



# Georgia Department of Revenue

---

## Business Process Automation: Determining Needs and Preparing RFPs

### OUTSOURCING

*When it's right and how to decide*

*Ronald Johnson, Jr.  
Director  
Taxpayer Services and  
Processing Division*

**exela**

*Michael H. Smith,  
Sr. Director, Public Sector  
Exela Technologies*



# Georgia Department of Revenue

## Organization Overview



Exela Technologies, Inc. (“Exela”) is a global business process automation (“BPA”) leader combining industry-leading enterprise software and services with decades of experience. Our BPA suite of solutions are deployed across departments of revenue, banking, healthcare, insurance and other industries to support mission critical environments. Exela is a leader in workflow automation, attended and un-attended cognitive automation, digital mail rooms, print communications, and payment processing with deployments across the globe.

Exela partners with customers to improve user experience and quality through operational efficiency. Exela serves over 3,500 customers across more than 50 countries, through a secure, cloud-enabled global delivery model. We are 22,000 employees strong at nearly 1,100 onsite client facilities and 150 delivery centers located throughout the Americas, Europe and Asia. Our client list includes 60% of the Fortune® 100, along with many of the world’s largest retail chains, banks, law firms, healthcare insurance payers and providers and telecom companies.



# Georgia Department of Revenue

---

## Organization Overview

### Georgia Department of Revenue

#### Mission Statement

The mission of the Department of Revenue is to administer the tax laws of the State of Georgia fairly and efficiently in order to promote public confidence and compliance, while providing excellent customer service.



# Georgia Department of Revenue

## Areas to consider when Outsourcing

### **Software:**

- Integrated Tax Systems
- Document Management Systems
  - Data Capture
  - Lockbox
  - Image Repository
  - Workflow
- Portals
- Fraud
- Skip Tracing
- Data Analytics
- Tax Stamps

### **Services:**

- Mailroom/Data Capture
- Lockbox
- Exceptions Processing
- Contact Management
  - Call Center
  - Chat
  - Etc
- Print and Mail
- Web Portals
- Collections
- Auditing
- Compliance
- Facilities Management
- Project Management
- Independent Verification & Validation



# Georgia Department of Revenue

---

## Topics

- Why Should you Outsource?
- What Should you Outsource?
- When Should you Outsource?



# Georgia Department of Revenue

---

## Why Should you Outsource

- Lower operational and labor costs are primary reasons why companies choose to outsource. When properly executed it has a defining impact on a company's cost savings
- Free internal resources that could be placed into effective use for other purposes is also a primary benefit realized when companies outsource
- Many times stranded with internal resource crunches, many world class companies outsource to gain access to resources not available internally



# Georgia Department of Revenue

---

## Why Should you Outsource cont.

- Delegating responsibilities to external agencies or companies can wash their hands off functions that are difficult to manage and control while still realizing their benefits
- Outsourcing also enables companies to realize the benefits of re-engineering
- The fruits of labor are visible among some of the leading enterprises world wide, where in outsourcing has become a core component of day to day business strategies



# Georgia Department of Revenue

## What should you outsource?

The tasks that you choose to outsource may vary depending on your industry. In general, there are two broad types of tasks that lend themselves to outsourcing:

- Tasks that are critical to your operations, and not a vital component of your strategy
- The activity isn't central to generating profits or competitive success
- Jobs that are routine and may/could waste valuable time and energy
- Tasks that are temporary or recurs in cycles
- Is less expensive to have someone else do than to do in-house
- Can be done in-house cheaper but drains resources that could be better used elsewhere
- The activity isn't one that people enjoy doing
- The skill required is so specialized that it's impractical to have an FTE perform it





# Georgia Department of Revenue

---

## When Should you Outsource

- One of the best ways to decide is to perform a cost/time calculation.
- As soon as the need is discovered
- Before future success is compromised
- Before legislative changes impact your business



# Georgia Department of Revenue

## Justification

- Know your internal costs
  - Facility
  - People with Benefits
  - Fixed Costs
  - Software
  - Hardware
  - Maintenance Agreements
  - Internal Quality/Turn Around Times
  - Processes/External Impact
- Benchmark your operation
  - RFI
  - Other Departments of Revenue
  - Vendors
- Create your Return on Investment



# Georgia Department of Revenue

## Approval

- Contract Dollar Value Drives the approval process
- Understand your procurement Rules and Processes
- Identify your Executive Sponsor
- Which agencies must be involved for the approval process
  - Department only
  - IT Group Involvement
  - Administrative Division
  - Etc



# Georgia Department of Revenue

## RFX Generation

1. Seek sample RFX's from your peers. Most likely other DOR's have experience issuing similar RFX's.
2. Discuss your expectations and needs with out State Agencies or Departments of Revenue.
  - a. Are they currently outsourcing?
  - b. If so, who do they use?
  - c. What is their experience with outsourcing and their vendor?
3. Are you interested in strictly low price or do you prefer the best solution?
  - a. Create an evaluation method with a scoring system.
    - a. Experience with RFX requirements
    - b. Other DOR references
    - c. Size of Organization
    - d. Technical response
    - e. Pricing
4. Consider issuing an Request for Information (RFI) before issuing an RFP.
  - a. Allows you to know the industry and who will most likely respond
  - b. You can then tailor your RFP based upon the RFI submissions
5. Define your requirements in details: the more detail the better
  - a. Define your Service Level Agreements
  - b. Define Expectations Implementation



# Georgia Department of Revenue

## Evaluation

- Select members from all areas: Operations, Compliance, Audit, Commissioner Office, Legal, Human Resources, Technology
- Evaluate the Proposal prior to reviewing pricing
  - Prevents the pricing from driving the evaluation
- Evaluate individually and then review as a Team
- Evaluation should be scored according to Evaluation Scoring Methodology
- Document all processes
- Approve the Award



# Georgia Department of Revenue

---

## Open Discussion



# Georgia Department of Revenue

---

Ronald D. Johnson, Jr,  
Director of Taxpayer Services  
1800 Century Boulevard  
Atlanta, Georgia 30345  
ronald.johnsonjr@dor.ga.gov  
404-417-4201

[dor.georgia.gov](http://dor.georgia.gov)



# Georgia Department of Revenue

---

**exela**

Michael H. Smith,

Sr. Director of Public Sector

[Mike.Smith@Exelatech.com](mailto:Mike.Smith@Exelatech.com)

606.309.6855

[www.Exelatech.com](http://www.Exelatech.com)