

## RFP 21-873 Clarification

### INSTRUCTIONS

**Instructions:** Please provide responses to the clarification questions below. Information provided in the clarification responses will be considered as part of the respondent's proposal. Where appropriate, supporting documentation may be referenced by specific page and/or paragraph number(s). If any of the responses contain confidential information, as defined by IC 5-14-3, please reference the attached confidential material and separate from the rest of this response document. Otherwise, a redacted version of this clarification document will need to be submitted.

**RESPONDENT NAME:** Irwin Hodson Group

**DUE DATE:** August 26, 2020 BY 3:00 PM EDT

Section/Topic	Clarification Question	Respondent Response
2.3.12 Experience Serving State Governments & 2.3.13 Experience Serving State Governments	Does Irwin Hodson Group have prior experience working as the Prime <b>vendor while managing</b> software sub-contractors for license plates and registrations services?	<p>IHG has extensive experience working as the Prime vendor while managing software sub-contractors for license plates and registrations services. IHG and its team provide license plate and software solutions to over twenty-three (23) state and provincial jurisdictions. In all of those cases, with the exception of South Carolina and Indiana, IHG and its team are the Prime vendors, and even in the case of South Carolina and Indiana, IHG has the responsibility to make sure that the software partners are providing the necessary tools and functionality to support the license plate solution.</p> <p>IHG has worked with both our internal team of programmers, and trusted software houses, in developing a very robust and industry leading order management software system. By the very nature of our customer base, who are all BMV/DMV agencies/customers, the order management software has had to be extremely flexible in order to interact seamlessly with DMV/BMV legacy systems that are in various stages of modernization, which is no easy task. IHG has been doing this for decades and would be happy to have Indiana contact any of our jurisdictional customers for references in this regard.</p>

		<p>IHG manages software sub-contractors not only for the delivery of license plate and registration services, but we also manage software sub-contractors for other very important core areas of our business. All of IHG's equipment, machinery, systems, and facilities are managed by leading edge E-Maintenance software that we have had tailored to our business. This is a key factor in successfully fulfilling our customer requirements in a timely manner, as this is the software that manages our maintenance schedules, preventative maintenance, equipment replacements, part ordering, etc., and keeps our equipment and overall operation working at the highest level of "up-time" possible to ensure on-time delivery for our customers. In the 5+ years that IHG has been producing Indiana's license plates, we have never had a late delivery, and the management of the E-maintenance software system is a "behind the scenes", but critical component to providing this on-time service without fail.</p> <p>Another example of managing software sub-contractors would be for our entire Enterprise Resource Planning (ERP) system. IHG works with Syspro (an ERP provider) to integrate leading edge ERP systems to manage the administrative side of the business. We have had this in place for over a decade and it continues to develop and evolve as our business grows. This is another important "behind the scenes" software whose smooth functioning is also critical to our customers to ensure on time and accurate invoicing of all orders.</p> <p>In March 2015, IHG signed the contract with ITI to supply license plates to the State of Indiana. By July 1<sup>st</sup>, 2015, IHG had built and fully equipped a facility that was completely operational and supplying finished license plates to the State of Indiana. We mention this, because not only is it important to be able to manage software vendors, it is equally important, if not more so, to be able to effectively manage all subcontractors, be it construction contractors, equipment vendors, service providers, etc. All of these subcontractors are key for the overall</p>
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		<p>success of the company. There is no other company in North America that could have acted as quickly or effectively to supply Indiana with a license plate solution.</p> <p>On a related note, in every jurisdiction, IHG manufactures 100% of the plates themselves. As the Prime contractor, IHG <u>never</u> subcontracts the production of license plates to any other vendor or relies on another organization, such as correctional industries, as a disaster recovery site. This is widely viewed as a very risky practice, as correctional industries are subject to lock-down, Covid interruptions, and/or security issues related to data. IHG manufactures 100% of the license plates for its customers without any use of subcontractors.</p> <p>In summary, IHG has extensive experience managing not only software subcontractors, but also successfully managing diverse subcontractors in different fields that are all critical to the overall success. Effective and successful project/subcontractor management is a core strength of the IHG team. We have listed a few examples below, but we would be happy to provide additional examples, and references for this, if so desired by the State.</p> <p><b><u>IHG management of software subcontractors:</u></b></p> <p><b>Alaska:</b> IHG manages a Print-on-Demand registration system subcontractor (ITI)</p> <p><b>Hawaii:</b> IHG manages two separate software subcontractors:</p> <ul style="list-style-type: none"> <li>• Electronic order entry system (Milestone)</li> <li>• Print-on-Demand registration systems (ITI)</li> </ul>
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<p>Account Management, 2.4.3.1, Subcontractors</p>	<p>What are your business processes and tools to ensure that your subcontractors (particularly Business Information Systems) will fulfill their scopes of work?</p>	<p>As the Respondent of this RFP Response, and the Prime Contractor of the proposed all-inclusive solution, IHG recognizes that it is fully responsible for the performance of any and all obligations resulting from this RFP, and IHG shall not be relieved by the non-performance of any subcontractor.</p> <p>The subcontract agreement between IHG and BIS (or any/all subcontractors) will contain a comprehensive Statement of Work that clearly defines the deliverables the subcontractor is responsible for along with agreed milestones.</p> <p>IHG employs multiple certified project managers that function as our internal project team to ensure project implementation is on-schedule and requirements are being met. BIS also employs a certified project management team that works closely with the IHG project team to ensure success. IHG utilizes AGILE methodology for managing software vendors internally. The organization holds frequent meetings and status updates to ensure that deliverables that are scheduled for each iteration are being implemented and tested properly prior to release. IHG and BIS maintain a shared product backlog that helps to prioritize ongoing requests and new features that can be implemented to provide the customer with the best possible solution on an ongoing basis. The backlog is prioritized based upon customer requirements. Requirements are gathered through feedback from the customer, operators, and from the IHG marketing team.</p> <p>IHG utilizes Microsoft Project, SharePoint, and Teams to collaborate and track project meetings and capture requirements on an ongoing basis. Syspro Vendor Management and Syspro Contracted Service management is utilized by the IHG accounting team to ensure costs are controlled and services are</p>
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		<p>being properly costed to ensure that customers receive the best service on budget.</p> <p>IHG and BIS utilize Gitlab code repository along with continuous integration and continuous delivery to track code base changes and test code to fix software bugs prior to commit. Gitlab is also used to deliver agile software from the vendor and links the product backlog and issues backlog to each individual code repository change. This operational view of the software development process allows IHG to visualize the work using burndown charts and ensure that milestones remain on track for scheduled delivery from the software vendor.</p> <p>IHG ensures that data quality, and data governance is maintained through the process by CGEIT certified professionals. Internally change management is processed and reviewed by both organizations prior to implementation. The organizational change management process ensures that the change review board is approving changes to systems and code that customers interact with. The change management process includes ongoing risks assessments and feedback to ensure that data is being managed in the safest method possible.</p> <p>From a security perspective IHG utilized GITLAB CI/CD SAST and DAST to help prevent vulnerabilities from being introduced into the code based. Fuzz testing, and secret detection are built into the devsecops internal procedures as part of the overall quality assurance plan.</p> <p>Lastly, in managing any subcontractor, perhaps the most important determinant of success is the selection of an exceptional partner. With Business Information Systems (BIS),</p>
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