



Mr. David Brandon-Friedman
Sr. Account Manager
Indiana Department of Administration
Procurement Division
402 W. Washington St., Room W468
Indianapolis, Indiana, 46204

June 15, 2020

RE: Request for Proposal 21-873 – Transmittal Letter
“On Demand Production and Distribution of License Plates and Registration Documents”

Dear Mr. Brandon-Friedman,

The Irwin Hodson Group Indiana, LLC, is pleased to submit this Transmittal Letter as part of the official “RFP Response” to the *State of Indiana Request for Proposal 21-873*, for the *On Demand Production and Distribution of License Plates and Registration Documents*, hereinafter referred to as the “RFP”.

With its principal place of business located at a state-of-the-art facility in Fort Wayne, Indiana, the Irwin Hodson Group Indiana, LLC, was established as a subsidiary of the Irwin Hodson Group LLC, a well-known and highly regarded license plate manufacturer and registration provider. The Irwin Hodson Group of Companies, with operations teams at each of its Indiana, South Carolina, and Oregon locations across the United States, are cohesively managed by a shared Corporate Management Team and are hereinafter collectively referred to as IHG. IHG brings more than one hundred years of experience in license plate manufacturing and distribution services to the State of Indiana via this comprehensive RFP Response.

IHG appreciates this opportunity to propose the Indiana Plate and Registration Inventory Management E-Suite (iPRIME), an all-inclusive solution that demonstrates IHG’s ability and willingness to supply the requested license plate and registration products and related distribution and fulfillment services that meet or exceed the mandatory requirements as set forth in the RFP. In addition to IHG’s iPRIME solution for producing and distributing the State of Indiana’s license plates and registration documents, IHG has provided alternative solutions in Section 2.2.6 (other information), as well as a number of value-added services that could create further efficiencies for the Bureau of Motor Vehicles (BMV).

While IHG Indiana is the primary respondent of this RFP Response, and accepts full responsibility for the performance of the contract, the proposed fully compliant iPRIME solution is truly a team



solution. IHG has also been working collaboratively with its subcontractors Business Information Systems (BIS) and sister company Waldale Manufacturing Ltd. (Waldale) to form a strategic relationship where the individual company core competencies are interlocked into the all-inclusive iPRIME solution. iPRIME provides for the successful on-demand production of license plates and registration documents within a direct distribution fulfillment model. The iPRIME solution is comprised of the industry-proven and fully warranted reflective sheeting, hardware, consumables, high quality final finished products, state of the art inserting and mailing processes and user-friendly software solutions. Additionally, the full supply chain requirements of the RFP are completed with subcontractors (MBE) Pillow Logistics, (WBE) Langham Logistics, and (IVOSB) Professional Management Enterprises.

IHG has manufactured 100% of Indiana's license plates for the past five-plus (5+) years at the Fort Wayne facility, with a verifiable 100% on-time delivery record to the current prime contractor. In order to continue to provide and improve upon the service the State of Indiana expects, IHG has collaborated innovatively with BIS and Waldale to effectively deliver what the State requires both today and in the future. The State of Indiana will benefit from the significant strengths and offerings each organization brings to the table in the iPRIME solution.

IHG is the largest private license plate manufacturer in the United States. With three license plate manufacturing plants in the US, IHG's day-to-day business includes manufacturing license plates, printing registration forms, matching plates and registrations together, and mailing them via USPS with the understanding of how the USPS system works in order to achieve low postage rates for the State. Along with North American sister company Waldale, IHG is backed by its corporate parent, Tönnjes International GmbH (established 1832), which is recognized as the global market leader in license plate production, production technology, equipment, and license plate software and security solutions. Combined, this group of companies produces tens of millions of plates annually while supplying a variety of design, registration, distribution, and fulfillment services to the industry.

Waldale Manufacturing was established in 1949 and has been making license plates for seventy years. Over this time, customers have included all Canadian Provincial jurisdictions and numerous United States jurisdictions, along with a variety of Latin American and Caribbean Countries. Waldale continues to expand its business offerings to its current and future customers by listening and adapting to the needs of the market. Most recently, Waldale was the first in the industry to implement the customer-focused service offering of managing a jurisdiction's inventory and warehousing requirements. This eliminated the need for the jurisdictions to hold large quantities of plate inventory and allowed Waldale to take over managing their respective inventory levels at field offices. Waldale maintains these inventory levels at no cost to the jurisdiction until physical plates have been delivered.

Founded in 1977, Business Information Systems (BIS) is a Tennessee-based data systems design company formed to help businesses and government entities find solutions by using the latest



computer technology and programming techniques. BIS currently meets the needs of over 300 government entities and commercial customers throughout the United States. In 2012 BIS expanded their offerings to provide robust custom statewide motor vehicle solutions. This included pioneering the drive-out temporary license plate system, the direct distribution of registration forms, decals, and other types of direct mail initiatives for the State of Tennessee.

IHG's RFP Response is fully compliant in all respects with each requirement set forth in the RFP, and IHG and its sister companies with an industry leading nine digital license plate printers, a tried and proven technology, offers unrivaled security of supply to the State.

The following are IHG's responses to the specific requirements of the Transmittal Letter:

2.2.1 Agreement with Requirement listed in Section 1

RFP Requirement: The Respondent must explicitly acknowledge understanding of the general information presented in Section 1 and agreement with any requirements/conditions listed in Section 1.

IHG has carefully read and reviewed *Section 1: General Information and Requested Products/Services*. IHG acknowledges understanding of the general information and agrees with the requirements and conditions as listed in Section 1 of the RFP.

2.2.2 Summary of Ability and Desire to Supply the Required Products or Services

RFP Requirement: The Transmittal Letter must briefly summarize the Respondent's ability to supply the requested products and/or services that meet the requirements defined in Section 2.4 of this RFP. The letter must also contain a statement indicating the Respondent's willingness to provide the requested products and/or services subject to the terms and conditions set forth in the RFP including, but not limited to, the State's mandatory contract clauses.

IHG has a long-standing history and reputation of supplying quality license plates and registration fulfillment services to jurisdictional customers within the motor vehicle industry.

Much like Indiana, IHG's collective facilities receive daily order files from jurisdictional customers in a variety of formats, including SFTP and web services. Every morning, IHG imports these order files into its production management suite which manages the purchase orders and produces the run lists for plates and/or registrations and other associated production documentation. IHG subsequently produces and distributes these requested license plates to its' State and Territorial jurisdictional customers, including the current manufacturing of 100% of the license plates for the State of Indiana. Turnaround times and the inclusion of registration forms/decals are dependent on the specific jurisdictional requirement and are custom tailored to those specific requirements. In addition to IHG's Fort Wayne plate manufacturing facility, IHG's printing and fulfillment center in Columbia, South Carolina is the ideal model demonstrating the distribution and fulfillment solution sought by the State of Indiana in RFP 21-873.



Highlights of the IHG South Carolina success story include:

- 14 million plates manufactured 2007-2019
- 4.5 million plates with registrations direct mailed to motorist's homes 2007-2019
- 9.5 million plates delivered to SCDMV field offices 2007-2019
- 12-month reissue period '07-'08: 2.2 million plates with registration documents direct mailed to motorist's homes + 800,000 plates delivered to SCDMV field offices
- Current annual volumes: 1.2 million/year (450,000 plates/registrations direct mailed + 750,000 plates delivered to SCDMV field offices)

This RFP Response proposes IHG's all-inclusive iPRIME solution. Once IHG is chosen as the successful vendor, the IHG Indiana Production Facility, located in Fort Wayne, where 100% of all Indiana plates are currently being made, will continue to be the location of production of license plates. In addition, IHG will add the production and distribution of registration documents, off highway registrations and watercraft decals. Utilizing industry-proven materials and processes, and powered by BIS software and automated systems, IHG will produce, package, and distribute the license plates and corresponding registrations. All plates will be printed on the same industry-proven, dependable printers that are printing Indiana plates today. All plates manufactured by IHG will continue to be 100% warranted by the acknowledged industry-best 3M finished plate warranty. BIS software will print, package, and mail the registrations only, and supply printed registrations for inclusion with license plates. BIS will also supply state-of-the-art printing and inserting equipment and software, and a database with reporting services at the IHG Indiana License Plate/Registration Production and Fulfillment Facility. The all-inclusive solution will be safeguarded under one roof. IHG expressly confirms that this RFP Response meets or exceeds all the mandatory requirements as defined in Section 2.4 of this RFP. All the requirements of the RFP are already being supplied either to Indiana and/or other jurisdictions. The contents of IHG's RFP Response and supplied references clearly demonstrate IHG's ability and desire to meet the RFP requirements.

IHG is ready and willing to provide the requested products and services subject to the terms and conditions as set forth in the RFP, including, but not limited to, the State's mandatory contract clauses.

The proposed all-inclusive solution encompasses the core day-to-day activities that IHG and BIS have been providing for decades and will provide the best value and service metrics for the State of Indiana and its constituents.

2.2.3 Signature of Authorized Representative

RFP Requirement: A person authorized to commit the Respondent to its representations and who can certify that the information offered in the proposal meets all general conditions including the information requested in Section 2.3.4, must sign the Transmittal Letter. In the Transmittal Letter, please indicate the principal contact for the proposal along with an address, telephone, and fax



number as well as an e-mail address, if that contact is different than the individual authorized for signature.

Todd Lawrence, President and CEO of the Irwin Hodson Group, is the individual authorized to commit the Irwin Hodson Group, to the representations made in this RFP Response and certifies that the information offered in this proposal meets all general conditions including the information requested in Section 2.3.4. His signature on page 9 of this Transmittal Letter confirms this authority.

Individual Authorized for Signature:

Todd Lawrence – todd@wihgroup.com
President & CEO
Irwin Hodson Group Indiana, LLC
PO Box 5176, Fort Wayne, IN 46895
Fort Wayne, IN 46805
Phone: 902-667-3307
Cell: 902-664-8788
Fax 902-667-2049

Brad Barondeau will be the principal contact for this proposal. Brad will be the Account Manager from any contract resulting from this RFP. With over 20 years of experience in the license plate and reflective sheeting industries, Brad's expertise, passion for the business, and industry knowledge make him the perfect fit for this project. Brad has overseen the IHG Fort Wayne operation for the past 5+ years, during which time approximately 9 million BMV, DOR, and SOS plates have been manufactured with a 100% on-time delivery date to the current Prime Contractor. Per Attachment F, Section 2.4.3.2 Account Manager Resume, Mr. Barondeau's resume can be found in Attachment **Account2**.

Principal Contact for Proposal:

Brad Barondeau – bbarondeau@wihgroup.com
Account Manager - Indiana License Plate Production Facility
Irwin Hodson Group Indiana LLC
PO Box 5176, Fort Wayne, IN 46895
Fort Wayne, IN 46805
Phone: 260-482-8052
Cell: 260-205-6869
Fax: 902-667-2049

2.2.4 Respondent Notification

RFP Requirement: Unless otherwise indicated in the Transmittal Letter, Respondents will be notified via e-mail. It is the Respondent's obligation to notify the Procurement Division of any changes in any address that may have occurred since the origination of this solicitation. The



Procurement Division will not be held responsible for incorrect vendor/contractor/respondent addresses.

IHG understands the RFP requirement that Respondents will be notified via email and acknowledges the obligation to notify the Procurement Division of any changes in any addresses should they have changed since the time of this RFP Response submission. IHG acknowledges that the Procurement Division will not be held responsible for incorrect addresses.

2.2.5 Confidential Information

RFP Requirement: Respondents are advised that materials contained in proposals are subject to the Access to Public Records Act (APRA), IC 5-14-3 et seq. (see section 1.15).

Provide the following information:

- *List all documents, or sections of documents, for which statutory exemption to the APRA is being claimed;*
- *Specify which statutory exception of APRA applies for each document, or section of the document;*
- *Provide a description explaining the manner in which the statutory exception to the APRA applies for each document or section of the document.*
- *Provide a separate redacted (for public release) version of the document.*

IHG understands and accepts that materials contained within this RFP Response are subject to the Access to Public Records Act (APRA), IC 5-14-3 et seq. (see section 1.15).

Along with this RFP Response, IHG has submitted a separate sealed envelope labeled "Confidential Information". IHG is claiming statutory exemption to the APRA section IC 5-14-3-4 Sec.4.(a). (5), Confidential Financial Information Exception, for the Financial Statements of the Irwin Hodson Group Indiana LLC, Irwin Hodson Group LLC, Waldale Manufacturing Ltd., Tönnjes and Business Information Systems. This is the only information in this RFP Response that IHG is seeking statutory exemption for and respectfully requests that these Financial Statements remain confidential.

2.2.6 Other Information

RFP Requirement: This item is optional. Any other information the Respondent may wish to briefly summarize will be acceptable.

Alternative Sheeting Option

IHG's main proposal has been designed for maximum cost effectiveness. This cost effectiveness has been by enclosed lens retroreflective technology. Per Attachment I, enclosed lens technology is required in RFP 21-873.



Enclosed lens retroreflective technology has been used with good results in the license plate industry for over fifty years, both in North America and around the world.

Over the past few years, a next-generation prismatic (High Definition) license plate solution has been widely adapted by the North American marketplace. This prismatic product offers superior reflectivity performance while also offering a whiter base sheeting that improves the print quality of digitally printed license plates. Indiana was an early adapter in transitioning to prismatic sheeting in 2017.

As an alternative to IHG's responsive RFP Response that included the required enclosed lens product, IHG is also pleased to offer an alternative proposal that will allow Indiana to continue to receive the benefits of using a prismatic license plate sheeting. Pricing information is included in Attachment D.

Value Added Opportunities

IHG strategically partnered with subcontractors to develop the all-inclusive iPRIME solution to produce and distribute license plates and registration documents direct to Indiana motorists, meeting or exceeding the requirements as set forth in the RFP.

Additionally, IHG has provided value-added opportunities for electronic registration and renewal reminders, digital proof of insurance, an on-line application process for personalized plates, and a temporary license plate system. Each value-added service is described below, and in more detail, starting on page 15 of Appendix 1 of this RFP Response.

Electronic Registration & Renewal Reminders - Auto-Assistant App & Go-Green

Well over 30% of the registration renewals in Tennessee occur online, or via the Auto-Assistant App. Email addresses are collected for communication with motorists and paper renewal notices are no longer sent to those motorists who signed up to Go-Green (receive email renewal notices, instead of paper notices). In Tennessee this saves over \$700,000 annually in mailing costs.

The email renewal reminder service can be configured for multiple notices. If this is of interest to the State, an analyst will work with the BMV to ensure the renewal reminders will meet all requirements.

The Auto-Assistant App allows motorists to view an electronic copy of their vehicle registration and to be notified of any vehicle recalls. If this is of interest, an analyst will work with BMV to tie the App into online renewals. The App even provides an offline viewing mode so that motorists will always have access to their registration, even when out of cell phone coverage.

Digital Proof of Insurance - EIVS

The Electronic Insurance Verification System (EIVS) is an online insurance verification program, that verifies a registrant has insurance on the vehicle registered. The program is designed to reduce the number of uninsured motorists. Another feature of the Auto-Assistant App is to show



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the digital proof of vehicle insurance. The App provides an offline viewing mode so that motorists will always have access to their vehicle insurance information, even when out of cell phone coverage. More information about the App can be found at getautoassistant.com.

Online Personalized Plate Application

A value-add option for the BMV is the online personalized plate application website that would allow Indiana motorists to choose from all available personalized plate artwork, type the personalized alphanumeric sequence of their choosing, and see the alphanumeric sequence appear on the plate as a preview of what it would look like as a finished plate. The system will check to see if the plate sequence exists across all plate types and cross-reference the omitted word database to catch any bad words prior to the application being submitted. Once submitted, the BMV will retain the ability to accept or reject the personalized plate application.

Temporary License Plate System – EZ-Tag

Available to the State of Indiana is the fully customizable print-on-demand temporary vehicle license plate system, fully customizable to meet State of Indiana needs, is a value-added benefit of this partnership. Designed to modernize information exchange between dealers, BMV, and law enforcement, the EZ-Tag solution is web-based and user-friendly. Simply key in required information, the EZ-Tag system then produces a temporary license plate on weather resistant paper while vehicle and registrant information are filed with the BMV. Each temporary license plate has a unique bar code containing the make, model, registrant, and expiration data, which is then immediately accessible to law enforcement via scan.

The EZ-Tag program software includes:

- Print-on-demand drive-out tags
- Customization options to meet State of Indiana reporting requirements
- Real-time querying interface with State of Indiana's Motor vehicle System.
- Detailed audit log capabilities
- Standard and custom reporting features
- Temporary tag extension and reprint capabilities
- Multiple tag type capability (Vehicle, Motorcycle, Transportation, etc.)
- Disaster Recovery Plan

The State of Tennessee has successfully used this system since 2015.

Summary

IHG has carefully read and reviewed the Request for Proposal 21-873 and certifies that IHG will meet or exceed all the requirements as set forth in the RFP.

The experienced team at IHG and qualified partners thank you for the opportunity to propose the all-inclusive iPRIME solution through this RFP Response to RFP 21-873. IHG looks forward to



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continuing to provide the quality license plates, registrations and service that the State of Indiana expects to receive. IHG looks forward to earning your business.

Sincerely,



Todd Lawrence
President & CEO

