



LICENSE PLATE SUCCESS STORY: Georgia Correctional Industries (GCI)

A forward-thinking approach to license plate manufacturing and fulfillment

Several years after outsourcing license plate manufacturing to a private industry company, the Georgia Department of Revenue (DOR) decided to move plate manufacturing back to the Georgia Correctional Industries (GCI). Georgia DOR was seeking a better way to manage the inventory of license plates and registration cards at county tag offices.

Georgia inventory challenges

The plate program used by the previous vendor relied on manual forecasting to calculate stock levels in offices. With 400 plates and 200+ offices, the manual forecasting used could not accurately predict demand, resulting in offices experiencing stock outs on some items and overstocking on others. To solve the inventory problem, the new GCI solution needed automated inventory forecasting along with processes that would provide real time visibility on plate and registration usage and inventory.

In order to manage inventory in real time and be able to print and mail license plates and registrations on demand, GCI needed to collaborate with a forward thinking company that had both software, industry, and process expertise. The vendor GCI turned to was Intellectual Technology Inc. (ITI).

ITI is an industry expert in solutions that provide efficiency and security for DMV processes. ITI was also a trusted technology partner of the Georgia DOR, with extensive knowledge on the



motor vehicle processes and systems they use. Most importantly, ITI had software already integrated with the Georgia DOR motor vehicle software and could track plate and registration transactions in real time.

GCI License Plate Solution

GCI and ITI worked together as partners to design new workflows and install automated inventory tracking and forecasting processes that would meet Georgia requirements. The new processes used business intelligence to track plate and registration orders in real time for each of the 200+ offices and automatically calculate stock par levels for plates and registrations.

GCI had specific goals when setting up the new Telfair plate plant. The biggest goal was to set up a modern license plate plant flexible enough to meet future requirements that could

handle millions of plate and registration orders per year. Other GCI goals included:

- Deliver high quality plates using Just in Time (JIT) processes and automated digital printing.
- Provide skilled training to inmates for post-release employment.
- Install inventory management that allows county offices real time access to tracking orders.
- Install a turnkey fulfillment operation in the tag plant that would allow GCI to mail specialty and matching registrations direct to customers.
- Put in place design tools that allow new plates to be ready for ordering within 60 days, while ensuring a high ALPR read rate.

Creating a better license plate plant

GCI and ITI worked closely together to build the new license plate facility. ITI provided software workflow expertise and plate design services to help redesign over 400 plates and set up the inventory management program used to stock the 200+ locations. ITI also installed printing equipment and software in a mail fulfillment area within the Telfair plant used to mail plates and registrations.

ITI integrated the order processing, inventory management, and mail fulfillment software with the Georgia motor vehicle system, enabling real time reporting and tracking of plates and registrations:

- Inventory management and order fulfillment reporting was consolidated to create automated forecasting to manage stock levels for each office.
- Barcode data collection was installed to provide real-time tracking and visibility on every plate, from the time an order is received to when it is issued, providing 100% accountability.
- Manufacturing software automatically batches orders to maximize production efficiency and provide visibility on SLA metrics and production capacity.
- Automatic presorting of fulfillment orders was applied to minimize postage.
- Predetermined plate design layouts were set up to ensure accurate ALPR readings.



Results of modernization

The GCI plate plant opened in early 2016 and produced more than 900,000 plates during the first four months of operation, all while inmate and GCI staff were learning new processes and designing plates. In 2017, GCI produced over 2.8 million plates, including 600,000 specialty plates that were printed on demand and in the mail at an average of 1.5 days. In 2 years, GCI has produced over 6 million plates and has not missed a delivery. Georgia DOR satisfaction with GCI service is at an all-time high.

The ITI automated inventory management program for GA offices has allowed GCI to reduce plate inventory costs significantly: GCI plate inventory cost has been reduced from \$5 million to \$2 million. The inventory software allows each office to stock just their top moving plates in inventory, with inventory par levels automatically adjusted based on the previous 90-day order history.

The GCI Telfair plant is one of the most modern license plate plants. It incorporates real-time inventory management that Georgia desires, while providing higher manufacturing skills to the Department of Corrections employees. This was a true win-win situation for GCI, Georgia DOR and Georgia county offices.