *delightful*.

The goals of this program are:

A. Understanding Delaware

- User Research using Design Thinking principles and/or Human Centered Design principles
  - i. Develop an understanding about customer expectations
  - ii. Develop user personas based on research and understanding
  - iii. Use Delaware population data (current and projected) to inform user personas
- Inventory our current online transactions
- Create Customer Journey Maps for future transactions

B. Developing a Framework for Digital Government that will be:

- Focused on the customer
- Delivers the best customer experience
- Design the data taxonomy, data standards, and data flow to address master data management
- Accessible to the widest possible audience
- Encourages innovation
- Easy to implement – this framework should have platform elements so that they are plug and play (similar to the building blocks that 18F.gov has developed like Login.gov)
- Further, will include:
  - i. Consistent branding
  - ii. Integrates solutions across the Enterprise (Single Sign On, etc)
  - iii. Creation of data standards
  - iv. Recommendations for organizational structure
  - v. Recommendations on funding models for maintenance and transformation in the short term and long term

C. Develop Roadmap for Implementation of Digital Governance

- We anticipate that a phased approach is needed, and continuous iteration should be planned for
- We will need ongoing training and support – whether that is a “train the trainer” approach, or more in the style of the 18F digital team at the Federal Level.

## A) Understanding Delaware

We want to know who our customers and who we are.

We need to understand our customers and their needs and preferences for digital transactions. Many government services are more complex than a single transaction and require the understanding of the customer's full journey. What do users expect for digital transactions with state government? How do they want to interact with government? What are their pain points today?

We want to ensure that we are meeting the needs of all Delawareans. We need to consider a wide range of ages and abilities. We seek to address the needs of residents, visitors, and state employees. We need to include those who speak English as a second language (and those who are non-English speaking). Further, we need to include accessibility for those with impairments.

We expect our partner to facilitate user feedback through various methods – and over time – i.e. conversations, interviews, focus groups, or surveys. **Methods should include design thinking and/or Human Centered Design.** Research methods should match user needs. A mix of in-person, online, in-office research is highly valued. Sitting with users at their own computers or with devices as they use our online experiences is highly important. Our partner will work with us over time to adopt methods like A/B testing, analytics, and continuous user feedback.

We want to create seamless customer experiences that offers fast and focused transactions and a satisfying experience. Currently customers do not always know exactly which agency they need for services or information. Services overlap between agencies. Customers may expect online services but they may not exist yet. We need to identify new online services and integration with current services across the enterprise.

Our partner will conduct other research to better understand our users (current analytics, current transaction numbers, most requested services, demographic information for the state, etc.)

A complete inventory of Delaware's existing digital transactions is requested that includes details such as:

- Describe the transaction.
- Describe the goals and objectives of the agency that 'owns' the transaction.
- Create a method to rate the user experience, and then assign the rating.
  - In addition to end-users, include front line employees in the rating of the user experience.
- Who is the audience? Describe and quantify.
- Who is responsible for maintenance? (Agency IT, Central IT, or by a vendor).
- Quantify the volume of transactions (per month and per year).

- Are analytics captured? If so, what types of analytics, and what tools are used to collect them? Include quantified numbers if they exist (i.e. from Google Analytics).
- What is the age of this system? Is there an existing plan to modernize or replace the solution?
- What is the current annual cost for maintenance of the system?
- What is the existing technology stack?
  - If there is a login, specify the service (i.e. IAM Single Sign On, eGov Single Sign On, etc).
  - Are there data requirements or data standards? If so, describe them.
  - Describe the security measures.
  - Describe how updates or changes are handled for the underlying technology.
- Other details we learn that we need to capture.

We expect a User Research Summary Report with accompanying raw data that includes 1) identification of user segments, 2) user feedback including expectations, current pain points, and 'ideal state' goals, 3) research supporting user personas, 4) recommendations for addressing expectations, pain points, and 'ideal state' goals, 5) raw data (provided electronically), and 6) a full inventory of current digital transactions. We will provide any existing web or search analytics (if any) for each online experience.

We have application development teams across the state who manage and maintain hundreds of applications. Some web applications are public facing and some are internal-only – both types need to be included.

## B) Developing a Framework for Digital Government

We are looking for a digital framework that includes platform elements and statewide branding. Examples of platform elements include: single sign-on, payment services, account dashboards, mobile design, user dashboards, development standards, and master data management standards.

We want to implement digital branding into our web presence that is simple to implement for static, custom, and vendor solutions. Our current statewide branding, the [Common Look and Feel](#) is used by many of our websites. We want recommendations for the next iteration of the statewide branding. Our design goals include: a mobile first, inspired, modern, and delightful experience that can be implemented across numerous technology platforms.

There is currently a lack of consistency in data standards across the enterprise. We need to understand the data requirements that are common across the state - for example, we do not yet have an address standard. We seek the development of a master data management schema

for person, place, and thing. This will need to involve all 16 cabinet agencies, and possibly others.

We are looking for research and detail on how other governments (federal, state, city) are offering centralized digital experiences and are funding those experiences. For example, are they using centralized funding from the legislature/council? Are they collecting additional fees for digital transactions? Do participating agencies commit funding to centralized projects?

We will need to define and develop a governance structure for digital government. We feel that a governance model is important to long-term success. We seek recommendations for governance including: resource allocation, prioritization, metrics, and enforcement.

We want to understand other governments that are successful with digital government. How are they organized? What policies and procedures do they have in place? How do they provide continuous improvement to the customer?

## C) Develop a Roadmap for Implementation of Digital Government

As this endeavor is large, we anticipate a phased implementation. This will allow all levels of government to participate, as resources are available.

We want to continue to learn, iterate, and improve our web presence into the future. We seek training on best practices for customer experience and design with digital presence, centralization of digital transactions, continued development of data standards across government, and any other related areas we identify for training.

We also want to drive experimentation and innovation in government. We want to use predictive models to improve citizen and business experience with government. We want to assess our readiness for new technologies like predictive models (using data and analytics), blockchain, augmented reality, conversational interfaces/chatbots, artificial intelligence, and other new experiences.

## Conclusion

Through a subsequent RFP process we will seek to contract with an innovative, forward thinking vendor who can help us drive digital change throughout state agencies in Delaware to improve experience with government. **We know this is a large scale effort, and we are excited to see what is possible.**

## Questions

Submit questions in writing by April 23, 2018 if not earlier. We will respond in writing via the OMB Contracting Website. Submit questions to Dana Rohrbough, Director, Government Information Center, [dana.rohrbough@state.de.us](mailto:dana.rohrbough@state.de.us)

## Respond by May 15, 2018 at 4:30pm

Please submit your response by email to Dana Rohrbough, Director, Government Information Center, [dana.rohrbough@state.de.us](mailto:dana.rohrbough@state.de.us)

In your response, please include your best estimate – projected cost (or range of cost), phased timeline, and a high level plan for how you would approach this project.

Your response, including pricing, is confidential until an RFP is awarded, or if the project is halted.

## Subsequent to the Response Deadline

GIC may elect to seek clarification / further detail from any one the respondents to ensure we have fully fleshed out our understanding of this market space prior to developing a scope of work for a subsequent RFP.