

STATE OF MAINE
Department of Administrative and Financial Services
Bureau of Alcoholic Beverages and Lottery Operations



RFP# 202512163

Lottery Gaming System and Instant Ticket Printing

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Submitted Questions Round 1 Due Date	October 16, 2026, no later than 4:00 p.m., local time
Submitted Questions Round 2 Due Date	November 13, 2026, no later than 4:00 p.m., local time

Proposal Submission Deadline	DATE:	December 18, 2026, no later than 4:00 p.m., local time
	TO:	Vendor Self Service System

Physical Submission Deadline (Retailer Terminals)	DATE:	February 1, 2027, no later than 4:00 p.m., local time
	TO:	Maine State Lottery 19 Union Street, 3rd floor Augusta, ME 04330

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PUBLIC NOTICE

**State of Maine
Department of Administrative and Financial Services
RFP# 202512163
Lottery Gaming System and Instant Ticket Printing**

The State of Maine is seeking proposals for the implementation of a Lottery Gaming System ("System") including associated hardware, gaming products, communications network, marketing, sales, Retailer and support services and instant ticket printing, warehousing, and distribution.

A copy of the RFP and all related documents can be obtained through Vendor Self Service (VSS):
<https://mevss.hostams.com/PRDVSS1X1/AltSelfService>

This RFP includes both electronic and physical proposal submission requirements. Electronic proposals must be submitted to the Office of State Procurement Services, via Vendor Self Service (VSS) and be received no later than 4:00 p.m., local time, on December 18, 2026. Proposals will be opened the following business day. Physical proposal submissions (retailer terminals) must be delivered to Maine State Lottery, 19 Union Street, 3rd floor, Augusta, ME 04330 no later than 4:00 p.m. local time, on February 1, 2027.

RFP TERMS/ACRONYMS with DEFINITIONS

The following terms and acronyms, as referenced in the RFP, have the meanings indicated below:

<u>Term/Acronym</u>	<u>Definition</u>
Availability	Ensures that information, systems, and services are operational and accessible when needed by authorized users, even under stress, attack, or failure conditions.
Awarded Bidder	The Bidder with whom the Lottery executes a contract pursuant to this RFP.
Baseline	The System, including all features and capabilities for an offered price, without additional pricing for options.
BI	Business Intelligence
Bidder	The entity submitting a Proposal in response to this RFP.
Bond	A bond, cashier's check, or alternative security in form and substance and issued by a company acceptable to the Lottery.
Business Day	A working day occurring Monday through Friday except legal holidays observed by the State of Maine.
Business Week or Accounting Week	The period begins at start of day on Sunday and running through the end of the day the following Saturday. This is also known as the accounting week.
Capability	A feature or capacity of the System as offered for delivery within the System baseline, not to include items that are theoretical or available following a future separate development or purchase effort. Also referred to in the RFP in terms such as "ability," "able to," and "capacity."
Confidentiality	Preserving authorized restrictions on information access and disclosure, including means for protecting confidential or sensitive information. A loss of confidentiality is the unauthorized disclosure of information.
Consumables	Play slips, ticket stock, printer paper, and any other operational supplies required by Retailers to operate their terminals. The term "Consumables" does not include point of sale promotional items or instant tickets.
Contract	The written agreement resulting from the successful proposal and subsequent negotiations, which shall incorporate, among other things, this RFP and the awarded Bidder's Proposal, and all modifications hereto and thereto, and in addition shall contain such other terms and conditions as may be required by the Lottery.
Contract Manager	A member of the Lottery's technical management staff, designated by the Lottery Executive Director, who will provide oversight for the deliverables and performance of the Contract on a day-to-day basis.
Conversion	The phase of the implementation project during which the existing System used by the Lottery for games sales and management is replaced. During the conversion, data and files from the existing System must be transferred, for continuity, to the new System.
Corporate Account	Lottery Retailer accounts with a minimum of four (4) or more distinct Maine Lottery retail locations.
CSV File	A file with records whose data fields are delimited by commas (Comma-Separated Values), and each record is a separate input line.

Data Classification	The process of risk assessment of data. See Appendix E for the Data Classification process (see also “PII Confidentiality Impact Level”).
Day	A calendar day unless otherwise stated as a business day.
Deliverable	A defined product or feature required by the RFP and/or proposed by the awarded Bidder.
Department	Department of Administrative and Financial Services, Bureau of Alcoholic Beverages and Lottery Operations.
Draw and Fast Play Games	Games sold through a computer network at Retailer locations. The tickets are generated on demand of the customer.
Eastern Time	Eastern Standard or Eastern Daylight time, as applicable.
EFT	Electronic Funds Transfer through a bank employing the Automated Clearing House (ACH) network.
Facilities	The facilities required to provide and support Lottery Retailer operations, including data centers, warehouses, repair depots, and any other such locations.
FCC	Federal Communications Commission
File	A related collection of records containing a consistent set of data fields that describe an entity. A file can be processed by software representing an authorized user to add, modify, or delete records, or to generate a report or display of useful information. A file can be operated on as an object itself, for example to move it from one location to another, or to delete it.
First Read Rate	A measure of reader performance. The measure indicates what proportion of times the reader returns a successful read of a legitimate code on the first try. The "first read" event is defined as the initial effort of an experienced user to read a ticket or document, occurring within approximately a two (2) second time window.
Hash Total of Plays	The hash total of plays is a security measure used to ensure the integrity and randomness of the lottery drawings. It involves creating a unique numeric value that represents the combined data of all the plays made for a particular drawing. It can be used later to verify that the winning numbers were drawn fairly and without manipulation. It can also be used to validate plays and winners.
Instant Games	Pre-printed tickets containing play and validation data under a coating as may be approved by the Lottery. Instant games will be administered through the terminals and workstations provided by the awarded Bidder.
Integrity	Ensure that information, software, and systems are accurate, consistent, and trustworthy - protected from unauthorized modification, deletion, or corruption.
Intellectual Property Rights	Any rights with respect to inventions, discoveries, or improvements, including patents, patent applications and certificates of invention; trade secrets, know-how, or similar rights; the protection of works of authorship or expression, including copyrights and future copyrights; and trademarks, service marks, logos, and trade dress; and similar rights under any laws or international conventions throughout the world, including the right to apply for registrations, certificates, or renewals with respect thereto, and the rights to prosecute, enforce and obtain damages.
Intermediate Company	An intermediate company is one that is owned by a larger company but the intermediate also has subsidiary companies.

ISO 9000	A series of standards for manufacturing and service quality promulgated by the International Standards Organization. Organizations can be independently certified by ISO standards.
ISO 27001	A best practices information security standard from the International Standards Organization. ISO 27001 replaces ISO 17999.
Lottery	The Maine Lottery
Lottery Executive Director	The Executive Director of the Lottery, or an employee authorized to act on behalf of the Lottery Executive Director.
Lottery LAN	A local area network (LAN) serving the offices of the Maine Lottery.
LSR	Sales Representative of the Lottery.
Major Part	Major Part is a large part of any system and services contract, which without that part the success of the contract would diminish.
Major System Element	A component that supports the functions of the System on a mission critical basis. Lacking a major element, delivery of the System would be impractical or severely compromised. Examples include, but are not limited to, Retailer terminals, games management software, accounting reports, and communications for the Retailer network.
Minor	A person who has not attained the age of 18 years.
MUSL	Multi-State Lottery Association.
MUSL Rule 2	A series of security and control standards obligatory for MUSL association states. MUSL conducts audits to ensure compliance.
NASPL	North American Association of State and Provincial Lotteries
NIST	National Institute of Standards and Technology. Publisher of <i>NIST Cyber Security Framework (CSF)</i> and NIST 800-53 Rev5, <i>Security and Privacy Controls for Information Systems and Organizations</i> .
Net Game Pool	The net game pool refers to the total amount of money accumulated from the sale of lottery tickets or entries after subtracting prizes and operating expenses.
Net Instant Sales	Gross sales minus free tickets and adjustments for instant games.
Net Draw Game Sales	Gross sales minus cancellations, promotional free tickets and adjustments for draw games.
Network	The communications technology that connects Retailers to the gaming system for processing transactions, or as more narrowly identified in the RFP.
OIT	Office of Information Technology, State of Maine
Option(s)	A system feature or capability for which the Lottery makes no schedule or quantity commitments, but which may, at the Lottery's sole discretion, be included in or added to the System. Invited Options are identified by the Lottery as of interest but may be proposed at the discretion of the Bidder. Offered Options may be proposed at the discretion of the Bidder. Options may have additional cost quoted or may be included in the baseline price.
OSHA	Occupational Safety and Health Administration
Pack	A bundle of instant game tickets, with individual tickets uniquely numbered by virtue of game/pack/ticket identifiers. Packs contain varying numbers of tickets, depending on the game.
PCI	Peripheral Connect Interface, a standard for attaching peripheral control cards to a motherboard in a personal computer.

Person	An individual, a partnership, a joint venture, a registered limited liability partnership, an association, a corporation, a limited liability company, a trust, an unincorporated organization or any other entity, business or enterprise, authorized to do business in the State of Maine.
PII (Personally Identifiable Information)	Data that is maintained by an agency that could potentially identify a specific individual and needs to be protected in accordance with state and/or federal law, including (1) any information that can be used to distinguish or trace an individual's identity, such as name, social security number, date and place of birth, mother's maiden name, or biometric records; and (2) any other information that is linked or linkable to an individual, such as medical, educational, financial, and employment information.
PII Confidentiality Impact Level	The PII confidentiality impact level—low, moderate, or high—indicates the potential harm that could result to the subject individuals and/or the organization if PII were inappropriately accessed, used, or disclosed. (NIST SP 800-122). See Appendix E . PII is evaluated to determine its confidentiality impact levels, so that appropriate safeguards can be applied to the PII.
Play	A single set of numbers for a Lottery drawing. A ticket may contain multiple plays, depending on the game.
POS	Point of Sale
Proposal	All materials submitted by a Bidder in response to this RFP, together with all addenda, clarifications, and demonstrations.
Report	Information produced by the System that is viewed via display, printed, or saved to a file depending on the needs of the Lottery.
Responsible Bidder	A Bidder judged by the Lottery to have the capability in all respects to perform fully the Contract requirements and to have the integrity, security, reliability, and financial condition that will ensure good faith performance.
Responsive Proposal	Timely and conforming in all material aspects to stipulations of the RFP.
Retailer	A business under contract with the Lottery to sell tickets.
Retailer Master File	The authority file containing the official list and data defining Retailers.
RFID	Radio Frequency Identification, a unique tagging technology to identify objects, in which the object responds to an inquiry radio signal from a reader by broadcasting its identification tag value.
RFP	Request for Proposals
RS-232	A common standard for attaching peripherals to an information technology device such as a personal computer
Sales Day	The period of time the Lottery's gaming systems support transactions from terminals at Retailer locations, currently 12:15 in the morning to midnight, seven (7) days a week, subject to future change.
SST	Self-Service Vending Terminal
State	State of Maine and its departments, officers, and employees.

State Data	Any information originating with the State, regardless of form or medium of disclosure (e.g., verbal, observed, hard copy, or electronic) or source of information. It includes any information concerning the State's information technology infrastructure, systems and software and procedures; and information originating with the State in the course of using and configuring the Services provided under the contract. It includes any sensitive information held by the State that may be protected from disclosure pursuant to a federal or state statutory or regulatory scheme intended to protect that information, or pursuant to an order, resolution or determination of a court or administrative board or other administrative body.
Subcontractor	For purposes of this RFP, where creating obligations or bearing restrictions, the term "subcontractor" refers to a firm retained by the Bidder to provide a contribution to the completion of the project.
Substantial Subcontractor	A subcontractor performing major and critical activities specific to and customized for the Contract, including hardware development, production or support, software development, production, or support, and Retailer servicing. This does not include purchase of consumer-tariffed communication services, suppliers of "off the shelf" (available to the general public) hardware, or suppliers of "off the shelf" software when those firms perform only these roles under the Contract. This does not include routine service providers such as landscapers or janitorial firms.
System	The entire infrastructure outlined in this RFP, including the hardware, software, databases, facilities, products, programs, and procedural elements that provides useful services and produces useful outputs associated to the delivery of this contract. In this RFP there are numerous references to systems, inclusive of references to systems that are subsystems of other referenced systems. The immediate context and adjectives or labels define which system is being discussed. When used without other qualification, "System" refers to the comprehensive gaming system (instant ticket and online system) proposed by the Bidder.
Tri-State	The lottery association encompassing Maine, New Hampshire, and Vermont.
UAT	User Acceptance Testing
UL	Underwriters Lab
Unsuccessful Bidder	A Bidder who submitted a proposal to the Lottery but did not obtain a contract pursuant to this RFP.
USB	Universal Serial Bus, a standard for interfacing to an information technology device.
Validation	Process by which winning tickets are checked against computer files, to ensure that the ticket presented is valid, and that it has not been redeemed previously. Validations apply to both draw and instant tickets.
Validation Code	A security feature of instant tickets printed under the latex (or other coating). Also known as a VIRN (Void If Removed Number).
Vendor	A firm with whom the Lottery may execute or already has executed a contract pursuant to this RFP. A firm that has capabilities the Lottery is seeking.

<u>Vendor Self Service System (VSS)</u>	The Vendor Self Service System (VSS) web portal provides vendors with a single-entry point to register, identify the commodities/services that their company provides, look for business opportunities, and respond to solicitations.
XML	Extensible Markup Language, a standard for encoding documents and serializing data for interchange between information technology systems.

State of Maine
Department of Administrative and Financial Services
Bureau of Alcoholic Beverages and Lottery Operations
RFP# 202512163
Lottery Gaming System and Instant Ticket Printing

PART I INTRODUCTION

A. Purpose and Background

The Department of Administrative and Financial Services, Bureau of Alcoholic Beverages and Lottery Operations ("Maine State Lottery," "Maine Lottery," "Lottery") is issuing this Request for Proposals ("RFP") to invite interested Bidders to submit Proposals for the implementation of a Lottery Gaming System ("System") including associated hardware, gaming products, communications network, marketing, sales, Retailer and support services and instant ticket printing, warehousing and distribution. This document provides instructions for submitting proposals, the procedure and criteria by which the awarded Bidder will be selected, and the contractual terms which will govern the relationship between the State of Maine (State) and the Awarded Bidder.

In the RFP, the Lottery has defined objectives, requirements, and a proposal evaluation approach that are designed to select the bidder best meeting its interests in conformance with Lottery policies and Maine Statutes.

An existing base of approximately one thousand two hundred (1,200) Retailer terminals, together with all related computer and network hardware, software, and support services, must be replaced through this RFP. All proposed System hardware, software, facilities, programs, staffing, and operations necessary for optimal, secure, and responsible daily game deliveries, sales, validation, and tracking and overall operations of the Lottery must be delivered, installed, implemented, through Lottery acceptance testing, and be ready to be operational by the agreed-upon schedule. Additional deliverables as defined in the following must also adhere to delivery timelines as defined.

The new System must be capable of supporting the current gaming products and programs offered to the public by the Lottery. Also, the Awarded Bidder must be able to incorporate additional games, software, programs, communications, hardware, controls, and promotions into the System to support the evolving needs of Lottery stakeholders including Retailers, players, partners, and the State. The System must also support the needs associated with the Lottery's participation in the Tri-State Lotto Commission with New Hampshire Lottery and Vermont Lottery, the Lottery's participation in the Multi-State Lottery (MUSL) and plans and commitments made locally, regionally, and nationally with independent and corporate retail accounts and other partners.

Lottery Objectives

The Lottery has the following objectives for issuing this RFP and entering into a Contract for the implementation and operation of a System that, throughout the life of the contract:

- Delivers the capabilities, capacity, scalability, and flexibility necessary for the Lottery to securely and responsibly maximize net revenue for the State of Maine.
- Incorporates operationally sound Retailer capabilities, including plans, programs, communications, promotions, merchandising, terminals, and services, aligned with the needs

and make-up of Maine's retail landscape, are operationally sound, and support the delivery of responsible, efficient, and sustainable growth.

- Includes Draw Game, Fast Play and Instant Ticket planning, products, programs, distribution and support that responsibly maximizes current and future player and Retailer appeal and satisfaction while optimizing operational efficiency and revenue growth.
- Ensures the Conversion of the existing System, including all associated capabilities, with minimum player, Retailer, and State disruption.
- Features comprehensive privacy and security capabilities in compliance with local, state, Tri-State, Multi State Lottery Association (MUSL), and federal legislation and regulation, in align with lottery best practices and reflective of lottery, games, player, and Retailer practices and preferences.
- Offers leadership and proven capabilities and programs necessary to meet the demands of a digital economy, including data strategy and business intelligence, expansive digital tools, and new game and program concepts.
- Is capable of responsible gaming expansion as the Legislature allows and market demands support.

B. General Provisions

1. From the time the RFP is issued until award notification is made, all contact with the State regarding the RFP must be made through the RFP Coordinator. No other person/ State employee is empowered to make binding statements regarding the RFP. Violation of this provision may lead to disqualification from the bidding process, at the State's discretion.
2. Issuance of the RFP does not commit the Department to issue an award or to pay expenses incurred by a Bidder in the preparation of a response to the RFP. This includes attendance at personal interviews or other meetings and software or system demonstrations, where applicable.
3. All proposals must adhere to the instructions and format requirements outlined in the RFP and all written supplements and amendments (such as the Summary of Questions and Answers), issued by the Department. Proposals must follow the format and respond to all questions and instructions specified below in the "Proposal Submission Requirements" section of the RFP.
4. Bidders will take careful note that in evaluating a proposal submitted in response to the RFP, the Department will consider materials provided in the proposal, information obtained through interviews/presentations (if any), and internal Departmental information of previous contract history with the Bidder (if any). The Department also reserves the right to consider other reliable references and publicly available information in evaluating a Bidder's experience and capabilities.
5. The proposal must be signed by a person authorized to legally bind the Bidder and must contain a statement that the proposal and the pricing contained therein will remain valid and binding for a period of 180 days from the date and time of the bid opening.
6. The RFP and the awarded Bidder's proposal, including all appendices or attachments, will be the basis for the final contract, as determined by the Department.
7. Following announcement of an award decision, all records and documents regarding this RFP, including bid submissions, will be public records, available for public inspection pursuant to [5 M.R.S. §1825 B \(6 & 15\)](#) and the State of Maine Freedom of Access Act (FOAA) ([1 M.R.S. § 401](#) et seq.). State contracts and information related to contracts, including all records, documents, supporting documents, and bid submissions, are public records unless otherwise

excepted by statute (*Id*).

8. Subject to the above and pursuant to applicable law, in the event that a Bidder believes any information that it submits in response to this RFP is confidential, it must mark that information accordingly, and include citation to legal authority in support of the Bidder's claim of confidentiality. In the event that the Department receives a FOAA request that includes submissions marked as confidential, the Department shall evaluate the information and any legal authority from the Bidder to determine whether the information is an exception to FOAA's definition of public record. If the Department determines to release information that a Bidder has marked confidential, it shall provide advance notice to the Bidder to allow for them to seek legal relief.
9. The Department, at its sole discretion, reserves the right to recognize and waive minor informalities and irregularities found in proposals received in response to the RFP.
10. ACCESSIBILITY: All IT applications are required to comply with the [Digital Accessibility Policy](#). In addition, all IT applications and content delivered through web browsers are required to comply with the [State Web Standards](#).
11. STATE IT POLICIES: All IT products and services delivered as part of this Agreement shall conform to the [State IT policies, standards, and procedures](#) effective at the time this RFP is published.
12. If awarded a contract resulting from this RFP, vendors shall be required to disclose, in writing and in accordance with applicable Maine law, any actual or potential conflicts of interest. Such disclosure must include any financial, professional, or personal relationships that could give rise to a conflict of interest or the appearance of a conflict of interest. Failure to disclose a known conflict or appearance of conflict may result in disqualification, contract termination, or other remedies as provided by law.
13. All applicable laws, whether or not herein contained, are included by this reference. It is the Bidder's responsibility to determine the applicability and requirements of any such laws and to abide by them.

C. Eligibility to Submit Bids

Any Bidder submitting a Proposal must have one (1) or more current NASPL clients to whom it has supplied a Lottery Gaming System, including central systems, Retailer terminals, Retailer network, and operations services. The System must support both instant and draw games.

D. Contract Term

The Department is seeking cost-efficient proposals to provide services, as defined in this RFP, for the anticipated contract period defined in the table below. The dates below are estimated and may be adjusted, as necessary, in order to comply with all procedural requirements associated with the RFP and the contracting process. The actual contract start date will be established by a completed and approved contract.

Contract Renewal: Following the initial term of the contract, the Department may opt to renew the contract (in whole or in part) for three (3) two-year (2) renewal periods, as shown in the table below, and subject to continued availability of funding and satisfactory performance.

The term of the anticipated contract, resulting from the RFP, is defined as follows:

Period	Start Date	End Date
Initial Period of Performance	July 1, 2028	June 30, 2038

Renewal Period #1	July 1, 2038	June 30, 2040
Renewal Period #2	July 1, 2040	June 30, 2042
Renewal Period #3	July 1, 2042	June 30, 2044

E. Number of Awards

The Department anticipates making one (1) award as a result of this RFP process.

PART II SCOPE OF SERVICES TO BE PROVIDED

A. Introduction

This section describes the systems and services specifications for the Lottery Gaming System, Software, Programs and Services (the “System”).

1. **Overview of System.** The proposed system must be fully deployed for a NASPL customer.
2. **Flexibility of the System.** The System must be flexible, scalable, and customized to suit the business needs and rules of the Maine Lottery. Flexibility and adaptability are critical as the gaming environment can be expected to evolve over the course of the Contract due to changes in technology.
3. **Hardware and Software Installations, Modifications and Updates.** The Awarded Bidder, at no cost to the Lottery, shall maintain stable and secure central gaming system software/application, keeping current with software upgrades, patches, and security vulnerability updates.
4. **Vendor Facilities.** All vendor facilities are required to be fully built out according to lottery specifications, including but not limited to, interior finishing, office furnishings, carpeting, plumbing, lighting, electrical service, networking and privileged terminals. The facilities must be provided at no cost to the Lottery.
5. **Certified Equipment.** The proposed equipment must be inspected for safety and approved by a reputable testing laboratory. All proposed equipment must comply with FCC regulations suitable for devices of the types proposed. Alternatively, if the devices proposed are new models and not yet inspected and/or certified, Bidders must commit to providing (and the Awarded Bidder must provide) a document showing certification as of the Contract signing.
6. **New and Unused Equipment.** All proposed transaction processing computers, front-end processors, networking equipment, Retailer terminals, diagnostic equipment, etc. must be new and unused and fully skinned as per Lottery marketing requirements. The equipment proposed must be compliant with current electronic technology manufacturing standards and be of current manufacture by the Awarded Bidder or their suppliers. All hardware models and software versions installed at start-up must represent the then-current equivalent or better version if a proposed offering has been phased out or superseded, or if a proposed product has been upgraded to a new model at an equivalent or better price.
7. **OSHA Standards.** All products offered for purchase and installation at the Lottery shall meet all OSHA safety standards as required.
8. **Readiness for Manufacture and Delivery.** All proposed items that are required to be operational on the contract start date must be ready for delivery at proposal submission time. The Lottery acknowledges and accepts that items that are not due on the contract start date, and that are subject to cooperative development and further negotiations with the Lottery, may not be manufactured or ready for delivery at proposal submission time.
9. **Technical Assessment.** The State of Maine requires Bidders to demonstrate that they (and the products proposed by them) have the appropriate Architecture and Security controls to protect the State’s information assets and meet all appropriate compliance mandates. A Technical Assessment form is included in [Appendix E](#) of this RFP. Bidders should pay particular attention to the requirements in any section’s heading appearing in [blue font when completing the Technical Assessment form](#).
 - a. As part of the Technical Assessment process, Bidders are to submit architectural diagrams and full SOC 2 Type 2 audit results for all IT products described in the proposal.

- b. Additionally, the selected ICS provider must successfully complete the Technical Assessment process at the time of contract negotiations resulting from a conditional award made under this RFP.

B. Invited and Offered Options

1. An **Invited Option**, as noted in this RFP, is identified as being of specific interest to the Lottery, although the Lottery makes no commitment to any quantity or timing for the acquisition. Bidders are not obligated to include any Invited Options in the Proposal. If proposed, Invited Options may be detailed in the Bidder's [Appendix T](#) (Bidder Response Form) response and prices may be provided in [Appendix U](#) (Invited and Offered Options), Table 1. Bidders shall identify a timeline of availability for each option to the Lottery.
2. An **Offered Option** is not identified in this RFP but may be identified by the Bidder and included in the Proposal. This is an opportunity for Bidders to offer options that the Lottery may not have been aware of at the time the RFP was written. Bidders may describe and provide pricing for offered options in Table 2 of [Appendix U](#) (Invited and Offered Options). These options will not be scored as part of this RFP. The Lottery makes no commitment to quantity or timing or acquisition of Offered Options.

C. Central Configuration

The Lottery requires a configuration capable of handling the immediate and long-term needs of the Lottery that has been in operation for at least one (1) NASPL customer, as defined in the following sections.

1. Gaming Configuration at the Primary Site

- a. **Mission Critical Servers.** At the primary site, the processing complex must consist of at least two (2) separate systems, networked or coupled for high availability processing and storage redundancy. The Lottery's preference is for an active/active solution. At the primary site, each critical system shall have a live backup ready to take over within thirty (30) to sixty (60) seconds after a failure of the primary has occurred. A single failure shall not trigger failures within the sub-systems.
- b. **Takeover.** Backup systems within the primary site must be able to perform a takeover and become active. The Awarded Bidder's solution must ensure this occurs without loss or corruption of data or degradation of security controls while ensuring transactions are received prior to the time of the failure. The Lottery will accept zero (0) data loss during these failures. Takeovers shall occur automatically without intervention from the Lottery or the Awarded Bidder's staff members.
- c. **Operations Procedures.** Procedures for computer operations staff, especially regarding failure situations, must be straightforward and highly effective. In the event of operator-prompted failover, the System must be able to recover from failures without operator intervention ("auto-failover").
- d. **Secure Connections.** There must be no capacity to logically or physically connect to any gaming system from a remote non-Retailer terminal without Lottery approval. Any such capability, such as for remote monitoring or diagnosis of equipment or software, must employ security controls compliant with the policies and procedures identified in Part II, Section T (Technical Requirements) of this RFP. Connections to other remote systems and terminals must be protected by appropriate network and system security capabilities to include, but not limited to next generation firewalls, data and transmission encryption, and robust identity and authentication access controls. Any routers must route traffic only to addresses defined in their routing tables as valid. The acceptability of any such security

approach will be subject to Lottery approval.

- e. **Time Synchronizing.** Multiple systems in the configuration must have a time-synchronizing mechanism to ensure consistent time recording and reporting for events and transactions. Synchronization with an external time standard is required.
- f. **Location.** The primary site must be located in the continental United States. The Lottery is open to secure cloud-based solutions; however, locations must meet all applicable MUSL, WLA and Maine Lottery security standards.
- g. **Resources.** All operational staff, including field service, operations, warehousing, ticket distribution and tel-sell, must reside within the State of Maine.
- h. **Disaster Recovery.** In the event of irreparable damage at the primary site, or of an unplanned, extended abandonment of the primary site, the Awarded Bidder shall provide at no additional cost the host processors, facilities, and other components necessary to resume Lottery sales under a two-site operational scenario. Such host processors, facilities, and other components shall be furnished, installed and operational within thirty (30) days after the disaster. Until a permanent primary site can be re-established, substitute facilities must meet Lottery-approved environmental and security measures. The Lottery will accept zero (0) data loss during these failures.

2. Remote Backup Site Configuration

- a. **Remote Backup System.** The remote backup systems must be of the same processing capacity, configuration, storage capacity and architecture as the primary data center systems. It must be located in a geographical location distinct from the primary site. The Awarded Bidder's solution shall incorporate the following failover features.
 - i. Two types of failover must be supported:
 - (1) An automatic failover feature where if the primary location is lost and no communication is received within thirty (30) to sixty (60) seconds, the backup system shall automatically takeover primary functions and begin to communicate to remote locations. This solution shall be capable of full takeover and system restoration within thirty (30) minutes. The Bidder's solution shall be fault tolerant similar to the primary system.
 - (2) The solution shall be capable of failover during upgrades, maintenance, and issue repair times. This type of failover shall be available to allow the Lottery to test and validate the operation of the failover and ensuring the systems are fully functional and meeting all contractual obligations. The manual failover shall be available and ready to validate at the Lottery's convenience. This shall occur two (2) to four (4) times per year.
 - ii. The Awarded Bidder's solution must include redundant equipment along with identical installations at both a primary and geographically diverse backup data center, which allows for independent operations from either data center.
 - iii. The Awarded Bidder's solution must include data storage redundancy solutions along with data protection strategies at the backup data centers.
 - iv. The Awarded Bidder's solution must include a plan to facilitate auditing of data centers, servers, associated equipment and their policies to industry best practice certification standards. Regarding Secure Connections, these systems have the same specification as the primary site systems, given in PART II, Section C 1 d (Secure Connections) and the response may reference that section, if identical.

- v. Bidders must be prepared to explain and demonstrate, during a site visit, a system failover that meets all requirements.
- b. **Remote Backup Location.** The remote backup systems and their facility may be located at the Bidder's discretion, though not in proximity to the primary site.
- c. **Central System Monitoring.** The Awarded Bidder's solution shall have the capability to continuously monitor each piece of equipment within both primary and backup sites. This includes, but is not limited to, transaction servers, data storage environments, administrative services, and network devices such as routers, switches, and firewalls. The Awarded Bidder shall be responsible for reporting equipment failures to the Lottery and remediating these issues, based on criticality of the failure and within the time period, as identified with the SLAs.
- d. **Operations Procedures.** The Awarded Bidder shall include operational procedures and processes for the computer operations staff. These procedures shall be easy to locate and cover each aspect of the central system in an easy to follow, step-by-step format.

A takeover process within the primary system shall be automatic with an alert generated. The procedures must define the alert and the steps needed to address such an issue.
- e. **Disaster Recovery Plan.** The Awarded Bidder shall commit to working with the Lottery to construct an annual disaster recovery (DR) plan in conjunction with the Lottery's business continuity plan. This plan shall be used to execute against when testing various disaster recovery scenarios from the smallest to largest of scale.

3. Testing and Development Configuration

The Awarded Bidder must provide and fully support the following development and test systems to be used exclusively for the Maine Lottery: Development, QA (Quality Assurance), and UAT (User Acceptance Testing). The UAT system will be used only by the Lottery for testing. The Lottery will work with the Awarded Bidder to identify and assess any possible risks or impacts on production operations.

- a. **User Acceptance Test System.** The Awarded Bidder must provide a system for user acceptance testing by the Lottery. The User Acceptance Testing (UAT) system must be located at the primary operational site for Lottery use, with access from Lottery designated sites. Components of the testing system must be identical in architecture and security to the production systems and must include a database as well as transaction processing components, as does live production. The test system is intended for use only by the Lottery and will **not** be used by the Awarded Bidder as a development environment. In the event of multiple failures of active production systems, components of the test system must be able to be updated and activated for production in case of further hardware or software failure.
- b. **User Acceptance Test Retail Terminals.** At least three (3) of each type of Retailer terminal configurations deployed, including all communications mechanisms, must be permanently installed at the Lottery designated testing area and operational at all times. At times the Lottery may require the installation of more terminals for specialized tests. All these terminals will be supplied within the base System price. The testing terminals must support testing of all features and options available on the production System, thus the test terminals must be configured in all logical configurations (e.g., Retailer, privileged Retailer) with all peripherals that represent configurations at Retailer locations. The Awarded Bidder must provide and support connectivity for at least two (2) management terminals and a printer for testing. The management terminals (personal computers) must be supplied by

the Awarded Bidder as part of the test system and included in the base System price.

- c. **User Acceptance Testing System Communications.** The testing terminals must be supplied with all communications mechanisms employed in the field. The testing system must be able to connect to the Lottery's test ICS.
- d. **Secure Connections.** The system has the same specifications as the primary systems.
- e. **Bidder's Development and Test System.** The Awarded Bidder must not conduct software development or its own quality assurance activities on any of the production systems nor on the Lottery test systems identified above, but rather must employ separate development and Quality Assurance (QA) system(s), located at either site or at a location convenient for the Awarded Bidder.

4. Internal Control System (ICS) Configuration

All components and services for the ICS systems shall be approved by the Lottery and provided as part of the Contract, by the Awarded Bidder. ICS Vendor selection shall be approved by the Lottery. The three (3) ICS systems will be located as follows: one (1) "primary" at the in-State offices of the Lottery, and two (2) at the in-state, local general office of the Awarded Bidder (secondary and development/test ICS). The Awarded Bidder must supply data communications to connect the three (3) ICS systems. The primary ICS must receive a near real-time feed of gaming transactions from the System. Refer to PART II, [Section F](#) 10 (Internal Control System) of the RFP for specific ICS requirements.

5. Quantitative Performance Criteria

The response time specifications of this section shall be considered met if greater than 95% of the transactions of particular types comply with the specifications.

- a. The System must initially support a network of one thousand five hundred (1,500) Retailer terminals at a minimum.
- b. The ability to expand the System to accommodate up to three thousand five hundred (3,500) active Retailer terminals must be available, should such an expansion opportunity be desired by the Lottery.
- c. The System as delivered must be capable of continuously handling up to sixty-six thousand (66,000) sales transactions per minute.
- d. The System must have the ability to sell a minimum of fifty (50) single-play quick-pick tickets without requiring operator re-entry.
- e. The System as delivered must be capable of continuously processing up to five thousand (5,000) combined validation and cancel transactions per minute. Additionally, tickets, reports, and transactions must be produced within the following time frames. All time frames are from the completion of data entry or bet slip insertion to completion of printing:
 - i. Variable length, multi-play (up to ten (10) boards) draw game tickets shall be produced in a maximum of six (6) seconds. after completion of data entry ("Send" is pressed or play slip is inserted) to availability of the ticket for the Retailer.
 - ii. All other transactions (e.g., instant pack transactions, winning ticket validations, cancels, and draw game and instant ticket reports, etc.) shall be produced in a maximum of five (5) seconds after completion of data entry ("Send" is pressed) to availability of the ticket or report to the Retailer.
- f. Primary site system recovery in auto-failover mode from a one-system failure must be accomplished in a maximum of one (1) minute while still maintaining current transactions.

This includes the ability to fully service the communications network supporting the Retailer terminals.

- g. Backup site system recovery from a primary site failure in auto-failover mode must be accomplished in a maximum of one (1) minute without any data loss. This includes the ability to fully service the communications network supporting the Retailer terminals and supplying management terminal functions.
- h. The System must have the as-delivered capacity in all hardware and software aspects to accommodate five hundred (500) concurrent instant and fast play games being in any status (e.g., loaded, distributed, settled, activated, disabled, returned), a draw game sales day of at least one hundred million dollars (\$100,000,000) and a draw game jackpot over ten billion dollars (\$10,000,000,000).
- i. The System must accommodate large game volumes. The Lottery typically has fifty (50) instant games for sale at one time, ranging from approximately five hundred thousand (500,000) to three million (3,000,000) tickets per game. The Lottery requires that the System accommodate games of up to twenty (20) million (20,000,000) tickets. Approximately fifty (50) new games are introduced annually.

6. Operating Hours

The ability to accommodate near twenty-four (24) hour-a-day operation is required by the Lottery. This requirement is defined as full operational capabilities from no later than 12:30 a.m. until midnight Eastern time every day of the year.

D. Terminals for Retailers and Games Management

The Awarded Bidder is required to supply the Lottery with terminals as specified in this section. The initial terminal counts are set forth below and the Awarded Bidder must be able to deliver, install, and support additional terminals as ordered by the Lottery under the terms defined in the Contract.

- 1. **Retailer Terminal Hardware, Features and Function.** The Awarded Bidder is required to supply the Lottery with both Retailer Point of Sale (POS) terminals, full-service vending terminals, draw kiosks, and peripherals. The Awarded Bidder must be able to deliver, install, and support additional terminals as ordered by the Lottery under the terms defined in the Contract. All terminals must have a first read rate exceeding ninety-five percent (95%) for all draw, scratch game ticket barcodes, and matrix codes for validating or canceling a ticket.

The Lottery prefers that all Retailer terminals reside on the same software platform. Requirements include, but are not limited to, the following Retailer operated terminal features and functions:

- a. **Point of Sale (POS) Terminals and Full-Service Vending Terminals.** The following applies to both POS and full-service vending terminals:
 - i. **Identification.** No manufacturer's or Awarded Bidder's logo or identification shall be attached. Every terminal must bear a serial number and barcode for tracking, maintenance, and logistics.
 - ii. **Serial Numbers.** All hardware components must include serial numbers or a tracking mechanism and be tracked. Lottery must have access to the system as needed to track specific field equipment on demand.
 - iii. **Terminal Case Design for Safety.** The terminal's design must partition electronic and electrical components from access by the Retailer when conducting Retailer tasks to operate or maintain the terminal (e.g., changing the paper or cleaning the touchscreen). Unshielded audio lines must not be next to power lines without partitioning.

- iv. **ADA Compliant.** All terminals must meet Americans for Disabilities Act standards.
- v. **Ports and Peripheral Slots/Ports.** Flexibility to enhance the terminals in such a manner is an important characteristic. In addition to interfaces for terminal features and peripherals identified in this RFP as required upon delivery, there must be a minimum of six (6) additional slots/ports which are standard interfaces. These ports will be logically secured when they are not in authorized use.
- vi. **Environmental Fitness.** The terminal must be suitable for the climate conditions in Retailer locations. This includes difficult environmental conditions such as heat, cold, moisture, dust, grease, spilled liquids, and operator abuse, including dedicated 110V 15-amp electrical circuit. Terminal shall meet safety standards such as Underwriter Laboratory (UL). Terminals shall operate without degraded performance in environments where other electrical devices will share electrical circuits and wireless signals with the terminal. Terminals shall be protected from electrical surges that would damage the terminal.
- vii. **Power Cord.** Terminals must have power cord lengths that meet various Retailer requirements.
- viii. **Memory and Storage.** The terminal must have sufficient memory to support all functionality and memory must be upgradeable on each terminal.
- ix. **Sound Generator/Speakers.** The terminal must be capable of producing multiple tones and audio when certain transactions or functions are performed, or specified events occur. This should be a feature that can be enabled or disabled at any time from the central system but not at the Retailer level. The use of sounds must not delay the transaction processing time. The Lottery will define which functions trigger this feature.
- x. **Barcode Reader.** The terminal must be capable of validating winning tickets, both through bar code scanning and manual entry, and supporting other administrative functions that employ machine-readable codes such as the interleaved two (2) of five (5) bar code, PDF-417, two-dimensional matrix bar codes, QR code, UPC, and other standards. The terminal must also be able to read all Lottery tickets, coupons, vouchers and barcodes displayed on a mobile device with the same accuracy as a printed ticket.
- xi. **Cashless Pin Pad/Terminal.** As an **Invited Option**, the Lottery is interested in the Awarded Bidder providing Cashless terminals option installed on terminals accepting credit, debit, gift cards, eWallet and contactless payment. Cashless pin pad/terminals must be capable of velocity controls by day, by week, and by card. Customer information or residual metadata must not be captured and stored.
- xii. **Lottery/Bidder Card Verifier.** The terminal must be capable of reading Lottery issued identification cards to record any transactions performed including logging every Lottery and Bidder visit to the Retailer for use by security, audit, and those not conducting inventory or financial transactions. A password entry will also be required. Privileges for these identification cards shall be set through a management terminal.
- xiii. **Self-Diagnostics.** The terminal must be equipped with self-diagnostics indicators and automatic recovery enabling the Retailer and service technicians to monitor the operating status of the terminal. Terminal diagnostics and internal status conditions can be initiated and observed remotely by technicians or hotline operators.
- xiv. **Secure Sign-On.** The terminal must implement a coded sign-on procedure to prohibit unauthorized use. There must be the ability to perform a lottery override to the store manager's ability to set passwords and access levels for himself/herself and the clerks.

The identification and authentication mechanism must permit multiple levels of secure access, including Lottery representative, Awarded Bidder representative, store manager/owner, and clerks.

- xv. Ticket Serial Numbers.** Tickets produced by the terminals must bear a unique serial number and in a terminal readable code. The serial number must allow tickets to be unambiguously identified for the term of the Contract.
- xvi. Play It Again.** Tickets produced by the terminals must bear a terminal readable barcode allowing the terminal to reproduce the customer selected numbers previously used for a wager for the next draw or upcoming draw.
- xvii. Random Play Generator.** The terminal must have a mechanism for generating one (1) or more random play numbers (quick pick or easy pick numbers) for any game as requested by the Retailer or via Pay Slip. All possible combinations must be used uniquely prior to resetting for the next pool of one million (1,000,000) selections. Randomness shall be certified by an independent testing laboratory selected by the Lottery. The company conducting the certification shall provide the Executive Director with the results of said certification and with an outline of the testing. The Bidder shall be responsible for any expenses incurred for the certification of the random number generators.
- xviii. Transaction Integrity with Fault.** The terminal must provide a method of preserving the integrity of the transaction when a reader fault, printer fault, misprint, jam, or end-of-ticket-stock condition occurs.
- xix. Training Mode.** The terminal must be capable of operating in a training mode. Training mode transactions generating ticket facsimiles will be marked "VOID - DEMO - NOT FOR SALE" or equivalent in the body of the ticket. Training mode must be capable of simulating all transactions allowed without updating production files such as the winner file, etc. and must be evident to the Retailer – i.e. different color screen. Training mode at Retailer locations must be controllable from the central system and create a transaction for the central system advising that the terminal has entered/exited training mode. All Retailer-site training transactions shall be logged to the central system and labeled as training transactions.
- xx. Terminal Software Integrity.** Terminal must check software at login and automatically download any software changes, security patches, and repair any corrupted modules.
- xxi. Software Loading.** Gaming software must be provided using industry best practices. Downloading must not preclude twenty-four (24) hour operation of the terminal on the network. Background downloading with storage of more than one software version is required, with scheduling or prompting from the Central System to activate the new version or return to the prior version. The storage will hold a copy of the active terminal application and the currently loading system version.
- xxii. Reporting.** All terminals must be capable of producing reports as required by the Lottery and listed in [Appendix I](#) (Retailer Terminal Reports).

b. Point of Sale (POS) Terminals and Peripherals

The retail network will begin with approximately twelve hundred (1,200) fully functional point of sale terminals. These terminals will be used by Retailers to process lottery transactions. The Lottery may wish to order additional batches of twenty-five (25) of the devices noted below.

In addition, the Awarded Bidder must supply additional POS terminals for training. POS terminal features and functions must include, but not be limited to, the following:

- i. **Size.** A compact size is required to ensure Retailer acceptance. If the terminal is modular, then it is important that connecting data and power cables not be unwieldy. More than one configuration and size may be proposed.
- ii. **Retailer Terminal Touchscreen.** The Retailer input screen must incorporate current technology and ensure speed, flexibility, and ease of operation. The screen must be a touch screen and must provide the capability to:
 - (1) Display a wide range of data, graphics, and video.
 - (2) Display Retailer messages, reports, and transactions.
 - (3) Use such readability features as fonts, colors, and screen layouts to provide displays easily read by the user.
 - (4) Have sufficient screen functions to provide for the current Lottery games, and for reasonable expansion into new games and gaming options.
 - (5) Minimize keystrokes and navigation through levels of nested screens to ensure utility and productivity for the user.
 - (6) The final user interface design shall be designed jointly with the Lottery and approved by the Lottery.
- iii. **Draw Only Self-Service Kiosks.** For Retailers as an **Invited Option**. This self-service kiosk will connect to the Retailer network registered with the lottery. The terminal must incorporate the latest technology and engage players to participate in play. Monitors must be replaced as needed to ensure maximum monitor game visibility and to maintain sales over the term of the Contract. Many establishments that primarily sell monitor game tickets will require multiple monitors. The monitor game display must be suitable for displaying Draw games, advertising, jackpot information, alerts, promotions, and game information to players within the Retailer location. Characteristics must include:
 - (1) Flat panel
 - (2) Flexibility of placement within the retail establishment
 - (3) Wireless Capabilities
 - (4) Sufficient cord lengths (e.g., 15 ft)
 - (5) Capability to play audio through auxiliary speakers or through the Terminal.
 - (6) The display and terminal should be capable of playing static image files, animations, full motion high resolution video, and dynamic RSS fed slides.
- iv. **Printer.** Printers must be capable of accepting paper stock with a varying roll diameter and provide high resolution images suitable for rendering logos, messages, tickets, reports and symbols, as well as play data. Terminal Printers shall meet the Retailers' needs regarding limited counter space. The printer must be fast, quiet, reliable, and capable of:
 - (1) Producing tickets and reports using a variety of fonts and graphics approved by the Lottery. The printer must be capable of creating a Quick Response (QR) bar code for display on a ticket or report.
 - (2) Issuing tickets having uniform size or variable lengths as determined by the Lottery.

- (3) Each ticket, regardless of length, must contain a pre-printed stock number on the back.
- (4) Provide stacking of printed tickets, which will accommodate at least fifty (50) tickets printing serially.
- (5) Be able to print on pre-printed paper.
- (6) Tickets and stock must comply with multi-jurisdictional security standards that apply to the Lottery (e.g., MUSL).
- (7) Printing of Quick Ticket Gift cards.
- (8) The printer must support quick loading of new stock, and simple resolution of stock-related problems such as jams.

v. Printer Ticket Stock. The requirements for ticket stock are as follows:

- (1) Ticket stock for the terminal's printer must be pre-printed front and back with text, images, and colors, in a design approved by the Lottery.
- (2) If thermal paper ticket stock is used, the paper must withstand at least 170 degrees Fahrenheit ambient temperature for greater than four (4) hours and must be top coated. The Awarded Bidder shall from time to time inform the Lottery of newly available thermal paper stocks that exceed the properties of the paper then in use and that may represent a benefit for the Lottery. A change to improved stock may be negotiated.
- (3) Regardless of the printing technology used, the tickets must be highly readable and long-lived under ordinary consumer use in the Maine environment (e.g., ticket folding, rainy weather, aging to the time limit for cashing).
- (4) At all times the ticket and report printer and its stock must be in compliance with multi-jurisdictional security standards that apply to the Lottery (e.g., MUSL rules).
- (5) The Awarded Bidder must provide methods to investigate and verify damaged and altered tickets, and these shall include security features of the ticket stock.

vi. Play Slip and Document Scanner. The POS terminal must be equipped with a document scanner capable at a minimum:

- (1) Scan Play Slip sized documents or larger with various colors and graphics. The Play Slip reader must have the ability to read pencil and pen markings with equal facility, special markers must not be required.
- (2) Providing flexibility in the manner documents can be inserted or scanned, for example, top or bottom first, at various angles.
- (3) Be jam-resistant and have a simple mechanism for immediately clearing any jam or non-readable document.
- (4) The scanner must accommodate forms whose purpose is to collect information from Retailers, players, sales personnel, or maintenance personnel. The Awarded Bidder may be called upon to collect such data and furnish a data file to the Lottery for analysis.

vii. Ticket Checker. Every retail location must include a wireless self-service Ticket checker. The Ticket checker must be able to be located up to twenty-five (25) feet from a Terminal or at a Terminal. Ticket checkers must not require static Barcode placement on Scratch-Off Game Tickets.

- viii. Wireless Barcode Reader.** The wireless barcode reader must be able to perform all functions and have the same capabilities as a ticket reader as noted in PART II [Section D.1.a.x. Barcode Reader of the RFP.](#)
- ix. QR Code.** Every POS terminal must be equipped to process transactions with Quick Response (QR) Codes. QR Code Scanning may be used for a number of purposes including, but not limited to, Mobile Application Play Slips, Loyalty Programs, Promotions, and Cross-Product integrations.
- x. Broadcast Messages.** Messages from the central System must be received and displayed to the Retailer. If the terminal is not powered on or communicating with the central System at the time of broadcast, the central System will ensure that the terminal receives the message immediately upon sign on.
- xi. Large Dollar Transaction Verification.** The terminal screen must display a message for each “large dollar” purchase and validation that provides an option to the Retailer to stop or take other appropriate action before completing the transaction. The Lottery will define the default amount of a “large dollar” transaction and must approve the terminal messages. The System must include a feature whereby a specific Retailer can identify a default amount different from that selected by the Lottery.
- xii. Cancellations.** The terminal must support ticket cancellations for those games that permit it. Cancellations must be governed by a set of parameter-driven rules as established by the Lottery.
- xiii. Validation Limits.** The terminal must not cash wins in excess of that permitted by Maine regulations. The current limit is “less than \$600.” For larger wins, the terminal must return a response as defined by the Lottery permitting the win to be claimed.
- xiv. Language Agility.** English shall be the primary language on Retailer Terminals and peripherals. Retailer terminals should support, and toggle between, additional languages.
- xv. Last Transaction Display.** The terminal must provide a mechanism for display of the last transaction of each type, including last wager, last cancel, last winner validation, last report, etc., as selected by the Retailer.
- xvi. Specialty POS terminals.** The Awarded Bidder may be required to provide terminal options supporting visually impaired Retailers.

2. Retailer Terminal Peripherals

Note: For items a-d, Bidders must provide pricing for additional units in quantities of twenty-five (25) units. Pricing for additional units must be provided in [Appendix F](#) (Cost Proposal Form), Table 1.

- a. Player Transaction Display.** The Awarded Bidder must provide a player transaction display for every on-line Retailer terminal. The player transaction display is a discreet, individual-oriented display for the player conducting the current transaction. This display may communicate the amount of the current transaction or notify the player that he or she has a winning ticket. In the event that the ticket is a winning ticket, an appropriate message may be displayed. When not displaying a transaction, the player display may provide an advertising or informational message. The Lottery must approve the display design and message presentation to ensure functionality and player privacy. The player transaction display must be connected to the Retailer terminal in a manner that cannot be detached or removed by the Retailer.

- b. Self-Service Winning Ticket Checker.** The Awarded Bidder must provide a terminal peripheral for every Retailer location that allows players to check their own draw game tickets for winners. The device must serve also to check instant tickets for winners. These devices shall be located far enough away from the Retailer terminal to minimize activity or traffic at the Retailer counter. The Awarded Bidder may consider certain advanced features such as a wireless function within the store, which is considered desirable by the Lottery.
- c. In-Store Jackpot Signage (Mega Millions and Powerball).** The Awarded Bidder must provide in-store wireless signs capable of displaying information regarding jackpot amounts, winning numbers information, or advertisements. Any proposed wireless capability should operate only at short range, nominally on the order of up to one hundred (100) feet. Radio signals must be designed so as not to interrupt or interfere with any electronic devices otherwise operated in the store or carried by store customers or employees in the store. Must be able to display up to \$10 billion (\$10,000,000,000) dollar jackpot amounts.
- d. Player Advertising Displays.** Every POS terminal must include a Player Advertising Display (PAD) unit and stand, or mount as required for each Retailer configuration. The PAD will display both static and dynamic content, including advertisements, game information, winning numbers, jackpots, daily drawings, Amber and other state-approved alerts, and jackpot updates for frequent progressive jackpot changes. The display must be, at a minimum, nineteen (19) inch diagonal. Placement with the Retailer location can be flexible but must be visible from fifteen (15) feet or greater. Auxiliary speakers must be capable of playing sound. The PAD must be capable of displaying static image files, animations, full motion high resolution video, and dynamic RSS fed slides. Content for these units shall be managed through the Lottery management Terminals or a Content Management solution. The Lottery has a minimum of one PAD per retailer however, in some cases has more than one PAD at the retailer location. The Awarded Bidder shall ensure PADs and mounts are supported as required.

The Lottery requires the ability to cross promote on this medium and follow with tracking for number of impressions. The Lottery shall be able to traffic content by region, city, zip, chain and any other addressable demographic. The Lottery intends to schedule program content by demographic, parts of day or time, and Retailer type. All installations are subject to the Lottery's acceptance and approval. Due to the wide diversity of available space in Retailer locations, the PAD shall be capable of 1) resting on the counter beside the terminal, or 2) being mounted in multiple configurations (pole, saddle, wall, window, ceiling, etc.). The exact location of the player advertising display unit will be decided by the Lottery in conjunction with the Retailer on an individual Retailer basis to optimize visibility.

- 3. Privileged Validation Retailer Terminals.** The Awarded Bidder must provide up to two (2) privileged terminals for certain Retailers and for the Lottery Headquarters, capable of cashing high tier winning tickets. For these terminals, cashing will be restricted by the Lottery to ranges different from ordinary Retailer authorization. (For example, in current practice, privileged terminals at Lottery Headquarters cash from \$600 on up, without limit. The Lottery would like the option to have some Retailers cash a higher amount than what traditional Retailers can. For example, some Retailers may be authorized to cash up to \$5,000. This function must be capable of being performed either by terminals similar to the Retailer terminals, or by software on authorized management workstations, subject to determination by the Lottery. These terminals will be considered in addition to the twelve hundred (1,200) Retailer terminal baseline allocation.
- 4. Multiple Terminals Per Retailer.** Currently, approximately five (5) Maine Lottery Retailers

have multiple terminals. The System must permit, and the Awarded Bidder must support, more than one terminal temporarily or permanently installed at a Retailer's location. The System must be able to account for individual and multiple terminals as part of a single Retailer account, i.e., reports must roll up to a single identifier. At times of large jackpots, or for promotions, the Lottery may require temporary installation of additional terminals at a single Retailer location.

5. **Specialty Terminals.** The Lottery is aware that certain needs might be better served by alternatives to the conventional Retailer terminals.
- a. **Handheld Wireless Terminals.** The Lottery requires five (5) Retailer terminals that are mobile and capable of operating from a temporary location. These terminals will be considered part of the twelve hundred (1,200) terminal baseline number.
 - b. **Self-Service Vending Terminals (SSTs).** A self-service vending solution which allows customers to process Lottery transactions. All self-service options require the acceptance of cashless transactions. The Retailer network will begin with a minimum of three hundred (300) ticket vending machines (SST), which sell both Instant, Fast Play and draw-based games. In addition, the Awarded Bidder must supply additional self-service terminals for training and testing. Bidders must provide pricing for additional units in batches of twenty-five (25). Pricing for additional units must be provided in Appendix F (Cost Proposal Form), Table 1. The SST must incorporate the latest technology in the customer touchscreen. The Retailer input screen should ensure speed, flexibility, and ease of operation. The screen must provide the capability to:
 - i. Display a wide range of data, graphics, and video.
 - ii. Display messages, errors, and transactional details.
 - iii. Use such readability features as fonts, colors, and screen layouts to provide displays easily read by the user.
 - iv. Have sufficient screen functions to provide for the current Lottery games, and for reasonable expansion into new games and gaming options.
 - v. Minimize keystrokes and navigation through levels of nested screens to ensure utility and productivity for the user.
 - vi. Must be capable of integrating advertising.
 - vii. Equipped with a remote control that may be used by a clerk to disable a terminal or sound an alarm on the terminal.
 - viii. All self-service options require the acceptance of cashless transactions. Currently the Maine Lottery allows Debit and Credit card transactions on self-service terminals.
 - ix. Terminals must meet the Americans with Disabilities Act (ADA) standards.
 - x. Minors must be unable to make purchases using the SSTs.
 - c. **Alternative Play Devices.** As an **Invited Option**, the Lottery may consider solutions that support gas pump play, cash register play, portable terminals, or other opportunities for sales of tickets, possibly with a simplified set of features compared to the conventional Retailer terminal. This option, if proposed, shall be in batches of twenty-five (25).
 - d. **In-Lane Solution.** As an **Invited Option**, the Awarded Bidder may provide a solution that supports sales from the cash register lanes. The solution should allow the Lottery to sell lottery products within the checkout lanes and involve an interface with the lane cash register. This option must be priced in batches of twenty-five (25).

- 6. Terminal Branding.** All terminal configuration types, peripherals and other elements shall be skinned with the approved branding of the Lottery. All costs associated with skinning and reskinning shall be included in the base cost of the System. The Lottery shall have the option to request brand reskinning for the following reasons: 1) The skin has been damaged and no longer reflects the brand of the Lottery, 2) The skin has faded due to element exposure and no longer visible, 3) The skin no longer reflects the brand of the Lottery. If the Lottery chooses to rebrand, the Lottery shall only request rebranding a maximum of two (2) times during the initial contract term. Individual terminal rebranding may occur at any time during the life of the contract.

E. Communications Network

The Awarded Bidder is responsible for the telecommunications network to serve the Maine Lottery. Under the Contract, the Awarded Bidder is responsible for designing, implementing, operating, and monitoring the network in compliance with the RFP specifications. The network shall support all computer sites, including the primary data center ("PDC"), secondary data center ("SDC"), Lottery Headquarters, and Retailer locations simultaneously and in real-time with appropriate redundancies to assure network survival in the event of a major outage. All systems and components comprising the communication network will satisfy the security requirements identified in Part II, [Section T](#) (Technical Requirements) of the RFP. The Awarded Bidder shall provide the interface of the Lottery Gaming System with the Lottery LAN/WAN. The Awarded Bidder shall provide all appropriate network and application security capabilities to include, but not limited to, next generation firewalls, Intrusion Protection System (IPS) and a Private Wireless Network Solution. The acceptability of the network security architecture will be subject to Lottery approval. The Awarded Bidder shall provide the interfaces to all Lottery downstream systems and applications as specified by the Lottery.

The Awarded Bidder will be responsible for all network costs and network management functions. The Lottery places no restrictions on Bidders contacting communications carriers with any network questions.

The Lottery expects the Awarded Bidder to be creative in its communications network design in order to allow for maximum flexibility, growth, traffic throughput, sales, cost effectiveness, and security. The entire network must meet a set of general requirements with additional requirements for the Retailer network, as defined below.

- 1. General Network Requirements.** Network availability and throughput shall be given a high priority. The general requirements for the overall network include:
 - a. Fault Tolerance.** The network must provide sufficient redundancy and diversity to virtually eliminate a single failure removing service from critical infrastructure or a large percentage of the Retailer network.
 - b. Secure External Transmissions.** All data communications external to secured facilities must be encrypted. All data must be encrypted from point of transmission to point of receipt, including any data transmitted directly from the Central System to the secondary system, Lottery regional offices, and other remote locations. The encryption standard required is "TLS 1.3 or higher. All data communications that are external to secured facilities shall be encrypted with an encryption methodology at a level approved by the Lottery. This includes, but is not limited to, communications between the PDC, the SDC and the Lottery. The Lottery shall approve the Awarded Bidder's encryption mechanism that shall meet WLA, MUSL, ISO /IEC 27001, ISO/IEC 27002 and NIST standards.
 - c. Protocol for Incomplete Transactions.** Incomplete or unresolved transactions between the host systems and the Retailer terminals must have automated mechanisms for reconciliation. These may include retries, logging for reporting, and error messages to the

Retailer, System operators, and Lottery.

- d. **Non-Responding or Failing Terminals.** The system must provide logging and reporting on all terminals that have not responded over a specified period of time. The time is to be proposed by the Awarded Bidder and approved by the Lottery. Nonresponding/failing terminals will be apparent to a network monitoring application and reporting available for Lottery review on demand.
 - e. **Principle of Least Privilege.** All networks related to gaming operations must be designed with this principle in mind. Network access controls must be utilized to allow only the required network services needed by specific hosts or networks to be routed.
 - f. **Communication Routing.** The entire communications network must be routable on-demand between the SDC, PDC and all ICS servers. This feature should allow the System to be primary at one site while having the communications controlled at the other.
 - g. **Network Monitoring System.** Communications testing and monitoring capability must be available at all locations. Network monitoring tools must be able to interface and analyze protocols, view transaction data for analysis, and create visual and/or audible alarms to provide warning of problems. These alarms shall deliver messages over multiple mediums such as email, SMS or Apps such as Teams or others. Monitoring must be able to identify and log failure location and provide the ability to access this information remotely through a web browser on demand. Communications testing and monitoring equipment must have recording and recall/reporting capability. The capability must be included to determine whether failure has occurred in the equipment at the PDC or SDC, within the wide area communications network, or at the Retailer terminal level.
 - h. **Firewalls.** Must be placed between any Data Center and external communications networks as well as any transmission that occurs between systems of different providers, even if they reside in the same data center. Firewalls must comply with the standards outlined in NIST SP 800-41 Rev. 1 *Guidelines on Firewalls and Firewall Policy*.
 - i. **Connection to Systems and Networks Not Dedicated / Private.** Any connection made between the System that processes games transactions and any other systems or networks that are not private and/or dedicated to Lottery gaming transaction processing (such as the Lottery administrative systems and the Awarded Bidder's administrative support system and development/QA system), must be effected through devices that detect and block or filter out unnecessary and unauthorized traffic. The connection must be consistent with standards adopted by multi-jurisdictional associations, of which the Lottery may be a part, and approved by Lottery.
 - j. **Dual Terminal Communications.** The Awarded Bidder will provide a diverse, dual communication solution for the top forty percent (40%) of Retailers as defined by average weekly sales by sales region and the Lottery (at least two hundred and fifty (250) Retailers), in the event the primary terminal communication fails.
2. **Retailer Network Requirements.** The Awarded Bidder must be able to monitor the network and, whenever possible, pro-actively route data traffic to avoid outages or slowdowns in the data traffic. The Retailer network should utilize the Internet protocol (IP) and/or industry standard protocols. No proprietary protocols are permitted.

The Lottery requires a communications network that provides sufficient bandwidth to meet the gaming and multimedia requirements of modern Lottery distribution channels. In addition to the general requirements listed above, the proposed Retailer network must meet the following requirements:

- a. **Availability.** The network design must achieve a Minimum Monthly Availability Performance (MMAAP) of 99.8%. This metric is to be calculated over the entire Retailer network over a one (1) month period. This equates to an average downtime of 8.6 minutes per terminal per month.
 - b. **Operating Hours.** The proposed system shall be capable of supporting all Lottery gaming activities 24 hours a day, 7 days a week, every day of the year. Planned maintenance must fall within the window for work agreed to by Lottery. All maintenance and upgrades shall occur with zero downtime to the system.
 - c. **Time for Communication.** The “Time for Communication” does not include the Retailer Terminal printing time. ‘Send- key’ to print-cut time is specified in the terminal requirements section and will include any processing time prior to message transmission, host processing, reception back at the terminal, plus the time to print and cut the ticket.
 - d. **Bandwidth.** The Lottery anticipates a high bandwidth Retailer network that will support rapid software and data downloads as well as transaction processing. There must be adequate aggregate bandwidth at all points in the network so that Retailers can typically obtain the nominal bandwidth. Although different communications media may have different bandwidth properties, each type must have adequate bandwidth such that no subset of Retailers are unable to receive services available to the remainder of the network.
 - e. **Scalability.** The network design must readily accommodate expansion in the terminal base.
 - f. **Cellular.** If the proposed Retailer network includes cellular technology, the proposed cellular data modems must be 4G LTE Cat-1 or greater. Bidders may propose 5G solutions where coverage is available, provided the service will meet the availability performance requirements outlined below.
 - g. **Geofence Alerting.** The Awarded Bidder shall ensure Retailer terminals cannot sell lottery tickets from a physical location other than the location authorized by the Lottery under the Retailer license agreement.
 - h. **Lottery-Initiated Network Monitoring.** The Lottery must have the ability to monitor the network through a Bidder-provided solution.
 - i. **Retailer Website.** The Bidder must provide network access to a Retailer website, described in PART II, Section F 9 (Retailer Financial Website).
 - j. **Second Chance Drawing Website.** The Awarded Bidder must provide access to a website that supports a second chance drawing opportunity for players, see PART II, [Section F](#) 20 (Second Chance Application).
3. **Network Design.** The Awarded Bidder is required to provide the network. Multiple topologies and technologies may be utilized. The design requires the following items, at a minimum, but may include other connections relevant to the network’s topology and purpose:
- a. **Retailer Network.** The Retailer network must provide connectivity for Retailer Terminals, vending machines, and other devices installed in the Retailer environment that require communications with the Awarded Bidder’s gaming systems. The network must be able to accommodate multiple Terminal types and multiple terminals at Retailer locations. The Retailer network must be designed to ensure connectivity to both the primary and secondary data centers. It is the Awarded Bidder’s responsibility to provide any inside wiring or other communications medium required to connect terminals and other devices to the network. This connection must be maintained or reestablished if the Retailer adjusts the in-store design.

- b. **Inter-Site Connections.** Transactions must be logged at both data centers on a real-time basis. The Awarded Bidder must provide inter-site links for control and dataflow.
- c. **Games Management Network.** The design must provide connectivity for games management. This includes connections from the Awarded Bidder's primary and backup data centers to the Lottery for access to the games management application and to the Internal Control System (ICS). Moreover, games management applications must be available to the separate Maine agency that provides accounting services to several Bureaus, including the Lottery.
- d. **Instant Ticket Warehouse:** The Awarded Bidder must provide connectivity with the Awarded Bidder's-managed warehousing, order distribution and inventory management system.
- e. **Claims Center:** The Awarded Bidder must provide connectivity from the Awarded Bidder's data centers to the Lottery's Claims Center.
- f. **Hand-held Mobile Device Connectivity:** The Awarded Bidder must provide a solution for connecting hand-held mobile devices to the network. The solution shall provide secure connectivity.
- g. **Lottery Acceptance Testing Environment:** The Awarded Bidder must provide the necessary network to support testing environments for the Awarded Bidder and the Lottery. Connectivity must include System, Retailer Terminals, and ICS. The Awarded Bidder's production, test systems, and administrative LAN/WAN shall be independent of each other. The testing environment provided for the Lottery must include every type of communications mechanism planned for or deployed in the field and provide sufficient connections for every type of Retailer Terminal and peripheral.
- h. **Back Office Integration.** As an **Invited Option**, the Lottery is seeking to integrate with the State Accounting System to automate the exchange of accounting data. The Lottery would like to understand solutions that have been provided to other lotteries to determine if such a solution may work for the State of Maine.
- i. **Third-Party Connections.** The Awarded Bidder must support connections from third-party vendors to enable a variety of transaction types including, but not limited to, mobile ticket checker, mobile cashing transactions, and Super Retailer transactions. This includes, but is not limited to, the ability to integrate and interface with downstream systems, seamless connections with third party software and hardware, the use of web services, interactive gaming applications and devices, and the ability to realize two-way communications between and amongst all component parts. All connections must be capable of supporting real-time transaction processing and satisfy all security requirements outlined in Part II, Section T (Technical Requirements).
- j. **Terminal Installation.** Should the Awarded Bidder employ a communications carrier whose demarcation at the Retailer premises is not near the Retailer's prescribed location for the Lottery terminal, it is the Awarded Bidder's obligation to provide the inside wiring or other telecommunications mechanism to reach the terminal. This connection must be maintained if the Retailer adjusts the in-store design.
- k. **Approval for Installation.** The Awarded Bidder must obtain approvals, if any are required, for installations that must be approved by or negotiated with third parties, such as landlords, municipalities or other jurisdictions, property owners, or governmental agencies.
- l. **Retailer Website.** The Awarded Bidder must provide network access to a Retailer website, described in PART II, [Section F](#) 9 (Retailer Financial Website).

- 4. Network Administration Services.** The Awarded Bidder will be responsible for network monitoring and management. Network administrative services must include:
- a. **Installations/Removals.** Under the Contract, the Lottery will be responsible for identifying new Retailer Terminal locations. Once the information is passed on to the Awarded Bidder, it will become the Awarded Bidder's responsibility for coordinating order placement, installations, removals, and moves.
 - b. **Configuration Management.** Configuration changes and asset records must be managed. This includes an inventory of Lottery network resources and their operating parameters. Change management control procedures and online storage of network component configuration files are required.
 - c. **Fault Management.** Fault management consists of actions toward detection, isolation, and correction of faults in the network. This includes, but is not limited to, the host processor, front-end processor, Retailer terminal, and/or diagnostic equipment. All must be able to notify the network monitor or System monitor of significant transmission failures or outages as soon as possible after occurrence.
 - d. **Performance and Capacity Management.** Performance management includes monitoring network utilization and managing resources to maximize capacity and minimize contention. Capacity management should be utilized to plan for expansion of the network or re-alignment of the network to ensure sufficient capacity is available.
 - e. **Interface.** The Awarded Bidder must interface with the communications providers, Retailers, and the Lottery to maximize uptime.
- 5. Central Network Monitoring and Fault Resolution.** The Awarded Bidder must diligently and constantly monitor the network, detect current operating characteristics, and detect faults and take action to remediate them. Network monitoring and fault resolution services must include:
- a. **Network Monitoring System.** Communications test and monitoring capability must be available at both the PDC and SDC, as well as to authorized Lottery staff, who must be able to securely access the system remotely. Network monitoring tools must be able to interface and analyze protocols, view transaction data for analysis, and create visual and/or audible alarms to provide warning of problems sounding at the console. These alarms shall be robust enough to deliver messages over multiple mediums such as email, SMS or Apps such as Teams or others. The capability must be included to identify where the failure has occurred along with the ability to access this information remotely through a web browser. The capability must be included to determine whether a failure has occurred in the equipment at the PDC or SDC, within the communications network, or at the Retailer terminal level.
 - b. **Network Event Recording.** Communications test and monitor equipment must have recording and recall/reporting capability. The standards for the types of events recorded, sensitivity levels, and the period of retention will be developed jointly with the Lottery.
 - c. **Network Monitoring Protocols.** Network monitoring tools, and the networked devices provided by the Awarded Bidder, are required to employ a standard protocol to facilitate monitoring all along the communications path. It shall have the ability to extend this capability to new network devices, readily, should they be introduced.
 - d. **Game Monitoring.** The system shall include real-time monitoring of gaming transaction traffic and system utilization. Outputs shall include a graphical form.
 - e. **Call Center Monitoring.** Call Center equipment must have a display of terminal status allowing operators and call center staff to see if a terminal is down, if a Retailer is signed on, and other relevant diagnostic information.

- f. **Lottery-Initiated Network Monitoring.** The Maine Lottery itself must be able to monitor the network using a management workstation software application, or with specialized workstation(s) as supplied by the Awarded Bidder. As well as having status information available to the Lottery, the Lottery must receive reports or displays from the Awarded Bidder that would indicate attempts at unauthorized access to or manipulation of the System's components.

F. Software Controls and Data Management

In addition to selling and validating tickets, the System must provide features and functions to meet requirements for secure and efficient operation. The System, including security features, files, and related processes, must conform to existing or future NASPL and MUSL standards and requirements.

- 1. **Gaming Application Security and Control Features.** The Lottery requires both Lottery staff and the Lottery Back Office System access to a games management application for performing functions including, but not limited to, obtaining reporting for various aspects of the System including drawing balancing, financial accounting, issuing of adjustments, and additional management functions.

The Awarded Bidder must support the current set of Lottery game offerings and provide flexibility for growth into new games, game features, and play types required to meet the Lottery's sales and profitability objectives. Throughout the term of the Contract, the Awarded Bidder shall provide enhancements / improvements to games currently offered by the Lottery including software development for add-on games developed by third parties.

2. Games management Application Features and Control

- a. **Logging.** All game processing and system activities must be recorded in real time and simultaneously recording all draw game transactions to the primary system, the backup system(s), and a remote logging file that will be input to the Lottery's ICS. It shall verify that the transaction was recorded in all the above stated files prior to transaction completion.

Requirements include, but are not limited to:

- i. The gaming system back-up, recovery, and redundancy features can be supported, using log files for recovery, if necessary.
 - ii. The gaming system – including outages and recovery events – can be audited and checked for appropriate usage and freedom from error. There must be a strict relationship between tickets printed, tickets registered in the log files, and ticket transactions carried forward to the ICS.
 - iii. Authorized Lottery personnel may research transactions and operations when required. The log will include detailed records of sales, validations, canceled on-line tickets, rejected validation inquiries, promotional tickets, coupons, terminal outages, system events (e.g., takeovers by the backup system), etc. Reports on transaction log entries must allow standard queries and sorts.
 - iv. The transaction logging process shall include periodic checkpoints including significant totals (counts and amounts) for all games.
- b. **Operator Console Records.** All operator commands executed by the System, draw-breaks, and any System warnings or problem messages must be logged and available for review by the Lottery upon request.
 - c. **Backup and Recovery.** The System back-up, recovery and redundancy features must be supported. Data shall be retained by the Awarded Bidder to provide the ability to completely

restore the Gaming System. Backups shall consist of daily incremental backups of the database and the ability to perform partial and full back-up procedures. All backup procedures shall be executed while the System is operational with no downtime incurred.

The Awarded Bidder must use operational practices through report balancing and reconciliation to ensure that current files and archived backup copies are valid. This is particularly important for validation files and future plays files where recovery by reprocessing large volumes of aged transactions may be impractical.

- d. **Interface.** The Awarded Bidder must provide a web-based application able to perform all queries from the real-time database and ticket logs. This interface must be easy to use and powerful enough to select data by wager or perform winner selection. It must have 24/7 real-time availability. The application must be capable of exporting its results into standard micro-programming packages such as Microsoft Word, Excel, PDF, and Comma Separated Values (CSV).
- e. **ICS Decryption Software.** The Awarded Bidder shall provide the Lottery with any software necessary to interpret or decrypt any proprietary or unique ICS (audit) record formats in readable text.
- f. **Multiple Sales Channels.** The System shall support the processing and accounting of transactions offered from a variety of sales channels.
- g. **Multiple Terminals per Retailer.** The System shall support multiple terminals and terminal devices at a Retailer location. The System shall be able to account for individual terminals and multiple terminals as part of a single Retailer location.
- h. **Retailer Report Review.** The System must be able to generate reports in the same format as the Retailer terminal reports to allow Lottery staff to review results as the Retailer would see them.
- i. **System Monitoring.** Real-time monitoring of gaming transaction traffic and system utilization must be provided. The System must display and report any conditions that may indicate operational problems. The Lottery shall receive immediate notification of abnormal System operations and their causes, such as validation problems, communication difficulties, and server downtime.
- j. **Unique Transaction Number.** Each transaction must be assigned a unique serial number. The serial number assignment methodology must ensure serial numbers are unique over the term of the Contract and any/all extension. Serial number assignments must account for transactions resulting from unclaimed winners, vouchers, and possible other causes residing for extended periods in the System.
- k. **Tickets Not Duplicated.** Tickets must not be able to be replicated on terminal equipment unless "REPRINT" is placed upon the ticket.
- l. **Retailer Spoofing.** The System must ensure integrity wherein no action, either by external agents or insiders, can permit duplicate or unauthorized terminals to be established. In all cases, correct terminal identification must be ensured.
- m. **Software Checksums.** Checksums are required for executable programs on the gaming host systems, front-end processors, network equipment, administrative systems, and all field deployed equipment for auditing purposes. This requirement also applies to the development and quality assurance systems. Checksum information will be provided to the Lottery upon request. The Awarded Bidder must maintain control of software distribution so that systems and terminals are not able to inadvertently run inappropriate versions of the software.

- n. **Transaction Storage Redundancy.** Every transaction processed must be received in the primary system before ticket print authorization occurs. The transaction must immediately be passed on to all backup systems. In addition, there must be protective redundancy of copies at the primary data center.
- o. **Transaction Simulation.** A transaction simulator program will be supplied to generate all types of transactions (terminal and System) in optional percentages for use in testing software quality and performance and System fault tolerance. The program must accommodate simulated instant ticket validations against a validation file as part of the transaction mix. The program must allow manually entered transactions, including instant ticket transactions, to mix with the program-generated transactions. The simulator is required to inject transactions external to the transaction processing hosts, front-end processors, firewalls, and switches of the System.
- p. **Management Reports.** The System must be capable of producing, at a minimum, online and offline management reports similar to those listed in Appendix H (Management and Administrative Reports). The Lottery will determine final report specifications with the Awarded Bidder.
- q. **Secure On-Site and Off-Site Storage.** The Awarded Bidder must provide secure on-site and off-site storage of critical files, software, and back-up data, subject to approval of the Lottery. Stored materials retention will follow a schedule negotiated with the Lottery. Media stored in archives must be checked and/or exercised periodically, as agreed upon, to ensure usability. At the Lottery's direction, the Awarded Bidder may be directed to restore a backup file to a test system to ensure viability.
- r. **Retailer Accounting Adjustments.** Authorized application users must have the ability to make adjusting entries to Retailer accounts with a complete audit trail of adjustment amount, date of adjustment, user who entered the adjustment, and a description/reason for the adjustment.
- s. **Terminal Activity Monitoring.** The System must provide the capability for pulling a detailed listing of transactions that were performed in chronological order at a specific terminal on a specified date. This should include an entry for all actions performed by a user of that terminal, the play information for any non-scratch ticket generated including the barcode and a representation of the numbers/play areas chosen, and the information for any paid tickets including scratches showing barcode, game identifier, and amount. Tickets that were inquired upon should also be present in the listing with the removal of any information that could be used for cashing. Additionally, any sessions covered by a balance being tracked by the central system should be shown with an identifier and easily tracked through the readout.
- t. **Ticket Verification.** There must be an application that will allow the lookup of draw based game tickets by barcode, additional identifiers can be used as well, if available, and will display the characteristics of the ticket including current status.
- u. **Dynamic Pools.** For all games, the Awarded Bidder must maintain dynamic pools for the current draw, and dollar summaries for all plays for all future draws on sale. The total dollars played by game by play type must be maintained for all future draws. The current day's pools must include all current day's sales as well as advance day sales for that draw.
- v. **Ticket Stock Tracking and Security.** The Lottery currently tracks ticket stock. Ticket stock will be delivered and must have the ability to be accepted by a Retailer through a bar code system. The Awarded Bidder must provide the ability to implement ticket stock tracking. Ticket stock tracking will permit returns, re-issues, and destruction of stock, as appropriate, by authorized users. Ticket stock activity reports will be required to track erroneous ticket

stock activity. Ticket stock tracking information (i.e., cartons and the uniquely identifiable rolls within cartons) shall be delivered from the ticket stock printer directly to Lottery Security, using a method of secure electronic delivery as prescribed by the Lottery. The Awarded Bidder must provide any hardware and software necessary to store, maintain, query, or interpret this information.

- w. **Dual Security System.** The Retailer terminal must generate a unique number, aside from the System-logged transaction serial number, to link winning tickets to selling terminals. This "dual security" approach must be acceptable to any multi-jurisdictional associations the Lottery is a part of or becomes a part of (e.g., Tri State Commission and MUSL). This application must be under the physical and operational control of Lottery Security. The Bidder must provide any application necessary for the Lottery to decrypt dual security numbers. The methodology must avoid Retailers having to save sign-on slips or other materials and must preclude Awarded Bidder's staff from decrypting the dual security number. The use of public key encryption techniques is required.
- x. **Anomalous Condition Reporting.** The System must be capable of displaying and reporting anomalous conditions indicating possible operational problems or attempts at fraud. This capability must include, but is not limited to, the ability to report a terminal with anomalous and excessive transactions (such as sales, cancels, and log-in attempts), attempted validations of stolen tickets, unusual console log entries, unusual transaction journal entries, and systemic events such as no sales for a game scheduled to be operational.
- y. **Transaction Protection.** The System must ensure that transactions cannot be tampered with including, but not limited to, the log files and validation files. The Lottery reserves the right to review any and/or all System narratives, source program listings, and operational procedures to ensure data and System integrity.
- z. **Software Quality Assurance and Acceptance Testing.** The Awarded Bidder shall perform quality assurance practices for software enhancements and corrections. This QA program shall be complemented by the Lottery's acceptance testing program using the testing terminals and systems described within this RFP.
- aa. **Configuration Management.** The Awarded Bidder shall maintain and modify software once it becomes operational and for the development and support of future software needs.
- bb. **Segregation of Duties.** The System operation must employ principles of segregation of duties and "need to know" and must restrict Superuser privileges for the Awarded Bidder's staff. The system shall require an Awarded Bidder's staff who needs Superuser privileges to undertake an auditable action to escalate their privileges.

3. Games Management and Monitoring

- a. **Game Control.** The games management application must support the ability (for an authorized user) to shut off and resume sales and validations on each game independently.
- b. **Game Monitoring.** Real-time monitoring of gaming transaction traffic and System utilization must be provided by the Awarded Bidder. Authorized games management application users must have the ability to observe real-time statistics on the operation of the System by game, Retailer, or group of Retailers. The Lottery shall receive immediate notification of abnormal System operations and their causes, such as validation problems, communication difficulties, computer downtime, etc.
- c. **Liability Levels.** The System shall support setting liability limits. The Lottery will be alerted automatically immediately when sales of a number in a fixed payout game reaches a warning level and then reaches a specified liability level. The System will automatically suspend sales

of any number when the liability limit is reached, although the Lottery will have the ability to override the suspension, as well as performing testing at its discretion. The System must provide a payoff figure and a payoff liability at the time of the alert.

- d. **Retailer Disablement Codes.** The games management application must support a coding scheme for differentiating various Retailer "disabling" reasons. For example, if a Retailer is disabled for a collection-related problem, for EFT sweeps, and for a disciplinary problem, this multiple-cause disabling must be recorded in the Retailer record and clearly displayed upon inquiry. The coding scheme must be able to accommodate up to one hundred (100) total disablement conditions with up to twenty (20) concurrently. The application must be capable of reporting a Retailer's history of disablement conditions.
- e. **Retailer Terminal Management.** Authorized games management application users must have the ability to enable and/or disable any Retailer terminal, partially or fully. Actions taken toward Retailer management must be effective immediately and must create an audit trail of the changes made, the date of the change, and the user who made the change to a Retailer terminal record.
- f. **Retailer Message Groups.** The games management application must support the ability (for an authorized user) to send messages to a specific Retailer, or to any group of Retailers such as, but not limited to, all Retailers, Retailers in the same county, zip code, business type, corporate account, or sales level. In addition to game messages, the Lottery may also utilize this functionality to send messages such as "Amber Alerts" to selected groups of Retailers.
- g. **Retailer Message Size.** Retailer informational messages at minimum must support up to one thousand twenty-four (1,024) characters.
- h. **Immediate and Deferrable Messages.** The games management application must support the ability for an authorized user to define any Retailer message as immediate or deferrable. Immediate messages must be displayed by the Retailer terminal right away. If the terminal is not logged in, the message must be displayed immediately after the next login. For a deferrable message, the Retailer terminal is notified to take a specified message within a certain time, but the message can be taken by the Retailer when it is more suitable to player traffic.
- i. **Ticket Messaging.** The games management application must support the ability for an authorized user to create and send messages to all or selected groups of Retailer terminals to be printed in "banner" spaces on the tickets. These messages would be triggered by situation, for example by the game, bet type, or price point. One application will be a unique, by game, marketing message to display on the tickets. The Lottery may also utilize this functionality to send messages such as "Amber Alerts" for printing on tickets.
- j. **Player Display Messages.** The games management application must support the ability for an authorized user to create and send graphics and messages to the player display units associated with the Retailer terminals. In addition to game messages, the Lottery may utilize this functionality to send messages such as "Amber Alerts" to selected groups of Retailers for display.
- k. **Sales and Transaction Research and Reporting.** The Lottery requires the ability for authorized users to request, process, and print portions of the Gaming System's sales and transaction history. At least seven (7) days of sales and transaction history must be available.
- l. **Retailer Report Review.** The games management application must be able to generate reports in the same formatting as the Retailer terminal reports to allow Lottery staff to review results with Retailers.

4. **Draw Games Draw Control.** The following controls must be in place for all games in which the outcome is determined by a Lottery authorized drawing:
- a. **Operator Games Control.** The System must provide game status changes (Open, Closed, and Pay) by manual operator intervention within a prescribed window of entry. The System shall also allow for game closure and reopening outside the prescribed window of entry by authorized Lottery personnel.
 - b. **Automatic Close.** At a specified time before the drawing, the System must automatically close a game without operator intervention. There must be a manual override capability made available for this function.
 - c. **Transactions at Close.** The System must maintain control of transactions underway at close time so that all transactions before the game close transaction apply to the forthcoming drawing and all transactions after the game close transaction apply to the subsequent drawing.
 - d. **Drawing Information.** At game cut-off for any game, the System must display the following information:
 - i. Time of day
 - ii. Net game pool (sales minus cancels)
 - iii. Hash total of plays (including cancels)
 - iv. Pool Status
 - e. **Draw Identifier.** The Awarded Bidder must provide an automated console log allowing dynamic viewing and unalterable locked down files. Copies are to be provided to the Lottery daily.
 - f. **Manual Dual Entry.** The System must provide the ability to enter critical data such as the entry of winning numbers, prize amounts, and jackpot amounts through two (2) different application user sessions to verify results before allowing the process to continue. All attempts, successful or not, must be logged. Unsuccessful attempts will require restarting from the beginning. The Awarded Bidder must also provide an automated data entry feature from the Lottery's Random Number Generator (RNG).
 - g. **Multiple Winning Numbers for a Draw.** The System must be capable of allowing for the entry of multiple winning numbers at the discretion of the Lottery for every terminal-based game.
 - h. **Suspend Sales After Last Drawing.** The System must provide the option to suspend sales of a game for the remainder of the sales day, after the last drawing of the day. The described functionality is primarily used for the jackpot tier of progressive jackpot games to either suspend sales for 30 seconds after a jackpot has been won or to set the game for end of life so that once the final jackpot has been won the game can be closed out.
 - i. **Closing, Drawing, and Validating Time Window.** The Lottery considers it mandatory to minimize the time window between games close, drawings, and the ability to pay winning tickets. The System must comply with the time window specifications shown with the game descriptions in [Appendix N](#) (Draw Game Matrix) for closing games, conducting game drawings, entry of winning numbers, and readiness to pay winning tickets.
 - j. **Future Draw Validation.** The System will allow the Lottery to sell and cash for future draws prior to the current draw being finalized.

- k. **Roll to Next Drawing after a Problematic Drawing.** The System shall allow the Lottery to resume ticket sales and operations for Retailers and customers for future sales without necessarily finalizing and declaring official a problematic drawing.
 - l. **Advance Play Step-down Feature.** The System shall allow for a step down on wagers placed for advance play on future drawings for Terminal Games. This will facilitate matrix changes and changes in the number of plays allowed in a week.
5. **Promotions and Promotional Features.** The System must include a broad range of promotional features to enhance Lottery sales and acceptance rates. Tracking and reporting of all promotions is required. The System must be capable, at a minimum, of providing the following features and capabilities at the start of the Contract:
- a. **Capabilities.** The System must include a promotional package with the ability to run more than one promotion at a time. Promotions must be configurable in multiple ways including zip code, chain, Retailer, product, etc., and may require the PADs or terminals to display visual or audible notifications at the time of win. Promotions shall have full reporting capability, allow for offers across product categories including Instant and Draw, and must integrate seamlessly with ICS. This is applicable for both draw and instant products.
 - b. **Features.** At a minimum, the following promotions are required:
 - i. **Free Play.** Free play with the purpose of a game or games or other conditions as specified by the Lottery.
 - ii. **Lottery Cash.** Preprinted codes that can be applied to the purchase of any Lottery game.
 - iii. **Bonus Draws.** A specified increase in the payoff for specified winning plays at the Lottery's option.
 - iv. **Drawing Events.** Varying the number of drawings per game per week and/or the days the drawings are conducted.
 - v. **Lottery/Game Coupons.** Preprinted codes that can be applied to the purchase of any or specific Lottery game. When the code is scanned the reward is produced.
 - vi. **Winning Multiplier Promotion.** The ability to multiply the winnings based on set criteria.
 - vii. **Every nth.** For every nth ticket, a prize, coupon, promotional entry, or other award is granted.
 - viii. **Buy x get y.** Player has opportunity to earn a reward of prize, coupon, promotional entry, or other award when buying a specific game or games.
 - ix. **Basket Promotion.** Sale of multiple games where the system generates a coupon or game ticket. (e.g., buy three different Lottery products, get a coupon)
 - x. **Regional Marketing.** Sale of specified games / products / features (e.g., couponing, discounting) through select Retailers, Retailer groups, and/or selected geographical areas.
 - xi. **Sampler Ticket.** A multi-game, quick pick only, where the System automatically generates more plays for two or more games.
 - xii. **Variable Commission Rates.** For certain draw and instant products, Retailers or a select group of Retailers may have commission rates set differently from the default value for a short-term, long-term or permanent basis.

- vi. Files created for the IRS by the Awarded Bidder are to be sent to the Lottery in CSV format upon demand.
- b. **Retailer Weekly Accounting.** The accounting cycle for computing monies owed by Retailers and processing EFT files is currently Sunday through Saturday. In current practice the Retailer accounts are serviced weekly. This accounting period is also referred to as an accounting week or business week. However, the System must provide flexibility to allow for daily or other periods in the event a business need arises for this. The Lottery reserves the right to change the accounting period during the term of the Contract.
 - c. **EFT Sweeps.** The Awarded Bidder will be responsible for the creation and transmission of the bank files at the Lottery's discretion. The normal weekly business period is currently Sunday through Saturday. The Lottery reserves the right to change the accounting period during the term of the Contract and the System must provide flexibility to allow for daily or other periods in the event a business need arises for this. Holidays may affect the EFT sweep by moving the date one (1) day.
 - d. **Additional EFT Sweeps.** Additional daily EFT sweeps must occur to support the Super Retailer program and Retailer bonuses as needed.
 - e. **Chain Accounting.** The System must provide a mechanism for accounting accommodating multi-store chains. Chain headquarters must be able to see individual store accounting as well as chain roll-ups.
 - f. **Accounting by Retailer Location.** Some Maine Retailers have multiple Retailer terminals in one location, and these must be accounted for using one Retailer location account. Another accounting obligation is to continue the ability to identify and report sales for a location even if it has undergone a change of ownership.
 - g. **Retailer Adjustments, Bonuses and Reimbursements.** The System must provide an application for the Lottery to make Retailer account adjustments and reimbursements. Authorized games management application users must have the ability to make adjusting entries to Retailer accounts with a complete audit trail of adjustment amount, date of adjustment, user who entered the adjustment, and a description/reason for the adjustment. There must be the ability to make recurring adjusting entries either based upon parameters within the System and/or a file provided by the Lottery (i.e., mass adjustments).
 - h. **Variable Retailer Commission Rates.** The System must support variable commission rates for Retailers. Variable Commission rates may be set by game, by Retailer, by chain, or by group.
 - i. **Tracking for Retailer Changes.** The System must provide for tracking all changes to the Retailer master file and accounting files. There must be displays and reports that show past changes and statuses of the files.
 - j. **Retailer Bonus Checks.** The System must have the ability to create bonus checks and track the bonus for 1099 tax reporting purposes.

Specific requirements include:

- i. Import data from a Lottery-generated file, identifying the chain designation, Retailer number, business name, check amount, assigned territory, route, and stop.
- ii. Produce a Cash Requirement Report to ascertain accuracy of bonus payments prior to the checks being produced.
- iii. Roll multiple bonuses up to a single check for corporate accounts while maintaining individual store information.

- iv. Recognize franchise locations.
- v. Automatically connect bonus payments to Retailer tax file.
- vi. Print checks and sort by chain and/or territory route and stop designation.
- vii. Print checks on laser printer stock and automatically apply authorizing signatures to the checks.
- viii. As needed, cancel any checks and remove the bonus amount from the tax file.
- ix. No income tax withholding is necessary for bonus checks, but the information must be available and reported separately for 1099 detail reporting.

8. Retailer Incentive Payments

- a. The System must have the ability to create Retailer incentive payments for cashing tickets, selling winning tickets, and meeting sales objectives. Payment must be made via an EFT.
- b. Import data from a Lottery-generated file, identifying the chain designation, Retailer number, business name, incentive amount, assigned territory, and route.
- c. Produce a Report to ascertain accuracy of incentive amounts prior to the checks being produced or the creation of a bank file.
- d. Roll multiple incentives up to a single check/payment for corporate accounts while maintaining individual store information.
- e. Recognize franchise locations.
- f. Automatically connect incentive payments to Retailer tax file.
- g. The system should have changeable parameters for bonus payments for the sale of winning tickets and cashing of winning tickets.
- h. Print checks and sort by chain and/or territory route and stop designation.
- i. Print checks on laser printer stock and automatically apply authorizing signatures to the checks.
- j. As needed, cancel any checks and remove the bonus amount from the tax file.
- k. No income tax withholding is necessary for bonus checks, but the information must be available and reported separately for 1099 detail reporting.
- l. The System must provide separate commission rates for Retailers based on different product types, different games, and various promotional situations.

- 9. **Retailer Financial Website.** The Awarded Bidder must provide a secure web-based application or site with log-in from mainelottery.com for on-demand, NASPL standard compliant Retailer accounting and information. Content available from the System for the Retailer website will include, but not be limited to, transactional accounting, sales information, tax forms, 1099 forms, Retailer historical reports. Retailer information and alerts, and game and terminal documentation. Corporate Retailers must have access to information on any or all sites within the corporate account.

The Awarded Bidder shall provide a Retailer mobile app, website or desktop application that provides Retailers with on-demand and scheduled reporting of metrics related to the Lottery product categories. This includes all game sales, inventory tracking, financial statements, promotion tracking and results, incentive program reporting, and other reporting in flexible formats that facilitate import to the Retailer's back office and reporting systems. User authentication with MFA is required. 2FA via text message will not be supported.

The Lottery is requesting a training module within the website for Retailers to train new staff.

- 10. Internal Control System (ICS).** The Awarded Bidder must supply the Maine Lottery with an ICS through a qualified, Lottery-selected third party. Costs for all hardware and software elements of the ICS, including maintenance and continuing support from the ICS subcontractor, must be included in the Base System price. The ICS will check the System independently by re-processing transactions, allowing auditing of the daily transactions, winner selection/verification, prize payout calculations, sales summaries, and various inquiry and reconciliation activities.
- a. Suppliers.** The ICS application must be supplied by an independent, third-party software subcontractor subject to the Lottery approval. The Lottery reserves the right to obtain documentation verifying the ICS subcontractor's independence from the awarded Bidder and/or any of its affiliates. The credentials of the ICS subcontractor must indicate it is experienced and qualified in providing this type of software.
 - b. ICS Operations by the Maine Lottery.** The Awarded Bidder and the selected ICS subcontractor will provide operating instructions and training to the Lottery. The Lottery will conduct all daily operations in support of the ICS.
 - c. Total Reprocessing.** The ICS must be capable of performing a total reprocess of all data, both Instant and draw, including Draw Winner selection and verification of validations through an independent database.
 - d. Transaction Processing.** The ICS will check the System independently by securely processing all relevant, auditing transactions of the daily transactions, winner selection/verification, prize payout calculations, sales summaries, and various inquiry and reconciliation activities and automatically balance against the gaming system.
 - e. Real Time.** The ICS servers must process System transactions in near real time. The ICS servers must independently receive transactions from the System and be available for processing (i.e., no ICS system is higher functioning than the others).
 - f. ICS Integrity.** Although the ICS Vendor is a subcontractor of the Gaming System Bidder, the ICS subcontractor shall advise the Lottery whenever there is any matter affecting the functionality and/or the integrity of the System or when there is a need for modification(s) to the ICS system. Service level agreements, Bidder access, release management, change management, and incident and problem management processes shall be defined, agreed to, and implemented based on Lottery, Bidder and ICS subcontractor support policies, methods, and procedures. Software and hardware upgrades to the ICS, as well as planned, emergency, and break-fix changes, updates, and new features and services during the term of the Contract shall be approved in writing by the Lottery prior to implementation and in compliance with established change management processes.
 - g. ICS Modifications.** The ICS subcontractor shall perform all necessary software modifications to correspond with the Gaming System Bidders software changes due to adjustments to a game matrix or design at no cost to the Lottery. The ICS subcontractor at no cost to the Lottery shall maintain stable and secure ICS software/application keeping current with software upgrades, patches, and security vulnerability updates. The Lottery intends to be responsible for ensuring the hardware platform the ICS resides is likewise current in operating system levels, hardware code levels and security related patches specific to hardware components unless an alternative workable plan is offered by the Bidder and adopted by the Lottery. The Lottery also intends to be responsible for ICS back-up procedures and off-site storage of back-up media.

- h. Availability and Functionality.** The ICS shall be available at all times that the System is available and include, but not be limited to, the following:
- i. ICS Reports.** Reports will be automatically generated and may be configured to automatically print. Reports must be organized and formatted identically to their gaming system counterparts for efficient review and balancing.
 - ii. User Interface.** A user-friendly GUI will be provided to the Lottery for monitoring daily activity and providing a mechanism for retrieving historical reports. Access to the GUI must be configurable and logged.
 - iii. ICS Operations by the Lottery.** ICS operations should be as automated as possible and require little, if any human interaction on a daily basis. Daily operations will be conducted by Lottery staff in support of the ICS. The Gaming System Bidder and the selected ICS subcontractor must provide operating instructions and ongoing training to the Lottery. The ICS subcontractor will be responsible for system administration functions such as operating system updates, game purging, backup and recovery, file maintenance, and software upgrades.
 - iv. ICS Expenses.** Costs for all hardware, network equipment, and software elements of the ICS, including 24x7 support, and all hardware and software changes required to support current and future gaming requirements will be the responsibility of the Bidder. This must be included in the Base System price for the term of the Contract.
 - v. Data Provisioning.** The Lottery requires various forms of data provisioning to feed Lottery administrative and gaming support systems. For some applications, a data file of a specified format and frequency must be supplied. These include, but are not limited to, PDF, Excel (XLS, XLSX), CSV and TXT.
 - vi. General Ledger.** The Lottery maintains its accounting on a commercially available software product. The System and ICS must be capable of transferring data to the Lottery in support of general ledger entries.
 - vii. Other Data Updates (ODU).** The Lottery utilizes ODU as a method to update the Lottery Retailer database with information from ICS.
 - viii. MUSL FLEX.** The Lottery provides sales and winner data to MUSL for each drawing.
- i. Internal Control System and Related Functions**
- i. Real-Time Feed.** The Lottery requires a real-time feed of the transactions to the ICS. The real time feed will include periodic checkpoints to ensure the ICS file is complete at that time. In addition, the ICS Vendor must be able to provide audit files to the Lottery within five (5) minutes following the close of sales for any game, and prior to the drawing for that game. A final audit file for the day must be available to the Lottery immediately after the Lottery System closes each day.
 - ii. ICS Data.** The Lottery will define and approve the file content and format. No duplicate transactions may be included in the transaction file. All records must be date/time stamped to the nearest hundredth second. Only completed valid or invalid transactions are recorded. The System must be capable of generating log records for all proper transactions or transactions-in-error processed on the System, regardless of their type (inquiry, update, report, user logon/logoff).
 - iii. ICS Data Delivery.** The ICS data must be in the possession of Lottery personnel immediately following the closing of sales for any game, and prior to the drawing for that game.

- iv. **File Transfer.** The System will have the capability to secure file transfer protocol (SFTP) the file of the entire day's log data, or any other file considered necessary, to a Lottery-designated direct access device.
 - v. **Control Mechanisms.** The ICS must have the ability to convert external serial numbers to internal serial numbers and internal serial numbers to external serial numbers, including check digits.
 - vi. **Data Requirements.** Data to be supplied to the ICS concerning Retailer transactions must include the Retailer number, terminal number, number of times the terminal had to send any particular transaction before it was completed, whether any transaction was initiated by reader or keyboard, whether it was keyboard corrected from an initial hardware read, and the type of each transaction.
 - vii. **Report Format.** The ICS must be able to generate electronic reports as directed by the Lottery. Reports must be available in Excel, PDF and CSV formats.
 - viii. **Procedures.** The System's procedures and documentation for daily and weekly inventory, liability, and financial balancing must be delivered and approved by the Lottery prior to final Acceptance Testing approval. The procedures for the re-creation of log tapes, the recovery of the System in case of failure, and the methodology and procedures related to reconciling out-of-balance conditions due to software or hardware failures must be documented prior to start up.
 - ix. **EFT Data.** The data supplied on the file must include the Retailer number, the count and amount for net sales, cancellations, validations, claims and adjustments, selling commission, validating bonuses, claiming bonuses, promotion data, and the amount due (either to the Lottery or to the Retailer). Calculations should be rounded to the nearest penny.
 - j. **ICS Startup.** It is required that the ICS features be the first available during the conversion process. Data that is "in use" during the conversion process shall be the first secured and cleared for implementation into the new system. The ICS subcontractor shall assist the Lottery in converting and cleansing data from the current ICS so that data will be accurate and correct on the new System and ICS.
11. **Claims and Payments.** The System must provide a robust mechanism for accurate processing and the recording of all activities necessary to issue a paper check or other payment methods, or to execute an electronic funds transfer as well as process non-cash, merchandize prizes.

The System must validate winning Tickets presented within a Validation period determined by the Lottery.

The Lottery expects Retailers to pay winning Tickets up to a winning amount, currently set at \$599.00 per draw. A Draw Game Ticket, incorporating one or more draws under a single unique serial number and multiple winners on the same Ticket, observes the winning amount parameters as a Ticket with one draw. If all single winning Play are under \$599.00, then the Retailer must pay the combined amount to the customer. If one Play on the Ticket is more than \$599.00, the Terminal must produce a bearer's claim and the ticket must be taken to the lottery for payment. If a Play is greater than \$5,000.00, federal and state tax withholdings are taken from the winnings. Application of this rule must ignore prize values previously validated on exchange Tickets.

When validating a multiple draw (advance play) Ticket prior to the last draw on the Ticket, an exchange Ticket for the balance of the Plays must be printed. The exchange Ticket must have a distinct serial number from the original Ticket, but the System must be able to relate the two.

The System must provide the following:

- a. **Transaction Details.** The software shall ensure that every transaction's details are maintained regardless of disposition (e.g. voided; replaced; reprinted; etc.) or changes to a claimant's citizenship status or TaxPayer Identification Number.
- b. **Dual approval.** Dual approval and/or other security procedures shall be inherent in the software design to allow for manual claims processing (including merchandise prizes) or alterations during the processing of a claim, or after a check has been issued.
- c. **Positive Pay.** The software shall upload a positive pay file to the Lottery's bank at a time interval determined by the Lottery to allow a claimant to promptly cash a claim check at the issuing bank.
- d. **Check Printing.** The software shall allow Claims Center staff to print checks individually or in batches, using the Lottery's check stock specifications. Every check shall be accounted for, in sequence, on the check register. Check information shall be maintained if a claim is destroyed or reprocessed.
- e. **Tax Withholding.** The software shall also produce tax withholding information and print the claimant's name and address on the checks, as required by Lottery.
- f. **W2-G.** The software shall accurately record the income tax withholding as required by applicable law. It must have the ability to print an IRS Form W2-G immediately following the printing of the claimant's check. The claims staff shall have the ability to issue a separate W2-G after the claim has been processed, as requested. The software shall also have the ability to produce W2-Gs for multiple claimants for a single claim, if an IRS Form 5754 is presented.
- g. **Debt Set-off.** The software shall have the ability to manage debt set-off from prize payments for certain identified debts owed to government agencies. The system shall have the ability to check the Maine debt set-off file during the claim process and deduct the amount, plus any fees found, from the payment amount. Debt set-off should be checked for all prizes on a single claim of \$600.00 or greater (as determined by the Lottery) including merchandise prizes. The Awarded Bidder's System shall provide the ability to perform this function for all types of prizes and prize payments. The debt set-off information will be provided to the Awarded Bidder in a format determined by the Maine Lottery. All claims processed shall be checked against the database of ineligible players, which is updated and maintained by Lottery Security.
- h. **Restricted Players.** The software shall have the ability to manage restricted players, or players not permitted to participate in lottery play. When a claimant is matched to a restricted player, the claim shall be placed in a state where it can no longer be processed, and the claim should clearly indicate that the claimant is a restricted player.
- i. **PII (Personal Identification Information).** The software shall contain internal controls, security features, auditing tools, and/or other measures to prevent and detect fraudulent or improper claim payments. Software security or other design features shall limit the opportunity for identity theft or other improper use of a claimant's PII.
- j. **Bidder Availability.** The Awarded Bidder shall be available on an on-going basis to advise the Lottery on how to fully utilize the available software features or controls to ensure the integrity of Lottery claims processing operations.

- k. **Equipment.** Terminals, scanners, and other equipment needed at the Claims Center(s) shall be provided, repaired and/or replaced by the Awarded Bidder at no additional charge.
 - l. **Validation Exceptions.** If a ticket is determined by certain guidelines to need validation by the Lottery after the claim period, there will be a System override to accommodate this transaction.
 - m. **Retention of Cashed Winners.** The System must retain cashed winners draw for at least one hundred eighty (180) days, including preserving a mechanism for accessing, summarizing, and researching cashed winners.
12. **Advertising Content Management System.** The Awarded Bidder must provide an application that facilitates management and distribution of text, audio, image, and video materials delivered to Retailer terminals, player advertising displays, and other peripherals. The Lottery will manage a library of these objects that may be sent and activated for display at Retailer locations. These objects will be subject to frequent refinement and replacement. The Lottery requires the ability to cross promote and follow with tracking for number of impressions. The Lottery shall be able to traffic content by region, city, zip, location, chain, and any other addressable demographic. The Lottery would also schedule program content by demographic, parts of day or time, and Retailer type.
13. **Cashless Transaction Reporting.** The Awarded Bidder must provide an application with reporting tools that allow the Lottery to access data related to cashless transaction activity. This includes, but is not limited to, reporting features that provide Retailer-specific activity logs; balancing and dispute issues; reporting on velocity controls by payment type, day, and month; and Retailer and aggregate data such as total transfer count and amount by payment type.
14. **Real-time Data Management and Reporting.** While a preponderance of Lottery reporting needs will be met by near real-time Business Intelligence and Analytics addressed in PART II, Section F 15 (Business Intelligence, Analytics and Reporting), the system must provide a stable and redundant database and reporting application to facilitate accurate direct (select and specific only) and in-direct real-time reporting on Lottery data. This includes, but is not limited to, games, transactions, and warehouse and Retailer status activities. The final specifications, access, users, and reporting needs required to be supported with real-time access will be developed with the Awarded Bidder as part of the Conversion specification process and in conjunction with reporting needs defined throughout this RFP including, but not limited to, PART II, Section F 15 (Business Intelligence, Analytics and Reporting). The following reflects initial thinking regarding scope and needs. It is expected that required reporting capabilities defined throughout this document and during the specification process may change throughout the life of the Contract.

a. General Requirements

- i. **Database Access.** The Lottery requires access to real time Lottery related gaming information collected by the Awarded Bidder including, but not limited to, Retailer data, sales records, terminal maintenance data, and daily transactions, for scheduled and ad hoc reporting. The Awarded Bidder shall ensure database integrity, manage and maintain database structure, and manage user access. Lottery access to databases shall be limited to Web-driven interfaces. Lottery staff shall not have the ability to change database structure or change application-level code.
- ii. **Reporting Tool Set.** The Awarded Bidder must provide a software application for accessing, reporting on, and downloading data. The Lottery's access to data on the active System may be read-only and may employ a separate copy of the data on a separate

host from the active System, since the Lottery does not intend any negative impact on production operations or gaming response.

- iii. **History.** The database must contain summarized sales history for the term of the Contract including recent detailed transaction history. Older transaction detail must also be available, at least from archives.
- iv. **Report Export.** Reports must be exportable to common data management tools including, but not limited to, PDF, Excel (XLS, XLSX), CSV, and TXT.
- v. **Report Options.** The Lottery requires (unless otherwise specified) that all reports be date-driven and capable of being sorted and filtered. Filtering options are to be resolved with the Lottery.

15. Business Intelligence, Analytics and Reporting. The Awarded Bidder must provide a stable and redundant integrated database reflective of transactional, account and activity data from multiple sources potentially including games, Retailer, warehouse and distribution, accounting, claims, Salesforce automation, tell-sell, third-party applications, robust intelligence, reporting, and visualization and analytics application. This shall have self-service roles-based access for up to one (1) Lottery designated user and view only access for up to four (4) Lottery designated users, ongoing database and application administration and management, and design and management of a wide assortment of static and dynamic management and administrative reports. The final specifications, access, users, and reporting needs required to be supported with Business Intelligence, Analytics and Reporting will be developed with the Awarded Bidder as part of a specification process and in conjunction with reporting needs defined throughout this RFP including, but not limited to, Part II Section F 14 (Real-time Data Management and Reporting). The following reflects currently defined scope and needs. It is expected that required reporting capabilities defined throughout this document and during the specification process may change throughout the life of the Contract.

a. General Requirements

- i. **Database Practices.** The Lottery requires access to near real time (updated daily) integrated database, organized and managed by the Awarded Bidder including, but not limited to, data from Retailer transactions, instant and draw games, Retailer account and merchandising, Salesforce automation, player rewards, Tri-state Lotto, warehouse and shipping, distribution, accounting, tel-sell, security, and terminal maintenance for scheduled and ad hoc inquiry and reporting. Population of roles-based dashboards are required. The Awarded Bidder shall ensure database integrity, manage and maintain database structure, and manage user access while maintaining consistent and clear use of database definitions. Lottery access to the database shall be limited to business intelligence application access and shall not have the ability to change database structure or change application-level code.
- ii. **Business Intelligence, Reporting, Visualization, Analytics.** The Awarded Bidder must provide software for accessing, reporting on, analyzing, tracking, and downloading information regarding game sales, distribution, accounting, Salesforce, key account activities and more. Application should support design, designation and administration of roles-based permissions, ad-hoc queries, dashboards, and reporting.
- iii. **History.** The Lottery and Awarded Bidder will establish historical data and reporting requirements for conversion of existing data and set expectations for data retention and availability throughout the life of the contract.

- iv. **Report Export.** Reports generated by the application must be exportable and sharable to common data management tools including, but not limited to, PDF, Excel (XLS, XLSX), CSV, and TXT.
 - v. **Reporting.** At contract start, the Lottery requires a package of dashboard and reporting reflective of lottery best practices and inclusive of conversion of appropriate existing reporting. See Appendix H (Management and Administrative Reports) for current reporting used by the Lottery staff to track and manage Lottery operations and performance.
 - vi. **Ongoing Development.** The Awarded Bidder should expect to actively collaborate with the Lottery team on ongoing development of reporting, definitions, practices, integrations, and other activities to iteratively, responsibly, and securely advance the value and use of data across the Lottery plans and activities.
- b. **Dashboards and Reports.** The Awarded Bidder shall ensure the data, reporting, dashboards, and overall functionality is sufficient for the ad hoc, scheduled, and query needs of the Lottery designated users. The reporting that will be supported by the Business Intelligence and Analytics software may include, but is not limited to:
- i. **Financial Reports.** Financial liability, sales and trending, validations, and system balancing reports run on a daily, weekly, and drawing basis as appropriate.
 - ii. **Sales & Promotion Reports.** Sales and promotion ad-hoc, programmed, and dashboard reporting at salesperson, Retailer, region, and Lottery-wide level that tracks appropriate sales and promotion data by game, Retailer, or other relevant criteria for specified time periods.
 - iii. **Product Management Reports.** Reporting designed to deliver tracking and analysis of instant, draw, and special game type to game level shipments, demand, and sell-through.
 - iv. **Claims Reporting.** Reporting tracking claims activities.
 - v. **Player Rewards.** Reporting tracking the performance, efficacy and liability of Player Rewards programs, communications, and promotions.
 - vi. **Retailer Reports.** Reporting shall be both programmed and ad-hoc and include reporting by location, region, and corporate levels that tracks such information as invoicing, sales by game, inventory, inventory aging, product facings, promotions, and incentives.
 - vii. **Operations Reports.** Operations reports for management and technology staff tracking operational performance to identify issues and trends that need to be addressed.
 - viii. **Security Information and Reporting.** Both real-time and near real-time reporting will be used to support Lottery Security operations and ensure the integrity of the games and drawings, Retailers, warehousing and distribution, system, claims, digital and data capabilities, and overall lottery practices/processes.
16. **System Interfaces.** The System is required to interface with multiple applications used and to be used by the Lottery for administration, operations, marketing, and other gaming support. It is expected that this may include, but is not limited to, an ICS, Salesforce and Marketing Automation, Cashing Application, Chain Data file transfers, Instant Warehousing and Distribution, Tell-Sell, Lottery's Current Player Rewards, Jackpot Signage, and the Integrated Agent Database.
- a. **System Interfaces to State Accounting System (General Ledger).** The Awarded Bidder shall, in a secure manner, electronically transmit Lottery transaction accounting data for input into Maine's State Accounting System. The Awarded Bidder shall also transmit player and

retail payment data for input into Maine's State Accounting System to ensure pre-note verification is completed prior to any payments being made as directed by Lottery. At a minimum, the Awarded Bidder is required to transmit a daily accounting transaction file to the State Accounting System via SFTP. In addition to the aforementioned, this also includes, but is not limited to, the following:

- i. Sales data.
- ii. Manual adjustments made by the Lottery offices (sales, offset A/R debit/credit).
- iii. Instant sales by denomination: sales less returns, less commission, less sold winner commission – offset A/R.
- iv. Instant prizes by denomination: prizes, offset A/R.

17. Third Party Integration Services. Required integrations may include third-party solution(s) into the System. At times, it is understood that for integrations requiring extensive development, an additional fee may be appropriate.

- a. **Integration with Retailer Customer Loyalty Program – Invited Option.** As an **invited option**, the Awarded Bidder may provide integration between the System and the Retailer's Customer Loyalty program.
- b. **Integration with other Vendor In-Lane solution – Invited Option.** As an **invited option**, the Awarded Bidder may provide the integration between the System and other Vendor in-lane terminals.

18. Prize Payment/Checkwriter System. The checkwriter software is an integrated on-line/instant validation and check writing application for use by the Lottery at Headquarters. The Awarded Bidder must provide checkwriter application for up to three (3) users and (3) laser printers suitable for this application. The Awarded Bidder must also provide check stock for this application.

Checkwriter must include the following functionality:

- a. Capture and print complete claimant information required for IRS reporting at the time payment is made. This process shall include the ability to automatically calculate and withhold taxes and withhold other designated amounts from the prize on an ad hoc basis.
- b. Properly capture the prize amount from the validation process and mark the ticket as validated/paid.
- c. Print Maine Lottery checks, W2Gs, and ticket receipt forms utilizing MICR capable laser printers located in the Lottery office.
- d. Allow a prize payment process, via keyboard entry, for prizes not included in the validation system.
- e. Allow printing of miscellaneous non-prize checks with the ability to designate proper accounting and complete name and address for mailing.
- f. Allow accounting for non-cash prizes.
- g. Allow for interim daily reporting of check printing at each location, organized by each user generating checks.
- h. Provide detail for interface to the Lottery's financial accounting system.
- i. Provide various sales and management reports related to winning numbers, instant tickets, and other gaming activity.

- 19. Lottery Sales Representative Automation.** The Awarded Bidder must provide a salesforce automation software and hardware solution that provides Lottery field sales, sales management, and sales leadership access and interacts with comprehensive information about Retailers including special practices, sales trends, equipment, order status, facings and planograms, ticket inventory, special notes and communications, and other information to optimize Lottery Retailer performance. The following specifications would be met:
- a. Each LSR, LSR supervisor, and Sales Manager to receive a tablet or other device with the application and additional internet log-in capabilities for Lottery designated staff. Currently, there are ten (10) LSRs, one (1) supervisor, and one (1) sales leader for a total of twelve (12) users. The Bidder will provide an additional unit described in this section as a spare for use by the Lottery. Therefore, the Awarded Bidder should expect to support up to twelve (12) users of tablet and application and twenty-four (24) additional internet-based logins. New devices shall be provided every three (3) years under the life of the Contract. The Awarded Bidder shall provide pricing, laptop, and log-in for Salesforce automation.
 - b. LSR devices communicate from the field to the central systems. Bidders may propose alternative solutions for this. All communications solutions must provide appropriate bandwidth and secure communications.
 - c. LSR devices and salesforce automation applications shall have security SOP and capabilities that reflect industry best practices. Practices should ensure, among other security expectations, that the theft of a device or unauthorized access does not provide an opportunity for disclosure of sensitive Lottery, winner, or personal information, or access to the gaming system network or networks of the State of Maine.
 - d. The device must, at minimum, provide management terminal capabilities to the LSR as if they were at a workstation at Lottery Headquarters. Management terminal capabilities to access and change records would be limited, as defined by the Lottery.
 - e. Select data integrations to and/or from Business Intelligence and Analytics capabilities. The System must be developed and managed for stability and security to afford sharing and updating of important Retailer data, notes, and practices.
 - f. Salesforce automation capabilities shall include lead and contact management, opportunity management, task and activity management, reporting and analytics, communications and collaboration tools, and integration with Lottery and other third-party software and systems.
- 20. Second Chance Application.** The Awarded Bidder must provide a Second Chance application to interface with the Player Rewards program. This second chance functionality shall allow a player with a Player Reward account to key in serial numbers for non-winning tickets and get a second chance at winning a prize. The Second Chance application shall integrate with the Player Rewards program such that player sees them as one program. The Player Rewards program is described in Part II, Section G.6.
- 21. Additional Software and Data Management – Invited Option.** As an Invited Option, the Lottery requests Bidders provide information about any additional software, capabilities, data strategy, reporting, or management tools, not expressly requested, but recommended by the Bidder as they reflect Lottery best practices.
- 22. Point of Sale Inventory System.** The Awarded Bidder must provide an application or applications available for tracking all permanent, semi-permanent, and promotional merchandise; point of sales and associated materials; and hardware purchased and inventoried for use to support Retailer programs.
- 23. Maine Lottery Website.** The Awarded Bidder shall provide a secure Lottery website reflective

of Lottery, digital, and privacy best practices. The State of Maine currently administers and hosts the Lottery's website. The Awarded Bidder must provide development of the Lottery website, administration and hosting of the website, active management of security and privacy practices, continued digital development to advance site effectiveness, and ongoing creative, content and function updates. The Lottery will participate in the design of the website and provide the final approval of the design.

The minimum website criteria include:

- a. General Lottery information
- b. Winning numbers.
- c. Upcoming draws.
- d. Watch drawings.
- e. Dynamic updating of jackpot amounts, Instant game data and prizes, winner, and other important information.
- f. Integration with Player Rewards.
- g. Retailer Locator.
- h. Promotional Events and Content.
- i. Games and promotions to promote game play.
- j. Allow people to interact with the Lottery.
- k. How to instructions for Players, News, and Lottery information.
- l. Retailer information including log-in functionality with link to Retailer Portal.
- m. Google Analytics or any other appropriate analytics platform.
- n. About Lottery information and content.
- o. Determine winning status of Instant tickets and Terminal Game tickets.

G. Games and Marketing

The Awarded Bidder shall take an active role in all aspects of sales, marketing, and product management working with the Maine Lottery team to responsibly and efficiently increase Lottery game sales, sales per Retailer location, player appeal and engagement, and net income for the benefit of Maine Lottery and Maine constituents.

- 1. Corporate Marketing Support.** The Lottery will require regular marketing planning and support over the term of the Contract including Instant, Draw and Fast Play product planning and development, games marketing, Player Rewards, promotions, account specific and channel programs, and overall marketing support. Specific duties include, but are not limited to:
 - a. Game Support Services.** The Lottery requires game strategy and new Instant, Draw, Fast Play and Specialty games, price points and features informed by market research, player insights, and industry best practices. Specific tasks include, but not limited to:
 - i. Current Games and Play Types.** Developing and supporting games and game plans at Conversion that reflect current lottery best practices and are designed to appeal to the changing preferences of the Maine Lottery player and Maine Lottery Retailers.
 - ii. Game Product Planning.** Leading and managing a regular schedule of planning activities including analysis, best practices and benchmarking, player and Retailer

research, and producing and managing annual game plans reflecting new and existing products, price points and promotional releases. Work includes, but is not limited to:

- (1) **Marketing Strategy Meetings.** Quarterly strategy meetings shall be held with the Lottery for (i) analyzing sales and trends, (ii) formulating the slate of games, game changes, and promotions to be introduced in the coming twelve (12) months, (iii) monitoring and analyzing progress, and (iv) identifying sales and net revenue opportunities within various parts of the State.
- (2) **Bidder “State of the Industry” Presentation.** The Awarded Bidder shall provide an annual review of the industry, identifying new games, new gaming media, relevant technologies, sales trends, and public policy developments. The Awarded Bidder shall also identify its own new developments, capabilities, and directions relevant to supporting the Lottery.
- (3) **Market Research.** The Awarded Bidder must provide market research services provided by the Awarded Bidder’s staff or by designated third party(ies) approved by the Lottery. These services may include various forms of market, player, advertising and concept, product and/or Retailer research and analysis, segmentation, and ongoing tracking and collection capabilities. The Awarded Bidder must provide \$300,000 in the initial three (3) year contract period and \$50,000 per year thereafter. The Awarded Bidder will work with the Lottery to plan and ongoing track and report on the use of the funds. Unused funds shall carry over to the following contract year and, at contract termination, Lottery shall retain any unused funds. The Awarded Bidder will provide an annual marketing research recommendation for the initial ten (10) year contract period.

iii. Game Concept Design and Development. In addition to regular game planning, the Awarded Bidder is expected to have a continuous program of exploration and development of new responsible gaming concepts, enhancements, products, and associated promotions and improvements to existing products, without limitation to price point, play style, payout, distribution, and delivery. It shall be designed to appeal to Maine Lottery player preferences.

- b. Association-Based Games.** The Awarded Bidder must support games and associated policies and procedures from any multi-jurisdiction associations with which the Lottery may become affiliated. As of the RFP writing, the Lottery is a member of MUSL, the Tri-State Lotto association, and Lucky for Life game group.
- c. Third-party or External Games.** The Lottery may identify Instant, Draw and Fast Play games or game concepts that are not from the Awarded Bidder’s library that would be compelling for Maine Lottery players. As the Lottery may direct in such a case, the Awarded Bidder is obligated to put forth a good faith effort to implement a version or variation of such a game, or if need be, to acquire rights and/or software and any other mechanisms on behalf of the Lottery to put up such a game. Additional licensing or intellectual property will be subject to negotiation but, at a minimum, will be a cost passed through to the Lottery if preferred by the Awarded Bidder.

NOTE: The Lottery reserves the right to add at any time games, game features, play types, and/or player and Retailer promotion at Contract commencement or at any time during the term of the Contract.

- d. Annual Marketing Plan.** The Awarded Bidder will be responsible for providing the Lottery with up-to-date information and advice for use by the Lottery in preparing its annual marketing plan for Instant, Fast Play, and Draw games. This information must be presented orally and

in writing at a date determined by the Lottery. Information must include an analysis of past-year performance of Maine games focusing on lessons learned and improvements needed, recommendations for new or modified strategies that the Lottery can use to increase sales and profitability, and a proposed instant game launch schedule with a sales forecast for the coming year.

2. **Point of Sale Merchandising Management – Invited Option.** Bidders may propose capabilities, processes, and pricing to manage the inventory and distribution of retail promotional, semi-permanent, and permanent signage and merchandising. Lottery staff is currently responsible for this distribution and will remain responsible for the design and production of elements. Capabilities must include tracking and inventory management and associated reporting. Elements included may change regularly.
3. **Monitor Games and Animations – Invited Option.** Although not currently offered by the Maine Lottery, the Lottery would like to understand opportunities, requirements, and costs associated to Monitor Games. Bidders are invited to provide recommendations, best practices, pricing, and revenue expectations for Monitor Games in Maine as an invited option. The Bidder may also describe non-game monitor animations that will appear on the monitor games screen as an invited option.
4. **iLottery – Invited Option.** Although not currently available in Maine, the Lottery would like to understand opportunities, requirements, time to deploy and costs (including processing fees) associated with providing iLottery gaming to allow direct to consumer interactive sales. iLottery is a resilient gaming system (software and hardware components that permit the Lottery to allow wagers via the internet on lottery games such as Draw-Based Games, e-Instant Games, and other games at Lottery’s discretion) that can scale to handle massive traffic increases, is sound with both physical and logical security, and is redundant to maintain continuous 24/7/365 operations, while supporting multi-state and local draw controls, system changes, and enhancements.
5. **Additional Gaming and Non-Gaming Capabilities – Offered Option.** If the System proposed can support non-lottery functions, then Bidders may describe the support available, at what lottery deployed, when deployed, average weekly revenue, and customer specific features or items offered by the Bidder may appear as **Offered Options**.
6. **Player Rewards Program** The Awarded Bidder must provide a Player Rewards Program. The Lottery is seeking a solution that may bridge the product offerings, provide points for various cross-channel campaigns or promotions, and the ability to create game awareness, player engagement, and ultimately new player acquisition. The specifications of the Player Rewards System shall be worked out in detail with the Lottery, however, the Program must meet the following minimum functionalities:
 - a. **Player Rewards Digital Cards.** Upon registration, players will receive a Rewards Card with a bar code that uniquely identifies the player.
 - b. **Player Registration.** Players must be able to register online. Player support functions must be effective immediately upon completing the registration.
 - c. **Player Database and Reporting.** Player information will be stored in a database that permits ad hoc inquiry in addition to routine, scheduled reporting. Most such activity will be done by Lottery staff as part of accounting, administration, and marketing. In addition, players will be able to determine the status of their account (for example, premium points accumulated) by using a web application.

- d. **Rewards System Administration by the Awarded Bidder.** The Awarded Bidder will operate the Rewards System. The Awarded Bidder will provide reporting to the Lottery as requested by the Lottery. The Lottery will interact as needed with the registered players via mail, telephone, e-mail, and other social media.
- e. **Player Rewards in Use.** At a retail venue, the Reward barcode from the player's reward account will be read and the ticket purchase or other interaction shall lead to rewards such as (i) premium points posted to the player's account that apply to a promotional item, (ii) an immediate promotional reward such as a coupon, or (iii) free play or other game promotion related to the current purchase. The Rewards System must interact with the Gaming System in real time to provide this player service.
- f. **Player Internet Access.** Players shall be able to access Rewards System services via the internet by using the card identifier and a password. In addition to account services, the player may be able to access internet-enabled games, player contests, surveys, coupons, and designation of e-mail or similar social media functionality requesting notification of winning numbers and other significant events.

H. Bidder Facilities

The Awarded Bidder must support a primary site and a separate remote backup site, and additional Bidder service facilities as needed. All site specifications must be consistent with standards of any multi-jurisdictional associations of which the Lottery may be or become a part. The Awarded Bidder shall be responsible for all costs associated with the facilities including electrical, networking, lighting, heating, and cooling. The Awarded Bidder will require Lottery approval prior to any work to commence.

1. **Primary (Central) Data Center Specifications and Local General Office and Service Center.**

The Awarded Bidder may or may not choose to provide the primary data center in Maine, but at a minimum, is required to have a local general office and service center in Maine, within fifteen (15) miles of the Lottery. This location shall accommodate required local staff as identified in PART II, [Section K](#) (Staffing, Support Services and Operations Security Plan). From this location, the Awarded Bidder shall support the terminal maintenance and repair program, and at minimum, a consumables warehouse able to distribute tickets to and accept returned tickets from Lottery staff. The Awarded Bidder may locate its primary warehouse(s) and distribution center(s) elsewhere, however they must be located in the State of Maine. All locations used for warehousing and distribution must be disclosed to and approved by the Lottery, and must meet the facility security standards outlined in this RFP. The Awarded Bidder must also accommodate the destruction of voided, returned, stale consumables (instant tickets, paper stock) either on site or through a contracted agent. Terminal maintenance also includes storage and maintenance at this location of any ticket vending machines acquired by the Lottery under the Contract. This location must provide a locked and windowless room for the Lottery's backup ICS and Test ICS, in accordance with MUSL rules.

a. **Environment and Security at Primary Data Center, Local General Office and Warehouse(s).** The Awarded Bidder's facility must include appropriate safety, security, and environmental controls equipment for a computer facility, as described below. All construction and furnishings must comply with fire, safety, building, and ADA codes. Any upgrades, servicing, or replacement required to maintain compliance with such codes shall be the Awarded Bidder's obligation. The facility must be MUSL Rule 2 compliant.

- i. Emergency exit doors must be provided and must be equipped with alarms.
- ii. Locking devices must be installed on all doors or other entry points.

- iii. An electronic access system shall be installed at entrances to the computer room(s), media library, and other secure areas. The access list shall be authorized by the Lottery.
 - iv. The computer room(s) must be protected by an automatic fire extinguishing system based on FM-200 or another Lottery-approved method. The system shall be installed and maintained as specified by applicable National Fire Protection Association (NFPA) guidelines. When triggered, the automatic fire extinguishing system shall be equipped with alarms that sound both locally and at an off-site monitoring location.
 - v. Construction shall support fire safety as noted in NFPA guidelines. Computer room(s) with mission critical equipment must be separated from the other areas by non-combustible materials having at least a one (1) hour fire resistance rating, and in addition:
 - (1) Walls must be extended from structural floor to structural floor (or roof) above.
 - (2) Fire doors must be provided on all entrances into the computer room with a fire resistance rating at least equal to the wall in which the door is located.
 - (3) All penetrations through the computer room floor, wall, or ceiling must be tightly sealed with material equivalent to existing floor, wall, or ceiling construction to prevent passage of heat, smoke, and water.
 - (4) Fire and smoke dampers must be provided in ducts that pass through the computer room walls, floor, or ceiling.
 - vi. An air conditioning system with sufficient capacity to maintain a stable environment within original computer equipment manufacturer specifications. An air conditioning failure detection mechanism must be provided. The air conditioning system(s) must be interlocked to shut down upon activation of the fire extinguishing system or the automatic system must compensate for loss of extinguishing agent through operation of the air conditioning systems.
 - vii. The Awarded Bidder shall provide power conditioning equipment for the computer room(s) and shall provide an uninterruptible power system with both battery backup and electrical generator. Should a utility power failure occur, the UPS must provide at least one hundred fifty (150) percent of the capacity needed to sustain full capacity business. During the Contract, the generator must be exercised for extended periods on a Lottery-approved schedule, and the generator must be maintained according to its manufacturer's recommendations.
- b. Remote Backup Site.** The Awarded Bidder must provide a remote site where gaming transactions are logged and processed.
- The remote backup site must meet the safety and security requirements of the primary site. If the remote backup site is in a facility that shares processing support with other business operations of the Awarded Bidder, for example, other lotteries, then the Maine Lottery equipment must be physically and logically separated and secure from all other operations, subject to the approval of the Lottery.
- The remote backup site must be attended during all lottery business hours to support a failover in case the primary data center can no longer serve and is unable to manage a failover.
- c. Training Facilities for Conversion and Ongoing.** The Awarded Bidder shall provide training in facilities around the State in preparation for start-up. Facilities may be temporary, such as hotel meeting rooms, or permanent, such as a training room at the Awarded Bidder's local office. Retailer training sites shall be within a fifty (50) mile radius of Retailer locations

to limit the driving distance for attending a training class. The Awarded Bidder may also provide Retailer training at the Retailer's corporate headquarters or store sites. For use after conversion, the Awarded Bidder must equip a Retailer training room at the local general office with eight (8) or more Retailer terminals and other point of sale equipment.

- d. **Testing Room at Local General Office.** The Awarded Bidder shall equip a separate room at the Awarded Bidder's local general office to be used by Lottery staff for System testing. The Awarded Bidder must furnish and install five (5) or more test gaming terminals and other point of sale equipment in the Lottery's testing room. The terminals must be connected by communications to the testing system. Communications must be routed in a similar manner to actual Retailer terminals, namely, those outside the building.
- e. **Business Continuity and Disaster Recovery Plan.** The Awarded Bidder must provide and annually update a business continuity and disaster recovery and contingency plan for the data centers and administrative facilities sites used in the Contract. The plan must be delivered no later than two (2) months after the production start-up date in Maine. Such plan shall take into account disasters including, but not limited to, those caused by weather, water, flood, fire, environmental spills and accidents, malicious destruction, acts of terrorism or war, and contingencies such as strikes, epidemics, pandemics, etc. The plan must ensure continuation of the System and games. Provisions shall also be made for the safe, secure off-site storage of all scheduled backup data and programs. Should implementation of any portion of the disaster recovery and contingency plan become necessary, all costs associated with the plan shall be borne by the Awarded Bidder.
- f. **Awarded Bidder Corporate Infrastructure Protection Plan.** The Awarded Bidder must also produce a disaster plan for their additional infrastructure necessary to support the Maine Lottery. For example, the Awarded Bidder's software development and support facilities are critical for the term of the Contract. The corporate infrastructure protection plan shall be due no later than two (2) months after the production start-up date in Maine.

I. Instant Management

- 1. **Instant Games.** Maine Lottery currently offers Instant Games at the following price points: one (\$1), two (\$2), three (\$3), five (\$5), ten (\$10), twenty (\$20), twenty-five (\$25), and thirty (\$30) dollars. The Lottery may consider higher price points during the Contract period. Refer to Appendix K (Sample Instant Tickets) for Instant Games currently available for sale.

The proposed System must handle all Instant Game ticket transactions through designated Retailer and vending terminals and accommodate new Instant Game ticket products that may be of different sizes and shapes, bar code qualities, pack quantities, prize structures, and price points from those reflected in current plans. System capabilities supporting Instant Games includes, but is not limited to:

- a. **Validation of Winners.** Winning Instant Game tickets must be validated up to one (1) year following the announced official close of the game.
- b. **Game, Pack and Ticket Identifiers.** The System must immediately accommodate game identifiers currently associated to Maine Lottery Instant Games and edit or expand identifiers, including new bar code technologies, throughout the life of the Contract. Current requirements include:
 - i. Up to a five (5) character game identifier.
 - ii. Up to a six (6) character pack identifier.
 - iii. A ticket identifier of sixteen (16) digit bar code: 3-digit Game, 5-digit Pack, 3-digit Ticket, 1-digit Check digit, 4-digit VIRN. Requirements include 18-digit interleaved two of five

Barcode consisting of the 3-digit Game, 2-digit Series, 4-digit Pack, 3-digit Ticket, 1-digit Check digit, and the first 5 digits of the Verification number, or a 23-digit PDF 417 Barcode consisting of the 3-digit Game, 2-digit Series, 4-digit Pack, 3-digit Ticket, 1-digit Check digit, and the full 10 digits of the Verification number.

- c. **Prize Payouts.** The System must support prize structures for low, mid, and high-tier levels, with numerous subdivisions. The System must support up to fifty (50) prize levels with ninety-nine million dollars (\$99,000,000) as a top prize limit. Non-cash prize awards and high-tier prize levels require the ability to determine if a prize payout involves the file claim process.
 - d. **Security Matrix.** Operations on packs and individual tickets must depend on a rules-based security grid defining acceptable status changes. The rules for the grid shall be developed jointly with the Lottery.
2. **Instant Ticket Retailer Transactions.** The System will be required to support Instant Games securely shipped, inventoried, activated and sold through a variety of Retailer channels and managed through Lottery Retailer terminals. System functionality must include, but not be limited to:
- a. **Lottery Sales Representative (LSR) Transactions.** The System must support by retail location management transactions and messaging for LSRs. For each retail location, the LSR must be able to transfer, issue, return, block and look up order details. The System must produce reports on all activities that will preclude the use of manual forms processes.
 - b. **Pack Delivery and Returns.** Packs delivered to Retailer locations must be registered and maintained in the System. Lots and individual unopened Packs may be returned by the Retailer through a process(es) approved by the Maine Lottery and securely supported by System. See PART II, Section I.3.d. (Instant Game: Management – Returns) for additional details. The System must support a Retailer location receiving of bulk shipments with a single bar code read.
 - c. **Pack Re-allocation.** Returned full packs may be allocated for use elsewhere or designated for return to inventory at the Bidder's warehouse and available for sale. The Lottery and Bidder will establish secure processes and procedures to manage and track pack return activities. See PART II, Section I.3.d (Instant Game: Management – Returns) for additional details.
 - d. **Pack Activation.** The System must allow Retailer designate individual(s) to activate a pack for sales and validation. This process will follow the rules found in the Pack Transition Matrix.
 - e. **Validation.** The System must support accurate and secure validation transactions up to one year following announced close date of Instant Game against a validation database confirming pack or partial pack is in payable status, reflecting Lottery and Retailer specific claims practices, and resulting in winner and pay amount, non-winner and/or other appropriate message. Current practices require Instant Game tickets sold by one Retailer must be able to be validated by any other Retailer ("cross validation") The System must provide the Retailer with a receipt. Accountability must apply to ranges of tickets within a pack, if necessary, in the case of stolen packs or partially settled packs.
 - f. **Keyless Validation.** System must be capable of secure "keyless" validation, requiring no more than bar code reading, for all specified prize levels.
 - g. **Ticket by Ticket Activation – Invited Option.** As an Invited Option, the Bidder may describe a mechanism for "ticket-by-ticket" activations, requiring each ticket to be activated when scanned by a Retailer employee and including the real-time accounting for tickets as

activation occurs. The Lottery currently does not employ ticket-by-ticket activation but may consider it for future implementation.

- h.** **Settlement.** The System must support settlement via Retailer terminal at store or corporate location of packs distributed to and sold by Retailer. Full or partial packs must be able to be manually settled as necessary or automatically settled based on Lottery-established parameters such as the time since the pack was activated, the percentage of low-tier validations, or settling the oldest Lot with a new activation. The System must support multiple active settlement rules at any one time.
 - i.** **Pack Activation Card.** Transactions involving packs, such as receipt, activation, and settlement shall not require a separate pack activation card shipped with the pack, but rather can be affected through a ticket from the pack.
- 3. Instant Game: Management.** The Instant Game management and accounting capabilities of the System must include, but not be limited to, the following functionality:
 - a.** **Game Load and Configuration.** The System must allow new and re-ordered Instant Games to be loaded, configured, and verified and for Instant Game re-orders new packs appended into the game without interruption.
 - b.** **Pack and Ticket Status.** The System must allow the status of both packs and individual tickets to change in accordance with the Lottery's business rules. Pack and ticket status must be tracked throughout the life of the Instant Game. Tracking and monitoring must include the ability to, in real-time, know the specific assigned location (e.g. Warehouse, Retail location, etc.).
 - c.** **Game Volumes.** The System must allow for maximum flexibility. The System must support one hundred (100) Instant games active at one (1) time, ranging from approximately five hundred thousand (500,000) to three million (3,000,000) tickets per game. The System should support approximately fifty (50) new games introduced annually.
 - d.** **Returns.** Full packs must be re-stocked for re-distribution. Partial pack returns must have the ability to be re-stocked for re-distribution. Partial pack returns must be identifiable to the ticket level. The System must have the ability to process returns, including partial, for more than one game in a single return transaction.
 - e.** **Reports & Queries.** The System must produce all reports necessary for managing Instant Ticket business processes. The System must also support a wide variety of Instant ticket direct queries including full pack history, shipped and pending orders, Instant Game pack lookup, Retailer inventory, game definition, Instant ticket research, sales activity, returned inventory, settled inventory, ended games, and LSR inventory. See PART II, [Section F](#) 15 (Business Intelligence, Analytics and Reporting) and PART II [Section F](#) 14 (Real-time Data Management and Reporting) for specific requirements.
- 4. Instant Game: Ticket Accounting.** The System must provide detailed Instant Game and ticket level record keeping, including tickets acquired, stolen, missing, returned, damaged, misprinted, or canceled, as well as the ending inventory value. Specific requirements include, but are not limited to:
 - a.** Monitoring of individual pack status at the Retailer level for the purpose of initiating pack settlement.
 - b.** Weekly settlement information shared with Retailers and the Lottery conforming to the Retailer and Lottery specific accounting cycles.

- c. Retailer account record-keeping, including Retailer Instant ticket inventory and inventory value by location, chain and corporate account as necessary on cycle and format(s) as required by Retailer.
 - d. Secure maintenance of game ticket validation records.
 - e. Detailed game-end accounting processes and reporting reflective of lottery best practices.
 - f. Load Instant Game file(s) using a secure file transfer.
- 5. Instant Game: Telemarketing System.** The Awarded Bidder must provide an application, equipment, personnel, and facilities to support Instant Game telemarketing. The System shall support telemarketing functionality and associated Retailer account service reflecting modern interface and telemarketing support software design and function. Requirements include, but are not limited to:
- a. Telemarketer Function Support.**
 - i. User interface shortcuts to facilitate efficient use of application including toggling from one game to the other, page forward and backward through the application, order lock-up, and sorting by multiple attributes including game number and name, sell priority, price amount, review of unsettled inventory (pack numbers) by retail location from order screen, Retailer demographics, and inventory condition.
 - ii. Functionality to optimize call activities including callback list, print hard copy of call list, record all calls including unscheduled, automatic dynamic display of Retailers on call list, number auto-dialing, highlight of game being ordered, ability to move in and out of sequential call list to respond to on-demand needs, targeted call lists based on a number of criteria, and in file account editing by staff during or after calls.
 - iii. Order flexibility to facilitate easy response to unique situations including blocking a game from being ordered, implementing special circumstance ordering, generating new game orders of classic games, or last top prize claimed for Retailers on new game allocation.
 - iv. The System should allow a separate field to allocate different quantities of the “family suite” based on individual Retailer needs. A single entry will allocate multiple games that are tied together with a common theme.
 - v. Toggle on or off oversight of Retailer orders placed through the terminal reviewed by telemarketing staff or other designated individual before release to the warehouse as appropriate.
 - b. Instant Game Inquiries and Features.** To support telemarketing, the System must support a wide variety of instant game inquiries and features, including shipped and pending orders, instant game pack lookup, Retailer inventory, game definition, draw and instant ticket research, sales activity, returned inventory, settled inventory, ended games, and LSR inventory.
 - c. Telemarketer Supervisor Functions.** The Telemarketing Supervisor must be able to view telemarketers’ actions by telemarketer name on such actions as deferred calls, orders placed, Retailers that did not order, call-ins (out of cycle), and orders as the day progresses.
 - d. Auto-Order Capability.** The System must have capabilities for auto generating orders based on rates of turnover of the inventory at the Retailer locations. Auto-order must be set up to allow usage only on certain games. Auto-order parameters must be able to be canceled or adjusted by the telemarketing staff, LSR, or other Lottery designated individual.

6. Instant Game: Order Packaging and Warehouse System. The Awarded Bidder must provide an application, equipment, personnel, and facilities to support Instant Game warehousing, physical inventory, packaging, order distribution, and full and partial pack return processing. The Lottery requires packaging and warehouse site System capabilities reflective of lottery best practices and consistent with securely and efficiently meeting the Instant Game needs of Maine Lottery and its Retailers. Specific System requirements include, but are not limited to:

a. Daily Orders:

- i. Multiple packers packing any combinations of daily, new game, and walk-in or LSR orders and allowing them to self-toggle between order types.
- ii. Queuing of orders from telemarketing and are then dispatched to the packing stations in the order received as needed.
- iii. Orders populated on order packager's screen including order information such as Retailer, game, number of packs ordered, number of envelopes, packs scanned, orders in queue, etc.
- iv. Completion and printing or reprinting of labels and shipping manifest upon scanning of last pack in order.
- v. Blocking of System pre-assigned packs. Order packager must be able to scan/assign packs to an order.
- vi. Error screens such as erroneous scan data, pack not needed for order, incorrect pack status, etc.
- vii. Generation of a barcode file for the courier.
- viii. Blocking of modifications to or partials of an order upon filling the order.

b. New Game Orders:

- i. Ability to request the System to generate all new game orders for a cycle based upon allocation criteria such as Retailer needs and new game allocation percentages.
- ii. Orders populated on order packager's screen including order information such as Retailer, game, number of packs ordered, number of envelopes, packs scanned, orders in queue, etc.
- iii. Completion and printing or reprinting of labels and shipping manifest upon scanning of last pack in order.
- iv. No system pre-assigned packs are permitted. Order packager must be able to scan/assign packs to an order.
- v. Error screens such as erroneous scan data, pack not needed for order, incorrect pack status, etc.

c. Returns:

- i. System must allow Warehouse staff to scan returned packs and/or available packs into cartons.
- ii. Print carton contents while in the returns function and manually key all returns information.

d. Order Fulfillment Report:

- i. Real- and near real-time data, tracking, query, and reporting requirements
- ii. Packer statistics

- iii. Game carton lookup
- iv. Courier manifest reports
- v. Inventory reports
- vi. Retailer information
- vii. Pending and filled order detail
- viii. Pack history information
- ix. Returns information

e. Order Fulfillment Supervisor Functions:

- i. Close all daily shipments and generate a barcode file and shipping manifest for the courier.
- ii. Close out the new game shipment at the end of the cycle and generate a barcode file and shipping manifest for the courier.
- iii. Cancel pending and filled new game or daily orders.
- iv. Cancel shipment ID with no orders assigned.
- v. Set up a new packing session.
- vi. Set up work type(s) for each individual packer. Daily, new game, walk-in, field rep, and warehouse transfer.
- vii. Change the priority of an order.

7. **Inventory Management.** The System must allow direct, real-time interface using open architecture communications between the existing Instant Game inventory management system and other Lottery systems and track the Instant Game statuses as defined by the Lottery. The System must also provide for trunk stock transfers and deliveries to Retailers by the Lottery's sales representatives. The user interface for administering Instant Game inventory must facilitate Lottery staff efficiency and accuracy. The System must minimally support the following transactions:

- a. Inventory verification of Game(s) received from an Instant Game printer or other vendor. Providing receiving reports and other documentation as necessary.
- b. Monitor, track, and report pack inventory, history, location, ownership, and status.
- c. Transfer or return ticket pack to inventory, including partial pack returns in compliance with Lottery processes.
- d. Block stolen ticket reports, track missing or delayed shipments, and serve as the initial point of contact concerning damaged, misprinted, or miss-packed packs of tickets.

J. Instant Game Design and Ticket Printing

As part of the Contract, Maine Lottery requires a solution that securely and responsibly delivers Instant Game design, ticket printing, and associated services.

This section describes the printing specifications for Maine Lottery Instant Game tickets. For reference, samples of recent Instant Games produced for and sold by Maine Lottery and Maine Lottery Retailers, including annual sales volumes by price point, are shown in [Appendix J](#) (Lottery Sales History). These should be considered reflective of Maine regular instant ticket orders for purposes of this RFP. Also provided for reference in [Appendix O](#) (Instant Ticket Order Quantity) are annual order quantities by ticket for the previous two full fiscal years. Bidders may propose a

subcontractor/supplier for Instant Game ticket printing. If a Bidder uses a subcontractor/supplier, the Bidder will be the prime contractor directly responsible to the Maine State Lottery.

1. General Requirements:

- a. Manage and deliver Instant Game design, development, and printing of tickets including, but not limited to, graphical layout, price, prize structure, and security features reflective of lottery best practices, consistent with requirements outlined in both [Appendix P](#) (Instant Ticket Customer Specifications) and [Appendix Q](#) (Instant Ticket Working Papers). This shall be compliant with security and quality requirements for all components including facilities, software, network, practices, materials, and ticket design and production.
- b. Package, including all necessary elements such as oversized tickets, 4x4' game display cards, and voided ticket samples.
- c. Ship Instant Games in compliance with Lottery requirements in line with approved calendar and schedule of Instant Games.
- d. Deliver files, records, and information necessary and appropriate for securely tracking, tracing, and accounting for production, warehousing, and delivery of tickets and launch of Instant Games by Maine Lottery.
- e. Ensure secure destruction of unusable inventory in an environmentally responsible and documented process that aligns with Lottery approved practices.

2. Planning and Production of Instant Tickets. The Awarded Bidder will be responsible for designing, producing, and delivering Instant Games for the Lottery based on [Appendix P](#) (Instant Ticket Customer Specifications) and [Appendix Q](#) (Instant Ticket Working Papers).

- a. **Customer Specifications Document.** All Instant games are to be developed under a Customer Specification document for all price points and delivery quantities subject to change during the life of contract and in response to changing needs. See [Appendix P](#) (Instant Ticket Customer Specifications) for the current approved Customer Specification document. Key content areas include, but are not limited to:
 - i. Standard Printing Specifications will include, but not be limited to, ticket stock, ticket back markings, UPC number of Retailer samples, and number of oversize samples for each game.
 - ii. Data Processing Specifications will include information on, but not be limited to, imaging, bar code, and quality checks for imaging.
 - iii. Packaging Specifications will include, but not be limited to, pallet organization, box description, box label description, shipping report, and transportation to be used.
 - iv. Validation information will include information on, but not be limited to, omission file and validation media.
 - v. Contact information will include, but not be limited to, phone numbers, addresses, e-mail addresses, and FAX numbers.
- b. **Game Working Papers.** Each Instant Game development and production must adhere tightly to its uniquely published working papers. Each working paper is unique to each game. See [Appendix P](#) (Instant Ticket Customer Specifications) for final working papers of a current game. Working papers include, but are not limited to:
 - i. Game information.
 - ii. Graphics, artwork, play features, copy, bar codes, and instructions.

- iii. Prize structure information including planned production prize structure, payout, prizes, quantities, GLEPs, and low/high-tier structure.
- iv. Packing and shipping information.
- v. Schedules.

- c. **Instant Game Manufacturing Quality Plan.** The Awarded Bidder is required to provide products of exceptionally high quality. Lottery representatives may travel to the Awarded Bidder's plant prior to and during production to inspect and approve all phases of production. The Lottery reserves the right to inspect up to one hundred percent (100%) of the tickets and ticket production for all aspects to ensure compliance with the specifications contained herein and detailed in Appendix P (Instant Ticket Customer Specifications).

The Awarded Bidder must maintain an Instant Game Manufacturing Quality Plan that includes, at a minimum, the following:

- i. **Game Ticket Numbering, Lettering, and Bar Coding.** The Awarded Bidder must provide numbering, lettering and bar coding of game tickets and implement procedures used to control the numbering to produce error-free results. The following three levels of game ticket numbering and lettering should be identified in the plan:
 - (1) Numbering, lettering, or symbol printing which relates to how the game is to be played.
 - (2) Numbering of games, packs, and tickets within each pack for use in controlling game ticket distribution and accounting.
 - (3) Bar coding for use in identifying the game, and encoding the pack number, ticket number, and validation number.
 - ii. **Materials.** The Awarded Bidder must ensure that inks, coatings, raw ticket stock, and covering materials have a uniformly high standard that meet or exceed criteria for design and production of Instant Game in compliance with standards established in Customer Specification and Working Papers.
 - iii. **Printing, Trimming and Packaging Methods and Technology.** The Awarded Bidder shall use state-of-the-art automation in all facets of production processes that meet and exceed full requirements and be able to enhance automation to improve production quality and timeliness.
 - iv. **Security Practices and Quality Certification.** The Awarded Bidder shall apply rigorous security practices and quality control standards to ensure the security and quality of tickets to be shipped for use in Maine meet lottery best practices. In concordance with that objective, the Awarded Bidder will include, with each shipment, a certification document signed, dated, and name printed by its own quality assurance staff that the shipment has passed all designated quality tests and inspections at the printing plant.
 - v. **Additional Security and Quality Standards.** The Awarded Bidder's security and quality plan must include security and quality standards for facilities, practices, access, materials, inks, and processes not specifically referenced above.
- d. **Environmentally Sound Instant Game Manufacturing Methods.** The Awarded Bidder shall utilize an environmentally responsible approach to manufacturing. The Awarded Bidder must efficiently manufacture tickets, safely employ potentially harmful chemical substances, dispose of waste materials, maintain air quality, and recycle to minimize environmental impacts.
 - e. **Instant Game Quality Standards and Acceptance.**

The Lottery will assess the quality of game tickets as they are prepared for use in Maine. Instant Games not meeting the quality standards will be rejected and disposed of by the Awarded Bidder. The Awarded Bidder must comply with the following standards:

- i. If a single ticket in a pack fails to conform to specifications, then the entire pack will be deemed to be non-conforming.
 - ii. To ensure the security and integrity of the game and to maximize consumer confidence in the game, the Lottery deems it essential to minimize the possibility of tampering or the appearance of tampering. Accordingly, visible scratches, holes, or pitting in the overlay surface, which expose any portion of the underlying surface, whether or not any portion of the play symbols is exposed, shall be cause for rejection of tickets.
 - iii. The border between the overlay surface and the uncovered portion of the ticket shall be sharp and even, i.e., the overlay shall be sharply and crisply applied.
 - iv. The overlay material shall be smooth and regular to the touch.
 - v. The color overprint shall be such that virtually all the overlay material is covered by an overprint color (either at a "full" or "screened down" intensity), the overprint shall extend beyond the edges of the overlay onto the backing, and the overprint design shall interlace the colors. The overprint shall be clear, non-blurred, and sharp to facilitate detection of tampering. "Squeeze-out" of the overlay material beyond the overprint border shall not be present.
 - vi. The overlay material shall be completely removable by scraping or rubbing and shall fragment when so removed without causing dusting.
 - vii. Play symbols and validation numbers must not be damaged in the course of removing the overlay covering, using normal pressure.
 - viii. Packs shall not contain more than a minimal amount of material that falls out upon opening at a retail agent's place of business.
 - ix. Each pack of tickets must contain the number of tickets specified by the Lottery. The pack will not include void tickets.
 - x. A ticket shall be deemed non-conforming unless each play symbol is complete and in accordance with the artwork as specified and approved by the Lottery.
 - xi. Inks shall be of such nature that there is no "offsetting" from the front of tickets to the back of tickets on an adjacent page, and vice versa, as a result of being placed on a roll or stacked in sheets during the printing of the tickets.
 - xii. Every play symbol must be completely covered by overlay material.
 - xiii. Subject to normal printing trade tolerances and practices, the display printing, overlay material, and overprint must be properly registered.
 - xiv. Subject to normal printing trade tolerances and practices, the packs of tickets must be properly trimmed, perforated, and slit; shrink-wrapping must be intact; and packs must be assembled in a uniform manner.
 - xv. Perforations between tickets shall pass a weight test, as defined in the Customer Specifications Document.
- f. **Paper Stock.** Ticket stock is important in the look, feel, mechanical, and material properties of the tickets, and as such, reflects on the Maine Lottery. The Awarded Bidder must ensure a continuous supply of materials to produce tickets. The Awarded Bidder must maintain

secondary sources of paper stock, inks, and coating, and have plans in place to avoid constraints or delays associated with switching to an alternative supplier.

The following requirements are associated with ticket stock:

- i. Ten (10) point stock shall be considered the baseline paper thickness used for most Instant Games. Production of tickets with other stocks is subject to Lottery approval.
 - ii. Recyclable stock (and recycled stock, if proposed and approved) must be certified to meet the Federal Trade Commission and the United States Environmental Protection Agency environmental marketing guidelines for recyclable/recycled content.
 - iii. The Awarded Bidder must keep the Lottery informed of the paper stock availability and advancements. The Lottery may utilize any or all of the Awarded Bidder's stock.
- g. Instant Game Sizes and Shapes.** Ticket sizes of Instant Games, specified in approved working papers, will generally be standard by price point and designed to fit all active and approved display units and terminal bins, but may vary temporarily or permanently during the life of the Contract.
- h. Instant Game Ticket Printing Features.** The Awarded Bidder must be capable of producing tickets that support the marketing and security goals of the Lottery.
- i. **Front Side:** The Awarded Bidder must provide tickets using a four-color ticket printing process with integrated artwork. The printing process must be capable of five (5) overprint colors and all inkjet images must be covered with a clear seal coat.
 - ii. **Back Side.** The printing process must be capable of printing a minimum of two (2) colors on the ticket back.
 - iii. **Game Data Printing.** Play data must not be damaged while removing the cover material using normal pressure. Each play symbol must be complete and clearly identifiable with normal vision under normal lighting conditions. There shall be no "offsetting" of inks from the front of the ticket to the back of the tickets or an adjacent page, and vice versa, because of being placed on a roll or stacked in sheets during printing.
 - iv. **Inks.** Inks used shall reflect best practices for secure and responsible Lottery Instant Game printing. Inks shall not smear, run, stain, or be chemically irritating under normal handling or use by consumers. Inks other than the overprint ink shall be resistant to water and other common solvents. To improve the security of the tickets, overprint ink shall be designed to run upon application of solvents. Inks shall require approval of the Lottery.
 - v. **Security Features.** Each ticket shall contain security features to minimize and detect alteration or counterfeiting. For example, imaging.
 - vi. **Artwork.** The Awarded Bidder shall provide, for Lottery approval, initial rough artwork for the game ticket and mechanical art of the front and back of the ticket. If the Lottery requires changes to be made, new rough art and mechanical art shall be made based on the Lottery's instructions. The Awarded Bidder shall print tickets in accordance with the final approved mechanical art within trade standards and tolerances.
 - vii. **Play Symbols.** The Awarded Bidder must meet the following play symbol requirements:
 - (1) Play symbols are to be legible and uniformly positioned and aligned on the tickets and easily identifiable by the public.
 - (2) The play symbols are to be printed in black ink unless otherwise specified by the Lottery; alternative colors must be available.

- (3) The Awarded Bidder must be able to provide special symbols (such as clovers, cars, letters, numbers, etc.) as required by the game design.

viii. Captions. Tickets must include captions to provide redundancy both for security reasons and to prevent consumer disputes. Each play symbol must be accompanied by a caption that identifies the play symbol in type smaller than the symbol itself.

ix. Overlay Coating. Play areas on the instant tickets must be covered with an overlay coating that meets the following specifications:

- (1) The overlay material shall be overprinted with an artistic design. The design of the color overprint shall be such that virtually all the overlay material is covered by an overprint color (either at a "full" or "screened down" intensity). The overprint shall extend beyond the edges of the overlay onto the backing.
- (2) The overlay cover material shall be an opaque, elastomeric material of such quality as to maintain the security of each of the game ticket's play symbols. "Squeeze-out" of the rub-off material beyond the overprint border shall not be present.
- (3) The overlay material shall be completely removable by scraping or rubbing, and shall fragment when so removed without causing dusting.
- (4) Play symbols and validation numbers must not be damaged in the course of removing the rub-off covering using normal pressure.
- (5) Overlay cover materials must be able to be applied to several locations on each ticket.
- (6) The overlay material shall not be chemically or abrasively irritating to the skin or cause harm to clothing.
- (7) Tickets must be able to have two separate rub-off cover materials.
- (8) The overlay material must not be damaged during normal ticket handling.

x. Protective Coating under Overlay. The play symbols under the overlay area shall be covered with a transparent protective coating so that the play symbols are protected when the consumer rubs off the opaque covering.

- (1) The protective coating must be free of voids, which expose the printed play symbols causing damage during incidental exposure to water or moisture.
- (2) The adhesion barrier characteristics of the coating must be such that the play symbols remain readable following various water exposures and handling of wet tickets.
- (3) The coating must resist damage during normal removal of the overlay cover material and normal ticket handling. The coating must not be penetrated by solvents in a manner which will allow game data inks to "bleed through" the protective coating and, subsequently, through the cover material of "unsold" tickets.
- (4) The coating must not be able to be removed to expose and subsequently remove the game data inks without causing obvious and/or irreparable damage to the ticket.

xi. Perforations. Each game ticket shall have a sufficient number of equally spaced perforations opening in the direction of the perforation line.

- (1) Perforations between tickets shall be deep enough to allow the Retailer or ticket vending machine to detach tickets without damaging them, but not so deep as to allow inadvertent detachment.
- (2) Perforations may be required to be on either the short side or the long side of the ticket.

- (3) Certain tickets maybe specified with a stub. If so, a lesser perforation between the ticket and the stub shall be supported.
- i. **Bar Codes.** Bar codes are integral to the processing of instant tickets and will be specified in detail in the Customer Specifications Document. See also PART II, [Section D.1.a.x](#) for description of current bar code requirements. The Awarded Bidder must meet the following requirements:
- i. The Awarded Bidder shall be able to produce standard bar codes such as interleaved two (2) of five (5), UPC, PDF-417 stacked linear, and other standard bar codes including two (2) dimensional matrix bar codes. The Awarded Bidder must be able to produce bar codes of commercial quality that meet American National Standards Institute/International Organization for Standardization (ANSI/ISO) standards.
 - ii. The bar code for the ticket back shall encode the game number, pack number, ticket sequence number, verification number of the ticket, and two (2) check digits. The current encoding and physical parameters employed by the Lottery for bar codes are shown in [Appendix L](#) (Instant Ticket Bar Codes); however, the Awarded Bidder must be able to keep pace with bar coding advances as used for retail industry.
 - iii. The bar code on the back of the ticket shall be printed with a water-resistant ink or shall have a water-resistant protective treatment that permits the ticket number and bar code to be readable after being affected by sweat, water, or other normal environmental conditions.
 - iv. The quality of the bar code shall enable readers to achieve a first pass read rate of ninety-five percent (95%) or higher.
 - v. The Awarded Bidder shall have the ability to print bar codes on the front or back of the ticket in the location specified by the Lottery, at the option of the Lottery.
 - vi. The Awarded Bidder shall be capable of providing bar code encoding solutions established as National Association of State and Provincial Lotteries (NASPL) best practices or standards, should the Lottery direct the Awarded Bidder to implement such a solution.
 - vii. The Lottery will deploy ticket-checking devices for players to check whether their purchases are winners. The ticket checking process is based on reading a bar code from the tickets.
- j. **Ticket Packaging.** Ticket packaging for delivery to the Instant Game Warehouse shall be in accordance with the agreed-upon Customer Specifications Document.
- k. **Validation Algorithms.** The Awarded Bidder shall supply and secure the algorithms and all related computer-coded information needed to validate instant tickets, in the media/file format required for system validation.
- i. The Awarded Bidder shall provide the algorithms and all related computer-coded information successfully installed on the gaming system and tested through completion of all aspects of systems processing and reporting, prior to the acceptance of the algorithms.
 - ii. All source codes will be controlled by the Awarded Bidder. Lottery employees shall not have access to source code.
 - iii. The Awarded Bidder must provide hash algorithm for all instant games as part of the end of production data file.

- l. Non- Conforming Tickets.** If the result of any security test or inspection conducted by the Lottery establishes that any part of a pack fails to meet the quality requirements, the entire pack will be omitted. If omissions exceed ten percent (10%) in any pool, at the Lottery's option, they will be made up, by pool, by the Awarded Bidder.
- m. Guaranteed Low-End Prize Structure (GLEPS).** Each pack of tickets provided by the Awarded Bidder will be required to contain a guaranteed dollar value of low-end prizes.
- n. End of Production Prize Structure Report.** The Awarded Bidder will submit an end-of-production prize structure report within five (5) business days following the end of the production run of game tickets. The report will contain an analysis of the variance between the game's approved prize structure and the prize-winning tickets delivered to Awarded Bidder's Maine warehouse. The analysis must address both the dollar value of the prizes and the number of winning tickets by prize level.
- o. Game Shipment Standards.** The Awarded Bidder will produce and deliver games in compliance with agreed-upon standards, as set by the working papers or as otherwise defined in the Customer Specifications Document or the Contract. The following standards are required:
 - i.** Partial print runs shall be available on an as needed basis and when the prize structure allows for it. However, for either partial or full shipment, the complete game validation file and validation algorithm decryption seed must be received by the Lottery with the initial shipment.
 - ii.** An inventory file including omissions shall be included with each shipment of tickets.
 - iii.** The validation file for omissions must be received by the Lottery with each shipment of a print run.
 - iv.** Working papers may specify other deliverables to be provided according to defined schedules.
 - v.** A five percent (5%) printing overrun/underrun is ordinarily acceptable.
 - vi.** The Awarded Bidder shall bear all risks of damage or loss of tickets while in transit to the Awarded Bidder's warehouse, while in the Awarded Bidder's warehouses or in transit to lottery Retailers.
 - vii.** The Awarded Bidder's shipping schedule that will apply for most games shall be the game delivery schedule unless otherwise established in the game's working papers. The Lottery requires timely and responsive delivery regarding the shipping schedule.
- p. Use of Special Features.** The Awarded Bidder shall have the capability to print on both sides of the ticket for game play.

Bidders may interpret this "special features" section broadly and include alternative and non-traditional instant products that the Maine Lottery does not now offer. Alternative products are not required to be offered but may be included in the Proposal at the discretion of the Bidder.

- 3. Ticket Security Features.** Tickets must exhibit key security features. Tickets without these features, upon testing, shall be rejected:

- a. Validation Number.** Each ticket shall have a validation number covered by the overlay material that shall allow for winning ticket claims validation and reconstruction of all covered play symbols. Each ticket must have a unique validation number within the game. The validation number shall be non-locational and shall not be the pack or ticket number. The

validation number shall contain the elements described in Appendix L (Instant Ticket Bar Codes). Three (3) consecutive digits of the validation number will be overlined using a reconstructable algorithm such that the first two (2) digits of the validation numbers are not used, and the three (3) digits selected for over-lining appear random. The three (3) digits must move around randomly on the ticket.

b. Bar Code Characters. Bar code characters shall be printed on the back of the tickets as follows:

- i. The bar code shall have the elements depicted in [Appendix L](#) (Instant Ticket Bar Codes), subject to revision by the Lottery.
- ii. The encryption algorithm, when used to decrypt the validation number, in conjunction with other game information, must determine if the ticket represents a low-tier winner, in which case it must provide a bit-mapped offset to determine its value. If the ticket is not a low-tier winner, it must provide a validation key for lookup on the mid- and high-tier winner validation file.

(1) **Randomization.** The odds of winning any prize of any level on a given ticket must not vary from the odds prize structure due to deficiencies in randomization, including, without limitation, the ticket's location in its channel, page, pack, shipping box, or pool; or by virtue of the contents (whether exposed or covered with overlay) of any other ticket in the same or neighboring channel, page, pack, shipping box, or pool.

(2) **Pickout.** Winning status must not be determinable from any characteristics of the tickets other than by the play symbols concealed by the overlay material. In particular, and without limitation:

(a) **Physical Features.** It shall not be possible to locate a winning ticket by virtue of any characteristics of the tickets including, but not limited to, any variation or irregularity in the front or back display printing, stock, perforations, cuts, exposed pack numbers, exposed ticket numbers, bar code, staples, folds, packaging, color or thickness or texture of overlay material, overprints, protective coating, printing registration, or mis-registration. Winners shall be evenly distributed throughout the entire game and will not bear any identifying characteristics.

(b) **Invasive Techniques.** It shall not be possible to ascertain whether a ticket is a winning or non-winning ticket, using a practical or economical technique, unless the application of the technique renders the ticket not salable to the public or easily recognizable as having been tampered with. In particular, it shall not be possible to "see through" the overlay spots with any practically available device or technique including, without limitation, high intensity light, x-ray, infrared, ultraviolet light, laser, chemical means, electrical means, photographic means, copying machine intrusion techniques, thermal techniques, microsurgery, microscopes, optical fibers, freezing, mechanical means, cut or peeling, electrostatics, or chemical means to include solvents.

(c) **Tampering.** The transparent, colored security tint coating or security colored (primer) coating must be uniform so that irregularities caused by tampering can be easily detected by retail agents. A colored transparent coating over the game play data and/or a colored primer coating beneath the game play data must exhibit obvious damage when game data alteration methods are employed. In addition, it is desirable that the color of the security tint or colored primer coating not be easily reproduced using current photocopier technology.

- (i) **Lily Pad.** The areas on which the game data is printed (including bar codes and inventory control data when appropriate) shall contain a background coating (mask or lily pad). This coating shall be free of voids and scratches, which are visible without magnification, and shall be devoid of holes or marks, which will complicate detection of tampering. The background area must adhere to the underlying surface and must exhibit obvious damage when alteration or delamination techniques are applied. The Awarded Bidder's printing process must support multiple lily pad colors.
- c. **Ticket Security Testing.** For Lottery security testing, the Awarded Bidder must provide packs of tickets as needed for each new game or re-order. The pack numbers of the respective packs desired for testing will be provided by the Maine Lottery to the Awarded Bidder. The Awarded Bidder must meet the following requirements:
 - i. Instant tickets must meet the following three primary security criteria:
 - (1) **Marketability.** Construction of the ticket is secure enough for the ticket to endure reasonable environmental rigors and still be readily marketable.
 - (2) **Ability to Compromise.** Construction of the ticket is secure enough for the ticket to withstand attempts to determine if the ticket is a winning or a non-winning ticket without removing a readily noticeable amount of the coatings on the play area of the ticket within a reasonable time frame, by methods and materials available to the public.
 - (3) **Ability to Alter.** Construction of the ticket is secure enough for the ticket to withstand attempts to alter the play data, prize amounts, or bar code for a specified length of time and produce a redeemable winning ticket from a non-winning ticket, and/or increase the prize amount on the ticket by methods and materials available to the public.

Failure of any ticket to pass any of the security tests will be cause for additional testing to determine the repeatability and practicality of the failed method and the range of pools of tickets in which the problem is repeated.

If the problem affects fifty percent (50%) or more of the packs in each pool, the entire pool shall be rejected and replaced at the Awarded Bidder's expense. If the problem affects less than fifty percent (50%) of the pool, then only those packs affected shall be rejected and replaced. If ten percent (10%) or more of the pools within a game are rejected, then the Lottery shall be entitled, at its sole option, to either reject the whole game or to have the affected pools replaced. In the event less than ten percent (10%) of the pools are rejected, the Awarded Bidder shall reprint such pools.
- d. **Supplemental Security Testing.** In addition to providing for the Minimum-Security Standards Testing to be conducted by the Awarded Bidder during the printing of each new ticket game or game reorder, the Awarded Bidder shall provide the following services to facilitate supplemental ticket security testing:
 - i. The Lottery shall, at its discretion, exercise its right to have testing of games conducted by an independent ticket security evaluation vendor of the Lottery's choosing. When required, ticket packs will be selected, at random by the Maine Lottery, during or immediately upon the completion of the printing of the game. The selected tickets are to be forwarded to the independent evaluator via overnight courier service at the Awarded Bidder's cost.
 - ii. The Awarded Bidder will forward two (2) packs from each new game or re-order of previously printed games to the Maine Lottery during or immediately upon the completion

of printing of each game for Minimum Security Testing at the Lottery. These tickets will be selected at random by Lottery Security.

- e. **Games Security Features.** Instant Ticket Games must meet rigorous security standards or be subject to rejection. The following requirements must be met by the Awarded Bidder:
 - i. **Game Number.** Each Instant game shall be assigned an alphanumeric identifier to be determined by the Lottery. The Awarded Bidder must support a minimum four (4) character game number.
 - ii. **Pack Number.** Each ticket shall bear a pack number. Pack numbers are to be consecutive (except for omissions) and non-duplicating in the game. The pack number must be printed on all tickets in the pack.
 - iii. **Individual Ticket Number.** Each ticket shall bear an individual number. The tickets in each pack shall be numbered consecutively starting with 000.
 - iv. **Game Number, Pack Number, Check Digit, and Ticket Number on the Tickets.** The game number, pack number, check digit, and ticket number shall be printed on the back of the ticket immediately above the bar code. On the front of the ticket, the game number, pack number, and at the Lottery's option, the ticket number may be part of a concatenated number also containing the validation number. These numbers will be covered by overlay material.
 - v. **Pack and Winner Location.** The Awarded Bidder shall maintain strict control over records of ticket inventory. Records that would reveal the location of any packs of tickets after leaving the Maine warehouse shall not be available to any employee of the Awarded Bidder. This information shall only be provided to designated Lottery employees. The location of winners in packs must be unknown by operational staff. Procedures and controls must be in place to ensure the confidentiality and integrity of game information. Printing systems and data must not be accessible to those involved in the warehousing activities and vice versa.
 - vi. **Pack Records.** The Awarded Bidder shall be able to produce complete records of the contents of each pack of tickets when requested. These records, upon preparation, shall become the property of the Lottery. They shall be kept secure by the Awarded Bidder on the Awarded Bidder's premises at the Awarded Bidder's expense for up to two (2) years following the sales ending prize redemption deadline of each game.
- f. **Plant Security.** The plants or facilities in which the Instant Games are to be produced or stored shall be equipped with a complete and operating security system. The Awarded Bidder and its subcontractors, if any, must implement and maintain quality control and security procedures requested by the Maine Lottery, meeting that security provisions for and during the entire production of each game protect the instant tickets and game information. The Awarded Bidder must also store all work in progress, including all finished tickets awaiting shipment, in a locked and secure area.
- g. **Plant and Printing Equipment Inspections.** The Lottery requires that the Awarded Bidder cooperate with inspections of the printing plant, printing equipment and processes, and individual print runs. The Lottery may acquire the expertise of third parties to conduct the inspections. The results of such inspections will be reports to the Lottery that may be discussed at quality improvement meetings and may result in quality improvement action items for the Awarded Bidder.
- h. **End-to-End Security for Tickets.** Facilities, organization, and procedures must be designed to ensure the security and integrity of the games. The Awarded Bidder will be responsible for

the secure transportation of tickets from the Awarded Bidder's plant to its Maine Warehouse, and must provide a delivery mechanism to securely transport tickets from the Lottery's warehouse to retail agents.

i. All transportation of tickets shall be on a dedicated and sealed vehicle. Loading and unloading must be entirely secure.

i. **Security Breach Reporting and Investigation.** Breaches of security are a serious matter and must be reported immediately for joint action by the Awarded Bidder and the Lottery. The Awarded Bidder must, at a minimum, meet the following requirements:

i. Upon discovery of any breach of security, the Awarded Bidder must immediately notify the Lottery by telephone and then immediately follow up with a written notification by e-mail or facsimile transmission at a number to be provided by the Lottery, detailing the specifics of the occurrence and what steps have been taken to correct the problem. The Lottery will be the sole judge of the adequacy of the steps taken and reserves the right to specify other steps to be taken.

ii. Upon request by the Lottery, the Awarded Bidder shall provide authorized Lottery personnel only, reconstruction of the play data of any ticket using the game, pack, and ticket numbers or the validation number.

j. **Warehouse Inventory Control.** The Awarded Bidder must maintain close control over the Warehouse inventory and maintain an orderly operation. The Lottery will monitor Warehouse operations to enforce this discipline. The Awarded Bidder shall, at a minimum, meet the following requirements:

i. The Awarded Bidder shall ensure that adequate supplies of tickets are always available for distribution to retail agents.

ii. The Awarded Bidder must provide controls designed to monitor the quality of warehoused tickets to the extent that visual inspection and observation would reveal defects (e.g., poor print alignment, scratches in latex, short packs, and damaged products).

K. Staffing, Support Services and Operations Security Plan. The Awarded Bidder is required to provide the Lottery with a variety of staff and support services as described below.

1. **Personnel.** The Bidder must provide information, as specified below, that documents its organizational structure and the staffing with which Lottery operations will be implemented and run. The Bidder must identify substantial subcontractor staff and consultants by name, where such are anticipated to be part of the implementation and ongoing operational support efforts. The Proposal shall identify which staff for this Contract are Bidder employees and which are subcontractors or consultants.

a. **Implementation and Conversion Team.** The Bidder shall provide an organization chart showing names of all management, supervisory, and key technical personnel who will be active in the implementation and conversion of the Lottery System. There shall be a dedicated technical project manager assigned to the implementation project who would then need to be on-site during acceptance testing and conversion. Further, the Bidder must indicate what specific Contract function(s) staff will perform and how long it is anticipated they will be engaged. For staff not yet identified, the Proposal shall identify and quantify them by title, and what qualifications they will be required to have.

b. **Ongoing Lottery Operations Staff.** All permanent full-time employees must pass a background check within thirty (30) days of date of hire. The Bidder shall provide brief position descriptions and an organization chart showing names of all management, supervisory, and

key technical personnel who are expected to be active in the ongoing operation of the Lottery System. For staff not yet identified, the Proposal shall identify and quantify them by title, and what qualifications they will be required to have. The Awarded Bidder's operations staff must be completely and thoroughly trained regarding operating, recovering, and transferring the Gaming System with extreme proficiency during times of Gaming System duress to appropriately address any respective situation.

The Awarded Bidder must provide enough experienced field service personnel to meet the service requirements identified in the Contract resulting from this RFP. The field personnel must be adequately trained to perform such duties provided in the Proposal.

- c. **Database Administrator:** The Awarded Bidder must provide a Database Administrator (DBA) who will assist the Lottery team with database management in support of the Lottery's reporting processes. Bidders must discuss how the workload will be managed for multiple customers.

- d. **Business Intelligence and Reporting Analyst.** The Awarded Bidder must provide a Business Intelligence and Reporting Analyst who may be shared with not more than one (1) other customer. The Business Intelligence Analyst will work with Lottery staff to uncover new selling opportunities and new marketing strategies for current and future products.

They will also design reports, make presentations to Lottery's management, and work closely with Lottery staff. The Business Intelligence and Reporting Analyst will provide expertise in creating reports to track trends of sales and revenue and assist Lottery in making business decisions based on this data.

- e. **Advertising Content Management System Resources.** The Awarded Bidder must provide and identify staff to develop, coordinate and manage advertising content for in-store advertising displays.

- f. **Resumes.** The Bidder shall provide one-page resumes of all management, supervisory, and key technical personnel planned to be involved in the installation, implementation, and operation of the Lottery Gaming System, and shall provide for each such person:

- i. Full name.
- ii. Past five (5) year employment history.
- iii. A specific description of experience that person has in connection with lottery gaming systems.
- iv. Specific indication of the role the individual will have in this project.
- v. Any additional helpful information to indicate the individual's ability to successfully perform the work involved in the Contract.

- 2. **Operations Services.** The Awarded Bidder shall provide operations and monitoring services for the System, Retailer network, and the test systems, including the operation of two data centers. These duties shall include System start-up and shutdown tasks, monitoring, drawing results entry, report generation, file backups, and various operational procedures to enable the correct operation of the System. Recovery from System failures will engage the operations staff. Operations shall produce reports and files documenting the operations activities.

The Awarded Bidder shall provide Retailer point of sale equipment maintenance and repair within Maine, including maintenance of ticket vending machines and any peripherals.

The Awarded Bidder shall provide staff for instant ticket telemarketing, warehouse operations, and instant ticket distribution and returns.

- 3. Terminal Provisioning Services: Moves, Adds, Changes, Removals.** The Awarded Bidder is responsible for providing terminals and communications at Retailer locations. Besides installing a new Retailer (“add”), it may be necessary to serve an existing Retailer from a new physical location (“outside move”), to relocate the Retailer’s terminal within the premises (“inside move”), or to remove a Retailer.

The Lottery shall advise the Awarded Bidder in writing when a Retailer requires provisioning, and this advisory starts the provisioning clock. Provisioning activities must be conducted on a timely schedule.

A terminal shall be considered to have completed add or move provisioning and be ready when it has been installed at the designated location; is in good running and working order; is connected by communications services to the central computer sites; is capable of issuing tickets, conducting validations, producing reports, and performing all other terminal functions as specified in this RFP; and the Retailer has received terminal training from the Awarded Bidder which is deemed satisfactory by the Lottery.

The Lottery has determined that the following provisioning schedule is the maximum permitted:

Provisioning SLAs

Add a new Retailer	Fourteen (14) days (thirty (30) days for land lines)
Outside Move of an existing Retailer	Fourteen (14) days (thirty (30) days for land lines/DSL)
Inside Move of an existing Retailer	Seven (7) days
Removal	Three (3) days

These particular schedules are the maximum allowable under a Service Level Agreement (SLA) with the Lottery.

Shorter provisioning schedules than shown in this Section of the RFP are **desirable**.

- 4. Support of the Lottery's Partnership with Retailers.** The Lottery's goal is to achieve a high level of Retailer rapport to optimize lottery ticket sales. The Lottery currently employs its own LSR staff who develop a strong Retailer partnership. LSRs are responsible for prospecting new Retailer locations; recommending new Retailer locations; responding to Retailer concerns, questions or problems relating to the Lottery program, games, policies, and procedures; and notifying Retailers of new game features, modifications to current games, addition of new games, changes in Lottery policy, and delivery of Retailer Point of Sale marketing materials.

The Awarded Bidder must provide mechanisms such as meetings, messaging, and data interfaces to facilitate LSR services and to resolve Retailer concerns or problems with Awarded Bidder-provided services such as terminal functions, terminal repair, Retailer training, and quality and timely delivery of consumables.

- 5. Retailer Training Programs, Initial and On-Going.** The Awarded Bidder shall provide training for Retailer staff in the operation of Retailer terminals and the System, both for the initial conversion and for on-going training. (The Lottery will provide any necessary training to the Retailers regarding Retailer accounting and games marketing.) Retailer training must include use of the Retailer website provided by the Awarded Bidder.

- a. Retailer Instruction.** To support the conversion, the Awarded Bidder shall provide initial hands-on group instruction at locations convenient to Retailers and shall provide training on-

site at Retailer locations when appropriate. The Awarded Bidder shall continue to supply training to new Retailers for the term of the Contract. The Awarded Bidder is required to use trained facilitators to conduct both the initial and ongoing training services.

- b. Training Program Contents.** The Retailer training program must cover the Retailer terminal and peripherals, for both on-line and instant products. The program must address not only the technical aspects of operating the terminal but also approaches for interacting successfully with players. Contents of the training program must be approved by the Lottery.
- c. Training Security.** The Awarded Bidder must provide mechanisms for security of ticket stock and training tickets produced during Retailer training sessions, and the security of the terminals themselves from tampering or theft. Security must comply with any multi-jurisdictional rules (e.g., MUSL rules).
- d. On-going Training.** Following conversion, the Awarded Bidder must provide a trainer for Retailer training sessions twice a month at the Awarded Bidder's local general office.
- e. Online Training within Retailer Portal (Invited Option).** As an **Invited Option**, the Lottery is interested in the Awarded Bidder providing online Retailer training with certification of completion tracking within the Awarded Bidder provided Retailer Portal.

6. Retailer Terminal User Documentation

- a. Quick Reference Guides.** The Awarded Bidder shall provide documentation on the correct use of Retailer terminals and Retailer procedures. Such quick reference guides must contain, at a minimum, information and instructions on changing ticket stock, how to conduct each type of transaction, obtaining and using the reports, hotline procedures, use of play slips, claims, and Retailer adjustments.
- b. User Documentation Updates.** The Awarded Bidder shall update the training materials and any user and player documentation provided to Retailers with each game or procedural change. The format must be approved by the Lottery. Copies shall be supplied to the Lottery and to the Retailers at maximum one (1) week prior to the start date of any new game or game change.
- c. Terminal-Based Documentation and Training.** The Awarded Bidder must provide supplementary documentation directly through the Retailer terminal at the point of sale.

7. Lottery Staff Training

- a.** The Awarded Bidder must provide training for Lottery staff at the Lottery offices or appropriate venues as approved by the Lottery. Training for the Lottery must include all aspects of system usage.
- b.** The Awarded Bidder will provide quarterly sales training for Lottery staff during the first year of the contract period and then annually throughout the remainder of the contract. Sales workshops shall take place in the Lottery office or an appropriate location approved by the Lottery. Workshops will be designed to enhance the selling skills of the Lottery staff to work better with Lottery retail agents to increase sales and revenue. A needs-based analysis to include staff surveys, store visits with sales staff, and meetings with management will precede training. Sales workshops shall include territory management, personalities and sales, understanding and selling to Retailer needs, and presentations on research of Lottery Retailer business segments as well as other topics requested by Lottery management. Workshops shall be tailored to current initiatives and challenges facing the Maine State Lottery sales team.

- c. The Awarded Bidder may use their own staff or subcontract professional sales trainer(s) to provide training. The Maine State Lottery reserves the right to approve the Awarded Bidder's assignment of key personnel or contracted trainers for this training.
- d. The following are minimum requirements of the Awarded Bidder's staff or subcontractor(s) who will provide training:
 - i. Staff must have a minimum of five (5) years of retail sales training experience.
 - ii. Staff must have previous experience working with other state lotteries to bring new or novel ideas which can be incorporated into the Maine State Lottery sales training program.
 - iii. Staff must have previous experience working with direct-store delivery products and/or consumer products being sold to Retailers similar to Maine State Lottery Retailers.
 - iv. Staff must have previous experience working with and/or have retail sales experience.
 - v. Staff must have previous sales management and sales experience.
 - vi. Staff must provide training programs that includes follow-up with Lottery staff.
 - vii. Staff must provide value-added services such as personal consultation with Lottery staff via e-mail or telephone, development of sales tools, development of sales strategies, and/or on-site visits with Lottery staff.

8. Retailer Consumables Supply

- a. **Consumables.** The Awarded Bidder shall provide and deliver to Retailers:
 - i. Play slips that can be processed by the terminal reader.
 - ii. Secure ticket stock.
 - iii. Quick reference guides for terminal operation, updated upon Lottery request
- b. **Consumables Designs.** The Lottery will have final approval on all consumables designs and wording as needed, but the Awarded Bidder will be responsible for their production, storage, and delivery.
- c. **Testing and Training Ticket Stock.** The Awarded Bidder must ensure that in addition to production ticket stock, there is stock of the same paper quality suitable for testing in Retailer terminals used at training facilities, and for use by the Lottery in testing, training, and promotions. Testing and training ticket stock must be plain and conspicuously distinct from live ticket stock and must comply with any multi-jurisdictional security rules (e.g., MUSL rules).
- d. **Multiple Suppliers.** To avoid dependence on one (1) supplier, the Awarded Bidder must have more than one (1) source of paper stock and printing service(s), as well as multiple suppliers for any other consumables.

9. Retailer Equipment Maintenance Program.

The Awarded Bidder must provide a maintenance plan for the Retailer terminals and associated equipment. The term "Retailer terminal" shall include all attachments and peripherals provided or serviced by the Bidder. The Awarded Bidder is obligated to obtain replacement parts and services that are approved, recommended, or recognized by the original equipment supplier as effective.

- a. **Retailer Terminal Maintenance.** The Awarded Bidder is required, during any service call, to routinely check the mechanical security, safety, and general operation of the printer mechanism, reader, and any other attachments provided or serviced by the Awarded Bidder.

- b. **Terminal Preventive Maintenance Schedule.** The Awarded Bidder and Lottery shall agree on a preventive maintenance (PM) schedule for the Retailer terminals. For the Proposal, the Bidder must propose a PM schedule; however, the schedule cannot exceed a one hundred eighty (180) day cycle. In no case shall there be attempts to render preventive maintenance services during Retailers' busiest periods.
 - c. **Terminal Parts Supply.** The Awarded Bidder shall maintain an adequate supply of parts to sustain the service of terminals that it has supplied and is required to maintain. The Proposal must identify the spare levels planned, and the approach to swapping out whole terminals versus parts/module replacement in the field.
 - d. **Terminal Repair and Maintenance Reporting.** At service events, a log will be updated noting the maintenance activities. The log information shall be entered into a database accessible to the Lottery. The Lottery shall receive reports from the Retailer dispatch and repair data that indicate when services have occurred, what services have occurred, and on an exception basis, when services have NOT occurred or have been untimely.
 - e. **Staffing and Hours.** The Awarded Bidder must provide adequate field service staffing for timely repair or liquidated damages may result, see [Rider D](#) – Section I 4 (Liquidated Damages Provisions). Repair technicians must be on duty for repairs at retail locations at an agreed upon time between the Awarded Bidder and Lottery.
- 10. Other Host and Network Equipment Maintenance.** The Awarded Bidder must maintain non-terminal components in the configuration including, but not limited to, host computers, LANs, and telecommunications equipment for the central sites. The Awarded Bidder is obligated to obtain replacement parts and maintenance services that are approved, recommended, or recognized by the original equipment supplier as effective.
- 11. Trouble Tracking, Dispatch, and Reporting System (Hotline Support).** The Awarded Bidder shall staff a hotline function for Retailer trouble calls and shall maintain and manage a database and reporting system. The location for this service is at the Awarded Bidder's discretion so long as it is within the United States. The hotline service must fulfill the following criteria:
- a. **Tracking.** Tracking and reporting of Retailer terminal, communications line, network, and other problem reports is required whether or not actual problem(s) are found. Data must be kept on all terminals including those in reserve or returned to a depot for maintenance.
 - b. **Maintenance Information.** The Awarded Bidder is required to maintain maintenance data for the Contract term with at least twelve (12) months of historical data accessible online. Online data must be accessible for Lottery staff via a secure web-based browser.
- The Lottery requires the ability to identify, track, and have the Awarded Bidder address Retailers with chronic issues. A chronic issue is:
- i. Retailer Terminal or peripheral that has failed three (3) or more times within any thirty (30)-Day period for the same issue; or
 - ii. Retailer Terminal or peripheral that has failed three (3) times within any sixty (60)-Day period regardless of the issue.
- c. Call Management**
- i. **Staffing and Hours.** Hotline Services must be staffed and managed to ensure a timely, professional and accurate response to all calls. Calls from Retailers must be taken on a 24/7 basis.
 - ii. **Call System.** The Awarded Bidder must provide call management capability, both a call system and toll-free circuits for the Retailers. (The cost of toll-free circuits must be

covered in the baseline price.) Telephone call management equipment must be able to handle all incoming calls on toll-free circuits. If all available operators are busy, a pre-recorded message must be played, and the calls must be queued for the next available staff member. If a call is queued, the system must provide call status information to the caller at specified intervals, including estimates of hold time, and the system must support custom pre-recorded messages as directed by the Lottery. The Awarded Bidder must provide call back features to the Retailer for the convenience of Retailers.

- iii. **Hotline Response and Performance.** Under ordinary operational circumstances, ninety percent (90%) of Retailer calls must be answered in two (2) minutes, and failure to do so may result in liquidated damages, see [Rider D](#) – Section I 4 (Severability of Individual Liquidated Damages).
- iv. **Call Recording.** The phone system must employ a voice and data recording system accessible by Lottery support staff via a web-browser. The system must record both the audio and capture the screens on a per call basis. The system must store such information online for a minimum of one hundred eighty (180) calendar Days. The Awarded Bidder must provide the Lottery with access to the recording system via electronic means.
- v. **Quality Management and Analytics.** The call management system must have the ability to generate quality management reports that assess agent and team performance scores, comparisons, and trends. The system must provide comprehensive analytics and tracking tools. The analytics tool must include, but is not limited to, capturing key performance metrics related to inbound and outbound calls, live chats, emails (e.g., call time, average time an issue is open, time to resolve) and any additional support channel that is implemented. The system must have the ability to assign a problem type and resolution code and provide useful reports for review.

12. Technical Support Services. Timely and committed fulfillment of Lottery requests for System support and changes is a requirement. The Awarded Bidder will provide systems and software engineering support services for System management, System error correction, changes to the Lottery's business rules and requirements, and game changes to Maine, by providing the following:

- a. **Software Support with Quarterly Releases.** The Awarded Bidder must provide software and systems engineering support for System changes. The Awarded Bidder must be capable of supplying upgrades on a quarterly or more frequent basis, and the periodic releases must be capable of including additions and changes for several games and promotions as well as administrative improvements to the System. Some of these changes will be multi-jurisdictional and must be completed in consort with other lotteries and the bidder representing them.
- b. **Before acceptance testing,** the Awarded Bidder shall assist the Lottery in identifying time schedules, evaluation procedures, software/hardware environments, resources required, and acceptance criteria. The Awarded Bidder shall perform extensive self-testing, debugging, and quality assurance on all software before submitting it to the Lottery for acceptance testing. All software submitted to the Lottery for acceptance testing shall be fully operational and principally ready for production use. The Lottery reserves the right to reject any software that is not in acceptance testing condition.
- c. **Quality Assurance and Ongoing Acceptance Testing.** The Awarded Bidder must provide a local Quality Assurance capability and support for the Lottery's internal acceptance testing.

- d. **Shared Records for Change Management.** In fulfillment of joint responsibilities between the Awarded Bidder and the Lottery to make System changes in a timely and correct manner, the Awarded Bidder must provide shared access to change requests and change tracking to the Lottery.

13. Operations Security Plan. The Awarded Bidder shall pay for and provide annual system vulnerability assessment and penetration testing using a Lottery approved third-party.

- a. **System Security Plan** - A completed System Security Plan must be provided no later than the end of the project development phase of the System Development Life Cycle (SDLC). The plan must be updated annually or when major changes occur. The template referenced below is the preferred format for submitting System Security Plans to the State.
- b. **Risk Assessment** – A risk assessment report completed within the past 12 months must be provided to the State and OIT no later than the project development phase of the System Development Life Cycle (SDLC). A new risk assessment must be conducted every two years, unless there are changes impacting operations or security upon which an updated risk assessment report must be provided. This assessment must comply with the OIT's [Risk Assessment Policy and Procedures \(RA\)](#)
- c. **Vulnerability Scans** – The Awarded Bidder must provide vulnerability scans, assessments, and remediation plans for the System. At a minimum, the Awarded Bidder must provide vulnerability scan results to the State quarterly, or as otherwise agreed to with the State.
- d. **Compliance Scans** – The Awarded Bidder must:
 - i. Document security standards by device type and execute compliance scans at least quarterly against these standards and produce exception reports.
 - ii. Provide to the State the scan results, exception reports, and justifications for exceptions.
 - iii. Comply with the scanning and other requirements described in OIT's [Application Deployment Certification Policy](#).

14. Electronic Media, Computer Room Paper and Supplies. The Awarded Bidder shall supply all supplies including USB drives, and other media items, printer paper, toner cartridges, pre-printed forms, and supplies needed to operate the gaming system, testing terminals, and systems at all Awarded Bidder sites serving the Maine Lottery.

15. Operations According to Association Rules and Standards. The System must be operated in compliance with rules and standards of any multi-jurisdiction association that the Lottery may join. For example, the Awarded Bidder's operation must comply with both "Rule 2 and Confidential Security" standards from MUSL. In addition, the Awarded Bidder must operate the Gaming System in compliance with other standards accepted by the Maine Lottery including, but not limited to, the NASPL standards initiatives and other industry standards for best practices operation.

16. Instant Ticket Operational Services. The Awarded Bidder must staff and operate the telemarketing function and the warehouse management, order packing, and distribution function. The Awarded Bidder's employees will operate from the Awarded Bidder's local general office.

L. Implementation

- 1. **Conversion Strategy.** The Awarded Bidder may provide a low-risk conversion strategy that supports the Lottery's implementation goals, including:
 - a. Minimizing conversion limitations (such as coming up late on start-up day, or without the full complement of Retailers).

- b. Avoiding start-up day System failures and outages.
 - c. Maintaining good Retailer relations and addressing Retailer issues (such as inconvenient training opportunities and demand for counter space).
 - d. Minimal disruption to selling and cashing tickets during the conversion.
 - e. Identify experience with phased conversion from another vendor.
2. **Software Development Life Cycle.** The Bidder shall define their typical Software Development Life Cycle (SDLC) in the following terms:
- a. **Development Builds.** The Awarded Bidder will use development builds, as listed below, and provide a yearly release cycle.
 - i. Product Release
 - ii. Patching Release
 - iii. Maintenance Release
 - iv. Break/Fix Release
 - v. Emergency Release
 - vi. Business Enhancement Release
 - b. **Code Builds.** The Awarded Bidder will develop code builds that address the following concepts:
 - i. Development Strategy
 - ii. Quality Assurance Testing
 - iii. Preproduction Deployment Testing
 - iv. Production Deployment
 - c. **Environment.** The Awarded Bidder will utilize an environment plan throughout the SDLC.
 - d. **Deployment.** The Awarded Bidder will work with the Lottery to develop a yearly Release plan.
3. **Gaming System Implementation.** The Bidder shall describe the following:
- a. A process or method for implementing and transitioning from the existing systems to the new system proposed by the Bidder.
 - b. The process for creating, as well as providing, a draft implementation plan and timeline for the full delivery, installation, and testing of all software, hardware, and service elements of the proposed systems.
 - c. Its strategic approach to risk mitigation and identify any key risks and the plan to address those risks for the Maine Lottery implementation.
4. **Interim Facilities and Processes.** If the conversion involves interim configurations, facilities, staffing, or business procedures, the Bidder's Proposal must explicitly describe them and place their development and use within the schedule. Costs associated with interim facilities are strictly the Bidder's responsibility.
5. **Formal Implementation Strategy.** The Proposal must contain a detailed implementation / cutover strategy / plan and time chart (Gantt, or similar) identifying the major milestones to be accomplished for the business requirements definition, construction, equipment delivery, software programming, installation, testing, and file conversion. The plan must make clear which

items are on the critical path for timely implementation. The Lottery will approve the final implementation plan of the Awarded Bidder.

- a. Implementation Team.** The responsibilities of the Bidder's implementation team, the Lottery's implementation team, and any of the Lottery's other providers must be identified.
- b. Implementation Plan.** The Bidder shall describe the proposed Implementation Plan including, but not limited to, the following:
 - i. Roles and Responsibilities.
 - ii. Bidder Organizational chart of all skillsets involved in the conversion project (ex: BA, Engineer).
 - iii. Detailed initial distribution plan.
 - iv. Interim Facilities and Processes.
 - v. Installation of all hardware and communications equipment.
 - vi. Development, Testing and Installation of all software.
 - vii. Lottery Acceptance Testing of all software, terminals and peripherals.
 - viii. Distribution of initial Retailer supplies.
 - ix. Training of all Bidder employees, Retailers, clerks, and Lottery employees.
 - x. Integration of existing Lottery systems and processes.
 - xi. Compatibility with existing systems, processes, tickets, and play slips.
 - xii. Technology Refresh
- c. Lottery Modernization Project Governance.** Project Management is an important aspect for the Lottery. Project Management is paramount in all aspects of delivering the systems and products provided for in this RFP on time and on budget. This section is intended to provide criteria that will be used to evaluate the Project Management Practices for delivery of the solution:
 - i. The Bidder must identify a technical project manager exclusively dedicated to this implementation.
 - ii. The Bidder must propose a project team structure (to include both Bidder and Lottery Staff), processes, and tools that facilitate Lottery oversight of the implementation.
 - iii. The Bidder must provide regular reporting in Gantt Chart format, walkthroughs, and project status meetings as required by the Lottery.
 - iv. The Bidder must provide access to project records to enable Lottery staff to monitor project management tasks, schedules, and issues. This requirement begins within thirty (30) days of the signing of the Contract and continues throughout the Contract.
 - v. The Bidder must describe, at a minimum, how the following services will be provided:
 - (1) Project Plan / Charter.
 - (2) Project Scope.
 - (3) Project Schedule.
 - (4) Project Governance.
 - (5) Requirements Analysis & Traceability.

- (6) Gap Analysis.
- (7) Total Cost of Ownership (TCO) & Return on Investment (ROI).
- (8) Status Reporting.
- (9) Issues Management.
- (10) Risk Management.
- (11) Change Management.
- (12) Resource Management.
- (13) Financial Management.
- (14) Quality Assurance & Control Testing.
- (15) Communications, Change & Training.
- (16) Knowledge Transfer

6. Requirements & Technical Specification. This section is intended to provide criteria which will be used to evaluate the Business Analysis Practices for delivery of the conversion project and steady state. The Awarded Bidder must perform complete detailed requirements gathering sessions with the Lottery with a sign off process as part of the SDLC.

a. SDLC BA Practice and Role. The Awarded Bidder provide a Business Analysis practice and role within the SDLC ensuring to cover, but not limited to, the following areas:

- i. Requirements Management.
- ii. Functional and Non-Functional Requirements.
- iii. Process Mapping.
- iv. System Release.
- v. Database and Reporting Specialist.
- vi. Shared Records for Change Management.
- vii. Technical Solution Development.
- viii. System Analysis.
- ix. Business Model Analysis.
- x. Business Cases.
- xi. Use Cases.
- xii. Strategic Planning.
- xiii. Process Improvement.
- xiv. Cost Benefit Analysis.
- xv. Training Material.
- xvi. User Acceptance Testing.

b. Project Request System. The Awarded Bidder must provide a project request system, dedicated to the Lottery, to be used by the Lottery for making any type of requests including, but not limited to:

- i. New promotions.

- ii. System enhancements.
 - iii. Problem resolution.
 - iv. Research.
 - v. Ad-hoc reports or any new management or Retailer reports.
- c. **Status.** The System must also be used by the Awarded Bidder's development team to update the status on all the requests.
- d. **Rejected Requests.** For any rejected requests, the explanations and notes for the rejections must be provided directly by the Awarded Bidder's System developer(s) with the Awarded Bidder project manager's approval initials and be recorded in the System.
- e. **Open Active Requests.** For any open active requests, project estimations and status shall be updated in real time in this requesting management system.
7. **Traditional System Data Conversion.** A significant amount of pre-existing information and critical processes must be integrated into the new Systems. The Bidder shall describe their data conversion methodology.
- a. **Converting Data.** The system currently holds a minimum of ten (10) years of data. The Bidder shall provide a recommendation for converting the data currently existing in the central management system. The Bidder shall recommend the amount of data that should be converted into the "live" systems and shall recommend the amount of information that should be converted into a data warehouse solution.
 - b. **Data Warehouse.** The Bidder shall describe its approach to retaining data within a data warehouse and shall also describe the retention schedule with respect to the archiving or purging of the data over the life of the system, and over the life of the Contract.
 - c. **Pre-Existing Data.** The Awarded Bidder must convert a minimum of five (5) years of pre-existing sales and operating data so that the Lottery and the Retailers will see a continuity of data in displays and reports from before, during, and after the start-up day.
8. **Installation and Acceptance Testing.** The Lottery will conduct a series of acceptance tests, which the Awarded Bidder is obliged to support. Lottery acceptance testing will be conducted at the Awarded Bidder's local general office testing room.
- a. **Schedule for Acceptance Testing.** To support acceptance testing, the Awarded Bidder must have the primary site facilities, computer hardware, communications hardware, and System software installed and operational one hundred and twenty (120) days prior to the scheduled conversion of the first terminal. At that time, at least five (5) testing terminals and any other point-of-sale equipment must be available in the Awarded Bidder's local general office. The remote backup site must be operational and ready for testing ninety (90) days prior to the scheduled conversion date. At that time, the Operations Security Plan must be ready for approval.
 - b. **Ticket Stock Testing.** A sample of the production ticket stock must be provided for ticket testing to ensure that it is manufactured in accordance with all RFP requirements and Proposal specifications. The Lottery may have the paper tested at the Awarded Bidder's expense.
 - c. **Randomizer Testing.** Samples from the Awarded Bidder's randomizer mechanism(s) in the System must be submitted for quality testing. The Lottery may have the randomizer samples tested at the Awarded Bidder's expense.

- d. **Release Notes.** Each release of the software for testing by the Lottery prior to production installation must be accompanied by release notes. The release notes must identified by a version number and the changes must be succinctly defined, throughout the Contract.
9. **Quality Assurance Testing.** As part of Lottery Acceptance Testing, the Awarded Bidder shall be required to submit the system and subsequent upgrades for quality testing prior to production release. These are due on or before the start of the Lottery Acceptance Testing period. The Awarded Bidder will be responsible for the cost of third-party testing and certification by a Lottery-selected laboratory as required.
- a. **Quality Assurance Testing.** The Lottery reserves the right to perform User Acceptance Testing per the Lottery's Quality Assurance and Testing model.
 - b. **System Acceptance.** The Lottery will have the sole decision for determining whether testing meets the acceptance criteria for System Acceptance. Bidders are invited to propose a different model for the Quality Assurance & Testing process.
 - c. **Lottery Acceptance Testing.** The Awarded Bidder shall retain and pay for a third-party laboratory, acceptable to the Lottery, with experience in end-to-end testing of new lottery systems to assist in the pre-conversion system testing and system certification. This will be conducted from the testing facility equipped by the Awarded Bidder's local general office or a Lottery designated location. Acceptance Testing will be under the oversight of the Lottery or conducted by an impartial third party, engaged by the Lottery (except as further detailed below) to demonstrate compliance with Lottery business requirements, Awarded Bidder contractual requirements, and technical specifications. All costs are the responsibility of the Awarded Bidder up to \$1,500,000.00.
 - d. **Minimum Mandatory Requirement.** At a minimum, the Awarded Bidder must provide the following:
 - i. **Documentation and Support.** Training and written procedure manuals specific to the Lottery must be delivered to the Lottery prior to the start of Lottery Acceptance testing.
 - ii. **Staff and Support.** During the testing period, the Awarded Bidder must provide technical staff on-site as a resource to collaborate and support in developing acceptance test cases, executing them, remediating defects, and the final regression test for Lottery's Acceptance Testing. Additionally, Lottery will work with the Awarded Bidder to determine Entrance and Exit criteria for all testing and Suspension and Resumption criteria for each test cycle. This includes test environment management and configuration as needed according to the Lottery's test plan.
 - iii. **Compliance.** All testing procedures must comply with OIT's [Infrastructure Deployment Certification Policy](#).
 - iv. **Software Quality Assurance & Testing Practice.** The Awarded Bidder will provide Software Quality Assurance & Testing practices covering the following areas, at a minimum:
 - (1) Overall Test Strategy,
 - (2) Test Methodology,
 - (3) Test Planning Process,
 - (4) Test Case Development Process,
 - (5) Test Tools,
 - (6) Test Systems and Configuration,

- (7) System Integration Testing Process,
- (8) User / Client Acceptance Testing Process,
- (9) Defect Management,
- (10) Communications/Reporting/Metrics,
- (11) DR/Failover Testing,
- (12) Performance Testing,
- (13) Staffing & Lottery Support Model, and
- (14) Continuous Improvement.

10. Project Reporting and Monitoring. The Awarded Bidder must provide a dedicated on-site technical project manager for the implementation. The Awarded Bidder must provide a project team structure, process, and tools that facilitate Lottery oversight of the implementation. Regular reporting, walkthroughs, and project status meetings are required.

The Awarded Bidder shall provide suitable access to project records to enable Lottery staff to monitor project management tasks, schedules, and issues. This requirement begins with conversion and continues throughout the Contract.

11. Validation After Conversion. The Awarded Bidder must accommodate validation of winning draw game tickets that have been sold prior to the conversion, either by reading the bar code or by accepting manual entry of the "old" winning ticket's serial number. The Awarded Bidder must also convert the instant ticket validation files to permit validation by bar code read (and manual entry). The goal, both during conversion and after, is to minimize confusion and effort for the players and Retailers.

M. Site Visits for Discussions and Demonstrability of Proposed System

1. Prior to completion of the evaluation process, the Bidder may be required to discuss and demonstrate the proposed System and explain how its components would be applied to the specifications described in this RFP. It is expected that these demonstrations and discussions may occur in Bidder facilities; at an existing lottery; at the Maine Lottery Headquarters; or some other appropriate venue, which may include lottery Retailer locations. Refer to [Appendix G](#) (Demonstrability of System) for the types of demonstrations the Lottery may request.

2. Demonstrability of Proposed System

- a. The Lottery requires that the Bidder, upon request, be capable of a demonstration of major System elements, including Retailer network capabilities. Such a demonstration should indicate the Bidder's ability to meet the requirements specified in this RFP. While functions and features demonstrated upon request for the Proposal evaluation need not be identical in all respects to specifications of this RFP, common transactions, functions, and operations are expected.
- b. Demonstrations may consist of a simulation at the Lottery or at the Bidders facilities, observing operations at another lottery, or a presentation at some other appropriate venue, which may include Retailer locations, as requested by the Lottery during the evaluation process.
- c. The demonstrated configuration should be as close as reasonable to the actual proposed configuration.
- d. The Lottery may not require a demonstration of certain Offered or Invited Options, or the newest releases of hardware and software that may be proposed, if convinced that these

elements are available and could be demonstrated. The Lottery may not require demonstration of capabilities that (according to this RFP) are not necessary for start-up but may occur later in the Contract.

- e. Configuration items must fulfill the readiness criteria of Part II.A.8. Readiness for Manufacture and Delivery.
- f. Refer to [Appendix G](#) (Demonstrability of System) for all functionalities that the Lottery may require to be demonstrated.

N. Compensation During Conversion.

The Awarded Bidder for this RFP will receive no compensation from the Lottery until a complete conversion has been affected, production operations are fully supported by the Awarded Bidder's systems, and the Lottery has formally accepted the System.

O. End of Contract Conversion.

It is contemplated that the Lottery, approximately twelve (12) months prior to the expiration of the Contract resulting from this RFP, will award a new Contract for replacement of the System. The parties understand and agree that the Lottery may utilize part of the last year of the Contract resulting from this RFP or any renewal or extension thereof for conversion to the replacement gaming system.

It is Mandatory that the Awarded Bidder effectively cooperate and collaborate with other Vendors during the System Conversion. Such Vendors may include, but will not necessarily be limited to, the following:

- Agent Terminal Hardware Vendor(s). The Awarded Bidder must integrate the lottery terminal application on the new Agent terminal hardware.
- New Agent Communications Network provider.
- Existing Player Activated Terminal Vendor.
- Potentially, the Existing Lottery Terminal Vendor. (Only applicable if the Gaming System is replaced as the first step in the System Conversion).

The Awarded Bidder will cooperate with other Vendors by working collaboratively with them to obtain the cooperation and consent required for such integration, such cooperation and consent not to be unreasonably withheld. Reasonableness will be determined solely at the discretion of the Lottery which will consider all factors including, but not limited to, the Awarded Bidder's cost demands and required methodology to access the needed Intellectual Property to accomplish the Lottery's goals with third-party Vendors.

It is highly desirable that the Awarded Bidder has previous experience of vendor collaboration, ideally in Comparable Lotteries, acting as the master integrator, i.e., taking responsibility for the successful implementation and integration of systems.

When working with other Vendors, during or following the System Conversion, should Vendors not be able to promptly resolve any disagreement with the other Vendor(s) the Lottery may require Vendors to engage in dispute resolution and mediation, at no expense to the Lottery. It is Mandatory that the Awarded Bidder commits to the collaboration and the requirement for dispute resolution and mediation should this become necessary or be requested by the Lottery. "Promptly" for the purposes of this requirement means no more than 20 (twenty) work-days. Failure to reach a reasonable resolution within 20 (twenty) work-days after the commencement of dispute resolution or mediation shall constitute a breach of contract, resulting in the payment of actual or liquidated damages as stated in [Rider D, Liquidated Damages](#).

The Awarded Bidder further shall remove all equipment and materials relating solely to the Awarded Bidder's gaming system from each Retailer location and from Lottery property after final conversion of any location to the new gaming system, within a reasonable period set by the Lottery. Equipment and materials not so removed shall be considered abandoned and shall be disposed of at the Lottery's discretion at the cost of the Awarded Bidder.

P. Performance Bond.

Upon notification of receiving the conditional Contract award, the Awarded Bidder will be required to obtain an annually renewable Performance Bond or other acceptable form of security in the amount of five million dollars (\$5,000,000) for the first two (2) years of the Contract. After two (2) years, the Performance Bond may be re-negotiated. The Performance Bond may be paid in full or in part to the Lottery if the Awarded Bidder defaults in the performance of the Contract or has occasioned uncompensated liquidated damages. If the Awarded Bidder defaults in the performance of its contractual obligations or breaches its duties, the surety shall have the option to cure the default in a timeframe established by the Lottery or tender funds sufficient to pay the cost of completion.

The Performance Bond may be drawn upon if assessed liquidated damages have not been received by the Lottery within thirty (30) calendar days of written notice to the Awarded Bidder that they have been incurred, provided however if the Awarded Bidder notifies the Lottery within two (2) business days of receipt of the notice that it disputes the damages, or requests to negotiate a settlement of the damages, then the liquidated damages, if applicable shall be payable by the Awarded Bidder within the timeframe established by the Lottery after resolution of assessment.

Q. Lottery Information Technology (IT) Allowance.

The Awarded Bidder will financially support the Lottery's IT efforts in support of Lottery operations. Beginning August 1, 2029, and by August 1 each year thereafter, the Awarded Bidder must provide to the Lottery \$150,000 per contract year. The allowance will be cumulative and spent at the discretion of the Lottery. All portions of said monies not used in any contract year may be used in a subsequent contract year as the Lottery may determine at its sole discretion.

R. Research and Development Program

The success of the Lottery depends on the availability of new products, gaming features, and services. The Awarded Bidder must be capable of supporting the Lottery in this mission. The Awarded Bidder must maintain a research and development effort in such areas as gaming concept design/development, Retailer terminal design, telecommunications, Retailer network planning, and sales data mining.

S. Artificial Intelligence (AI).

1. Bidders shall provide a SOC-2 Type II report or equivalent report on the performance and compliance for AI systems.
2. Bidders shall describe:
 - a. Corporate strategy or roadmap for incorporating AI throughout the organization;
 - b. The responsible AI (RAI) framework or system adopted in Bidder's organization;
 - i. How will the Bidder's use of AI meets, and diverge, from the requirements outlined in MaineIT's [Generative AI Policy](#). If the product described diverges from MaineIT policy, also describe how will the bidder bring the product(s) into compliance;
 - c. List the AI tools currently in use and in which areas;

- d. Identify specific rights and data management protocols in place to secure the AI system's access to the environment.
- e. How will the Bidder's organization use Lottery data and transactions to train its models;
- f. How will ownership be determined of any intellectual property that may result from the use of the AI systems, including patents, trademarks and copyrights
- g. Describe the access the Lottery has to the environment and/or data, and how it is managed and logged;
- h. How savings generated by AI will be shared with the Lottery.

T. Technical Requirements.

1. **Accessibility:** All IT applications must comply with the [Digital Accessibility Policy](#). In addition, all IT applications and content delivered through web browsers must comply with the [State Web Standards](#).
2. **State IT Policies:** All IT products and services delivered as part of the proposed services must conform to the [State IT Policies, Standards, and Procedures](#) effective at the time an agreement is executed. Special attention must be paid to the following:
 - a. [Access Control Policy](#)
 - b. [Access Control Procedures for Users](#)
 - c. [Application Deployment Certification Guidelines](#)
 - d. [Application Deployment Certification Policy](#)
 - i. Both the selected Bidder, and selected ICS provider, shall complete the Application Deployment Certification process.
 - e. [Change Management Policy](#)
 - f. [Configuration Management Policy](#)
 - g. [Digital Accessibility Policy](#)
 - h. [Generative Artificial Intelligence Policy](#)
 - i. [Information Privacy Policy](#)
 - j. [Mobile Device \(BYOD\)](#)
 - k. [Network Device Management](#)
 - l. [Risk Assessment Policy and Procedures \(RA\)](#)
 - m. [Rules of Behavior](#)
 - n. [Salesforce Governance Details](#)
 - o. [SDLC Policy](#)
 - p. [Security Assessment and Authorization Policy](#)
 - q. [Security Awareness and Training Policy](#)
 - r. [System and Communications Protection Policy and Procedures \(SC-1\)](#)

- s. [User Device and Commodity Applications](#)
- t. [Website Acceptance Policy](#)

PART III KEY RFP EVENTS

A. Vendor Self Service System (VSS)

1. The Office of State Procurement Services Vendor Self Service System website is found at the link below: <https://www.maine.gov/dafs/bbm/procurementservices/vendors/vendor-self-service-system>
2. A copy of the RFP and all associated documents will be published in VSS.
3. Only documents published in VSS will be considered binding.
4. Any interested party may view open solicitations in VSS using the Public Access feature.
5. Vendors must have an active User ID and password in VSS to submit questions and respond to solicitations, including this RFP.
 - a. Vendor registration instructions and User Guide may be found at the link above, which include steps for searching for an existing account/User ID, or registering for a new account/User ID.
 - b. Vendors interested in responding to a solicitation are encouraged to obtain a User ID and password for VSS as soon as possible.
6. Vendors must have an active Vendor Code (VC or VS) to contract with the department.

B. Questions

1. **General Instructions:** It is the responsibility of all Bidders and other interested parties to examine the entire RFP and to seek clarification, in writing, if they do not understand any information or instructions.
 - a. Questions must be submitted in VSS as soon as possible but no later than the date and time published in VSS.
 - b. Questions should be clearly stated and reference the applicable section and/or page number of the RFP.
 - c. The Department assumes no liability for assuring accurate/complete/on time transmission and receipt.
2. **Question & Answer Summary:** Responses to all questions will be compiled in writing and published in VSS no later than seven (7) calendar days prior to the Proposal Submission Deadline. It is the responsibility of all interested parties to go to VSS to obtain a copy of the Question & Answer Summary. Only those answers issued in writing in VSS will be considered binding.

C. Amendments

All amendments released in regard to the RFP will be published in VSS. It is the responsibility of all interested parties to go to VSS to obtain amendments. Only those amendments published in VSS are considered binding.

D. Proposal Submission

1. **Proposals Due**
 - a. Proposal submissions must be received no later than the Proposal Submission Deadline (closing date) published in VSS.
 - b. Any proposal submissions or any additional or revised proposal files received after the Proposal Submission Deadline will be rejected without exception.

2. Delivery Instructions

- a. Proposal submissions must be submitted to the Office of State Procurement Services via VSS.
- b. Only proposal submissions received via VSS will be considered. The Department assumes no liability for assuring accurate/complete receipt.
- c. Submissions containing links to file sharing sites or online file repositories will not be accepted as submissions. Only proposal submissions that have the actual requested files attached will be accepted.
- d. Encrypted submissions received which require opening attachments and logging into a proprietary system will not be accepted. Bidders should work with their Information Technology team to ensure that the proposal submission will not be encrypted due to any security settings.
- e. File size limits are 15MB per file. Bidders may separate their submissions into multiple files, as necessary, due to file size concerns.

3. Submission Format – Electronic and Physical Submissions

a. Electronic Submission

- i. Bidder's proposal submissions are to be broken down into multiple files, with each file named as it is titled in bold below, and include:
 - **File 1 [Bidder's Name] – Preliminary Information:**
PDF format preferred
Appendix A (Proposal Cover Page)
Appendix B (Responsible Bidder Certification)
All required eligibility documentation stated in PART IV, Section I.
 - **File 2 [Bidder's Name] – Organization Qualifications and Experience:**
PDF format preferred
Appendix C (Bidder Corporate Capability Form)
Appendix D (Subcontractors Form)
All other required information and attachments stated in PART IV, Section II.
 - **File 3 [Bidder's Name] – Proposed Services:**
PDF format preferred
Appendix E (Technical Assessment Form)
Appendix T (Bidder Response Form)
All other required information and attachments stated in PART IV, Section III.
 - **File 4 [Bidder's Name] – Cost Proposal:**
PDF format preferred
Appendix F (Cost Proposal Form)
Appendix U (Invited and Offered Options) – *if proposed*
All other required information and attachments stated in PART IV, Section IV.

b. Physical Submission

- i. Bidders must provide:

(1) Two (2) retailer terminals in working order, operating in stand-alone mode. A

Retailer manual and/or user guide must be included. Terminals need not issue Maine State Lottery games.

- (2) One (1) ticket vending machine in working order, operating in stand-alone mode. A Retailer manual and/or user guide must be included.

Retailer terminals and the ticket vending machine must be delivered to:

Maine State Lottery,
19 Union Street, 3rd floor
Augusta, ME 04330

No later than February 1, 2027.

All equipment delivered as part of the proposal submission will be returned, in delivered packaging, to the Bidders at the conclusion of the RFP process.

- ii. **Site Visits and Demonstrability of System.** Bidders may be required to discuss and demonstrate the proposed System and explain how its components would be applied to the specifications described in this RFP. It is expected that these demonstrations and discussions may occur in Bidder facilities; at an existing lottery; at the Maine Lottery Headquarters; or some other appropriate venue, which may include lottery retailer locations.

Refer to [Part II, M](#) and [Appendix G](#) (Demonstrability of System) for the types of demonstrations that the Lottery may request.

PART IV PROPOSAL SUBMISSION REQUIREMENTS

This section contains instructions for Bidders to use in preparing their proposals. The Department seeks detailed yet succinct responses that demonstrate the Bidder's qualifications, experience, and ability to perform the requirements specified throughout the RFP.

Bidders' proposals must follow the outline used below, including the numbering, section, and sub-section headings. Failure to use the outline specified in PART IV, or failure to respond to all questions and instructions throughout the RFP, may result in the proposal being disqualified as non-responsive or receiving a reduced score. The Department, and its evaluation team, has sole discretion to determine whether a variance from the RFP specifications will result either in disqualification or reduction in scoring of a proposal. Rephrasing of the content provided in the RFP will, at best, be considered minimally responsive.

Bidders are not to provide additional attachments beyond those specified in the RFP for the purpose of extending their response. Additional materials not requested will not be considered part of the proposal and will not be evaluated. Bidders must include any forms provided in the submission package or reproduce those forms as closely as possible. All information must be presented in the same order and format as described in the RFP.

Proposal Format and Contents

Section I Preliminary Information (File #1)

1. Proposal Cover Page

Bidders must complete [Appendix A](#) (Proposal Cover Page). It is critical that the cover page show the specific information requested, including Bidder address(es) and other details listed. The Proposal Cover Page must be dated and signed by a person authorized to enter into contracts on behalf of the Bidder.

2. Responsible Bidder Certification

Bidders must complete [Appendix B](#) (Responsible Bidder Certification). The Responsible Bidder Certification must be dated and signed by a person authorized to enter into contracts on behalf of the Bidder.

3. Eligibility Requirements

Bidders must provide documentation to demonstrate meeting eligibility requirements stated in PART I, C. of the RFP. This documentation includes:

- Bidders must have one (1) or more current NASPL clients to whom it has supplied a Lottery Gaming System including central systems, Retailer terminals, Retailer network, and operations services. The System must support both instant and draw games. Bidders must provide a list of current NASPL jurisdictions and an associated contact for each with which they are contracted, and also provide a contact for each jurisdiction with which they are contracted.

Section II Organization Qualifications and Experience (File #2)

1. Bidder Corporate Capability

Bidders must complete [Appendix C](#) (Bidder Corporate Capability Form) describing their

corporate capabilities and financial position.

If the Bidder uses/creates a PDF or separate document to answer any section, the Bidder must clearly label the document with their submission and reference the document in the relevant answer space of the Form (Excel).

2. Subcontractors

Bidders must complete [Appendix D](#) (Subcontractors Form) to provide a list that specifies the name, address, phone number, contact person, and a brief description of organizational capacity and qualifications for any subcontractors to be used. If no subcontractors will be used, indicate as such on the form.

3. Organizational Chart

Bidders must provide an organizational chart. The organizational chart must include the project being proposed. Each position must be identified by position title and corresponding to the personnel job descriptions.

4. Litigation

Bidders must attach a list of all current litigation in which the Bidder is named and a list of all closed cases that have closed within the past five (5) years in which the Bidder paid the claimant either as part of a settlement or by decree. For each, list the entity bringing suit, the complaint, the accusation, amount, and outcome.

5. Financial Viability

To assess the Bidder's financial ability to perform under the contract, if awarded, the Lottery requires the following financial information:

- a. A current copy of their Dun & Bradstreet Business Information Report Snapshot.
- b. **Submission of Financial Statements.** All Bidders and any substantial subcontractors (subcontractors with whom the Bidder will conduct over \$500,000 of business annually) must submit certified financial statements, or federal income tax returns if the Bidder or substantial subcontractor does not have certified financial statements prepared for the last three (3) fiscal years. Certified financial statements must be the result of an audit of the entity's records, prepared in accordance with Generally Accepted Auditing Standards (GAAS) by a certified public accountant. The certified financial statements shall be prepared in accordance with Generally Accepted Accounting Principles (GAAP), and must include balance sheets, income statements, statements of cash flows, statements of retained earnings, notes to the financial statements for both years, and any management letters that have been received for those years. For non-U.S. entities, the equivalent non-U.S. accounting standards apply.
- c. **Subsidiaries.** If a Bidder or substantial subcontractor is a subsidiary of a parent entity and the Bidder or substantial subcontractor does not have its own, separate financial statements, the Bidder or substantial subcontractor may satisfy its financial responsibility submission requirements by submitting the consolidated financial statements of its parent entity if the consolidated financial statements include the activity of the Bidder or substantial subcontractor. If a Bidder or substantial subcontractor submits the consolidated financial statements of its parent, the parent must serve as financial guarantor of the Bidder or substantial subcontractor.

- d. Parent Corporation Resources.** If the Bidder is a subsidiary and will rely on the financial resources of the parent to perform this contract, the parent must certify, in writing in a form acceptable to the Lottery, the availability of its resources to the Bidder. Parent entities that serve as financial guarantors of subsidiary firms shall be held accountable for all terms and conditions of the RFP and the resulting contract and shall execute the Contract as guarantor.
- e. External Borrowing.** The Bidder must provide a letter of commitment in a form acceptable to the Lottery from a creditor acceptable to the Lottery, if outside borrowing will provide any or all the funding for this project.

6. Licensure/Certification

Bidders may provide documentation of any applicable licensure/certification or specific credentials that are related to providing the proposed services of the RFP. Please note expiration date and renewal strategy. This documentation may include Responsible Gaming and Security certification such as:

- WLA RG
- WLA SCS
- NIST

7. Certificate of Insurance

Bidders must provide a certificate of insurance on a standard ACORD form (or the equivalent) evidencing the Bidder's general liability, professional liability and any other relevant liability insurance policies that might be associated with the proposed services. Other required insurance includes:

- a. Cyber Insurance.** The Awarded Bidder shall maintain insurances as required by the Rider B-IT provision of the IT Service Contract referenced in this RFP.

Section III Proposed Services (File #3)

1. Technical Assessment

Bidders must complete [Appendix E](#) (Technical Assessment Form) to describe the Bidder's capability to meet the stated requirements and policies identified in this RFP.

Bidders must provide a clearly labeled Architectural Diagram and full SOC 2 audit results along with the completed Technical Assessment Form as part of their submission.

2. Services to be Provided

Bidder must complete [Appendix T](#) (Bidder Response Form). Using the form, Bidders must discuss the Scope of Services referenced above in Part II of the RFP and what the Bidder will offer, including a description of the methods and resources the Bidder will use and how each task involved will be accomplished. Bidders must also describe how the expectations and/or desired outcomes as a result of these services will be achieved. If subcontractors are involved, Bidders must clearly identify the work each will perform.

If the Bidder uses/creates a PDF or separate document to answer any section, the Bidder must clearly label the document with their submission and reference the document in the relevant answer space of Bidder Response Form (Excel).

3. Retailer Terminals

Bidders must provide two (2) Retailer terminals and one (1) ticket vending machine in working order, operating in stand-alone mode, for assessment by the Lottery.

- Submission instructions: Refer to [Part III.D.3.b.](#) of the RFP
- Demonstrability Requirements: Refer to [Part II.M.](#) and [Appendix G](#) (Demonstrability of System) of the RFP

Section IV Cost Proposal (File #4)

1. General Instructions

- a. Bidders must submit a cost proposal that covers the period starting July 1, 2028 and ending on June 30, 2038.
- b. The cost proposal must include the costs necessary for the Bidder to fully comply with the contract terms, conditions, and RFP requirements.
- c. No costs related to the preparation of the proposal for the RFP, or to the negotiation of the contract with the Department, may be included in the proposal. Only costs to be incurred after the contract effective date that are specifically related to the implementation or operation of contracted services may be included.

2. Cost Proposal Form Instructions

- a. Bidders must complete [Appendix F](#) (Cost Proposal Form), following the instructions detailed here and in the form. Failure to provide the requested information, and to follow the required cost proposal format provided, may result in disqualification or reduction in scoring of the cost proposal, at the discretion of the Department.

The Bidder must submit pricing in the following format:

- i. The proposed cost must be presented as a percentage of total net sales carried to four (4) decimal places. **Note: Lottery net draw and instant product sales will both be counted relative to this fee.**
(1) Example: 1.0000 percent yields \$10,000 compensation per one million dollars of net sales.
- ii. Cost of Additional Units.

For comparison and evaluation, the Lottery has designated the pricing format and terms for certain options. While the Lottery may choose to order under these options, this in no way obligates the Lottery to acquire such options according to the stated format and terms. Preparation for and including system conversion and data migration are not subject to direct compensation and Bidders should factor those costs into their Cost Proposal.

- b. If the Bidder proposes any Invited or Offered Options, the Bidder must complete [Appendix U](#) (Invited and Offered Options). These costs are for informational purposes only and will not be scored.

PART V PROPOSAL EVALUATION AND SELECTION

Evaluation of the submitted proposals will be accomplished as follows:

A. Evaluation Process – General Information

1. An evaluation team, composed of qualified reviewers, will judge the merits of the proposals received in accordance with the criteria defined in the RFP.
2. Officials responsible for making decisions on the award selection will ensure that the selection process accords equal opportunity and appropriate consideration to all who are capable of meeting the specifications. The goals of the evaluation process are to ensure fairness and objectivity in review of the proposals and to ensure that the contract is awarded to the Bidder whose proposal provides the best value to the State of Maine.
3. The Department reserves the right to communicate and/or schedule interviews/presentations with Bidders, if needed, to obtain clarification of information contained in the proposals received. The Department may revise the scores assigned in the initial evaluation to reflect those communications and/or interviews/presentations.
4. Changes to proposals, including updating or adding information, will not be permitted during any portion of the evaluation process. Therefore, Bidders must submit proposals that present their rates and other requested information as clearly and completely as possible.

B. Scoring Weights and Process

1. **Scoring Weights:** Proposal scores will be based on a 1000-point scale and will measure the degree to which each proposal meets the following criteria. The proposal materials that will be evaluated under each section below are identified in Part IV of the RFP.

Section I.	Preliminary Information	Eligibility Requirements (Pass/Fail)
Section II.	Organization Qualifications and Experience	200 points
Section III.	Proposed Services	550 Points
Section IV.	Cost Proposal	250 points
	Total	1,000 points

2. **Scoring Process:** For proposals that demonstrate meeting the eligibility requirements in Section I, if applicable, the evaluation team will use a consensus approach to evaluate and score Sections II & III above. Members of the evaluation team will not score those sections individually but, instead, will arrive at a consensus as to assignment of points for each of those sections. Section IV, the Cost Proposal, will be scored as described below.

Demonstrations: Following the evaluation of Sections I, II and III, the evaluation team, via the RFP Coordinator, may contact Bidders to request, at their own expense, a webinar and/or in-person demonstration and to arrange the details of the demonstration. Demonstrations shall include functions outlined in Part II, M and Appendix G (Demonstrability of System) of the RFP and allow for the evaluation team to ask questions and receive answers.

The score for Section III Proposed Services may be adjusted (upward or downward) based on the demonstrations and according to the scoring weights described in Part V.B. of the RFP.

- 3. Scoring the Cost Proposal:** The total cost proposed for conducting all the functions specified in the RFP must be presented as a percentage of total net sales and will be assigned a score according to a mathematical formula. The lowest bid will be awarded 250 points. Proposals with higher bid values will be awarded proportionately fewer points calculated in comparison with the lowest bid.

The scoring formula is:

(Lowest submitted cost proposal / Cost of proposal being scored) x (250 points) = pro-rated score

No Best and Final Offers: The State of Maine will not seek or accept a best and final offer (BAFO) from any Bidder in this procurement process. All Bidders are expected to provide their best value pricing with the submission of their proposal.

C. Negotiations

1. The Department reserves the right to negotiate with the awarded Bidder(s) to finalize a contract. Such negotiations may not significantly vary the content, nature, or requirements of the proposal or the Department's Request for Proposal to an extent that may affect the price of goods or services requested.
2. The Department reserves the right to terminate contract negotiations with an awarded Bidder who submits a proposed contract significantly different from the proposal they submitted in response to the advertised RFP.
3. In the event that an acceptable contract cannot be negotiated with the highest ranked Bidder, the Department may withdraw its award and negotiate with the next-highest ranked Bidder, and so on, until an acceptable contract has been finalized. Alternatively, the Department may cancel the RFP, at its sole discretion.

D. Selection and Award

1. The final decision regarding the award of the contract will be made by representatives of the Department subject to approval by the State Procurement Review Committee.
2. Notification of conditional award selection or non-selection will be made in writing by the Department.
3. Issuance of the RFP in no way constitutes a commitment by the State of Maine to award a contract, to pay costs incurred in the preparation of a response to the RFP, or to pay costs incurred in procuring or contracting for services, supplies, physical space, personnel or any other costs incurred by the Bidder.
4. The Department reserves the right to reject any and all proposals or to make multiple awards.

E. Appeal of Contract Awards

Any person aggrieved by the award decision that results from the RFP may appeal the decision to the Director of the Bureau of General Services in the manner prescribed in [5 M.R.S.A. § 1825-E](#) and [18-554 Code of Maine Rules Chapter 120](#). The appeal must be in writing and filed with the Director of the Bureau of General Services, 9 State House Station, Augusta, Maine, 04333-0009 within fifteen (15) calendar days of receipt of notification of conditional contract award.

PART VI CONTRACT ADMINISTRATION AND CONDITIONS

A. Contract Document

1. The awarded Bidder will be required to execute an [IT Service Contract \(IT-SC\) with Confidentiality and Non-Disclosure Agreement \(NDA\)](#) including appropriate riders as determined by the issuing department. Bidders shall carefully review the IT-SC.

Rider D: Liquidated Damages, as referenced in this RFP, can be downloaded from the Attachments section of the RFP in VSS.

All exceptions will be negotiated between the awarded Bidder(s) and the State. The State will not accept any proposed exceptions as part of this RFP process. The State is not obligated to accept, negotiate, or compromise of any proposed exceptions.

The complete set of standard State of Maine Service Contract documents, along with other forms and contract documents commonly used by the State, may be found on the Office of State Procurement Services' website at the following link: [Office of State Procurement Services Forms Page](#).

2. Allocation of funds is final upon successful negotiation and execution of the contract, subject to the review and approval of the State Procurement Review Committee. Contracts are not considered fully executed and valid until approved by the State Procurement Review Committee and funds are encumbered. No contract will be approved based on an RFP which has an effective date less than fourteen (14) calendar days after award notification to Bidders. (Referenced in the regulations of the Department of Administrative and Financial Services, [Chapter 110, § 3\(B\)\(i\).](#))

This provision means that a contract cannot be effective until at least 14 calendar days after award notification.

3. The State recognizes that the actual contract effective date depends upon completion of the RFP process, date of formal award notification, length of contract negotiation, and preparation and approval by the State Procurement Review Committee. Any appeals to the Department's award decision(s) may further postpone the actual contract effective date, depending upon the outcome. The contract effective date listed in the RFP may need to be adjusted, if necessary, to comply with mandated requirements.
4. In providing services and performing under the contract, the awarded Bidder must act as an independent contractor and not as an agent of the State of Maine.

B. Standard State Contract Provisions

1. Contract Administration

Following the award, a Contract Administrator from the Department will be appointed to assist with the development and administration of the contract and to act as administrator during the entire contract period. Department staff will be available after the award to consult with the awarded Bidder in the finalization of the contract.

2. Payments and Other Provisions

The State anticipates paying the Contractor on the basis of net 30 payment terms, upon the receipt of an accurate and acceptable invoice. An invoice will be considered accurate and acceptable if it contains a reference to the State of Maine contract number, contains correct pricing information relative to the contract, and provides any required supporting documents, as applicable, and any other specific and agreed-upon requirements listed within the contract that results from the RFP.

PART VII LIST OF RFP APPENDICES AND RELATED DOCUMENTS

- Appendix A** – Proposal Cover Page
- Appendix B** – Responsible Bidder Certification
- Appendix C** – Bidder Corporate Capability Form
- Appendix D** – Subcontractors Form
- Appendix E** – Technical Assessment Form
- Appendix F** – Cost Proposal Form
- Appendix G** – Demonstrability of System
- Appendix H** – Management and Administrative Reports
- Appendix I** – Retailer Terminal Reports
- Appendix J** – Lottery Sales History
- Appendix K** – Sample Instant Tickets
- Appendix L** – Instant Ticket Bar Codes
- Appendix M** – Loyalty Program Description
- Appendix N** – Draw Game Matrix
- Appendix O** – Instant Ticket Order Quantity
- Appendix P** – Instant Ticket Customer Specifications
- Appendix Q** – Instant Ticket Working Papers
- Appendix R** – Fast Play Game Information
- Appendix S** – Terms and Conditions
- Appendix T** – Bidder Response Form
- Appendix U** – Invited and Offered Options

APPENDIX A – PROPOSAL COVER PAGE

State of Maine
Department of Administrative and Financial Services
Bureau of Alcoholic Beverages and Lottery Operations
RFP# 202512163
Lottery Gaming System and Instant Ticket Printing

Bidder's Organization Name:			
Chief Executive - Name/Title:			
Tel:		E-mail:	
Headquarters Street Address:			
Headquarters City/State/Zip:			
<i>(Provide information requested below if different from above)</i>			
Lead Point of Contact for Proposal - Name/Title:			
Tel:		E-mail:	
Headquarters Street Address:			
Headquarters City/State/Zip:			

- This proposal and the pricing structure contained herein will remain firm for a period of 180 days from the date and time of the bid opening.
- No personnel currently employed by the Department participated, either directly or indirectly, in any activities relating to the preparation of the Bidder's proposal.
- No attempt has been made, or will be made, by the Bidder to induce any other person or firm to submit or not to submit a proposal.
- The above-named organization is the legal entity entering into the resulting contract with the Department if they are awarded the contract.
- The undersigned is authorized to enter contractual obligations on behalf of the above-named organization.

To the best of my knowledge, all information provided in the enclosed proposal, both programmatic and financial, is complete and accurate at the time of submission.

Name (Print):	Title:
Authorized Signature:	Date:

APPENDIX B – RESPONSIBLE BIDDER CERTIFICATION

State of Maine
Department of Administrative and Financial Services
Bureau of Alcoholic Beverages and Lottery Operations
RFP# 202512163
Lottery Gaming System and Instant Ticket Printing

Bidder's Organization Name:	
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By signing this document, I certify to the best of my knowledge and belief that the aforementioned organization, its principals and any subcontractors named in this proposal:

- a. Are not presently debarred, suspended, proposed for debarment, and declared ineligible or voluntarily excluded from bidding or working on contracts issued by any governmental agency.*
- b. Have not within three years of submitting the proposal for this contract been convicted of or had a civil judgment rendered against them for:*
 - i. Fraud or a criminal offense in connection with obtaining, attempting to obtain, or performing a federal, state, or local government transaction or contract.*
 - ii. Violating Federal or State antitrust statutes or committing embezzlement, theft, forgery, bribery, falsification or destruction of records, making false statements, or receiving stolen property.*
- c. Are not presently indicted for or otherwise criminally or civilly charged by a governmental entity (Federal, State or Local) with commission of any of the offenses enumerated in paragraph (b) of this certification.*
- d. Have not within a three (3) year period preceding this proposal had one or more federal, state, or local government transactions terminated for cause or default.*
- e. Have not entered into a prior understanding, agreement, or connection with any corporation, firm, or person submitting a response for the same materials, supplies, equipment, or services and this proposal is in all respects fair and without collusion or fraud. The above-mentioned entities understand and agree that collusive bidding is a violation of state and federal law and can result in fines, prison sentences, and civil damage awards.*
- f. Is not a foreign adversary business entity (<https://www.maine.gov/oit/prohibited-technologies>).*
- g. Is not on the list of prohibited companies (<https://www.maine.gov/oit/prohibited-technologies>) or does not obtain or purchase any information or communications technology or services included on the list of prohibited information and communications technology and services <https://www.maine.gov/oit/prohibited-technologies> (Title 5 §2030-B).*

Name (Print):	Title:
Authorized Signature:	Date:

APPENDIX C – BIDDER CORPORATE CAPABILITY FORM

State of Maine
Department of Administrative and Financial Services
Bureau of Alcoholic Beverages and Lottery Operations
RFP# 202512163
Lottery Gaming System and Instant Ticket Printing

Bidders must complete the Bidder Corporate Capability Form describing their corporate capabilities and financial position.

If the Bidder uses/creates a PDF or separate document to answer any section, the Bidder must clearly label the document with their submission and reference the document in the relevant answer space of the Form (Excel).

The Excel form may be downloaded from the Attachments section of the RFP in VSS.

APPENDIX D – SUBCONTRACTORS FORM

**State of Maine
Department of Administrative and Financial Services
Bureau of Alcoholic Beverages and Lottery Operations
RFP# 202512163
Lottery Gaming System and Instant Ticket Printing**

Bidder Name:	
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Subcontractors
If subcontractors are to be used, Bidders must use the tables below to describe the name, address, phone number, contact person, and a brief description of the subcontractors' organizational capacity and qualifications.

Subcontractor 1
Subcontractor Name:
Contact Person:
Telephone:
E-Mail:
Brief Description of Anticipated Role and Qualifications

Subcontractor 2
Subcontractor Name:
Contact Person:
Telephone:
E-Mail:
Brief Description of Anticipated Role and Qualifications

Subcontractor 3
Subcontractor Name:
Contact Person:
Telephone:
E-Mail:
Brief Description of Anticipated Role and Qualifications

APPENDIX E – TECHNICAL ASSESSMENT FORM

State of Maine
Department of Administrative and Financial Services
Bureau of Alcoholic Beverages and Lottery Operations
RFP# 202512163
Lottery Gaming System and Instant Ticket Printing

Bidders must complete the Technical Assessment Form (Excel) to describe the Bidder's capability to meet the stated requirements and policies identified in this RFP.

Attachments to be provided with the Technical Assessment Form include an Architectural Diagram and full SOC 2 audit results.

The Excel form may be downloaded from the Attachments section of the RFP in VSS.

APPENDIX F – COST PROPOSAL FORM

State of Maine
Department of Administrative and Financial Services
Bureau of Alcoholic Beverages and Lottery Operations
RFP# 202512163
Lottery Gaming System and Instant Ticket Printing

Bidder's Organization Name:	
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Bidders must submit a cost proposal that includes the costs necessary for the Bidder to fully comply with the contract terms, conditions, and RFP requirements. The proposed cost must be presented as a **percentage of total net sales carried to four (4) decimal places**. **Note: Lottery net draw and instant product sales will both be counted relative to this fee.**

Example: 1.0000 percent yields \$10,000 compensation per one million dollars of net sales.

Percentage of Total Net Sales:	%
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The **percentage of total net sales** will be used to score the cost proposal as defined in Part V.B.3 of the RFP.

Table 1: Cost of Additional Units

Bidders must include pricing for additional units as requested in this RFP. The below items include the RFP reference, which gives a complete description of the item requested. Items in this table must be priced in 25-unit batches. The costs of additional units are required but are not scored as part of the Cost Proposal, however Bidders are committing to the prices provided in this table.

RFP Reference	Description	Cost Per 25 Additional Units
Part II.D.2.a	Player Transaction Display	\$
Part II.D.2.b	Self-Service Winning Ticket Checker	\$
Part II.D.2.c	In-Store Jackpot Signage (Mega Millions and Powerball)	\$
Part II.D.2.d	Player Advertising Displays	\$
Part II.D.5.b	Self-Service Vending Terminals (SSTs)	\$

APPENDIX G – DEMONSTRABILITY OF SYSTEM

State of Maine
Department of Department of Administrative and Financial Services
Bureau of Alcoholic Beverages and Lottery Operations
RFP# 202512163
Lottery Gaming System and Instant Ticket Printing

The proposed System must be available for demonstrations and inspections during Proposal evaluation as defined in Part II.M., Part III.D.3.b.ii, and Part V.B.2.d. of the RFP. The demonstrations and inspections will occur at a production lottery location, at the Bidders Research and Development facilities, or at some other appropriate venue, as requested by the Lottery during the evaluation process. The term “System” in this case includes capabilities of the Retailer network and other network features and deliverables.

Demonstrability may include several tests from each of the following categories, as requested by the Lottery:

1. **Inspection Tests**
2. **Functional Tests** (with observation of usability)
3. **Performance Tests**
4. **Failure and Recovery Tests.**

Various tests from the following sections could be considered.

B.1 Inspection Tests

1. **Proposed Equipment.** Has the proposed System been shown and demonstrated? Inspect the models of equipment proposed. Are parts of the proposed configuration not part of the demonstration? Has the proposed Retailer communications mechanism been demonstrated?
2. **Fielded Products.** Determine whether the systems and products demonstrated are prototypes or whether they have been manufactured in quantity or are ready for manufacture.
3. **Materials and Construction Quality.** Inspect the Retailer terminals for robustness, manufacturing integrity, and appearance.
4. **Manufacturing and Development Facilities.** Does the manufacturing facility appear to be capable of producing the quantities of devices needed?
5. **Process Quality.** Does the Bidder have a quality-oriented manufacturing system? Are there quality hardware and software engineering practices in place?
6. **Other Tests** Specific to Bidder

B.2 Functional Tests

Functional tests provide evidence that the proposed System can perform common lottery tasks, and that the System is in a position to be adapted to the Lottery’s requirements. Possible functional tests follow.

1. **Retailer Functions.** Can simulated operations be run to demonstrate the major gaming operations as seen by the Retailer? (Logging on/off, selling, validating, canceling, taking Retailer reports, and receiving messages). Is the user interface straightforward?

2. **System Operator Functions.** Can simulated operations be run to demonstrate the major gaming operations as seen by the data center operations staff? (Bringing the System up and down and monitoring operations)
3. **Instant Ticket Management Functions.** Can the System demonstrate taking tickets into inventory, telemarketing, and order fulfillment?
4. **Lottery Games Administration Functions.** Can simulated operations be run to demonstrate the major gaming operations as seen by the Lottery? (Drawings, monitoring sales levels, creating new Retailers, enabling/disabling Retailers, receiving administrative reports, entering winning numbers, and sending Retailer messages).
5. **Maintenance and Inventory.** Can simulated operations be run to demonstrate functions such as Hotline and trouble reporting? Inventory control of consumables and terminals?
6. **Other Tests** Specific to Bidder.

B.3 Performance Tests

Performance tests provide evidence that the Bidder's System is capable of supporting the business volume and response times required by the Lottery for excellent player service. Possible performance tests include:

1. **Response Time, Single and Multiple Plays.** Can it be shown that single play tickets and multiple play tickets are delivered within specs? Typically, these tests require that the host system be loaded by a simulator.
2. **Heavy Volume Throughput: Ticket Sales.** Can with heavy simulated volume. Runs should include duplex operation to confirm hot backup feeds. Conduct manual transactions simultaneously to demonstrate full functioning.
3. **Other Tests.** Specific to Bidder.

B.4 Failover and Recovery Tests

Failover and recovery tests provide evidence that the Bidder's terminals and System can maintain operations, data integrity, and security during periods of equipment and software failure. The entire proposed configuration will not be in place at Proposal time, so a complete path test for failover cannot normally be conducted. Possible failover and recovery tests include:

1. **Terminal Paper Low and Out.** Check paper sensor, check buffering of last transactions when paper is low. Determine how easy it is to replace the paper.
2. **System Fault Tolerance.** Can the primary system failover with only a brief outage? Return primary to service and time re-synchronization.
3. **Terminal Loss of Connection.** Disconnect a test Retailer terminal from the communications mechanism linking it to the central system, then restore the connection. Determine if the return to service compromises any transactions or reporting. Determine if the disconnection is detectable by the central system of network monitoring application.
4. **Other Tests.** Specific to Bidder.

APPENDIX H – MANAGEMENT AND ADMINISTRATIVE REPORTS

State of Maine
Department of Department of Administrative and Financial Services
Bureau of Alcoholic Beverages and Lottery Operations
RFP# 202512163
Lottery Gaming System and Instant Ticket Printing

Management reports must be available upon demand at management terminals and be able to support the implied business activities. Information available in the management reports must be available for on-screen display on management terminals. Actual report formats and filtering options are to be resolved with the Lottery. Specific wording in the following report descriptions simply represents the meaning that is to be conveyed.

This list of reports is not intended to represent an all-inclusive list of the reports required by the Lottery; it is intended as a sample only.

1. **Game Control.** Such as Game Close, Winning Numbers, and Game in Pay Status. The System must automatically produce two printed copies of all game control reports.
2. **Total Daily Activity.** Total sales activity for the day.
3. **Daily Activity/Game.** Reflecting the current day's activity for all Lottery games and showing the total pool amount, play type, and date. All pools for which play is being accepted are to be shown. Also indicates the number of quick pick plays and percent of total.
4. **Previous Activity/Game.** Reflecting the previous activity and showing the total pool amount by play type and date. This report shall show play activity prior to the current day on all pools for which sales are being accepted.
5. **Combined Activity.** Reflecting the total pool amount combined from current and previous activity reports.
6. **Prize Reports.** Showing the winning numbers for the most recent drawing, last control number, the number of winning plays by play type and tier, the prize payout liability, and the total pool amount.
7. **Top Played Numbers.** Showing the fifteen (15) most popular numbers being played on the current day and all advance pools, the total prize liability of all play combinations on each number in dollars and cents.
8. **Retailer Transaction History/Look-up.** Any and all Retailer transaction history for the day.
9. **Retailer Sales History.** Sales history for all games for the requested Retailer(s).
10. **On-Line Terminal Sales Over/Under Report.** A report of selected Retailers over a specified sales amount and under a specified sales amount showing Retailer number, line and network address, and actual net sales amount for all games. Report to be applied to all games or a selected game for the current day or week-to-date.
11. **Games Net Sales.** Tickets selling per second statewide for all Lottery games.
12. **Daily Terminal Availability.** Showing those terminals not operable at that time on that day as well as the period of time that the terminals were inoperable.

13. **Week-to-Date Retailer Balance.** Showing the cumulative position (week to date) of all Retailers, sales dollar amount less cancels, Retailer amount of tickets sold, number of units canceled, cash paid to winners, number of "file claim" tickets issued, number of tickets cashed, Retailer net balance, Retailer number and cash advances, if any.
14. **System Totals.** Showing tickets sold and cash received for each type of play broken out by today's and the previous week's business with grand totals.
15. **Terminal Sales Activity.** Showing, by terminal, the number of tickets canceled, net sales, commissions, number of winners validated, and amount paid. An identifying symbol is to be printed next to the Retailer number whenever cancellations exceed a designated variable percentage of sales and another symbol list to be printed if the Retailer has a negative balance.
16. **Game Status.** A report showing the status of the current open games (where plays are currently being accumulated to) and past games for 365 days. On all past games, indicates the winning numbers that were drawn, the play amount, and the liability amount (and percentage of play amount).
17. **Weekly Invoice and EFT.** A report summarizing the Retailer invoices, reflecting amounts that will be swept from their bank accounts with subtotals available by corporate account and district.
18. **Total Daily Activity.** A report showing activity for all Lottery games for the day.
19. **Combined Sales.** A report showing combined daily instant and online sales.
20. **Forced Settlement.** A weekly report of Retailers and instant inventory that was automatically settled by the system per Lottery-defined parameters.
21. **Instant Sales.** Counts and amounts for all instant game activity including adjustments (credits) for partial pack returns.
22. **Partial Pack Status Changes.** All partial pack settlements for the day or the period requested.
23. **Stolen Pack Status Changes.** All packs placed into a stolen status for the day or the period requested.
24. **Instant Games Inventory Balancing.** All instant game inventory information (active, settled, etc.).
25. **Instant Game Aging.** All packs in a selected status for a selected number of days.
26. **Sales by Price Point.** Ability to report sales by individual ticket price points.
27. **Instant Liability reports.** Report should show instant cashes by date range, cashes prior to date range, and remaining liability. A ROI (Return on Investment) column shall be included.
28. **End of Game Instant Liability Report.** For a specified game, a listing of all packs and/or ticket ranges not sold.
29. **Activations and Settles.** Date-driven Instant Activations and Settles by game pack and amount for requested Retailer or chain.
30. **Filled/Cancelled orders.** Date-driven instant filled or cancelled orders for all order types including order number, date shipped, date received, filled by for requested Retailer or chain.
31. **Packs in Transit.** Instant status of packs in transit report shows game, pack value, warehouse transit date and order number sorted by order number or transit date for requested Retailer or chain.
32. **Retailer Pack Inventory.** Instant game Retailer pack inventory with game, pack, pack status, total packs, tickets per pack, ticket cost, value active date, number of days, number of cashes,

and maximum ticket sorted by activation date, game number or pack status. Requested for Retailer or chain.

33. **Activity Sales Detail.** Date-driven combined online and instant gross sales, discount, cancels/instant return, promos, net sales, cashes, sales commissions, cashing commission, adjustments, net cash flow, for requested Retailer or chain.
34. **Activity Games Detail.** Date-driven (by specific game) of online or instant game for requested Retailer or chain showing gross sales, discount, cancels, promos, net sales, cashes, sales commissions, cashing commissions and net cash flow.
35. **Retailer Daily Activity.** Date-driven combined online and instant daily activity by game for cashes, sales commissions, cashing commission, promos, adjustments, requested for Retailers or chain.
36. **Retailer List.** Retailer listing showing Retailer, name, business/contact, phone number, business address, mailing address: requested for Retailers or chain.
37. **Retailer Ranking.** Date-driven combined daily average, instant daily average, online daily average, by Retailer status, rank, net instant sales amount, net online sales amount, total sales amount, and number of sale days for Retailer or chain.
38. **Retailer Commissions.** Date-driven report for Retailer or chain, showing Retailer, name, owner name, address, online sales, instant sales, online sales commissions, instant sales commissions, online cashing commissions, instant cashing commissions, tax adjustment, redemption of APA, incentive checks and 1099 total.
39. **Sales Comparisons.** Report showing combined instant or online sales, date range comparison current versus prior, requested for Retailer or chain.
40. **Zero Sales.** Date-driven report showing LSR, status, city, phone, point of contact requested for Retailer or chain.
41. **Corporate Reporting.** The chain headquarters receive special reports that detail the activity for each store and summarize the activity for all stores.

In addition to the above reports, the Lottery anticipates that various other types of sales and marketing reports may be needed, with the data to be displayed and format to be determined by the Lottery.

APPENDIX I – RETAILER TERMINAL REPORTS

State of Maine
Department of Department of Administrative and Financial Services
Bureau of Alcoholic Beverages and Lottery Operations
RFP# 202512163
Lottery Gaming System and Instant Ticket Printing

Retailer reports must be available on demand on the Lottery terminals in the sales Retailers' location and be able, at a minimum, to support the implied business activities. The Lottery must also be able to generate such reports in the same formatting as the Retailer terminal reports via the management terminals to review results with Retailers. Actual report formats are to be resolved with the Lottery. Specific wording in the following reports simply represents the meaning that is to be conveyed. All reports must include the words INFORMATION ONLY – NOT FOR SALE (or a similar Lottery approved message) at the top or bottom of the report.

This list of reports is not intended to represent an all-inclusive list of the reports required by Lottery. It is intended as a sample only.

Draw Games:

1. **Daily Sales.** Combined on-line daily sales, cancels, pays, claims, credits, and commissions by game for requested Retailer.
2. **Week-to-Date Sales.** Combined on-line week-to-date sales, cancels, pays, claims, credits, and commissions by game for the current week for the requested Retailer. Roll-up sales reports for store owners with multiple locations and terminals must be available.
3. **Winning Numbers and Payouts.** Winning numbers and payouts for last completed draw of all on-line games for a specified date (default is most current draw and all games).
4. **By Game Winning Cities and Prizes.** City/Cities, prize amounts and winning numbers by game.
5. **Weekly Adjustments.** On-line and instant adjustments to the Retailer for the week requested.
6. **By Game Current and/or Previous Week Sales.** Current week and previous week sales, cashes and cancels by game for requested Retailer.
7. **Last 25 Transactions History.** Shows the previous 25 transactions for the current sign-on.
8. **Test Ticket.** Prints a 'test' ticket where the wording "DEMO. NOT FOR SALE" must be prominently displayed in the middle of the ticket.
9. **Premium Point Activity.** Shows weekly activity and balance. Roll-up reports for store owners with multiple locations and terminals must be available.
10. **Weekly Invoice.** Shows weekly on-line and instant sales, previous week's balance and payment, and net amount due to the Lottery.

Instant Games:

1. **Daily Instant Activity.** Instant inventory activity and sales activity for the day for requested Retailer.
2. **Week-to-Date Instant Activity.** Instant inventory activity and sales activity by game for week-to-date for requested Retailer. Roll-up sales reports for store owners with multiple locations and terminals must be available.
3. **Inventory Summary.** Summary of instant ticket inventory by game.
4. **Inventory Detail.** Detailed instant ticket inventory by game.
 - A. In-Stock Report. Summary of packs that are both received in stock and in transit to the retail location.
 - B. In-Use Report. Summary of all packs from which the Retailer is actively selling.
 - C. Settled Pack Listing Report. Summary of packs settled by date and with pack values.
 - D. Manifest Report. Summary of all packs associated with and contained in an order.
 - E. Full Pack Return Report. Summary of packs with pack numbers and pack return dates.
 - F. Partial Pack Return Report. Summary of partial packs with returned ticket ranges.
5. **Inventory History.** History of instant inventory for a Retailer for a particular time frame.
6. **Weekly Cashed Detail.** Weekly instant ticket payment detail.
7. **Weekly Settled Pack Detail.** Instant packs settled by game, number, date and amount.
8. **Game Information.** Listing of all active and closed games with game numbers, game names, start date, end date, end validation date, price points and number of top prizes remaining.
9. **Games on Sale.** Listing of all games with game numbers, game names, price points and number of tickets per pack.
10. **Adjustment History.** Instant adjustments made to the Retailer for the week requested.
11. **Active Packs.** Details of active packs in Retailer inventory.
12. **Orderable Games.** Instant games that are currently available for order, descending by sales.
13. **Top Prize Remaining.** Games that currently have no top prizes remaining to be sold.
14. **Sales by Price Point.** Ability to report sales by individual ticket price point.
15. **Sign-On.** Information about the terminal at the time the Retailer signs-on to the system.
16. **Customer Display Message (English and Spanish).** Update for the customer display message.
17. **Broadcast Messages.** Informational broadcast messages to be sent to all Retailers or to a specific Retailer.
18. **Last 5 Broadcast Messages.** Report showing the last five (5) terminal news messages sent to the terminal.
19. **Cash Activity Report.** Report taken at the end of day to assist Retailers at the end of day with the balancing of their cash drawers. There are no sales commissions shown in the report.

APPENDIX J – LOTTERY SALES HISTORY

State of Maine
Department of Department of Administrative and Financial Services
Bureau of Alcoholic Beverages and Lottery Operations
RFP# 202512163
Lottery Gaming System and Instant Ticket Printing

Lottery Sales History

Fiscal Year	Instant Sales	Fast Play Sales	Draw Sales	Total Sales
2010	\$152,119,449		\$64,913,124	\$217,032,573
2011	\$156,946,987		\$59,479,267	\$216,426,254
2012	\$165,134,058		\$62,573,993	\$227,708,051
2013	\$163,440,385		\$64,283,261	\$227,723,646
2014	\$170,845,635		\$59,111,059	\$229,956,694
2015	\$199,504,322		\$53,567,721	\$253,072,043
2016	\$210,495,548		\$61,843,936	\$272,339,484
2017	\$208,020,354		\$57,927,401	\$265,947,755
2018	\$223,524,517	\$6,073,697	\$64,535,479	\$294,133,693
2019	\$224,635,254	\$6,298,820	\$68,217,582	\$299,151,656
2020	\$251,855,183	\$10,765,740	\$51,490,385	\$314,111,308
2021	\$314,638,768	\$13,857,148	\$62,240,739	\$390,736,655
2022	\$310,962,935	\$12,314,093	\$62,519,485	\$385,796,513
2023	\$317,875,920	\$13,620,054	\$78,779,902	\$410,275,876
2024	\$326,414,847	\$16,765,740	\$87,561,148	\$430,741,735

FY 2023 Agent-Population Ratio

	Residents per Terminal	Residents per Total	Terminal	Total
Population (M)	Retailers	Retailers	Retailers	Retailers
1.40	1:1,233	1:1,233	1,135	1,135

FY 2023 Vending & self-service machine networks

Some Retailers have more than one machine. Wal Mart is the only Retailer currently using the smaller 16 bin machines. The Lottery owns 30 machines with 16 bins and the others are leased as part of the current gaming system contract.

Bins Per Terminal	Self-Service Terminals	Retailers
24	270	238
16	30	21

APPENDIX K – SAMPLE INSTANT TICKETS

State of Maine
Department of Department of Administrative and Financial Services
Bureau of Alcoholic Beverages and Lottery Operations
RFP# 202512163
Lottery Gaming System and Instant Ticket Printing



MSL Instant
Samples.pdf

FY 24 Instant Games Released

Price Point	# of Games	Quantity	Size	Tickets per pack
\$1	7	1,600,000	2.5" X 4"	300
	2	1,200,000		
	1	1,400,000		
\$2	2	600,000	4" X 4"	150
	1	720,000		
	12	960,000		
	3	1,200,000		
\$3	1	600,000	6" X 4"	100
	5	1,200,000		
	1	3,600,000		
\$5	1	600,000	6" X 4"	75
	9	720,000		
\$10	2	720,000	8" X 4"	50
\$20	1	720,000	10" X 4"	25
	1	960,000		

APPENDIX L – INSTANT TICKET BAR CODES

State of Maine Department of Department of Administrative and Financial Services *Bureau of Alcoholic Beverages and Lottery Operations* RFP# 202512163 Lottery Gaming System and Instant Ticket Printing

Front: A data matrix or other bar code used for validation must be under the scratch off overprint for each ticket and contain encrypted data necessary for validation by lottery Retailers or players using bar code reading technology. The data must include, at a minimum, 4-digit Game Number, 6-digit Pack Number, 2-digit Check Digit, encrypted validation number, and 3-digit ticket number. A human readable 12-digit string (VIRN) must also be included for the purpose of manual validation and/or lottery ticket reconstruction.

Back: The back of the ticket must include a UPC defining the price of the ticket that can be scanned at Retailer locations. A separate bar code using a standard interleave 2 of 5 symbology to be used for ticket management functions at the Lottery and Retailer locations must be included and contain a minimum, 4-digit game number, 6-digit pack number, 2-digit check digit and 3-digit ticket number.

EASY MONEY
WIN UP TO \$1,000!
Earn Points. Learn more at club.maine lottery.com.

SEE TICKET BACK FOR PLAY INSTRUCTIONS.

HIGHEST INSTANT PRIZE ODDS APPROXIMATELY 1:80,000
OVERALL ODDS OF WINNING 1:4.44 INCLUDING BREAK-EVEN PRIZES.

Match any of YOUR NUMBERS to the WINNING NUMBER, win PRIZE shown.

YOUR NUMBERS
8 EGT \$250 TWO HUN FTY
3 THR \$5.00 FIVE DOL
5 FIVE \$10.00 TEN DOL
9 NIN \$1,000 ONE THOU

WINNING NUMBER
10 TEN

123456789012
456
000

NAME (Please print clearly) AGE
ADDRESS FailSafe®
CITY STATE
ZIP PHONE
WINNER'S SIGNATURE MADE IN U.S.A.

KEEP IT FUN. PLAY RESPONSIBLY.
www.maine lottery.com

679-000001-0-000

Pumpkin Patch Cash
WIN UP TO \$13,000 INSTANTLY!
Match any of YOUR NUMBERS to the WINNING NUMBERS, win prize shown. Get a "C" symbol, win DOUBLE the prize shown for that symbol!

WINNING NUMBERS
6 SIX
18 EGTN

YOUR NUMBERS
9 NINE \$25.00 THY FIV DOL
2 TWO \$3.00 THR DOL
12 THLV \$1,000 ONE THOU
7 SEVEN \$250 TWO HUN FTY
15 FIFTN \$5.00 FIVE DOL
10 TEN \$13,000 TRT THOU
20 TWNTY \$60.00 SIXTY
4 FOUR \$300 THR HUN
17 SVTN \$20.00 THY DOL
5 FIVE \$30.00 THY DOL

123456789012
456
000

4.00" REF.

PUMPKIN PATCH CASH
WIN UP TO \$13,000 INSTANTLY!
HIGHEST INSTANT PRIZE ODDS 1:120,000
OVERALL ODDS OF WINNING 1:4.19 INCLUDING BREAK-EVEN PRIZES.

RULES:
• \$2, \$3, \$5, \$10, \$20 and \$50 prizes will be paid by any sales agent.
• Winners of \$100 prizes can be paid by any sales agent or sign and mail ticket, together with completed Claim Form to the address below.
• Winners of \$1,000 and \$10,000 use Agent for Claim Form. Sign and mail ticket, together with completed Claim Form to: MAINE STATE LOTTERY, 8 State House Station, Augusta, ME 04333.
• Claim forms are available at any lottery retailer or at www.maine lottery.com.
• All prizes must be claimed within one year after announced end of game. For information call 1-800-452-8777.
• All tickets, transactions and winners are subject to Rules and Regulations of the Maine State Lottery and State Law. Tickets are void (and Lottery will not be obligated to pay) if they fail to meet requirements of game regulations or any Lottery validation test. Liability for voided tickets is limited to replacement of ticket or refund of retail sales price.
• A scratch-off game may continue to be sold even when all of the top prizes have been claimed. A current list of remaining top prizes can be obtained from any Lottery agent.
• For confidential help with problem gambling dial 2-1-1 (Maine only).

KEEP IT FUN. PLAY RESPONSIBLY.

NAME (Please print clearly) AGE FailSafe®
ADDRESS
CITY STATE ZIP PHONE
WINNER'S SIGNATURE MADE IN U.S.A.

152-000001-0-000

4.00" REF.

.250" .008

1.70" MIN. QUIET ZONE TYPICAL

APPENDIX M – LOYALTY PROGRAM DESCRIPTION

State of Maine
Department of Administrative and Financial Services
Bureau of Alcoholic Beverages and Lottery Operations
RFP# 202512163
Lottery Gaming System and Instant Ticket Printing

The Maine Lottery currently offers a loyalty program called “RewardME”. This program offers lottery players the opportunity to join the program and enter tickets into the program to earn points. These points can be used to purchase items from the store or enter special drawings for specific prizes. The program can be accessed by using a PC or players can download the RewardME App.

The program allows the lottery to obtain valuable player information used to analyze behavior and create specific programs based on player feedback.

The program currently has approximately 150,000 members and offers a variety of benefits to players such as:

- Check tickets using their phone to scan the bar code.
- Points earnings for every ticket entered.
- Bonus points on specific games.
- Store discounts during special times of the year (20% Fathers Day etc,)
- Interactive games when entering tickets.

Visit <https://club.mainelottery.com/> to view the current loyalty site.

APPENDIX N – DRAW GAME MATRIX

State of Maine
Department of Administrative and Financial Services
Bureau of Alcoholic Beverages and Lottery Operations
RFP# 202512163
Lottery Gaming System and Instant Ticket Printing

The Maine Lottery currently offers the following draw games for sale. The sales history information can be found in **Appendix J** (Lottery Sales History).

- Powerball
- Mega Millions
- Lotto America
- Tri-State Megabucks
- Tri-State Gimme5
- Pick 3
- Pick 4
- Cash Pop
- Lucky for Life

APPENDIX O – INSTANT TICKET ORDER QUANTITY

State of Maine
Department of Administrative and Financial Services
Bureau of Alcoholic Beverages and Lottery Operations
RFP# 202512163
Lottery Gaming System and Instant Ticket Printing

The attached table provides a list of instant ticket games released for FY23 and FY24.



MSL Instant Ticket
Releases.pdf

APPENDIX P – INSTANT TICKET CUSTOMER SPECIFICATIONS

State of Maine
Department of Department of Administrative and Financial Services
Bureau of Alcoholic Beverages and Lottery Operations
RFP# 202512163
Lottery Gaming System and Instant Ticket Printing



MSL Instant Ticket
Specs.pdf

APPENDIX Q – INSTANT TICKET WORKING PAPERS

State of Maine
Department of Department of Administrative and Financial Services
Bureau of Alcoholic Beverages and Lottery Operations
RFP# 202512163
Lottery Gaming System and Instant Ticket Printing

The Maine Lottery requires that instant ticket working papers be signed off on by the lottery and Awarded Bidder prior to going to print production. Below is a sample prize structure currently in use by the Maine Lottery.



Sample Prize
Structure.pdf

APPENDIX R – FAST PLAY GAME INFORMATION

State of Maine
Department of Department of Administrative and Financial Services
Bureau of Alcoholic Beverages and Lottery Operations
RFP# 202512163
Lottery Gaming System and Instant Ticket Printing

The Maine Lottery offers Fast Play games with a variety of themes, price points and play styles including progressive jackpot games. A sample of current games is listed below. You can find a complete list of current active games at www.mainelottery.com



MSL Fast Play
Games.pdf

APPENDIX S – TERMS AND CONDITIONS

State of Maine
Department of Department of Administrative and Financial Services
Bureau of Alcoholic Beverages and Lottery Operations
RFP# 202512163
Lottery Gaming System and Instant Ticket Printing

Below is a list of Terms and Conditions anticipated to be included in the contract resulting from this RFP. The full contract template can be found through the link provided in Part VI of the RFP.

Bidders should note, as defined in Part VI of the RFP: All exceptions will be negotiated between the awarded Bidder(s) and the State. The State will not accept any proposed exceptions as part of this RFP process. The State is not obligated to accept, negotiate, or compromise of any proposed exceptions.

A. Covenant Against Contingent Fees

The Bidder warrants that no person or selling agency has been employed or retained to solicit or secure an agreement pursuant to this RFP upon an agreement or understanding for a commission, percentage, brokerage, or contingent fee, excepting bona fide employees or bona fide established commercial or selling agencies retained by the Bidder for the purpose of securing business. For breach or violation of this warranty, the Lottery shall have the right to terminate any Contract in accordance with the termination clause, and in its sole discretion, to deduct from any Contract any price or consideration or otherwise recover the full amount of any such commission, percentage, brokerage, or contingent fee.

B. Audit and Accounting Requirements

The Awarded Bidder must meet specific auditing and accounting obligations:

1. The Awarded Bidder shall have a complete corporate financial audit conducted annually, at its own expense. The audit must follow generally accepted auditing standards (GAAS) or the appropriate non-U.S. equivalent. A copy of the Awarded Bidder's certified financial statements shall be provided within one quarter after the close of the Awarded Bidder's fiscal year.
2. The Awarded Bidder shall provide the Lottery with Securities and Exchange Commission (SEC) 10-K reports (or the appropriate non-U.S. equivalent) as they are issued, together with any other reports required pursuant to Section 13 of the Securities and Exchange Act of 1934, as amended.
3. A third-party examination of the Awarded Bidder's Maine operations must be conducted annually. This examination will be a SOC-1 Type-2, and SOC-2 Type-2 Examination conducted in accordance with SSAE 16, at the sole discretion and determination of the Lottery, and shall be paid for by the Awarded Bidder. For this examination the Awarded Bidder will suggest, for the Lottery's approval, the firm(s) to perform the work. All aspects shall be conducted in accordance with attestation standards established by the American Institute of Certified Public Accountants. Annual examinations shall occur on a July 1 through June 30 basis and will be reported to the Lottery not later than forty-five (45) days after the close of the State's fiscal year.
4. The Awarded Bidder is required to maintain its books, records and all other material pertaining to the Contract in accordance with generally accepted accounting principles (GAAP) (or the

appropriate non-U.S. equivalent) and such other procedures specified by the Lottery. These records shall be available to the Lottery, its internal auditors, or external auditors (and other designees) at all times during the Contract period and for five (5) years from the Contract expiration date or final payment on the Contract, whichever is later. If any litigation, claim, audit, or other action involving the Contract has started before the expiration of the 5-year period, the records must be retained until completion of the action and resolution of all issues arising from it or until the end of the regular 5-year period, whichever is later.

C. Bonds and Insurance Company Qualifications

All required bonds and insurance must be issued by companies which are A or higher rated by A.M. Best & Co., have a record of successful continuous operation, are licensed, admitted, and authorized to do business in the State of Maine, and are approved by the Lottery. Required coverage and limits must be put into effect as of the effective date of the Contract and must remain in effect throughout the term of the Contract, as determined by the Lottery

D. Insurance

The Awarded Bidder shall purchase and maintain insurance to cover all claims, including those set forth below, which may arise out of or result from the Awarded Bidder's operations under the Contract, whether such operations are by the Successful Vendor or by any subcontractor or by anyone directly or indirectly employed by any of them, or by anyone for whose acts any of them may be liable

1. Claims under workers' disability compensation, disability benefits, and other similar employee benefits acts.
2. Claims for damages because of bodily injury, occupational sickness or disease, or death of the Awarded Bidder's employees, or any person other than Awarded Bidder employees.
3. Claims for damages because of injury to or destruction of tangible property, including any resulting loss of use.
4. Errors and Omissions Insurance for losses due to harmful acts, errors, or outages due to the System or the Awarded Bidder, its officers, employees, agents, subcontractors or assigns regardless of negligence.

E. Insurance Coverage and Limits

Specific coverage requirements are listed in RIDER B-IT, IT Service Contract. The defined dollar amounts are minimum limits. The Awarded Bidder must provide coverage in these amounts or as otherwise designated by Maine Statutes during the course of the Contract. Statement of self-insurance to cover these obligations will be considered nonresponsive.

1. **Property Insurance.** Insurance on all buildings, fixtures, and equipment provided or used in providing the System or service must be maintained in the amount of actual replacement cost thereof. This policy must insure real and personal property including contents, equipment, and mobile items against fire, collision, flood, etc. Lottery retailers are not responsible for assuming or maintaining any terminal or equipment insurance.
2. **General Liability Insurance.** Commercial General Liability and Property Damages Insurance with limits not less than \$5,000,000 for any one person and \$10,000,000 for any one occurrence for personal injury, and \$5,000,000 for any one occurrence for property damages. Errors and Omissions Insurance. Amount: \$20,000,000.
3. **Automobile Bodily Injury Liability Insurance.** Insurance with a combined single limit not less than \$1,000,000.

4. **Worker's Compensation Insurance.** To cover all of Vendor's employees during the term of the Contract in accordance with Maine Statutes, or other applicable worker's compensation laws.
5. **Except for E&O, other insurances** covered by this Section must be effective when performance commences under the Contract and continue through the term of the Contract or any extension thereof. The Lottery must receive thirty (30) days' advance written notice of cancellation, termination or failure to renew any policy. Errors and Omissions coverage must continue until one (1) year past the term of the Contract or any extension thereof.
6. **Cyber Insurance.** The Awarded Bidder shall maintain cyber liability insurance coverage with minimum limits of five million dollars (\$10,000,000) per occurrence, to be in full force and effect during the Contract Term and one year thereafter. The cyber liability insurance shall provide coverage for losses and expenses that could include, but are not limited to, notification costs, credit monitoring, crisis management, computer network system attacks or data reconstruction resulting from a breach.

F. Certificates of Insurance

Certificates of insurance and any renewals thereof must be furnished to the Lottery Contracting Officer on or before the date of Contract execution, with the exception of the certificate for Errors and Omissions insurance, which must be furnished no later than ten (10) business days prior to production start-up. The insurance policies must provide thirty (30) days' advance written notice to the Lottery of cancellation, termination, or failure to renew any policy.

G. Performance Bond

Upon notification of receiving the Contract award, the Awarded Bidder will be required to obtain an annually renewable Performance Bond or other acceptable form of security in the amount of five million dollars (\$5,000,000) for the first two (2) years of the Contract. After two (2) years, the Performance Bond may be re-negotiated. The Performance Bond may be paid in full or in part to the Lottery if the Awarded Bidder defaults in the performance of the Contract or has occasioned uncompensated liquidated damages. If the Vendor defaults in the performance of its contractual obligations or breaches its duties, the surety shall have the option to cure the default in a timeframe established by the Lottery or tender funds sufficient to pay the cost of completion.

The Performance Bond may be drawn upon if assessed liquidated damages have not been received by the Lottery within thirty (30) calendar days of written notice to the Awarded Bidder that they have been incurred, provided however if the Awarded Bidder notifies the Lottery within two (2) business days of receipt of the notice that it disputes the damages, or requests to negotiate a settlement of the damages, then the liquidated damages, if applicable shall be payable by the Awarded Bidder within the timeframe established by the Lottery after resolution of assessment.

Other forms of security may be acceptable but are subject to the Lottery's discretion. Failure to post an additional bond or security within seven (7) days after notice that the proposed security is inadequate shall be grounds for immediate termination of the Contract.

H. Fidelity Bond

Prior to Contract execution, the Awarded Bidder will be required to obtain a Fidelity Bond in the amount of five million dollars (\$5,000,000) covering any loss to the Lottery due to any fraudulent or dishonest act on the part of the Awarded Bidder's officers, employees, agents, or subcontractors. Such an event, in the sole discretion of the Lottery, could be grounds for termination of the Contract, whether or not the losses arising as a result thereof were paid under an insurance policy. If the Awarded Bidder's policy does not cover its agents or subcontractors, then the Awarded Bidder must ensure that these entities have equivalent insurance in their own

right.

I. Vendor Error Liability

The Awarded Bidder will be liable for any specific and definite financial obligations arising as a result of errors and faults by the Awarded Bidder's staff, agents, subcontractors, and the System. These cases include, but are not limited to, errors in entry or posting of winning numbers by System operators, software and hardware errors that create retailer or payout liabilities, and apparent winning tickets issued by the Awarded Bidder's System and presented for redemption which are not identified as valid, winning tickets in the transactions supplied by the Gaming System to the Internal Control System (ICS). The Awarded Bidder will pay all prize costs for any such ticket and shall pay any additional cost incurred by the Lottery under this RFP.

J. Ownership of Materials

Ownership of all data, documentary material, and operating reports originated and prepared exclusively for the Lottery pursuant to any Contract resulting from this RFP shall belong to the Lottery.

The Awarded Bidder will retain ownership of the retailer terminals, terminal peripherals, gaming computer systems, network devices and systems, system documentation, software, and other materials originally supplied by the Awarded Bidder with the exception materials were purchased by the lottery.

K. Right of Use

If, for any reason other than a breach of the Contract by the Lottery, the Awarded Bidder loses the ability or refuses to service the Lottery, as provided by this Contract, the Lottery shall acquire a right of use in the source and object program instructions, and the documentation for those programs as owned by the Awarded Bidder, in conjunction with any Contract deliverables that are necessary to provide the central system, central facility, the backup facility, the communications network, retailer terminals, related equipment, procedures, and production gaming scripts.

Right of use shall be limited to the right of the Lottery to possess and make use of these items solely for the use and benefit of the Lottery in operating and correcting the programs and systems being used under the Contract. Such usufruct shall be limited in time for the duration of the Contract and in scope to those items being used by the Lottery and on the Lottery's behalf under the Contract. All items, including modifications or alterations thereof, shall be kept in confidence, except to the extent that they are public records under Maine law, and shall be returned to the Awarded Bidder when their use according to this paragraph has been fulfilled.

If there has been a determination, in the sole discretion of the Lottery, that a discontinuity of the Awarded Bidder's operations may be anticipated and this provision may be exercised, the Awarded Bidder shall provide training to the Lottery in the operation of the System, at the Lottery's request.

L. Security Program Under the Contract

Prior to operations under the Contract, the Awarded Bidder shall establish a security program subject to the written approval of the Lottery. This program must be updated, reviewed, and approved annually by the Lottery. As part of this program, the awarded Bidder must maintain an approved Operations Security Plan, see Section 2.8.13 (Operations Security Plan).

1. Vendor Personnel Background

The Lottery may initiate investigations into the backgrounds of any officers, principals, investors, owners, subcontractors, employees, or any other associates of such Vendor as it deems appropriate. The vendor must conduct a criminal background check on all employees

working out of the local general office and backup data center in a manner as approved by the lottery. The vendor must provide notification to the lottery of any concerns as a result of the background checks. The Lottery reserves the right to remove any and all employees of such Vendor from any responsibility in the performance of services as provided for under this RFP, based upon the results of background checks, or if the Lottery finds that any such employee is not performing in the best interest of the Lottery.

The Lottery may extend this requirement to include any officers and employees of the Awarded Bidder and any subcontractors involved in any way in the implementation, installation, and operation of the System. The Lottery may also extend this requirement to include investors and owners (with a five percent or greater interest).

Upon award of the Contract, the Awarded Bidder shall submit and allow, at a minimum, the following security elements:

- a. Upon request, a list of the names, addresses, birthdates, and Social Security numbers of all employees and subcontractors assigned to and associated with this Contract.
- b. Upon request authorizations signed by the employees and subcontractors, who as determined by the Lottery provide services material to the Contract, to allow law enforcement agencies to release relevant background information. This may be extended to include officers, investors, owners, and associates.
- c. Assurance to the Lottery that, as changes are processed throughout the Contract and any extension thereof for the aforementioned types of personnel, any changes in this requested data and authorization shall be reported to the Lottery within one (1) calendar month.
- d. Notification in writing to the Lottery within ten (10) business days if a person, group of persons, partnership, corporation, associate group of investors, limited liability company or other legal entity acquires directly or indirectly the beneficial ownership (as defined by Securities and Exchange Commission Regulation §240.13d-3) in the amount of five percent (5%) or more of the ownership interest in, or any class of equity securities of, the Awarded Bidder or the parent company of the Awarded Bidder. Background investigation and licensing may be required for these new owners and if the investigations are unsatisfactory, the Lottery may, at its option, terminate the Contract, after providing thirty (30) days written notice to the Awarded Bidder.
- e. Unfettered and unannounced access, inspection and evaluation privileges for all phases of performance and for all facilities and premises used by the Vendor in fulfillment of this Contract and any extension thereof.
- f. Immediate notification in writing to the Lottery Security Director of all terminations and resignations of employees and staff assigned to and associated with this Contract.
- g. Confirmation from all employees and/or substantial subcontractors assigned to and associated with this Contract that they agree not to play the Maine State Lottery games including Tri-State, MUSL, Instant tickets or other games offered by the Maine State Lottery during the term of this Contract and any extension thereof.

2. Security Integrity Assessment

The Awarded Bidder shall perform a Bi-Annual System Integrity and Security Assessment conducted by an independent professional with at least five (5)-years of lottery and/or gaming system security testing experience. The selection of the independent professional is to be done by the Vendor, subject to the approval of the Lottery. The first assessment should be completed within 90 days of commencing operations and bi-annually thereafter.

The scope of the Annual System Integrity and Security Assessment is subject to approval of the Lottery and shall include, at a minimum, all of the following:

- a. Internal Infrastructure Vulnerability Assessment to identify exploitable areas that could result in unauthorized access.
- b. External Infrastructure Vulnerability Assessment to identify exploitable areas that could result in unauthorized access.
- c. Internal & External Penetration Test to validate any weaknesses identified by the internal and/or external infrastructure vulnerability assessment.
- d. Web Application Security Assessment to identify vulnerabilities and exploitable areas that could result in the loss of data and/or application compromise.
- e. Controls Review. Conduct a policy and procedure review by evaluating existing information security controls and comparing them to NIST 800-53 and industry best practices to identify missing or incomplete areas. For Lottery specific controls WLA should be used.
- f. A review of the firewall rules to verify the operating condition of the firewall and the effectiveness of its security configuration and rule sets performed on all the perimeter firewalls and the internal firewalls.
- g. If the Awarded Bidder utilizes a cloud service provider, an assessment is performed on the access controls, account management, logging and monitoring, and over security configurations of their cloud tenant.
- h. Application Security Testing to identify potential security flaws in Maine Lottery's application.
- i. Any other specific criteria or standards for the integrity and security assessment as prescribed by the Lottery.
- j. The full independent professional's report on the assessment shall be submitted to the Lottery no later than thirty (30) days after the assessment is conducted and shall include all the following:
 - i. Scope of review.
 - ii. Name and company affiliation of the individual(s) who conducted the assessment.
 - iii. Date of assessment.
 - iv. Findings.
 - v. Recommended corrective action, if applicable.
 - vi. The Vendor's response to the findings and recommended corrective action. If the Independent professional's report recommends corrective action, the Vendor shall provide the Lottery with a remediation plan and any risk mitigation plans which detail the Vendor's actions and schedule to implement the corrective action. Once the corrective action has been taken, the Vendor will provide the Lottery with documentation evidencing completion.

3. Security Violation Reporting

The Awarded Bidder shall immediately report any security procedural violation, violation of law (e.g., theft), or security breach of the equipment, software or material used or to be used in the performance of this contract. The report will be delivered personally or by telephone, followed by a certified letter addressed to the Executive Director of the Lottery or her/his designee.

The Awarded Bidder shall report any change in, addition to, or deletion from, the information

disclosed to the Lottery. The report will be in the form of a letter addressed to the Executive Director of the Lottery and will be delivered within thirty (30) days of the effective date of the change, addition, or deletion.

In particular, the Awarded Bidder must report the involvement of any of the Vendor's employees, owners, or agents in any known criminal arrest (exclusive of minor traffic violations) or investigation, or any such action or event, should it be reasonably able to construe that event as having some relationship to the security, integrity, and image of the Lottery.

4. Security Information Updates

The Awarded Bidder shall report any change in, addition to, or deletion from, the information disclosed to the Lottery. The report shall be in the form of a letter addressed to the Lottery and shall be delivered to the Lottery's Security Director within thirty (30) days of the effective date of the change, addition, or deletion. In particular, the Awarded Bidder must report the involvement of any of the Awarded Bidder's employees, owners, or agents in any known criminal arrest (exclusive of minor traffic violations) or investigation.

5. Security Patch Updates

The Awarded Bidder shall provide quarterly security patch management and vulnerability scan results along with remediation plan to the Lottery. These scans can be performed by the Vendor or an independent third-party.

6. Additional Security Measures

The Lottery reserves the right to require at any time further additional security measures as it may, in its sole discretion, deem necessary or appropriate to ensure the integrity of the System or of the games. This includes contracting with a third-party to perform review, audits, and/or additional assessments.

M. Corrections and Upgrades

The environment and the System will evolve over time due to many factors. The following paragraphs identify the business and financial obligations under various change conditions.

1. Corrections and Maintainability

The Awarded Bidder must report any material deficiencies in hardware or software used in the System and is responsible for ensuring that corrections are incorporated into the configuration in a timely and responsible manner. At the time the Awarded Bidder is notified by a supplier that a model and/or version is scheduled to have support dropped, it is the Awarded Bidder's obligation to acquire and install an appropriate upgrade with the Lottery's prior approval.

2. Workload Accommodation

The Awarded Bidder must provide any upgrades such that:

- a. Increased volumes of draw sales and the ability to process such sales shall be included in the Awarded Bidder's base price for the System.
- b. Increased volumes of instant product sales shall be included in the Awarded Bidder's base price for the System.
- c. Expanded requirements from multi-jurisdictional organizations in which the Lottery participates or elects to participate shall be included in the Awarded Bidder's base price for the System.

3. Management Information and Reporting Changes

All software and stored procedure changes for scheduled administrative reports, ad hoc reports, screen displays, processing options, and other features required for the Lottery to manage the gaming system and associated software and programs, meet reporting obligations, and respond to new business needs or rules, are included in the base price. This Section shall pertain to any expanded reporting necessary for management information terminals, as well as to the interface reporting necessary for accurate tracking by Lottery staff for service and repair calls.

4. Other Changes

Changes and enhancements to the equipment, services and software which exceed RFP-specified requirements, and which are not otherwise accommodated by the Pricing Method and Options detailed in Part V, such as new terminals, additional terminal peripherals, game enhancements, game options, expanded services, promotions, new games, new terminal types, and new retailer user interface features, will be handled as follows

- a. Software changes are included in the base price, even if additional developments are required by the Awarded Bidder to create or adapt software for the Lottery's needs; and
- b. Capital equipment, facilities, third-party licenses, or substantive service additions or changes will have their pricing negotiated with the Lottery.

N. Approval of Hardware and Software Changes

The Awarded Bidder's configuration management system and practices shall preclude unauthorized changes to the System and associated software. Any engineering changes or variations from the designs and specifications of the RFP, the Proposal, the Contract, or signed-off working papers must be approved in writing by the Lottery prior to installation or implementation.

O. Escrow of Software and Documentation

Before conversion of the System, a complete set of the Awarded Bidder's software source programs, binaries, operations manuals, service manuals, written procedures, and any such other materials necessary for the Lottery to operate the System must be delivered to the Lottery or to a Lottery-approved escrow agent. Materials shall be delivered on mutually agreeable media. Installation packages for third-party software products licensed by the Awarded Bidder must be included. These materials would allow the Lottery to (i) continue operations in the event the Awarded Bidder becomes unable to perform, and (ii) confirm that only authorized software and procedures are employed with the System. In this regard, access by the Lottery to the escrow (if escrowed) shall be at the Lottery's discretion for auditing its contents, or for preparation to assume operations of the System after providing notification to the Awarded Bidder of the Lottery's intention to access the escrowed materials.

As System changes are implemented, both the change and change documentation shall be provided to the Lottery (or escrow) to continue the Lottery's protection. Changes to Lottery's (escrow's) copy of these materials must occur within one (1) week of installation in production operations.

P. Title to, Use, and Compensation for Intellectual Property

To the extent that the Awarded Bidder utilizes or relies upon the Intellectual Property Rights of a third party in fulfilling its obligations under the Contract, upon reasonable request of the Lottery, the Awarded Bidder shall obtain and provide the Lottery with documentation, satisfactory to the Lottery, of the Awarded Bidder's right to use such third-party Intellectual Property Rights. In addition, in the event of the Awarded Bidder's failure to perform or breach of Contract, the Awarded Bidder must obtain and convey as necessary the right of the Lottery to continue to use

the licensed intellectual property. The Awarded Bidder shall indemnify, defend and hold the Lottery harmless from and against any claim that the use of the intellectual property violates any patent, copyright or mask work to the extent that such claim arises from an act, omission or materials of the Awarded Bidder. As indemnitor, the Awarded Bidder shall have the right to control the defense of such claim.

While the Lottery and the Awarded Bidder agree that Intellectual Property associated with any product or service provided by (or developed solely by) the Awarded Bidder during the term of this Contract and used by the Lottery will remain the property of the Awarded Bidder, the Awarded Bidder will grant a license to the Lottery to make use of certain Intellectual Property such as game concepts, game formats, labels, logos, and titles on an indefinite basis only with respect to Lottery conduct of such games. Equipment and software representing property of the Awarded Bidder shall not be included with such license. There shall be no additional charge for this right of the Lottery.

Intellectual Property fees for third-party products, logos, trademarks, brands or labels that the Awarded Bidder deploys in the System under the Contract shall be addressed under Section 7.13.4 (Other Changes). The Awarded Bidder may not separately charge the Lottery an Intellectual Property fee for any items owned by the Awarded Bidder.

Q. Exclusive Use of the Transaction Processing Systems

Use of the Awarded Bidder's hardware and software configuration that processes ticket transactions for the Lottery must be exclusive to the Lottery. Transactions from other sources shall not be commingled with the gaming transactions of the Lottery without the expressed written approval of the Lottery.

R. Attachment of Third-Party Systems, Terminals or Products

The Lottery reserves the right to attach to the System or otherwise install: terminals, terminal peripherals, games, software, products, or systems other than those required by this RFP.

The Awarded Bidder shall be required to supply to the Lottery, interface specifications to permit other products to carry out all functions and capabilities desired by the Lottery as part of the Gaming System. The Awarded Bidder shall provide support to the Lottery in conducting future procurements for such products including providing facilities and support to allow other Vendors to attach or install and test products during the evaluation process. The Lottery will monitor progress to ensure full cooperation. The Lottery agrees to reasonably reconsider liquidated damage terms in the case that the System includes non-Awarded Bidder elements.

Should the Lottery propose to add terminals, products, systems, software or services not supplied by the Awarded Bidder for this RFP, but for which the Awarded Bidder would gain responsibility, appropriate remuneration of the Awarded Bidder shall be negotiated under Section 7.13.4 (Other Changes).

S. Ticket Purchase and Prize Payment Restrictions

Restrictions apply to the purchase of tickets and payment of prizes regarding individuals related to the Awarded Bidder or the Awarded Bidder's significant subcontractors. No officer, employee, or immediate supervisor of such employee, or relative living in the same household as these individuals, shall purchase a Maine State Lottery ticket including Tri-State, MUSL, Instant tickets or other games offered by the Maine State Lottery or be paid a prize in any Maine State Lottery game if (i) they conduct duties directly pursuant to the Contract; or (ii) they have access to information made Confidential by the Lottery. The Awarded Bidder shall ensure that this requirement is made known to each affected individual.

T. Vendor Ethics and Integrity

The Awarded Bidder is obligated to meet high standards for ethics and integrity under this Contract. The Awarded Bidder and employees:

1. Shall accept no pay, remuneration, or gratuity of any value for performance on or information derived from this project from any party other than the Lottery as described in this Contract, or from any party under contract to the Lottery or seeking to contract with the Lottery with respect to this project.
2. Shall not offer or give any gift, gratuity, favor, entertainment, loan, or any other thing of material monetary value to any Lottery employee, Commissioner, or any individual with the intent of unduly influencing the outcome of this project.
3. Shall not disclose any business sensitive or confidential information gained by virtue of this Contract to any party without the consent of the Lottery.
4. Shall take no action in the performance of this Contract to create an unfair, unethical, or illegal competitive advantage for itself or others.
5. Shall not have any financial or personal interests relating to this project (other than the Contract itself) without the explicit written consent of the Lottery.

For violation of the above provisions, the Lottery may terminate the Contract or take any other appropriate actions against the Awarded Bidder.

U. Termination for Cause

The Lottery may immediately terminate any contract issued as a result of this RFP for any of the following reasons by providing written notice to the Awarded Bidder:

1. If the Awarded Bidder furnished any statement, representation, warranty, or certification in connection with this RFP or the resultant Contract which is materially false, incorrect, or incomplete.
2. If the Awarded Bidder fails to perform any material requirement of the Contract or is in violation of a specific provision, and the Awarded Bidder has failed to remedy or cure such violation in a reasonable timeframe established by the Lottery.
3. If the Awarded Bidder or a subcontractor commits a fraudulent act or other criminal act in its contractual performance of this Contract or any other contract with another agency during the terms of this Contract.
4. If any officer or employee of the Awarded Bidder or of any substantial subcontractor purchases a Maine State Lottery ticket including Tri-State, MUSL, Instant tickets or other games offered by the Maine State Lottery or attempts to claim a prize in any Maine State Lottery game.

The State and the Lottery will not be liable for any costs incurred if termination is for any of the causes stated above. In the cases above the Lottery may cancel the Contract immediately and procure the articles and/or services from other sources and hold the Awarded Bidder responsible for any excess costs or lost revenue occasioned thereby.

V. Disputes Under the Contract

In the event that any dispute arises between the parties with respect to the performance required of the Awarded Bidder under the Contract, the Lottery Director shall make a determination in writing. That interpretation shall be final, conclusive, and not subject to review in all respects unless the Awarded Bidder, within thirty (30) days of receipt of said writings, delivers a written request to the Lottery Director or his duly authorized designee. The decision of the Lottery Director on any such appeal shall be made within thirty (30) days and shall be final and conclusive and the Awarded Bidder shall thereafter in good faith and due diligence render such performance as the

Lottery Director has determined is required of it. If the Awarded Bidder disagrees with the decision of the Lottery Director, upon the written request of the Awarded Bidder within thirty (30) days of the Lottery Director's decision, the dispute shall be submitted to mediation before a mediator mutually agreeable to the parties. In the event the dispute is not resolved through mediation, the Awarded Bidder may pursue available legal remedies.

W. Compliance with Association Standards

All services, products, systems, and procedures to be employed by the Awarded Bidder must comply with the game security and operational standards current at the time of Contract performance as issued by any multi-jurisdictional association of which the Lottery is a member or in the event the Lottery becomes a member.

X. Compliance with Multi-Jurisdiction Commitments

As a member of multi-jurisdiction gaming associations, including MUSL and Tri-State Lotto, the Lottery has regular obligations associated with existing and new games, including game modification and new game development, financial practices, reporting and analytics, data sharing, game and drawing security, and promotions participation. The Awarded Bidder shall agree to cooperate with other jurisdictions, other gaming vendors, and third parties in the execution, in compliance with multi-jurisdiction association(s) and Lottery standards, of agreed upon planning, development, programming, reporting and tracking and implementation of association-related gaming activities

Y. Taxes, Fees and Assessments

The Awarded Bidder shall pay all taxes, fees, and assessments upon the System, however designated, levied, or based. The Lottery is exempt from Federal, State and Local sales and use taxes on the services provided pursuant to this Contract. Such taxes must not be included in the Proposal pricing.

Z. News Releases and Advertising

The Awarded Bidder shall not issue any news releases pertaining to the performance of the Contract without prior approval by the Lottery, and then only in cooperation with the Lottery. The Awarded Bidder agrees not to use the Lottery name, logos, images, nor any data or results arising from this procurement process or Contract as a part of any commercial advertising without prior written approval by the Lottery.

AA. Approval of Staffing

The Lottery reserves the right to review and if perceived necessary, disapprove any employee of the Awarded Bidder who is assigned to the Lottery Contract, either at Contract inception or during the term or any extension thereof.

BB. Sufficiency of Operational Staff

The Lottery will conduct periodic reviews with the Awarded Bidder regarding the adequacy of Awarded Bidder staff skills, service practices, and headcount. The Awarded Bidder is obliged to provide quality service and failure to do so must be addressed. Inadequate staffing and performance may be reflected in liquidated damages and other remedies available to the Lottery. The Lottery will provide formal notice of inadequacy and will determine whether a cure period is reasonable prior to initiating any actions against the Awarded Bidder.

CC. Awarded Bidder Responsibilities as Primary Contractor

The Awarded Bidder will assume sole responsibility and liability for delivery, installation, and maintenance of all equipment, software and support services offered in its Proposal and for the

provision of all other goods and services offered in or acquired by its Proposal, and will directly make such representations and warranties to the Lottery to which the Lottery and the Awarded Bidder may agree, whether or not the Awarded Bidder is the manufacturer, producer, or direct provider of the equipment, software, or services.

The Awarded Bidder may have subcontractors; however, the Awarded Bidder must accept full responsibility for and will be strictly liable to the Lottery for any such subcontractor's performance. The Lottery will consider the Awarded Bidder to be the sole point of contact with regard to all contractual matters.

DD. Production-Ready Acceptance Test Following Contract Award

The Lottery will conduct a series of acceptance tests of the Awarded Bidder's installation, in accordance with the specifications of this RFP, the Proposal, the Contract, and working papers developed jointly by the Awarded Bidder and the Lottery during the implementation project. The Awarded Bidder's assistance in arranging these tests is obligatory. The Awarded Bidder will be required to submit to a third-party audit and certification of their information security and lottery operational processes.

The Bidder shall be responsible for budgeting up to one million five hundred thousand dollars (\$1,500,000) for independent third-party Lottery system conversion support, audit and certification as chosen by the Lottery. A conversion of this type will be highly complex and involve many different potential vendors, systems, and data. The Lottery will be seeking conversion, project management, QA, and System Cutover support to ensure the transition occurs seamlessly. The Lottery requests one million five hundred thousand dollars (\$1,500,000) be allocated for this support, but the cost shall not be included in the Price Proposal. Bidders shall acknowledge and agree with this expectation.

The Lottery may establish reasonable standards for readiness of the System for acceptance testing, known as "entry criteria."

Acceptance testing must include parallel testing, during which transaction log data from past business days is re-processed by the new System to show that all transactions have been handled properly, and that reports are correct and balanced as appropriate.

All defects discovered during acceptance testing must be corrected and re-tested by the Awarded Bidder in a timely manner. If the software is shown to contain such number of defects as to render the System un-testable in a practical sense and their remedy is untimely, the Lottery reserves the right to halt acceptance testing until the System is corrected and testable in a practical sense once again. Acceptance testing halts may lead to delays in System delivery and liquidated damage assessments for the Awarded Bidder, as noted in [Rider D](#).

The Lottery, at its sole discretion, will determine whether performance against the acceptance tests is adequate, and whether conversion can proceed to production as scheduled. Passing an acceptance test in no way removes the obligation for the Awarded Bidder to meet, and to continue to meet, all documented specifications. Failure of the Awarded Bidder to pass these tests may result in the Awarded Bidder having to make corrections, delay conversion, pay liquidated damages, or pay up to the full amount of the Performance Bond.

APPENDIX T – BIDDER RESPONSE FORM

State of Maine
Department of Department of Administrative and Financial Services
Bureau of Alcoholic Beverages and Lottery Operations
RFP# 202512163
Lottery Gaming System and Instant Ticket Printing

Bidders must complete the **Bidder Response Form** (Excel). Using the form, Bidders must discuss the Scope of Services referenced in Part II of the RFP and what the Bidder will offer, including a description of the methods and resources the Bidder will use and how each task involved will be accomplished. Bidders must also describe how the expectations and/or desired outcomes as a result of these services will be achieved. If subcontractors are involved, Bidders must clearly identify the work each will perform.

If the Bidder uses/creates a PDF or separate document to answer any section, the Bidder must clearly label the document with their submission and reference the document in the relevant answer space of Bidder Response Form (Excel).

The Excel form may be downloaded from the Attachments section of the RFP in VSS.

APPENDIX U – INVITED AND OFFERED OPTIONS

State of Maine
Department of Department of Administrative and Financial Services
Bureau of Alcoholic Beverages and Lottery Operations
RFP# 202512163
Lottery Gaming System and Instant Ticket Printing

Table 1: Lottery Invited Options

Invited options are of specific interest to the Lottery, although the Lottery makes no commitment to any quantity or timing for the acquisition. Bidders are not obligated to include any Invited Options in the Proposal. **Costs provided for Invited Options are for informational purposes only and will not be scored.**

If Bidders choose to include Invited Options in the Proposal, Bidders must include the cost for each proposed Invited Option in the table below in the format specified. Bidders may, alternatively, specify if the Invited Option is included in the base price (percentage of total net sales) at no additional cost.

In-Lane Solution (Part II, D.5.d). Sales and validations supported from lanes at the State's Liquor Commission stores. The price includes hardware and software installation and service quoted as a monthly fee per store lane based on seventy-five (75) stores with 260 lanes being installed at start-up.	\$ Monthly per retailer
Cashless Pin Pad/Terminal (Part II, D.1.a.xi). Cashless terminals option installed on terminals accepting credit, debit, gift cards, eWallet and contactless payment. Cashless pin pad/terminals must be capable of velocity controls by day, by week, and by card. Customer information or residual metadata must not be captured and stored.	\$ Monthly Charge
Draw only Self-Service Kiosks (Part II, D.1.b.iii) Self-Service Kiosk to connect to the retailer network and specifically sell Monitor games. The terminal will incorporate the latest technology with the ability to keep up with the keno draws and engage players to participate in play. The price includes hardware and software installation and service, quoted as a monthly fee per unit based on batches of fifty (50) units.	\$ Monthly Per Unit or specified percentage of sales
Monitor Games Screen Animations (Part II, G.3). These are non-game animations that appear on monitor game screens. Throughout the term of the contract, the Bidder may provide up to ten (10) video animations annually. The price includes design, development, testing, and installation, quoted as monthly fee per unit based on ten (10) units per year.	\$ Monthly Per Unit
Alternative Play Devices (Part II, D.5.c). Some retailers will offer Alternative Play Devices such as in-lane play, gas pump play, cash register play, portable terminals, or other opportunities for sales of tickets.	\$ Monthly Per Retailer
Back Office Integration (Part II, E.3.h). The Lottery is seeking integration into the State Accounting System to allow for automation of accounting data for improved handling of data input into the system. The Lottery would like to understand solutions that have been provided to other lotteries to determine if a solution such as this may work for the State of	\$ Monthly Per Retailer or specified percentage of sales

Maine.	
Ticket by Ticket Activation (Part II, I.2.g). Terminals will be equipped with “ticket-by-ticket” activation solution. Each ticket will be activated when scanned by the retailer clerk and include the real-time accounting for tickets as activation occurs	\$ Monthly Per Retailer
Integration with Retailer Customer Loyalty Program (Part II, F.17.a). The Awarded Bidder may propose to integrate Chain Retailer’s Customer Loyalty Program with the Bidders System	\$ Monthly Per Retailer
Additional Software and Data Management (Part II, F.21). Any additional software or data management tools, not listed, may also be shared	\$ Monthly Charge
Point of Sale Merchandising Management (Part II, G.2). Provide capabilities, processes and pricing to manage the inventory and distribution of retail promotional, semi-permanent and permanent signage and merchandising	\$ Monthly Charge
Monitor Games (Part II, G.3). The Bidder may provide additional monitor games as an invited option	\$ Monthly Per Unit
iLottery (Part II.G.4). Provide requirements and costs associated with iLottery gaming to allow direct to consumer interactive sales	\$ Monthly Charge specified percentage of sales
Online Training within Retailer Portal (Part II, K.5.e). The Lottery seeks a solution to provide Retailers online training with certification of completion tracking within the Bidder provided Retailer Portal	\$ Monthly Charge

Table 2: Lottery Offered Options	
The Bidder may attach sheets for any Bidder-offered optional items. Clearly identify the items offered and the terms under which they are offered, for which lottery they have been deployed and, if applicable, average weekly per capita sales, or if at concept or test market phase. Bidders are not required to submit any Offered Options. Offered Options will not be scored as part of this RFP. To Be Determined (TBD) pricing is not permitted. Pricing is valid for two (2) years from system go-live. If the Lottery decides to implement any Offered Option after this initial two (2) year period, pricing will be negotiated and based on a mutual agreed statement of work.	Proposed Item Cost
<i>(add service, add rows as needed)</i>	\$