**RFP 21-873 BUSINESS PROPOSAL**

**ATTACHMENT E**

**Instructions: Please provide answers in the shaded areas to all questions. Reference all attachments in the shaded area.**

***Business Proposal***

* + 1. **General (optional) -** Please introduce or summarize any information the Respondent deems relevant or important to the State’s successful acquisition of the products and/or services requested in this RFP.

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| **The Irwin Hodson Group Indiana LLC** is pleased to be offered this opportunity to continue to serve the State of Indiana. The Irwin Hodson Group Indiana LLC has had the privilege of manufacturing the States’ high-quality license plates for the last five (5) years.  The Irwin Hodson Group Indiana LLC will be the Prime Contractor for Indiana RFP 21-873, and is proud to offer the State of Indiana an all-inclusive solution called iPRIME, the Indiana Plate and Registration Inventory Management E-Suite, for the production and distribution of license plates and registration documents direct to Indiana motorists.  **Company Background**  The Irwin Hodson Group Indiana LLC and parent company Irwin Hodson Group LLC (collectively referred to as IHG) are part of a world-wide group of license plate manufacturing companies that includes Waldale Manufacturing Limited and Relief Design of North America, and Tönnjes International GmbH of Germany (with 50 license plate manufacturing sites in 120 countries around the world).  IHG shares its executive management team with its sister company Waldale Manufacturing Limited (Waldale). IHG and Waldale service the Motor Vehicle community with license plate manufacturing and related fulfillment, distribution, deliver-on-demand, warehousing, and registration services. Combined, IHG and Waldale provide solutions to twenty-three (23) jurisdictions across North America.  **Indiana Experience**  As the subcontractor of record for RFP 14-058, IHG is a key vendor in the license plate and registration contract currently held with the State of Indiana. IHG is responsible for supplying and maintaining the production equipment, purchasing all raw materials (reflective sheeting, digital printing inks, protective clear overlaminate, specialized aluminum coil), incoming raw material and outgoing finished plate quality control, and sorting for maximum fulfillment efficiency. While responsible for the license plate production portion of the contract, IHG has manufactured 100% of the State of Indiana’s license plate requirements since 2015, with a 100% on-time delivery record to the current prime contractor. IHG has unsurpassed experience in providing license plates and related services and is the only private contractor with a proven track record of manufacturing high quality finished license plates for the State of Indiana.  **Indiana Facility & Security**  IHG operates a state-of-the-art 11,000 square foot building in Fort Wayne, Indiana. As the only private license plate manufacturing facility within the State, the facility was designed for NASPO compliance regarding the fulfillment and storage of government documents and their component materials. IHG acknowledges the collective responsibility to safeguard personal motorist information while performing services that include the production and fulfillment of secure government documents. The building was designed to accommodate the data security requirements of PCI compliance, along with the physical requirements of raw material, hardware, and facility security. If IHG is chosen as the successful vendor, this building will continue to be the license plate production facility while adding to the floorplan to include the addition of the fulfillment operation. As IHG continues to grow its footprint throughout North America, IHG is proud to have a manufacturing and registration/fulfillment presence in the State of Indiana. IHG looks forward to continuing to employ and add Indiana residents to our team.  As prime contractor, IHG will be wholly responsible for the on time mailing of license plates and registrations that meet or exceed the States requirements.  **Indiana Subcontractors**  In order to deliver the all-inclusive iPRIME solution to the Indiana BMV, IHG has strategically partnered with six (6) subcontractors: Business Information Systems (BIS), IVOSB Professional Management Enterprises, sister company Waldale Manufacturing Limited (Waldale), parent company the Irwin Hodson Group (IHG), MBE Pillow Logistics (Pillow) and WBE Langham Logistics (Langham). Detailed information about each subcontractor can be found in the response to Section 2.3.9.  **Experience & Capability**  IHG, along with its sister company Waldale, under the same project and executive management team, provide license plate and registration products and services to ten (10) US States and the entire country of Canada (10 Provinces and 3 Territories). With collective experience greatly exceeding the requirements of the RFP, IHG’s exceptional team is committed to using this experience to the benefit of the State, implementing industry best practices for each requirement as set forth in the RFP.  IHG and its subcontractors offer the State exceptional value. From manufacturing and distributing millions of regular ‘standard issue’ license plates each year, and thousands of types of ‘specialty’ plate designs, through to full jurisdictional license plate reissues, IHG has the experience and capacity to handle the fluctuations in demand plus take on additional new customers. Over the years, IHG has grown to add additional products and services that jurisdictional customers require to stay current with advances in technology, and to meet the growing demands of their motorists. Adding registration documents and decals to be mailed alongside license plates direct to the motorist or field office locations is a service that IHG has been providing for many years. Within the last decade, IHG has continued to listen to the needs of the customer and introduced and implemented further service offerings including a Distribution and Fulfillment Center (DFC) and On-Site Warehouse (OSW). A comprehensive list of IHG’s, and chosen subcontractors, technology offerings and services include:   * Digitally driven embossed alphanumeric license plate manufacturing. * Conventional embossed alphanumeric license plate manufacturing. * Digitally ‘flat’ alphanumeric license plate manufacturing. * Temporary license plate printing and fulfillment. * Graphic design services. * Conventional ship-to-warehouse deliveries. * Ship-to-Satellite DMV offices. * Mail direct to motorist’s home (with or without registration documents/decals). * Jurisdictional license plate warehousing and deliver on demand. * Complete Motor Vehicle Titling systems. * Electronic registration. * Electronic proof of insurance. * Dealer walk out temporary tags with associated database and transaction recording.   IHG is confident that its vast experience serving State jurisdictions and its careful choice of best in class subcontractors will ensure that the all-inclusive iPRIME solution proposed in this RFP Response will provide industry best practices, the most cost effective distribution options, and enhanced service metrics to the State of Indiana and its motorists.  Additionally, IHG has extensive history and knowledge about how to work effectively and efficiently with State institutions, including Correctional Industries, as they are a mandated partner in the contracts to produce the license plate requirements for several states. As an example, IHG owns and operates the South Carolina License Plate Printing and Fulfillment Center, where millions of plates and registration documents have been printed and then mailed to South Carolina motorists. At the facility, IHG coordinates and manages the production orders, digitally prints the plate design on the reflective sheeting, and transports the rolls of printed sheeting to the local Correctional Industries. There, inmates apply the reflective sheeting, using IHG provided and maintained equipment and systems, to the aluminum substrate and blank out the plates in license plate size. From there, the inmates package the plates into boxes, and IHG transports the finished plates back to the IHG Printing and Fulfillment Center, where the registrations are matched up to the license plates. Once the plates and registrations are matched, IHG uses its extensive knowledge of the USPS first class mailing system to achieve best in class mailing rates and mails the plates and registrations direct to the motorists. While IHG is happy to work with Correctional Industries in states where it is required, it should be noted that IHG never utilizes Correctional Industry sites as a Disaster Recovery manufacturing site due to security issues, lockdown concerns, and concerns regarding consistency of having an available workforce.  **Disaster Recovery**  IHG has provided a comprehensive Disaster Recovery Plan, beginning on page 18 in Appendix 1 of this RFP Response. Included is a list of emergency contact personnel, contingency operations and locations, business continuity plans for data, networks, and physical IT, as well as equipment and inventory management. IHG will work with the State to ensure roles, responsibilities, and lines of communication between IHG and the State are clearly defined, and the State knows what to expect in the face of a particular problem.  An essential part of every contract is the requirement for a backup facility (Disaster Recovery Site) capable of producing the same quality of goods with little to no downtime in between shut down and start up. Being able to ramp up production in another location with minimal downtime is essential to providing a continuous supply of plates to the State. IHG’s subcontractor and sister company, Waldale, is the current Disaster Recovery Manufacturing Site for the Indiana RFP 14-058 contract with ITI. IHG is pleased to have Waldale continue to serve as the Disaster Recovery Manufacturing Site for this RFP Response. Waldale will continue to provide this service to IHG with the addition of any new requirements resulting from this RFP. Subcontractor Waldale will also be involved in strategic areas such as tooling manufacturing, graphic design back-up services, printer/heavy equipment installation and service.  IHG goes through a thorough approval process to test the total capabilities of the Disaster Recovery Manufacturing Site in producing the exact same type and quality of license plates as the current supplier. Production run tests of the approved license plates and/or registration documents will be performed periodically with raw material inventory consistently rotated to assure proper shelf life.  **Materials**  IHG will be using materials that are warranted to perform to BMV requirements, from US suppliers that have a proven track record for supplying quality materials over a long period of time.  **Planning**  IHG will have three Project Management Institute PMP qualified Project Managers working on various aspects of the implementation and all other staff bring many years of experience in license plate and registration manufacturing and fulfillment all with State Government customers.  **Monitoring Controlling and Reporting**  The all-inclusive iPRIME solution will monitor and report on raw material levels, provide status updates in real time throughput production and fulfillment processes, householding and mail sort functions, reporting services to operators and managers, and a suite of off the shelf and customer reports for BMV via web portal or other integration as required.  IHG has read and thoroughly understands the requirements of the RFP and looks forward to earning your business. |

* + 1. **Respondent’s Company Structure** - Please include in this section the legal form of the Respondent’s business organization, the state in which formed (accompanied by a certificate of authority), the types of business ventures in which the organization is involved, and a chart of the organization. If the organization includes more than one (1) product division, the division responsible for the development and marketing of the requested products and/or services in the United States must be described in more detail than other components of the organization. Please enter your response below and indicate if any attachments are included.

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| The Irwin Hodson Group Indiana LLC (Respondent) is a domestic limited liability company formed in 2015, whose principal place of business is located at 2980 East Coliseum Blvd., Suite 102, Fort Wayne, Indiana, 46805. Irwin Hodson Group Indiana LLC continues to make investments in the Indiana operations, staff, and facility. A Certificate of Existence from the State of Indiana can be found on page 3 of Appendix 1. An email confirming Irwin Hodson Group Indiana LLC has qualified for the Buy Indiana Initiative, based on Preference 1, a business whose principal place of business is located in Indiana, can be found on page 35 of Appendix 1 to this RFP Response.  The Irwin Hodson Group Indiana LLC is a subsidiary of the Irwin Hodson Group LLC. For the purposes of this RFP, the Irwin Hodson Group is acting as a subcontractor to the Irwin Hodson Group Indiana. The Irwin Hodson Group is a limited liability company, incorporated in Oregon, and whose principal place of business is at 12067 NE Glenn Widing Drive, Building #2, Suite 103, Portland, Oregon, 97220. The Irwin Hodson Group Indiana LLC and the Irwin Hodson Group LLC are collectively referred to as “IHG” throughout this RFP Response. IHG’s Corporate Organizational Chart can be found on page 4 of Appendix 1.  Sharing the same executive management team, IHG and its North American sister facilities Waldale and Relief Design, employ approximately 100 dedicated staff. IHG currently employs 9.5 full-time staff at its Indiana facility. If successful with this RFP Response, IHG will be adding 12 staff to its Fort Wayne team.  IHG only has one product division which revolves 100% around the central mission of manufacturing and fulfilling license plates and related services. The products within the division are license plates, vehicle registrations and/or decals, and temporary plates. Under this same division IHG has additional service offerings pertaining to the direct distribution and fulfillment of the plates and registrations as well as on-site warehousing and inventory management. The entire team is responsible for the development and marketing of the requested license plate and registration products and services in the United States. |

* + 1. **Company Financial Information** - This section must include documents to demonstrate the Respondent’s financial stability. Examples of acceptable documents include: most recent Dunn & Bradstreet Business Report (preferred) or audited financial statements for the two (2) most recently completed fiscal years. If neither of these can be provided, explain why, and include an income statement and balance sheet, for each of the two most recently completed fiscal years.

If the documents being provided by the Respondent are those of a parent or holding company, additional information should be provided for the entity/organization directly responding to this RFP. That additional information should explain the business relationship between the entities and demonstrate the financial stability of the entity/organization which is directly responding to this RFP.

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| IHG has submitted with this RFP Response, a separate sealed envelope labeled “Appendix 1a Confidential Information”. This envelope contains the following financial information to demonstrate financial stability:   1. The two most recent years of Audited Financial Statements for Irwin Hodson Group Indiana, LLC. 2. The two most recent years of Audited Financial Statements for Irwin Hodson Group, LLC. 3. Audited financial information from IHG’s parent company Tönnjes International for 2017 and 2018. The 2019 audited financial statements are not yet available for submission. 4. Two years of audited financial statements for IHG’s subcontractor and sister company, Waldale Manufacturing Limited. 5. Unaudited financial statements for 2018 and 2019 for IHG’s subcontractor Business Information Systems and BIS. |

* + 1. **Integrity of Company Structure and Financial Reporting** - This section must include a statement indicating that the CEO and/or CFO, of the responding entity/organization, has taken personal responsibility for the thoroughness and correctness of any/all financial information supplied with this proposal. The particular areas of interest to the State in considering corporate responsibility include the following items: separation of audit functions from corporate boards and board members, if any, the manner in which the organization assures board integrity, and the separation of audit functions and consulting services. The State will consider the information offered in this section to determine the responsibility of the Respondent under IC 5-22-16-1(d).

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| IHG’s President & CEO, Todd Lawrence, takes personal responsibility for the thoroughness and correctness of all financial information supplied as part this RFP Response. The financial statements from Irwin Hodson Group Indiana LLC, Irwin Hodson Group LLC, Waldale Manufacturing Limited, Tönnjes International GmbH, and Business Information Systems, included in the separate sealed envelope marked “Appendix 1a Confidential Information” demonstrate the separation of audit functions from corporate boards and board members, in a manner that assures board integrity. IHG has also included a letter in Appendix 1a from Grant Thornton which provides greater detail on the separation of audit functions from the board, and how the IHG assures board integrity, and the separation of audit functions and consulting services. IHG’s audited financial statements were prepared by independent Certified Public Accountants, Grant Thornton. IHG understands that the State will consider this information to determine the responsibility of IHG under IC 5-22-16-1(d). |

* + 1. **Contract Terms/Clauses** - Please provide the requested information in RFP Section 2.3.5.

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| IHG accepts and agrees to be bound by the mandatory and non-mandatory clauses as contained in the Sample Contract supplied as Attachment B of the RFP. IHG acknowledges the State’s strong desire to not deviate from the Sample Contract, and as IHG accepts and agrees to the contract clauses as is, IHG requires no additional contract terms or requested changes. |

* + 1. **References** - Reference information is captured on ATTACHMENT H. Respondent should complete the reference information portion of the ATTACHMENT H which includes the name, address, and telephone number of the client facility and the name, title, and phone/fax numbers of a person who may be contacted for further information if the State elects to do so. The rest of ATTACHMENT H should be completed by the reference and either **mailed or emailed DIRECTLY** to the State. The State should receive three (3) ATTACHMENT Hs from clients for whom the Respondent has provided products and/or services that are the same or similar to those products and/or services requested in this RFP. ATTACHMENT H should be submitted to [idoareferences@idoa.in.gov](mailto:idoareferences@idoa.in.gov) or mailed to the address listed in section 1.8 of the RFP. Attachment H should be submitted no more than ten (10) business days after the proposal submission due date listed in Section 1.24 of the RFP. Please provide the customer information for each reference.

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| **Customer 1** |  |
| Legal Name of Company or Governmental Entity | State of Oregon, Driver and Motor Vehicle Services on behalf of IHG |
| Company Mailing Address | 1905 Lana Avenue NE |
| Company City, State, Zip | Salem, OR 97314 |
| Company Website Address | https://www.oregon.gov/ODOT/DMV/Pages/index.aspx |
| Contact Person | Valerie Schoenfeldt |
| Contact Title | Senior Legislative Analyst |
| Company Telephone Number | (503) 945-5242 |
| Company Fax Number | (503) 945-5497 |
| Contact E-mail | Valerie.E.Schoenfeldt@odot.state.or.us |
| Industry of Company | State Government |
| **Customer 2** |  |
| Legal Name of Company or Governmental Entity | 3M Company on behalf of IHG |
| Company Mailing Address | 3M Center, 225-4N-14 |
| Company City, State, Zip | St. Paul, MN 55144-1000 |
| Company Website Address | 3M.com |
| Contact Person | Greg Florin |
| Contact Title | Global Portfolio Manager |
| Company Telephone Number | (651) 733-5233 |
| Company Fax Number | N/A |
| Contact E-mail | gjflorin2@mmm.com |
| Industry of Company | Transportation Safety |
| **Customer 3** |  |
| Legal Name of Company or Governmental Entity | State of Alaska Division of Motor Vehicles on behalf of IHG |
| Company Mailing Address | 1300 W Benson Blvd. |
| Company City, State, Zip | Anchorage, Alaska 99503 |
| Company Website Address | doa.aslaka.gov/dmv/ |
| Contact Person | Joanne Olsen |
| Contact Title | Interim Director |
| Company Telephone Number | (907) 269-5574 |
| Company Fax Number | (907) 269-5081 |
| Contact E-mail | Joanne.olsen@alaska.gov |
| Industry of Company | Government |
| **Customer 4** |  |
| Legal Name of Company or Governmental Entity | Tennessee Department of Revenue on behalf of Business Information Systems |
| Company Mailing Address | 44 Vantage Way |
| Company City, State, Zip | Nashville, TN 37228 |
| Company Website Address | www.tn.gov |
| Contact Person | Allison Raymer |
| Contact Title | Director of Vehicle Services |
| Company Telephone Number | (615) 532-5072 |
| Company Fax Number | N/A |
| Contact E-mail | allison.raymer@tn.gov |
| Industry of Company | Government |
| **Customer 5** |  |
| Legal Name of Company or Governmental Entity | State of Arkansas on behalf of Waldale Manufacturing |
| Company Mailing Address | 1900 W 7th Street |
| Company City, State, Zip | Little Rock, AR 72201 |
| Company Website Address | Mydmv.arkansas.gov |
| Contact Person | Wayne Hamric |
| Contact Title | Administrator – Driver Services and Motor Vehicle |
| Company Telephone Number | (501) 682-4632 |
| Company Fax Number | (501) 682-1116 |
| Contact E-mail | Wayne.hamric@dfa.arkansas.gov |
| Industry of Company | Government |
| **Customer 6** |  |
| Legal Name of Company or Governmental Entity | Insurance Corporation of British Columbia on behalf of Waldale Manufacturing |
| Company Mailing Address | 136-151 W. Esplanade |
| Company City, State, Zip | North Vancouver, British Columbia, V7M 3H9 |
| Company Website Address | www.icbc.com |
| Contact Person | Raymond Ng |
| Contact Title | Manager, Revenue Stock and Distribution Services |
| Company Telephone Number | (604) 981-8355 |
| Company Fax Number | (604) 661-6484 |
| Contact E-mail | raymond.ng@icbc.com |
| Industry of Company | Government |

* + - 1. Does your company have any pending litigation regarding contract disputes?

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| No, IHG does not have any pending litigation regarding contract disputes. IHG has never been subject to any litigation regarding contract disputes. |

* + - 1. Please list any contracts lost or terminated in the last three years and provide reasons for loss termination, as well as contact information.

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| IHG has not lost or terminated any contracts in the last three (3) years, or in any other previous time period. |

**2.3.7 Registration to do Business -** Selected out-of-state Respondents providing the products and/or services required by this RFP must be registered to do business within the State by the Indiana Secretary of State and the Indiana Department of Administration, Procurement Division. The address contact information for this office may be found in Section 1.18 of the RFP. This process must be concluded prior to contract negotiations with the State. It is the successful Respondent’s responsibility to complete the required registration with the Secretary of State. Please

indicate the status of registration, if applicable. Please clearly state if you are registered

and if not provide an explanation.

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| The Irwin Hodson Group Indiana LLC is registered to do business with the State of Indiana through the Indiana Secretary of State. IHG’s current registration status is active and in good standing. A copy of IHG’s registration with the SOS can be found on page 5 of Appendix 1.. Additionally, IHG is registered to do business with the State through the Indiana Department of Administration (IDOA), Procurement Division. As an Indiana company, with this registration IHG is certified under the Buy Indiana Initiative, which regards a preference for state agencies to procure from Indiana businesses. A copy of IHG’s registration with the IDOA can be found on page 6 of Appendix 1.. |

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* + 1. **Authorizing Document -** Respondent personnel signing the Transmittal Letter of the proposal must be legally authorized by the organization to commit the organization contractually. This section shall contain proof of such authority. A copy of corporate bylaws or a corporate resolution adopted by the board of directors indicating this authority will fulfill this requirement. Please enter your response below and indicate if any attachments are included.

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| Todd Lawrence, President & CEO of IHG Indiana, is legally authorized to commit IHG contractually to any contract resulting from this RFP. Mr. Lawrence has signed page 8 of the Transmittal Letter on IHG’s behalf.  A copy of the corporate resolution indicating Mr. Lawrence’s authority to bind IHG contractually can be found on page 8 of Appendix 1. |

* + 1. **Subcontractors -** The Respondent is responsible for the performance of any obligations that may result from this RFP, and shall not be relieved by the non-performance of any subcontractor. Any Respondent’s proposal must identify all subcontractors and describe the contractual relationship between the Respondent and each subcontractor. Either a copy of the executed subcontract or a letter of agreement over the official signature of the firms involved must accompany each proposal.  
         
       Any subcontracts entered into by the Respondent must be in compliance with all State statutes, and will be subject to the provisions thereof. For each portion of the proposed products and services to be provided by a subcontractor, the technical proposal must include the identification of the functions to be provided by the subcontractor and the subcontractor’s related qualifications and experience. The combined qualifications and experience of the Respondent and any or all subcontractors will be considered in the State’s evaluation. The Respondent must furnish information to the State as to the amount of the subcontract, the qualifications of the subcontractor for guaranteeing performance, and any other data that may be required by the State. All subcontracts held by the Respondent must be made available upon request for inspection and examination by appropriate State officials, and such relationships must meet with the approval of the State.  
         
       The Respondent must list any subcontractor’s name, address, and the state in which formed that are proposed to be used in providing the required products and/or services. The subcontractor’s responsibilities under the proposal, anticipated dollar amount for subcontract, form of organization, and an indication from the subcontractor of a willingness to carry out these responsibilities are to be included for each subcontractor. This assurance in no way relieves the Respondent of any responsibilities in responding to this RFP or in completing the commitments documented in the proposal. The Respondent must indicate which, if any, subcontractors qualify as a Minority Business Enterprises or Women’s Business Enterprises under IC 4-13-16.5-1. See Section 1.21 and Attachment A for Minority and Women’s Business Enterprises information. Please enter your response below and indicate if any attachments are included.

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| As the Respondent of this RFP Response and the Prime Contractor of the proposed all-inclusive solution, Irwin Hodson Group Indiana LLC recognizes that it is fully responsible for the performance of any obligations resulting from this RFP, and shall not be relieved by the non-performance of any subcontractor.  Irwin Hodson Group Indiana LLC has entered into agreements with the following six (6) subcontractors: IVOSB Vendor Professional Management Enterprises, Business Information Systems (BIS), Waldale Manufacturing Limited (Waldale), Irwin Hodson Group LLC, MBE vendor Pillow Logistics (Pillow), and WBE vendor Langham Logistics. A copy of the Letter of Agreement for IVOSB subcontractor PME is submitted with the IVOSB Form Attachment A1. Letters of Agreement for MBE subcontractor Pillow and WBE subcontractor Langham are submitted with MWBE Form Attachment A. The remaining subcontractor Letters of Agreement for BIS, Waldale and IHG, can be found on pages 12, 13, and 14 of Appendix 1.  **Business Information Systems (BIS)**  BIS is a corporation formed in 1977 in the State of Tennessee. BIS is located at 333 Industrial Park Road, Piney Flats, Tennessee, 37686.  IHG has chosen Business Information Systems (BIS) as subcontractor for this proposal because BIS is a leader in providing integrated motor vehicle software solutions and related hardware to State Governments using the latest secure software development techniques. BIS and IHG share a passion for providing best in class products and services to their customers. The IHG and BIS team has combined to provide an RFP Response that seamlessly meets or exceeds the requirements of this RFP.  BIS is a leader in State and Local Government software solutions, and provides industry leading, integrated motor vehicle software and hardware solutions across the State of Tennessee, that implement the latest state-of-the-art technology and software engineering techniques. BIS’s proven expertise is directly transferable to successfully meeting the requirements of this RFP.  BIS has developed a proven suite of software solutions for State Government that can be customized to meet each States’ requirements. BIS offers fully integrated motor vehicle solutions that include vehicle titling and registration, electronic insurance and verification and print on demand dealer drive out temporary license plate solution EZ-Tag, which is described in more detail with other value added services beginning on page 15 of Appendix 1.  BIS have a proven track record in leveraging modern software development techniques to offer cutting edge, high quality services to their Jurisdictional customers, and are experts at integrating with state systems.  Providing software solutions hardware and accompanying support to over 90 counties in its home State of Tennessee BIS, prints 6.5 million registrations per year on demand for the State, along with printing and inserting millions of other types of mailings such as utility bills. BIS is also entrusted with integrating with the States auto insurers.  BIS will be responsible for registration printing, inserting and preparation for mailing as well as providing software solutions for inventory management, plate, and registration matching, householding, and the overall program status management and reporting. BIS will also house the Software, Systems, and registration only Fulfillment Disaster Recovery aspect of this RFP Response.  BIS will provide software for managing BMV license plate and registration orders, software, hardware, data management and fulfillment services for printing and distributing registration documents, with and without license plates to Indiana Motorists, reporting services, helpdesk services and disaster recovery/business continuity services.  The planned subcontract amount is anticipated to be **$8,690,520.00 (20.52%)** of the total project cost.  **IVOSB Professional Management Enterprises (PME)**  Founded in 2005 in the State of Indiana, PME specializes in staff recruiting services. Their physical location is 9245 N. Meridian Street, Suite 210, Indianapolis, IN 46260. PME will provide staff for the quality assurance and mail-room fulfillment operations.  PME qualifies as an Indiana Veteran Owned Small Business (IVOSB) under IC 5-22-14-3.5. The completed Attachment A1, Indiana Veteran Owned Small Business Subcontractor Commitment Form, along with PME’s IVOSB Certification Letter and a Letter of Commitment have been submitted as part of this RFP Response.  The planned subcontract amount is anticipated to be **$1,912,533 (4.52%)** of the total project cost.  **Waldale Manufacturing Limited (Waldale)**  Waldale was formed in the Province of Nova Scotia, Canada in 1949. Waldale is headquartered at 17 Tantramar Crescent, Amherst, Nova Scotia, Canada.  From its main manufacturing facility in the Amherst Industrial Park, Waldale manufactures more license plates for North American State and Provincial jurisdictions than any other company. For seventy (70) years, Waldale has been producing license plates and related services. Along with a modern 25,000 sq. ft. facility, Waldale also operates a Distribution and Fulfillment Center (DFC) and On-Site Warehouse (OSW) at an adjacent Amherst Industrial Park facility. Waldale is also in the midst of a 30,000 sq. ft. expansion of its current production facility to keep up with the increasing demand for its value-added service offerings. Waldale’s related services, much like IHG’s, include fulfillment, distribution, Deliver-on-Demand, Print-on-Demand, warehousing, and registration services. With experienced teams of graphic designers, both Waldale and IHG offer design services for new and existing plate types in collaboration with the customer. With an entire team of tool & die specialists, Waldale also offers state-of-the-art tooling design and manufacture, license plate equipment installation and servicing, allowing IHG to provide excellent tooling services without the need to go outside our RFP-nominated group of companies.  Waldale is the current backup supplier and disaster recovery site for the current Indiana license plate contract. As discussed in greater detail later in this response, Waldale will continue to be the disaster recover site in the case IHG’s production is impacted by a catastrophic event.  The planned subcontract amount is anticipated to be **$1,058,877.00 (2.5%)** of the total project cost.  **Irwin Hodson Group, LLC**  Founded in 1918, the Irwin Hodson Group LLC has been providing license plates to state governments for over 100 years. IHG is at the forefront of innovation in license plate manufacturing and fulfillment with, and without, registrations. IHG is responsible for license plate production and fulfillment with registrations for the State of South Carolina. The South Carolina requirements closely mirror those of Indiana, with license plate production, registration printing and matching, and direct mailing to motorists. There is also a field office distribution component for license plates with bulk distribution similar to the requirements for DOR plate distribution in Indiana.  IHG will provide the following for the Indiana contract:   * License plate manufacturing equipment * Process engineering services * Provide equipment maintenance. * Provide technical services: Reflective sheeting, digital printing inks, protective clear laminate, specialized aluminum coil, Graphic Positioning System * Provide redundant license plate graphic design back-up services * Project Management expertise, critical parts storage and back up maintenance capability.   The planned subcontract amount is anticipated to be **$2,117,774.00 (5 %)** of the total project cost.  **MBE Pillow Logistics (Pillow)**  Founded in 1988, in the State of Indiana, Pillow Logistics specializes in courier and warehousing/mailroom services. With a physical address of 5128 West 79th Street, 46268, Indianapolis, Indiana, Pillow is in a central location to fulfill key purchasing and warehousing requirements for this proposal.  Pillow has been IHG’s MBE subcontractor for the last five years of the Indiana contract. Pillow’s responsibilities will remain much as they are under the current contract and will include purchasing, warehousing, rotation, and secure storage of specialized aluminum license plate coil. Pillow will also be responsible for backup/emergency supply of license plate aluminum. Pillow will store material until required by IHG for license plate manufacturing at its Fort Wayne facility. Pillow also provides the option to purchase in bulk to achieve optimal pricing. Pillow is a subcontractor in good standing for current RFP 14-058.  Pillow qualifies as a Minority Business Enterprise (MBE) under IC 4-13-16.5-1. The completed Attachment A, Minority & Women’s Business Enterprises RFP Subcontractor Commitment Form, along with Pillow’s Certification Letter and a Letter of Commitment have been submitted as part of this RFP Response.  The planned subcontract amount is anticipated to be **$5,745,813.00 (13.57%)** of the total project cost.  **WBE Langham Logistics (Langham)**  Langham Logistics was founded in 1988 in the State of Indiana. A domestic for-profit corporation, Langham is located at 5335 W. 74th Street, Indianapolis, IN 46268. Langham specializes in freight services, warehousing services, logistics and supply chain management. Langham’s responsibilities will include purchasing reflective sheeting and other consumables, secure storage of the same, and material rotation. Langham will also serve as an off-site warehousing location for the purposes of disaster recovery.  Langham qualifies as a Women Business Enterprise (WBE) under IC 4-13-16.5-1. The completed Attachment A, Minority & Women’s Business Enterprises RFP Subcontractor Commitment Form, along with Langham’s Certification Letter and a Letter of Commitment have been submitted as part of this RFP Response.  The planned subcontract amount is anticipated to be **$5,705,000.00, (13.47%)** of the total project cost.  For each of the six (6) subcontractors listed above, IHG has provided Letters of Commitment or Agreement that describe the individual subcontractor’s responsibilities and explicitly indicates their willingness to carry out said responsibilities, as outlined above and in further detail in the Technical Proposal. Each Letter of Commitment or Agreement is signed and dated by both parties. IHG acknowledges that these Letters in no way relieve IHG of any responsibilities in responding to this RFP or in completing the commitments documented in the proposal. The Letters of Commitment for IVOSB, MBE, WBE have been submitted with their Commitment Forms and Certification Letters and the remaining subcontractor Letters of Agreement can be found on pages 12, 13 and 14 of Appendix 1 to this RFP Response.  IHG is fully compliant with the MBE/WBE/IVOSB requirements of the RFP and is claiming maximum points in each category including bonus points as follows: -  IHG is fully compliant with the targets for MBE, WBE and IVOSB participation and as a good corporate citizen has achieved over 9% participation for both MBE (13.57%) and WBE (13.47%) subcontractors, well above the threshold for bonus point qualification. IHG has also achieved 4.52% for IVOSB participation again exceeding the requirement. In addition, BIS is a Veteran Owned Business, and although prequalification for IVOSB status in Indiana was not possible, BIS will qualify as an IVOSB should IHG be awarded the contract. |

* + 1. **Evidence of Financial Responsibility** - This section will indicate the ability to provide the mandatory evidence of financial responsibility. See Section 1.25 of RFP for details.

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| To guarantee performance prior to a fully executed contract, IHG is hereby confirming that it can and will provide the requested Performance Bond valued at $8,000,000.00. This Performance Bond will remain in effect for the entire duration of the contract including any/all renewals. IHG and its subcontractors believe that their financial strength and decades in the license plate and registration industry clearly demonstrate financial responsibility on a stand-alone basis. If the State, upon review of the submitted financial statements, also feels the statements speak for themselves without requiring the support of a Performance Bond, IHG would be more than happy to pass those direct Performance Bond savings along to the State of Indiana in form of lower plate and registration pricing. |

* + 1. **General Information** - Each Respondent must enter your company’s general information including contact information.

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| **Business Information** |  |
| Legal Name of Company | Irwin Hodson Group Indiana, LLC |
| Contact Name | Paul Fussner |
| Contact Title | Vice President & Indiana Program Director |
| Contact E-mail Address | Fussner@wihgroup.com |
| Company Mailing Address | PO Box 5176 |
| Company City, State, Zip | Fort Wayne, IN, 46895 |
| Company Telephone Number | (260) 482-8052 |
| Company Fax Number | (503) 234-1761 |
| Company Website Address | www.irwinhodsongroup.com |
| Federal Tax Identification Number (FTIN) | 47-3931959 |
| Number of Employees (company) | 8 (Group Consolidated – 21) |
| Years of Experience | +100 |
| Number of U.S. Offices | 5 |
| Year Indiana Office Established (if applicable) | 2015 |
| Parent Company (if applicable) | Irwin Hodson Group, LLC |
| Revenues ($MM, previous year) | <$1M (Group Consolidated - $13.8M) |
| Revenues ($MM, 2 years prior) | <$1M (Group Consolidated - $10.5M) |
| % Of Revenue from Indiana customers | 100% (Group Consolidated - 37%) |

* 1. Does your Company have a formal disaster recovery plan? Please provide a yes/no response. If no, please provide an explanation of any alternative solution your company has to offer. If yes, please note and include as an attachment.

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| Yes, IHG has a formal disaster recovery plan. Please see page 18 of Appendix 1. |

* 1. What is your company’s technology and process for securing any State information that is maintained within your company?

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| To secure Indiana information that may be maintained within IHG during the contract term, IHG has developed and adheres to a strict Security Plan that includes a full Security Policy.  **Integrity**  In order to help protect Indiana data, any customer information or PII that comes into IHG and BIS systems are stored using Bitlocker AES 256-bit encryption when at rest. Any data transferred into or out of data storage locations within the IHG network to both internal and verified external sources is encrypted in transit using TLS 1.2 or IPSEC depending upon the system that is accessing said data. As per the IHG and BIS security policies, no PII or sensitive customer information is to be stored on Computers, Laptops, and Mobile devices used by staff. Any staff member caught to have copied information to their local machine may face termination. Additionally, all staff devices have been configured to encrypt transit at rest using Bitlocker encryption.    In IHG’s current role as the license plate manufacturer to the State of Indiana, IHG has not had the need to store any private customer information or PII in a database to date for the State of Indiana. IHG IT staff have taken into consideration that this may become a possibility in the future and has implemented a policy that all PII, passwords, and sensitive information stored in any database within the IHG network must be hashed with a long random salt using either Bcrypt or Scrypt to ensure that data remains safe.    **Confidentiality**  All data transactions on the IHG network utilizes RBAC and is audited and actively monitored using the Splunk SIEM solution. Any abnormal access to data is flagged based upon machine learning technology that analyses user behavior to determine non-typical behavior of that specific user account. All medium to low priority SIEM flags within the environment are required to be investigated and flagged within 24 hours (72 hours if over a weekend). Any flag that has been deemed high-risk notifies the IT technician on-call and is required to be investigated and cleared within 4 hours regardless of the time or day of the week.    IHG IT staff ensure that the principal of least privilege is followed. Any access to IT or data resources requires direct sign off by a manager that includes a definition of the business need for that user to have access. Access is reviewed once per month to ensure that access creep does not become problematic.    All external storage devices are disallowed on IHG devices by default and enforced through both group policy and through the local antivirus client.    **Availability**  All IHG data is backed up using Veeam secure backup in a geographically redundant configuration. Backups are tested in-line with the IHG disaster recovery policy that requires backups to be fully tested, and operational integrity ensured at least twice per annuum.    All IT policies are reviewed once per year to ensure they meet operation and security needs of IHG clients.  IHG’s and BIS information Security Policies can be found in Appendix1a to this RFP Response. |

* + 1. **Experience Serving State Governments -** Please provide a brief description of your company’s experience in serving state governments and/or quasi-governmental accounts.

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| IHG and its subcontractors service 30 State, Provincial and Territorial Contracts, each with their own specifications and requirements for materials, products, packaging, fulfillment, reporting, design, data transmission and manipulation. IHG and subcontractors have held most of these contracts for many years, in some cases decades, through several rounds of competitive tendering and have never had a contract cancelled or not renewed. A summary follows: -  **Irwin Hodson Group**  Sharing a senior management team with Waldale, IHG services the following State contracts: -  State of Indiana (2015 to Present)  IHG, at its Indiana operation, has been manufacturing 100% of the State of Indiana BMV, DOR, and SOS license plates since 2015. IHG was provided with a contract in March 2015 and by July 1st, 2015, IHG had a fully functional license plate factory in place. In addition to Indiana license plate production, IHG provides license plate design services and householding plate sorting services. IHG also has an Indiana disaster recovery program back up facility with sister company Waldale Manufacturing. An expanded description of the services provided to Indiana can be found in Section 2.3.13.  State of South Carolina (2007 to Present)  As a subcontractor to 3M, IHG has been printing, managing production, providing maintenance, and fulfilling 100% of South Carolina’s license plate requirements since 2007, with the current annual production being approximately 900,000 license plates with and without registrations per annum. Fulfillment is a hybrid of both shipping license plates and registrations to motorists’ homes with registration documentation and shipping plates with no registration documents to Tax Collector offices for traditional over the counter distribution. This arrangement also includes IHG coordinating state-mandated interface with South Carolina Correctional Industries, where IHG is responsible for supplying and maintaining license plate manufacturing equipment. An expanded description of the services provided to South Carolina can be found in Section 2.3.13.  State of Oregon (1918 to Present)  IHG has been producing Oregon’s license plate requirements of approximately 900,000 license plates annually for over 100 years. This includes fulfilling orders for regular issue plates distributed to a main warehouse, and daily electronic orders for the states hundreds of custom plate types, which require digital printing and embossing. IHG has aided the state in the design and approval of hundreds of specialty plate types, as well as transitioning the State’s main tree graphic to high definition prismatic sheeting. IHG is a trusted partner to the State of Oregon.  State of Hawaii (Circa 1959 to Present)  IHG manufactures and delivers around 200,000 pairs of license plates annually to the State’s counties, Maui, Honolulu, and Kuai. IHG also manufactures and delivers custom license plates with registrations, provides a license plate design service and is responsible for providing and direct mailing 250,000 registrations each year to Hawaiian motorists. IHG also supplies the State with a web portal for placing bulk and custom orders.  State of Alaska (Circa 1959 to Present)  Each year IHG manufactures and delivers approximately 125,000 pairs of embossed license plates to the State, provides license plate design services and is responsible for mailing 100,000 registrations direct to Alaska’s motorists.  State of Nevada (2015 to Present)  IHG installed, tested, and commissioned a complete state-of-the-art digital printing and embossing license plate manufacturing plant in Nevada. IHG trained all staff and retains responsibility for ongoing maintenance and performance of the equipment.  **Waldale Manufacturing**  Sharing a senior management team with IHG, Waldale services the following State contracts:  State of New Mexico (1997 to Present)  Waldale has been serving the State of New Mexico since 1997 manufacturing 520,000 pre-printed and digitally printed license plates per year. Services include shipping to central warehousing and direct mailing to the motorist with registrations. The direct mail program includes, daily data exchange with next off the pile same day fulfillment, and manufacture on demand of personalized plates.  State of Arkansas (1995 to Present)  Manufacturing the State’s license plates since 1995, Waldale delivers to the State 900,000 pre-printed and digitally printed embossed license plates per year. Services include, electronic receipt of personalized plate orders and manufacturing, license plate design, and managing the States recent transition to high definition prismatic sheeting.  State of Mississippi (1994 to Present)  Since 1994, Waldale has been manufacturing 950,000 plates in non-reissue years, consisting of 40 regular issue plate types, and 150 specialty types. Waldale receives daily order files for digitally printed specialty and vanity license plates which are produced and mailed next day to the motorist. Bulk order files are received weekly, manufactured, and distributed direct to the State’s ninety (90) county offices. Waldale generates a matching return file for all orders, enabling the state to import the inventory into its inventory management system. Every 5 years, Mississippi conducts a full 2.5 million plate reissue during which all regular issue and vanity plate types are replaced with a new design. Waldale has project managed the last 5 reissues for the State. An expanded description of the services provided to Mississippi can be found in Section 2.3.13.  State of Delaware (2002 to Present)  Serving Delaware since 2002, and producing 140,000 plates annually, services include order receipt via SFTP, manufacturing and delivery of weekly specialty and replacement plate orders, quarterly bulk plate orders, the generation and delivery of return files allowing the state to import inventory into its inventory management system, license plate design, and software development services.  Province of British Columbia (2002 to Present)  Since 2002, Waldale has manufactured and delivered 820,000 pairs of license plates to the Province annually. Additional services include direct mail of personalized license plates to the Province’s 900 broker offices, and license plate design, including the Province’s extremely successful full color Parks specialty plate series.  Province of Alberta (1994 to Present)  Services include manufacturing and distribution of 810,000 plates per year, daily order receipt same day fulfillment of specialty plate orders, direct to motorist mailings, and license plate design services and reporting.  Province of Manitoba (1997 to Present)  Manufacturing 250,000 license plate pairs annually, services include warehousing and on demand direct distribution of regular issue plate types to 300 field offices, daily direct mail on demand of specialty plates, on demand manufacturing and direct mail of personalized plates, license plate design services and project management services including transition to high definition prismatic sheeting.  Province of New Brunswick (Circa 1950 to Present)  License plate manufacturing, warehousing, and on demand direct distribution to 33 provincial field offices and 130 motor dealers of 150,000 plates annually, electronic inventory tracking, bill on ship, reporting, and license plate design services.  Province of Nova Scotia (Circa 1950 to Present)  License plate manufacturing, warehousing, and on demand direct distribution of 120,000 plates annually to provincial field offices, electronic inventory tracking, bill on ship, reporting, and license plate design services.  Province of Saskatchewan (2010 to Present)  License plate manufacturing, warehousing, and on demand direct distribution of 275,000 license plates annually to 400 provincial field offices, next day direct mailing to the motorist of personalized plates, electronic inventory tracking, bill on ship, reporting, and license plate design services. Project managed the provinces conversion to high definition prismatic license plate sheeting.  Province of Newfoundland (Circa 1970 to Present)  Manufacturing and delivery of the Province’s 50,000 annual license plate requirements, and license plate design services.  Northwest Territories (NWT) (2010 to Present)  Manufacturing and delivery of NWT’s 7,000 annual license plate requirements, on demand production of personalized and specialty plates, and license plate design services including designing and manufacturing the dies to produce the NWT’s unique Polar Bear shaped license plates.  Province of Prince Edward Island (1960 to Present)  On-demand digital printing, manufacturing, and delivery of the Province’s 25,000 regular issue license plate requirements annually, personalized license plate manufacturing and delivery and license plate design services.  Yukon Territory (2013 to Present)  On-demand digital printing, manufacturing, and delivery of the Province’s 10,000 annual regular issue and personalized license plate requirements.  Nunavut Territory (2012 to Present)  On-demand digital printing, manufacturing and delivery of the Province’s personalized license plates and manufacturing and delivery of the Province’s 20,000 plate 5-year requirements.  Province of Quebec (1989 to Present)  Waldale’s wholly owned subsidiary company, Relief Design Inc, has facilities in the Province of Quebec and shares IHG’s and Waldale’s senior management team. Relief Design manufactures, warehouses, and delivers the Province’s 1.2 million annual license plate requirement on demand to the Province’s +900 field agents, in addition to processing daily orders for mailing personalized plates to the Province’s motorists.  **Business Information Systems (BIS)**  Subcontractor BIS brings to this project more than three decades of experience serving governmental accounts as a leader in state-of-the-art state and local government software solutions. BIS holds numerous industry-recognized marks of excellence, including Level 1 PCI-DSS and SAS70/SSAE 16 certified government Merchant Services systems designations. PCI-DSS Level 1 is a set of requirements to ensure any company that stores, transmits, or processes credit card data is held to the highest standards. PCI-DSS Level 1 is the highest level of compliance a business can earn.    BIS currently delivers software and/or credit card processing services to more than 400 governmental agency customers in:  State of Tennessee (1987 to Present)  State of Virginia (1999 to Present)  State of North Carolina (2003 to Present)  State of South Carolina (2005 to Present)  State of Kentucky (2007 to Present)  State of Arkansas (2009 to Present)  State of Georgia (2019 to Present)  BIS’ range of services to government includes:   * Vehicle Title & Registration System (VTRS), including the Inventory Management System. * Inventory Management System (IMS). * Electronic Insurance Verification System (EIVS). * Dealer Drive-Out System (EZ Tag). * Auto Assistant App. * Land Records Management software (The Registry). * Tax and CAMA Software. * PCI Credit Card Payment Solutions. * KIOSKs.   For comparison purposes, the VTRS, IMS and EZ-Tag services most closely match systems requested in this RFP. It should be noted that VTRS’ robust Inventory Management System module is capable of expansion far beyond motor vehicle functions, which may be valuable to the State of Indiana in the future.    Vehicle Title and Registration Solution (VTRS)  With the adoption of the VTRS system in Tennessee, VTRS provides a proven, robust, and turnkey inventory management system. This software package’s modular design allows efficient and flexible integration with state Title and Registration systems. Currently managing and printing over 6.5 million vehicle registrations each year, the BIS system handles purchase orders, order procedures, status tracking, and reporting for millions of plates issued from 98 different locations with proficiency.    The sophisticated VTRS solution, the system of choice in Tennessee County Clerk offices since 1987, features:   * Real-time motor vehicle titling and registration functions. * Inventory management (plates, title control numbers, placards, temporary tags, print-on-demand registrations, decals, etc.). * Online services options. * Business tax and boat tax features. * Marriage License capabilities. * Fleet vehicle management. * POS cash and check management. * Integrated credit card processing. * Receipting functions. * Online and print-on-demand vehicle registrations. * Print-on-demand temporary tags. * Electronic document scanning and management. * Self-service motor vehicle renewal kiosk options. * One-swipe motor vehicle renewals through Auto-Assistant app. * Integrated general ledger system. * Employee management capabilities. * Professional call center support services for state, county and online users.   BIS has experience successfully integrating VTRS with mainframe state vehicle title and registration (pre-modernization) systems utilizing batch flat files, as well as a 100% API-driven vehicle title and registration (post-modernization) system.  Adoption of this solution has produced a 5:1 improvement in efficiency for the State of Tennessee. Their success followed a series of trial-and-error attempts with other vendors to modernize a 40-year-old, mainframe-based title, and registration operation. The state’s fruitless journey, littered with failures and millions of wasted taxpayer dollars, ended in 2017 when Tennessee’s Department of Revenue went live with BIS’ reliable, real-time, customizable VTRS solution.    BIS installed more than 1,000 thermal printers across the state as part of the effort and continues support and maintenance at the state level and for each of its 95 County Clerk offices today. Evidence of the program’s reliability and success is easily recognized by the numbers, which show its use now produces nearly seven million registrations printed per year.    Indisputably, adoption of the VTRS system brought standard title and registration operating procedures into the modern era for Tennessee. In the case of personalized license plates, VTRS transformed a manual, on-paper ordering and approval system to one where citizens are now able to easily search options, perform omitted words checks, customize and fully order personalized plates online.    Online Personalized Plate Ordering  In 2019, BIS delivered to the State of Tennessee an online personalized plate website replacing the paper ordering process that has been in place for years. Residents can go to the online personalized plate website to select from more than 100 types of Tennessee license plates that are available to personalize. After selecting their plate design, customers then type in their desired configuration on their plate. They will know immediately if the configuration is available, based on a red or green box that will appear around the plate. Customers pay the personalized plate application fee online via credit card or eCheck.  A quote from the Commissioner of Revenue, David Gerregano about the online personalized plate website:  “We are pleased to partner again with BIS to offer Tennesseans this added convenience. This online application should make the personalized plate process even quicker and easier for residents.”  Electronic Insurance Verification System Solution (EIVS)  The state of Tennessee turned to BIS for another highly successful collaboration in 2014, this time following a tragedy they hoped never to see repeated. That is when an uninsured motorist, cited for failure to maintain a policy earlier in the day, crashed and killed another citizen. An immediate legislative push for change prompted Tennessee’s request for BIS to design, develop and implement an electronic insurance verification program. The result was the Electronic Insurance Verification System (EIVS), which involved custom code information exchange interfaces with insurance providers and integration with motor vehicle systems.    The EIVS state government solution:   * Utilizes both web services and full books of business from insurance companies to validate insurance coverage. * Includes customizable letter templates notification of fines and informational mailings. * Provides a user-friendly website for non-compliance customers to pay and to sign electronic affidavits. * Is supported by a professional call center dedicated to state, insurance provider and registrant assistance. * Produces transmit error reports and files for incorrect vehicle and insurance information. * Incorrect vehicle information or insurance information. * Delivers real-time insurance verification for law enforcement.   Dealer Drive-Out EZ Tag solution  Tennessee further leveraged its BIS partnership to solve challenges with the way vehicle dealerships issued temporary license plates throughout the state. At that time, dealer drive-out tags given to customers who had just purchased vehicles consisted of hand-written identification numbers on serialized pieces of cardboard. The outdated process caused inventory headaches, tracking difficulties, an inability to control access for unauthorized dealers and confusion over tag-to-vehicle matches. Law enforcement operated without access to temporary tag owner and vehicle information and faced additional concerns if a temporary tag was stolen.    BIS delivered the resulting Dealer Drive-Out EZ Tag solution, which fully integrates with VTRS. Using web services and APIs to increase automation, efficiency, transparency and accuracy, the BIS program revolutionized this vital government process in Tennessee. In addition, adoption of the program decreased errors and provided the state with more robust controls against potential fraud.  The Dealer Drive-Out EZ Tag program replaces hand-written tags, forms, and logbooks with print-on-demand temporary license plate capabilities at each dealership. Real-time audit log and reporting tools for the state are included, alongside fully customizable features to meet regulatory needs. This BIS solution includes functions to designate multiple drive-out tag types and produces a unique number, expiration date, and temporary registration as each tag is issued.    BIS governmental agency customers value these key Dealer Drive-Out EZ Tag features:   * Custom programming to meet state requirements and needs. * Real-time tag information access for law enforcement. * On-demand reporting. * Print-on-demand capabilities. * Detailed audit logs. * Multiple reporting features. * Temporary tag extension functions. * Temporary tag reprint abilities. * Built-in disaster recovery plan protection. * Tag type options for vehicles, motorcycles, transportation, internet outage and more. * Weather/chemical-resistant paper for on-demand tag printing.   Auto Assistant App Solution  BIS offers an Auto Assistant App to government partners as an easy-to-use mobile interface for constituents. This program allows users to show proof of electronic registration, verify and display proof of insurance through a web interface, access vehicle recalls and renew registration through a one-click process after initial setup.    Land Records Software Solutions  BIS is among the largest providers in the southeast of custom software to serve governmental land record operations. Branded as ‘The Registry’, this system is used by 20 Court Clerks offices in Arkansas, including the largest counties of Pulaski and Benton. In North Carolina, 13 Register of Deeds offices utilize The Registry, along with 53 Tennessee Register of Deeds offices, 9 Register of Deeds South Carolina offices, seven Kentucky County Clerk offices and one Circuit Clerk office in Virginia.    TERRA/CAMA Tax Solutions  BIS has provided tax appraisal, calculation, and collection services to numerous government offices for many years through its Tax Evaluation Recording Reporting Assessment (TERRA) and computer assisted mass appraisal (CAMA) software systems. These comprehensive tax billing and collection services platforms have assisted countless agencies improve accuracy, reduce billing preparation periods, and accelerate payment collections through user-friendly interfaces.    Tncountyclerk.com  95 counties in Tennessee currently utilize this consumer-facing BIS platform. The web-based service processes millions of transactions across the state each year, including online car tag and handicap placard renewals, notary applications, marriage license applications, business tax license applications, marriage license lookup/certified copy requests and business lookup services.    Titlesearcher.com  Similar to tncountyclerk.com, this constituent-facing online service provides online access to land record documents 24 hours a day, 7 days a week. Customers search and find images and index information for deeds, mortgages, releases, power of attorney records, restrictions, plat maps, and other types of documents filed at County Recorder offices.    Tennesseetrustee.com  This solution is provided for Trustees in Tennessee and offers solutions to streamline daily office operations as well as public-facing convenience options. BIS hosts this online portal to give customers access to tax calculators, tax searches and online tax payment systems.  **Summary**  IHG with its supporting subcontractors has unparalleled experience in serving state government in areas that are directly related to the requirements of this RFP. |

* + 1. **Experience Serving Similar Clients -** Please describe your company’s experience in serving customers of a similar size to the State with similar scope. Please provide specific clients and detailed examples.

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| Descriptions of IHG and its sister companies experience that most closely matches the size and scope of Indiana’s requirements are given below: -  **Indiana**  IHG has been manufacturing 100% of the State of Indiana BMV, DOR, and SOS license plates since 2015. In addition to Indiana license plate production, IHG provides license plate design services and householding plate sorting services. IHG has never delivered a license plate order late to the Prime Contractor.  **South Carolina**  As a subcontractor to 3M, IHG has been printing, managing production, providing maintenance, and fulfilling 100% of South Carolina’s license plate, and plate with registration, requirements since 2007. As the state goes through a 7-year rolling reissue, current annual production and fulfillment is around 1,200,000 license plates, of which 450,000 have matching registrations. Prior to the rolling reissue, plate volumes of 900,000 per annum were standard except 2007/2008 when the State carried out a full reissue in a single year replacing 3,000,000 plates of which 2,500,000 were mailed. Fulfillment is a hybrid of both shipping license plates and registrations with registration documentation to motorist’s homes and shipping plates with no registration documents to Tax Collector offices for traditional over the counter distribution. This arrangement also includes IHG coordinating state-mandated interface with South Carolina Correctional Industries.  **Mississippi**  IHG sister company, Waldale, has been working with Mississippi since 1994. Waldale manufactures approximately 950,000 license plates per year for the State. Mississippi has +40 regular issue plate types made with preprinted or plain reflective sheeting. These plates are then embossed with a sequence and other designators, such as county name, year of expiry and plate type. All plate information is included in the order file from Mississippi and imported by Waldale’s order management system to produce the correct production information, mailing files, and packaging and shipping documentation. Regular issue plates are manufactured and distributed on a 6-week cycle to all 90 counties and to the Department of Revenue when requested.  Waldale also makes 150 specialty plate types and vanity plates for Mississippi and mails these direct to the motorist on the same day that the orders are received.  All orders are received as one record per plate with reciprocating data sent to the State to enable inventory importing at the field office or other location. Waldale worked with Mississippi and its chosen IT vendor on a yearlong project to transition the State’s regular issue ordering from a manual process, where sequences were generated from a start and end sequence by Waldale, to a one record one plate data interchange. This project was completed on time with no subsequent order errors.  Every five (5) years, Mississippi replaces all main issue plates within one year. During reissue years, Waldale plans the reissue with the State, including working with the State to produce the new design. Prior to implementation of the new one record one plate system, Waldale configured its system to handle both new and old designs with date of expiry determining at file import what design should be made. During a reissue year, approximately 2.5 million plates are manufactured and distributed direct to the county Tax offices.  Waldale has helped Mississippi design hundreds of new specialty plates, and for each reissue, has overseen the change to the State’s main long run sheeting design.  In April 2020, Waldale was selected via competitive tender to continue to make the State’s license plates.  **Tennessee**  The scope of BIS’ Vehicle Title and Registration System (VTRS) contract with the State of Tennessee is of a similar size to Indiana.  Tennessee generates nearly 7 million registrations annually. The BIS VTRS solution reliably handles the entire inventory workload and provides a transparent view of the process.    System capabilities go beyond requirements of this bid, however. VTRS’ Inventory Management System (IMS) utilizes min/max levels to ensure each office is stocked with appropriate inventory, alerting staff to approaching thresholds and requiring approvals for orders above maximums. These customizable settings provide full tracking and verification of orders from creation through PO approval, to the point inventory is sold or destroyed.    BIS worked diligently with the State of Tennessee’s Chief Financial Officer to create the purchase order management piece of VTRS’ IMS. Internal data validation programming ensures there are open PO’s for designated plate types before an order is allowed, which guarantees the state office complete inventory control. Although the PO management piece of the IMS is not a requirement of RFP #21-873, this feature would be beneficial should Indiana’s needs change in the future.    The VTRS system is flexible, receiving files state and other outside entity offices (for example, Nissan and Volkswagen, who are authorized to have inventory for sales) via web-based API and SFTP in Tennessee each day. Once BIS receives an order, BIS transmits production orders to the manufacturer and provides status updates throughout the process (order received, ordered, manufactured, shipped, received, sold, destroyed, etc.).    BIS improved the Tennessee personalized plate order process by replacing the manual system with full-service website functions. The online home displays both the plate options and samples of how each selected personalized plate might appear to users. Dynamic functionality performs omitted and inappropriate word checks, prevents duplicate plate orders, and generates rejections when appropriate. Customers are provided with user-friendly credit card and e-check options to complete their order.    Since 2015, BIS has offered kiosk options for motor vehicle registration renewals. These self-contained units communicate directly with the IMS portion of VTRS as registrations are printed and assigned. All transactions are timestamped for audit purposes.    BIS provides a robust web portal for standard and customized reporting as a feature of this system. BIS analysts will work closely with the state to ensure all reporting requirements are met.    **The VTRS services offered are as follow:**  Abandoned Vehicles   * Process and store the Request for Verification Ownership on Vehicles Found Abandoned/Immobile or Unattended Form   Address Entry and Maintenance   * Address validation software * User interface for performing address maintenance   Auditing/Logging Features   * Log system interactions including user, day, time, etc. * Log Add/Change/Deletes   Data Archive/Purge   * Application/interface for the operations of archiving and purging motor vehicle data   Electronic Insurance Verification System (EIVS)   * An electronic insurance verification system. The purpose of the system is to identify uninsured motorists and help lower that number.   EZ Tag   * A web-based dealer drive-out software. This print-on-demand vehicle registrations software eliminates dealers from having preprinted card stock to track for inventory. Dealer keys all necessary information into the EZ Tag system and that information is made available to the county office that will be processing the title and registration to help speed up the transaction being processed. Also, if law enforcement pulls over a vehicle the information on the dealer drive-out tag is available through the State’s Ties system.   Fleet/Dealer Work   * Provide POS for Fleet and Dealer transactions * Online Fleet management services * Batch processing   Fair Market Value   * Utilize NADA to obtain the fair market value of a vehicle based on the supplied VIN * Communication via web services   Inquiry/Search   * Look-up Vehicle History * Lookup by Date and/or User * Log Inquiries   Inventory (Controlled Stock)   * Class Maintenance * Plate Inventory   + JS Codes for New Class   + Plate Number Sequencing Program     - Alpha-numeric structure of a plate class/issue year   + Ordering Program to automate communication with TRICOR   + Tag Tracking: Pending, Complete, Shipped   + Entering/Inserting Inventory into VTRS System once received/shipped * Title Inventory * Tabs Inventory * Specialty Plates * Placards * Forms * Dealer Drive-Out Tags * Reports on all current inventory and ad-hoc reporting   Lien Work   * Noting of Lien * Discharge of Lien * Printing Titles   Other Mail Room Work   * Renewal/RO Error Processing * Rejection Letters * Image Retrieval * County Inventory Requests   Personalized Plates   * Website for Online Application Processing * Check Availability * Check for Appropriateness   + Urban Dictionary and Webster’s   + Query Local Database * Acceptance/Rejections * Ordering   Rejections/Incomplete Transaction Work   * Allow to Suspend/Save an Incomplete Transaction * Generate Proper Correspondence (Rejection Letter) * Retrieve a Saved Incomplete Record   Registrations   * New real-time vehicle titling and registration. Currently Tennessee has over 6,500,000 active registrations. VTRS handles the all the titling and registrations in real-time via web services APIs. * Renewals in-house, online, and self-service KIOSK   + Yearly (Staggered or Non-Staggered) * Permanent * Types: Motor Vehicle, All-Terrain, Snowmobiles, Utility Trailers, Low-speed, Recreational, Custom-Built, Scooter/Mopeds, Motorcycles, Boats   Refunds   * Integrated Refund Workflow * Provide Reports   Reporting Services   * System Access Reports * Audit Reports * Financial Reports/Fund Reconciliation   + Balance Sheet/Report   + Income   + Cash Flows * Robust Inventory Reports * Inquiry Reports * User Reports * Miscellaneous Reports   Title Work   * De-title (Mobile Homes) * Duplicate Title * Name Change * Rebuilt Title * Salvage Title * Title for Existing Vehicle * Title for New Vehicle * Title Transfers * Title Surrender * Trailer Title   Scanning / Imaging   * Centralized imaging system. When transactions are performed at various counties throughout the State of Tennessee all the supporting documents are scanned and transmitted to a BIS centralized location. The images are searchable by all counties and the State offices.   Specialized Applications   * Government Vehicles   + Registrations and Plates * Undercover Vehicles   + Registrations and Plates   + Handle with Paramount Security   + Log all Inquiries/Interactions   + Monitor   + Send Alerts   IHG and its team of subcontractors fully meet the requirements of this RFP, but as detailed above, there are some exciting opportunities available to further assist Indiana in service delivery beyond the scope and requirements of this RFP. |

* + 1. **Indiana Preferences -** Pursuant to IC 5-22-15-7, Respondent may claim only one (1) preference. For the purposes of this RFP, this limitation to claiming one (1) preference applies to Respondent’s ability to claim eligibility for Buy Indiana points. **Respondent must clearly indicate which preference(s) they intend to claim. Additionally, the Respondent’s Buy Indiana status must be finalized when the RFP response is submitted to the State.**

**Additionally, Respondents that wish to claim the Buy Indiana preference (for any criteria listed below) must have an email confirmation of their Buy Indiana status provided by** [**buyindianainvest@idoa.in.gov**](mailto:buyindianainvest@idoa.in.gov) **included in the proposal response. The email confirmation must have been provided from within one year prior to the proposal due date.**

Buy Indiana

Refer to Section 2.7 for additional information.

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| The Irwin Hodson Group Indiana LLC claims the Buy Indiana preference pursuant to IC 5-22-15-7, under the following criterion:  Preference 1: A business whose principal place of business is located in Indiana.  The email confirmation of Irwin Hodson Group Indiana’s Buy Indiana status is included on page 36 of Appendix 1, and IHG’s completed Indiana Economic Impact Form (Attachment C) has been submitted as a separate attachment as required. |

* + 1. **RESERVED**