



**IDAHO TRANSPORTATION DEPARTMENT – DIVISION OF MOTOR VEHICLES  
SERVICE DELIVERY MODEL RESEARCH PROJECT**

**GENERAL INFORMATION, SUBMISSION OF PROPOSAL, EVALUATIONS, AND AWARD**

**SECTION 1 - GENERAL INFORMATION**

**A. Purpose**

The Idaho Transportation Department (ITD) is seeking submission of proposals from contractors for a professional research project to supply data needed for determining best practices for ITD's Department of Motor Vehicles (DMV), including county offices. The desired outcome of this research project is to standardize the way DMV services are delivered throughout the state, identify efficiencies and, provide model suggestions on how to improve the overall delivery of services.

**B. Background**

The Idaho Transportation Department's (ITD) Division of Motor Vehicles (DMV) is responsible for the oversight and delivery of all DMV-related credentialing and vehicle services provided to residents and businesses in the state of Idaho. As outlined in Idaho Statute, many of these services are provided to the public through ITD's DMV partners, which include both county Sheriff and Assessor's DMV offices. Each elected Sheriff or Assessor manages their county DMV offices. Idaho has 44 counties with over 100 DMV offices located throughout the state.

Currently, Idaho has the following service delivery model for providing DMV services to Idaho Citizens:

1. Idaho County Sheriff departments provide driver's license services as an agent of ITD. Employees of the sheriff department work for the county, not the state. Idaho Statute provides fee distribution to compensate counties for delivering the program.
2. Idaho County Assessor offices provide vehicle titling and registration services as an agent of ITD. Employees of the assessor offices work for the county, not the state. Compensation for vehicles service offices is two-fold: 1) Idaho code outlines a fee structure that splits fees between the state and the county; and 2) each county collects additional administrative fees as determined by their local government to compensate the assessor offices for delivering the program.
3. ITD's Division of Motor Vehicles provides a variety of other specialized DMV services including driver's license reinstatements, administrative hearings, dealer operations, port of entry inspection weigh stations, motor carrier registration (full fee and International Registration Plan), special permits, personalized license plates and special qualifying license plates, special vehicle title transactions, and audit of transactions done by ITD employees and county agents. All ITD employees are state employees. ITD offers online transactions. A third-party vendor manages the online web applications. All online transactions are handled entirely by ITD, except for vehicle registration renewals, which are processed by county assessor offices.

As a state agency, ITD establishes program policies and procedures. ITD also provides foundational training, annual refresher training, and online program modules to augment on-the-job training provided by county offices. ITD manages personnel access to ITD systems and is audited by state and federal agencies for compliance with programs. ITD provides all the hardware, network, and software applications for the counties.

There are no Memorandums of Agreements (MOA) between ITD and the counties. This has been pursued multiple times by ITD but has yet to be adopted. Because there is not a formal agreement, very often the line between responsibilities are blurred. ITD has administrative policies that define what ITD provides. Additionally, services provided by counties are determined at the county level.

Service delivery varies among counties and is not consistent statewide. County employees manage all county offices. County personnel set office hours. The number of agents to serve the customers is a county decision. There are examples of where county offices choose to implement a requirement, even though this is not supported by law and causes consistency and compliance issues. Each county determines how they will provide services. County offices can choose times of day to offer knowledge tests, when services cease during the day, and some choose not to provide vision screening. Additionally, some counties will only transact with their own county residents or prioritize who is served based upon county of residency.

County offices provide on-the-job training for new employees; ITD provides onboarding fundamentals, and procedural training, along with annual refresher training. There are three (3) county offices that have a combined service delivery models, meaning that those specific locations and their agents provide both vehicle and driver's license services.

Idaho Statutes compensate ITD, Assessors and Sheriffs differently, and is not uniform in the approach. Assessor offices charge administrative fees where Idaho Code does not dictate a county share fee. The sheriffs are 100 percent funded based upon statutory fee distribution, and county share for driver's licenses credentials have not been increased in 30 years. Because of this, the Sheriff's compensation has not kept pace with inflation and workload. Idaho has experienced extreme population growth over the last 15 years. There is some evidence that the sheriff offices are supplementing costs for the DMV state programs.

The current business model makes service delivery standardization, streamlining, consolidating services, training, and compliance among other examples more difficult to implement for the citizens of Idaho.

## **SECTION 2 – SUBMISSION OF PROPOSAL**

### **A. Submission Contact**

Proposals must be submitted electronically to the following:

Name: Ryan Blaine

Email: [Ryan.Blaine@itd.idaho.gov](mailto:Ryan.Blaine@itd.idaho.gov)

### **B. Submission Response Deadline**

Contractor response must be submitted no later than **January 29, 2021 by 5:00 PM (MDT)**. Submissions must be submitted to the Submission Contact listed about in order for your submission to be evaluated.

### **C. Inquiries**

Questions regarding this request must be submitted to the Submission Contact listed above. Questions must be submitted no later than **January 8, 2020 by 5:00 PM (MDT)**. Questions must be submitted to the Submission Contact listed above.

Responses to all questions will be compiled into one (1) list once the questions submission date has expired. All contractors who submit questions will receive a response from the Submission Contact after ITD has reviewed and addressed all submitted questions. Those Contractors who do not submit a question will not receive the final list, unless requested in writing from the Submission Contact listed above.

### **D. Response Content**

Response must not exceed fifteen (15) pages (excluding resumes for proposed team members) and must be organized to include the following:

1. Cover Page - must include the following information:
  - a. Project Title (DMV Service Delivery Model Research Project)
  - b. "Submitted by" section including name, institution, address, phone, fax #, and e-mail address





### SECTION 3 – EVALUATIONS

#### **A. Response Evaluation**

ITD staff knowledgeable in the background section will evaluate proposals. Selection will be made in consideration of general criteria based on the vendor's response to the Scope of Work and as follows:

1. The expertise, capabilities, and technical competence of proposed team members to perform the proposed work
2. The research approach and methodology detailed in the proposal to meet the project tasks and deliverables
3. Resources available to perform the work, including any specialized services, within the specified time limits for the project
4. Record of past performance, including price and cost data from previous projects, quality of work, ability to meet schedules, cost control, and contract administration
5. Availability to the project locale
6. Familiarity with the project locale
7. Proposed project management techniques
8. Ability and proven history in handling special project constraints

### SECTION 4 – AWARD

#### **A. Professional Services and Consulting Agreement**

The result of this request will be awarded as a Professional Services and Consulting Agreement (PSA).

#### **B. Term**

The resulting PSA shall commence on the date of the final signature provided by the Submission Contact listed above. Under no circumstances will the term of the PSA be greater than twelve (12) months, unless terminated earlier, in writing, in accordance with the PSA.

## ATTACHMENT 1 – SCOPE OF WORK & DELIVERABLES

### SECTION 1 – SCOPE OF WORK

The goal of this research project is to identify and recommend organizational structure models, management solutions and/or other policy changes that will achieve the best service delivery for Idahoans. Recommendations must consider cost effectiveness, efficient use of equipment and access to DMV offices, as well as support the overall goals and mission of ITD. The project must also provide recommendations on how best to achieve standardization and compliance across all agents and offices.

The results and recommendations will be reviewed by a team comprised of ITD DMV and county personnel, to serve as a committee for acting upon recommendation(s) to be pursued.

The following tasks are identified for this project.

#### **A. Task 1**

Host and conduct a project kick-off meeting, via video or teleconference, with ITD's Project Manager (PM) to discuss:

1. Project schedules and timelines
2. Data and information needs
3. Staff responsibilities and assignments (as applicable)
4. Proposed schedule for project meetings
5. Dialogue of current model, advantages and disadvantages to gain fundamental knowledge of current state.

#### **B. Task 2**

Review and validate requirements that include:

1. Describe current Idaho DMV model
2. Survey a sample of 5 – 7 other state DMV models that are different from Idaho (review only driver's license and vehicle divisions).
3. Survey at least one other state where the model is similar to Idaho (review only driver's license and vehicle divisions)
4. Provide details of other state DMV models that include:
  - a. State population size
  - b. Number of office locations per state
  - c. Number of DMV agents. Identify if agents are state, county, or third party employees.
  - d. If possible, the number of transactions performed
  - e. The ratio of DMV agents to customers served or population
  - f. The ratio of DMV front line agents to transactions
  - g. Average DMV transaction time by DMV program (if possible)
  - h. Average lobby wait time by office or region (to show relationship in population size and wait time)
  - i. Alternate DMV services offered (e.g. third party vendor)
  - j. Statistical count of number of vehicles per state, and
  - k. Statistical count of licensed drivers per state
  - l. Hours of operation (include weekend or non-standard 8:00 to 5:00 hours)
  - m. Identify if MOA or other contract forms exist (if possible, include examples)

#### **C. Task 3**

Identify benefits and challenges of possible structural, management, and legislative policy solutions, which include but are not limited to the following:

1. State managed offices with state employees
2. State managed offices, with county employees that report to state on-site management
3. State managed regional offices with state employees and/or county employees
4. Combined service offices (vehicle and driver's licensing)

5. County “opt in” model to provide services with a written MOA
6. Innovative management solutions
7. Effective agreements that manage partnerships
8. Effective policies that delineate roles and responsibilities
9. Add third party processors with contractual obligations

**D. Task 4**

Describe possible recommendations for current model improvements.

1. Detail the challenges and benefits of each recommendation
2. Detail recommendations of policy change that could improve delivery of Idaho services
3. Detail recommendations of management solutions that could improve delivery of Idaho services
4. Detail standards that could be applied to improve delivery

**E. Task 5**

Review and compare statutes and regulations related to DMV service delivery in Idaho and other states. This is to ascertain specific language that may be applicable to Idaho for implementation recommendations.

**F. Task 6**

Review all the available information from all tasks to gain an understanding of the advantages and disadvantages of the various models for DMV service delivery. Assess best practices and develop recommendations for ITD PM consideration regarding possible changes that will improve Idaho service delivery. This task also includes drafting a final report and presentation of findings and recommendations to ITD.

## **SECTION 2 - DELIVERABLES**

Project deliverables must include the following:

**A. Deliverable 1**

The contractor must initiate a project kick-off meeting, via video or teleconference, with ITD’s PM within ten (10) business days after contract award date and provide meeting minutes within seven (7) days following the kick-off meeting.

**B. Deliverable 2**

The contractor must provide working papers and technical documents documenting the research performed, methods used, and the resulting findings for each task outlined above.

**C. Deliverable 3**

The contractor must host and conduct monthly project status meetings with ITD’s PM via video or teleconference. These meetings are designed to cover the progress of all working papers or technical documents being written. Meeting minutes must be taken and supplied to the ITD PM within seven (7) days after the meeting.

**D. Deliverable 4**

The contractor must provide ITD’s PM with monthly project summary reports, using the ITD Form 0771. The form is included with the solicitation documents as **Attachment 2 – ITD Form 0771 – Professional Agreement Invoice & Progress Report**.

**E. Deliverable 5**

The contractor must meet with ITD PM, during Task 6 but before drafting and presenting the final report, to discuss project findings, conclusions, and recommendations. Meeting minutes must be taken and supplied to the ITD PM within seven (7) calendar days after the meeting.

**F. Deliverable 6**

The contractor must provide a final report of work efforts, findings, and conclusions using ITD’s Research Report Template. Report shall be consistent with ITD’s Research Program Report Process and Style Guide available in the Resources for Research section found at: <https://itd.idaho.gov//alt-programs/?target=research->

[program&target=research-program](#). The Contractor must host and conduct a presentation, via video or teleconference, with ITD's Project Manager (PM) to discuss the final findings and recommendations.

1. Draft final report – A written report is required for each ITD supported research project. Prior to submitting a draft report to ITD, the draft report shall be reviewed by a qualified peer reviewer approved by ITD and be edited to ensure the report is clear, concise, and conforms with requirements in the ITD Research Program's Style Manual for Research Reports . The draft report must be prepared using ITD's Research Report template. The style guide and template are available in the "Resources for Researchers" section of the Research program website.
2. Final report – The final report should be professionally done and comparable in quality to a published journal article or dissertation. The report must be written to be understandable to both the technical staff involved in the project (engineers, planners, etc.) and other likely readers (department management, board members, legislators, etc.).