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|  | **RFP-****21-873 – License Plates and Registrations – Attachment F – Technical Proposal** | |
| **Respondent:** | | Irwin Hodson Group Indiana |

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| **Instructions:** Respondent(s) shall provide a written response in the yellow text box below to each of the questions listed and indicate any attachments that have been included. Note that the yellow text box will expand as text is entered. | |
| **2.4.1 Implementation** | |
| **2.4.1.1** | Provide an example of a recent success where Respondent serviced an account similar to the Indiana BMV. Examples should include any real-time web-service, delivery, training, and all end-to-end processes the Respondent may have. Label all attachments as “**Implementation1**.” |
| To give a complete picture of the total integrated capabilities as referenced in this RFP Response, both IHG and BIS have supplied examples of successes where each has serviced an account similar to the Indiana BMV.  IHG is the current manufacturer for all Indiana license plates, and has been for the last 5+ years, during which time 100% of all plates manufactured have been delivered to the Prime Contractor on time, and within the service level agreements required, to allow the Prime Contractor to meet its contractual commitment to the state. As the incumbent license plate manufacturer for the state, IHG has chosen to use the State of South Carolina as an example of a success where IHG serviced an account similar to the Indiana BMV. BIS has chosen its home State of Tennessee as its example of success.  **IHG success in South Carolina:**  In South Carolina, IHG is a subcontractor for 3M. However, IHG is 100% responsible for the delivery of license plates (with or without matching registrations) to South Carolina motorists via direct mail and in bulk to South Carolina field offices.  Implementation was successful despite the additional complication of the state mandated Corrections component, that required some part of the license plate manufacturing to remain in the prison. Very similar to the Indiana implementation, IHG worked with the main contractor, 3M in this case, with IHG providing the printing and Fulfillment Center, staffing at the Fulfillment Center, procuring and installing equipment at the SC Correctional Facility, training of the inmate labor force, and assuming ongoing fulfillment activities while 3M supplied the software.  In 2007, 3M with IHG as its Prime Subcontractor, successfully responded to the State of South Carolina’s RFP calling for proposals for a complete overhaul of its license plate and registration manufacturing, and distribution programs.  Post-award IHG’s role in setting up operations included the following: -   * Working with USPS to qualify shrink wrap film as a cost-effective, valid packaging material with USPS, eliminating the need for costly envelopes, and the process of stuffing envelopes with a plate and registration. * Locating, leasing, fully equipping and commissioning the new Fulfillment Center close to the Columbia Correctional Facility and the USPS Distribution Center. * Installing a shrink wrap license plate packaging line in the prison, including training inmates in its use. This also fulfilled South Carolina’s requirement to maintain a certain level of inmate participation. * Utilizing inmates to apply clear pouches to the shrink-wrapped license plates so the registration form can subsequently be inserted at the IHG Fulfillment Center. * Purchasing, installing, and training inmates on a complete license plate production line. * Organizing transportation of printed license plate sheeting from the IHG Fulfillment Center to the prison and transportation of finished plates back to the Fulfillment Center, all in the IHG truck. * Recruiting and training printer operators and multiple fulfillment staff on the use of 3M software and license plate and registration printers and matching printer software. * Employed the local SC Rehabilitation work force to assist in matching and stuffing registration forms and license plate packages. * Purchasing and processing of aluminum, reflective sheeting, clear protective overlaminate and thermal transfer ribbons (all license plate raw materials) from 3M. * Purchasing packaging and mailing consumables. * Participation in daily and weekly project meetings with DMV staff. * Full responsibility for the license plate and registration productions and distribution program in South Carolina.   Just as it was in Indiana with ITI choosing IHG as the subcontractor, IHG was chosen by 3M for the South Carolina project because of IHG’s position as the industry leading private provider of license plates, registrations, and related fulfillment services. IHG has a track record of building long standing relationships with its vendor and State partners and remains the subcontractor of choice for 3M in South Carolina, and with its additional 22 long-term jurisdictional plate and registration contacts. Full details of the services provided by IHG under the South Carolina contract are detailed below, and a flow chart titled “*IHG South Carolina License Plate and Registration Production Matching, Mailing and Bulk Distribution to DMV Locations*” has been included in Attachment “**Implementation1**” as required.  Operations at IHG South Carolina  Each day at the Fulfillment Center IHG receives license plate and registration data via 3M software for the direct mail operations and for Print-on-Demand direct mail and large volume inventoried license plates. Using the daily data, IHG digitally prints the required license plate sheeting including the background design, plate sequence, control bar code and other required variable text, and applies protective overlaminate. IHG then transports the finished rolls of printed sheeting same day, in an IHG truck, to the SC Correctional Facility. Included in the shipment are printed box labels and a packing list for return shipping of the plates to the Fulfillment Center.  IHG trained and managed a team of 10-12 inmates to then take the finished rolls and laminate them through a blanking line to create finished South Carolina license plates. Plates are then inspected for quality before being shrink wrapped using the IHG supplied and maintained shrink film line. Once shrink wrapped, a clear pouch is applied into which the registration document will subsequently be placed by IHG Fulfillment Center staff. Plates are then boxed in batches of 100 per the supplied packing list and palletized for next day pick up by IHG, and the subsequent return to the Fulfillment Center. Once the boxes of print on demand plates are returned to the Fulfillment Center with the packing list, IHG Fulfillment Center staff take each box and scan the packing list information to print the corresponding registrations to match to the license plates. Registrations are printed in the same order as the license plates in the box. IHG Fulfillment Center staff then match the plates with the corresponding registrations, insert the registration forms into the pouches and seal the plate package. All prepared plate packages are then electronically scanned (barcode on plate to barcode on registration form) for final electronic verification of the registration document/plate match. Plates are then packed into USPS tubs, an IMpb barcode manifest is printed from USPS website, and IHG staff transport the USPS tubs and IMpb manifest to the local USPS distribution center for daily insertion into the USPS mail-stream.  Orders are either for daily direct mail or an inventory top-up of the twelve highest volume plate types kept at the fulfillment center to allow for distribution on demand to SC DMV offices, providing shorter turnaround times from order receipt to delivery. Actual service metrics range from 1 to 3 days, consistently meeting the required 5-day turn-around from order receipt to direct mailing, making IHG a valued vendor to 3M and the state for the past 13 years. IHG also makes additional daily on-demand shipments from the Fulfillment Center to the 90South Carolina field offices.  In 2007/2008 the state carried out a full reissue of all license plates (over 3 million plates) and chose to direct mail the majority of the plates to motorists, resulting in mailing volumes of well over 2 million plates. In 2014/2015 the state redesigned its license plates, direct mailing replacement main issue design license plates in the first year and “In God We Trust” license plates in the second year.  **BIS success in the State of Tennessee:**  Like many States, the State of Tennessee went through various attempts to modernize a 40-year-old, batch, mainframe Motor Vehicle System that processes over 6,500,000 motor vehicle registrations per year. Beginning in 2012, BIS began printing Print-on-Demand Registrations for the State of Tennessee and at all 95 County Clerk offices throughout the State. BIS has installed and provides maintenance and manages over 1,000 thermal printers to print the States decals and registrations, printing over 6.5 million registrations and decals each year. On April 1st, 2015, the State of Tennessee Department of Revenue and BIS signed a contract to begin implementation of a new, fully integrated, API driven, real-time web service, Vehicle Title and Registration System **(VTRS).** Over the next 23 months, BIS and the State worked together implementing various pieces of VTRS until the full system went live, with VTRS becoming the official system of record on March 1, 2017.  The new system improved transaction processing resulting in increased efficiency by a ratio of 5:1 compared to pre-VTRS transaction processing times, while at the same time decreasing errors and providing more robust controls against potential fraud. This software provides Tennessee with an enhanced Inventory Management System giving a transparent view of all inventory and automates processes that were previously manual. VTRS also has the ability to both consume and produce flat files as needed.  **VTRS** is a fully integrated motor vehicle software solution that includes:   * Real-time Vehicle Titling and Registration * Inventory Management (plates, title control numbers, placards, temporary tags, registrations/decals, etc.) * Fleet Vehicle Management * POS Cash and Check Management * Integrated Credit Card Processing * Online Vehicle Registrations * Print-on-Demand Vehicle Registrations * Print-on-Demand Temporary Tags * EZ-Tag (electronic dealer temporary tag issuance program) * Scanning Electronic Document Management * Self-Service Motor Vehicle Renewal KIOSK * Integrated General Ledger System * Proven 5:1 Ratio Efficiency Improvement for the State of Tennessee * Professional Support Call Center for State, County, and Online Users | |
| **2.4.1.2** | Provide a sample project plan that includes transition, implementation, production, and training. Plan should include all assumptions of Indiana BMV staff, subcontractors, third parties, and Respondent’s team. Provide attachments as necessary and label them “**Implementation2**.” |
| The IHG Account Management team includes three PMP qualified Project Managers to work on this project. A comprehensive Project Management Plan, based on Project Management Institute (PMI) best practices, has been submitted as “**Implementation2**”. | |
| **2.4.2 Design and Material Requirements** | |
| **2.4.2.1** | Provide details and samples of the design and materials Respondent currently utilizes for license plates, registration cards, sticker/decals, and mailing envelopes that meet or exceed current BMV specifications. Label all attachments as “**Design1**.” |
| In a separate sealed envelope labelled “**Design1**”, as required for this RFP Response, IHG has submitted physical samples of the materials that will be used by IHG in the production and fulfillment of Indiana license plates and registration forms, all of which meet or exceed current BMV specifications. Samples of the registration form, decals, mailing envelopes, and the raw materials used in the production of license plates including aluminum and reflective sheeting, along with a finished Indiana license plate and a mock-up temporary Indiana license plate. Below, IHG has provided written details about the design and materials included in “**Design1**”. Scale drawings of each and material specifications can also be found in “**Design1**”. The materials and products as described below are components of the all-inclusive solution that IHG is offering the BMV.  The same 3M materials IHG will use to manufacture Indiana license plates are also used to produce approximately 10 million jurisdictional license plates annually. The registration products that IHG will use to manufacture Indiana registrations are used to produce over 6 million jurisdictional registrations annually.  **License Plates**  As the manufacturer of Indiana license plates for the last 5 years, IHG would not recommend changing the process/production methods of manufacturing currently used to produce the State of Indiana’s license plate requirements as these process/production methods are used to produce the best-in-class license plates for the State of Indiana. The RFP specifications require that an Enclosed Lens Reflective Sheeting be used in responding to the RFP. IHG has therefore quoted Enclosed Lens reflective material in its main response. IHG has also provided a premium priced alternative response that utilizes the Prismatic Reflective Sheeting (High Definition) that is currently being used to produce Indiana license plates. Both Enclosed Lens and Prismatic sheeting’s have been successfully used in the manufacture of millions of Indiana license plates (Enclosed Lens from 2015 to 2016 and High Definition from 2017 to present).  Aluminum  As they are today, all license plates will be flat and manufactured from 0.022” gauge aluminum license plate coil, to North American Standards. IHG has used the same two aluminum coil manufacturers for many years. Both suppliers can consistently manufacture aluminum that meets the required license plate aluminum coil specifications, and both are required to provide mill certificates to IHG confirming the material meets the required chemical and mechanical properties with each delivery.  License Plate Reflective Sheeting  In its 100 percent compliant response IHG will use 3M 9250T series Enclosed Lens Reflective Sheeting, both plain and pre-printed with matching thermal transfer ribbons and overlaminate to produce license plates with industry leading safety and conspicuity. All plates manufactured by IHG are covered by 3M’s Matched Component System (MCS) warranty. Product bulletins and test results for these sheeting’s can be found starting on page 10 of “**Design1**”. In addition, in its alternative cost proposal, IHG has proposed using the premium High Definition (HD) Prismatic Reflective Sheeting, which is in use by the state today but not specified for this RFP. Technical specifications for Prismatic HD sheeting along with independent test results can be found starting on page 34 of “**Design1**”.  License Plate Security Features  As it does today, IHG will continue to manufacture Indiana’s license plates with sheeting that contains integral security marks that are buried beneath the sheeting surface and cannot be counterfeited, a growing industry concern with flat license plates. These marks will consist of a circular directional warranty mark on the left-hand side of the plate, containing lot number information, and a double helical Security thread to left of center. These state-of-the-art integral security features provide best in class protections for the State. Page 18 of “**Design1**” contains a PDF rendering of the Indiana retroreflective sheeting security features that match the specification given in Attachment I. The security features are shown centered on the license plate but can be positioned as required.  IHG’s alternative pricing supplied in Attachment D Cost Proposal is for High Definition Prismatic Reflective Sheeting. If this alternative proposal were accepted, IHG would continue to manufacture Indiana’s license plates with High Definition Prismatic sheeting as it does today. This Prismatic sheeting contains integral security marks that are buried beneath the surface and are counterfeit resistant. These marks will consist of a circular Dynamic Security Script (DSS) Mark on the left-hand side of the plate, a double helical DSS Thread to left of center and a DSS Warranty Mark on the right-hand edge of the plate providing lot traceability. These state-of-the-art integral DSS Security Marks provide best in class protections for the State. Page 42 of “**Design1**” contains a PDF rendering of the DSS Security Marks currently included in Indiana license plate sheeting, which will continue to be included should IHG be successful with its compliant response to this RFP. Specifications for the DSS Security Marks can be found in “**Design1**”.  9097 Overlaminate  IHG will use 9097 Overlaminate to seal in the digital printing. This product that has been successfully used to make tens of millions of warrantied license plates over many years.  Thermal Transfer Ribbons  IHG will use outdoor durable thermal transfer ribbons to achieve color and black and white printing. Thermal transfer ribbons are the printing methodology of choice for the US license plate marketplace today and have been successfully used for almost 30 years to print license plates.  The combination of 3M sheeting, protective clear overlaminate and thermal transfer ribbons form the Matched Component System (MCS) warranty. The MCS warranty is the industry-best protection that can be offered to the state for finished plate in-field performance.  BMV Passenger Plates  BMV Passenger plates are 6” x 12”. The aluminum that is used is 0.022” gauge. The reflective sheeting is printed with graphic and variable text and then applied to the aluminum. BMV passenger plates contain no rim and are completely flat. Also printed on the plate will be a bar code containing plate type and sequence number that can be traced back to the manufacturing materials and conditions if need be. A scale drawing of a blank plate has been included in **“Design1”**. Physical samples have also been supplied under separate cover to the designated purchasing person. BMV passenger plate samples include In God We Trust, Bridge, 1-Color Disability, 2-Color Indiana University, and 4-color (CMYK) Purdue University.  BMV Motorcycle Plates  BMV Motorcycle plates are 4” x 7”. The aluminum that is used is 0.022” gauge. The reflective sheeting is printed with graphic and variable text and then applied to the aluminum. BMV motorcycle plates contain no rim and are completely flat. A scale drawing of a blank plate has been included in “**Design1**”. Physical samples have also been supplied under separate cover to the designated purchasing person. BMV motorcycle plate samples include 1-Color General Motorcycle and a 4-color (CMYK) specialty plate.  SOS Plates  SOS plates are provided in both passenger and motorcycle sizes. The dimensions are 6” x 12” and 4” x 7” respectively. The aluminum that is used is 0.022” gauge. The reflective sheeting is printed with graphic and variable text and is then applied to the aluminum. SOS passenger and motorcycle plates contain no rim and are completely flat. Scale drawings of the SOS passenger (large) and motorcycle (small), blank plates are included in “**Design1**”. Physical samples of the SOS passenger and motorcycle plate have also been supplied under separate cover to the designated purchasing person.  DOR Plates  DOR plates are 6” x 12”. The aluminum that is used is 0.022” gauge. The reflective sheeting is printed with graphic and variable text and then applied to aluminum. DOR plates contain a debossed (negative) rim, necessitating the use of a specialized die to produce the rim. A scale drawing of the DOR passenger (large) blank plate is included in “**Design1**”. Physical samples have also been supplied under separate cover to the designated purchasing person. DOR samples include both Apportioned and Permanent Trailer plates. These samples are 4-Color (CMYK) for UPS and FedEx respectively.  **Registrations**  Registrations Only - No Decal  IHG shall use the same type of high-quality, 7-point thermal transfer registration paper that is used today. The registrations will meet the requirements of pre-printed information on the back. The registration data obtained from BMV shall Print-on-Demand on the registration. The registrations are 4” x 8.5”.  Registrations with Decal  IHG shall use the same high-quality, 7-point thermal transfer registration paper that is used today. The registrations will meet the same requirements of pre-printed information on the back, printed front instructions, and a decal attached to the registration paper. The reflective decals used, and the advanced chemical resistant resin ribbon features, are listed below. The registrations with decals are 4” x 8.5” and include a 1.5” x 1” affixed decal with required pre-printed instructions.  Off-Road/Snowmobile with Registration Decal  IHG shall use the same high-quality, 7-point thermal transfer registration paper. The registrations will meet the requirements of the pre-printed information on the back, the “peel here” instructions printed on the front, and two decals attached to the registration paper. As stated above, the reflective decals used, and the advanced chemical resistant resin ribbon features, are listed below. The registrations with decals are 4” x 8.5” with two 3” x 1.75” affixed decals with “peel here” pre-printed instructions.  Watercraft Registrations  IHG shall use the same high quality, 7-point thermal transfer registration paper for watercraft registrations as is used for vehicle registrations. This specialty paper is designed for ultimate performance and efficiency when printing watercraft registrations and stickers, with the first half being the registration, and the required pre-printed information on the back. The second half of the thermal transfer paper is the Print-on-Demand watercraft decals and pre-printed information on the back of the decal page, explaining decal placement instructions. As stated above, the details regarding the decals and resin ribbon to print the decals are listed below. The registration is 4” x 8.5” with two 2.5” x 3.5” decals and with required pre-printed instructions on the back.  Decal Features:   * Reflective Film for Vehicle Tag and Sticker Requirements * Decal Material with Outdoor Protection & Adhesive with Stock Seal Imprint (“Official”) * 1 Peel off Decal Size 1.5” x 1” * High Gloss Retroreflective * High Tack Permanent Adhesive for use on License Plates, Glass, & Painted Automobiles * Security Mark Printed to Prevent Counterfeiting (“Official”) * Tamper-Evident and Non-Transferable (if someone tries to peel decal off a license plate) * Minimum Application Temp: -10 F * Service Temp: -40 F to 180 F * Decal Warrantied for 2 years after Application   Resin Ribbons to Print the Registrations and Decals Features Include:   * + For use in Outdoor, Automotive, Chemical, and other Extreme Environments   + High Density Full Resin   + Total Thickness: 6.0 +/- .5 um   + Ink Thickness: 1.2 +/- .2 um   + Ink Melt Point: 105 C   **Temporary License Plates**  IHG’s partner, BIS, has vast experience in providing customized, high-quality Print-on-Demand temporary license plates for the County Clerks and Automobile Dealers of the State of Tennessee. BIS supplies the temporary plate material, printers and software required for the printing of millions of the temporary license plates each year. The temporary license plate material has been in-field proven to hold-up against all weather and chemicals that are likely to be present during daily use. The temporary license plate material is tear-resistant, fade resistant, and durable for a minimum of 90 days in the field. The material has some rigidity so that the material will not flap up when the vehicle is moving (providing easy viewing for law enforcement). The material is an 8-mil thick, 8.5” x 11” sheet of durable hybrid synthetic temporary license plate material and the laser printing top coating makes the paper laser printing compatible. The bottom 4” portion of the temporary license plate is reserved for the temporary registration. Motorists can easily detach along the perforation and place the temporary registration in their glove box. The material also has holes punched-out to provide for easy installation directly over the license plate screws.  A printed sample of what Indiana’s temporary license plate could look like can be found in “**Design1**”. The final Indiana product will be customized to the exact requirements as specified by the BMV. What sets this temporary license plate solution apart from others is that it provides a database of information containing every temporary license plate ever printed. As shown on the sample, a barcode is utilized to assist law enforcement in confirming the legitimacy of the temporary license plate and whether it is registered to the right individual and vehicle. This information can be sent to the BMV and will in turn help provide a full transparent IMS functionality of the iPRIME solution. The temporary license plate system is an easily configurable component of the proposed iPRIME all-inclusive solution, and if the State desires to move forward with this initiative, any/all requirements will be supported fully.  **Registration Only Envelopes**  The registration envelopes are 4 1/8” x 9 1/2". The 10# envelope is in the style of a standard window and 2 side seams. Features include a flap with re-moistenable seal. The envelopes will be printed with flexographic ink.  **License Plate Envelopes**  The passenger license plate envelopes are 6 1/8” x 12 3/8”. The 28# Western Sulphite envelope is in the style of an open side booklet with special window and inner patch pocket (2 side seams). Features include a ¼" double score flap featuring a latex Press-Stick seal. The envelopes will be printed with flexographic ink.  The motorcycle envelopes are 5 1/8” x 9”. The 24# Western Sulphite envelope is in the style of an open side booklet with special window (2 side seams). Features include a ¼" double score flap featuring a latex Press-Stick seal. The envelopes will be printed with flexographic ink.  IHG has been an active Associate Member of the American Association of Motor Vehicle Administrators (AAMVA) for decades. IHG is also a Technical Advisor to the AAMVA License Plate Standard Working Group and an active participant on the Industry Advisory Board. IHG is committed to bringing industry best practices to this contract and for the State of Indiana. | |
| **2.4.2.2** | Describe in detail how Respondent plans to manage the BMV account to ensure that 100% of license plates and registration products and services meet or exceed all BMV specifications. |
| IHG has exceptionally low defect rates in its finished products of less than 0.001%, due to its careful structuring of, and adherence to, its quality management philosophy and plan. Provided in detail below is an explanation as to how IHG plans to manage the BMV account by effectively managing the various aspects of the supply chain through to final production and inspection to ensure that 100% of the license plates and registration products meet or exceed all BMV specifications.  **Material Choice**  Retroreflective License Plate Sheeting and Consumables  As it has for the last 40 years, IHG will use 3M reflective sheeting, overlaminate and consumables that meet or exceed the RFP specifications. License plates will be manufactured by IHG with strict adherence to the processing conditions given in the 3M material product bulletins and hence will qualify for 3M’s MCS warranty. 3M’s materials, and the license plates manufactured from 3M materials, have undergone independent laboratory testing in addition to years of in-field performance to ensure they meet the specifications. 3M’s retroreflective license plate sheeting manufacturing facility is ISO 14001 EMS certified. Sheeting test results, and product bulletins have been included in “**Design1**”.  Aluminum  Aluminum for this contract will be purchased from the current proven supplier, located in Hammond, Indiana.  Registrations and Decals  IHG uses recognized suppliers that have a proven track record for sourcing its registration and registration decal materials. Maintenance contracts that are set up specifically to meet the BMV’s registration and decal quality and delivery requirements will be in place for all equipment and software.  Materials Inspection  As per the quality plan, all incoming materials are subject to inspection at point of entry to the facility. Only materials that have passed incoming inspection, and have the correct material manufacturing certifications with them, are allowed into the IHG Indiana Facility.  Supplier Management  IHG chooses its suppliers carefully, scoring them on their ability to meet required specifications, quality requirements of finished product or service, record of on-time delivery, technical support, and customer service. For critical materials, IHG keeps buffer stocks locally to the Indiana facility to ensure there is never a stock out situation should any material be damaged, fail incoming testing, or be delayed for any reason. IHG will have buffer stock of license plate sheeting and consumables, aluminum, registration and sticker stock and printing consumables.  Equipment Redundancy and Maintenance  IHG only uses equipment that has been proven via years of successful in-field use. Reliable suppliers’ equipment, such as the 3M Digital License Plate Printers (DLP), have been used for decades to print hundreds of millions of license plates. Other reliable equipment, such as Matan Printers and Pitney Bowes registration sorting and insertion equipment are additional examples of the reliability that IHG demands from its suppliers. IHG employs 9 high capacity DLP printers across its operations, providing unmatched operating redundancy. IHG has two blanking lines in Indiana. IHG also has a full engineering and maintenance department that is capable of designing, manufacturing, and maintaining complete production lines should additional volumes require it. Where it does not maintain its own equipment, IHG has comprehensive maintenance packages including on-site technical service within 24 hours. For all maintenance, IHG uses a comprehensive e-maintenance suite for scheduling preventive maintenance and periodic upgrades to equipment. To minimize and eliminate downtime, IHG keeps critical equipment parts in stock for fast repair, should the need arise. Examples include printer heads, printer circuit boards, and press bearings. In addition, all equipment operators are trained in minor machine servicing and maintenance, and an on-site IHG technician is part of the IHG Indiana team.  Systems Maintenance  Software systems will receive regular maintenance and testing to ensure optimum performance and quality of output. Major releases and enhancements are scheduled regularly and critical patches, security patches and minor updates are issued as needed.  Gold Standard Samples  For each finished license plate product, IHG will have customer pre-approved gold standard samples available at each stage of the production process against which to measure conformance.  **Quality Management**  Quality Control  IHG records the lot numbers of all material used. License plate sheeting, overlaminate and thermal transfer ribbon lot, roll, drum, and operator numbers are recorded in the data base, using iPRIME, against all production runs. Aluminum lot numbers are recorded at the blanking line. All lot number information is connected to each license plate made and can be recalled in iPRIME through scanning the license plate bar code. This bar code is also used to match registration with plates in the fulfillment process where the plate and matching registration bar code are both scanned to confirm a match.  IHG will meet specifications through the implementation of its quality management process which involves monitoring raw materials, work in progress, finished products, processes and procedures to ensure that the license plates, registrations, and services meet or exceed BMV specifications  All license plates receive inspection at each stage of the process. This includes during printing, after printing, during roll rewinding, and during the checking/QA and fulfillment processes. Per the process control plan, additional sampling is also carried out in a structured manner throughout the production and fulfillment processes.  Registration fulfillment will be carried out using 4 printed bar codes, each of which will be scanned post printing to confirm readability.  IHG’s Quality Management Plan details from order receipt to finished product dispatch, the points where data is collected, what data is collected using iPRIME and the method of collection. Also, the characteristics (whether product or process), the specification including tolerances to be measured against, the method of measurement of correctness, the frequency of sampling, the control method and the reaction plan. The Quality Management Plan for this project has been included as attachment “**Design3**”, along with a process flow showing the control points.  Error Logging and Analysis  Any possible errors are logged as a non-conformance and are subject to root cause analysis using tools such as Ishikawa diagrams. Subsequent corrective action is taken to prevent future recurrence. Corrective action examples can range from a raw material supplier making modifications to their production or other processes to targeted additional training for an employee. All non-conformance instances are entered into the non-conformance log for subsequent analysis and possible further action. A non-conformance is not considered closed until signed off by the quality manager and the operations manager in whose area the issue occurred or was identified.  **Training**  All operators are thoroughly trained according to documented processes and procedures and all operator instructions and manuals are kept up to date per the change control process.  All work carried out to produce and fulfill Indiana license plate and registration orders is tracked and reportable at the operator level, enabling identification of weaknesses and corrective action such as additional training.  **Change Management**  All request for changes from the BMV or other State sources will be subject to formal change management procedures. All requested changes will be logged and analyzed for impact on efficiency and cost.  As a result of these practices, IHG has never been late with a delivery of Indiana license plates and all license plates have met or exceeded BMV specifications. | |
| **2.4.2.3** | Provide a quality control plan that will be in place during production and before delivery. Plan should include details for how the BMV will be included on notification of all quality issues in a timely manner. Label all attachments as “**Design3**.” |
| IHG has adopted a policy to provide its customers with the best quality product and service possible. IHG continues to listen to its customers inputs and provides them with motor vehicle license plates, registrations, software, and related fulfillment services which meet or exceed their specifications and expectations for quality and service.  **Quality Policy – Manufactured Products & Related Services**  IHG has implemented an efficient, company-wide, Quality Management System, which provides the tools to continually monitor the quality objectives for IHG’s license plate and registration products and related services. A special interest is placed on the participation of every employee to identify and correct possible quality defects, identify and prevent potential quality defects, and to find solutions to continually improve the quality of IHG’s products and services. This policy ensures that IHG remains a leader in the manufacture of Motor Vehicle License Plates, Registration Documents, and the provision of related software and services.  As part of its quality program, IHG integrates inspection points throughout the process using Accepted Quality Limit (AQL) standards, including incoming inspection of raw materials, in process inspection of product and documentation as well as final inspection of finished goods. IHG has built feedback loops into each step of the control plan to ensure that any responsible parties are aware of any defects and implement short and long-term corrective action plans to reduce or eliminate the possibility of defect reoccurrence.  The control plan is also a platform to encourage continuous improvement throughout the process to benefit efficiencies within both the production process and customer outcomes. Any potentially significant quality issues will be brought the attention of the BMV as part of the contract.  It is IHG’s goal to work in partnership with Indiana to provide products and services that meet or exceed expectations.  IHG’s quality control plan along with sampling frequencies, sample quantities and a process flow with illustrated control points, has been included in Attachment “**Design3**”.  iPRIME  As the system of choice for this RFP Response, iPRIME will play a crucial role in tracking quality inputs during the production and fulfillment of license plates with registrations and registrations only. IHG operatives can access quality inputs and statistics via iPRIME reporting services at any time, as can the BMV via the dedicated reporting feature on the web portal. If a quality issue is likely to result in an unanticipated delay that will affect the agreed turn-around time of 7 business days for any package, the transaction in question will be logged as status, “at risk,” and an alert is sent to the designated BMV contact for that deliverable, as well as the IHG Account Manager. The alerts status will be downgraded to “in progress” or “cancelled” when corrective action has been taken.  Quality Checks and Reporting  IHG has a rigorous Quality Management Plan driven by the process control plan supplied as part of attachment “**Design3**”. Quality checks and validations are carried out at each step of the process and pass or fail statuses recorded in iPRIME for each plate and registration for subsequent reporting or statistical analysis via the web portal. IHG operatives have access to the iPRIME web portal allowing real-time monitoring of all processes. iPRIME records activity by operator, enabling the identification of trends and possible additional training needs.  Quality Checks Occur For: -   * All Incoming Materials * Order File/Record Receipt * Database Table Updates * Completion of Mail Sort and Householding Processing * License Plate Sheeting Printing * Printed License Plate Sheeting Roll Rewind * License Plate Blanking * QA Inspection Area * Plate Sorting and Staging * Registration Document Printing * Plate and Registration Matching and Insertion   Status Updates Occur For: -   * Validated Order Receipt * File or Record Rejection * Plate Printed * Plate QC Passed * Plate QC Failed * Registration Printed * Registration QC Passed * Registration QC Failed * Plate and Registration Matched/Fulfillment Complete * Plate and Registration Match-Fail * Plate and/or Registration Mailed/Mailing Complete * Mailing “At-Risk” * Mailing in Default * Shipment Complete   **Software Quality and Change Management**  Develop Test Plans **–** Analyst, Developers, and Testers shall coordinate:   * Unit Test Plans using specifications * Integration Test Plans using specifications * System Test Plans using specifications     iPRIME uses the following software environments:   * Development Environment * Quality Assurance Environment * Pre-Production Environment * Production Environment     Unit/Functional Testing shall be performed by Analyst, Developers, and QC:   * Review Modular Code * Test Component Modules to Specifications * Identify Anomalies to Specifications * Modifications * Re-Test Modifications * Unit Testing Complete     Integration Testing shall be performed by Analyst, Developers, and QC:   * Test Module Integration * Identify Anomalies to Specifications * Modifications * Re-Test Modifications * Integration Testing Complete     System Testing shall be performed by Analyst, Developers, and QC:   * Test Functionality * Test Usability * Load Testing * Modifications * Re-Test Modifications * System Testing Complete     Developer Testing (Primary Debugging) **–** This will be a debugging phase to identify any new bugs that have been introduced into iPRIME after development of changes. This will occur in the development environment.    Testing and Quality Assurance **–** Once IHG software developers sign off for primary debugging of Web Portals, testing will be handed off to the iPRIME QA Team in the QA Environment. This will be system-wide testing and quality assurance performed by Testers and QA departments, including regression testing. Once internal sign-off happens, iPRIME shall be complete and ready to move to Pre-Production Environment.    User Acceptance Testing (UAT) – Shall be performed by identified BMV staff. In previous installations, 4-6 people completed UAT testing. Once we receive UAT sign-off, Implementation Testing Phase is complete and iPRIME will be updated to this version in the production environment.  This environment is effectively a ‘sandbox’ with full iPRIME functionality and test data which can also be used to train BMV staff initially and on an ongoing basis. | |
| **2.4.3 Account Management** | |
| **2.4.3.1** | Provide a complete list of all subcontractors or third parties. Describe the responsibilities and roles of each contractor or third party and the percentage of time that will be dedicated to the Indiana BMV (assuming 40 FTE). |
| A list of all subcontractors involved in the on-demand production and fulfillment of Indiana license plates and registration documents is as follows:   * IVOSB Professional Management Enterprises * Business Information Systems (BIS) * Waldale Manufacturing Limited (Waldale) * Irwin Hodson Group * MBE Pillow Logistics * WBE Langham Logistics   Described in full detail below is each individual subcontractors’ roles and responsibilities and the percentage of time that each will be dedicated to the requirements of the Indiana BMV. A Process Overview Flow Chart for the IHG solution showing subcontractor roles is provided on page 3 of Appendix 2.  **Professional Management Enterprises (Total 4.1 FTE)**  Professional Management Enterprises will support IHG and this project by providing recruitment, labor and staffing resources. PME is both certified as a Minority Business Enterprise and an Indiana Veteran Owned Small Business. PME It is expected that at any time PME will have four (4) staff working at IHG. The FTE count also reflects the PME recruitment consultant working to procure staff for IHG.  **Business Information Systems (Total 4.3 FTE)**  Business Information Systems will provide and support the iPRIME Enterprise Resource Planning Application, which will be used in the end-to-end management of data, processes and reporting for the contract. Initially, there will be a ramp up of effort to implement iPRIME in Indiana. However, this increased level of effort, like any project, will be temporary and the resources required have not been included in the FTE calculations below or in the total given for BIS.  In addition to iPRIME, BIS will be providing, utilizing, and maintaining registration printing, sorting and insertion equipment, nightly data backups, web portal for BMV reporting, and disaster recovery data hosting and registration production and fulfillment services.  Fulfillment Operatives x 2, 100% (2.0 FTE)  Reporting to the IHG Operations Manager, BIS will provide the 2 full time employees to run the registration only mail sorting and inserting equipment and prepare registration only mailings for insertion into the USPS mail stream. These two employees will spend 100% of their time dedicated to the Indiana project.  Assistant Program Manager x 1, 20% (0.2 FTE)  Supporting and reporting to the IHG Program Manager, BIS will supply an Assistant Program Manager. Acting as a deputy to the Program Manager in the event that he is not available and as a single point of contact between IHG and BIS, the Assistant Program Manager will coordinate all BIS activities under the oversight of the Program Manager. The Assistant Program Manager will act as stand-in if the Program Manager is unavailable.  Help Desk x 1, 100% (1.0 FTE)  Reporting to the Assistant Program Manager, all services provided by BIS will be supported by a 24/7 help desk, which will be one individual dedicating 100% of their time (1.0 FTE). The help desk will be the point of contact for any BMV issue, and if not able to immediately resolve, will escalate to the appropriate resource to ensure timely resolution according to service level agreements.    Project Manager x 1, 30% (0.3 FTE)  BIS will supply an experienced PMP qualified Project Manager, to supervise the project implementation, including planning development, testing and hand off. Although this resource will work full time on the Indiana project during implementation, the life of the project activity will be at 10% FTE, and included responsibility for ongoing software development such as the design and implementation of improvements to meet BMV needs like custom report development, ongoing software maintenance upgrades, patches and back up as well as acting an incident commander during business continuity/disaster recovery management activities.  Tester x 1, 20% (0.2 FTE)  Testing software upgrades enhancements and patches, reporting to the Project Manager.  Developer x 1, 60% (0.6 FTE)  Development of upgrades, enhancements, and patches, reporting to the Project Manager  Two full time employees are recorded as 2.0 FTE in attachment C for BIS; however, the other staff have not been recorded as FTE’s in attachment C as they will not be Indiana based.  **Waldale Manufacturing (Total 0.65 FTE)**  Waldale will provide overall senior management oversight of peripheral services as listed on the subcontractor letter of agreement and shown in the Account Management Organizational Chart, supplied as attachment “Account6”, including provision of a fully functional disaster recovery site, fail over material storage, equipment maintenance and technical support, die sharpening, equipment upgrades and improvements, and plate printing and manufacturing best practice support.  The following roles will have ongoing involvement in any contact awarded, other roles that would be activated during a disaster are recorded in the Formal Disaster Recovery Plan which can be found in Appendix 1 beginning on page 18: -  Program Director x 1, 5% (0.05 FTE)  Project Sponsor senior executive  Contract Administrator x 1, 10% (0.1 FTE)  Finance and HR administrative services  Cybersecurity Specialist x 1, 10% (0.1 FTE)  Cybersecurity oversight  Director of Operations x 1, 10% (0.1 FTE)  Maintenance and upgrade supervision  Project Manager x 1, 10% (0.1 FTE)  Coordination of implementation activities between BIS and IHG, and successful integration of the license plate and registration functions.  Maintenance Technician x 1 20% (0.2 FTE)  Periodic preventive maintenance on all license plate manufacturing equipment.  **Irwin Hodson Group, LLC**  IHG will provide the following for the Indiana contract:  Equipment Installers x 1, 5% (0.05 FTE).  Will install license plate manufacturing equipment when required?  Process Engineer (requirement estimated only) x 1, 5% (0.05 FTE).  Will provide Process Engineering Services in the vent new or modified processes are introduced  Maintenance Technician x 1 10% (0.1 FTE)  Will assist with major maintenance projects  Technical Services Technician x1 10% (0.1 FTE)  Provide technical services: Reflective sheeting, digital printing inks, protective clear laminate, specialized aluminum coil, Graphic Positioning System.  **Pillow Logistics (Total 0.32 FTE)**  Pillow will procure specialized coil aluminum for the manufacture of license plates. Pillow will inspect for quality and verify the widths and caliper of the material. Pillow will transport aluminum to IHG as needed. Pillow will store and rotate aluminum for IHG as it relates to Disaster Recovery purposes.  Project Coordinator x 1, 25% (0.02 FTE for 6 months)  The project coordinator will assist with ramp-up logistics.  Procurement Manager x 1, 10% (0.1 FTE)  Purchasing, invoicing and receivables for aluminum.  Warehouse Manager x 1, 10% (0.1 FTE)  Inspection and storage of aluminum, including for disaster recovery.  Shipping Manager x 1, 10% (0.1 FTE)  Shipping of aluminum.  **Langham Logistics (Total 0.32 FTE)**  Langham will procure reflective sheeting and other consumable items for the manufacture of license plates. Langham will inspect incoming materials for quality and proper sheeting widths. Langham will store reflective sheeting for IGH and will store and rotate reflective sheeting and other consumable items for IHG as it relates to Disaster Recovery Purposes.  Project Coordinator x 1, 25% (0.02 FTE for 6 months)  The project coordinator will assist with ramp-up logistics.  Procurement Manager x 1, 10% (0.1 FTE)  Purchasing, invoicing and receivables for reflective sheeting and other consumable items.  Warehouse Manager x 1, 10% (0.1 FTE)  Inspection and storage of reflective sheeting and other consumable items, including disaster recovery materials.  Shipping Manager x 1, 10% (0.1 FTE)  Shipping of reflective sheeting and other consumable items.  For this contract, IHG will also be using two firms that have a presence in Indiana. Pillow Logistics will source aluminum from Jupiter Aluminum. Jupiter’s mill is located in Hammond, IN and their converting plant is located in Fairland, IN. IHG will source forms and decals from RR Donnelly, and these forms will be manufactured in Angola, IN. | |
| **2.4.3.2** | What is the Respondent’s definition of a dedicated Account Manager? Provide a resume for the Account Manager and include details about the percentage of time that will be dedicated to the Indiana BMV (assuming 40 hour FTE). Label all attachments as “**Account2**.” |
| IHG’s definition of a dedicated Account Manager is one who focuses solely on the needs of the State of Indiana and puts the BMV at the fore-front of everything that they do. The dedicated Indiana Account Manager will spend 100% of their time working on the Indiana Account. The top priority of the IHG Indiana Account Manager is to deliver peace of mind to the customer and ensure the highest level of customer service is provided each day. With the full support of the IHG Corporate Management Team, the IHG Indiana Account Manager is the voice of the BMV when dealing with schedules, specific order requests, packaging requirements and meeting ship and delivery dates. The IHG Indiana Account Manager ensures that IHG meets all the important criteria for BMV satisfaction, including quick response to inquiries or special requests, on-time delivery, and accurate and quality order fulfillment. Most importantly, the IHG Indiana Account Manager ensures that the BMV is satisfied with every aspect of the product and service they receive.  Brad Barondeau is IHG’s dedicated Account Manager for Indiana. Brad has been directly involved with the “deliver-on-demand” business model since 2008 when he worked for 3M as a member of the team who originally approached the State of Indiana BMV with the model. In 2014, Brad was hired by IHG to specifically manage the Indiana deliver-on-demand operations at the IHG Fort Wayne location for the current contract. Having Brad as the IHG Indiana Account Manager not only benefits the BMV, but also IHG, as his experience and knowledge of the industry naturally complement the requirements of this RFP, and his understanding of the needs of the BMV will allow IHG to be proactive so that each need is met to the BMV’s satisfaction. As he is today, Brad will be 100% dedicated to the Indiana BMV Account working 40+ full-time hours a week (1.0 FTE). A resume for Brad can be found in Attachment “**Account2**”  Stoney Hale, Assistant Program Manager, will serve as Indiana BMV’s backup Account Manager, bringing more than 17 years’ experience with motor vehicle and inventory management to the partnership. Stoney served as a key member of the print-on-demand services implementation team in Tennessee in 2012. His consulting services and expertise have proven instrumental to the success of the system’s use at the state level and within all 95 Tennessee counties since that time. Stoney has been part of the BIS management team responsible for installation of more than 1,000 print-on-demand printers and training of more than 2,000 users. Stoney’s demonstrated proficiency with statewide system oversight led to successful consult, design, and implementation of more than 40 self-service registration/decal print-on-demand kiosks in Tennessee. Additionally, he served as the subject matter expert and Solutions Consultant to the State of Tennessee during VTRS, EIVS, and Dealer Drive-Out EZ Tag system implementations. Stoney’s record of outstanding customer service and solution engineering is exceptional. A resume for Stoney can be found in Attachment “**Account2**”.  IHG takes pride in exceeding every customer expectation and works with customers on urgent orders or ones that require special attention. There have been numerous times over the past five years where the BMV has asked for a license plate to be expedited for a motorist, elected official, special civic event, and for BMV Employee Appreciation Week. It is the responsibility of the IHG Indiana Account Manager to ensure that these special circumstances are also met to the satisfaction of the State of Indiana. | |
| **2.4.3.3** | Is Respondent willing to give the BMV final approval in selecting a replacement Account Manager? |
| Yes, IHG is willing to give the BMV final approval in selecting a replacement Account Manager. IHG acknowledges how important the Indiana Account Manager role is to the relationship between IHG and the BMV. This individual must have the communication and interpersonal skills, foundation of the business and the dedication to devote themselves to making sure IHG delivers on all the product and service specifications. When IHG began the license plate manufacturing portion of the Indiana contract in 2015, the Account Manager position was considered a critical role even without direct communication to the BMV. IHG believes Brad Barondeau is the right person for the Account Manager position and has the full support and commitment of the entire IHG organization to be the face of IHG for Indiana. | |
| **2.4.3.4** | Will the Account Manager be available to be onsite within 24 hours at the Indiana Government Center in Indianapolis at the BMV’s request, if necessary, for urgent issues? If unavailable to be onsite, provide an explanation of the alternative solution your company will offer. |
| Yes, IHG’s Indiana Account Manager, Brad Barondeau, is located at IHG’s Indiana Production Facility in Fort Wayne and is available to the BMV via phone or email. At the BMV’s request, Brad would be onsite within 24 hours at the Indiana Government Center in Indianapolis. Should Brad be unreachable, the BMV has access to Assistant Program Manager, Stoney Hale, who would also be available to be onsite with 24 hours. Additionally, the BMV has full access to the Program Manager, Paul Fussner, via phone or email.  In addition to Brad, the IHG Indiana Production Facility operates with both an Operations and Production Manager, should either Stoney or Paul require direct information or updates from the license plate and registration facility. The Operations and Production Manager have been in Fort Wayne since 2015, are well-versed in the day-to-day operation, and are experts in understanding the requirements of this contract by virtue of doing the work. | |
| **2.4.3.5** | Describe events that Respondent would consider urgent issues. |
| Any BMV request or anything that would disrupt a BMV operation, is considered an urgent issue by IHG. Any potential issues reported to an IHG employee will be assessed immediately and escalated according to the standard escalation model, which provides a framework for escalating issues. The table below defines the priority levels and thresholds for resolution.   |  |  |  | | --- | --- | --- | | **Priority** | **Definition** | **Threshold for Resolution** | | **Emergency** | Immediate response and resolution required | Pursue problem until resolved, resolution time as soon as possible. | | **Priority 1** | Major Impact to business operations. If not resolved quickly there will be a significant adverse effect | Within 4 hours | | **Priority 2** | Medium Impact to business operations which may result in some adverse effects to revenue | Within 3 business days | | **Priority 3** | Slight impact which may cause some minor inconveniences but no impact to business operations or revenue | Within 2 weeks | | **Priority 4** | Insignificant impact to business but there may be a better solution | Work continues and any recommendations are submitted via the change control process |   The customer help desk is tasked with answering all telephone calls and chat requests immediately with the goal of resolving all issues within 15 minutes.  Disruptive issues that might trigger the need for a Disaster Recovery initiation are top-of-list in terms of urgency. Other issues will also be dealt with by IHG in an urgent and responsive manner. The BMV may request that a plate or registration be produced in an expeditious manner; IHG considers this an urgent issue, no matter the reason for the request. IHG currently expedites license plates for the BMV today. If the BMV requests a new license plate design, IHG considers this an urgent/timely issue. The BMV routinely requests license plates for civic events such as the Indy 500 – IHG considers this an urgent/timely request. In April, the BMV requested that IHG manufacture license plates for BMV Employee Appreciation Week. IHG considered that an urgent/timely request and fulfilled the order within two days. Resubmitted plates are considered an urgent/timely issue by IHG today and will be considered so in the future. If the BMV asks to pull a plate or a registration, IHG considers this an urgent issue. If the BMV sends an order that contains an error, IHG prioritizes this situation as an extremely urgent issue to resolve. The DOR routinely asks for replacement plates for motor carriers, and IHG prioritizes this as an urgent issue. IHG considers the order fulfillment for SOS to be urgent as auto transactions tend to be urgent matters for dealers for example.  IHG will work with the BMV to define performance standards and Service Level Agreements (SLA’s) to ensure those standards are met. Part of the process of defining the standards and SLAs will be to identify what issues the BMV considers urgent and to build in appropriate responses to each identified issue. Without additional BMV input at this stage, urgent issues are defined by the 10-calendar day turnaround time from order receipt to mailing and ensuring that any at risk mailings are addressed before they reach default status. | |
| **2.4.3.6** | Provide in detail the Respondent’s proposed account management team structure, including an organizational chart and the services each individual will perform. Label all attachments as “**Account6**.” |
| Each member of IHG’s proposed account management team is listed below and their roles and responsibilities are defined. An organizational chart detailing the account management team structure can be found in Attachment “**Account6**” of this RFP Response.  Todd Lawrence – Program Director  As the Program Director, IHG President & CEO, Todd Lawrence, is responsible for the overall success of the program. Todd will oversee the entire program implementation, direction and allocation of additional resources where required. Todd has the authority to bind IHG in all contractual relations and is responsible for the correctness of all financial statements and overall pricing of the proposed iPRIME solution.  William MacDonald – IT & Cybersecurity  As the IT & Cybersecurity expert, IHG’s Enterprise Architect William MacDonald, will ensure that leading IT solutions are identified and implemented to improve the core business operations, while exceeding all RFP requirements**.** William is a senior IT professional with progressive leadership expertise within government agencies. William has optimized IHG’s organizational effectiveness through the application of strategic solutions in alignment with current and future business requirements. William leverages extensive expertise across systems analysis, policy development, and project management to guide technology evaluation and enhancement. William holds his PMP, CGEIT, and CISSP certifications. William also has a certificate in Managing Risk in the Information Age from Harvard University.  Jean Bourque – Director of Operations  As the Director of Operations, Jean Bourque has a deep understanding of manufacturing systems and processes. Jean combines his critical thinking skills with his 19 years of industry experience to optimize production within the license plate and registration manufacturing process. Jean has been with IHG for 13 years and is a leader and problem solver who reinforces high standards for quality. With extensive experience and knowledge of every operational function within the company, Jean determines the strategic direction of IHG’s manufacturing, setting the plan for processes, best practices, and developing relationships with the goal of increasing efficiencies.  Derek Chitty – Contract Administrator  As Contract Administrator, IHG Vice President and Director of Finance Derek Chitty, will ensure that compliance with all contract requirements is adhered to for the duration of the contract term. As a Chartered Professional Accountant (CPA), Derek maintains all financial records, performance bonds, contract records, registrations, declarations, and certificates of existence for IHG and its sister companies. Derek will also provide HR oversight.  Paul Fussner – Program Manager  As Program Manager, IHG Vice President and Director of Marketing, Paul Fussner, will have Account Manager Brad Barondeau reporting to him and will have ultimate responsibility for the smooth running of the contract, for the 7-year term. Paul has been in the reflective sheeting, license plate and fulfillment industry for the entirety of his forty-five (45) year career. His knowledge of the industry, raw materials, manufacturing procedures and fulfillment best practices directly relate to the requirements of this RFP. Paul has extensive knowledge of the current license plate and fulfillment contract with the State as he is the current Program Manager for IHG in Indiana since 2015 when the contract was awarded. He works in close collaboration with the current Prime Contractor to fulfill IHG’s contractual obligations. For the new contract, Paul will oversee the Assistant Program Manager, two Project Managers, the Technical Support & Logistics Manager, and the Dedicated Indiana Account Manager. His experience alone provides for quick resolution of a variety of issues that could potentially arise during the duration of the contract.  Stoney Hale II – Assistant Program Manager/Backup Account Manager  Supporting and reporting to the IHG Program Manager, Stoney will act as a deputy to the Program Manger in the event that he is not available and as a single point of contact between IHG and BIS. Stoney will coordinate all BIS activities under the oversight of the Program Manager. Stoney will also be responsible for the function and performance levels of the 24/7 help desk.  Duncan Adlem – Project Manager  An experienced PMP qualified project Manager, Duncan will coordinate implementation activities between BIS and IHG, and successful integration of the license plate and registration functions. Duncan has worked on numerous license plate production and fulfillment projects for Waldale and IHG, including full production line installations, inventory management, warehousing, and direct fulfillment projects. Duncan has also worked directly with the group’s customers and is responsible for IHG and Waldale’s award winning customer service team.  Rob Mello – Project Manager  An experienced PMP qualified Project Manager and Project Director at BIS, Rob will supervise the iPRIME project implementation, including planning, development, testing and hand off of software, and the installation, and on-going support of the registration mail sorting and insertion equipment. Rob will also have responsibility for ongoing software development such as the design and implementation of improvements to meet BMV needs like custom report development, ongoing software maintenance upgrades, patches and data back up as well as acting as Incident Commander during business continuity/disaster recovery management activities. Rob’s direct reports will include the registration-only fulfillment operatives in the Indiana facility, testers who will test software upgrades, enhancements, patches, and developers working on upgrades, enhancements, and patches.  Dave Orzel – Technical Support & Logistics Manager  As the Technical Support & Logistics Manager, Dave Orzel will be responsible for the installation, testing, and implementation of any production and manufacturing equipment, establishing processes, best practices and providing technical advice and support when required. With twenty-five (25) years of experience working directly for IHG, Dave has consulted on numerous license plate and fulfillment programs providing on-site technical set-up through to full implementation. Dave has been instrumental to the success of IHG in South Carolina. On the logistics side, Dave will support the ordering, warehousing, receiving and distribution of materials, ensuring that all materials are available at the Indiana Production Facility to meet production and fulfillment requirements.  Brad Barondeau – Dedicated Indiana Account Manager  As the Dedicated Indiana Account Manager, Brad Barondeau is the voice of the BMV within the production environment ensuring that IHG meets all criteria for BMV satisfaction. Brad oversees the entire Indiana Production Facility Operation and has both an Operations and Production Manger reporting to him. On behalf of the BMV, Brad will be responsible for all schedules, specific order requests, turnaround times, packaging requirements, and meeting all ship and delivery dates. Brad will ensure quick responses to BMV inquiries, on-time delivery, accurate and quality order fulfillment.  As the Indiana Account Manager for the current contract, Brad has over twelve (12) years' experience with the “deliver-on-demand” license plate and registration business model. Brad’s experience and knowledge of the industry naturally compliments the requirements of this RFP, and his understanding of the needs of the BMV will allow IHG to be proactive so that each need is met to the BMV’s satisfaction. As he is today, Brad will be 100% dedicated to the Indiana BMV Account.  Katharine Barondeau - Indiana Production Facility Operations Manager  As the Indiana Operations Manager, reporting to the Program Manager, Katharine is responsible for all production and fulfillment activities at the Indiana facility. Katharine has been successfully managing the manufacturing of Indiana’s license plates for 2 years with 100% on-time delivery and has the knowledge and experience to assume responsibility for the registration only mailing and plate and mailing fulfillment processes. In addition, Katharine has more than 20 years of experience managing state records and processes in the areas of budget development, unemployment insurance, legislative proposals, and business entity filings. All staff at the Indiana facility with exception of the Account Manager will report directly to Katharine. Katharine will be also be responsible for staff recruitment and staff performance. | |
| **2.4.3.7** | Describe in detail how Respondent plans to manage the BMV account to ensure that 100% of license plates and registration products and services meet or exceed BMV expectations for delivery times. Details should include, but are not limited to reporting, communication, and management of all delivery details. |
| The key detail points that will describe IHG’s account management plans to ensure that 100% of all BMV expectations for delivery will be met or exceeded by IHG can be summarized with these 10 categories: Location, Communication and Reporting, Training, Manufacturing Experience, Fulfillment Experience, Preparation, Redundancy, iPRIME Manufacturing and Reporting Software, Equipment Reliability and Preventive Maintenance, Account Management and effective communication.  **Location**  All on-going manufacturing and fulfillment operations covered by the RFP will be carried out under one roof at the IHG facility in Fort Wayne Indiana.  **Communication and Reporting**  The iPRIME software suite allows for the ordering and Inventory Control aspect of all raw materials, as well as checks and controls throughout the manufacturing and fulfillment processes. iPRIME also allows the IHG Account and Operations Managers access to any/all reporting that will assist in effective management of the operation and ongoing communication with the BMV. The iPRIME web portal provides BMV users with access to real-time status updates and reports for all license plates and registration document orders. iPRIME will track items from receipt of order to completion and shipment. By using the one field search technology, users can quickly find items by order number, registration, or plate number. BMV users will be able to access real-time status of orders and receive updates for when an order is received, in progress, manufactured, packaged, and shipped. BMV users can access the web portal to check status and the system can be configured to send update files to another system(s). The iPRIME web portal also provides the ability to generate daily production reports and management summary reports and KPIs on performance, including but not limited to volumes, quality, and turn-around time.  The alert notification system in iPRIME has been developed based on a configurable risk assessment of delivery times. If a plate, registration, or registration/plate approaches the configured risk threshold of meeting its creation and mailings deadlines, then the record will be marked “At-Risk” and an alert will be sent to IHG. IHG has various strategies in place to meet inventory production requirements in order to meet the specified delivery times.  The use of an IMb bar code on all mailings allows for tracking and reporting via iPRIME of successful mail piece delivery. If required, tracking information can be supplied to the BMV in a format that would allow the BMV to provide tracking information to its customers. Alternatively, IHG can provide a BMV branded customer facing portal to display the available tracking data. All tracking data received from USPS via the IMb bar codes is recorded in iPRIME and can be reported on as required  **Training**  All staff at IHG are carefully selected for their roles and thoroughly trained. In addition, staff are cross trained in each other’s roles to give context and additional coverage in the event of an unexpected absence. Each job function and activity within IHG is carefully documented and written procedures developed so that IHG staff can be effective and safe in their jobs. Properly documented procedures also form the foundation of effective training. BMV staff will also be fully trained in the aspects of the iPRIME that they need within their role.  **Experience**  Manufacturing Experience:  In addition to the millions of jurisdictional license plates manufactured for jurisdictions outside of Indiana, IHG has been making 100% of Indiana’s license plates for the past 5+ years with a 100% on-time performance record. IHG is intimately familiar with the unique and timely delivery requirements that are required in servicing Indiana. Upon award, IHG will continue to provide the license plate manufacturing services to the BMV that will meet or exceed all delivery time expectations 100% of the time.  Fulfillment Experience:  Utilizing the iPRIME software suite and relying on a decade + of direct-to-motorist fulfillment of plates and registration documents in South Carolina, Tennessee, and other jurisdictions, IHG’s and BIS’s expertise will ensure that the BMV’s delivery time expectations are met 100% of the time.  **Preparation**  IHG’s planning and preparation skills are second to none in the industry. Recognizing the JIT nature of the Indiana production/fulfillment model, IHG’s procedural approach to raw material purchasing, staff hiring and training procedures, preventative maintenance programs, strict quality control procedures, and full disaster recovery program all combine to have IHG prepared to meet or exceed all BMV delivery times 100% of the time, regardless of what unexpected events might occur. iPRIME provides an Inventory Management module to ensure required raw material flow.  **Redundancy**  Redundancy is perhaps THE key aspect that IHG has in place to ensure that the BMV’s delivery expectations are met 100% of the time. IHG has created redundancy in several key areas:  ***IHG Fort Wayne Facility In-House Redundancy:***  Digital License Plate Printing Redundancy:  IHG has four (4) active digital license plate printers on site as well as a fifth “hot spare.” The IHG license plate printing capacity far-exceeds Indiana expectations even in the unlikely event that multiple printers should somehow unexpectedly become unavailable.  Production/Blanking Line Redundancy:  Blanking lines are by far and away the fastest/most efficient aspect of the IHG Fort Wayne operation. One blanking line would far-exceed the Indiana license plate requirements. Nevertheless, IHG, understanding the JIT nature of the Indiana model, has two (2) blanking lines at the ready at the IHG Fort Wayne facility in case of unexpected maintenance or other disruption.  IHG Additional Redundancy:  Disaster Recovery redundancy:  IHG has full disaster recovery redundancy program (see page 22 of Appendix 1), utilizing the same disaster recovery site and procedures that are in place for the current Indiana contract.  iPRIME Off-Site Back-Up Location:  The iPRIME software as developed and integrated will be configured with data protection and resiliency as key goals. Here are some examples of the types of technology/methods that will be used to ensure data resiliency:   * Multi-master database clustering * Synchronous replication * Geographically distributed database clusters   Local Material Secure Storage Redundancy:  In addition to the significant amounts of raw materials stored at the IHG Fort Wayne facility, other raw materials are stored locally (off-site) in case of an unexpected raw material issue.  **Equipment Reliability/Maintenance**  The equipment utilized by IHG for the Indiana contract, including but not limited to digital printers, blanking lines, mail sorting, precision tools/dies, rewinders, sorting and insertion equipment all have proven reliability track records. In addition, the IHG preventative maintenance procedures including use of scheduling software ensure that equipment reliability is to be expected.  **Account Management/Operations Management**  The IHG Account and Operations Managers communicate daily regarding the BMV orders and delivery schedules and expectations. After IHG contract award, the IHG Account Manager will be in immediate contact with the BMV to discuss setting up a detailed communication schedule with the IHG team during the implementation phase of the project. After the full project is up-and-running, the communication plan will be revised to less frequent but still regular communications between the BMV and the IHG Account Manager.  **Value Added Services**  iPRIME can also expose an Application Programming Interface (API) that can be used to integrate with BMV or other systems, should it be required. This could allow standard reports and other information to be integrated into the State’s information feeds to its users and customers. For example, the BMV would have the ability to provide customer status updates via the BMV processing system. iPRIME will also include the ability to report on returned mail at the individual mail piece level. An expert analyst will work with the BMV to ensure that iPRIME provides all the desired reporting requirements. | |
| **2.4.3.8** | Provide details of the Respondent’s standard process for problem resolution, including standard response times. Respondent must include a plan for problem prioritization and escalation if the standard process does not resolve the issue. |
| The table below shows IHG’s standard process for problem resolution, including standard response times. Incorporated in the process, is a plan for problem prioritization and escalation should the standard process not resolve the issue.     |  |  |  | | --- | --- | --- | | **Priority** | **Definition** | **Threshold for Resolution** | | **Emergency** | Immediate response and resolution required | Pursue problem until resolved, resolution time as soon as possible. | | **Priority 1** | Major Impact to business operations. If not resolved quickly there will be a significant adverse effect | Within 4 hours | | **Priority 2** | Medium Impact to business operations which may result in some adverse effects to revenue | Within 3 business days | | **Priority 3** | Slight impact which may cause some minor inconveniences but no impact to business operations or revenue | Within 2 weeks | | **Priority 4** | Insignificant impact to business but there may be a better solution | Work continues and any recommendations are submitted via the change control process |   **Table 1.0**  Incorporated in the problem resolution process, is a plan for problem prioritization and escalation should the standard process not resolve the issue.  When an issue or problem arises, the first point of contact for Indiana BMV staff is the Call Center Help Desk. The Help Desk is available Monday through Friday from 7:00 AM-12:00 midnight EST, and Saturdays 8:00 AM to 12 noon. BMV staff can choose to either email or call-in and speak directly to a Customer Service Support Agent. All Agents will be fully trained on the specifics of the Indiana project and the components of the iPRIME solution for providing license plates and registrations documents to Indiana motorists. The Customer Service Support Agent will listen to the problem, and if unable to immediately provide a resolution, will prioritize and escalate the problem based on level of urgency. Every call or email is entered into the customer relationship management (CRM) system, where ticket numbers are assigned and given to BMV staff. The ticket system will allow BMV staff to easily track the status of any issue.  Additionally, Indiana BMV staff will have access to Emergency Support, available twenty-four (24) hours a day, seven (7) days a week. Emergency Support shall include, but not be limited to, an event such as a complete system failure or after-hours inquiries.  The BMV and IHG shall mutually agree upon the definitions of Emergency, High (Priority 1), Medium (Priority 2), Low (priority 3) and Very Low (Priority 4) issues within thirty (30) days of Contract Award.  The BMV can access reports on support issues and performance and against agreed SLA’s via the supplied web portal at any time.  IHG will use the standard escalation model to provide a framework for escalating issues. Table 1.0 above defines the priority levels and thresholds for resolution.  When a call is received, the Tier 1 Support Representative will log the events, analyze the issue, repeat steps necessary to duplicate the issue, if applicable, and provide a resolution, if possible. If an immediate resolution is not possible, then the Support Representative will contact the Reporter back once the resolution is reached.  If the Tier 1 Support Representative determines the issue is related to Motor Vehicle data, the Support Representative will contact a BMV Designated Employee. If the Tier 1 Support Representative determines the issue is related to manufacturing data, the Support Representative will contact IHG. If the issue is not resolved within the threshold, the Support Representative will escalate the issue to Management to obtain resolution.  If a Tier 1 Support Representative cannot resolve the issue within the threshold, it is escalated to a Tier 2 Support Representative. A Tier 2 Support Representative will analyze the issue, repeat steps necessary to duplicate the issue, if applicable, and provide a resolution, if possible. If an immediate resolution is not possible, then the Tier 2 Support Representative will escalate the issue to a Tier 3 Developer and provide all relative information in the ticket reporting system.  Tier 2 Support Representative will also inform the Tier 1 Support Representative and provide the development ticket number for the issue. The Tier 1 Support Representative will contact the issue Reporter, provide a timeframe for the resolution, and provide the ticket number for reference.  A Tier 3 Developer will analyze the issue, perform any coding changes required to resolve the issue as reported, perform developer debugging and pass to QA/QC teams for review and testing. Once the issue is confirmed to be resolved and the testing has passed, the code change will be deployed following the normal deployment procedure. The Support Representative will notify the Customer and inform them about expected deployment.  If the Tier 3 Developer is unable to resolve the issue within the threshold, then it is escalated to a Department Manager. The Department Manager will ensure the issue is resolved promptly and that communication is maintained with all parties.  The Call Center Escalation Process Flow can be found on page 4 of Appendix 2.  In addition to the standard response process for problem resolution using the Call Center Help Desk, the BMV is assigned a dedicated Account Manager to manage the customer service experience from contract award through the entirety of the contract term. The Account Manager’s standard response time is two (2) to twenty-four (24) hours.   * If any problem arises the Account Manager is immediately notified and proactively handles / monitors the activities in place to resolve the issue and ensures that the standard procedures and escalations are adhered to, intervening if necessary. The Account Manager has access to a variety of internal resources within IHG should intervention be needed, including the following Technical support via IHG’s Technical Services Manager * Full-time design staff * IT Manager * Plant Process Engineering * Quality Assurance Manager * Plant Manager * Project Manager * Marketing Manager * Vice President * President/CEO   The Account Manager will review help desk performance and problem resolution statistics during regular weekly meetings with the BMV team. | |
| **2.4.4 Process Requirements** | |
| **2.4.4.1** | Describe the Respondent’s process and workflow for the production of license plates and registration products and services. |
| IHG and its subcontractors will provide an integrated solution that meets or exceeds all of the requirements of the RFP, and is fully capable of producing license plates and registrations well within the required service metrics as it has done when manufacturing 100% of the State’s License plates for the last 5 years. Throughout each process, employees from BMV and IHG will be able to track each plate, registration, and package via the iPRIME web portal.  **Process and workflow descriptions for the production of license plates and registration products and services:**  Summary  The iPRIME solution will provide: -   * A Web Services (API) for receiving vehicle license plate and registration data. * Verify Orders for correctness and report back to the BMV on failed records. * Householding: Combining shipping based on name and address. * Sorting for efficient mailing. * Separate License plate and registration production files. * Schedule orders. * Create Sorted license plate production files for efficient manufacturing. * Applications and hardware for printing registrations and decals. * Barcode scanning app for matching registrations with license plates. * Support Helpdesk. * Web Portal to obtain current status and real-time updates on orders for BMV and IHG use. * Web portal with management dashboard. * Web portal for historical reporting. * Maintenance updates.   Order Receipt  The process begins with the iPRIME system retrieving license plate and registration, and registration only orders provided by the BMV via web services (API). iPRIME will parse and validate each record for correctness, record an error state for any failed records and request correction of these records from the BMV according to agreed protocols. Correct records will be recorded in the data base with status order received. Records in error will be recorded in the data base with status on hold, until the record is corrected, at which time the record will be updated to received and is available to release for subsequent processing. iPRIME will update plate and registration tables on the SQL server web portal for live reporting.  At this stage, address verification can be undertaken using CASS certified software, although the BMV has indicated that all addresses will be verified prior to order data being made available to the order retrieval API/ web service.  Householding and Mail Sorting  The iPRIME system householding algorithm will first sort all mailings for mailing efficiency using CASS certified software. Next, it will compare the address 1 and address 2 fields, city, state, and the five-digit zip code. Once that process is complete, the first and last name fields will be compared. Each record shall be assigned a three-part batch location/householding number. This number is used to ensure householded plates are manufactured and located together. All plates are stored in the correct mail sort order on the custom-made license plate staging carts prior to further processing at the quality checking station. This results in helping to reduce the overall cost of shipping and achieve the BMV’s expected cost savings. The household IDs are also used during the fulfillment process to indicate when plates and registrations should be packaged together.  License Plate Printing  Records that require a license plate to be manufactured and already sorted for mailing efficiency with assigned batch location/householding numbers, will be sorted according to size, sheeting type and thermal transfer ribbon color configuration, for most efficient manufacturing. The printer operator will load the printer with the correct sheeting overlaminate and ribbon mix. The three-part batch location/householding number will be printed on the plate as it is today, allowing for reassembly of manufactured plates into a complete sequential group for efficient mailing and householding. Thermal transfer printing technology is IHG’s printing methodology of choice. Thermal transfer printing is the proven, industry workhorse production methodology that qualifies for full finished plate warranties vs. other available, unproven printing technologies that would not qualify for such warranty protection for the State.  A bar code will also be printed on the plate giving access to all information held in the data base against that plate, including lot numbers of sheeting and aluminum, and plate type and sequence. This bar code is also used in the registration matching process.  Quality Check of Printed License Plate Roll Stock  Printed rolls of sheeting are rewound, and quality checked, and any defective prints are removed for reprinting and the plate status updated to remake. At this stage, rolls can be spliced together for finished plate manufacturing efficiency and plate remakes are re-integrated into the process.  Finished License Plate Production  Printed license plate sheeting is laminated to aluminum and blanked into finished license plates. Finished plates are checked for quality, any rejected plates are sent for reprinting and the status is updated to “remake” via bar code scan. QC-passed plates are staged, including remade plates, and reassembled into groups, according to the batch location/householding ID, for registration matching.  Finished License Plate Quality Checking  All license plates are checked for defects by QC staff and the bar code scanned and status in iPRIME marked as QC passed.  Registration Printing for Plate Matching  Prior to the scheduled completion of license plate manufacturing and quality checking, registrations are printed in optimal mail sort order, grouping together registrations to be householded. Non-householded registrations are processed through the insertion equipment and the registrations with bar codes showing in the window are staged for plate matching. The iPRIME solution provides industrial grade printing and insertion equipment capable of processing at least 40,000 registrations per day in an eight-hour shift. Once printed, the registration status is updated in iPRIME to printed. Custom made license plate carts containing batched license plates are moved to the registration matching area.  Matching Batches of Plates and Registrations  To complete a match both plate(s) and registration(s) bar codes are scanned. Scanning the plate bar code also brings an image of the plate up on the operator's screen, with its correct plate sequence. The matching software component gives both a visual (green light) and audible sound (“ping”) for a correct match, at which stage the plate is inserted into the envelope, or a visual (red light) and audible sound (“buzz”) for a failed match. In either case, iPRIME updates the record status to matched or match-fail. In the event of a match-fail, an attempt will be made to immediately rectify the problem and another scan attempted. If a match-fail occurs that cannot be immediately rectified, the operator will escalate the issue according to the Quality Management Plan. The operator has the option to move on with processing the remainder of the batch if required, while the match-fail quarantined pair is held until it can be successfully processed. Householded mailings have each plate and registration pair scanned and placed in appropriately sized packaging, with iPRIME generating an appropriate label for the outside of the package.  Registration Only Production and Printing  IHG and BIS have years of registration printing experience to draw upon and the registration printing and sorting solution chosen is capable of printing and sorting over 40,000 registrations per 8-hour day. This is more than sufficient to meet the State’s estimated 6.893 million yearly requirement. The solution is also modular and highly scalable and can grow with the State’s requirements.  After separating “registrations only” and “plates with registration” records, the “registration only” data with pre-allocated batch and householding group IDs are sent to the thermal transfer “registration only” printers. As registrations are printed, the bar code is scanned and the iPRIME status updated to “registration printed.” If a print fails, the iPRIME status is updated to “print-fail”, at which stage the operator can choose to reprint or to place the record into quarantine and escalate the issue pending a fix.  Packaging  Printed registrations are collected and taken to one of the two sorting and insertion units. Having two units allows for hot-spare swapping should one unit fail. The two units combined have an 8-hour capacity of over 60,000 registrations. Registrations are loaded into the sorting/insertion units and are automatically inserted into their envelope. The machines are set to read the household grouping numbers and place up to 5 registrations in a single envelope. In addition, the machine reads each registration bar code and updates the processing file from which the iPRIME status for each record is updated to mailing packaged. Bar code scanning of each registration also allows for automated intervention should a registration be cancelled or put on hold for any reason.  For destinations that require more than 5 registrations or multiple plate and registration mailings sent to the same location, iPRIME will generate packing labels, which includes a 2D bar code allowing the items to be packaged together to be “scanned -in”, removing the opportunity for human error.  Plates with registration, registration only and all householding plates and registrations are sorted for maximum mailing efficiency. Each are staged in USPS required totes and delivered by IHG to designated USPS locations and await entrance into the mail stream.  Summary  The iPRIME software produces license plates and registrations in household and zip code density order. Highly trained staff maintain the proper order for all documents throughout the entire process. After final quality assurance inspection has occurred, the license plates and registration documents are inserted into the appropriate envelopes in the sort order that is most economical to achieving postal savings. The sealed envelopes are placed in USPS mail trays according to the proper sort and comply with USPS regulations around First-Class Commercial Letters for registrations only and First-Class Commercial Flats for license plates with registrations. For householding packages, in some cases, it may be advantageous to use carriers such as FedEx or UPS depending upon the number of license plates and corresponding weight for multiple license plates that are householded.  **DOR License Plate Production**  Summary  iPRIME contains specifications as required in the RFP (including those in Attachment J for the DOR) for all BMV, DOR and SOS license plates including sequencing rules. iPRIME will accept orders from the TA as the current Prime Contractor does today, and first validate the order including the sequence range for correctness and run a duplicate check to make sure none of the plates have been manufactured previously. IHG will not deviate from the required DOR specifications as listed in Attachment J without the State’s prior written approval.  DOR will be alerted to any orders that do not pass validation checks or that are flagged for duplicates, such orders will be held in quarantine pending correction or cancellation.  Orders that pass validation will generate a PO# to be sent back to the TA. Plates will be manufactured, quality checked, packaged in boxes, and placed on pallets according to the requirements of the receiving carrier and/or DOR and can be shipped direct to the carrier or the DOR as required.  IHG recommends a 2D box bar code be placed on each box allowing for scanning in of license plates, error proofing fulfillment. IHG would further recommend that each box is labelled to show the plate type and start and end sequence. iPRIME has an inventory management module that works with distributed locations and can manage the stock at each DOR and carrier location, if required.  IHG has been manufacturing DOR plate orders and delivering them 100% on time for 5+ years.  iPRIME will provide status updates via the web portal to approved and credentialed users, such as order received, order manufactured, order shipped, and historical order and shipping information as required.  The iPRIME Process Flow for license plate and registration production and fulfillment can be found on page 5of Appendix 2.  **SOS License Plate Production**  Summary  iPRIME contains specifications as required in the RFP (including those in Attachment J for the SOS) for all BMV, DOR and SOS license plates including sequencing rules. iPRIME will accept orders as the current Prime Contractor does today, and first validate the order including the sequence for correctness and run a duplicate check to make sure none of the plates have been manufactured previously. IHG will not deviate from the required SOS specifications as listed in Attachment J without the State’s prior written approval.  The iPRIME solution will provide: -   * A Web Services (API) for receiving vehicle license plate and registration data. * Verify orders for correctness and report back to DMV on failed records. * Householding: Combining shipping based on name and address (presumably to Dealers) * Sorting for efficient mailing. * Separate license plate and registration production files. * Schedule orders * Create sorted license plate production files for efficient manufacturing. * Applications and hardware for printing registrations and decals * Barcode scanning app for matching registrations with license plates * Support helpdesk * Web portal to obtain current status and real-time updates on orders for BMV and IHG use. * Web portal with management dashboard. * Web portal for historical reporting * Maintenance updates.   Order Receipt  The process begins with the iPRIME system retrieving license plate and registration orders via web services (API). The IN SOS will send the file to the BMV and iPRIME will retrieve the file and update the database as received. iPRIME will parse the file and insert into the database. If a file or a record within a file fails, it will be sent back to IN SOS with alerts, and the database is updated accordingly. If the file parse is a success, the order file will continue to flow to the production process.  Householding and Mail Sorting  The iPRIME system’s householding algorithm will first sort all mailings for mailing efficiency using CASS certified software. Next, it will compare the address 1 and address 2 fields, city, state, and the five-digit zip code. Once that process is complete, the first and last name fields will be compared. Each record that has an exact match, shall be assigned a mail sort household grouping ID, and a batch location number. For license plates, the household grouping ID will be used to ensure householded plates are manufactured together, and the batch location numbers are used to physically order the manufactured plates for delivery to the mail sorting and inserting equipment. This results in helping to reduce the overall cost of shipping. The household IDs are also used during the fulfillment process to indicate when plates and registrations should be packaged together.  License Plate Printing  Currently, there is an inventory of finished license plates for certain SOS plate types. If required IHG will maintain this inventory in iPRIME. If a plate is not currently in inventory, the plate is then produced on-demand. Once the successfully parsed file has been received by the IHG fulfillment center, iPRIME will send an alert with the order number and plate record count. If a plate type from the order is in inventory, iPRIME will assign the plate message and communicate this transaction back to the chosen State system. If the plate is not in inventory, the plate will be produced on demand per the parameters of the order through iPRIME with the transaction and status in iPRIME will be updated in real-time.  After the decision has been made to print an SOS plate or pull an SOS plate from inventory, the rest of the production, quality assurance, registration printing/matching, packaging and reporting processes are the same as they are for BMV described above. | |
| **2.4.4.2** | Provide details as to how Respondent will meet volume demands initially and throughout the life of the contract, as demand varies year to year throughout a seven year cycle. Details should include plans for production. See **Attachment I and J.** |
| The IHG Indiana Production Facility in Fort Wayne has a current manufacturing capacity of 36,000,000 license plates per year when running at full capacity, providing extreme protection to the state should volumes fluctuate in any manner – this is well in excess of the total number of registered vehicles in Indiana today. IHG capacity for registration documents is over 10 million per year, which can be expanded by adding additional printers as required to match the insertion equipment capacity of over 14 million registrations per year. IHG’s license plate manufacturing operation consistently meets the daily license plate volume requirements regardless of BMV, DOR, and/or SOS demand mix without issue regardless of demand peaks and troughs. IHG will maintain a significant level of raw material for anticipated (or unanticipated) volume demand throughout the life of the 7-year contract. IHG will also invest significantly in raw material buffer stock to meet unanticipated demand as well as maintaining disaster recovery stock off-site. IHG will maintain staffing levels at the highest demand levels. Staff are cross trained to work across various functional areas. IHG will continue to maintain relationships with local staffing agencies to call in additional qualified labor in the event of increased volume demand. IHG’s experience with actual Indiana license plate production over the past 5+ years allows IHG to very accurately use actual historical production information to forecast the next 7 years. Examples of 25,000 license plates being produced in a single IHG 8-hour shift using one blanking line are common (there are two IHG blanking lines with the capacity for six 8-hour shifts every 24 hours). Peaks of BMV plate orders, + large influxes of DOR orders, long Holiday weekends, etc., will all continue to be handled seamlessly thanks to proactive IHG personnel training and excess production capacity that is available for any peaks in demand.  The IHG Fort Wayne license plate facility, with the formidable capacity listed herein, is currently up and running and is capable of meeting all initial and full 7-year future plate manufacturing demand for this RFP. After award of the contract resulting from this RFP opportunity, during the transition to fully processing registration forms, IHG will utilize registration form processing experience for South Carolina and New Mexico today and further leverage that expertise in the Fort Wayne facility. Based on the current Purchasing Profile listed in Section 1.4.1 of the RFP, and IHG’s historical data for Indiana, expectations for the initial demand in 2021 for plates and registrations will closely mirror the Indiana quantities for 2014. IHG forecasts that the license plate quantities will be approximately 1.2 million annually, or just 4,800 license plates average per day (just over two hours for one blanking line). IHG also forecasts that the registration forms will amount to 6.8 million in the first year, or roughly 28,500 forms per day; IHG’s capacity make this a one shift operation without the need for additional (available) operational shifts. Throughout the 7-year contract, IHG is prepared to comfortably handle any demand peaks via available shifts, cross trained personnel, redundant capacity, and availability of additional personnel if required.  The IHG registration printing and sorting equipment has a processing capacity of 40,000 mailings per day, comfortably allowing for peaks of demand/reissue over the life of the 7-year contract. To ensure that IHG has the capacity to meet growing future BMV needs, the registration printing solution is scalable to add additional printers and personnel/shifts.  The Irwin Hodson Group has been making license plates for well over 100 years and has experienced all volume demand scenarios imaginable. IHG is experienced, prepared, and ready to meet the volume and delivery requirements for the State of Indiana throughout the life of the upcoming 7-year contract. | |
| **2.4.4.3** | Describe how Respondent will meet the maximum 14 day requirement for change requests and implementation of BMV approved changes. Details should include a plan for the time period between Respondent sending the first proof and BMV approval to account for back-and-forth changes that may be needed to reach approval. |
| IHG employs a full-time dedicated Indiana (Fort Wayne) Graphic Design Artist with over 15 years of graphic design experience. The graphic designer is familiar with all BMV, DOR, SOS, Civic Events, and other plate types, including “buggy plates” for the Amish citizens. The graphic designer has designed hundreds of license plate designs for other states and Countries. Additionally, IHG’s subcontractor, Waldale, also employs a full-time graphic design artist with over 25 years of experience. The two graphic designers communicate and collaborate frequently, sharing best practices and design ideas. The Waldale graphic designer is also extremely familiar with the Indiana plate library types and designs and is a qualified backup should the dedicated Indiana graphic designer artist be unavailable. The designers can provide the initial electronic proofs as early as the same day that the BMV request is made. Following is the detailed approach:   1. **Creating Proofs for Registrations and Sample Plates—Design** 2. New Graphic Procedure for license plates, registration forms and decals 3. Initial scoping discussion occurs between IHG and The State for new design. Required design elements to be decided in discussion include:    1. Graphic    2. Confirmation of variable text 4. The State sends Vector Graphic Files and Graphics and Color Requirements to IHG. A Style Guide or rules on how the logo should be included if available.   ***Note:*** *PMS Colors may be referenced as a guideline, not as an exact color match standard for printing onto reflective sheeting.*   1. IHG prepares initial ‘soft’ electronic copy proof of the design and submits the proof to The State.   *The electronic images displayed have the most accurate color match possible. However, due to differences in computer monitors, variations in color between the actual product and your screen may exist. Printed samples will subsequently be supplied for approval before production.*   1. The State makes any desired suggestions to the electronic design proof. 2. The State signs-off on the electronic design proof and sends approval email to IHG.    1. Stock code for each design is created when electronic proof has been approved. Next sequential number in the stock code list is used.       1. APP stock code is assigned first for DOR license plates       2. PERM stock code is assigned after APP for DOR license plates       3. Mutual stock code naming convention will be used for BMV and SOS 3. IHG creates four (**4**) initial sample design prints onto reflective sheeting or paper in the case of registration forms. Initial prints are distributed accordingly:    1. Three (3) design prints are sent to the State.    2. One (1) design print is kept by IHG. 4. The State makes any desired suggestions to design prints. 5. The State signs-off on design prints and sends approval email to IHG. 6. IHG creates five (**5**) complete license plates, registration forms or decals using approved design. All documents are sent to The State with a sign-off label attached to the back of each document. 7. The State will sign all five (5) sign-off labels. 8. The five (5) documents are distributed accordingly:    1. Three (3) documents are kept by The State.    2. One (1) document is used by IHG as a working reference on the production floor.    3. One (1) document is kept in IHG ‘Gold Standard’ vault.  * Procedure Contingencies   If the State rejects the printed proof for any reason (Steps 8 or 10), the process returns to discussion between the State and IHG (Step 1). The entire design/re-design process is designed to be completely collaborative between IHG and the State. | |
| **2.4.4.4** | What is the Respondent’s plan for maintenance, replenishment, and upgrades to equipment and materials used for production of license plates and registration documents? Plan should include details for how the Respondent will continue to meet production and distribution demands during equipment and material changes and provide the most cost efficient products. |
| **Strategic Purchasing**  IHG uses its industry purchasing power from holding multiple jurisdictional contracts to buy consumables and equipment at the most advantageous rates.  **Innovation**  IHG is constantly evaluating the market for innovative materials, equipment and processing solutions that would enhance efficiency and reduce costs, while minimizing risk to jurisdictional customers. For example, IHG pioneered the use of rewind units during the license plate printing process for quality checking tensioning and scrap removal.  **Maintenance**  IHG carefully manages its equipment and incorporates change management processes to ensure that equipment is functioning at its peak, allowing that any changes to equipment or materials do not impact production. These management and change management activities are described below: -  IHG has maintenance contracts with each of its equipment and software suppliers. These contracts are based on machine usage and available upgrades and are timed to keep equipment and services in peak operating condition. IHG also ensures its comprehensive support packages and attendant Service Level Agreements include timely spare parts provision with critical parts available or shipped within 12 hours. IHG also employs its own experienced technical service personnel needed to fit the parts and carryout required testing prior to resumption of production.  In addition to comprehensive supplier agreements, IHG also carries out extensive preventive maintenance by employing the latest physical asset management strategies coordinated using Computerized Maintenance Management Software (CMM). Use of this software tool helps to manage the reliability of equipment and processes to maximize uptime and maintain employee safety.  Physical Asset Management Strategies:   * IHG has redundancy built into its manufacturing process, having additional pieces of equipment, to interchange if one needs to be taken out of production for maintenance. * Each piece of equipment is tracked using the CMMS software * The full-time parts department manages the ordering and shipping of spare parts where and when needed. * Planned yearly Preventive Maintenance Events are timed to upgrade and replace spare parts.   The CMMS system generates work orders for any maintenance required for a piece of equipment, based on the hours of operation.   * A work order will trigger the parts department and maintenance planner. Parts are shipped to site and maintenance scheduled. * Maintenance work is scheduled in a planful manner. * All completed work orders are reviewed, approved, and closed after the work is complete.   Registration printing and sorting equipment maintenance.  BIS has over 8 years of experience printing with, managing, providing preventative maintenance for, and servicing Datamax Print-on-Demand thermal printers, in addition to IHG’s thirteen years’ experience printing registrations and preparing mailings in South Carolina. A systematic approach is taken to printer maintenance to help lengthen the life of the printer and tobetter ensure that all registrations are printed to the highest of quality standards.  A typical registration printer maintenance schedule is described below: -   * Print Head - After every ribbon change, cleaning pens are used to clean the print head.  If this method does not work and the print quality is still not up to standard, then print head cleaning cards or cleaning film are used to provide a more thorough cleaning of the print head.  Print head care is critical since a dirty print head could damage the print head and lead to poor quality registration prints. * Assist Rollers – After every ribbon change, alcohol wipes are used to clean the entire roller. * Media and Ribbon Path and Media Sensor – Visually inspected weekly and cleaned with compressed air and a small micro brush, if needed. * Exterior Surfaces – Cleaned with a soft, damp cloth as required.   Registration printer fault procedure: -  While the industrial Datamax printers are designed for high volume usage, two (2) hot spare backup printers will be kept on site to mitigate any impact to production.   If one of the two backup printers are put into service, a replacement is ordered immediately if the defective printer cannot be repaired in a reasonable timeframe.  As new printer models are developed and made available, the BIS R&D department will conduct research to determine if the new printer model will improve production efficiencies. Should such technologies be adopted, parallel production on existing printers will be maintained until new printers have been qualified and operators trained.  BIS Networking and Hardware departments work diligently identifying Operating Systems upgrades/patches to ensure its hardware will not have any issues. Also, as Operating Systems are deprecated (ex. Windows 7) BIS ensures that its printers will continue to be supported by the latest operating systems.  **Material Changeovers**  iPRIME provides an Inventory Management module to ensure required raw material flow. iPRIME holds levels of raw material, on hand, and decrements these levels as materials are consumed. iPRIME can also be used for material resource planning, by suggesting required material volumes by throughput. In addition, material buffer levels and reorder points can be set as required. IHG will use iPRIME to make sure at least 90 days of raw materials always remain on hand. All inventory maintenance functions provided by iPRIME will be verified through periodic manual double-blind counting.  **Change Management**  All changes to software, hardware or processes will be subject to formal change management processes as follows:  Identify and Submit Change Request  This process provides the ability for any member of the team or BMV to submit a request for a change to software, hardware, or processes.    The Change Requester:   1. Identifies a requirement for change to any aspect of the project (e.g. scope, deliverables, timescales, and organization) 2. Completes a Change Request form (CR) and distributes the form to the Project Manager. The CR summarizes the change:    1. Description    2. Reasons/Goals for Changes    3. Recommendations    4. Impacts (Cost, Scope, Schedule, and/or Quality)    5. Solution    6. Disposition (Approve, Reject, Defer)   Review Change Request (CR)  The Project Manager/Change Control Gate Keeper reviews the CR and determines additional information is required for the Change Control Board to assess the full impact of the change to the project time, scope, and cost. The decision will be based on factors, such as:   * Number of change options presented * Feasibility and benefits of the change * Complexity and/or difficulty of the change options requested * Scale of the change solutions proposed   The Project Manager/Change Control Gate Keeper will record the CR details in the Change Log to track the status of the change request.  Managing Change Requests  The Project Manager/Change Control Gate Keeper will forward the Change Request Form and any supporting documentation to the Change Control Board (CCB) for review and final approval. The CCB will determine the feasibility of this change by examining factors, such as:     * Risk to operations in implementing/not implementing the change * Impact on operations in implementing the change (time, resources, finance, quality).   After a formal review, the CCB may:   * Approve the change as requested * Reject the change * Defer the change:   + Request more information related to the change   + Postpone to a later phase   Any team member or stakeholder may submit a Change Request for the Project. The Program Manager will chair the CCB and any changes to project scope, cost, or schedule must receive approval. All change requests will be logged in the Change Log by the Project Manager and tracked through to completion whether approved or not.  All changes will be subject to formal communication management planning, including identification of stakeholders, and methods and frequencies of communication to ensure that activities and their consequences are communicated effectively and in a timely manner. This will help maximize the efficiency of the change implementation and to avoid any unforeseen effects on operations. | |
| **2.4.4.5** | Please provide details of the process and workflow for managing returned mail. |
| IHG is familiar with the process of managing returned mail, as IHG currently performs this service for other jurisdictional customers. To manage this process for the Indiana BMV, IHG proposes that the returned mail come to the IHG facility in Ft. Wayne, via a return address printed on the envelope. Once a mailing has been returned to IHG, IHG will scan the bar code of each returned mailing, updating its state to returned, and making a note if there are known reasons for the delivery failure.  All returned mailings will be carefully filed and retained until either successfully re-mailed or until BMV has decided on the ultimate disposition of the mailing. It may be decided, for example, that a plate from a failed delivery, that is subsequently cancelled, should be returned to the plate population for mailing to another customer.  IHG will run address validation and attempt the mailing again if the updated address shows variance from the original. If the address has not changed the process can be configured to re-attempt a mailing by default, should the BMV prefer this protocol, or await direction from the State before re-mailing is attempted. All re-mailed packages will have status updated to re-mailed. Packages to be re-mailed will be integrated back into the main daily mailings to maximize postal savings.  iPRIME can be used by IHG and BMV staff to view the log of returned and re-mailed plates to help with customer inquiries on the returned plates and re-mailing attempts. IHG’s help desk will assist the BMV and give information if required. Should a motorist wish to visit the BMV to collect their plate following a failed mailing, IHG will organize periodic deliveries of returned mailings to the BMV to facilitate this process.  Additionally, to help avoid returned mailings, IHG will be using NCOA and CASS certified systems for its householding and mail sort functions and can perform a second address verification check in addition to the BMV while processing documents from the order file. In the event of an address conflict, those records can be flagged and removed from the batch to allow a collaborative approach between IHG and the BMV to resolve the discrepancy prior to IHG delivering the documents to USPS.  IHG will have reporting, auditing, and metrics around this process for BMV management review. A Returned Mail Process Flow has been included on page 6 of Appendix 2. | |
| **2.4.4.6** | Describe the Respondent’s process for house-holding mailed license plates and registrations cards. Provide details of the complete process and workflow. |
| Below, IHG has provided a complete process and workflow for householding mailed license plates and registration cards.    **Step 1 - Files received by BMV via SFTP or webservices**  Files uploaded to iPRIME either through a web service API or SFTP batch. iPRIME will parse information out to appropriate fields to insert into the IMS database. Records that fail validation will be returned to the State per the agreed process.  **Step 2 – Update IMS and perform address verification**  iPRIME updates registration/plate tables on IMS SQL server/web portal. Registration data is then gathered and compiled. Address verification ensures all addresses are in the proper format, for example “407 Lincolnshire Circle” becomes “407 Lincolnshire Cir.”  **Step 3 – Householding algorithm for all related registrations that match**  Records will first be sorted for maximum mailing efficiency, then the householding algorithm will compare the address 1 and address 2 fields, city, state, and the five-digit zip code. Once that process is complete, the first and last name fields will be compared. Each registration only of plate and registration pair that has an exact match, shall be assigned a grouping ID, non-householded plates will also be assigned a grouping ID based on optimum mail sort criteria. Grouping IDs will be sent to the same Print-on-Demand (POD) printers, to ensure they are sent to the mail sorting and stuffing machine in the same batch. This grouping ID is printed as the POD registration bar code for the sorting machine process, to ensure all householding registrations are grouped properly. License plates will have grouping IDs printed on them as they are today. These will be used to stage the plates postproduction and quality checking, for subsequent matching with registrations  All registrations are printed with the 3 required barcodes used for registration, validation, and matching. Additionally, a 4th barcode will be used, representing the address for postage. All registrations that have been printed, will be marked as printed in the status indicator, ensuring a real-time view of the registration for the BMV and customers.  **Step 4-A - Registration only printed without a plate**  Printed registrations are taken to the mail sorting and packaging machines. These machines are designed to handle large volumes of over 30,000 registrations per day each. These machines will sort and package all householding registrations.  As each registration is sent through the sorting and packaging machine, the machine scans the barcode on each registration to ensure that all registrations, including those marked for householding, are accounted for, and inserted appropriately into the same envelope. An advantage of the solution is that, even after registrations are printed, the BMV can notify IHG of the need to stop the shipment of a registration. The logic will flag the registration to be removed from the packaging and shipping. When the barcode is scanned, that registration will be flagged to be removed. Householded mailings of more than 5 registrations will be packaged appropriately. Packaging for higher volume mailings will be labelled with a master package bar code allowing the contents to be “scanned in” eliminating human error.  Once the barcode is scanned on the registrations, the status will be marked householding and processed for real-time transparency of the inventory process for the BMV. Once the batch of mail is picked up, the status for all in that batch are then marked shipped. BMV shall have a full visibility of the inventory process and the BMV will be able to track registrations at each phase.  **Step 4-B - License Plate Production and Householding**  Registrations identified as needing a license plate and householding, will be handled similarly. The registrations shall print in a sorted order with all householding registrations kept together in coinciding bins that will match with householded plates. Prior to production, license plates will be sorted by size, sheeting type and required colors to optimize production efficiency. The grouping IDs will be used after production and quality checking to reassemble the householding groups of plates and the non-householded plates into their mail sort groupings  Once assembled into their groups, the plates will be taken to the fulfillment area and matched with their already printed and grouped registrations. Scanning the barcode on both the plate and registration, shall ensure all marked for householding are sorted and packaged together. The status of both items shall be marked accordingly and processed for real-time visibility of plates and registration for the BMV. Once the batch of mail is picked up, the status for all in that batch are marked as shipped.  In the event that registration only mailings and plate with registration only mailing are mailed to one location in a single package, the master package will be labelled with grouping numbers and a 2D bar code allowing for the complete contents to be scanned into the master package prior to mailing.  IHG has been producing license plates in householding order for several years for the BMV. IHG is familiar with the concept and can do this more efficiently once the registrations for this contract are printed under the same operation.  A Householding Process Flow Diagram has been included on page 7 of Appendix 2. | |
| **2.4.5 Customer Service** | |
| **2.4.5.1** | Describe Respondent’s customer service philosophy. |
| IHG’s customer service philosophy is a mindset that is empowered by the shared Corporate Management Team and disseminated throughout the Irwin Hodson Group of Companies. It comes from the very core of the company and unifies the IHG team at every level to ensure that the customer experience comes first. This core vision to provide exceptional customer service is in part what has kept IHG at the forefront of the license plate manufacturing and fulfillment industry. This customer first philosophy is shared by the entire organization and is proven everyday though company-wide actions to get customer orders out on time, in full and of only the highest quality products.  Each jurisdiction has a Customer Service Representative/Account Manager assigned for the entire duration of the contract, including renewals and extensions. IHG acknowledges the importance of the Account Manager role within the company, as this individual is the face of IHG to the customer. The IHG Account Manager position has an extremely low turnover rate, and as such, the State can feel secure knowing the Account Manager they are talking to today will be the same one tomorrow, and seven years from now. This type of personalized support is necessary to provide the service the State of Indiana deserves.  In addition to providing the BMV with a dedicated Account Manager, the BMV will have access to the IHG help desk via 24/7 toll free number. To best serve the State, these customer service professionals will be fully trained on the components of the iPRIME with written procedures for answering known enquiries. If additional issues become known, these will be documented and added to the help desk body of knowledge. All calls will be entered into the customer relationship management (CRM) system, where ticket numbers are assigned.  To ensure that the best customer support/service is offered, all calls are recorded, and monitored for quality assurance. For call quality, customer service support managers ensure that calls are monitored for compliance to expected quality assurance standards and escalated to the appropriate level when required. Should a deviation from standard occur, support managers work to coach their customer service support team member so that repeat deviations from call quality do not occur.  Rigorous training and call quality control are the foundation of customer service philosophy. In order to best serve the BMV, the customer service support team members will be carefully trained on features customized and installed for the BMV. IHG’s customer service personnel are critical thinkers and problem solvers. | |
| **2.4.5.2** | Describe Respondent’s plan to measure performance and provide real-time status updates. Plan should include details on fulfillment and manufacturing, including but not limited to performance, volumes, quality, and turn-around times. |
| The iPRIME web portal provides BMV users with access to real-time status updates for all license plates and registration document orders. The iPRIME system will track items from receipt of order to completion and shipment of order. This tracking is provided via the automatic scanning of plate and registration bar codes at each step of the process.  Quality checking and bar code scanning occurs at each of the following stages:   * All incoming materials. * Order file/record receipt - Record validated as good or rejected and returned to BMV. * Data base table updates - Data base update successful. * Completion of mail sort and householding processing – All records successfully allocated to a grouping/householding ID. * License plate sheeting printing. * Printed license plate sheeting roll rewind (bar code scanned) – print good/rejected for remake. * License plate blanking (bar code scanned) – finished plate good/rejected. * QA inspection area. (bar code scanned) – QA pass/QA fail * Plate sorting and staging – All plates re-grouped according to grouping/householding ID * Registration document printing (bar code scanned) – Bar codes QA pass/QA Fail * Plate and registration matching and insertion (bar code scanned) – matched pass/fail   By using the “OMNI” search technology, users can quickly find items by order number, registration, or plate number. BMV users will be able to access real-time status of inventory and receive updates for when an order is received, in progress, manufactured, packaged, and shipped. BMV users can access the web portal to check status and the system can be configured to send batch update files to another system and provide web services for data integration.  The iPRIME web portal also provides the ability to generate daily production reports, management summary (Dashboard) reports and KPIs (Key Performance Indicators) including but not limited to volumes, quality, and turn-around time. IHG will work with the BMV to define and establish KPIs by utilizing the extensive audit capabilities of the iPRIME system and continue to identify areas where improvements can be achieved to increase efficiencies for production and system operations.  iPRIME provides the following live status updates:   * Validated Order Receipt * File or Record Rejection * Plate Printed * Plate QC Passed * Plate QC Failed * Registration Printed * Registration QC Passed * Registration QC Failed * Plate and Registration Matched/Fulfillment Complete * Plate and Registration Match-Fail * Plate and/or Registration Mailed/Mailing Complete * Mailing “At-Risk” * Mailing in Default * Shipment Complete   In addition to live reporting, the BMV users will be able to specify reporting periods to provide statistical analysis for each status reporting criteria, including turn-around time, quality and throughput for each stage of the process.  In order to maximize the BMV’s benefits from the web portal access to iPRIME, IHG will work with the BMV to develop management dashboards to provide key summary data at a glance. | |
| **2.4.5.3** | Provide details about reporting capabilities and customization. Include examples of reports from similar sized accounts. Label all attachments as “**Customer3**.” |
| IHG will supply web-portal access to the iPRIME reporting module for BMV staff, operators, and managers. Standard reports will be provided, including but not limited to order, production status, quality assurance status, shipping status, performance metrics related to turn-around-time and archival reports to search for historical transactions. The reports will be available and update in real-time for authorized State users.  The examples in attachment “**Customer3**” consist of sample reports the Tennessee DMV currently accesses through the VTRS system, and proposed reports based on the Indiana BMV requirements, as follows: -  Sample reports and report details are as follows:  **Proposed Reports: -**   * Administrative Dashboard **–** is a dashboard-based report that will give BMV a quick and easy way to see real time statistics for production and fulfillment. The dashboard provides production cycle average hours and total hours for a specified time date. A quick and easy way to ensure all SLA’s are being met. * Billing Report **–** is an on demand real-time report for BMV to see billing for registrations and plates. The report also gives the ability to select only household registrations and plates. * Class Maintenance Report **–** shows all different plates with the initial registration rate as well as the renewal rate. If you click the class, you get an image preview of the class and ability to upload new images. * Flagged Order Listing Report **–** report that allows BMV to flag and track a particular order or be able to drill down into down to a particular piece of inventory to flag and track. Could be used if you change the order, have a special plate being made for high ranking official, etc. * Order Detail Report – is an interactive report that BMV can utilize to see work in progress in real-time with the ability to change status to stop production. The change status will alert the production facility of status changes. This is a flexible report that provides the ability to search by Order #, Plate #, and Order Date Range. Once inside the report you may click and drill down for more details and time stamps. * Production and Fulfillment Status Report – is a report that can be run by the BMV on the web for iPRIME production and fulfillment status. The report currently has date filters and will show all orders, order date, order count, operator assigned to the order (this can be changed to whatever works best for BMV), current status of the order and the time stamp of the status. Clicking an order will enable the user to drill down to an order’s constituent parts. Also, the status of each item within the order is displayed. * Vulnerability Report **–** gives BMV and IHG a complete overview of any inventory that is approaching a threshold of missing a production deadline. The vulnerability report will indicate mailings or DOR orders that are within 24 hours of the final deadline to meet the 10-day metric. * Warehouse Stock Report– report that identifies all inventory on hand. Each inventory item can be selected to drill down into selected inventory type. Here you will see ranges and any locations with the inventory. Also, this report shows alerts setup for minimum quantities reorders. * Quality Assurance Status Report **-** report that provides the ability to search by Order #, Plate #, and Order Date Range to see QA status of the inventory items. If an inventory item is marked as failed, you may click details and drill down into why the item failed inventory QA. This report will provide both IHG and BMV quality control metrics to ensure we exceed the contractual requirements to provide outstanding products.   **Selected Current Reports Provided to the State of Tennessee: -**   * Plate Sold Report **–** is a report that allows the State user to select a year, month, and county or all counties to see all plates sold. The report can be drilled down into down from a class, to a range, and to an individual plate. * Purchase Order Report **–** detailed report that analyst worked closely with CFO to give the ability to show all PO#’s open, closed, pending, and void. Being able to select a date range and what plate types. Can see the number of plates left on an open PO and the cost associated with the plates. * Slow Turn Report **-** report that shows inventory that is slowly turning from production to being sold. This is used to determine if more inventory should be ordered. * Inventory Range Level Report **–** this gives the ability to see all inventory located at any office or warehouse. Can show a plate type range or see all plate types. * Inventory Orders by PO **- 2 –** report that allows the user to enter a PO number that will show every plate range ordered through that PO. * Inventory Orders by PO – is the same report but is after a user clicks to drill into a particular plate type or location. Quickly identifying if an order is submitted, shipped, etc. * Personalized Plate Payment Report **–** thepersonalized plate report is that shows every personalized plate that has been paid for and quickly see if approved or denied. Once in the report, you can search a particular plate number. * Production Status – this report includes the above but with more detail. A date and time stamp documents when orders have been successfully received, or if there was an error in receiving the order also with a date and time stamp. This report will also show the date and time that production of license plates and registration documents has started, and when those documents have completed the production process. The report will also indicate if there are items that are incomplete from a particular order. * Quality Assurance Status – this report will indicate whether the plates and registrations have met IHG’s stringent Quality Policy. This is simply a Pass or Fail decision. If the documents pass QA, they will move on to the shipping function. If the documents fail inspection, they will be remade and iPRIME will resubmit QA failed documents to production. This report also indicates if there are incomplete items from a particular order. * Shipping Report – this report indicates, with a date and time stamp, that license plates and registrations have been mailed. Once these documents enter the USPS mail-stream, the record’s status changes to “Shipping Complete.” This report will also indicate if there are any incomplete items from a particular order and provide a warning to production each day within the allotted turn-around-time until the items are updated to the status of “Shipping Complete.” The shipping report will also contain postage summaries for an order or a particular record as well as any express shipping fees that may occur due to an expedited request or for certain householded items. * Performance Metrics – this report will primarily measure that IHG is meeting Service Level Agreements with the 10-calendar day turn-around-time. The report will document the cycle time from order receipt through Shipping Complete. The report will provide an average cycle-time for a query and will provide the actual and definitive cycle-time for a particular record from an order. This high-level dashboard will also show the total license plate and registration counts for a date range and can also be broken down by license plate and registration type. * Default Report - will show all mailings plates or registration that have passed the metric for fulfillment. * Intervention Report - this report will provide details of all plates and/or registrations that have been removed and actioned outside of the normal process flow such as for expedited shipping. * Raw Material Report - this report will indicate stocks of all raw materials including, license plate sheeting and consumables, registrations, and stickers. Operators and managers will also be able to forecast future usage and check that stocks are sufficient to cover current orders in house * Archival Reports – these reports are searchable on dates or date ranges, by any status, and by all details associated with the individual order of a license plate or registration. Information contained within the archival reports will be used to generate invoices for a billing period. Billing Reports will also be archived and searchable. * Dashboard Reports – to be configured to BMV requirements   Additional reports can be created for the State of Indiana should the need arise. Custom reports are available on request. | |
| **2.4.5.4** | Can Respondent react in real-time to resolve customer and/or BMV errors if they are identified and reported to the Respondent before the mailing of the license plate or registration document? |
| Absolutely, the entire flow of the iPRIME solution is designed to be flexible, scalable, and allow for error correction up to the point of mailing the product. Most of all, iPRIME provides full visibility into order status in real-time for the BMV through the Inventory Management System (IMS) component.  At the point that a mistake or customer issue is discovered, the BMV shall have the ability to log into the IMS component of iPRIME and search for the record in question. BMV personnel will be able to view the status of the plate and/or registration. If a plate and/or registration record needs to be stopped, authorized BMV personnel will have the ability to issue a real-time stop to the production. A software alert is sent out through the IMS system. BMV can then make the correction to the data and retransmit to iPRIME. IHG will support emails and calls as well.  Once notified through the software, the IHG team has complete control to stop the production or mailing of a license plates and/or registration before it is mailed. Even if the product has been created and printed, during the mail validation process of scanning license plates and registrations, the system will notify the processor of the need to stop mailing of the product. The product will be set aside and await further instructions (recreate or cancel completely). The registrations only that are printed will be scanned in the sorting machine, and if flagged for a stop production, the machine will pull the registration before being stuffed into envelope.  In summary, if the BMV needs to pull a plate/registration, resubmit a plate/registration or expedite a plate/registration, the iPRIME solution system and processes are able to react in real-time to resolve BMV errors or issues prior to mailing of the license plate or registration document. | |
| **2.4.6 Security** | |
| **2.4.6.1** | Describe the security measures that will be in place to ensure all customer data is protected. Details should include cyber protection in accordance with NIST SP 800-53. |
| IHG and BIS have been entrusted to possess and protect local and state government data for many years. BIS is a PCI Level 1 Service Provider and has strict rules and audit requirements that must be adhered to in order maintain that certification. Systems infrastructure, as well as, processes and procedures developed to safeguard payment card data, are applied across the entire business. Additionally, BIS is subject to a regular "SOC2" audit to ensure controls related to physical/virtual security are adequate, as well as aspects of how data and money are handled to meet mandatory security and auditing requirements. BIS is required to undergo a quarterly network scan by an approved provider but opts to undergo these scans monthly.  IHG and BIS follow PCI, NIST, NASPO and FIPS guidelines and standards, and utilize secured VPNs for remote access to internal networks. Data is stored on BIS servers and infrastructure that is designed to provide redundancy and High Availability (HA). BIS will provide Disaster Recovery (DR) at an off-site data facility that is not within the network. Security patches for OS and applications are deployed within 2 days. All employees must pass background checks, adhere to, and sign NDAs, and undergo yearly security training. All systems and PC’s utilize Anti-virus and Malware protection that is managed and maintained by BIS Network Administrators. BIS also has a monitoring system, Zabbix, that is configured to watch for and alert when system malfunctions and potential intrusions are attempted and detected.    A detailed Information Security Policy has been provided as Appendix 2a where specific reference to NIST controls can be found. | |
| **2.4.6.2** | How does the Respondent maintain data integrity and prevent unintentional changes to the systems and data? |
| IHG utilizes TLS 1.2 or IPSEC encryption for data in transit and AES 256-bit encryption for data at rest. All access to customer data is logged and monitored using machine learning within the IHG SIEM platform. Any access determined by the IHG SIEM to be outside of normal user behavior or outside of the baseline is flagged for manual review by IT staff. Data at rest (PII) is protected using the NaCl library for encrypting data which in turn uses XSalsa20 and Poly1305. Authentication of users can be via internal password hash data store or Active Directory integration (or combination thereof). Authorization is via limited time token or API key. The data integrity controls in-place are implemented in line with the System and Information Integrity Policy and Procedures section of NIST SP 800-53.  User passwords are salted and hashed using industry standard algorithms and with frequently benchmarked costs. At the current time, these are BCrypt, Argon2ID, and PBKDF2+SHA512, which all support crypto-versioning and allow for on the fly re-hashing if any one system is discovered compromised and requires reweighting. Cracklib is used to disallow compromised, or easily brute-forced, passwords. The system password policy defaults to published NIST standards but allows for extensive configuration as required to adhere to any policy. All PII found within the database is encrypted at rest with the Networking and Cryptography (salt) library, as well as in transit via hardened TLS 1.2.  IHG systems management practices the principal of least functionality (NIST SP 800-53 CM-7) for all systems that touch customer data. This effectively ensures that each individual system is only servicing one service or function to the client. Additionally, IHG ensures that systems are protected using defense in depth techniques. Utilizing a combination of firewalls, network segmentation, port security, network and host-based intrusion detection, network, and host-based intrusion prevention, end-point firewalls, antivirus software, and machine-learning based auditing of all systems. Accompanied with a strong hardware and software patch management strategy in-line with the NIST Cybersecurity Framework, and a vulnerability scanning solution helps to ensure that customer data is always protected.  IHG understands that data protection does not end at the technical level. As the Indiana Executive Council on Cybersecurity 2018 Strategic Plan highlights that 11% of cyber-attacks involved physical security attacks. To ensure that physical access to data is controlled, IHG has implemented physical security controls from NIST SP 800-53 sections PE-1 through to PE-8. This includes utilizing reinforced steel doors, logged user access to sensitive areas, and a robust 24x7 video monitoring solution.  Please refer to IHG’s Indiana License Plate and Registration Fulfillment Security Plan submitted as Appendix 2a | |
| **2.4.6.3** | Describe the process the Respondent utilizes to implement the principle of least privilege? |
| IHG ensures the principal of least privilege is implemented through a combination of technical controls and internal processes. These include a hybrid active directory deployment and systems auditing, client and server-side intrusion detection and auditing, and LAPS based local administration. All access into and out of the network and systems is logged, and all accounts are controlled using role-based access controls.  Access control to internal software is managed through ACLs with granular permissions. Permissions are granted to an individual user account, or through group membership and inheritance. In addition to granting permissions, an explicitly granted or inherited permission can also be explicitly revoked, and a revoke will always override a grant. These are common industry paradigms for security access, used in Windows and SQL Server, to ensure a user has the minimum granted access to perform their role.  For access to systems that do not utilize a federated Active Directory trust or Azure single sign on, all access is controlled by IT staff. Any accounts created are distributed to the user verbally, and these are reviewed on a regular basis. Any account access is required to have a clearly defined business need associated with them, and any system implemented must be able to have user account auditing turned on. These accounts, access, and activities are recorded and monitored in the Splunk security information and event monitoring solution.  The internal security information and event monitoring solution establishes a baseline for user access and actively monitors logs to determine if any access is outside of the established baseline and will flag it for IT to review. This helps to ensure that users are accessing only the data they need.  Internally any request for access to a system, data, or information requires managerial approval and a clearly defined business need for access. Access is reviewed monthly and where possible access is set to automatically expire after 90 days, or 30 days of inactivity.  The process looks as follows:      The security controls and procedures are designed in-line with NIST SP 800-53 section AC-6. These controls are reviewed on an annual basis to ensure that data remains protected. | |
| **2.4.6.4** | How does the Respondent ensure applicants are able to access only information and resources that are necessary for their legitimate purposes? |
| IHG utilizes role-based access control based on the need to know. IHG actively practices the principle of least privilege and actively audits access to systems. Periodic reviews of access are conducted, and the business need for access to the data must be formally established and maintained in order to have continued access to a resource or data. In order to ensure that access is limited only to the accounts needed, IHG utilizes as few points of authentication as possible to ensure that there is a centralized point of authentication for all networked and cloud-based systems. Access is monitored using a SIEM platform and information event management solution that audits logs from all network and server infrastructure. The SIEM solution will identify any access outside of normal specific user behavior and flag it for review by IT staff.  For internal software, authentication, that is identifying a user, is required to access API’s and is checked at the entry point of the system – the API gateway. Authorization, that is verifying required permissions, is performed by each ‘bounded context’ API. At login, a stateless session token (JWT) is generated and cryptographically signed – using an RSA or ECDSA private key – to ensure data integrity of the token for its lifetime. The validity of the token is checked on each request and blacklisted if required.    IHG recognizes that is it important to ensure that account management practices are conducted in-line with NIST SP 800-53 AC series of controls. IHG maintains a clear separation of duties for accessing customer data as well as close communication with HR staff to ensure that any staff leaving the organization have access removed at the time of termination.  In the case where BMV systems may need to be accessed to upload a file or access a report, this access is configured using Role Based Access and is actively monitored at the account level to ensure that any abnormal user behavior or access is flagged for review. IHG asks that the BMV communicate any changes in personnel with IHG as soon as possible to remove the account associated with that individual. Additionally, IHG will ensure that systems access is limited based on IP address and that it can only be accessed via the BMV network IP range. To ensure that the user accounts required match BMV expectations and policies, IHG will provide a user and usage report at the request of the BMV. | |
| **2.4.6.5** | Please provide details on how the Respondent prevents excessive credential requirements such as necessitating Enterprise Admin/Domain Admin privileges (or similar requests). |
| IHG only has one (1) Domain Administrator account and it is utilized strictly for modifications to the domain itself. Enterprise Administrators are reserved for IT staff that require that level of access to conduct business and these accounts are only to be used in situations that require the elevated permissions. They are prohibited from daily use on systems. IHG utilizes LAPS to ensure that local administrative account access is utilized at the time of need. All user and services accounts with elevated privileges are actively logged and audited using the IHG security and information event management solution. These accounts are required to utilize unique passwords and default passwords are never to be utilized within the environment. Where available, all privileged accounts use multi-factor authentication. Additionally, any changes to the Active Directory ACL is reported to IT and access is removed without warning if the change is out of scope or unauthorized.  Additionally, any software that requires administrative privileges to run is actively monitored for vulnerabilities using the IHG vulnerability scanning solution daily. If at any point, a vulnerability within the software is flagged, the appropriate patch is to be applied to said system. If a patch or control for the vulnerability does not exist, the software and any privileged account associated with it is disabled until a patch becomes available. Any accounts created the purpose of running software are to be unique to each individual piece of software and the access limited only to what is needed. These accounts are prohibited from access to other systems and any attempts by those accounts to access other systems is flagged for immediate review. IHG IT staff review all software prior to enterprise integration and if software is deemed to be utilizing excessive permissions it will not be permitted for use within the enterprise environment.  Any systems or software that is being actively configured for use is isolated until such a time that all default administrator password and accounts have been changed, and all hardware and software-based patches have been applied. Access to IHG systems has been designed to meet NIST SP 800-53 and the best practices outlined in the NIST Cybersecurity Framework. | |
| **2.4.6.6** | Describe Respondent’s information disposal and media sanitization controls. |
| IHG and BIS shall provide extensive media information disposal and media sanitization controls. The following are the procedures that we shall follow for the contract:  **Data**  Retention/Destruction of Information  Many laws regulate the retention and destruction of different types of information. The IHG/BIS team actively conforms to these laws and follows the strictest regulation if/when a conflict occurs.  Covered Data Storage  Covered data must only be stored in a production database, and must use an industry standard encryption algorithm, such as AES256. Covered data storage must be kept to a minimum.  Data Retention/Destruction  Production data is retained for the term of the contract and promptly deleted after the end of term or at client request. Data stored in backups is retained for 365 days as part of the backup cycle.  Record Retention  Documents relating to uses and disclosures, authorization forms, business partner contracts, notices of information practice, responses to amend or correct their information, and a complaint record are maintained for a period of 6 years.  Record Destruction  All hardcopy records that require destruction are shredded using NIST guidelines.    **Disposal of External Media/Hardware**  Disposal of External Media  It must be assumed that any external media in the possession of an employee is likely to contain sensitive information. Accordingly, external media (CD-ROMs, DVDs, USB drives) are disposed of in a method that ensures that there will be no loss of data and that the confidentiality and security of that data will not be compromised.  The following steps must be adhered to:   * It is the responsibility of each employee to identify media which should be shredded and to utilize this policy in its destruction. * External media should never be thrown in the trash. * When no longer needed all forms of external media are to be sent to the Service Department or appropriate personnel for proper disposal. * The media will be secured until appropriate destruction methods are used based on NIST 800-88 g   Requirements Regarding Equipment  All equipment to be disposed of will be wiped of all data, and all settings and configurations will be reset to factory defaults. No other settings, configurations, software installation or options will be made. Asset tags and any other identifying logos or markings will be removed.    **Disposition of Excess Equipment**  As older computers and equipment are replaced with new systems, the older machines are held in inventory for a wide assortment of uses:   * Older machines are regularly utilized for spare parts. * Older machines are used on an emergency replacement basis. * Older machines are used for testing new software. * Older machines are used as backups for other production equipment.   **Definition of Storage Media**  Storage Media shall be defined as any device which holds electronic data. Examples include but may not be limited to hard disk drives, CD-ROMs, DVDs, floppy disk drives and flash storage devices. The media may be fully or partially written. Storage media may be from a client’s office or from internal sources at the BIS offices. Storage media may already be encrypted but that fact will not alter the steps we take to securely dispose of that media.  **Two Categories of Storage Media**  Re-Usable Storage Media  We define storage media as “re-usable” if it is in working condition, regardless of whether we actually intend to use it. If we intend to re-use the media, then follow only Method 1. If we intend to sell or donate while it is in working condition, then follow only Method 1. If we intend to recycle or otherwise dispose of the media, then follow both Method 1 and Method 2. The technician must also print, fill out and sign the Certificate of Destruction (Appendix A). This certificate shall be given to the technician’s supervisor once completed. The supervisor will scan the document and attach it to the CRM ticket pertaining to the device in question.  Unusable Storage Media  We define storage media as “unusable” if it is not in a working state or cannot be brought into a working state. Unusable storage media should be processed using Method 2.    **Methods for Securely Removing Access to Data on Storage Media**  Method 1: Overwrite the Data  Use a software product to securely overwrite the media with random data. Linux and Windows have native solutions. Third-party solutions are also available.  Method 2: Destroy the Media  Proper precautions and safety gear must be utilized when destroying storage media.  Hard Disk Drives  Using a hammer and punch tool, multiple holes shall be punched through the body and platters or solid-state storage component of the drive.  Flash Storage Drives  The solid-state component of the drive will be smashed with a hammer.  Optical Disks  Using a metal tool, the data-bearing surfaces of the disk will be thoroughly scratched, then the disk will be snapped into more than one piece.  **Storage of Media until Time of Disposal or Re-Use**  Before and during processing, re-usable media will be stored inside a locked area of the Service department. After processing, re-usable media will be returned to and checked into Inventory. Before, during and after processing, unusable media will be stored inside a locked area of the Service or Inventory departments until such time as it is sold, recycled, or otherwise properly disposed of.  **Steps to Follow When Disposing of Media**  Proper maintenance of a chain of custody of the storage media is required, from the first decision to securely remove the data, to the receipt of the device by the technician who will handle the device, to the final step in the process whether that is placement on the shelf in Inventory or dropping it off at a recycling center. The steps outlined below must be followed.  When a storage device has been deemed in need of secure removal of data the Service Department Manager, or their authorized delegate, will create a CRM ticket for the device. The subject or title of the CRM ticket should follow this format: Secure Disposal of Storage  **Media – DEVICE TYPE**.  Examples:   * Secure Disposal of Storage Media – Hard Disk Drive * Secure Disposal of Storage Media – Removable Flash Drive * Secure Disposal of Storage Media – CD-ROM   **The CRM ticket details should include the following when the ticket is created:**   * User’s name * BIS serial number, if available * Manufacturer’s serial number, if available * Device storage capacity * Date of receipt of the device * Description of the decision made for the disposition of the device. Examples:   + “Service tech John Doe ran tests on this hard disk drive and determined that it is in an unusable condition. This device must be destroyed.”   + “This hard disk drive was pulled from an unusable PC returned from customer X but the hard disk drive is in usable condition. We will securely remove the data and return the device to inventory.”   + “This hard disk drive is in usable condition but is too small to be used in future operations. We will securely remove the data and return it to Inventory where they will attempt to sell the device.”   At each step of the processing of this device the technician who completes the step will add a note the CRM ticket detailing what was done to the device.  **Physical License Plates**  IHG currently has a license plate shredder at its Fort Wayne, IN location and uses it today to shred license plates. Periodically, IHG takes containers of shredded and destroyed license plates to a local metal recycler for further destruction and ultimately processed into recycled aluminum. Each load of aluminum is signed out to the recycler by the operations manager.  **Registration Forms, Stickers Ribbons, and Reflective Sheeting**  IHG will use a document destruction service to completely shred and destroy registration forms, stickers, ribbons used to print registration forms and license plates, and reflective sheeting. IHG currently does this with Shred It. Shred It uses a cross-cut process to destroy the documents/media. They maintain a secure chain of custody of the material and provide a Certificate of Destruction after each service call. | |
| **2.4.6.7** | Describe Respondent’s methodologies for safeguarding data while at rest and in transit. |
| For internal software data at rest (PII) is protected using the e library for encrypting data which in turn uses the Salsa20 stream cipher and Poly1305 MAC. Data is encrypted by the applications receiving it before it is stored in the database.  Data in motion is protected by minimum TLS1.2 encryption, which is hardened and tested against Qualys SSL Labs. Only known secure ciphers are allowed.  Information for the preparation of license plates is stored at rest using bit locker 256-bit AES encryption. Files transferred for creation of plates utilizes TLS 1.2 encryption and access is restricted by IP address. All access is logged and actively monitored utilizing a SIEM solution. Any access deemed to be abnormal is flagged for review by IT staff. | |
| **2.4.6.8** | Describe the process for any new releases or bug fixes for any software deliverables. |
| IHG and BIS ensure that both hardware and software patch management is practiced, and up-to date software and hardware patches are applied on a monthly basis. All systems containing customer data are actively scanned for vulnerabilities daily. Any vulnerabilities found are flagged for IT staff review and patched or controlled the next business day. Regular OS and Software patching is done on the third Tuesday of the month. Critical OS and software patches are applied, or a control implemented within 48 hours of release. The IHG/BIS patch management and vulnerability management processes are attached as part of Appendix 2b. | |
| **2.4.6.9** | Provide the details for maintaining security of all facilities and process for handling the personal information printed on license plates and registration documents, including disposal of damaged or returned products. Must include system capability and policies, including transmission of data. |
| The IHG facility in Fort Wayne meets strict standards of security. Badge access is required to enter and exit the building. Badge access is also required to enter and exit the production area. The facility is equipped with multiple interior and exterior cameras, motion sensors, glass breakage sensors, as well as a burglar alarm. Steel mesh is encased within exterior walls to prevent penetration to the building. IHG has a visitor log that all visitors must sign, date, indicate the visiting company and log the time in and out. IHG also has a visitor policy that each visitor must sign and comply with the policy. This signed visitor policy is retained by IHG securely for one year. Visitor logs are retained by IHG indefinitely in a secure manner.  IHG uses risk models that incorporate the specific risk and the likelihood of occurrence to manage and maintain the IHG facilities.  As for handling personal information, employees go through a comprehensive back-ground check. No materials or information may leave the premises. Materials that are damaged or returned are shredded, and this includes license plates, registration forms and stickers, reflective license plate sheeting, and used thermal transfer ribbon.  The iPRIME data centers are physically secured and will restrict access to unauthorized personnel by utilizing multi-layered controls and procedures such as, biometric, two-factor & mantrap-protected server room access control, and motion-activated digital security cameras.  There is also an additional backup of data and images to the Tier III BIS Disaster Recovery Data Center (DR). The DR center is equipped with redundant power, primary and secondary air systems, humidity, smoke, water, temperature, and electrical voltage monitoring systems. The DR data center has physical security including digital video monitoring and keycard only access. All access to the DR center is logged and the DR network utilizes a firewall system.  IHG has supplied a comprehensive security policy for the proposed solution which has been submitted as Appendix 2a of this RFP Response. | |
| **2.4.6.10** | Describe the processes on how the Respondent is monitoring for possible breaches to personal information and associated communication. |
| IHG utilizes the onion model of defense in depth and a security information and event monitoring suite to monitor and ensure that any malicious activity is actively recorded for investigation. The SIEM solution monitors account activity, systems activity, intrusion detection logs, intrusion prevention logs, firewall logs, antivirus scanning results and flags any activity deemed malicious for immediate action. These flags are considered high priority items and IT staff respond and determine if there was a false positive, or if the event was legitimate. If it is determined that there is an active breach or that a breach had occurred, any systems that would have been touched by the event are immediately isolated to conduct a forensic audit. Memory and drive information is dumped using Autopsy and a chain of custody established. Once the attack vector is identified, IHG will work with security vendors to ensure the vector of attack is resolved. Systems are then restored to normal functionality. The forensic information collected is assessed to determine what information had been accessed and reported to the appropriate authorities for criminal investigation.  As soon as IHG IT staff have identified that a breach has taken place, IT staff will notify IHG senior management. IHG customers will be notified within 24 hours of discovery in writing that a breach has occurred. The IHG account management team will update customers in writing throughout the investigation process and identify specifically what data was accessed and what security controls had been in place to safeguard the data.  The BIS data center networks utilize a robust firewall and intrusion protection system to prevent unauthorized access. The system provides access monitoring and generates reports regarding system access. The system logs and audits all attempted accesses that fail or succeed authentication.  Both IHG and BIS regularly perform in-house penetration testing and contract with a PCI Approved Scanning Vendor to do so as well. All exposed servers go through monthly tests and any flaw or potential flaw is dealt with swiftly. | |