TEXAS LOTTERY

A WORLD OF POSSIBILITIES

Proposal to the Texas Lottery Commission

• FOR LOTTERY OPERATIONS AND SERVICES •

Technical Proposal for RFP No.: 362-10-0001 • June 30, 2010 • COPY

BOOK 2 OF 4

A WORLD OF POSSIBILITIES

PRINTED PRODUCTS • LOTTERY SYSTEMS
DIVERSIFIED GAMING

Submitted to:

Texas Lottery Commission
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Austin, TX • 78701

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Lottery Operations and Services
RFP No. 362-10-0001 • June 30, 2010
Technical Proposal

SCIENTIFIC GAMES

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TEXAS LOTTERY

PART 6: SUMMARY

SCIENTIFIC GAMES

EXPERIENCE

- **Scientific Games has the largest and most diverse account management relationships in the industry.**

  With customers in 50 countries on six continents, we are partners with both large and small lottery organizations, located in the United States and internationally. Our array of product offerings stretches wide and includes a diverse set of offerings, including: lottery gaming systems; licensed branded games, instant ticket manufacturing, and systems and management services; operations management service; video gaming suites (systems, software and terminals); server-based systems and gaming machines; amusement-With-Prize (AWP) and Skill-With-Prize (SWP) betting terminals; sports betting solutions; and interactive content for the regulated gaming industry.

  The depth of these customer experiences ensures the Texas Lottery will have a partner that clearly differentiates itself through our entertainment and content portfolio and global experiences in our account management practices with the world's leading lottery organizations.

- **Scientific Games has proposed TLC Account Team leaders with the most diverse skills in the lottery industry.**

  Scientific Games has a highly diverse organization containing global leaders with skills in an ever-expanding portfolio of gaming products and services to the world's government regulated and government-sponsored entities. Scientific Games believes this diversity differentiates our proposed TLC Account Team and enhances our proven ability to deliver world-class solutions to leading organizations like the Texas Lottery. Our proposed TLC Account Team has a proven track record of leading innovative, secure, and service-oriented organizations in the global gaming industry. The depth of our team's diversity is in their experiences with a variety of lottery products, geographies, and working experience with vendors and state lottery organizations. A brief introduction to our TLC Account Team leaders:

  - *TLC Account Director – John Osenenko*
    - 19 year lottery veteran with expertise in general management, business development, government affairs, and program management
    - Key prior experience: Scientific Games Vice President Asia Pacific and General Manager, Florida Lottery. Former 11 year GTECH employee.
  - *TLC Deputy Director Sales and Marketing – Tony Molica*
    - 25 year lottery career with a distinguished sales performance record
    - Key prior experience: California Lottery Executive Director, Washington Lottery Executive Director
  - *TLC Deputy Director Technology – David Douglas - ITIL Certified*
    - 23 year lottery veteran focused on operations and service management
    - Key prior experience: Guided the creation of GTECH's Data Centers of the Americas (DCA) in Former 18 year GTECH employee.

John Osenenko

Tony Molica

David Douglas

Information Redacted
§552.101/466.022/552.139
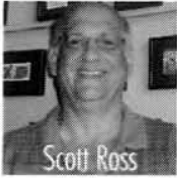
- *TLC Deputy Director Instant Ticket Services – Scott Ross*
  - 28 year lottery veteran focused on instant ticket management services
  - Key prior experience: leadership roles in instant ticket service management in Florida, Arizona, and New Mexico.
- **Scientific Games' Facilities Logistics Team has performed over 20 successful build-outs in the past five years.**

  This team will fulfill all contract facility needs: from the design phase through final Certificate of Occupancy. The Lottery will benefit with this team in place, overseeing all aspects of the facility build-outs. In fact, since our team is often finished ahead of schedule, other stages of the plan are usually able to proceed ahead of the originally scheduled dates.

- **Scientific Games' Educational Services Department has trained over 75,000 retailers since 2005.**

  Scientific Games retailer training sessions have the highest participation rate of any other lottery vendor-provided training because our Educational Services Department is the only training team that focuses on the entire retailer experience. We have in-house logistical experts, experienced in large scale rollouts, ready to execute statewide instructor led training. This includes event planners, retailer communications specialists and Retailer Care Specialists whose training programs encompasses online and instant products, Lottery terminal technology, and SalesMaker techniques to ensure retailers know how to promote lottery products at point-of-sale.

  This department recently trained over 17,000 attendees as part of the system conversion in Pennsylvania and is eager to train the Texas Lottery's retailers and staff.
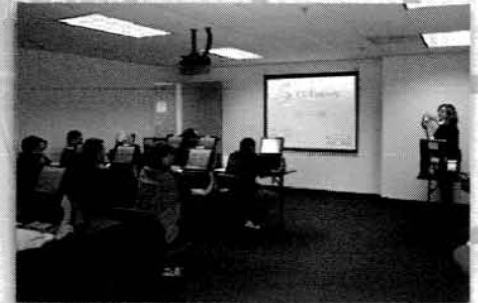
DIFFERENTIATORS

- **Scientific Games Transitional Incentive Plan for Existing Lottery Operator Employees**

  After consultation with the TLC, Scientific Games will establish a Transitional Inventive Plan to provide for those employees that may qualify to transition from the current TLC lottery operator employ to migrate to work for Scientific Games. By utilizing the experienced existing Texas workforce, Scientific Games will integrate institutional knowledge thus strengthening our team and ensuring continuity.

Information Redacted
§552.101/466.022/552.139

**Confidentiality Claimed
Not released**

- **Enhancing Physical and Logical Security Controls**

  We are proposing the use of a single security card that controls physical access and provides for logical access control as well. This enhanced security feature provides a layer of security that we believe is vital for the Texas Lottery Operations. For personnel who needs access to restricted systems this enhances the lottery security position by providing more control over system access while minimizing the number of access types and cards required by a user. Part of our overall risk management goals is to limit risk and eliminate the potential for fraud by providing enhanced security controls.

  Our physical and logical security teams will use parallel but integrated databases to store and share credentials which will strengthen access controls and event monitoring. This approach will also enhance our capability in the early detection of abnormal, unauthorized or malicious activity attempts or emerging security attacks and their subsequent investigation. Maintaining the public trust in the ability of the lottery for facilities and logical infrastructure is something we take very seriously and are dedicated to ensuring.
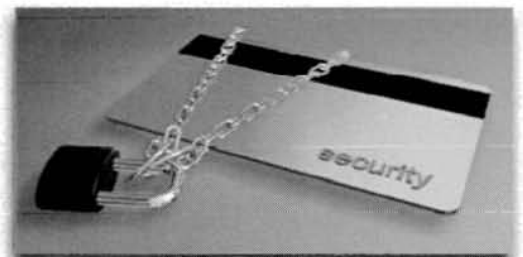
- **Scientific Games will establish our Texas National Service Center in the Austin-area**

  Scientific Games is committed to working in close cooperation with the Texas Lottery and the Texas State Department of Economic Development in our efforts to meet the goals set by Texas State Certified Minority Owned Business Enterprise and the Texas State Certified Woman Owned Business Enterprises as subcontractors and suppliers in this proposed contract. Upon award of the contract to Scientific Games, we are committed to establishing our Texas National Service

Center in t   ea. Our Texas National Service Center will house several key components of our national service infrastructure and resources including: |

The establishment of the Texas National Service Centers enhances our ability to exceed the service level requirements of the Texas Lottery, provides expanded opportunities for the State of Texas and its citizens, and highlights the benefits of your selection of Scientific Games as the preferred choice for your lottery operations and services.

- **Corporate Quality Programs**
  - Scientific Games was the first systems vendor in the industry to receive two major NASPL Standards Initiative (NSI) Best Practices awards in May 2007.
  - Scientific Games is proud to have been the first systems vendor in the industry to receive two major NSI certifications for Best Practices:
    - NSI Quality Assurance Requirements Definition for Vendors
    - NSI Quality Development Process

The NASPL Best Practices, when implemented are intended to provide both lotteries and vendors with simple, documented and approved methods for building quality into the product development and maintenance processes. NASPL best practices emerged from a collaborative effort that drew on the experiences of senior lottery insiders as well as technical development experts to further the lottery objectives of integrity, security, interoperability and profitability. Obtaining NASPL certification provides formal recognition of conformance to the Quality Assurance best practice which includes mandatory requirements that have to be implemented in order to conform. Within the support services organization, our approach is project focused with project planning and dedicated monitoring by Scientific Games' Software Development Manager for the entire development life cycle as required by the Project Planning component of the NASPL Best Practices for Quality Assurance of Product Development within the Lottery Industry.

Scientific Games understands that we are ultimately responsible for the system's quality and that of the software releases as well. The Texas Lottery can be confident Scientific Games understands our responsibility for continued quality and effectiveness of software delivery.

In September of this year, Scientific Games became the first scratch-off game vendor in the industry to be assessed and approved by QAS International and thereby ISO 27001:2005 certified. This certification applies to Scientific Games' Game Programming administration systems as they apply to the operation of our information security management system for instant ticket game development and operation. This standard is designed to ensure the selection of adequate and proportionate security controls that protect information assets and give confidence to our customers.

Scientific Games has multiple facilities registered as conforming to the international standard ISO 9001:2000. The scope of the registrations includes the manufacturing of online terminals and instant tickets. The   and

WHY SCIENTIFIC GAMES FOR TEXAS

_____ facilities are both certified as conforming to ISO 9001:2000. In short, all terminals for the Texas Lottery Corporation will be manufactured in ISO 9001:2000 certified facilities.

BENEFITS

- **Scientific Games has integrated the IT Infrastructure Library (ITIL) and IT Service Management (ITSM) best practices and automation tools into the way we do business.**

  As the most widely used standard for service management in the world, Scientific Games decided to create a new service management group around the ITIL and ITSM standards. This service management team's core functions include the establishment of performance standards, overseeing processes and best practices, and ensuring operating efficiencies for online data centers and retail operations. We have integrated the ITIL and ITSM best practices and automation tools into all of our business practices. This adds significant value to the services we provide to our customers and is designed to not just meet but exceed the requirements and expectations of the Texas Lottery.

  These service management practices allow Scientific Games and the Texas Lottery to become more efficient while improving the levels of customer service Scientific Games provide to the Texas Lottery, your staff, and your retailers through process automation and speed-to-deliver service. By investing in additional automated tools and employing a staff of the highest caliber, we are able to provide the Texas Lottery with the most efficient, reliable and dependable service management solution currently available in the industry.

- **Continuous Process Improvement and a focus on Best Practices**

  Our corporate Global Management Team has mandated policies fostering continuous process improvement throughout the organization. The goal is to always increase customer satisfaction and improve the quality of delivered products. Scientific Games constantly strives to improve all aspects of service delivery including product marketing, game software, process control systems, production hardware and project management. This systematic approach ensures that the right mix of games, play options and promotions are incorporated into the product and delivered on time in order to maximize our customers' financial success.

RISK MITIGATION

- **Scientific Games values integrity and responsibility.**

  Scientific Games, like the Texas Lottery, works hard to maintain the industry's trust by protecting and ensuring the integrity of our vendors, suppliers, customers, employees, consultants, and operational facilities. We value and require ethical behavior by our employees and all parties conducting business with Scientific Games. Our Board of Directors has designated a Compliance Committee, comprised of three independent Directors, and that Committee has approved the standards/requirements of our compliance program in accordance with the law, our regulatory oversight, and good governance in order to protect our reputation and standing. Scientific Games also has a state of the art Code of Conduct in place which has been approved by the Board of Directors.

The day-to-day management of our compliance is the responsibility of Larry Potts, the Chief Compliance Officer, who is a retired FBI agent and former Deputy Director of the FBI. Ira Raphaelson, the General Counsel of Scientific Games, provides counsel and guidance to the program and comes from a distinguished background in both the government (including being a Presidential Appointee) and private practice where he was recognized internationally as an expert in corporate governance.

In Texas, we propose the establishment of a Service and Compliance team that will report to the proposed Texas Account Director with additional reporting duties to the Scientific Games Corporate internal audit team in Alpharetta. This organizational structure ensures strong organizational support within the proposed Scientific Games Texas organization and the Scientific Games corporate organization and further commitment to operate our business at the highest ethical standards and in accordance with the contractual service level requirements.

- **Scientific Games has the right people, plan, and account management processes in place to provide superior account management services.**
  - TLC Account Team leaders with an average of 24 years of relevant experience.
  - The broadest and deepest portfolio of account relationships in the industry with many of the leading lottery organizations in the world.
  - Integration of the industry's leading service management standards including ITIL, ITSM, and NASPL Best Practices.

We believe this demonstrates Scientific Games position as the preferred partner for the Texas Lottery's lottery operation and services.

- **Scientific Games has implemented and maintains business continuity and disaster recovery plans for all 15 of our online customers.**

For each and every facility that Scientific Games operates, we have in place a Business Continuity Plan that is updated on a regular basis. We understand the importance of communicating the nature of any disaster with all the affected parties, coordinating with each of the disaster teams, working with local Public Safety officials, and possibly preparing and issuing statements to the media are all part of the successful recovery effort. This why the objective of business continuity and disaster recovery plans we will implement for each of the Texas Lottery's facilities will be to minimize or avoid interruptions and downtime due to an emergency event, while anticipating and evaluating the impact of potential risk factors caused by fire, flooding, or other natural disasters, as well as terrorist activities or labor disputes.

- **Texas Performance Incentive Plan**

Texas Performance Incentive Program is a tiered incentive program designed to motivate and reward Scientific Games employees for their achievement of annual objectives that directly contribute to the success of the TLC and Scientific Games.

#	Topic	Section Reference	Beyond Requirements	Superior Value	In Base System and Services
1	Previous Lottery Experience	4.2.2		X	X
2	Experience of Personnel	4.3			X
3	Texas National Service Center	4.2.2, 6.6.5, 7.13.11			X
4	Job Neutral vs Outgoing Vendor	4.2.2, 6.6.5			X
5	Four Tiered Management	4.3.1			X
6	TLC Global Management Team	4.3.1			X
7	TLC Project Steering Committee	4.3.1			X
8	TLC Transition Team	4.3.1, 7.6.3, 10.14.2			X
9	Executive Management Team	4.3.1			X
10	Data Center/Operations Team	4.3.1			X
11	Call Center Team	4.3.1			X
12	Sales and Marketing Teams	4.3.1, 7.2.1.3, 8.3.2			X
13	Transitional Incentive Plan	4.3.1, 6.2.2		X	
14	Texas Performance Incentive Plan	4.3.1, 6.2.2			X
15	R&D Investment Plan	4.3.1, 8.8.2			X
16	Account Management Process	6.2.2	X	X	X
20	TLC Service and Compliance Team	6.5.2.3		X	X
21	District Sales Offices	6.6.2	X		X
22	Warehouse Secured Space	6.6.2.2	X		X
23	National Data Center as BDC	6.6.2.2.2	X		X
24	Security Safeguards	6.6.2.3.1	X		X
25	Environmental Safeguards	6.6.2.3.2	X		X
26	Lottery UniverCity	6.8.2.2	X		X
27					X
28	Licensed Online/Instant Games	7.2.1.3, 10.1.3, 9.2			X
29	Second Chance Promo Games	7.2.1.3, 7.6.3.4		X	
30	MDI Licensed Properties	7.2.1.3, 7.6.3.4			X
31	Advanced, Multi-Draws	7.7.2.2.4	X		
32	Automatic Game Close	7.3.2			X
33	Instant Ticket Pack Status	7.3.2			X
34	Instant Ticket Game Creation	7.3.3.1			X
35	Check Printers/Signatures	7.4.2.1, 7.4.4		X	
36	HW/Red Hat Enterprise Linux	7.6.1.2.8			X
37	Failover Time	7.6.1.7.C			X
38	Concurrent Instant Games	7.6.1.3			X
39	Non-Sale Processing Time	7.6.1.3			X
40	Single Wager <4 Seconds	7.6.1.3			X
41	Multi Wager <6 Seconds	7.6.1.3			X
42	Properties Plus	7.6.3.4			X
43	SCGZ Platform for Instant Games	7.6.3.4		X	
44	Player's Club and Play It Again	7.6.3.4			X
45	Easy Entry Validation System	7.6.3.4			X
46	NASPL Certification	7.7.2.1		X	
47	System/Corporate Security	7.8			X
48	Weekly Statement	7.11.2.7	X		
49	500 WAVE/Flair - Optimization	7.12.0.2, 8.2.1			
50	500 Flair - Swap-Out with WAVE	7.12.0.2			
51	Wireless Bar Code Reader	7.12.0.2.1			
52	Touchscreen Choice of Screen	7.12.0.2.1			
53	Integration Plate for Printer	7.12.0.2.1		X	
54	WAVE - English plus one language	7.12.0.2.2.b		X	
55	Memory Upgrade to 1GB	7.12.0.2.2.1			
56	Wireless Ticket Checkers	7.12.0.2.5			
57	500 Additional Ticket Checkers	7.10.2.5			
58	Thermal Bulb	7.12.0.2.7			
59	22" Flat Panel (Customer Display)	7.12.0.2.9		X	
60	Integration Plate - FPD	7.12.0.2.10		X	
61	Lisa ATM (First 1,000 units)	7.12.07			
62	Tribune Lottery Application	12.07			
63	Tailored Preventive Maintenance	7.12.4.3			
64	Smart Services				
68	Ergo-Seating	7.13.4		X	
69	Wide Area Network Redundancy	7.13.7, 9.3.7		X	
70	Sales Management Staff	7.14		X	
71	Total of 140 Dedicated LSR's	8.1.1, 8.4, 8.2		X	
72	Retailer Optimization Analysis	8.2.3			
73	Retailer 2-Forums/Advisory Council	8.2.5		X	
74	Online Game Product Plan	8.3.3			
75	Bilingual LSR/LMR Resources	8.4.0.2	X	X	
76	Quicker W's (Top 2/2%)	8.4.1.2, 8.6.8.3			
77	Low-Floor POS (Top 20%)	8.4.1.2, 8.7.2	X	X	
78	Window POS (Top 100)	8.4.1.2	X		
79	Counter Wash (Top 100)	8.4.1.2, 8.7.2			
80	Advanced MFR (Total of 20)	8.2.3			
81	Emerging Markets Council	8.4.1.2		X	
82	Customized Vehicle Magnets	8.4.1, 8.7.2	X		
83	Discovery and Dream Team	8.4.2			
84	Dedicated R&D Team	8.8.4		X	
85	Non-Dedicated R&D Team	8.8.4		X	
86	Autocount Sorter	9.2.2.2, 9.7.2			
87	Backup Warehouse - Instants	9.2.3.1		X	
88	Non-Dedicated - W&D Team	9.2.4			
89	Dedicated - W&D Team	9.2.4		X	
90	Implementation - W&D Team	9.2.4.3			
91	Bi-monthly Physical Inventory	9.6.2			
92	Facilities Management Office	10.1.4		X	
93	1 Dedicated Project Managers	10.1.4.1		X	
94	Convert Data as 6 months	10.4.2.3		X	
95	Project Management Process	10.4.4		X	

TEXAS LOTTERY

PART 6: ACCOUNT MANAGEMENT & ADMINISTRATION

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A MESSAGE FROM JOHN OSENENKO

Team Account Director

"Our four-tiered management model cross-checks and ensures that the Texas Lottery benefits from every level of our organization with a comprehensive staffing and support services solution, including a corporate service structure focused on Texas site support and a local service structure attentive to lottery and retailer services. Scientific Games is the only vendor who can propose an ongoing operations team that has relevant and in-depth Texas Lottery-specific experience. With 10 years of lottery experience, Dan Grace, our proposed Project Director, will be locally supported by a highly skilled and experienced team of seasoned professionals, who are all intrinsically familiar with the Texas Lottery. As your Account Director, I pledge to you my personal support, and I will continue to be a loud and constant advocate for the Texas Lottery within Scientific Games.

Scientific Games ensures that we're not simply here to fulfill contractual requirements, provide staffing, and deliver support services, but to demonstrate that we are truly committed to your overall success as your partner. It has always been, and will continue to be, my personal goal and commitment that you don't just receive what is required, but that you also get all of the help, support, and commitment that you need to operate, grow, and expand your business into the future as we collectively face the new challenges that lie ahead.

The Texas Lottery needs and deserves a partner who truly understands and appreciates the many challenges you face day-to-day, month-to-month, and year-to-year. Truly, nobody understands this better than we do, and no other vendor can provide the commitment we do. The Texas Lottery also needs a partner who is capable, knowledgeable, experienced, and fully committed to ensuring that you are in the best possible position to overcome and surpass challenges faced in these uncertain times in order to meet the faith and demand that the citizens of Texas have placed upon the Lottery. It is clear that you must seek to identify the best possible partner to assist and support you in meeting your desire to produce the maximum amount of net revenue for the citizens of Texas, while also preserving the values, dignity, and the Texas way of life, and I personally assure you that Scientific Games is that Partner.

Together, Scientific Games and I stand ready to continue to provide the Texas Lottery with best-in-class service and operational excellence through exceptional gaming system software and hardware, cutting edge terminal equipment and peripherals, outstanding personnel, informative training, dependable equipment maintenance, and automated tools to fully aid and assist you in realizing and attaining the Texas Lottery's full potential - now and into the future."

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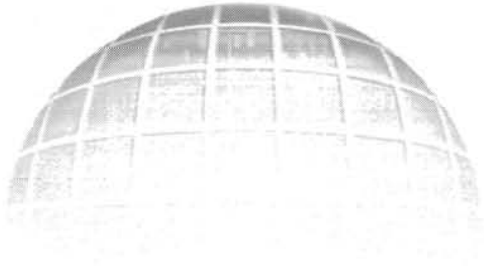
PART 6 ACCOUNT MANAGEMENT AND ADMINISTRATION

6.1 OVERVIEW

RFP Requirement: Account Management and Administration activities apply to the provision and delivery of all services that are required to provide and support the Lottery Gaming System, sales & marketing, and warehouse & distribution, and related services as further described in Section 1.1.4.

Scientific Games understands that account management and administration activities apply to the provision and delivery of all services required to provide and support   sales and marketing, warehouse and distribution, and related services.

As required by RFP Section 1.1.4, Scientific Games has provided the information in our proposals that will permit the Texas Lottery to award a contract that provides the best value.

Scientific Games and its affiliated companies is a global leader focused on delivering an ever expanding portfolio of gaming products and services to the world's lotteries. With customers in 50 countries on six continents, we are partners with both large and small lottery organizations, located in the United States and internationally.

The depth of these customer experiences ensures the Texas Lottery will have a partner that clearly differentiates itself through our entertainment and content portfolio and global experiences in our account management practices with the world's leading lottery organizations.

In addition, Scientific Games' highly diverse organization containing global leaders with skills in an ever-expanding portfolio of gaming products and services to the world's government regulated and government-sponsored entities. Scientific Games believes this diversity differentiates our proposed TLC Account Team and ensures that they have to skills and experience to manage the Texas Lottery account.

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6.2 ACCOUNT MANAGEMENT

RFP Requirement: Account Management Services are those activities associated with the ongoing management of the service environment. The following table identifies the Account Management requirements.

Scientific Games considers this RFP requirement to be informational, therefore no response is required.

Table 3. Account Management Requirements

ROLES AND RESPONSIBILITIES	SUCCESSFUL PROPOSER	TLC
1. Develops, documents and maintains Account Management procedures that meet Texas Lottery requirements	X	
2. Hires, trains and maintains adequate staffing to meet service requirements	X	
3. Develops criteria, formats and processes for reporting services, administrative, and Service Level activities		X
4. Provides on-going reports (e.g., statistics, trends, audits, service level performance)	X	
5. Ensures all contractual reporting requirements are met	X	
6. Maintains financial records for Texas Lottery account	X	
7. Submits weekly invoices for services provided	X	
8. Prepares HUB Subcontracting Plan (HSP) updates and monthly compliance reports	X	
9. Responds to inquiries and requests for information in a timely manner	X	
10. Maintains all data and records in accordance with the requirements of this RFP and/or Section 3.74	X	

DETAIL REQUIREMENTS	RESPONSE SECTION(S)
11. The Successful Proposer shall provide verbal and/or written status reports to Texas Lottery management in accordance with the requirements of this RFP and the Contract and on a frequency to be determined by the Texas Lottery.	6.2.2.1
12. The Successful Proposer shall immediately report to the Executive Director or designee, any incident or anomaly, as per Section 3.72.	6.2.2.2
13. The Successful Proposer shall provide electronic organizational charts on a calendar quarter basis. Updated organizational charts shall be provided no later than the second week of the first month of each calendar quarter. The organizational chart must identify all staff that support the Texas Lottery account and include the position titles, number of positions, and contact information (email address and phone number).	6.2.2.3

DETAIL REQUIREMENTS	RESPONSE SECTION(S)
14. The Successful Proposer shall provide a comprehensive report of incentives provided to all key management staff, as defined in Section 4.3.2, on or before September 1st of each year.	6.2.2.4
15. The Successful Proposer shall provide the Texas Lottery a monthly report of all position vacancies, including position title, location and date vacant.	6.2.2.5
16. The Successful Proposer shall immediately disclose, in a written statement within fifteen (15) Days of its occurrence, any actual, potential or perceived conflict of interest, as defined in Section 4.6.	6.2.2.6
17. The Successful Proposer shall notify the Texas Lottery of a material adverse change in financial condition during the Contract term and any renewal thereof. If the Successful Proposer experiences a material adverse change during the term of the Contract or any extension thereof, the Successful Proposer shall notify the Texas Lottery in writing of such change at the time the change occurs or is identified. Failure to notify the Texas Lottery of such material adverse change will be sufficient grounds for terminating the Contract. The term "material adverse change" shall mean any change or changes that individually or in the aggregate are materially adverse to (i) the assets, properties, business, results of operations or financial condition, taken as a whole, of the Successful Proposer or other applicable obligor, (ii) the ability of the Successful Proposer or such other obligor to perform its or their obligations under the Contract, or (iii) the legality or enforceability against the Successful Proposer or such obligor of the Contract.	6.2.2.7

Table 4. Account Management Response Requirements

RESPONSE REQUIREMENT
1. The Proposer must acknowledge and accept the roles and responsibilities and detail requirements indicated in this section.
2. The Proposer must provide a description of its proposed account management process.

Table 5. Account Management Service Level Requirements (SLR)s

SLR #	SLR NAME
3.60.6	Failure to Permit an Audit or Examination
3.60.7	Failure to Produce Accurate Records or Provide Accurate Information
3.60.8	Failure to Produce Timely Records and Information
3.60.9	Failure to Disclose Litigation
3.60.10	Failure to Obtain Prior Written Approval Before Issuing News Release

Table 5. Account Management Service Level Requirements (SLR)s

SLR #	SLR NAME
3.60.11	Failure to Notify the Texas Lottery of Changes of Lobbyist, Consultant and/or Advisor Information
3.60.12	Failure to Comply with Non-Disclosure Terms
3.60.13	Unauthorized Purchase of Texas Lottery Tickets
3.60.14	Failure to Report Significant Incidents and Anomalies
3.60.15	Failure to Notify Timely the Texas Lottery of a Change in Financial Condition, Change in Key Management, or Change of Ownership

RESPONSE TO TABLE 4: ACCOUNT MANAGEMENT RESPONSE REQUIREMENTS

6.2.1 ACKNOWLEDGEMENT OF ROLES AND RESPONSIBILITIES AND DETAIL REQUIREMENTS

Response Requirement 1: The Proposer must acknowledge and accept the roles and responsibilities and detail requirements indicated in this section.

Scientific Games acknowledges and accepts the roles and responsibilities, and will comply, and often exceed, the detail requirements indicated in RFP Section 6.2.

6.2.2 ACCOUNT MANAGEMENT PROCESS

Response Requirement 2: The Proposer must provide a description of its proposed account management process.

The core of Scientific Games' account management process is effective service level management. We define effective service level management as the process of planning, coordinating, monitoring, and reporting on service level requirements. This process includes the on-going review of service achievements to ascertain that the required service quality is maintained and, wherever necessary, improved.

In order to achieve effective service level management, Scientific Games is focused on optimizing the satisfaction of the Texas Lottery, retailers, and players in several defined areas, including:

- **Establishing a Clear Texas Lottery Experience Strategy**
  Understanding the Texas Lottery's overall organizational vision and mission are key components of Scientific Games' account management process and service level management. We are actively engaged in our initial understanding of these key factors and will continue as our TLC Transition Team seamlessly transitions your lottery operations and services to Scientific Games and the proposed TLC Account Team. As we gain further insight, we will ensure the Texas Lottery vision is communicated effectively to each Service Delivery Team within the TLC Account Team and complete an internal

review to ensure our service delivery responsibilities effectively represent the Texas Lottery vision.

● **Selecting the Right Staff**

Scientific Games has experienced tremendous growth in the last six years, both organic and through acquisitions. In fact, Scientific Games has more than doubled in size in the last six years. Recruiting and integrating talent has been a key component of our successful growth story. Scientific Games understands how to establish critical job requirements, how to effectively screen and interview candidates using multiple teams, and how to integrate new employees into the service culture of Scientific Games. We will bring this expertise to our account management process with the Texas Lottery. As discussed in **Section 4.3**, we have assembled an extremely experienced and diverse Global Management Team. This team, with support from the TLC Transition Team, will dedicate significant effort to ensure we have the right resources in the right locations for the Texas Lottery.

Scientific Games' Executive Management Team has been carefully selected. Each leader has nearly 20 years of lottery experience.

As a commitment to the success of the Texas transition project and gathering a full understanding of the Texas Lottery's overall organizational vision, Scientific Games assigned John Osenenko, the proposed TLC Account Director, and Dan Grace, the proposed TLC Project Director to lead the development of the technical, marketing, and operations solutions presented in this proposal. They have met daily with engineering, quality assurance, marketing, training, operations, and other key contributing organizations to develop and plan the transition plan. They will continue to support the Texas project through the oral presentations and site visit activities and, based on their intimate knowledge of the contract requirements and proposed solutions, will execute the transition plan immediately upon contract award. They will be the key leaders in gathering a full understanding of the Texas Lottery's vision and disseminating this knowledge throughout the TLC Transition Team and ultimately the TLC Account Team.

SV

SUPERIOR VALUE

John Osenenko

A brief introduction to the other TLC Account Team leaders:

● TLC Account Director – John Osenenko

  ○ 19 year lottery veteran with expertise in general management, business development, government affairs, and program management

  ○ Key prior experience: Scientific Games Vice President Asia Pacific and General Manager, Florida Lottery. Former 11 year GTECH employee

Dan Grace

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- TLC Deputy Director Sales and Marketing – Tony Molica

  ○ 25 year lottery career with a distinguished sales performance record

  ○ Key prior experience: California Lottery CEO, Washington Lottery Executive Director

- TLC Deputy Director Technology – David Douglas - ITIL Certified

  ○ 23 year lottery veteran focused on operations and service management

  ○ Key prior experience: Guided the creation of GTECH's Data Centers of the Americas (DCA) in GTECH employee   Former 18 year

- TLC Deputy Director Instant Ticket Services – Scott Ross

  ○ 29 year lottery veteran focused on instant ticket management services

  ○ Key prior experience: leadership roles in instant ticket service management in Florida, Arizona, and New Mexico

- **Developing and Motivating our Staff**

  Once we have the right staff in place for the Texas Lottery, Scientific Games will undertake a thorough education process in the key areas required to deliver the service level standards expected by the Texas Lottery. We will conduct re-training as needed to ensure the vision of the Texas Lottery is fully achieved. We will provide ongoing coaching and feedback on service level management issues and deploy our comprehensive incentive programs that are synchronized with the desired Texas Lottery service level requirements and customer service level vision for the Texas Lottery, retailers, and players.

- **Establishing Effective Service Delivery Processes**

  Scientific Games has well developed processes and procedures in place for service level management, which is well integrated with the IT Infrastructure Library (ITIL) and IT Service Management (ITSM) best practices. When Scientific Games made the decision to base services on the ITIL methodology, we created a new service management group. The Service Management Team's core functions include the establishment of performance standards, overseeing processes and best practices, and ensuring operating efficiencies for online data centers and retail operations. The Service Management Team adopted ITIL and ITSM as the foundation upon which to model our organization. We have been working within the ITIL framework for several years, which we believe contributed greatly to our two North American Association of State and Provincial Lotteries (NASPL) Quality Assurance (QA) best practices certification awards. Combined with our automation tools, Scientific Games is confident we have the foundation to build an effective service delivery relationship with the Texas Lottery.

- **Continuous Improvement**

  An essential component of our account management process and service delivery management is continuous improvement. "Recovery" is an important differentiator for Scientific Games. No matter how effective the service delivery processes, or well-trained the Service Delivery Teams, things can go wrong. In order to recover effectively, Scientific Games works to incorporate the following core principles:

  ○ Actively seek feedback from the Texas Lottery, retailers, and players

  ○ Train staff how to handle customer service matters effectively

○ Ensure the root problem is resolved

○ Focus on prevention as well as reactive problem solving

TRANSITIONAL INCENTIVE PLAN AND TEXAS PERFORMANCE INCENTIVE PLAN

Scientific Games' experience managing the transition of key human resources during transitional activities, including implementations and acquisition integrations, has shown that a successful transition process is further enabled by a financial commitment to the key incoming personnel. In recognition of this, Scientific Games will commit the following resources to ensure we attract and retain as many outstanding, qualified employees from the current Texas Lottery operator:

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Transitional Incentive Plan — After consultation with the Texas Lottery, Scientific Games will establish a Transitional Incentive Plan for those employees transitioning from the current Texas Lottery operator. We will provide a one-time incentive payment of 5% of the qualifying employee's annual salary upon completion of a successful Texas Lottery launch of operations and services and employment service of six (6) months with Scientific Games. We anticipate committing up to $1.25 million to the Transitional Incentive Plan and believe these incoming employees will effectively complement the team of lottery industry leaders proposed.

Texas Performance Incentive Plan — Scientific Games has made a strategic investment to retain the most knowledgeable and experienced resources in the industry. We will continue this investment in our Texas Lottery Account Team with an annual commitment of up to $2.0M to our Texas Performance Incentive Plan. This tiered incentive compensation program is based on performance and operations excellence with the Texas Lottery. The Texas Performance Incentive Plan is designed to motivate and reward Scientific Games participants for the achievement of annual objectives that directly contribute to the success of the Texas Lottery and Scientific Games.

These investments highlight the ongoing commitment of Scientific Games to attract and retain the most qualified employees to support the Texas Lottery. The Transitional Incentive Plan is an Offered Option included in the base price and the Texas Performance Incentive Plan is included in the Base System and Service at no additional cost.

6.2.2.1 STATUS REPORTS (DR 11)

Scientific Games will provide verbal and/or written status report to Texas Lottery management in accordance with the RFP and contract requirements, and on a frequency determined by the Texas Lottery, thereby satisfying RFP Table 3, Detail Requirement No. 11.

Scientific Games has a well developed suite of reporting tools to ensure the Texas Lottery has pertinent information on a variety of operational components of service level monitoring. These reporting tools ensure the relevant service level performance information is available to Texas Lottery staff members in the timeframe required.

Through the use of a variety of reporting tools, the Texas Lottery will receive status reporting in areas of:

- Business Intelligence Systems/Retailer Performance
- Project Activity
- Security
- Anomaly Activity

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Not released**

Confidentiality Claimed
Not released

To specifically address the SLR's in RFP Sections 3.60 and 3.61, a table is provided in **Section 6.3.3** that lists additional existing reporting tools. Other status reporting tools can be developed, as required by the Texas Lottery.

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6.2.2.2 INCIDENT OR ANOMALY (DR 12)

Scientific Games will immediately report to the Executive Director or designee any incident or anomaly as required by RFP Section 3.72, thereby satisfying RFP Table 3, Detail Requirement No. 12.

This _____ report will be followed by a written report within one workday of the incident or anomaly. At a minimum, incident and anomaly reporting will include a description of the incident, its cause, and corrective action taken. Scientific Games understands that significant incidents include, by way of illustration only, any occurrence that affects the Texas Lottery, retailers, or players, and deviation from established procedures and those items where sanctions or liquidated damages are applicable.

We understand that the Texas Lottery will contact an independent firm to monitor Scientific Games throughout the contract term and during any renewal period. We will maintain close contact and regular communication with the investigator regarding all matters under the contract.

Scientific Games' Texas Regional Call Center (TRCC) will use incident and service request management to quickly restore system availability, minimize service disruptions, and respond to Lottery retailer needs. While reactive in nature, its activities focus on handling incidents in the infrastructure or those reported by users via efficient first-, second-, and third-level support service, as well as responding to service requests. The National Response Center (NRC) uses this process to do more than simply handle service-related incidents; it also deals with requests for information and other types of administrative assistance. This process interacts frequently with change and configuration management organizations.

While Scientific Games places great emphasis on risk management to mitigate the possibility of significant incidents, inevitably they occur during the course of a contract. Scientific Games uses proven incident and problem management processes that require the accurate and comprehensive recording of incidents in order to identify effectively and efficiently the cause of the incidents and trends. When significant incidents occur, Scientific Games believes the first order of business is to ensure that the appropriate people are notified as quickly as possible. Scientific Games will immediately report to the Executive Director or designee any significant incident or anomaly as required by RFP Section 3.72.

6.2.2.3 ELECTRONIC ORGANIZATIONAL CHARTS (DR 13)

Scientific Games will provide electronic organizational charts on a calendar quarter basis. Updated organizational charts will be provided no later than the second week of the first month of each calendar quarter. The organizational chart will identify all staff that support the Texas Lottery account and include the position titles, number of positions, and contact information (e.g., email address and phone number). This satisfies RFP Table 3, Detail Requirement No. 13.

Please see **Section 4.3.1** and **Section 10.1** for organization charts for our proposed staffing.

6.2.2.4 COMPREHENSIVE INCENTIVES REPORT (DR 14)

Scientific Games will provide a comprehensive report of incentives provided to all key management staff as defined in RFP Section 4.3.2 on or before September 1st of each year, thereby satisfying RFP Table 3, Detail Requirement No. 14.

In general, Scientific Games provides annual cash incentives to the key management staff based on a pre-established target percentage of their base salary, individual performance, business unit performance, and overall company performance. Some positions are eligible for equity awards in the company in addition to cash incentives.

The key management staff dedicated to Texas Lottery, as defined in RFP Section 4.3.2, will have annual incentive plans as outlined below:

Executive Management – Incentives will be based on individual performance, overall company performance, and the performance of the business unit. These individuals will be evaluated on the overall performance of the Texas Lottery as their business unit.

Data Center/Operations – Incentives will be based on pre-established performance objectives relating to the overall system performance and operational support to the Texas Lottery.

Call Center – Incentives will be based on pre-established performance objectives with various metrics that can include closing rate, service level performance, answer rate, and quality assurance calls with the Texas Lottery retailers.

Sales and Marketing – Incentives will be based on pre-established performance objectives, including the achievement of a minimum sales level as a threshold for incentive qualification. Additionally, other performance-based metrics will be applied

relating to the individual performance objectives, annual sales and marketing objectives, territory performance, promotional achievement, and Texas Lottery retailer satisfaction levels.

Warehouse and Distribution – Incentives will be based on pre-established performance objectives, including the achievement of a minimum sales level as a threshold for incentive qualification. Additionally, other performance-based metrics will be applied relating to individual performance and Texas Lottery retailer satisfaction levels.

Transition Team – Incentives will be based on pre-established individual performance objectives, the work assignment, and the assessed contribution of the work effort to the goals of the Texas Lottery and the company.

The primary goal of Scientific Games' incentive compensation plan is to ensure optimal Texas Lottery, retailer, and player satisfaction levels. In order to accurately and independently determine retailer satisfaction levels—and as a separately priced Offered Option—Scientific Games will also engage the services of a third party mystery shopper to audit retail locations for properly placed product and point-of-sale material and overall retailer satisfaction levels. Having an ongoing, third party mystery shopper program also ensures that the evaluations being conducted are more objective, thereby resulting in actionable outputs. These audits further ensure the retailer satisfaction objectives of the Texas Lottery are accurately reflected in the incentive compensation plans of Scientific Games. This is further discussed in **Section 8.4.5.3**.

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6.2.2.5 POSITION VACANCIES (DR 15)

Scientific Games will provide the Texas Lottery with a monthly report of all position vacancies, including position title, location, and date vacant, thereby satisfying RFP Table 3, Detail Requirement No. 15.

6.2.2.6 CONFLICT OF INTEREST (DR 16)

Scientific Games will immediately disclose in a written statement within 15 days of its occurrence any actual, potential, or perceived conflict of interest as defined in RFP Section 4.6, thereby satisfying RFP Table 3, Detail Requirement No. 16.

We understand that this relates to any personal or business relationship of:

a.   Itself (Scientific Games)

b.   Any of our principals, officers, directors, investors, owners, partners, and employees (collectively, Scientific Games personnel)

c.   Any spouse, child, brother, sister, or parent residing as a member of the same household in the principal place of residence of any Scientific Games personnel

d.   Any affiliate

e.   Any subcontractor with any employee or representative of the Texas Lottery (including the Texas Lottery Executive Director and its commissioners) or its prime vendors

Additionally, any such relationship that might be perceived or represented as a conflict will be disclosed. We understand that failure to disclose any such relationship may be a cause for disqualification of our proposal.

We further understand that this is a continuing disclosure requirement. Scientific Games will disclose to the Texas Lottery in writing any actual, potential or perceived conflict of interest, relative to the performance of the requirements of the RFP, during the period prior to the award of any contract pursuant to the RFP, at the time the conflict is identified. Failure to promptly notify the Texas Lottery will be sufficient grounds for rejecting our proposal.

6.2.2.7 MATERIAL ADVERSE CHANGE IN FINANCIAL CONDITION (DR 17)

Scientific Games will notify the Texas Lottery of a material adverse change in financial condition during the contract term and any renewal thereof. If we experience a material adverse change during the term of the contract or any extension thereof, Scientific Games will notify the Texas Lottery in writing of such change at the time the change occurs or is identified.

We understand that failure to notify the Texas Lottery of such material adverse change will be sufficient grounds for terminating the contract. The term "material adverse change" will mean any change or changes that individually or in the aggregate are materially adverse to:

i.   The assets, properties, business, results of operations or financial condition, taken as a whole, of the Scientific Games or other applicable obligor

ii.   The ability of the successful proposer or such other obligor to perform its or their obligations under the contract

iii. The legality or enforceability against the Scientific Games or such obligor of the contract

This satisfies RFP Table 3, Detail Requirement No. 17.

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6.3 SERVICE LEVEL MONITORING AND REPORTING

RFP Requirement: Those activities associated with monitoring and reporting service levels that have sanctions and liquidated damages are documented in Sections 3.60 and 3.61 of this RFP. The following table identifies the Service Level Monitoring and Reporting requirements.

Scientific Games considers this RFP requirement to be informational, therefore no response is required.

Table 6. Service Level Monitoring and Reporting Requirements

ROLES AND RESPONSIBILITIES	SUCCESSFUL PROPOSER	TLC
1. Defines Service Level monitoring and reporting requirements		X
2. Develops, documents and maintains Service Level Requirements, monitoring, and reporting procedures that meet requirements	X	
3. Coordinates Service Level Requirement monitoring with Texas Lottery	X	
4. Measures, analyzes and provides reports on performance relative to defined Service Levels as defined in Sections 3.60 and 3.61 of this RFP	X	
5. Provides Texas Lottery online access to performance data and Service Level reporting and monitoring systems as requested by Texas Lottery	X	
DETAIL REQUIREMENTS	**RESPONSE SECTION(S)**	
6. The underlying data for Service Level Requirements metrics reports must be documented so that Texas Lottery may audit the data and calculations.	6.3.2	

Table 7. Service Level Monitoring and Reporting Response Requirements

RESPONSE REQUIREMENT
1. The Proposer must acknowledge and accept the roles and responsibilities and detail requirements indicated in this section.
2. The Proposer must provide a description of its proposed Service Level monitoring and reporting process.
3. The Proposer must identify how SLRs as defined in Sections 3.60 and 3.61 of this RFP, will be measured and reported.
4. The Proposer must provide an example of service level reports and its notification process that satisfies the requirements as defined in Sections 3.60 and 3.61 of this RFP.
5. The Proposer must describe the automated reporting capabilities that it will make available to the Texas Lottery, including the Texas Lottery's ability to access data (real time) and generate reports.

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RESPONSE TO TABLE 7: SERVICE LEVEL MONITORING AND REPORTING RESPONSE REQUIREMENTS

6.3.1 ACKNOWLEDGEMENT OF ROLES AND RESPONSIBILITIES AND DETAIL REQUIREMENTS

Response Requirement 1: The Proposer must acknowledge and accept the roles and responsibilities and detail requirements indicated in this section.

Scientific Games acknowledges and accepts the roles and responsibilities, and will comply and often exceed the detail requirements indicated in RFP Section 6.3.

6.3.2 SERVICE LEVEL MONITORING AND REPORTING PROCESS

Response Requirement 2: The Proposer must provide a description of its proposed Service Level monitoring and reporting process.

Even though Scientific Games' approach to customer service at both the local and corporate level has been successfully tested and proven, we are always searching for ways to improve. This is why we have integrated the ITIL and ITSM best practices and automation tools into the way we do business. ITIL is a best practices framework and presents the consolidated learning and experience of worldwide organizations, thereby providing insight into how to best manage IT services to meet business expectations. It is the most widely used standard for service management in the world. Further detail on ITIL and ITSM is provided in **Section 7.12.1**.

When Scientific Games made the decision to base services on the ITIL methodology, we created a new service management group. The Service Management Teams' core functions include the establishment of performance standards, overseeing processes and best practices, and ensuring operating efficiencies for online data centers and retail operations. The Service Management Team adopted ITIL and ITSM as the foundation upon which to model our organization. We have been working within the ITIL framework for several years, which we believe contributed greatly to our two NASPL QA best practices certification awards.

Under the direction of David Douglas, our current Senior Director of Service Management, there are two divisions responsible for coordinating the efforts of our Texas Support Team. David is responsible for supporting the Texas Lottery by implementing best practices, tools, and metrics for operations across all sites.

David Douglas

David will be a valuable asset to the Texas Lottery's implementation project and ongoing operations. His lottery-specific experience dates back to 1987 when he was hired for the Kansas Lottery start-up. He was promoted to Technical Service Manager by GTECH for Kentucky Lottery Operations. Between 1989 and 2004 he was steadily promoted through the ranks with varying levels of responsibilities, culminating in his being named acting General Manager.
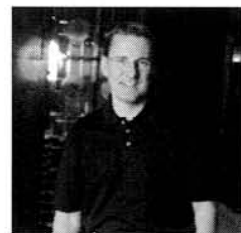
David has intimate experience with the Texas Lottery working for GTECH to start up the Data Centers of the America's in 2003. David was the Regional Director for the Data Centers of the America's from 2003 through 2006. David joined Scientific Games in early 2007.

David will provide corporate oversight and direction for all online systems, retailer services operations, online operations data centers, the TRCC in   , and the proposed back-up call center, our   . If awarded the contract for Texas Lottery, David will bring his skill set to the Texas Executive Management Team as Deputy Director of Technology and meet with Lottery management staff regularly to provide status information and address all technology and service related issues and concerns. He will direct the delivery of overall service, improvement plans, influence service and business management strategies, and be responsible to ensure all SLAs are met according to contract requirements.

The following personnel currently report directly to David Douglas and are responsible for ensuring field and call center services are provided at levels satisfactory to the Texas Lottery:

Field Operations – Under the guidance of Jessie Pack, Senior Manager of Field Operations, this group has the responsibility of standardization and enforcement of best practices to further infuse integrity and professionalism into all aspects of service management and service delivery. This additional corporate support, focusing on daily operations will allow the Texas Account Team to focus on our collective goal of innovative ways to sell more tickets. More specific details related to field services can be found in **Section 7.12.2**.

Jessie Pack

Overseeing the local Field Service and the TRCC, will be Dan Gholson, the Technical Services Manager. The Technical Services Manager will ensure compliance with all Lottery policies and procedures, while providing guidance for the introduction of new games, promotions and policies. Dan will work in close concert with the Warehouse Manager and Inside Sales Manager to ensure smooth uninterrupted service to the retailers.

Dan Gholson

Texas Regional Call Center (TRCC) – Donna Marshall, our proposed TRCC Manager, will have direct responsibility for the TRCC in   Donna is a native of Texas and has 11 years of call center experience with the Texas Department of Information Resources and Continental Airlines. She will oversee all hotline and dispatch functions. Other oversight will include: overall hotline service levels, hold time, answer rates, scheduling, tracking, and management of the hotline and dispatch operators and supervisors.

Donna Marshall

The National Response Center (NRC) – The proposed back-up call center, the NRC, under the guidance of Francesco DiMauro, Senior NRC Manager, has corporate oversight for all remote call center operations, dispatch, incident escalation management, and the Smart Services Management System.
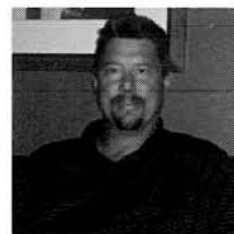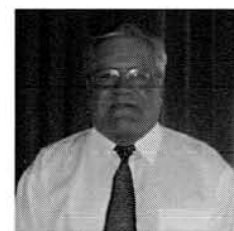
Francesco DiMauro

The NRC handles customer service calls from Information Redacted §552.101/466.022/552.139 . During the conversion, Francesco will have additional staff dedicated to the Lottery retailer base since it is normal to have increased call volume when new terminals are initially being used. Details related to the NRC can be found in **Section 7.13**.

As illustrated in Figure 6.3-1, service support generally concentrates on the day-to-day operation and support of IT services, while service delivery looks after the long-term planning and improvement of IT services for customers. The service lifecycle approach is the best practice approach to service management.
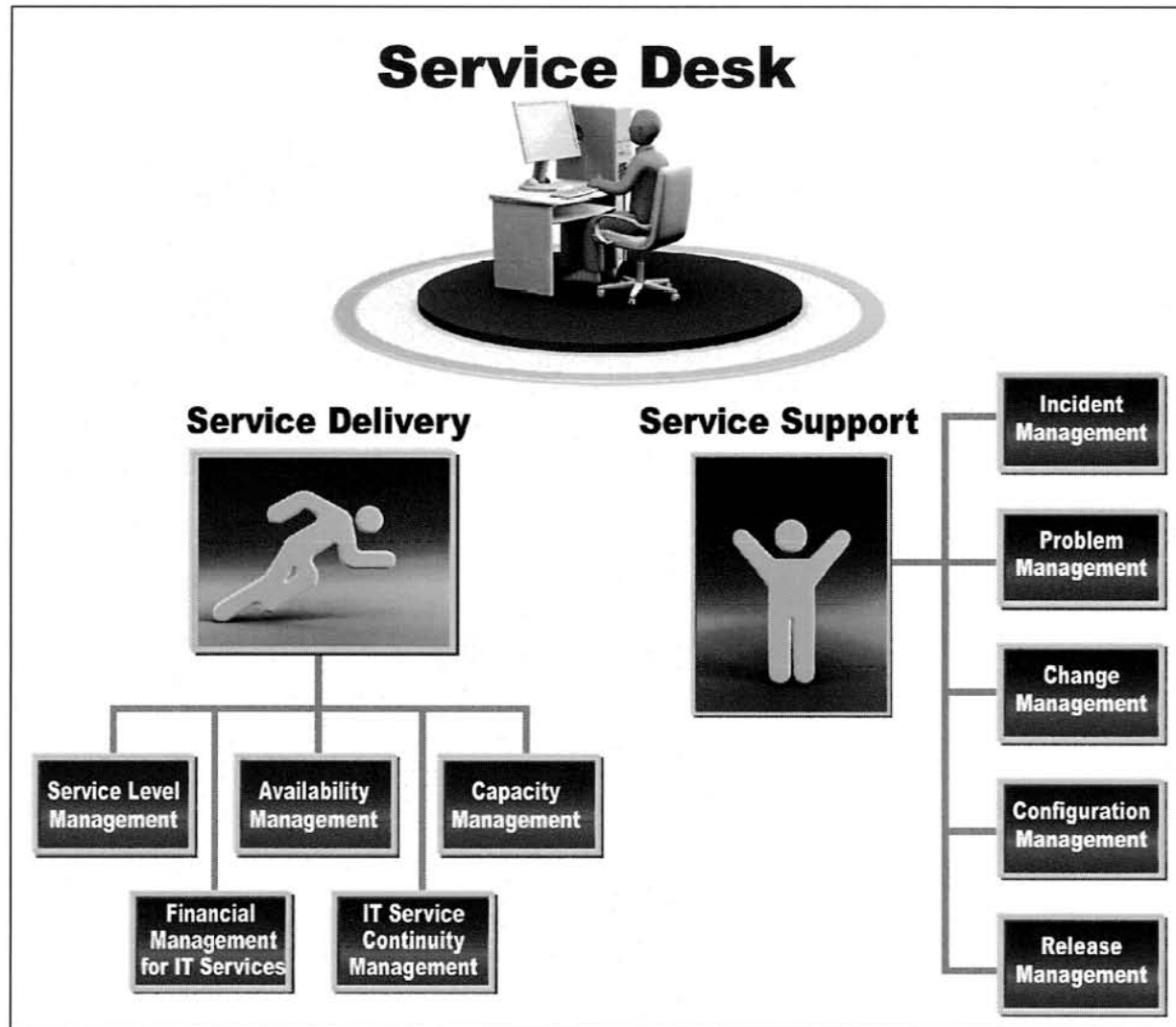
Figure 6.3-1: Scientific Games' Service Management Model

In response to the comprehensive Service Level Requirements (SLRs) of the Texas Lottery, Scientific Games will utilize the positions of Service/Compliance Manager, Problem Manager, and Change Manager to establish an overall Service Level Team approach dedicated to supporting the Texas contract. Reporting to the Texas Account Director, these three key positions will monitor and report on service level compliance related to all aspects of the Texas contract.

The Service/Compliance Manager will conduct weekly meetings with key Texas Lottery staff to review service level compliance, while the Problem Manager and Change Manager will maintain day-to-day focus on problem identification, resolution, and change management. This team will define and implement best practice criteria for incident and problem management support requirements, including severity-level definition and characteristics, categorization and prioritization schema, and escalation requirements. While working with the Support Teams to track incident resolution progress through final closure, this team will perform incident and problem management and root-cause analysis by thoroughly investigating each incident to define and prevent the root cause from reoccurring. They will update the central knowledge database so all users can benefit from their findings. They will also maintain current and historical records for all incidents, problems, and resolutions for the life of the contract, and provide reporting and trend analysis.

Reports will be used for identifying, tracking, and planning future business requirements that may alter capacity and availability management. The team will also assess incidents/problems related to system performance and business operations to identify and implement capacity and availability changes to improve the performance of Texas Lottery systems, operations and services.

Ultimately, the Texas Service Management/Compliance Team will develop, document, and maintain performance management procedures that meet all SLRs. They will be meeting daily with the service organizations to help manage Lottery gaming systems and all Texas Lottery operations and service functions. They will make recommendations to distribute resources to meet defined availability and performance SLRs.

The Service Management/Compliance Team will have a wide array of tools available to them to monitor and report on compliance with Service Levels. These tools are based on the foundations of ITIL and ITSM "best practices" to provide "best-in-class" customer service. Scientific Games' approach to customer service at both the local and corporate level is proven, but we are always searching for additional ways to improve or refine our already solid business processes. We have integrated the ITIL and ITSM best practices and automation tools into all of our business practices. This adds significant value to the services we provide to our customers and is designed to not just meet but exceed the requirements and expectations of the Texas Lottery.

These service management practices allow Scientific Games to efficiently provide reliable customer service to the Texas Lottery, your staff, and your retailers through process automation and speed-to-deliver service.

ITIL aligns business with technology so that each brings out the best in the other, providing value to the Texas Lottery. It ensures that every stage of the service lifecycle stays focused on the business aspects and inter-relates all companion process elements that follow. By focusing on delivery and control process activities, a highly desirable, steady state of managing services for the Texas Lottery can be achieved on a day-to-day basis.

Scientific Games' use of ITIL and ITSM solutions provides a disciplined, holistic approach that addresses all three key components of service management: people, process, and technology. Through our use of ITSM methodology, we have further evolved into a

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strategic, business-aligned service provider that will help you achieve improved technical agility, efficiency, and greater service levels to your retailers.

How Does This Benefit the Lottery? – Simply put, it allows Scientific Games and the Texas Lottery to become more efficient while improving the levels of customer service we provide to you, your staff, and your retailers through process automation and speed-to-deliver service. By investing in additional automated tools and employing a staff of the highest caliber, we are able to provide the Texas Lottery with the most efficient, reliable, and dependable service management solution currently available in the industry.

TOOLS

The tools utilized by the Service Management/Compliance and other Texas Account Service Level Teams will allow not only real-time monitoring, but will provide the auditable statistics that are required to evidence compliance with all service levels. These tools include:

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The local Scientific Games Service/ComplianceManager will be the primary point-of-contact for the Texas Lottery regarding the quality of service provided to the Texas Lottery and Texas Lottery Retailers and Scientific Games' overall performance against expected agreed upon Service Levels. The Service/Compliance Manager will be available to review any and all performance reports, including the Scientific Games Compliance and Service Levels Report, with Texas Lottery staff on a regularly scheduled or as needed basis.

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6.3.3 SLR MEASUREMENT AND REPORTING

Response Requirement 3: The Proposer must identify how SLRs as defined in Sections 3.60 and 3.61 of this RFP, will be measured and reported.

A Service Level Agreement (SLA) between the Texas Lottery and Scientific Games will be agreed upon and in place before the start of the contract. The purpose of this document is to ensure that proper mechanisms are in place to provide high quality service and support to the Texas Lottery retailers. This SLA provides clear descriptions of service ownership, roles and responsibilities, service quality metrics, and available support. The SLA's scope is limited to services offered under the contract with the Texas Lottery.

A draft of the SLA for the Texas Lottery and Scientific Games' Lottery Operations can be found in the Supplemental Documentation section at the end of **Part 6**.

Figure 6.3-7 provides the details of how SLRs as defined in RFP Section 3.60 and Section 3.61 will be measured and reported.

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6.3.4 SERVICE LEVEL REPORTS AND NOTIFICATION PROCESS

Response Requirement 4: The Proposer must provide an example of service level reports and its notification process that satisfies the requirements as defined in Sections 3.60 and 3.61 of this RFP.

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6.3.5 AUTOMATED REPORTING CAPABILITIES

Response Requirement 5: The Proposer must describe the automated reporting capabilities that it will make available to the Texas Lottery, including the Texas Lottery's ability to access data (real time) and generate reports.

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Confidentiality Claimed
Not released

In addition, our proposed lottery gaming system
reports to be generated at precise times and made available to designated Texas Lottery staff.

Scientific Games' Service Management/Compliance Team, supported by our philosophy on service levels and performance, will combine to ensure that Scientific Games meets or exceeds all the Texas Lottery's service levels. Scientific Games' process will ensure that the Texas Lottery will be informed about any potential non-compliance in a timely and detailed fashion and it will also allow the Texas Lottery to perform real-time monitoring of service level and performance.

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6.4 SERVICE MANAGEMENT

6.4.1 INCIDENT AND PROBLEM MANAGEMENT

RFP Requirement: Incident management activities are associated with restoring normal service operations as quickly as possible and minimizing the adverse impact on the Texas Lottery's business functions. Problem management focuses on activities to identify and solve problems and known errors before incidents occur. These activities could include performing predictive analysis activities to identify potential future problems, develop recommended mitigation plans, and implement approved corrective mitigation actions and processes. The following table identifies the incident and problem management requirements.

Scientific Games considers this RFP requirement to be informational, therefore no response is required.

Table 8. Incident and Problem Management Requirements

ROLES AND RESPONSIBILITIES	SUCCESSFUL PROPOSER	TLC
1. Recommends criteria for incident and problem management support requirements, including: incident severity-level definitions and characteristics, categorization and prioritization schema, escalation requirements, etc.	X	
2. Approves the criteria for incident and problem management support requirements		X
3. Develops incident and problem management and Root-Cause Analysis (RCA) (e.g., events that trigger an RCA) procedures that support Texas Lottery's requirements	X	
4. Provides, maintains, and manages an incident and problem management system and knowledge database, including all hardware, software, databases, automated monitoring tools, and management and reporting tools	X	
5. Provides unrestricted read access by authorized Texas Lottery staff and other designated personnel to all current and historical incident and problem records and knowledge base data	X	
6. Resolves incidents on the first call in accordance with the Successful Proposer's procedures manual, knowledge database documents, and configuration database(s)	X	
7. Identifies and classifies incident severity-level characteristics and handle according to agreed-upon incident response procedures	X	
8. Escalates incidents to the appropriate next-level service group within the Successful Proposer, Texas Lottery, or third-party vendor as soon as it is clear that the initial receiver of the incident at the Successful Proposer is unable to resolve the incident without additional assistance or as required to comply with Service Level response times	X	
9. Tracks incident resolution progress through to final closure and records/updates incident record status as appropriate	X	

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Table 8. Incident and Problem Management Requirements

ROLES AND RESPONSIBILITIES	SUCCESSFUL PROPOSER	TLC
10. Provides expert functional and process assistance for all Lottery services identified in this RFP at all support levels and escalates to other resources as required	X	
11. Documents solutions to resolved incidents in a central knowledge database; accurately updates all information pertinent to the incident ticket including general verbiage, codes, etc.	X	
12. Maintains current and historical records of all incidents and problems and their resolution for the life of the Contract and provide reporting and trend capabilities	X	
13. Provides end-to-end incident identification, escalation and resolution management; and a closure process including those incidents escalated to third parties	X	
14. Flags all incidents that require Root Cause Analysis (i.e., Severity One [1] and Severity Two [2] incidents or sales and validation related incidents) per the agreed-to procedures	X	
15. Determines whether an incident should be treated as a problem and creates a problem record	X	
16. Tracks ongoing status of any problem record to ensure that identified problems are addressed and resolved	X	
17. Ensures incident and problem resolution activities conform to defined change control procedures set forth in the Successful Proposer's procedures manual	X	
18. Coordinates and takes responsibility of incident resolution across all technical service areas with Texas Lottery and third parties (e.g., public carriers, Internet service providers, third party providers, etc.)	X	
19. Reviews and reports to the Texas Lottery the status of open, unresolved incidents and related problems and the progress being made in addressing problems	X	
20. Conducts incident and problem review sessions and provides status reports detailing the Root Cause of and procedure for correcting recurring problems until closure as determined by Texas Lottery	X	
21. Jointly participates in incident and problem review sessions as appropriate	X	X
22. Coordinates with Texas Lottery and third-party support groups to acquire and transfer knowledge on incident and problem resolution and records this knowledge gained into the knowledge base to facilitate increased ability for the Successful Proposer to provide first call resolution	X	

Table 8. Incident and Problem Management Requirements

ROLES AND RESPONSIBILITIES	SUCCESSFUL PROPOSER	TLC
23. Provides incident management reporting	X	

Table 9. Incident and Problem Management Response Requirements

RESPONSE REQUIREMENT
1. The Proposer must acknowledge and accept the roles and responsibilities and detail requirements indicated in this section.
2. The Proposer must provide a description of its proposed incident and problem management process to ensure adequate resources are available to meet the Texas Lottery's Service Level Requirements.

RESPONSE TO TABLE 9: INCIDENT AND PROBLEM MANAGEMENT RESPONSE REQUIREMENTS

6.4.1.1 ACKNOWLEDGEMENT OF ROLES AND RESPONSIBILITIES AND DETAIL REQUIREMENTS

Response Requirement 1: The Proposer must acknowledge and accept the roles and responsibilities and detail requirements indicated in this section.

Scientific Games acknowledges and accepts the roles and responsibilities, and will comply and often exceed the detail requirements indicated in RFP Section 6.4.1.

6.4.1.2 INCIDENT AND PROBLEM MANAGEMENT PROCESS

Response Requirement 2: The Proposer must provide a description of its proposed incident and problem management process to ensure adequate resources are available to meet the Texas Lottery's Service Level Requirements.

Scientific Games' approach to incident and problem management is multi-tiered. We handle all retailer or terminal related trouble calls, supply calls, and system incidents according to a specific, well defined processes and ITIL. The goal of these processes is to ensure that incidents are quickly defined, managed, and resolved on the first call whenever possible.

Root cause analysis is performed to determine if any incidents can be defined as a "problem." Anything falling into the "problem" classification is assigned to a Problem Management Team for additional analysis and mitigation to prevent future occurrences.

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INCIDENT MANAGEMENT

Scientific Games incident management can be divided into three separate categories:

- Trouble calls managed by the TRCC
- Supply calls also managed by TRCC
- System incidents managed by the Texas Triage Team according to our system incident process

Trouble Calls

The TRCC is the first-line resolution team for all retailer trouble calls. The goal of the TRCC operators is to close the call over the phone on the first call. Operators have access to troubleshooting guides to assist them in resolving the issue over the phone with the retailer's assistance. Other resources available include TRCC Supervisors and Managers, and primary data center operations staff. The escalation path for calls that cannot be immediately resolved by the TRCC goes directly to dispatch. An FST will be dispatched to the retail location to work through the issue until resolution.

All retailer trouble calls are logged into the   using standard trouble and repair codes.   provides a wide array of reports and query capabilities so that the   can be extracted in a format that will be useful to the Texas Lottery. This   is an ever growing knowledge base that Scientific Games' utilizes for problem identification.

Supply Calls

All supply calls are logged into   . Supply calls are treated as an incident   An out-of-supplies call would   and be processed through   k, as appropriate, to ensure the quickest possible turnaround and receipt of ticket stock rolls or instant ticket inventory. Low inventory supply calls would be processed   to ensure a timely delivery to meet or exceed the Texas Lottery's service level agreement, while not allowing the retailer to run out of the requested supplies.

Proactively, while visiting retailers the LSRs and FSTs will monitor all supplies in an attempt to avert any supply outage or low inventory supply calls. Smart Services can be utilized to track any retailers who consistently allow themselves to run out of stock prior to placing an order. These chronic retailers can be assisted by the LSR to develop an automatic order schedule that will help the retailer avoid such situations.

System Incidents

If a System Incident or SYSCON (System Condition) should occur, Incident Management is conducted by the Texas Triage Team (including our Incident Manager) and the TRCC. The Texas Triage Team, composed of the Texas Site Director, Assistant Director of Technology, Operations Manager, Software Development Manager, NDC Operations Support, and Network Operations Support, will troubleshoot any SYSCON according to Scientific Games' Escalation Process. The Texas Triage Team will manage the SYSCON to its immediate resolution, calling on the required resources and any third parties necessary to resolve the issue.

Each incident will be prioritized according to the classification shown in Figure 6.4-1.

Figure 6.4-1: Incident Classifications

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levels are defined and managed according to the following specific definitions:

When a site is at   it means that everything is normal at that site. No action is required at this level.

When a site is at   a minor issue has occurred that does not present a risk to our customer and does not attract any liquidated damages. At this condition level, the Lead Computer Operator on duty will contact the Computer Operations Manager immediately once the problem becomes apparent. The Computer Operations Manager will notify the Deputy Director of Technology within one hour of such an incident. Based on the issue the Deputy Director of Technology may need to notify the Lottery. If notification is necessary, follow up with an incident report within 24 hours. No further notifications are required beyond this point.

Example:
A non-critical report is missing or some basic non-critical terminal functionality is unavailable.

When a site is at   some important functions of the systems and/or network are not operating properly. In these circumstances, the Lead Computer Operator will contact the Computer Operations Manager immediately who in turn will immediately contact the Deputy Director of Technology. Within a period of one hour, the Deputy Director of Technology will notify the Lottery Officials and Account Director of the outage. If the problem persists after a period of two hours, the Account Director will make contact with the Vice President of Lottery Operations and the Chief Technology Officer (CTO); otherwise, notification will be made via email and by providing a copy of the incident report within 24 hours of the incident. The Deputy

Director of Technology, with assistance from the TRCC, will continue to provide updates hourly until the issue is resolved. The open ticket in   will be updated and closed within 24 hours.

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Example:

This condition occurs when less than 10% of the network (excluding the normal operations of managing a single communication line or two) is affected by an outage or some system functionality, such as retailer invoicing is not available to retailers.

When a site is at   the systems and/or network are operating in a degraded fashion. This level of performance will have consequences for both our customer and Scientific Games. In these circumstances, the Lead Computer Operator will contact the Computer Operations Manager immediately who in turn will contact the Deputy Director of Technology immediately. The Deputy Director of Technology will immediately notify the Lottery and Account Director of the outage. If the problem persists after a period of 30 minutes, the Account Director will make contact with the Vice President of Lottery Operations and the Chief Technology Officer to notify them of the outage. After a period of one hour, the Vice President of Lottery Operations will notify the Chief Operating Officer of the outage; otherwise, notification will be made via email and by providing a copy of the incident report within 24 hours of the incident. The Deputy Director of Technology, with assistance from the NDC, will continue to provide updates hourly until the issue is resolved. The open ticket in SIT will be updated and closed within 24 hours.

Example:

Degraded system performance occurs when a system function such as an online game is not available.

Degraded network performance occurs when more than 10% of the network is affected by an outage, but some portion still functional.

When a site is at   a serious system and/or network outage has occurred which has significant ramifications for our customer and for Scientific Games. In these circumstances, the Lead Computer Operator will contact the Computer Operations Manager immediately who in turn will contact the Deputy Director of Technology immediately. The Deputy Director of Technology will immediately notify the Account Director who will immediately contact the Vice President of Lottery Operations and Chief Technology Officer. If the problem persists after a period of one hour, the Vice President of Lottery Operations will notify the Chief Operating Officer (COO) of the outage; otherwise, notification will be made via email and by providing a copy of the incident report within 24 hours of the incident. At the COO's discretion, the COO will be contacted after four hours. The Deputy Director of Technology, with assistance from the NDC, will continue to provide updates hourly until the issue is resolved. The open ticket in SIT will be updated and closed within 24 hours.

Example:

The entire production system is down or the entire communications network is not functioning.

The   process also specifies that an incident report must be completed within 24 hours for all SYSCON levels other than   (normal operations). Figure 6.4-2 is a graphical representation of each SYSCON condition level.

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To aid in managing   , Scientific Games uses   for Incident Tracking and
A sample of the Incident Tracking Form is shown in Figure 6.4-3.

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The System Incident database can be queried for a number of different options to provide varied reports and statistics on incidents.

Using the Sharepoint   portal, a broadcast email and telephone call can be placed to the Triage Team notifying them of a SYSCON. This same application will be used to broadcast status updates to impacted parties during the SYSCON.

The Texas Lottery will be provided access to our real-time Client Incidents website portal, which provides current information on SYSCON's for all Scientific Games' sites. A sample of one of several historical reporting features of the Scientific Games Client Incident website is shown in Figure 6.4-4.

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Scientific Games'   process ensures that the right individuals will be involved in resolving an incident from start to finish and that the Texas Lottery will be apprised of the current status every step along the way.

Historically, many   can be tracked to changes made on the system. For this reason, in 2009, Scientific Games adopted a Change Management Process that details the steps and notifications that must be made prior to making a change of any type of the online gaming system.

For the Texas Lottery project, Scientific Games has created the position of Change Manager reporting to the Service/Compliance Manager. The Change Manager will monitor the process for all Request for Change (RFC) forms submitted through the   application to ensure that a well defined plan, schedule, and back-out plan have been established. They will also provide proper notification to the impacted parties of any requested change. Ultimately, having a Change Manager assigned to the Texas Lottery project will mitigate the risk involved with system changes and reduce the probability of SYSCON. A sample RFC form is displayed as Figure 6.4-5.

Problem Management

Scientific Games has adopted a formal problem management process as defined by ITIL. To support that process, Scientific Games defines problems as: " … an unknown underlying cause of one or more incidents…"

A problem is a condition often identified as a result of multiple incidents that exhibit common symptoms. Problems can also be identified from a single significant incident, indicative of a single error, for which the cause is unknown, but for which the impact is substantial.

The goal of problem management is to minimize the adverse impact of incidents and problems on the business that are caused by errors within the IT Infrastructure, and to prevent recurrence of incidents related to these errors. In order to achieve this goal, problem management seeks to get to the root cause of incidents and then initiate actions to improve or correct the situation.

The problem management process has both reactive and proactive aspects. The reactive aspect is concerned with solving problems in response to one or more incidents. Proactive problem management is concerned with identifying and solving problems and known errors before incidents occur in the first place.

A high level diagram of the process that Scientific Games applies to handle incidents and then define and resolve problems is shown as Figure 6.4-6.

HIGH LEVEL INCIDENT PROCESS

Incident Occurs → SIT Ticket Opened → Does match exist in KE database? → Y → Implement Fix → Generate IR

N ↓

Develop Workaround

PROBLEM MANAGEMENT PROCESS - PROBLEM CONTROL

Review all SIT Tickets → Does match exist in KE DB → Y → Incident details added to record in KE DB

N ↓

Does match exist in PM DB → Y → Incident details added to record in PM DB

N ↓

Does match exist in IM DB → Y → Determine if Incident meets criteria to become Problem

N →

Open Problem Record → Prioritize

Figure 6.4-6: Incident Resolution Process

Scientific Games continually monitors incidents of all types so that any incidents occurring with a greater frequency are properly classified and assigned to the appropriate Problem Management Team.

Scientific Games has an internal Field Service Problem Management Team that will be available to identify problems with terminals and field service, perform root cause analysis, and follow up with problems until they are resolved. This team is comprised of key members of our Field Service Organization including: David Douglas (Senior Director of Service Management), Jessie Pack (Senior Manager of Field Operations), Regional Field Service Managers, Field Service Managers, Field Service Supervisors, and Bench Repair Managers representing many of our online sites. The Texas Regional Field Services Team will also have representation on the Field Service Problem Management Team.

Currently, David provides corporate oversight and direction for all online systems, retailer services operations, online operations data centers, and the NRC in   . If awarded the contract for the Texas Lottery, David will bring his skill set to the Texas Management Team as Deputy Director of Technology. He will direct the delivery of overall service, improvement plans, influence service and business management strategies, and be responsible to ensure all SLAs are met according to contract requirements.

In 2008, Scientific Games established a Problem Management Team to handle SYSCONs. This team is also composed of professionals within Scientific Games including: Senior Director of Service Management, Senior NRC Manager, NDC Manager, Operations Support, Network Support, General Manager, and Operations Manager. This team's charter mission is to:

- Proactively identify, prioritize and address the problems raised in the production environment.
- Eliminate incidents, especially the high-impact and recurring ones.

The specific responsibilities of the Problem Management Team are to:

- Move the high-priority incidents to problem management.
- Determine the priority of a problem by averaging the impact of its related components.
- Identify high-priority problems on which to work.
- Assign each high-priority problem to its respective Problem Assignee (i.e., Action Owner) to resolve.
- Provide member oversight of the progress of a problem assigned to a Problem Assignee.
- Track assigned problems and ensure their timely and successful completion.
- Train the organization on the use of Incident and problem management activities.
- Communicate the status of problem management activities with appropriate employees and senior management.
- Reward groups and individuals contributing to effective prevention and resolution of problems.

In support of these responsibilities, the Problem Management Team collects additional data and information at the end of incident that is used to assist in prioritizing incidents for further review. The following Figure 6.4-7 shows the data collection points in the   form.

The Problem Management Team meets weekly to review the status of "problems" and evaluate incidents for new "problems." Problems are then assigned and the responsible individual tracks it to completion, including any that are assigned to a third party resource. Scientific Games will provide regular updates to Texas Lottery staff on any problems impacting Texas Lottery operations or any problems identified in other jurisdictions that may have implications on Texas Lottery operations.

In support of Scientific Games' Problem Management Team mission, we have established the position of Problem Manager who will be specifically assigned to the TLC Account Team. This individual, along with the Service/Compliance Manager and Change Manager, will define and implement best practice criteria for incident and problem management support requirements, including severity-level definition and characteristics, categorization and prioritization schema, and escalation requirements. They will provide incident and problem management and Root-Cause Analysis by thoroughly investigating each incident to define and prevent the root cause from happening again, and will work with the support teams to track incident resolution progress through final closure. They will update the central knowledge database so all users will benefit from their findings. They will also maintain current and historical records for all incidents, problems (and their resolutions for the life of the contract), and provide reporting and trend capabilities.
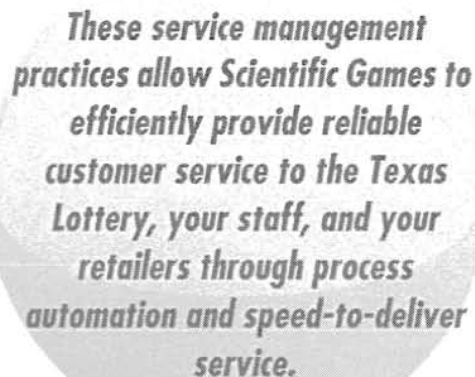
Scientific Games will apply our existing processes to restore normal service operations as quickly as possible and minimize the adverse impacts to the Texas Lottery. But our problem management process takes it one step further by endeavoring to identify and resolve problems before an incident can occur. Our goal will be to provide 100% service, 100% of the time.

6.4.2 CAPACITY MANAGEMENT

RFP Requirement: Capacity management services are the activities associated with ensuring that the capacity for supporting all Lottery functions matches the evolving demands of the Texas Lottery's business in the most cost-effective and timely manner. The following table identifies the capacity management requirements.

Scientific Games considers this RFP requirement to be informational, therefore no response is required.

Table 10. Capacity Management Requirements

ROLES AND RESPONSIBILITIES	SUCCESSFUL PROPOSER	TLC
1. Jointly identifies and plans for future business requirements that may alter capacity requirements	X	X
2. Defines capacity management requirements based on Texas Lottery provided projections	X	
3. Develops, documents and maintains capacity management procedures that meet Texas Lottery requirements	X	
4. Establishes a comprehensive capacity management planning process	X	
5. Defines, develops and implements tools that allow for the effective capacity monitoring/ trending of the Lottery Gaming System and associated business functions	X	
6. Assesses capacity impacts when adding, removing or modifying the Lottery Gaming System and associated business functions	X	
7. Continually monitors all Lottery operations and services to enable proactive identification of capacity and performance issues	X	
8. Forecasts future Texas Lottery capacity requirements	X	
9. Assesses incidents/problems related to system performance and business operations	X	
10. Identifies and implements capacity changes to improve performance of Lottery systems, operations and services	X	
11. Ensures adequate capacity exists within the Lottery Gaming System and all Lottery business operations and services to meet SLR requirements taking into account daily, weekly and seasonal variations in capacity demands	X	

Table 11. Capacity Management Response Requirements

RESPONSE REQUIREMENT
1. The Proposer must acknowledge and accept the roles and responsibilities and detail requirements indicated in this section.

Table 11. Capacity Management Response Requirements

RESPONSE REQUIREMENT
2. The Proposer must provide a description of its proposed capacity planning process to ensure adequate resources are available to meet the Texas Lottery's Service Level requirements based on current and future growth expansion over the life of the Contract.

RESPONSE TO TABLE 11: CAPACITY MANAGEMENT RESPONSE REQUIREMENTS

6.4.2.1 ACKNOWLEDGEMENT OF ROLES AND RESPONSIBILITIES AND DETAIL REQUIREMENTS

Response Requirement 1: The Proposer must acknowledge and accept the roles and responsibilities and detail requirements indicated in this section.

Scientific Games acknowledges and accepts the roles and responsibilities, and will comply and often exceed the detail requirements indicated in RFP Section 6.4.2.

6.4.2.2 CAPACITY PLANNING PROCESS

Response Requirement 2: The Proposer must provide a description of its proposed capacity planning process to ensure adequate resources are available to meet the Texas Lottery's Service Level requirements based on current and future growth expansion over the life of the Contract.

Scientific Games adheres to the capacity management process included in the ITIL. It is the discipline that ensures IT infrastructure is provided at "the right time in the right volume at the right price," thereby matching the RFP roles and responsibilities requirement.

ITIL CAPACITY MANAGEMENT

The process goal of ITIL capacity management entails:

- ITIL-aligned Capacity management policies, processes and procedures
- Dedicated Capacity Management Process Owner
- Business Capacity Management to forecast capacity needs based on business events
- Service Capacity Management to ensure the capacity levels support established service level targets
- Resource Capacity Management to ensure the capacity levels are provided for at the individual IT device level
- Actions to ensure appropriate levels of capacity have been built into new IT Solutions
- Periodic and ongoing forecasting for capacity needs based on both business and technical input
- Ongoing monitoring and analysis of current performance to ensure appropriate levels of capacity have been provided and resources are optimally tuned

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Capacity management leads to increased efficiency and performance in several areas and will help the Texas Lottery achieve its stated goal of operating the Texas Lottery in an efficient manner, and optimizing revenues to the Foundation School Fund.

Scientific Games' divisions all contribute input to determine the required services, what type of supportive infrastructure is required, the level of contingency needed, and associated implementation plans to implement any changes.

The goal of our Capacity Management at Scientific Games is to manage all capacity and performance-related service and resource matters. The Capacity Management process which will be the task of the System Administrator under the direction of the Operations Manager will:

- Create and maintain a Central System Capacity Plan
- Act as an expert and advisor on all capacity and performance issues and needs
- Manage the environment to meet or exceed established service level agreements (SLAs), while understanding the impact on both services and resources
- Take the role of problem manager for capacity and performance problems
- Evaluate all changes as they might relate to performance and capacity
- Be proactive while being cost-aware

This translates to the following roles, which may or may not be the function of a single person or single group, but will be overall responsibility of the Deputy Director of Technology:

- **Performance Monitor** – Observe patterns of both IT and business activity, perform reporting activities and solve performance problems noted
- **Performance Tuner** – Provide for efficient delivery of SLAs with existing resources
- **Capacity Planner** – Understand current and future resource demands and create a forecast and capacity plan with sufficient future focus to allow time to react
- **Capacity and Performance Policy Manager** – Define thresholds and other policies for planning purposes
- **Resource Demand Manager** – Manage resources efficiently through policies

Capacity Management Sub-Processes – Capacity Management consists of a number of sub-processes, within which there are various activities. Each sub-process shares the same activities, including modeling, service monitoring, performance management, demand management, workload management, analysis, change initiation, optimization, and trend analysis.

The three sub-processes of Capacity Management are defined below:

- **Business Capacity Management** – This sub-process is responsible for ensuring that the future business requirements for IT services are considered, planned for and implemented in a timely fashion. This timeliness can be achieved by analyzing data on current resource utilization and gathering business projections and application design plans, in order to forecast and model future requirements. As with many ITIL activities, successful Business Capacity Management involves close collaboration between IT and the business.

- **Service Capacity Management** – The focus of this sub-process is the management control and prediction of the performance of the operational IT services that enable users to perform day-to-day activities. The focus must be on end-to-end service SLAs rather than the individual infrastructure components. If you focus narrowly on each IT component first, without understanding the end-to-end service, the organization risks investing in resources that may not be needed, and not investing where they are truly needed. In this sub-process, not only is engagement with the business essential, but cross-platform, cross-technology collaboration will also be required.

- **Component Capacity Management** – This sub-process focuses on the management of the individual components of the IT infrastructure. This is the "traditional" IT view, and is responsible for ensuring that all IT components that support a particular IT service are closely monitored and measured and that exercises are constantly performed to improve service capacity requirements. Again, a structured and top-down approach to Capacity Management ensures closer business alignment, and enables the prioritization of capacity investments to be based on business needs. It is critical to automate thresholds, where possible, to enable proactive management and minimize degradation and outages.

The Capacity Management ensures that cost-justifiable IT capacity in all areas of IT always exist and is matched to the current and future agreed needs of the business in a timely manner.

PROACTIVE REVIEWS

As the usage of services change and functionality evolves, the amount of processing power, memory, etc also changes. Scientific Games incorporates proactive reviews of the system to understand the demands being made currently, and how they will change over time. This approach allows us to foresee growth needs and adjust accordingly. If there are spikes in, for example, processing power at a particular time of the day, it proposes analyzing what is happening at that time and make changes to maximize the existing infrastructure, for example, tune the application, or move a non-critical process to a quieter period.

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These activities are intended to optimize performance and efficiency, and to plan for and justify production changes. These reviews consist of:

- Monitoring the performance and throughput or load on each server and network device
- Performance analysis of measurement data, including analysis of the impact of new releases on capacity
- Performance tuning of activities to ensure the most efficient use of existing infrastructure
- Understanding the demands on the system and network, and future plans for workload growth
- Influences on demand for computing resources
- Improvement planning – developing a plan for the implementation of improvements into test and production environments

BENEFITS OF CAPACITY MANAGEMENT USING BEST PRACTICES AT SCIENTIFIC GAMES

The benefits of implementing Capacity Management in line with ITIL best practices include:

- The ability to utilize the systems in the most effective manner possible
- The ability to proactively manage systems to reduce incidents and problems
- Reducing the risk of service degradation through better management of IT resources
- Reducing the risk resulting from changes to the IT infrastructure, made possible through application sizing and other monitoring and analysis activities
- Increasing customer satisfaction
- The foresight to anticipate and meet future capacity requirements before business processes are impacted

6.4.3 PERFORMANCE MANAGEMENT

RFP Requirement: Performance management services are those activities associated with tuning the Lottery Gaming System, including the optimization of all Lottery operations and services functions. The following table identifies the performance management requirements.

Scientific Games considers this RFP requirement to be informational, therefore no response is required.

Table 12. Performance Management Requirements

ROLES AND RESPONSIBILITIES	SUCCESSFUL PROPOSER	TLC
1. Develops, documents and maintains performance management procedures that meet Service Level Requirements	X	
2. Performs Lottery Gaming System tuning to maintain optimum performance	X	
3. Manages Lottery Gaming System and all Lottery operations and service functions and distributes resources to meet defined availability and performance SLRs	X	
4. Evaluates and identifies systems and operational configurations or changes to configurations that will enhance performance	X	
5. Implements improvement plans and coordinates with third parties as required	X	

Table 13. Performance Management Response Requirements

RESPONSE REQUIREMENT
1. The Proposer must acknowledge and accept the roles and responsibilities and detail requirements indicated in this section.
2. The Proposer must provide a description of its proposed performance management processes.
3. The Proposer must describe how the Proposer plans, develops, modifies, monitors and reports on System and network performance. The Proposer must demonstrate knowledge and experience of capacity and performance tools for managing the Lottery Gaming System and all managed services defined within this RFP.

RESPONSE TO TABLE 13: PERFORMANCE MANAGEMENT RESPONSE REQUIREMENTS

6.4.3.1 ACKNOWLEDGEMENT OF ROLES AND RESPONSIBILITIES AND DETAIL REQUIREMENTS

Response Requirement 1: The Proposer must acknowledge and accept the roles and responsibilities and detail requirements indicated in this section.

Scientific Games acknowledges and accepts the roles and responsibilities and will comply and often exceed the detail requirements indicated in RFP Section 6.4.3.

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6.4.3.2 PERFORMANCE MANAGEMENT PROCESS

Response Requirement 2: The Proposer must provide a description of its proposed performance management processes.

The Scientific Games IT Performance Management Process includes the monitoring and measurement of metrics to assess the performance of the gaming system, network, and IT operations. As described earlier, our performance management process has a direct input into our Capacity Management Process.

Operationally, our Performance Management process is the subset of tools and processes in IT Operations which consists with the collection, monitoring and analysis of metrics that notify Scientific Games if a system component is available, or if the metrics indicate abnormal behavior that can impact the components' ability to function correctly. This type of monitoring includes critical gaming systems components, network devices, as well as ancillary equipment. These metrics are utilized to identify trends, keep track of Service Levels, identify problem areas, and provide input into our Capacity Management Process. They improve strategic and operational capabilities of Scientific Games in designing and developing our systems and services for maximum customer satisfaction, productivity, and performance.

Benefits of the Scientific Games Performance Management Tools and Process:

- Provide real-time and historical data to measure Service Levels
- Ability by management to review historical effects of releases and improvement initiatives
- Proactive alerts to isolate failing components or performance issues
- Provides historical data for incident management process, which can speed future repairs and remediation
- Provides historical data on system and network component workloads and usage to help capacity planning

In addition to monitoring performance in real-time, Scientific Games performs a periodic review of all system and network performance as described in our Capacity Planning section.

6.4.3.3 SYSTEM AND NETWORK PERFORMANCE

Response Requirement 3: The Proposer must describe how the Proposer plans, develops, modifies, monitors and reports on System and network performance. The Proposer must demonstrate knowledge and experience of capacity and performance tools for managing the Lottery Gaming System and all managed services defined within this RFP.

In today's dynamic and fast-paced Lottery technology world, business and IT need to become adaptive and synchronized to capitalize on change to achieve maximum performance and optimal sales growth. Scientific Games utilizes proven tools to continuously monitor all the deployed elements in the system and network and proactively alert the operators of service conditions and performance metrics, including transmission failures and outage events. All alerts affecting system or network performance result in a SYSCON, which is described later in this section, to ensure the highest visibility and quickest resolution.

Beginning of a project implementation, the Gaming System Architecture (GSA) Team will customize the Performance Management thresholds specific to Texas Lottery requirements. This process will ensure that all system metric reporting and

alerts reflect the service level agreements to ensure we are meeting or exceeding expectations. Our integrated management approach consolidates information representing the aggregate health of the overall gaming system. This provides a foundation for confidently providing, delivering, and documenting Service Level Agreements (SLAs).

Understanding the infrastructure resource relationships that comprise the overall gaming system will also facilitate quicker problem resolution and root-cause identification.

Scientific Games' operations personnel continuously monitor all systems and networks. System faults are detected, diagnosed, and corrected in a timely manner using tools described below.

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6.5 COMPLIANCE REVIEW (DRs 9 and 10)

RFP Requirement: Compliance services are the activities associated with independent testing and verification of contractual compliance. The Texas Lottery currently contracts with an independent firm to conduct contract compliance reviews. All expenses are reimbursed by the Lottery Operator. The current independent firm invoices approximately $349,470 annually. This amount does not include the initial risk assessment and risk analysis report. The following table identifies compliance review requirements.

Scientific Games has read and understands that the Texas Lottery will employ the services of an independent party (an Auditor) to test and verify Scientific Games' performance as it relates to compliance with various provisions of the contract. Scientific Games understands that the Texas Lottery will select the firm that conducts this compliance audit and that the successful proposer will be responsible for reimbursing the Texas Lottery for all costs billed to the Texas Lottery by the independent firm for work performed in connection with this compliance review. This satisfies RFP Table 14, Detail Requirement No. 9.

Scientific Games acknowledges the requirement and agrees to cooperate fully with the independent firm in their conduct of this audit and will provide the auditing firm with full, free, and prompt access to all Scientific Games activities, records, property, and personnel, as well as those of any contractors or subcontractors. This satisfies RFP Table 14, Detail Requirement No. 10.

Table 14. Compliance Review Requirements

ROLES AND RESPONSIBILITIES	SUCCESSFUL PROPOSER	TLC
1. Conducts comprehensive risk assessment and develops risk analysis report		X
2. Assists in developing test procedures for compliance of contractual provisions	X	
3. Reviews and approves test procedures		X
4. Contracts with an independent third-party for compliance monitoring based on approved test procedures		X
5. Generates compliance reports		X
6. Applies corrective actions based on findings of non-compliance	X	
7. Demonstrates that the corrective actions have been implemented	X	
8. Reviews and validates corrective action		X

DETAIL REQUIREMENTS	RESPONSE SECTION(S)
9. The Successful Proposer shall be responsible for reimbursing the Texas Lottery for all costs billed by the independent firm and paid by the Texas Lottery for the compliance reviews.	6.5
10. The Successful Proposer shall cooperate fully with the independent firm (which will be selected by the Texas Lottery). The Successful Proposer shall provide the independent firm full, free and prompt access to all activities, records, property, and personnel of the Successful Proposer and of its contractors and subcontractors.	6.5

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Table 15. Compliance Review Response Requirements

RESPONSE REQUIREMENT
1. The Proposer must acknowledge and accept the roles and responsibilities and detail requirements indicated in this section.
2. The Proposer must describe how it will meet compliance review requirements. This must include a description of the policies and practices to prevent, detect, and resolve compliance issues. In addition, the Proposer must demonstrate experience, ability, and intent to meet all contractual compliance requirements.

Table 16. Compliance Review Service Levels

SLR #	SLR NAME
3.60.16	Failure to Provide Information and/or Cooperate Fully with Contract Compliance Review
3.60.17	Failure to Correct Audit and/or Compliance Finding

RESPONSE TO TABLE 15: COMPLIANCE REVIEW RESPONSE REQUIREMENTS

6.5.1 ACKNOWLEDGEMENT OF ROLES AND RESPONSIBILITIES AND DETAIL REQUIREMENTS

Response Requirement 1: The Proposer must acknowledge and accept the roles and responsibilities and detail requirements indicated in this section.

Scientific Games acknowledges and accepts the roles and responsibilities, and will comply and often exceed, the detail requirements indicated in RFP Section 6.5.

6.5.2 COMPLIANCE REVIEW REQUIREMENTS

Response Requirement 2: The Proposer must describe how it will meet compliance review requirements. This must include a description of the policies and practices to prevent, detect, and resolve compliance issues. In addition, the Proposer must demonstrate experience, ability, and intent to meet all contractual compliance requirements.

Scientific Games is the only U.S. lottery vendor that is publicly traded on a U.S. stock exchange. As a result, Scientific Games is required to have a comprehensive compliance program in place. Our company also operates in an industry that has very strict regulatory oversight. Its Board of Directors has designated a Compliance Committee, comprised of three independent Directors, and that Committee has approved the standards/requirements of our compliance program (Program) in accordance with the law, our regulatory oversight, and good governance in order to protect our reputation and standing. Scientific Games has a state of the art Code of Conduct in place which has been approved by the Board of Directors.

6.5.2.1 COMPLIANCE PROGRAM

In the conduct of this program, we require compliance review for most all of our customers, and for all of our vendors, suppliers, and consultants. The amount of review and due diligence required is on a sliding scale, depending on the nature and extent of the business relationship the individual/entity will have with Scientific Games. One time suppliers with minimal cost require limited review while joint venture partners require extensive review.

The purpose of the compliance review process is to ensure that the vendors (including consultants) and customers that the company does business with are entities/individuals: (1) who will cooperate with appropriate regulatory authorities; (2) who are "suitable" or "qualified" as those terms are used by applicable gaming authorities; and (3) whose role with the company is not likely to result, in the judgment of the Board of Directors, in the failure of the company to obtain, maintain, renew or qualify for a license, contract, franchise, or other regulatory approval with respect to the operation or conduct of our business.

The day-to-day management of the program is the responsibility of Larry Potts, our Chief Compliance Officer, who is a retired FBI agent and former Deputy Director of the FBI. Ira Raphaelson, Scientific Games' General Counsel of provides counsel and guidance to the program and comes from a distinguished background in both the government (including being a Presidential Appointee) and private practice where he was recognized internationally as an expert in corporate governance.
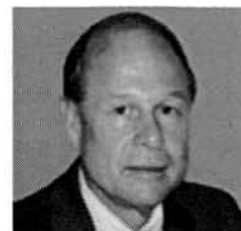
Larry Potts

It is incumbent upon each Scientific Games employee to take advantage of the support the Legal and Compliance Departments provide in managing business and legal risks. The following summarizes our policies as it relates to compliance:

- No lawyer may be hired to perform work on behalf of any Scientific Games entity that has not been engaged through the legal department. This policy helps Scientific Games control costs and manage outside lawyers. Where such lawyers have been hired, they will not be paid unless their invoices are approved by our General Counsel, or someone designated within the legal department.

- All contracts are drafted by or through the legal department. This includes contracts of employment, joint ventures, engagement of government affairs representatives (GARs), international consultants, vendors assisting in RFP work, business partners, sales agents, and major purchases. Scientific Games' international contracts include specific, Board-approved warranties and representations relating to the legal and ethical standards to which our foreign employees, agents, consultants, vendors, and other business partners will be held.

- Many of the individuals and businesses with whom we plan to do work require compliance approval. These individuals and businesses must complete our "Request for Initiation of Compliance Process" form. Larry Potts and his team begin the process as soon as Scientific Games identifies the need for certain contracting services, including:

  ○ GARs (all lobbyists inside and outside the U.S.)

  ○ Pre-bid RFP work

  ○ Acquisition targets

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○ Joint venture partners

○ Domestic business partners with whom we intend to have revenue sharing arrangements

○ Consultants

○ Sales representatives

○ Certain domestic customers

○ Business partners, vendors, and customers outside the U.S.

○ Corporate Officers and members of the Board of Directors

In today's business world, managing business and legal risk is of the utmost importance. There are critical issues at stake and a casual approach can result in significant consequences. Our Compliance Team is always available should the Texas Lottery have questions.

6.5.2.2 INTERNAL AUDIT DEPARTMENT

Scientific Games has a corporate internal audit department, headed by David Rabideau, based at our corporate campus in Alpharetta. David, and his team will ensure the effectiveness of the Texas-based Scientific Games Service and Compliance Team and assist in establishing the key organizational functions to ensure proper resources are in place to meet the Texas Lottery contract compliance objectives. While David's team will not replace the need for an external compliance audit, their work, in conjunction with the Scientific Games Service and Compliance Team in Texas, ensures Scientific Games' commitment to the Texas Lottery's compliance objectives.

David Rabideau

6.5.2.3 LOCAL SERVICE LEVEL TEAM

The TLC Service and Compliance Team will be comprised of a Service/Compliance Manager, Problem Manager, and Change Manager will be chartered with the following objectives:

- Continuous monitoring of performance against contract terms
- Timely feedback to operational management
- Identification of process issues
- Identify process improvements
- Track implementation of process improvements
- Track performance failures and calculate appropriate sanctions
- Coordinate efforts with external audit review
- Escalation to Scientific Games corporate internal audit

SUPERIOR VALUE

The team will report to the proposed Texas Account Director, with additional reporting duties to the Scientific Games Corporate internal audit team in Alpharetta. This organizational structure ensures strong organizational support within the proposed Scientific Games Texas organization and the Scientific Games corporate organization. The Scientific Games Service Management and Compliance Team will have a wide array of resources available to perform their jobs and achieve their responsibilities. This overall structure demonstrates Scientific Games' commitment to contract compliance and will fully support the work efforts of the Texas Lottery's selected independent firm for contract compliance reviews.

> *The service level team will be on-site. They will be dedicated to ensuring service level compliance.*

6.5.2.4 DELIVERABLES

Scientific Games provides a broad range of deliverables designed to streamline the process of compliance review.

Deliverables Associated with the Project Launch

- Weekly Status Reviews with the Lottery
- Weekly Internal Executive Reviews
- Conversion Project Plan
- Project Tracker Web Portal

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Deliverables Associated with Ongoing Operations

Availability of Central Systems – Scientific Games employs state-of-the-art process automation technology ™) to monitor the health and status of all elements of the gaming system. This technology proactively monitors the system for anomalous conditions and alerts operators who will address any situation. This advanced monitoring system helps ensure that timely detection is provided to operators, allowing them to quickly make corrections to a wide range of conditions that could affect availability of the central system.

Availability of Communications Network – Scientific Games proposes to employ a highly-advanced, automated Lottery Network Monitoring System (NMS) that continuously monitors all the many elements of the advanced terminal communications network that Scientific Games proposes to supply to the Texas Lottery. The NMS is comprised of numerous individual elements that, working in concert, enable us to provide an unparalleled level of automated detection of any anomalies or failures in the communications network. The NMS gives system Operators and Operations Management visual cues and automated message alerts that signal events or conditions that may need attention. This advanced capability for detection is the first line of defense in identifying potential problem situations before they can lead to significant outages.

Scientific Games also proposes to use   . Through its connectivity with the Computer Front Ends (CFEs), RavenWeb combines this real-time information with background information from the database and/or log files to provide a complete picture of both the present and past network behavior.

Availability and Accuracy of Reports and File – Scientific Games is required to undergo SAS-70 audits as a part of their relationship with many of our domestic lottery customers. Any compliance exceptions noted as a part of these audits are addressed by the local site staff to ensure immediate corrective action. Additionally, Scientific Games' systems, security, and sites have successfully been audited for compliance with Rule 2 of the Multi-State Lottery Association (MUSL). We are committed to providing the Texas Lottery with the same high degree of security in fulfillment of our contract requirements.

Deliverables Associated with Software Development and Testing – Scientific Games is the first and only supplier in the Lottery industry to develop software change control processes that have been certified as compliant with the North American Association of State and Provincial Lotteries (NASPL) requirements.

The process of software change control includes:

- Creation of specifications
- Software development delivery timeframes
- Internal and external software testing cycle times
- Software quality reporting

The entire process is completed using standardized documentation that complies with NASPL's requirements. An independent third party audit of our software change process was conducted and resulted in process certification.

Deliverables Associated with Field Services – Scientific Games proposes to supply the Texas Lottery with a pair of advanced systems and associated management processes that will enable the proactive detection and prompt correction of conditions in which a selling terminal is "off-line."

The products that provide automated detection and alerting of a loss of communication with individual terminals are   As described earlier in this section, these products allow the Texas Call Center and Operations staff to pinpoint connectivity down to the retailer level. When a retailer is noted to be out of communication with the central system, the Call Center can proactively contact the retailer to determine the cause of the outage and work aggressively to re-establish communications.

If a visit by a Field Service Technician (FST) is required to restore service to the retailer, the software and system that automates the dispatch and routing of the best-available technician is Scientific Games' exclusive   s is an automated tool that utilizes an advanced rules-based decision engine

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coupled to   in the field to provide near-real-time prioritization and vehicle routing of field service calls.
will:

●

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●

● Provides real-time asset tracking of parts inventory, with a fully defined audit trail

Similar to the capability described above,   will automate the process of assigning Preventive Maintenance (PM) service calls to Scientific Games' team of qualified Field Service technicians; scheduling and monitoring new site installations; and scheduling delivery of supplies.

These capabilities provide a level of accountability that we believe is higher than any other vendor.

Scientific Games offers the following information as evidence of our experience, ability, and intent to meet all the contract provision's requirements for compliance.

6.5.2.5 PROJECT LAUNCH MANAGEMENT

Putting a third party terminal on another vendor's gaming system is not difficult for us. We have successfully proven this with customers around the world and most applicably for the BCLC and OLGC, both of which are GTECH systems. Scientific Games' design and development strategy has produced great success in deploying our terminals on   systems. In fact, we have been completely successful in implementing our last three phased conversions, as summarized below.

PENNSYLVANIA CONVERSION SUCCESS

Our success story in Pennsylvania was completed on June 16, 2009, only six months after the contract signing. The Pennsylvania implementation project involved the phased migration from a legacy system,   to Scientific Games'   and involved nearly 9,000 retailers, WAVE™ terminals, and peripherals.

With a two phase migration approach to the conversion we were able to have our communications network   ) operational early. The WAVE™ terminals were able to be authenticated on our installation system when they were deployed and operational on the then current   system prior to the "go live" date.

All of the retailers were upgraded to new WAVE™ terminals and peripherals and, by all accounts, the retailers that were upgraded to the new WAVE™ terminals and peripherals were very excited and satisfied with the performance, ease of use, and visibility to the players it has brought to their businesses. Retailers learned to use the new WAVE™ terminals at the training session scheduled throughout the state and readily adopted them into their business long before the systems conversion.

PENNSYLVANIA
LOTTERY

Benefits Older Pennsylvanians

Scientific Games Educational Services Team trained over 17,000 attendees prior to conversion, including retailers and Lottery staff. The training schedule was designed to precede equipment installation by an average of a week or less, which meant the retailer was well-versed on terminal and peripheral functionality and could quickly apply the skills they learned using the WAVE™'s training mode. This two phase conversion approach ensured that the final system conversion date was just another ordinary day of business for the retailers

At conversion date, 8,700 WAVE™ terminals were operational, each with a flat panel display, customer display unit, and a wireless ticket checker. In all, this implementation project encompassed well over 67,000 pieces of electronic equipment.

We believe the efforts described above are a testament to Scientific Games' capacity to deliver for the Texas Lottery.

CONNECTICUT CONVERSION SUCCESS

In early May 2008, Scientific Games successfully completed an eight month migration to the gaming system, 3,000 WAVE™ terminals, and associated peripherals and lottery equipment for the Connecticut Lottery Corporation.

The conversion introduced a number of next generation products including:

- 3,000 WAVE™ terminals
- 3,000 self-service ticket checkers
- Lottery InMotion point-of-sale advertising display
- management portal
-

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This project involved the integration of nearly 12,000 pieces of electronic equipment, including the installation of 3,000 retailer terminals and the training of nearly 9,000 retailers.

MARYLAND CONVERSION SUCCESS

In July 2006, Scientific Games successfully completed an eight month migration from the Maryland State Lottery Agency (MSLA) system to . This project involved the integration of over 35,000 pieces of electronic equipment including the installation of 4,200 terminals at 3,800 retailers.

Our implementation strategy for the MSLA system conversion followed our two phase conversion plan, which resulted in the most risk-free and least disruptive transition for the MSLA and its retailers. New network communications and retailer technology devices (terminals, ticket checkers, displays, signs, etc.) were deployed early to the retailers, communicating back to the legacy system - . On the day of system conversion, the switch-over to the new lottery gaming system — F—was transparent to the retailers. The following describes the key milestones associated with the two phase conversion plan executed by Scientific Games for the MSLA.

The MSLA awarded its online contract to Scientific Games in late October 2005, providing for an approximately eight month conversion period through early July 2006.

- Three months from award (Definition Phase)
  - Project plan validation
  - Terminal GUI design and terminal software emulation programming
  - Equipment procurement and manufacturing
  - Retailer communication planning
  - Installation schedule validation
  - Training plan logistics
- Five months from award (Installation Phase)
  - Deployed over 35K pieces of equipment (communications, terminals, ticket checkers, keno monitors, servers, signs, displays)
  - 4,200 terminals to 3,800 retailers, 2,500 of which were keno retailers; addressed unique installation requirements associated with historical districts and government building locations
  - Installed retailer sites during worst weather storm in 200 years—two weeks of torrential rain and extensive flooding
  - Built out new primary and back-up data center facilities
  - Trained 6,500 retailers, including 550 Korean retailers
  - Trained 150 lottery personnel
  - Deployed a unique terminal sales solution for visually impaired retailers

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- Six months from award (Ongoing systems and marketing activities)
  - Launched two promotions on the legacy system (top of ticket and single use coupon) during the conversion period. Requirements definition, programming, and marketing support for these promotion launches completed successfully in parallel with required system conversion activities.
- Eight months from award (Conversion)
  - Successfully launched the   with 3,800 retailers
  - Launched a new game promotion (keno doubler), and a new Pick 3 promotion just three weeks after conversion date. Requirements definition, programming, and marketing for these new promotion launches on the new system completed successfully in parallel with required conversion activities.
  - Launched a new horse race monitor game RACETRAX and another new Pick 3 promotion less than 60 days after conversion to   .
  - Designed requirements for our player activated terminals—PlayCentral.

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The implementation project effort was rewarded just eight months later when easily handled the increased sales volume of a $390 million Mega Million jackpot.

INDIANA (HOOSIER LOTTERY) ONGOING CONVERSION

Our team is currently engaged in the Indiana conversion, which is underway with a two phase conversion approach of a legacy gaming system to an integrated Lottery gaming system. On September 24, 2009 Scientific Games agreed to supply the Lottery with   ; which included a full suite of online and instant ticket pass-through systems and a range of lottery equipment including more than 4,000 WAVE™ terminals and peripherals. The conversion date is scheduled for late August 2010.

Installing 4,000 retail locations with WAVE™ terminals and wireless ticket checkers began in early April at a rate of nearly 350 retailers per week, with retailer training scheduled just days ahead of the installation. In all, we expect to train nearly 8,000 retailers prior to conversion. The installed terminals are currently operating with the legacy gaming system and will be cutover to the   .

We are confident our conversion activities in Indiana will successfully continue through the launch date, and will result in positive benefits to the Indiana players, retailers, and the Hoosier Lottery.

INTERNATIONAL IMPLEMENTATIONS

Scientific Games' success with implementations and conversions and other types of deployments are not confined to domestic or even North American lotteries. Scientific Games is a global lottery provider with significant presence on six continents. In addition to being what we believe is the second largest online lottery provider in Europe, we have lottery systems operating in Argentina, Canada, China, the Dominican Republic, France, Germany, Hungary, Iceland, Latvia, the Republic of Korea, Mexico, the Netherlands, Norway, the Philippines, Spain, Sweden, and Switzerland. In addition, proud to share two significant international implementation success stories in China and Italy next.

CHINA IMPLEMENTATION SUCCESS

In January 2008, Scientific Games agreed to supply a lottery ticket sales system and related services to the China Sports Lottery ("CSL") for the lottery market in the People's Republic of China ("PRC"). The national lottery ticket sales system was designed to track the distribution and validation of tickets throughout the PRC. Scientific Games also agreed to provide a national call center and 90,000 ticket validation terminals and related services such as game design, marketing, and distribution to the CSL provincial lotteries. Earlier, Scientific Games agreed to a contract for the manufacturing of tickets with China Sports Lottery Printing, Ltd. ("CSLP"), in the PRC. Scientific Games agreed to establish, working together with the CSLP, a state of the art ticket manufacturing facility in Beijing and operate the plant through a joint venture.

As one of the key sponsors of the Beijing Olympics scheduled to open on August 8, 2008, the CSL planned a very aggressive rollout of the system infrastructure, training, and ticket supply to ensure product availability and retailer presence in the majority of key population centers in the PRC by the opening of the Beijing Olympics. The goals of the CSL included deploying more than 50,000 terminals, supporting more than 150,000 retailers, and training nearly 17,000 sales representatives in all regions across a enormous land mass with limited infrastructure. The implementation plan scheduled the rollout of the Beijing-

based main system infrastructure (data center, system hardware/software, call center, and warehouse/distribution infrastructure) in no more than 60 days from contract execution. Thereafter, the implementation plan scheduled the retailer infrastructure, training, data communication network, warehouse and distribution infrastructure, and distribution of inventory in a rolling schedule throughout the 31 PRC provinces and initially focused on the 400 key population centers across the country.

From the date of the first activations on the system on March 23rd, the system grew from 1,500 terminals in one province to over 50,000 terminals deployed in 30 provinces with more than 99% of the population of China, or 1.3 billion people, with an opportunity to play the Olympic-themed games by the Opening Ceremony of the Beijing Olympics in August 2008.

Today, just over two years after the initial launch of the national lottery ticket sales system, nearly 55,000 terminals are deployed across the entire country supported by nearly 17,000 sales representatives and nearly 500 warehouses.

While Texas stands as one of the largest states in the United States with nearly 269,000 square miles, it is dwarfed by China's 6,000,000 square miles, which is slightly smaller than the entire United States. As the fourth largest country in the world, 22 of China's 31 provinces have larger populations than the entire state of Texas. In fact, China has nearly 60 cities with populations larger than one million citizens. While the topography of Texas rises gradually from east to west, reaching its highest point of nearly 8,800 feet, China is a land filled with mountains and high plateaus, with deserts in the west, plains, deltas, and hills in the east, and the highest point stretching nearly 30,000 feet above sea level.

The geographical scale and logistical complexities of this start-up are significant. Equally important to the Texas Lottery are the key leaders within Scientific Games who planned and executed this business achievement. Many of these leaders continue to provide strategic and tactical guidance to lotteries throughout the world today. The proposed Texas Account Director was an instrumental executive in the creation and implementation of the CSL business model during his tenure in China. Many of the proposed Scientific Games Project Steering Committee Team members provided executive leadership to the implementation efforts and nearly all of the proposed Scientific Games Global Management Team played key roles in the creation and implementation of the business in China.

We believe this effort and the industry leadership demonstrated are testaments to Scientific Games' capacity to design and deliver a lottery of massive complexity and scale.

We believe this effort is a testament to Scientific Games' capacity to deliver for the Texas Lottery.

ITALY IMPLEMENTATION SUCCESS

In 1996, because of a technical error, a great number of winning tickets were sold in Curno, a small town in northern Italy. The Italian Lottery governing body decided not to pay the winning tickets and the citizens lost confidence in the game. Sales continued on a downward decline from that point until 2004 when Scientific Games joined a consortium of companies (Consorzio Lotterie Nazionali "CLN") and led the re-launch of instant tickets in Italy.

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Scientific Games agreed to design and supply the system infrastructure to operate and support the distribution of instant tickets, provide instant tickets, game development services, and marketing support activities. The key components of the re-launch included the following:

- Deployment of technology to a retailer population that has grown to nearly 50,000 retailers today
- Establishment of a proactive distribution approach and improved customer service standards that today generates more than 2,000,000 outbound calls per year, 8,000 deliveries per day, and 48 hour delivery to anywhere in Italy
- Increased prize payout and differentiation in both concept and point-of-sale

While Italy is roughly the size of the state of Arizona, the re-launch comprised more than 24,000 retailers, or approximately 40% more than the current retailer population in Texas. Italy has nearly 58 million citizens, or nearly 2.5 times the population of Texas.

The results of this re-launch effort have been extraordinary. Retailers have grown by more than 100% in 6 years, the average selling price has grown by more than 100% and, most importantly, total sales have grown at an average rate of nearly 98% per year—from 486 million Euros in 2004 to more than 9.4 billion Euros in 2009.

Many from the proposed Global Management Team provided executive leadership to the implementation efforts in the creation and re-launch of the business in Italy. Additionally, numerous members of the proposed TLC Transition Team continue to provide support to our successful efforts in Italy.

We believe this effort and the industry leadership demonstrated are testaments to Scientific Games' capacity to design and deliver a lottery of comparable complexity and scale and validation of Scientific Games' capacity to deliver for the Texas Lottery.

6.6 FACILITIES SUPPORT SERVICES

RFP Requirement: Facilities support services are the activities associated with acquiring and maintaining the facilities necessary to support the Lottery Operator's and the Texas Lottery's operational requirements. The following table identifies facilities support services requirements.

Scientific Games understands that facilities support services are the activities associated with acquiring and maintaining the facilities necessary to support the Lottery Operator's and the Texas Lottery's operational requirements. Within the pages that follow, Scientific Games has fully addressed our approach to meet the facilities support services requirements as stated in the RFP.

Exceeding 20 successful build-outs performed in the past five years, Scientific Games' Facilities Logistics Team has proven their ability to meet the Texas Lottery's facilities support services requirements. Scientific Games will acquire and maintain state-of-the-art facilities, which will include a business office that includes the primary data center, Incident Resolution and Field Dispatch (Call Center), Inside Sales, and a central distribution warehouse for instant tickets and ticket stock, as well as equipment distribution, a back-up data center, additional warehouse space (as necessary), and district sales offices/depot supply to support the business and operational requirements set forth in the RFP and the contract.

As we discuss in detail in our response below, Scientific Games operates and maintains all of our current facilities using support procedures and a physical security program that ensures secure and efficient facility operations for our lottery customers.

Table 17. Facilities Support Services Requirements

ROLES AND RESPONSIBILITIES	SUCCESSFUL PROPOSER	TLC
1. Acquires and maintains adequate facilities to support the business and operational requirements set forth in this RFP and the Contract	X	
2. Develops, documents and maintains facilities support procedures that ensure secure and efficient facility operations	X	
3. Implements and maintains adequate physical security for each facility	X	
DETAIL REQUIREMENTS	**RESPONSE SECTION(S)**	
4. All Successful Proposer facilities must comply with State and local building codes, including but not limited to, specifications to meet the Americans with Disabilities Act (ADA) requirements.	6.6.2	
5. The Successful Proposer must allow the Texas Lottery to audit (including but not limited to physical access) any facility used for the support of the Texas Lottery.	6.6.2.1	
6. All facility acquisition, construction, operation, and maintenance costs shall be the Successful Proposer's sole responsibility.	6.6.2	

DETAIL REQUIREMENTS	RESPONSE SECTION(S)
7. The Successful Proposer shall not change the location of any Texas Lottery support facility without the prior written consent of the Texas Lottery. Approval of the site by the Texas Lottery shall not confer any liabilities upon the Texas Lottery for its operations or maintenance.	6.6.2
8. At a minimum, there must be badge access at all Successful Proposer facilities to ensure security.	6.6.2.3.1
9. Secured warehouse facilities shall be required for the storage and distribution of all lottery goods, equipment scheduled for deployment, On-Line Ticket stock, play slips, point of sale (POS) materials, promotional items, and Instant Tickets.	6.6.2.2

ADMINISTRATIVE OFFICES	RESPONSE SECTION(S)
10. The Successful Proposer's administrative offices for key management staff supporting the Texas Lottery must be within thirty (30) miles of the State Capitol Building in Austin.	6.6.2.2
11. The Successful Proposer shall provide the following dedicated secure office space for Texas Lottery staff. The Successful Proposer shall be responsible for providing the offices with furnishings consistent with other offices in the same facility: a. Administrative Offices – one (1) office that can accommodate two (2) Texas Lottery staff; and b. User Acceptance Testing – one (1) office that can accommodate three (3) Texas Lottery staff for user acceptance testing.	6.6.2.2

CENTRAL DISTRIBUTION WAREHOUSE	RESPONSE SECTION(S)
12. The Successful Proposer must provide a single secured central distribution warehouse that must be within thirty (30) miles of the State Capitol Building in Austin in which to perform all shipping and receiving functions for Instant Tickets.	6.6.2.2
13. At a minimum, the central distribution warehouse must be adequate for the storage of one billion (1,000,000,000) instant game tickets at any time regardless of ticket size and must maintain a ninety (90) Day supply of secure On-Line Ticket stock and On-Line play slips.	6.6.2.2

CENTRAL DISTRIBUTION WAREHOUSE	RESPONSE SECTION(S)
14. The Successful Proposer shall be responsible for providing space for Texas Lottery staff and functions at the central distribution warehouse. The Successful Proposer shall provide the following dedicated and contiguous secure space accessible by separate badge access for Texas Lottery staff at the central distribution warehouse: a. Minimum of 1,200 square feet enclosed area with a minimum of four (4) workstations and validation testing space. This workspace must have clear visibility to the warehouse area main entrance and pick & pack area; b. Minimum of 1,500 square feet of secured storage space for verified tickets; and c. Minimum of 3,500 square feet for file room and supply storage.	6.6.2.2
15. The central distribution warehouse must contain a minimum of ten thousand (10,000) square feet of secured space with controlled or limited access reserved exclusively for Texas Lottery use, and exclusive of the warehouse space for storing Instant Tickets, On-Line Ticket stock and other materials and exclusive of the office and storage space referenced in #14 of this Section.	6.6.2.2
16. At a minimum, the central distribution warehouse must be in operation during normal office hours from 8 a.m. to 5 p.m., Central Time, Monday through Friday. The Proposer must provide an annual list of holidays to the Texas Lottery Commission on which the central distribution warehouse may be closed.	6.6.4
17. Texas Lottery Commission staff will be assigned to the central distribution warehouse and must be present when the following activities occur: a. Delivery and receipt and/or return of Instant Ticket games from/to the Instant Ticket Manufacturer; b. Loading of Instant Tickets assigned for destruction; and c. Destruction process.	6.6.2.2
18. No filming or pictures of the central distribution warehouse's interior shall be allowed unless prior written approval is received from the Texas Lottery.	6.6.2.2
19. Prior notification and approval by the Texas Lottery (at least 24 hours in advance) is required for visitors to the warehouse.	6.6.2.2

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CENTRAL DISTRIBUTION WAREHOUSE	RESPONSE SECTION(S)
20. The central distribution warehouse must have adequate security to allow for remote monitoring (view only) from the Texas Lottery headquarters and from the Texas Lottery dedicated space detailed in requirement #14 of this Section. Video security must cover all operational areas and access points to the central distribution warehouse. The monitoring system shall include video storage and retention capabilities. All video shall be stored by the Successful Proposer in accordance with Section 3.74.	6.6.2.3

DATA CENTER	RESPONSE SECTION(S)
21. The Successful Proposer's Primary Data Center must be located in Austin, Texas. The Backup Data Center must be established in a separate Local Access and Transport Area (LATA) from the primary site and located in the State of Texas.	6.6.2.2 6.6.2.2.1
22. The Primary and Backup Data Centers must have the appropriate environmental safeguards in place (e.g. power protection, "conditioned" power, fire suppression, and HVAC) suitable to a high availability, high security data center.	6.6.2.2 6.6.2.2.1 6.6.2.3.2
23. The Successful Proposer must provide Primary and Backup Data Centers with each having the capability to provide full support for all Lottery Gaming System functions.	6.6.2.2 6.6.2.2.1
24. Once a month throughout the Contract term, the Lottery Gaming System must be operated from the Backup Data Center. Otherwise, the Backup Data Center may be operated "lights out."	6.6.2.2.1

Table 18. Facilities Support Response Requirements

RESPONSE REQUIREMENT
1. The Proposer must acknowledge and accept the roles and responsibilities and detail requirements indicated in this section.
2. The Proposer must describe all recommended facilities, to include at a minimum, the locations and types of facilities, functions to be supported, accommodations for Texas Lottery and Proposer staff and warehousing capacity.
3. The Proposer must describe other services, procedures, materials, supplies, programs, policies, equipment and facilities it believes necessary for successful daily operations. The Successful Proposer shall be responsible for providing all necessary items for each proposed facility.
4. The Proposer must indicate the proposed hours of operation for the central distribution warehouse.

Table 19. Facilities Support Service Levels

SLR #	SLR NAME
3.60.18	Failure to Receive Texas Lottery Written Approval At Least Twenty-Four (24) Hours in Advance for Visitors to Central Distribution Warehouse

RESPONSE TO TABLE 18: FACILITIES SUPPORT RESPONSE REQUIREMENTS

6.6.1 ACKNOWLEDGEMENT OF ROLES AND RESPONSIBILITIES AND DETAIL REQUIREMENTS

Response Requirement 1: The Proposer must acknowledge and accept the roles and responsibilities and detail requirements indicated in this section.

Scientific Games acknowledges and accepts the roles and responsibilities, and will comply, and often exceed, the detail requirements indicated in RFP Section 6.6.

6.6.2 RECOMMENDED FACILITIES (DRs 4, 6 and 7)

Response Requirement 2: The Proposer must describe all recommended facilities, to include at a minimum, the locations and types of facilities, functions to be supported, accommodations for Texas Lottery and Proposer staff and warehousing capacity.

Scientific Games has a proven record of scouting, selecting, and building out secure and well-positioned facilities for our gaming industry customers that consistently meets or exceed RFP requirements. We have been building out data centers, warehouses, depots, hubs, racinos, and other gaming-related facilities since the 1980s. Over that time, we have compiled a list of reliable selection criteria that enables us to choose sites that protect the day-to-day operations of our customers.

The proposed sites will be built-out to meet the standard specifications of multi-jurisdictional associations. All of Scientific Games' facilities are, in fact, designed, constructed, and maintained to be consistent with multi-jurisdictional association standards throughout the life of the contract, including any extensions. In satisfaction of RFP Table 17, Detail Requirement No. 4, all of the Scientific Games facilities will meet Texas state and local building codes, including, but not limited to, Americans with Disabilities Act (ADA) requirements. It is further understood that the costs associated with building out any Scientific Games' facility will be our sole responsibility.

In satisfaction of RFP Table 17, Detail Requirement No. 6, all facility acquisition, construction, operation, and maintenance costs will be Scientific Games' responsibility.

In satisfaction of RFP Table 17, Detail Requirement No. 7, once the locations are selected and approved of by the Lottery, Scientific Games will not change the location of any Texas Lottery support facility without acquiring prior written consent from the Lottery. Scientific Games also understands that the Lottery's consent does not confer any liabilities upon the Texas Lottery for the operation or maintenance of the facility.

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Scientific Games' current portfolio includes over 140 facilities globally. As described in our 10-Q:

"Domestically, our principal facilities include approximately 355,000 square feet owned (subject to mortgage encumbrance) and approximately 175,600 square feet leased space in Alpharetta, Georgia. The facilities are used for administrative and operations offices, a manufacturing plant, and warehouse space (used for the Printed Products, Lottery Systems and Diversified Gaming Groups. Additionally, we lease approximately 21,700 square feet of office space for our corporate offices in New York, New York."

Internationally, our principal facilities include:

- Approximately 150,000 square feet owned and 31,000 square feet leased in Leeds, England for administrative and operations offices and a manufacturing plant (used for the Printed Products Group)

- Approximately 119,000 square feet owned and approximately 21,000 square feet leased in Montreal, Canada for administrative and operations offices and a manufacturing plant (used for the Printed Products Group)

- Approximately 23,000 square feet leased in Ballymahon, Ireland for a manufacturing plant and warehouse space (used for the Lottery Systems and Diversified Gaming Groups)

- Approximately 66,000 square feet of leased space in Vienna, Austria for administrative and operations offices (used for the Lottery Systems and Diversified Gaming Groups)

- Approximately 76,000 square feet owned and approximately 76,000 square feet leased in Santiago, Chile for administrative and operations offices, a manufacturing plant and warehouse space (used for the Printed Products Group)

Approximately 49,000 square feet leased in Sydney, Australia for administrative and operations offices, a manufacturing plant and warehouse space (used for the Printed Products Group)For the administration and operations of our pari-mutuel operations, including OTB facilities, we own approximately 30,000 square feet in Maine (subject to mortgage encumbrance), and 94,000 square feet in Connecticut (subject to mortgage encumbrance), and lease an aggregate of approximately 120,000 square feet in various locations in Connecticut. In addition to the above, we lease an aggregate of approximately 595,000 square feet in various locations in the United States for administration, operations, and warehousing purposes in connection with our domestic Printed Products and Lottery Systems contracts.

We occupy many other sites internationally totaling approximately 169,000 square feet owned and approximately 172,000 square feet leased. These sites are primarily used for administration, operations, or warehousing, or any combination thereof, in connection with our international Lottery Systems and Printed Products businesses, our Global Draw and Games Media businesses and our international pari-mutuel and venue management businesses.

Maurice "Moe" Corrette, Director of Logistics, will provide the management for all contract facility needs: from the design phase through final Certificate of Occupancy. Moe's team remains responsible for all facilities—including the support of the infrastructure, lease extensions, and any tenant/landlord issues—for the life of the contract.

Moe Corrette

Our Facilities Logistics Team, overseen by Moe, has had full responsibility for the location, design, budget, build, and ongoing support for the bulk of the domestic facilities as shown in Figure 6.6-1, roughly 65%, as well as numerous internal projects within our mortgaged facilities.

Figure 6.6-1: Scientific Games' Facility Build-Out Experience will Benefit the Lottery

ENTITY	NO. OF BUILDOUTS	FACILITY TYPE	YEAR
Hoosier Lottery (Indiana)	1	Online gaming system primary site	2010
Lotteria Electronica (Puerto Rico)	1	Cooperative Services instant ticket warehouse and distribution center	2009
Arkansas Lottery	1	Cooperative Services instant ticket warehouse and distribution center	2009
Pennsylvania Lottery	4	Online gaming system primary and three remote warehouses	2009
Florida Lottery	1	Cooperative Services instant ticket warehouse and distribution center	2008
Connecticut Lottery	1	Online gaming system primary site	2008
West Virginia Lottery	2	Online gaming system and instant distribution	2008
Scientific Games	1	National Data Center in Alpharetta, Georgia	2008
Michigan Lottery	1	Bingo Data System	2007
Pennsylvania Lottery	1	Cooperative Services warehouses instant ticket warehouse and distribution center	2007
Maryland State Lottery Association	2	Online gaming system primary and back-up sites	2006
Apuestas Internacionales (Mexico)	2	Online gaming system primary and back-up sites and warehouses	2006

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Figure 6.6-1: Scientific Games' Facility Build-Out Experience will Benefit the Lottery

ENTITY	NO. OF BUILDOUTS	FACILITY TYPE	YEAR
Scientific Games Racing East	1	Quantum Data Center in New Jersey	2006
Scientific Games Racing West	1	Quantum Data Center in California	2006
Iceland	2	Online Primary & Video	2005
POSC Philippines	1	Online gaming system	2005
Oklahoma Lottery Commission	1	Online and Instant gaming systems primary and back-up sites and warehouses	2005
Colorado Lottery	2	Online gaming system primary and back-up sites and warehouses	2005
Loteria Electronica (Puerto Rico)	3	Online gaming system primary and back-up sites plus Lottery offices	2005
Ohio State Lottery	1	Cooperative Services warehouses instant ticket warehouse and distribution center	2005
Maine Lottery	2	Video Lottery primary and minor remodel at primary online to include video back-up	2005
Washington DC Lottery	1	Cooperative Services warehouses instant ticket warehouse and distribution center	2005
Tennessee Lottery	1	Cooperative Services warehouses instant ticket warehouse and distribution center	2004

Figure 6.6-1: Scientific Games' Facility Build-Out Experience will Benefit the Lottery

ENTITY	NO. OF BUILDOUTS	FACILITY TYPE	YEAR
North Dakota Lottery	1	Online gaming system primary	2003
Peru	2	Online gaming system primary and back-up sites	2003
Montana Lottery	1	Scientific Games system training school	2003
Georgia Lottery	1	Cooperative Services warehouses instant ticket warehouse and distribution center	2003
Arizona Lottery	1	Cooperative Services warehouses instant ticket warehouse and distribution center	2003
South Carolina Education Lottery	2	Online gaming system primary and back-up sites plus Cooperative Services	2001
Maine Lottery	1	Online gaming system primary	2001
Iowa Lottery	1	Online gaming system primary	2001
Jamaica Lottery	1	Online gaming system	2001
New Hampshire Lottery	1	Online gaming system primary	2000
Vermont Lottery	1	Online gaming system primary	2000
Montana Lottery	2	Online gaming system primary and back-up facility	1999
Barbados Lottery	1	Online gaming system primary	1998

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Moe Corrette and the Logistics Team are proven performers who know how to meet the the facilities planning and implementation facet of the transition plan. The Lottery will benefit with this team in place, overseeing all aspects of the facility build-outs. In fact, because Moe and his team are often finished ahead of schedule, other stages of the plan are usually able to proceed ahead of the originally scheduled dates.

As a leading provider of facilities to the gaming industry, Scientific Games will engage the best available suppliers and contractors to ensure that the Texas Lottery's state-of-the art facilities meet and often exceed the requirement and expectations of the Lottery. Our proposed facilities comprise the following:

Scientific Games has never missed a completion date and in fact has often completed build outs ahead of schedule, which greatly ensures that the Lottery's conversion will be completed on schedule.

- A primary facility that includes:

  - ○
  - ○
  - ○ (
  - ○
  - ○ Texas Lottery staff office and warehouse space
  - ○ Retailer Care Center
- Back-up data center

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District sales and depot storage officesThe
and district sales offices/depot storage will all support the business and operational requirements to meet or exceed lottery industry standards as well as the appropriate security and construction requirements necessary for the secure operation of a restricted access computer facility.

Exceeding RFP requirements, Scientific Games will also build-out district sales offices in each of the Texas Lottery's sales office areas. The locations and support functions are listed below;

- **Houston –**
- **Irving/Dallas –**
- **San Antonio –**
- **Abilene –**
- **El Paso –**
- **McAllen –**

EXCEEDS

- **Lubbock** – Sales/Marketing and Depot Storage
- **Tyler** – Sales/Marketing and Depot Storage
- **Victoria** – Sales/Marketing and Depot Storage

The objective of Scientific Games' security and construction design for the TLC's Data Center facilities is to reduce any risk of data compromise due to physical break-ins and unauthorized access to server resources, and to provide safety and security to personnel and facilities.

6.6.2.1 FOUR-PHASE CONSTRUCTION APPROACH (DR 5)

To ensure construction reliability, and based on our extensive construction experience, Scientific Games has developed the four-phase approach illustrated in Figure 6.6-2 to ensure construction reliability.

This four-phase approach has been a key factor in our 100% success rate for all Scientific Games facility construction projects completed since the mid-1980s. This is important to the Texas Lottery because with Scientific Games you will not lose revenue due to delayed construction activities. Our approach also allows us to focus on efficient and consistent build-out execution to ensure risk is minimized and that our standards exceed NFPA, NEC, and ADA regulations—while also adhering to local and state regulations. We apply one of the most stringent internal safety and security audit processes in the industry, processes that will satisfy RFP Table 17, Detail Requirement No. 5 when the Texas Lottery audits any facility used by Scientific Games to support the Texas Lottery.

All Scientific Games facility build-outs meet multi-jurisdictional affiliation standards.
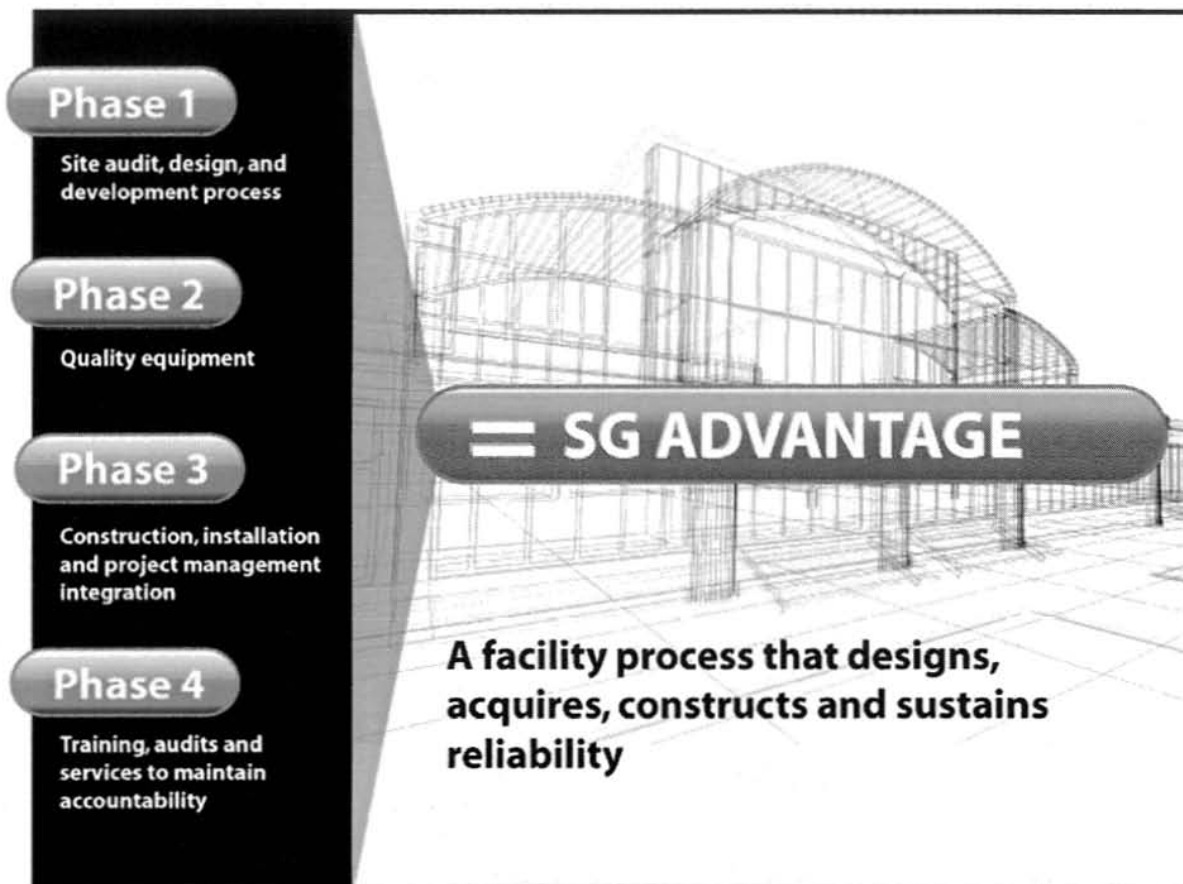
Figure 6.6-2: Scientific Games' 4-Phase Approach to Facility Construction Ensures that the Texas Lottery will not Lose Revenue due to Delays

6.6.2.2 SCIENTIFIC GAMES' PRIMARY FACILITY (DRs 9, 10, 11, 12, 13, 14, 15, 17, 18, 19, 21 and 23)

In order to help expedite the build-out process at the primary facility in　　　　　　　, Scientific Games will procure architectural, mechanical, and electrical drawings or permitting prior to the award announcement.

Start-Up Project – The start-up project office will be housed in a single or multiple flexible business suit location featuring office space strategically located in the Austin area.

During the project rollout, Scientific Games will also lease　　　　　　　warehouses
　　　　　　　　　　　the needs of the retailers.

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The primary facility will be physically constructed to provide a strategic separation between the administrative areas and the actual production and operational areas, offices, and staff. These areas are defined as:

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-

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Central Distribution Warehouse – The central distribution warehouse portion of the primary facility will serve as a delivery, receiving point, and subsequent storage and distribution of all lottery goods, including equipment scheduled for deployment, instant tickets, online ticket stock, playslips, point-of-sale (POS) materials, and promotional items, thereby satisfying RFP Table 17, Detail Requirement No. 9.

This facility meets our criteria for accessibility, security, and expansion. After we make our improvements to the property, the facility will meet or exceed industry standards and comply with all state and local building codes, laws, rules, and regulations for

facilities of this type. The building has adequate ceiling height as well as an Early Suppression Fast Response (EFSR) Sprinkler System to meet state and local code, and will be built out to incorporate all the required security measures.

Measuring approximately 65,000 square feet, our proposed instant ticket warehousing and distribution center satisfies and exceeds RFP Table 17, Detail Requirement No. 15. The center will include more than adequate storage space for 1,000,000,000 instant game tickets to be stored at any time, regardless of ticket size, and easily and securely accommodate a 90 day supply of online ticket stock and online playslips. This satisfies RFP Table 17, Detail Requirement No. 13.

EXCEEDS

Within this warehouse space the following dedicated contiguous secure space , will be reserved:

- Minimum of 1,200 square feet enclosed area with four workstations and validation testing. This space will have clear visibility of the warehouse area main entrance and Pick 'n Pack area.
- Minimum of 1,500 square feet of secure storage for verified tickets.
- Minimum of 3,500 square feet for file and supply storage.
- Beyond the above the warehouse will contain 10,000 square feet as needed.

The above items satisfy RFP Table 17, Detail Requirement Nos. 11, 14, and 15.

Our central warehouse center is prepared to take delivery from other Lottery suppliers

. We will also make any arrangements necessary to accept delivery outside of those hours because Scientific Games realizes that delivery schedules can often change due to weather or other unforeseen circumstances. This was the case recently in one of our sites when a delivery truck coming from Canada broke down on the Friday before a holiday weekend. Our employees stayed until the truck arrived so that the driver could start his long trip home instead of waiting until Tuesday to make the delivery. The Lottery informed us that the supplier would compensate us for the overtime but we just saw it as "working until the job is done."

unless specified by the Texas Lottery. However, our staff will work as necessary to accommodate new game orders and unusually heavy week-day volume on an "as needed" basis throughout the life of the contract. Hours of operation for Scientific Game

Scientific Games understands that any delivery or shipment of Instant Tickets to the manufacturer or scheduled for destruction requires that Texas Lottery Commission staff be assigned and present prior to the activity taking place. This satisfies RFP Table 17, Detail Requirement No. 17.

Upon notification of shipment from the instant ticket manufacturer, assigned Texas Lottery staff will be notified. Texas Lottery staff will be notified of any changes to the scheduled date.

Following any required reconciliation of tickets to be returned, assigned Texas Lottery staff will be notified of the schedule for the return of instant tickets.

These notifications will provide the Texas Lottery with the time needed to schedule assigned staff to be present for both the receiving and shipping of Instant Tickets games to/from the manufacturer.

To ensure secure transport of instant tickets assigned for destruction, authorized Texas Lottery staff will be notified so they can be present to verify the contents during the loading process and place the final seal on the truck. The destruction process is described in detail in **Section 9.4** of this proposal. Assigned Texas Lottery staff can monitor the destruction process

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FACILITY SUPPORT

Having multiple facilities throughout Texas allows Scientific Games to provide additional services, procedures, materials, supplies, programs, policies, and equipment necessary for successful operation.

We envision using the resources of the multiple facilities to enable a network of support for each of the other facilities and the Texas Lottery. Some items listed here are explained in greater detail in other sections of the proposal:

- Cross-trained employees who can assist with projects or tasks, such as regional sales blitzes
- Cross-trained employees who can assist with promotional efforts
- Multiple training facilities for Scientific Games staff, Texas Lottery staff or Texas Lottery retailers
- Multiple conference facilities for Scientific Games or Texas Lottery staff
- Field office for service managers, sales and marketing personnel or Texas Lottery staff
-
- Depots for online consumables for faster speed to market
-
-
- Emergency replacement equipment for out of service lift trucks or other warehousing equipment
- Additional reserve of frequently used day-to-day office supplies
- Test sites for new programs or policies and procedures before network wide implementation

Scientific Games understands that we are responsible for providing all necessary items for each proposed facility.

Scientific Games will not allow any pictures or filming to take place in any of our Texas facilities without prior written approval from the Lottery, satisfying RFP Table 17, Detail Requirement No. 18.

Any visitors to the distribution warehouse will require approval from the Texas Lottery a minimum of 24 hours in advance, satisfying RFP Table 17, Detail Requirement No. 19.

As noted in **Section 6.6.2.2**, the distribution warehouse will have a Closed Circuit Television (CCTV) system covering all critical areas that are not only monitored by Scientific Games, but allow for remote viewing of the video cameras at the Lottery Headquarters and workspace for Texas Lottery staff working in the validation testing area via a web browser.

Figure 6.6-5 through Figure 6.6-10 provides color-coded proposed floor plans to the entire primary facility site/central distribution warehouse.

The colors in the color-coded floor plans indicate the following:

- Green – Scientific Games' office space
- Blue – Texas Lottery office space and warehouse
- Tan – Online warehouse
- Yellow – Instant ticket warehouse

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FIGURE 6.6-5: COMPLETE PRIMARY FACILITY FLOOR PLAN

6.6-19

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FIGURE 6.6-6: SCIENTIFIC GAMES' SPACE WITH FACILITY

6.6-21

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FIGURE 6.6-23

FIGURE 6.6-7: PRIMARY FACILITY FLOOR PLAN WITH PARKING SPACES

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FIGURE 6.6-25

FIGURE 6.6-8: PRIMARY FACILITY FLOOR PLAN (DETAIL)

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FIGURE 6.6-9: OFFICE SPACE WITH ONLINE WAREHOUSE

6.6-27

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FIGURE 6.6-10: TLC AND CSP OFFICE SPACE

6.6-29

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PRIMARY DATA CENTER

Scientific Games' primary data center, located within our primary facility in our central distribution warehouse in Austin, Texas will have the capability to provide full support for all the lottery gaming system functions, satisfying RFP Table 17, Detail Requirement No. 23.

The primary data center will consist of offices for operations management, and ample space for workstations for system operators, the computer and communications rooms, and offices/workstations for software support staff. The data center operations will be in a separately zoned secure area from the remaining facility space.

The Primary Data Center will include all of the necessary safety, security, and environmental controls equipment described later in **Section 6.6.2.3**. It will meet all security and lockdown specifications supported by any multi-jurisdiction affiliations to which the Lottery is a member or may join in the future, and will meet all MUSL lockdown procedures.

All construction and furnishings of any Texas-based facility will comply with fire, safety, building, and ADA codes. Any upgrades, servicing, or replacements required to maintain compliance with such codes will be Scientific Games' responsibility and implemented at our cost. The Primary Data Center will meet and, in most cases, exceed the requirements specified in the RFP.

Today there is increasing pressure on organizations to improve service levels and increase availability while maintaining costs. Scientific Games is striving to achieve these goals through better management of our data center IT facilities. By its very nature, being the central location for shared computing resources, the data center is the single most concentrated, complex, and strategic component of the IT environment and ,therefore, is the starting point for efforts to reduce complexity and improve manageability.

EXCEEDS

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6.6.2.2.1 *BACK-UP DATA CENTER DALLAS (DRs 21, 22 and 23)*

The proposed back-up data center is located at 1223 Alma Road, Richardson, Texas (Figure 6.6-12) in the Dallas/Fort Worth, area. This is in a completely separate Local Access and Transport Area (LATA) from the primary data center, satisfying RFP Table 17, Detail Requirement No. 21. The data centers are separated by over 195 miles.

The backup data center is being leased from Terremark Worldwide and has the following Pod features:

- 12,500 gross sq. ft. pod within the Digital Realty facility
- Outside 100 year flood zone
- Surface parking
- Diverse underground fiber entrances
- Pursuing LEED gold certification

Figure 6.6-12: Proposed Back-Up Data Center

Connectivity

- Proximity to major area fiber carriers
-

Datacenter/Co-Location

-
-
-

Power Infrastructure

-
-
-
-

Security

-
-
-

This back-up data center will have all the appropriate environmental safeguards in place, satisfying RFP Table 17, Detail Requirement No. 22. Please see **Section 6.6.2.3** or more details.

Scientific Games will provide high-bandwidth, redundant communications between primary and back-up data centers, Lottery headquarters, and to

Scientific Games understands the requirement of running from the back-up site once a month to be certain all systems function the same as the primary.   want   both

This satisfies RFP Table 17, Detail Requirement No. 23.

Please note that due to market changes these facilities may not be available upon award of contract, but Scientific Games has alternatives to ensure the conversion schedule, and will immediately share any changes with the lottery prior to proceeding.

6.6.2.2.2 NATIONAL DATA CENTER (NDC)

As an Offered Option in the base price and subject to applicable law, Scientific Games

, the Lottery access for games management, and the Lottery's ICS will connect to this facility if this option is exercised. This state-of-the-art facility has proven to satisfy many of our current customers.

Scientific Games' NDC is built to computing industry standards and practices for data centers, including multiple layers of site security

.). It is led by a team of hands-on lottery professionals with years of leadership and management experience in the U.S. and abroad in the lottery, video, racing, and gaming IT fields. No other vendor can offer this breadth or depth of gaming experience and knowledge. A facility exterior photograph is shown in Figure 6.6-13.

As a consolidated data center, the NDC has

Each

area of concern, and Scientific Games' solution, is detailed in the description of the NDC below.

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Figure 6.6-13: Scientific Games' Corporate Campus in Alpharetta, Georgia

A floor plan of our NDC is illustrated on the following page in Figure 6.6-14.

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Scientific Games' NDC opened on February 25, 2008 and is at the heart of our "Center of Excellence," corporate campus. It combines a highly skilled professional staff, a state-of-the-art data center, a separate technology center (i.e., service management, software, operations support, communications (LAN and WAN), and National Response Center (NRC).

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Our NDC employs highly skilled professional employees currently supporting production systems
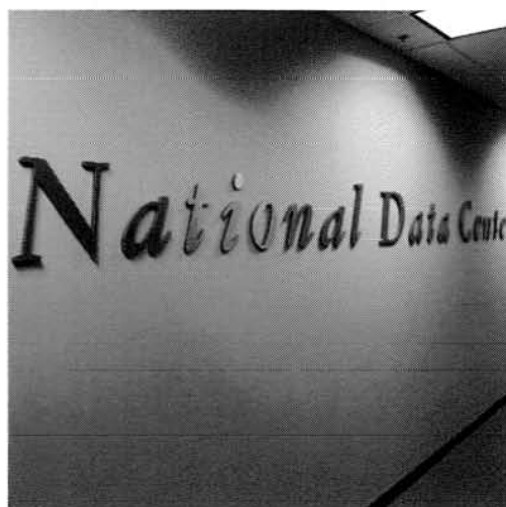
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The NDC site was constructed to meet and exceed the specifications currently in place with multi-jurisdictional lotteries. All of Scientific Games' facilities, in fact, are designed, constructed, and maintained to be consistent with multi-jurisdictional association standards throughout the life of the contract, including any extensions thereafter.

6.6.2.3 SECURITY AND ENVIRONMENTAL SAFEGUARDS (DR 20)

As with the primary data center, all of Scientific Games' data centers and facilities include all required safety, security, and environmental controls and equipment. Our data centers always meet multi-jurisdictional security and lockdown specifications.

EXCEEDS

The data centers meet and, in most cases, exceed the security and environmental safeguard requirements specified in the RFP as discussed in the following sections. These security and environmental safeguards will also apply to the Central Distribution Warehouse, thereby satisfying RFP Table 17, Detail Requirement No. 20.

6.6.2.3.1 SECURITY SAFEGUARDS (DR 8)

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Digital CCTV System

In addition to the CCTV system covering the distribution warehouse, we will install and administer a Lottery approved digital CCTV)system that will have strategically placed cameras with sufficient capacity to monitor all gaming systems, gaming management activities, and sensitive facility areas, as determined by Lottery Security. In areas of specific concern, where observing the details of critical operations are necessary, a percentage of these cameras will have tilt, pan, and zoom features.

Scientific Games will also provide a Digital Video Recorder (DVR) system capable of recording   of images for all camera locations. Scientific Games will store   in accordance with Section 3.74 as defined by government code 441.180

The Director of Security will be responsible for video storing as well as ensuring we are connected   **Information Redacted**
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The CCTV system will be accessible by selected Lottery staff via a web browser.

6.6.2.3.2 *ENVIRONMENTAL SAFEGUARDS (DR 22)*

Scientific Games environmental safeguards, which satisfy RFP Table 17, Detail Requirement No. 22, are given below.

Air Conditioning System – The air conditioning systems will have lottery industry-standard environmental controls in place,   We will select equipment that is rated at specification at the time of installation, exceeding the industry standard of   . This equipment will also have   , which Scientific Games typically provides in its design because

      Because the primary equipment exceeds the industry-specified standard to maintain a stable environment

EXCEEDS

Fire Protection – Scientific Games will maintain a fire suppression system   meets National Fire Protection Association (NFPA) guidelines.

We will install an   be installed to sound both locally and at a commercial security call monitoring service that, in turn, will notify the Austin, Texas fire/police departments and Scientific Games site management. Scientific Games will arrange to have an alarm sound at the offices of TLC Security staff as well, if that is your preference.

Scientific Games also recommends that the relevant TLC Security staff   This approach will help ensure timely notification of alarm events to TLC Security that occur during times and days the Texas Lottery office is closed.

Power and Power Back-Up Equipment – Power and back-up equipment at both the primary and back-up data centers will have an audible/visual alarm system for notification. All power and power back-up equipment will be tested

As part of our overall facility protection plan Scientific Games will provide

Based on system requirements,

at a minimum,   . We will also provide

.

Each of these   . By exceeding the required capacity at start-up, we can ensure that our back-up capacity can sustain future

conducting business at full capacity.

Additionally, Scientific Games' power solution includes a Remote Power Management Module (RPMM). The Remote Power Distribution features theability to ensure load balance equalization, thereby avoiding overloading any phase of any circuit. The RPMM features all the conveniences of a Power Distribution Unit (PDU).

Scientific Games also includes   to further reduce issues caused by   .

The   will comply with all applicable fire and safety codes. The equipment will undergo   , which is a standard operating procedure that Scientific Games adheres to.

6.6.3 DISTRICT SALES OFFICE

Response Requirement 3: The Proposer must describe other services, procedures, materials, supplies, programs, policies, equipment and facilities it believes necessary for successful daily operations. The Successful Proposer shall be responsible for providing all necessary items for each proposed facility.

In support of Texas Lottery's business, Scientific Games proposes to locate the following facilities throughout the state :

- Houston
- San Antonio
- El Paso
- Lubbock
- Victoria

- Irving
- Abilene
- McAllen
- Tyler

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These locations will also have

6.6.4 CENTRAL DISTRIBUTION WAREHOUSE OPERATING HOURS (DR 16)

Response Requirement 4: The Proposer must indicate the proposed hours of operation for the central distribution warehouse.

Scientific Games believes in "working until the job is done" and our successful experience operating   warehousing and distribution facilities indicates that this philosophy consistently provides the best level of support for our customers and their retailers.

Our central warehouse center is prepared to take delivery from other Lottery suppliers

                                        Scientific Games realizes that delivery schedules can often change due to weather or other unforeseen circumstances.

                              unless specified by the Texas Lottery. However, our staff will work as necessary to accommodate new game orders and unusually heavy week-day volume on an "as needed" basis throughout the life of the contract.

Holiday Schedule – Scientific Games recognizes
amount of disruption for the retailer network. In
addition, Scientific Games may also take corporate observed holidays or days when our courier is not delivering and/or
receiving packages. The schedule below, beginning January 1, 2010, is an example of a typical warehouse schedule for a 12-
month period. Our holiday schedule will be submitted to the Texas Lottery for approval before being finalized.

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6.6.5 TEXAS NATIONAL SERVICE CENTER

Scientific Games is committed to working in close cooperation with the Texas Lottery and the
Texas State Department of Economic Development in our efforts to meet the goals set by Texas
State Certified Minority Owned Business Enterprises and the Texas State Certified Woman Owned
Business Enterprises as subcontractors and suppliers in this proposed contract. In order to
mitigate economic impact of the online vendor transition, Scientific Games has developed a plan
intended to remain job-neutral with the incumbent vendor for Texas-based employees through

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increased staff dedicated to the Texas Lottery operation, as well as investment in corporate infrastructure based in Texas through
Scientific Games and our affiliates. Upon award of the contract to Scientific Games, we are committed to establishing our Texas
National Service Center   . This is an Offered Option included in the base price.

Our Texas National Service Center will house several key components of our national service infrastructure and resources
including:

- — Currently housed on our corporate campus in Alpharetta, Georgia, the NRC

; currently handles
customer service calls from   . Within the first year of operations with the
Texas Lottery, this facility will support over   .

- — This newly established center will be an

for the maintenance and repair of all terminals and associated retailer peripheral equipment for the Texas Lottery and our online lottery partners throughout the United States. In all, we anticipate   will support nearly 40,000 WAVE™ and other associated terminals operating across the United States within the first year of operations with the Texas Lottery.

- — This newly established center will house   for dedicated Texas Lottery   in addition to   systems operations.

The establishment of our Texas National Service Center will benefit the Texas Lottery, the Texas State Department of Economic Development, and the State of Texas in a number of manners, including;

- **Expanded Economic Opportunities** – The Texas National Service Center will expand economic opportunities primarily in areas of facility rental, related facility build-out and ongoing support services; transportation and related courier / shipping services.

- **Expanded Opportunities for Texas State Certified Minority/Woman-Owned Business Enterprises in the state of Texas** – Scientific Games will continue our efforts to meet the goals of the Texas State Department of Economic Development in all areas of the establishment and operation of the Texas National Service Center.

- **Expanded Employment Opportunities for Texas Citizens** – Scientific Games anticipates the Texas National Service Center will employ nearly 100 high value, service-based resources for full, part-time, and education related training programs. From lower skilled entry level technicians and call center operators to highly skilled certified quality assurance technicians and software development and testing resources, the majority of these resources will be sourced from qualified Texas citizens.

- **Expanded Opportunities to Partner with Local Technical Training Institutes** – As many of the new employment opportunities will require varying levels of proficiency with technology, the establishment of the Texas National Service Center will provide Scientific Games and the Texas Lottery with an opportunity to partner with local technical training institutes and establish cooperative employment opportunities and/or workforce re-training programs with students/employees.

- **Higher Skilled Resources Supporting the Texas Lottery** – Higher levels of customer service can be achieved by greater investment in tools and resources in consolidating the functions in the Texas National Service Center. Higher skilled resources will now be hired, trained and retrained. Terminal repairs, typically completed to a modular level for an in-state repair facility, will now be completed to the component level because of the high concentration of technical talent and tools available in the facility. Greater investment can be achieved due to economies of scale recognized by this consolidated infrastructure.

Scientific Games understands that the Texas Lottery reserves the right to approve all locations and agrees to work with your designee in assuring that the Texas National Service Center location, procedures and our staffing plans meet with your approval.

As with all Scientific Games' facilities, the Texas National Service Center will be designed, constructed, and maintained to be consistent with state and local building codes, including but not limited to, specifications to meet the Americans with Disabilities Act (ADA) requirements. Additionally, the facility will be compliant with all multi-jurisdictional association standards throughout the life of the contract, including any extensions thereafter.

Quality, accuracy and excellence are among Scientific Games' service goals. While Scientific Games is not prohibited by our commitments to other customers under other contracts to locate the Texas National Service Center in the state of Texas, we fully understand our primary obligation is to meet the service level requirements of the Texas Lottery, its retailers, and players. We look forward to working with the Texas Lottery to ensure the service level requirements are fully achieved with the establishment of the Texas National Service Center including the confirmation of all required business continuity plans.

The establishment of the Texas National Service Centers enhances our ability to exceed the service level requirements of the Texas Lottery, provides expanded opportunities for the state of Texas and its citizens, and highlights the benefits of your selection of Scientific Games as the preferred choice for your lottery operations and services.

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A WORLD OF POSSIBILITIES

DAVID DOUGLAS
Deputy Director of Technology
Service Management

A MESSAGE FROM DAVID DOUGLAS

Deputy Director of Technology

"In today's high expectation IT environment there is no margin for error. With a focus on the Information Technology Infrastructure Library (ITIL) and Service Management at Scientific Games, the needs of the business and customer are understood, and service objectives, goals, and deliverables are clearly defined. ITIL and Service Management align business and IT so that each brings out the best in the other. Service levels are practical, mutually agreed upon, regularly reviewed, and the benefits are accepted by the business.

Furthermore, the customer's requirements for business continuity must be resilient, yet flexible, to dynamically anticipate and respond to disruptions, both planned and unplanned. The key to ongoing operations is the ability to operate continuously and without any detrimental impact to the revenue stream generated by the Texas Lottery to meet their commitments to the State of Texas. Scientific Games is proud of the steps we have taken to adopt ITIL and Service Management because it means that Scientific Games will be able to effectively minimize the impact of a local disaster and protect your day-to-day operations."

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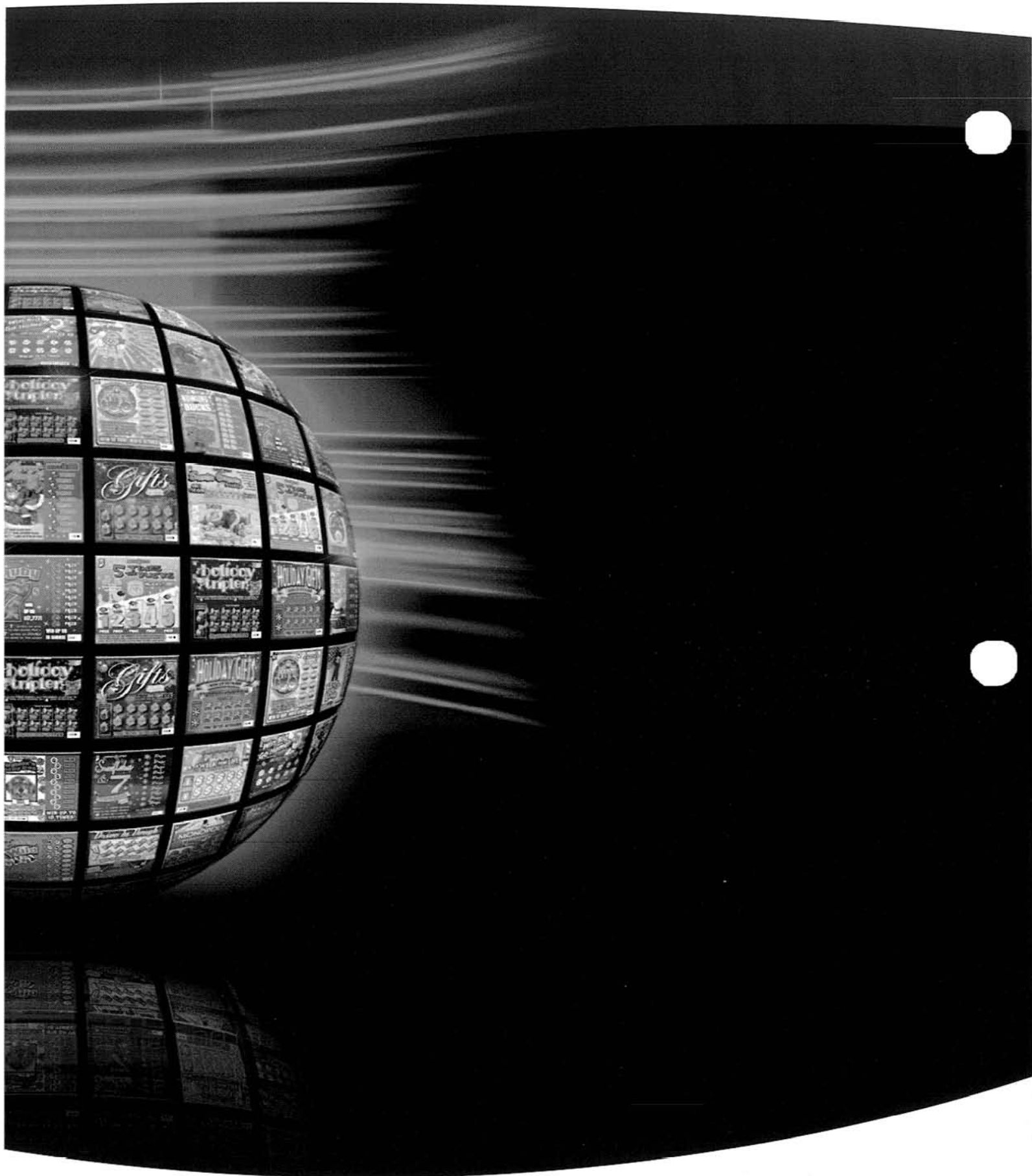
6.7 BUSINESS CONTINUITY AND DISASTER RECOVERY

RFP Requirement: Business Continuity (BC) and Disaster Recovery (DR) Services are the activities associated with providing prioritized continuity and recovery services for the Lottery Gaming System, sales, marketing, warehouse, distribution and all associated components (e.g., hardware, software, network, attached and standalone devices). At a minimum, these activities must be maintained in accordance with Title 1, Texas Administrative Code Chapter 202 – (Title 1 TAC 202) Information Security Standards. The following table identifies the BC and DR service requirements.

Scientific Games takes the responsibility of designing and developing a coherent and viable business continuity and disaster recovery plan very seriously. We also understand that seamless teamwork between the Lottery and Scientific Games is needed during an emergency situation. Communicating the nature of the disaster with all the affected parties, coordinating with each of the disaster teams, working with local Public Safety officials, and possibly preparing and issuing statements to the media are all part of the successful recovery effort. The following section provides details on the Business Continuity and Disaster Recovery plans that will be prepared for our Texas primary and backup facilities, as well as information related to our corporate recovery plans.

Scientific Games will develop and maintain a detailed plan to meet business continuity and disaster recovery requirements, including, but not limited to natural disasters, as set forth in Title 1 TAC 202. Included in the Supplemental Documentation for **Part 6** are several examples of existing plans and the drafts of the proposed Texas plans. The TLC plan is also provided on a CD.

Table 20. Business Continuity and Disaster Recovery Requirements

ROLES AND RESPONSIBILITIES	SUCCESSFUL PROPOSER	TLC
1. Develops and maintains a detailed plan to meet BC and DR requirements, including but not limited to natural disasters, as set forth in Title 1 TAC 202 at a minimum	X	
2. Defines data (file system, database, flat files, etc.) replication, backup and retention based on Section 3.74	X	
3. Establishes processes to ensure BC and DR plans are kept up to date and reflect changes in the operating environment	X	
4. Performs scheduled BC and DR tests	X	
5. Tracks and reports BC and DR test results to Texas Lottery	X	
6. Develops action plan to address BC and DR testing results	X	
7. Initiates the BC and/or DR plan in the event of BC and/or DR situation and immediately notifies the Texas Lottery	X	
8. Develops and implements a data back-up and recovery plan	X	

DETAIL REQUIREMENTS	RESPONSE SECTION(S)
9. In the event of a Successful Proposer hardware, software, or networking system failure, the Successful Proposer must maintain sufficient backup systems to ensure functionality and continuity at Retailers, Texas Lottery Claim Centers, Texas Lottery headquarters, and the Successful Proposer's primary and backup sites. There must be no loss of functionality or data due to a failure.	6.7.2
10. A written Business Continuity and Disaster Recovery plan, including but not limited to resumption of sales and business support services based on localized disasters or third-party business disruptions (e.g., hurricanes, strikes, delays of instant ticket deliveries, etc.), must be submitted by the Successful Proposer for Texas Lottery approval within ninety (90) Days of the conversion start date, and updated annually or as necessary thereafter. The Successful Proposer must ensure ticket security related to all instant ticket deliveries during any such disruption.	6.7.2
11. As part of the Business Continuity and Disaster Recovery plan, the Successful Proposer shall document the recovery of network communications at all levels.	6.7.2

Table 21. Business Continuity and Disaster Recovery Response Requirements

RESPONSE REQUIREMENT
1. The Proposer must acknowledge and accept the roles and responsibilities and detail requirements indicated in this section.
2. The Proposer must provide a description of its proposed Business Continuity and Disaster Recovery capabilities. This must include a description of how primary site system recovery will meet Texas Lottery requirements set forth in this section.
3. The Proposer must describe its data backup and restore process.
4. The Proposer must describe how tickets will be delivered should its primary delivery service become unavailable.

Table 22. Business Continuity and Disaster Recovery Service Levels

SLR #	SLR NAME
3.60.19	Failure to Comply with Title 1 TAC 202 Information Security Standards
3.60.20	Failure to Backup and Restore Data in a Manner and/or Format for Business Processing

RESPONSE TO TABLE 21: BUSINESS CONTINUITY AND DISASTER RECOVERY RESPONSE REQUIREMENTS

6.7.1 ACKNOWLEDGEMENT OF ROLES AND RESPONSIBILITIES AND DETAIL REQUIREMENTS

Response Requirement 1: The Proposer must acknowledge and accept the roles and responsibilities and detail requirements indicated in this section.

Scientific Games acknowledges and accepts the roles and responsibilities, and will comply with, and often exceed, detail requirements indicated in RFP Section 6.7.

6.7.2 BUSINESS CONTINUITY AND DISASTER RECOVERY CAPABILITIES (DRs 9, 10 and 11)

Response Requirement 2: The Proposer must provide a description of its proposed Business Continuity and Disaster Recovery capabilities. This must include a description of how primary site system recovery will meet Texas Lottery requirements set forth in this section.

Scientific Games has designed a preliminary business continuity and disaster recovery plan for maintaining the successful and continuous operation of the TLC's lottery operations and services. The objective of the final plan will be to minimize or avoid interruptions and downtime due to an emergency event, while anticipating and evaluating the impact of potential risk factors caused by fire, flooding, or other natural disasters, as well as terrorist activities or labor disputes. The plan and its defined emergency response and recovery procedures will be based on a threat and vulnerability analysis performed specifically for and with the TLC. The data from this analysis will provide a solid foundation upon which to develop a final plan that is site-specific and takes into consideration the unique operations, climatic and geographic features found in Texas.

The purpose of the business continuity and disaster recovery plan is to clearly identify the steps and sequence of events that are to be followed in the event of a disaster, including the responsibilities and procedures that each functional department within Scientific Games, and in conjunction with the TLC, must follow.

The business continuity and disaster recovery plan also prepares staff to respond appropriately to a disaster event and establishes procedures to minimize the decision-making required by key personnel during these emergencies.

In satisfaction of RFP Table 20, Detail Requirement No. 9, in the event of Scientific Games' hardware, software, or networking system failure, we will maintain sufficient back-up systems to ensure functionality and continuity is maintained at retailer locations, TLC Claim Centers, TLC headquarters, and our primary and back-up sites. There will be no loss of functionality or data due to a failure.

In satisfaction of RFP Table 20, Detail Requirement No. 10, a written Business Continuity and Disaster Recovery plan, including, but not limited to, resumption of sales and business support services based on localized disasters or third party business disruptions will be submitted by Scientific Games for TLC approval within 90 days of the conversion start date. The final plan will address the recovery procedures to restore the Lottery gaming system, sales, marketing, warehouse, distribution, and all associated components used in this contract, including security related to instant ticket deliveries. The plan will be updated as needed, but no less than annually.

In satisfaction of RFP Table 20, Detail Requirement No. 11, as part of the Business Continuity and Disaster Recovery Plan, Scientific Games will document the recovery of network communications at all levels.

Primary Site System Recovery – For each and every facility that Scientific Games operates, we have in place a Business Continuity Plan that is updated on a regular basis. The primary data center recovery specifically addresses the gaming system. In the interim, alternate means are in place to ensure that the site's normal business processes continue.

Confidentiality Claimed
Not released

Sample Plan – A sample of the business continuity and disaster recovery plan can be found at the end of **Part 6** as well as on the Supplemental Documentation CD behind the Electronic Media tab card.

Figure 6.7-1 represents the cover of Scientific Games' Business Continuity Plan.

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Texas Lottery Operations

Business Continuity Plan

Scientific Games
Business Continuity
Plan

Crisis Management & Crisis
Response Plans

April 2010

| Last Changed: 04/01/2010 | Confidential and Proprietary | Business Continuity Plan |
| Austin Office, SGI | This is a Sample document of the SGI company wide BCP | Page 1 of 77 |
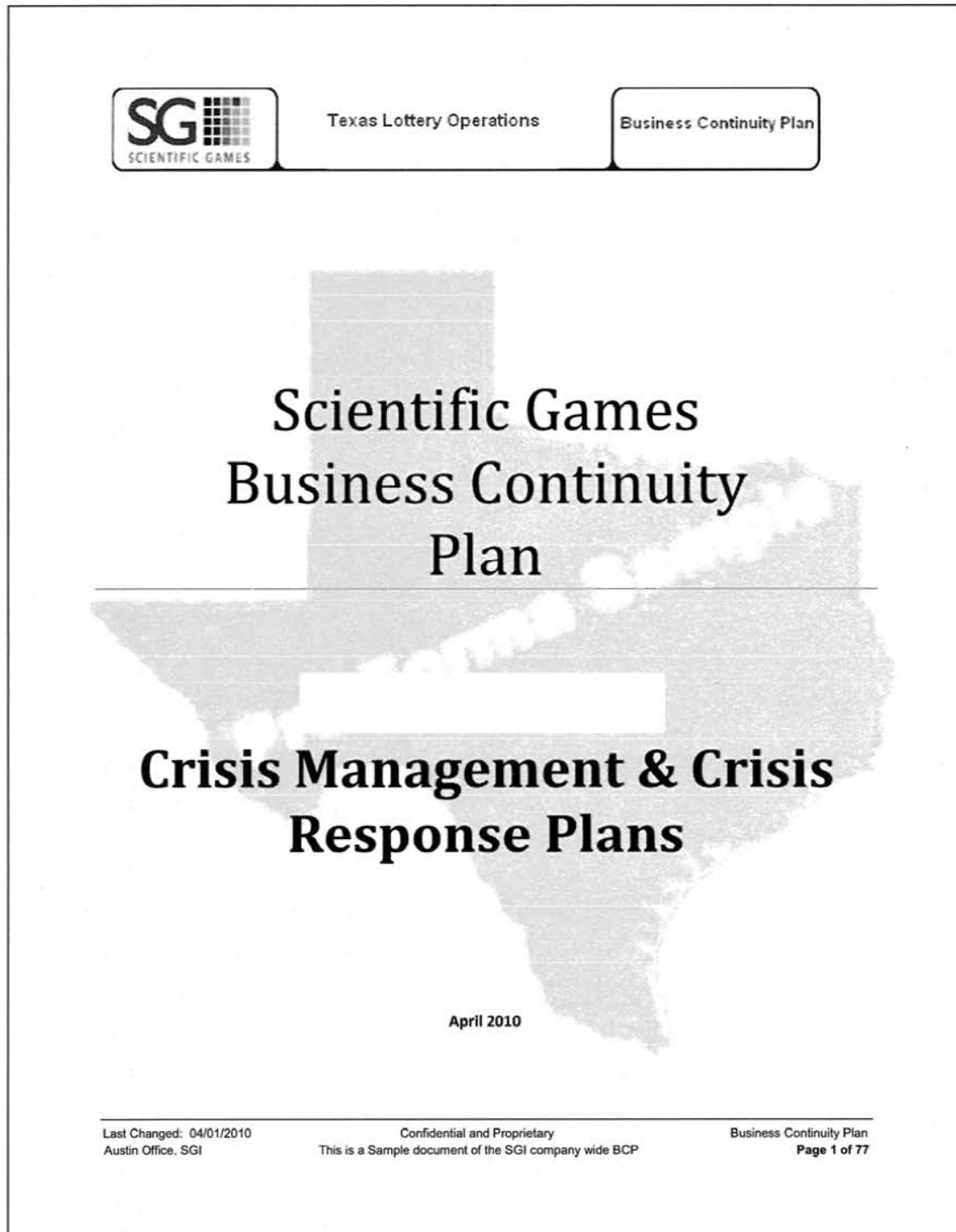
Figure 6.7-1: Cover of Scientific Games' Sample Business Continuity Plan for the TLC

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The sample plan Scientific Games has provided takes into account disasters caused by weather, water, fire, environmental spills and accidents, malicious destruction, acts of terrorism, and contingencies such as strikes, epidemics, pandemics, etc. The plan will ensure continuity of the gaming system and the Lottery's games. Provisions will also be made for the safe, secure off-site storage of all scheduled secondary data and programs.

The plan includes:

- Annual Testing Provisions
- Outline of Business Resumption Critical and Non-Critical Functions
- Business Impact Analysis
- Risk, Threat and Vulnerability Analysis
- Recovery Strategy
- Emergency Response Strategy
- Problem Escalation Strategy
- Plan Activation Protocol
- Description of Recovery Operations
- Description of Plan Validation, Testing, and Maintenance

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Also included are the plans for Scientific Games' facilities that manufacture point-of-sale terminals, as well as crisis management plans for Corporate Operations.

We continually make strategic improvements to the system disaster recovery process that allows Scientific Games to respond efficiently and effectively to disaster situations. Newly revised back-up plans have been established for corporate headquarters, data centers, call centers and terminal manufacturing. This ensures the Lottery that its retail base will experience minimal impact and rapid recovery.

Annual Testing Provisions – Scientific Games performs

. Test results are tracked and reported to the Lottery. Every test ends with a review of the results. If the results require further action a formal review of the process is initiated.

Business Resumption Planning for Critical and Non-Critical Operations – Scientific Games has a Business Continuity Plan (BCP) for each site. Each BCP has a Crisis Management Plan, and a set of Crisis Response Plans that include Evacuation Plans, Assembly Plans, Damage Assessment Plans, Recovery Plans, Restoration Plans and Training and Testing Plans.

The methodology used by Scientific Games is an iterative process of improvement that follows the ISO cycle of Plan-Do-Check-Act (PDCA). This methodology is sometimes referred to as a Business Continuity Management System. It is a process that engages

with the customer at all phases. The objective is to meet the requirements of both the customer and Scientific Games while providing continual improvement to the resiliency and sustainability of all games.

Resumption of Operations for Critical and Non-Critical Business Functions follows the determinations made through the Risk Assessment and Business Impact Analysis reviewed each year with the customer. An example of typical Resumption Strategies is found in Figure 6.7-2.

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Business Impact Analysis – The objective of Business Impact Analysis (BIA) is to assess the impact on Scientific Games should a particular process at a facility break down. Impact is measured based on various parameters both financial and non-financial. In addition, the BIA takes into account the residual or compound impacts of interdependent processes breaking down.

The goal is to determine which processes are critical from a continuity perspective. The prioritization will drive the development and refinement of disaster recovery and business continuity plans.

Risk, Threat and Vulnerability Analysis – Our initial step in formulating a BCP is to understand the risks, threats, and vulnerabilities to which the Texas operation may be exposed. Our site selection process requires that a preliminary threat and vulnerabilities analysis be performed for each location to assist us in choosing the best site. This includes a review of floodplain and National Weather Bureau maps, state evacuation plans, transportation options, and routes.

Recovery Strategy – Scientific Games will supply a recovery strategy for the   The strategy will entail evacuation procedures to ensure the safety of all personnel, and procedures to protect
                        . A communications plan will be developed that clearly defines the chain of command and communication process to be used in an emergency.

                                                                                                                          . The plan will be tested and practiced so that all personnel will react in a responsible and orderly fashion.

Emergency Response – General emergency response guidelines and procedures will be described in the business recovery plan. The procedures will provide clear, concise and appropriate actions to be taken depending on the emergency.

Problem Escalation – Scientific Games will develop problem escalation and reporting procedures to guarantee that, during a disaster, business recovery measures are implemented on a timely basis and progress is properly reported to appropriate management and Lottery personnel. Reviews will be conducted to identify remaining tasks and the status of each pending task. The review will also facilitate the implementation any additional tasks that may be needed, specify the outstanding actions required to complete the project, and estimate the time for completion.

Plan Activation – The proposed business recovery plan will identify

with

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recovery

procedures.

Designated staff will be responsible for directing the recovery efforts in their respective areas and for monitoring and reporting progress to the appropriate members of the Management Team. Once the plan has been activated, a designated manager will act as the primary liaison to the TLC to execute any communication plan requirements for the public and state officials, as well as to monitor the plan's progress.

6.7.2.1 DESCRIPTION OF RECOVERY OPERATIONS

System Disaster Recovery Plans – All the TLC's systems will be geographically separate and ensure a full back-up of all activity with virtually no lapse in service in case of emergency failover. Scientific Games will provide a system disaster recovery and contingency plan for the United Data Centers and other sites used in the contract.

Scientific Games MUSL-compliant model for data center integration works with any of our data centers located, as required, within the 48 contiguous states. The United Data Center model represents a significant advance in the approach to integration of separate data centers and provides redundant, secure, and cost-effective operation of these complex facilities. The "mirror image"   , at any time, operate as "primary" or "back-up." This model and architecture limits risks during a failover or disaster recovery situations.   . The fail-over process will be exercised on a schedule to be established with the Lottery,   .

Nationwide Field Service Community – Field Service Operations recovery strategy is to have field service representatives

.

. This means that a shipping document will be automatically created

In addition, the logistics to support the TLC extend beyond the Texas boarders to our nationwide field services community. Because we conduct field services operations in 15 U.S. lotteries, we have generated a knowledge-base that is shared among more than 300 field service professionals covering a 30-year history. Our field service operations in neighboring states, such as Oklahoma and Colorado, can quickly provide guidance and back-up support to our Texas staff. Additional support can be pulled from other states, such as Pennsylvania, Connecticut, and Iowa as needed.

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Recovery of Operations Including Warehousing – The business recovery plan
that comprise the procedures and the responsibilities required to execute and monitor the recovery process. Personnel will

To assist with this procedure, the plan will
so that Scientific Games can   .

The plan will   . Where appropriate,
will be conducted in accordance with state and/or local code, or as requested by the Lottery or by insurance companies.

Throughout the recovery operation, proper electronic and physical security measures will continue to be followed at the disaster site. Measures will be detailed   until all recovery repairs or salvage operations can be accomplished.

The business recovery plan will also   . If required,

Installation of Replacement Equipment –   to

The plan will
reporting and monitoring the progress of the equipment installation and/or replacement.

Online Games – Scientific Games runs its online operations in   ,

. We are also proposing an alternate to the Texas
The NDC hosts
for our customers who choose this alternative. Details on the NDC
can be found in **Section 6.6.**

Cooperative Services – The ⬚ operations have their own business continuity plans. The plan encompasses prevention analysis and recovery procedures that will minimize the impact of the potential loss of revenue, reduce the probability of occurrence, minimize security breaches, provide for safety and the well being of employees as well as provide for the security and integrity of the tickets, data and system files. The recovery strategy for

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⬚ will fulfill orders from the new location or warehouse and/or ship directly from ⬚ ; which also has ample warehouse space to house the Texas Lottery's considerable inventory

The recovery strategy for

The recovery strategy for

Field Service – Field Service Operations

. In addition, any other hardware and software that the technicians

. The temporary facility could include our corporate offices in Georgia or another U.S. site, whichever best suites the needs of the Lottery.

Plan Validation, Testing and Maintenance – Scientific Games will continually validate the business continuity plan, its procedures, and test our staff to ensure their ability to respond efficiently, securely, and rapidly to any disaster affecting our Texas operations.

We recommend the following procedures to make sure the TLC's operations and services continue in the event of a disaster:

- All new employees will be familiarized with the plan and their responsibilities during the disaster recovery.
- All employees will receive refresher training covering disaster recovery procedures.
- The plan will be tested for effectiveness and reviewed on a regular basis by Scientific Games and Lottery personnel to formulate and implement changes to the plan.
- Employee refresher training, plan testing, and plan updates will occur, at a minimum, annually, or as needed.

Using these measures to test, validate and maintain the plan, we can assure the TLC of uninterrupted service for all operations and services even in the event of a disaster at the local facility.

6.7.2.2 GLOBAL BUSINESS CONTINUITY

Scientific Games has developed a Global Business Continuity Plan to ensure the continuation of revenue for all our customers.
:

- An Evacuation Plan
- A Damage Assessment Plan
- A Restoration Plan
- An Assembly Plan
- A Recovery Plan
- A Training and Test Plan

Overarching these individual plans is a hierarchy of Crisis Management Plans tied together with a Global Communications and Escalation System that ensures the rapid and effective response to any catastrophic incident. The following schematic highlights in green the Crisis Management Teams that will support the TLC's games and services.
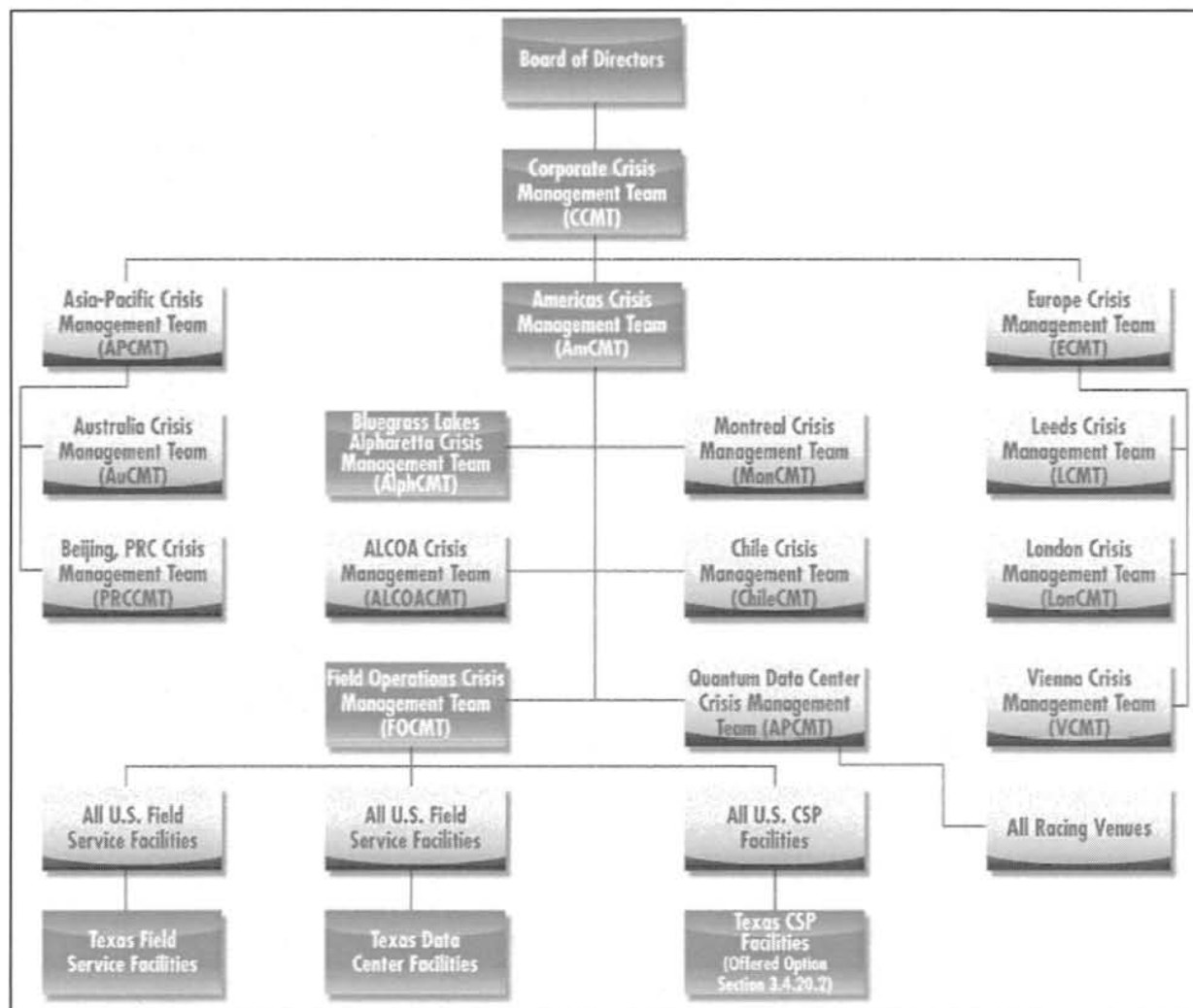
Figure 6.7-3: Global Business Continuity Structure

On-call are Human Resource, Finance, Legal, Government Affairs, and Compliance Executives, as well as executive management for the products and services affected.

Crisis Management Plan – This plan indicates possible natural and man-made threats and initial responses to each. The plan enumerates key resources, contact information, and chain of command.

- **Evacuation Plan** – Lists initiation authority, notification and search responsibilities.
- **Assembly Plan** – Gathers designated managers to begin the assessment process; marshals staff and accounts for their well being.
- **Damage Assessment Plan** –

- **Recovery Plan** –

- **Restoration Plan** –

- **Training and Testing Plan** – Ensures that all personnel understand their role and are prepared to carry out their assignments should the need arise, and provides training/testing schedules, curriculum, and successful completion criteria.

Scientific Games will produce a disaster plan for any additional infrastructure necessary to support the Lottery, such as a remote back-up site. A sample of this plan for Scientific Games' additional infrastructure can be found in this Supplemental Documentation for **Part 6**, as well as on the Supplemental Documentation CD behind the Electronic Media tab card.

The combination of these individual plans, coupled with the hierarchy of Crisis Management Plans that includes a Global Communications and Escalation System, ensures that Scientific Games will provide a rapid and effective response to any catastrophic incident.

Categories of Threat – Scientific Games' business continuity experts have identified eight categories of threats that are addressed in our continuity program. Our comprehensive portfolio addresses all eight categories around business, data, and event-driven continuity plans.

The seven categories of threats are:

1. Fire or explosion

2. Severe weather: tornados, hurricanes, severe thunderstorms and tropical storms

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3. Flood

4. Utility interruption

5. Bomb threat or mysterious package

6. Earthquakes

7. Hostage or intruder

8. Pandemic or biological incident

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The responses to the first seven threat categories are site dependent; the seventh is via government directive, not self-directed.

To ensure uninterrupted game delivery, Scientific Games has built its enterprise-wide Business Continuity Plan, facility by facility and process by process, thereby:

- Increasing the resiliency of the individual site.
- Developing alternate site capabilities.
- Implementing failover technologies for systems and utilities.
- Having alternate facilities for manufacturing games and point-of-sale devices.
- Assembling employees with a state-of-the-art notification system.

To ensure a rapid, coordinated, and effective response, Scientific Games has developed a nested hierarchy of Crisis Management Teams. The full global resources of the company are always available to provide assistance to our staff and the TLC at any of our operations.

Corporate Infrastructure Protection Plan

As a result of recent strategic advancements, Scientific Games is proud of the Corporate Infrastructure Protection Plan it has in place for its own facilities, including Ireland, England, Vienna, and Singapore. This precautionary plan ensures that we always have the capabilities necessary to support the Lottery.

The plan identifies the established, proactive measures needed to back-up the corporate offices, equipment, and services supporting the Lottery. In the event of a catastrophe, the following processes are or will be implemented:

- **National Response Center (NRC)** –

    . This facility will be used in the event of a disaster or if we experience a long-term outage at our primary call center location.

- **Development Team Deployment** – As deemed necessary, the Development Team is deployed to a remote site facility to provide needed support for the short term until the corporate facility is restored.

- **Communications** –

- **Source Code** –

- **Terminal Support** – Transitioned immediately to our redundant facility in

- **Ticket Printing** – Instant ticket production will continue in

); online roll-stock will be produced by Scientific with back-up from third party supplier relationships as required.

. This plan serves as a guide to all local site personnel, as well as our corporate support staff, in the event of a disaster that affects the corporate infrastructure.

Additionally,

Our comprehensive plan is in place and operational both domestically and internationally, which allows us to maximize uptime and system availability for the Lottery.

Additionally, many of our corporate holdings have conveniently located domestic back-up facilities that Scientific Games' Leadership Team can use to quickly and efficiently respond to Lottery needs.

A sample of the Corporate Infrastructure Protection Plan can be found in the Supplemental Documentation at the end of **Part 6** as well as on the Supplemental Documentation CD behind the Electronic Media tab card.

6.7.3 DATA BACK-UP AND RESTORE PROCESS

Response Requirement 3: The Proposer must describe its data backup and restore process.

To ensure the utmost protection, the Scientific Games process
r. These back-ups are

. The restore process can be performed by
. Since our data centers are configured

More information regarding our hot back-up failover process can be found in **Section 7.6.1.2.C**.

6.7.4 MONITORING TICKET DELIVERY

Response Requirement 4: The Proposer must describe how tickets will be delivered should its primary delivery service become unavailable.

In the event that the delivery of instant tickets and gaming supplies from the primary delivery service is unavailable,

5.

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6.8 TRAINING (DR 15)

RFP Requirement: Training activities consist of the following:

- *Training for Texas Lottery and Lottery Operator staff on general operating procedures, lottery equipment and inventory/financial functions.*
- *Training for existing and new Retailers on lottery equipment, operation, general operating procedures, Texas Lottery licensing requirements and sales & marketing techniques. This includes training on new Lottery Product implementations, new System applications, new equipment installations and refresher training.*

The following table identifies the training requirements.

Scientific Games retailer training sessions have the highest participation rate of any other lottery vendor-provided training. We use class room training, training at chain headquarters and in store training to provide a positive and exceptional learning experience for retailer and Lottery staff for the initial conversion training. Scientific Games will conduct ongoing new retailer training before the retailer can sell Texas Lottery products (satisfying RFP Table 23, Detail Requirement No. 15), major system changes, game modifications, or Lottery requested training throughout the life of the contract.

Table 23. Training Requirements

ROLES AND RESPONSIBILITIES	SUCCESSFUL PROPOSER	TLC
1. Develops, documents and delivers training programs as requested by the Texas Lottery	X	
2. Reviews and approves Successful Proposer developed training programs including content, location, training resources and materials		X
3. Provides training when substantive (as defined by the Texas Lottery) changes (e.g., new Lottery Product implementations, new Systems or functionality) are introduced into the Texas Lottery environment	X	
4. Provides ongoing training materials for Lottery Operator staff, Texas Lottery staff and Retailers	X	
5. Trains sales force training staff and Retailer corporate trainers (train-the-trainer)	X	
6. Educates the playing public about Lottery Products and/or the equipment used to sell the Lottery Products	X	
DETAIL REQUIREMENTS		
SYSTEM TRAINING REQUIREMENTS	RESPONSE SECTION(S)	
7. The Successful Proposer must provide training, initial and on-going, on the Lottery Gaming System to designated Texas Lottery staff. Training activities shall include in-person and online.	6.8.2.15	
8. The Successful Proposer must provide System training and desk reference materials that would allow first-time users to learn each module and navigate the System.	6.8.2.4	

RETAILER TRAINING REQUIREMENTS	RESPONSE SECTION(S)
9. At a minimum, training shall consist of new Retailer training, refresher training (at the request of the Texas Lottery or the Retailer), conversion training, promotions and new Lottery Product/feature training.	6.8.2
10. For Corporate, Key, and Chain Accounts, the Successful Proposer shall provide train-the-trainer courses at locations acceptable to the Corporate, Key, and Chain Accounts.	6.8.2.11
11. The Successful Proposer must provide all Retailer and Texas Lottery staff training in English and Spanish (as appropriate).	6.8.2.1 6.8.2.15
12. The Successful Proposer must provide the training in a location (e.g., on-site at Retailer location, via classroom at the Successful Proposer's location, corporate retailer's home office, etc.) that best meets the requirements of the Retailer. Consideration must be given to geographic travel distance and the establishment of a training environment conducive to effective training.	6.8.2.8
13. The Successful Proposer must create and update, as needed based on changes, electronic and printed manuals for Retailers related to equipment functionality and game ticket generation. At a minimum, all materials must be reviewed and updated bi-annually (every two [2] years). These materials must be made available on all Sales Terminals (or in hard copy for equipment where this functionality is unavailable) and provided to the Texas Lottery in a format for posting to the Texas Lottery's retailer website. All training materials must include, but are not limited to, the following: a. Retailer Guide that provides Texas Lottery retailer related policies/procedures, accounting and licensing information; b. Retailer Manual for each type of equipment that provides instruction on how to utilize equipment; c. Quick Reference Cards that are a condensed version of Retailer Manual; and d. Retailer Best Practices for marketing that provides sales tips and best practices for increasing lottery sales.	6.8.2.13
RETAILER TRAINING REQUIREMENTS – LICENSING	RESPONSE SECTION(S)
14. The Successful Proposer must provide Retailer training on the licensing requirements of the Texas Lottery.	6.8.2

RETAILER TRAINING REQUIREMENTS – NEW	RESPONSE SECTION(S)
15. The Successful Proposer must provide new Retailer training before the Retailer can sell Texas Lottery Products. The Successful Proposer shall develop and provide all materials.	6.8 6.8.2.13
16. The Successful Proposer must provide training to all Retailers who receive new equipment or receive new features on their equipment.	6.8.2.9

RETAILER TRAINING REQUIREMENTS – RECURRING	RESPONSE SECTION(S)
17. The Successful Proposer shall develop and provide ongoing training to ensure that Retailers understand all facets of terminal operation and lottery policies and procedures. Ongoing training must be performed within seven (7) Days from written notice from the Texas Lottery.	6.8.2.9
18. The Successful Proposer must provide training to all Retailers who request training or if requested by the Texas Lottery.	6.8.2.9

LOTTERY SALES REPRESENTATIVES TRAINING REQUIREMENTS	RESPONSE SECTION(S)
19. The Successful Proposer must provide on-going sales training for Lottery Sales Representatives (LSR). This shall include a minimum of two (2) formal sales training classes each year.	6.8.2.15
20. At a minimum, LSR training shall consist of: a. new employee training; b. new equipment or software training; c. new Lottery Product/feature training; d. general employee development; e. sales skill development training; and f. conversion training.	6.8.2.15

PROMOTIONS STAFF (DEDICATED AND SUPPORT) TRAINING REQUIREMENTS	RESPONSE SECTION(S)
21. The Successful Proposer must train its dedicated and support promotions team in product knowledge, promotional and sales techniques and other required training to support the promotional activities conducted on behalf of the Texas Lottery.	6.8.2.15

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Table 24. Training Response Requirements

RESPONSE REQUIREMENT
1. The Proposer must acknowledge and accept the roles and responsibilities and detail requirements indicated in this section.
2. The Proposer must provide a description of its proposed training activities for each requirement.

Table 25. Training Service Levels

SLR #	SLR NAME
3.60.21	Failure to Perform Retailer Training
3.60.22	Failure to Perform Retailer Retraining

RESPONSE TO TABLE 24: TRAINING RESPONSE REQUIREMENTS

6.8.1 ACKNOWLEDGEMENT OF ROLES AND RESPONSIBILITIES AND DETAIL REQUIREMENTS

Response Requirement 1: The Proposer must acknowledge and accept the roles and responsibilities and detail requirements indicated in this section.

Scientific Games acknowledges and accepts the roles and responsibilities, and will comply with, and often exceed, the detail requirements indicated in RFP Section 6.8.

6.8.2 PROPOSED TRAINING ACTIVITIES (DRs 9 and 14)

Response Requirement 2: The Proposer must provide a description of its proposed training activities for each requirement.

At Scientific Games we approach retailer training unlike any other vendor, we know successful training does not just happen in a box (classroom).

Scientific Games Educational Services Department is the only training team that focuses on the entire retailer experience with:

- In-house logistical experts, experienced in large scale rollouts, ready to execute statewide instructor led training. This includes event planners, retailer communications specialists and Retailer Care Specialists.
- Project Managers who work hand in hand with instructional designers and technical writers who develop, document, and deliver training programs as requested by the Texas Lottery.

Full Line Lottery Service Provider Facilitators (including online and instant products, Lottery terminal technology as well as SalesMaker techniques.

Training content will include:

- General operating procedures,   for Texas Lottery employees and
  Lottery Operator staff.

- ●   , Texas Lottery licensing requirements
  (satisfying RFP Table 23, Detail Requirement No. 14), and sales and marketing techniques for new and existing retailer
  training.

- ●   .

- New retailer training, refresher training, conversion training, promotions, and new Texas Lottery product/feature
  training in satisfaction of RFP Table 23, Detail Requirement No. 9.

Scientific Games' commitment as a company is to focus our efforts on growing your sales and helping you to reach new players. The Educational Services Department approaches that commitment with one major objective: to create a retailer experience. It starts with complete communication on what they will expect, continues with a concise learning solution they need at a time and place convenient to them. Learning is ongoing through every interaction with a Scientific Games employee. It ends with a well trained retailer who is excited and prepared to successfully sell Texas Lottery products and operate Texas Lottery equipment. By meeting this objective, retailers will in turn motivate players to purchase lottery games, ultimately increasing Texas Lottery revenues and your beneficiary contributions.

At Scientific Games we approach retailer training unlike any other vendor, and, as demonstrated in Figure 6.8-1 (and throughout this section), documentation is specifically designed for each customer.

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Figure 6.8-1: This Slide Will Greet All Lottery Retailers Who Attend A Training Session

6.8.2.1 STAFF QUALIFICATIONS (DR 11)

What makes Scientific Games' learning solution unique is that while we know conversion training is an important step in getting your retailers prepared for their new technology and new games, we do not approach learning as a one-time event. In fact, our experience tells us that the more often you expose a learner to something the more effective the learning will be.

Training is not effective unless you have the experienced team to provide it. Scientific Games' Educational Services Team has worked with lotteries all over the world to develop, execute and evaluate our lottery and retailer learning solutions. The key members of our Educational Services Team are shown in Figure 6.8-2. Brief descriptions of each member, their experience, and the role they will play in training the Texas Lottery's retailers are given on the following page.

Figure 6.8-2: Educational Services Team (Key Members)

KRIS-ANN HOSONITZ, EDUCATIONAL SERVICES MANAGER

With six years of lottery-specific experience, including the recently completed Pennsylvania and ongoing Indiana conversions, Kris-Ann Hosonitz's contract functions begin with leading a team of individuals that are responsible for every aspect of training: from gathering training requirements, to designing learning solutions, to facilitating instructor-led classes as well as managing Lottery UniverCity™ and evaluating the solution to ensure it meets the objectives set.

Kris-Ann Hosonitz

Kris-Ann will be the primary point-of-contact for the Lottery regarding the training of the retailers prior to conversion. Kris-Ann will be on-site a few weeks prior to the start of retailer training throughout the end of retailer training and thereafter as required. She will be engaged through the life of the project.

As an integral part of the project team, it is Kris-Ann's responsibility to work with the Project Director (Dan Grace) on the following items:

- Ensure we have the tools we need (software, terminals) to instruct end users
- Manage the vendors and facilities we utilize during training
- Ensure that all learning solutions are implemented flawlessly
- Report on training participation
- Report on evaluation scores
- Determine the need for other learning solutions
- Ensure that learning opportunities are established and ready for the life of the contract

BARBARA "JAMIE" COLLIER, TRAINING SPECIALIST

Jamie has seven years of lottery experience. Earlier in her career she was a Courseware Developer at Reynolds and Reynolds where she applied the principles and techniques of Instruction systems Design and Development to produce a variety of education and training programs for finance, insurance, and accounting personnel.

Barbara "Jamie" Collier

Jamie will serve as the Training Specialist. She will be responsible for coordinating all learning solutions for the TLC's Corporate Accounts, including maintaining and adjusting training schedules, plans, and budgets. Jamie will report all training results to the Texas Lottery.

RACHAEL STEPHENS, TRAINING SPECIALIST

Rachael has over nine years of lottery experience. Rachael has been involved in multiple system projects and conversions, including Pennsylvania, Maryland, Connecticut, Oklahoma, Indiana, South Dakota, Arizona, Mexico, Delaware, Puerto Rico and Jamaica. As part of those conversions, she has supported operations as well as facilitating multiple systems training workshops.

Rachael Stephens

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As part of the TLC transition, Rachael will be responsible for coordinating all learning solutions for Texas Lottery employees, including maintaining and adjusting training schedules, plans, and budgets. Rachael will work closely with the Texas Lottery to develop learning solutions as well as reporting on training results.

This core team has trained over 75,000 retail employees as part of the following projects:

- China Sports Lottery Implementation
- Televisa (Mexico) Start-Up
- Cataluna (Spain) Conversion
- Puerto Rico Instant Start-Up
- Connecticut Lottery Conversion
- Pennsylvania Lottery Conversion
- Maryland Lottery Conversion
- Oklahoma Lottery Start-Up

In 2009, our Educational Services Team trained over 17,000 attendees as part of the system conversion in Pennsylvania including retailers and Lottery employees.

This includes management of all training-related logistics, including 21 training locations, movement of terminals and supplies, and the scheduling of all attendees. Today, our team is engaged in the Indiana system conversion, where we will train nearly 4.000 retail employees.

During our work with the China Sports Lottery ("CSL") for the lottery market in the People's Republic of China ("PRC") our teams helped the CSL reach their goals which included deployment of more than 50,000 terminals, support for more than 65,000 retailers and training 17,000 sales representatives in all regions country wide with limited infrastructure.

This team has experience in the fields of instructional design, content development, facilitation, evaluation, coaching and mentoring. As the numbers show, this team has a proven track record of seamlessly developing and executing a large scale training solution. This assures the Texas Lottery that we come to the table ready, willing and able to train and energize your retailers.

Our Proposed Retailer Training Plan for Texas

For Texas Lottery, Scientific Games training options are presented below.

1. Instructor Led training Classes

    These classes will occur simultaneously across 10 districts throughout the state.

We will provide your retailers over 240 opportunities to attend training over 14 weeks. For initial conversion training, the Educational Services Team can provide instructor-led classes in fully equipped locations, such as the training room shown in Figure 6.8-3. Working with the Texas Lottery, we will design comprehensive learning solutions with the end goal of well-trained retailers.

Our focus in any training class is on learner retention.

Our instructor led classes have proven to be the best method based on numerous post class evaluations as well as minimal requests for retraining and user error generated service calls.

All retailer staff training will be provided in English and Spanish (as appropriate), satisfying RFP Table 23, Detail Requirement No. 11.

Conversion training occurs at the convenient locations and times throughout the state providing the retailers more than one choice for a training session.

Figure 6.8-3: Pennsylvania Training Room for WAVE™ Terminals

2. In-Store Training

However, if a retailer is unable to attend one of these sessions, in-store training will be provided.

We can offer the following options for in-store training:

a. In-store training can take place when the field service representative installs your new WAVE™ terminal. Training will be facilitated by a Lottery Sales Representative (LSR). Our Network Rollout Office (NRO) will coordinate the date and time of the terminal installation with the in-store training. All of our LSR staff is certified as Retailer Care Specialists by our Educational Services Department. Since the success of any training curriculum rests in the hands of the trainer, Scientific Games requires all employees who interact with a retailer be certified Retailer Care Specialists. This includes our facilitators, our LSRs and our field service teams. We firmly believe that every interaction with a retailer is a learning opportunity, and everyone on our team will be prepared to answer any questions a retailer may have.

b. In-store training would be for the retailer to complete training using Lottery UniverCity where the training can take place in their own store at a time that is most convenient to them. Please note that details on our Lottery UniverCity can be found in section **Section 6.8.2.2**.

3. Corporate Account Training

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Confidentiality Claimed
Not released

Confidentiality Claimed
Not released

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6.8.2.3 RETAILER LEARNING

While we know that conversion training is an important step in getting your retailers prepared for their new technology and new games, Scientific Games does not approach learning as a one-time event. In fact, our experience tells us that the more often you expose a learner to something, the more effective the lesson will be. This is what makes our learning solution so unique.

- Scientific Games employs a Steps-to-Success program to effectively communicate to retailer's information relevant to their conversion participation. Please see **Section 10.4.2.5** for more details. The use of newsletters and call campaigns prior to the start of retailer training sets their expectations for their conversion participation.

- A train-the-trainer session for any vendor that augments the Educational Services Department, our LSRs, our Field Service representatives, and our Call Center Technical Support Representatives (TSRs).

- A train-the-trainer session for the Corporate Trainers to ensure that all corporate accounts are prepared to train as well as troubleshoot any questions or concerns from their stores.

- Conversion training occurs at convenient locations and times throughout the state providing the retailers more than one choice for a training session.

- Scientific Games offers learning opportunities each time a retailer interacts with the field service staff and LSRs that install terminals or provides ongoing support.

- All Scientific Games' field service staff and LSR Teams are all certified as Retailer Care Specialists by our Educational Services Team.

- LSR will also be certified Retailer Care Specialists. This ensures that the LSR Team is fully prepared to address any retailer questions or concerns on Texas Lottery business.

- Our in-state Texas Regional Call Center (TRCC) and our National Response Center (NRC)   , which will be available 24/7, will be trained as Retailer Care Specialists that can answer retailers questions about software, terminal, and peripherals.

Please note that details on our Retailer Care Specialist program can be found later in this section and in **Section 7.12.1**.

All Scientific Games personnel, who interact with your retailers, can address questions and provide a summary of routine terminal functionality.

A detailed discussion of ADDIE, Scientific Games' training philosophy follows, after which we provide descriptions of our proposed training activities and solutions for each RFP requirement.

6.8.2.4 SCIENTIFIC GAMES' TRAINING PHILOSOPHY (DR 8)

Our Educational Services Team can implement a number of innovative concepts to provide maximum benefits to the Texas Lottery and your retailers. In addition, we embrace a training philosophy that requires each of our learning solutions to go through specific phases. We will analyze, design, develop, implement, and evaluate every learning solution to ensure that we provide measurable and genuine values to the Texas Lottery, to your retailers and ultimately, the players. This training philosophy, commonly referred to as ADDIE (Analyze, Design, Development, Implementation, and Evaluation), is an

instructional system design model that allows us to formulate an accurate and all encompassing training curriculum with our partners in order to benefit all of the participants.

At Scientific Games, we do not assume that there is just one component of training that adds value; rather, we know that values can vary from one business segment to another. We utilize ADDIE for all our learning solutions. This ensures that we have addressed all the business segment concerns, and we have outlined each step and the output as it pertains to training.

Analyze

In the Analyze phase, the instructional problem is clarified, the goals and objectives are established and the learning environment and learner characteristics are identified. One of the main outputs of the analyze phase is the Training Requirements Document. The goal of the Training Requirements Document is to define all the requirements and responsibilities of all parties involved in training. An example is shown in Figure 6.8-4.

Among its primary features, the Training Requirements Document:

- Presents the overall vision for training including objectives and risks
- Defines user classes and characteristics
- Outlines the scope of the learning solution
- Defines all requirements for training including user requirements, customer constraints, and rules
- Provides an overview of the current and proposed technology that learners will utilize
- Identifies all assumptions and dependencies for the learning solution
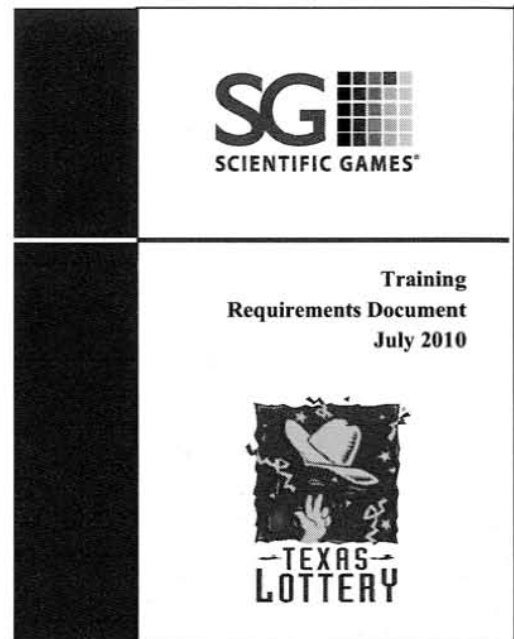
Figure 6.8-4: Training Requirements Document

Design

Scientific Games designs learning solutions by working with lotteries to identify the required components, including instructional strategies and media choices. Together, we develop comprehensive training plans, which is the main output of the Design phase for domestic and international customers. Customer-specific training plans are drawn up for each jurisdiction we serve. The training plan is the "guide" that details the variables for every training class. Among its primary features, the training plan:

- Presents proposed training project schedules and deliverables
- Describes the intended audience for each training
- Presents proposed agendas for each segment of training
- Defines the implementation approach to develop and deliver training
- Identifies Scientific Games' department(s) or resources that are responsible for materials and/or training delivery
- Identifies Lottery personnel who can serve as subject matter experts during training development

Additionally, the training plan will serve as a vehicle for the Texas Lottery to approve the training details. Information Redacted §552.101/466.022/552.139

Develop

In the Development phase, trainers work with technical writers and courseware developers to produce the materials according to decisions made during the design phase. There are several outputs from this stage including various training materials to support each learning solution. The materials will be provided in electronic format as well as printed material. These materials will be reviewed and updated bi-annually (every two years) or more often, as needed to support major system enhancements.

For Retailer Training, materials will include:

- Retailer Guide that provides Texas Lottery retailer related policies/procedures, accounting and licensing information
- Retailer Manual that provides instruction on how to utilize each type of equipment
- Quick Reference Cards covering the daily procedures for selling, validating and running reports
- Retailer Best Practices for marketing, which provides sales tips and best practices for increasing lottery sales

For Lottery staff training, materials will include:

- Student Guides or desk reference materials that allow first time users to learn each module and navigate thereby satisfying RFP Table 23, Detail Requirement No. 8
- Online help systems

Implement

Our learning solutions do not end with analysis, design and development. We also focus on the flawless implementation of the learning solution that covers all aspects of logistical planning. This includes:

- Instructor-led learning solution:
  - Scheduling participants through direct mail and call campaigns
  - Ensuring hotels are reserved in cities identified for training
  - Arranging classrooms correctly
  - Placing terminals as needed
  - Identifying necessary supplies and ensuring they are ready

Some of these items may seem small and insignificant; however, when overlooked or handled poorly, these details can affect the entire outcome of the solution.
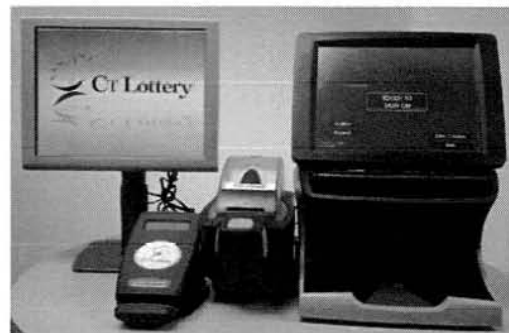
Figure 6.8-5: Connecticut Training WAVE™ Terminal Hardware

Details of the logistical planning are provided in the Training Plan, which includes:

- Presents dates and times of classes
- Lists the instructor's name
- Defines the learning solution being presented
- Identifies participants
- Lists all equipment and facilities requirements

Evaluate

The Evaluation phase is necessary to obtain feedback related to different aspects of the learning solution. Class participants will complete the evaluation and rate the following areas:

- Facilitator
- Learning environment
- Course content and user interface
- Lessons learned

This is called summative evaluation. Summative evaluation consists of tests for criterion-related referenced items and provides opportunities for feedback from the users. An example of a retailer evaluation is included in Figure 6.8-6. Each day during conversion, Scientific Games will provide the Texas Lottery with a report that outlines the evaluations. An example of this is given in Figure 6.8-7.

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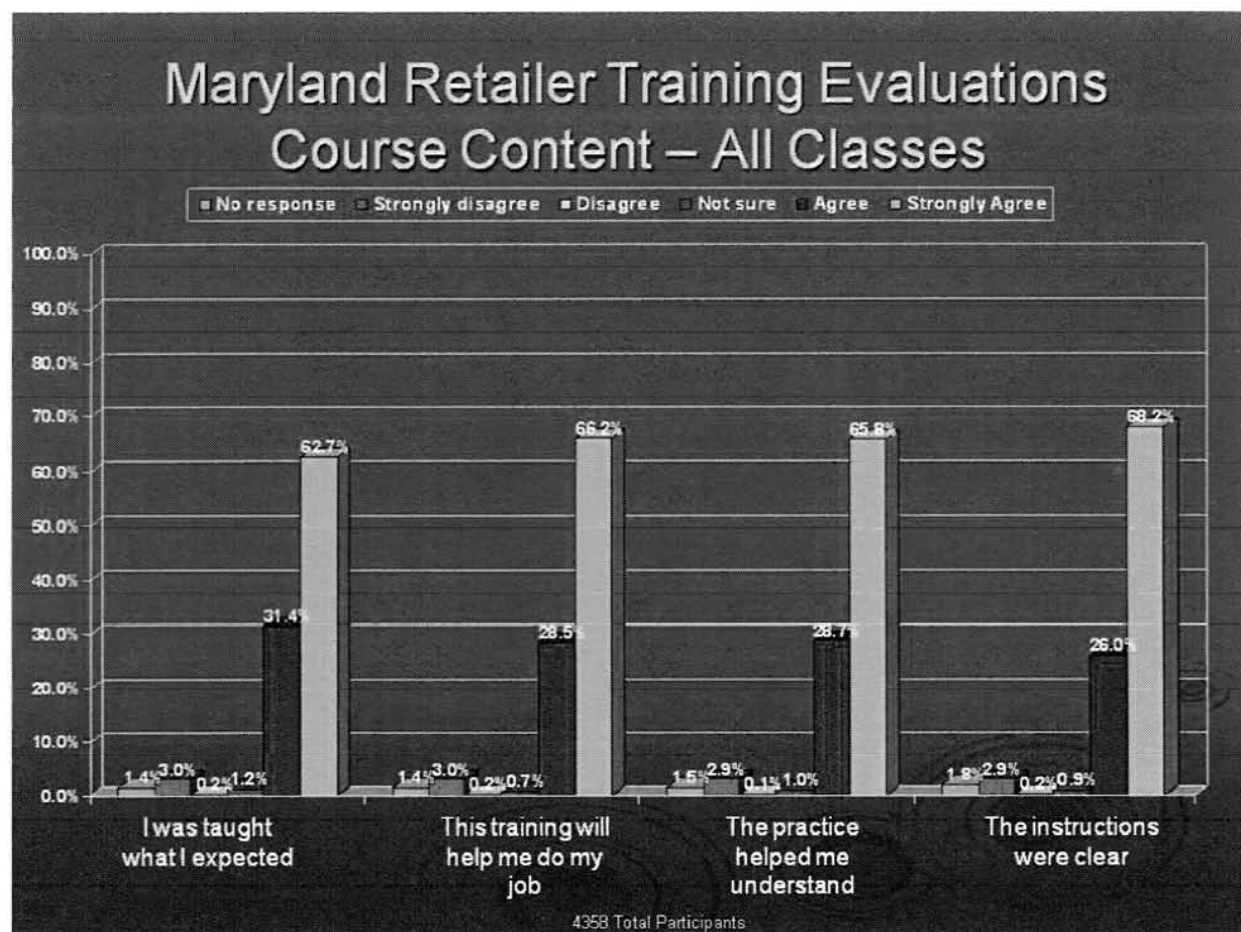
Figure 6.8-7: Retailer Training Evaluations are Provided to the Lottery

Each day during conversion training, Scientific Games will provide the Texas Lottery with a report that can outline specific details of the training initiative. Some examples of details provided include call campaign results, scheduled participants, attendance reports, full or available classes, corporate training schedules, and training evaluation results. Additionally, we can provide the Texas Lottery any written comments gathered on retailer evaluations. This is a great way to garner anonymous feedback on the new terminal. The Texas Lottery may ask for changes based on these measurements. If such a change is requested, we will fulfill the Texas Lottery's request accordingly.

Summary of Scientific Games' Training Philosophy

Using ADDIE to formulate an accurate and effective training curriculum for our partners allows us to work together through each phase to provide successful learning solutions for the Texas Lottery's and their retailers. This process ensures that effective communication and implementation occur and that no detail is left to chance or interpretation.

6.8.2.5 RETAILER INSTRUCTION

For instructor-led classes, whether "classroom style" at group training facilities or at retailer on-site locations, the success of any training curriculum rests in the hands of the trainer. Scientific Games requires all employees who interact with a retailer be certified Retailer Care Specialists because we firmly believe that every interaction with a retailer is a learning opportunity and that anyone on our team, or within the Texas Lottery, should be completely prepared to answer any questions a retailer may have.

Scientific Games will provide instructor-led classes throughout the state of Texas in Texas Lottery-approved training facilities similar to the one shown in Figure 6.8-8. In addition, we will train retailers at retailer headquarter locations and/or retailer sites as needed. Furthermore, we will provide continued training to new retailers for the term of the contract, most likely at retailer on-site locations.

Our Educational Services Department are experts on the technology and games that we are proposing to the Texas Lottery. The ESD Team members have experience in the fields of instructional design, facilitation, measurement, monitoring, and coaching. We bring a wealth of knowledge to each project. ESD is responsible for implementing the certification process for the following groups.

Figure 6.8-8: "Classroom Style" Training in Pennsylvania

During conversion, we will hire a HUB from the state of Texas that specializes in training facilitation.

Retailer Care Specialists – During conversion, we will hire a HUB from the state of Texas that specializes in training facilitation. All staff involved with Lottery training, including any vendors that augment our team, will be experienced, technical instructors. We require all facilitators who instruct retailers to attend a train-the-trainer-session with the Scientific Games' Educational Services Department. This train-the-trainer session will cover all aspects of the Texas Lottery project, including technology, games, account management, and lottery policy and procedures. This ensures that all trainers are experts on your technology and gaming solutions.

The train-the-trainer program is completed when all facilitators are certified Retailer Care Specialists. This includes sales force training (LSRs and Inside Sales), field service representatives and retailer corporate/key account trainers. Figure 6.8-9 shows some of the favorable comments our instructors received from Pennsylvania retailers just last year.

Comments – Pennsylvania – All Classes

- The trainer did an excellent job explaining the new machine and how to operate it.

- His instructions were clear and concise. I appreciated the time spent on our understanding.

- The training session was great! The new terminal is going to be very easy. I'm looking forward to it.

- This machine was so easy. My co-workers will love it.

- Training was easy and fun. Can't wait to get our new lottery machine.

- This was a great class. Thank you.

Figure 6.8-9: Pennsylvania Lottery Retailer Comments Provided to the Lottery

Lottery Staff – Our certified Retailer Care Specialists will provide training, to designated Texas Lottery staff. This can include, claim teams, and any other team that interfaces with your retailer base. Training activities will include in-person training with hands on practice on the WAVE™ terminal as well as Texas Lottery job-specific information. Training will be provided in English and Spanish (as appropriate). The Texas Lottery teams will also become certified Retailer Care Specialists. This certification ensures that all Texas Lottery employees are familiar and comfortable with the new technology and can address any retailer questions or concerns they may receive.

During conversion, employees that interact with your retailers will be required to go through the same certification process as the trainers.

Field Service Technicians – The certification of the Field Service Representatives ensures that they provide the same level of support to your retailers.

Lottery Sales Representatives (LSRs) – The certification of the LSRs prepare them to answer any question a retailer may have on the terminal or peripherals.

Our experience shows that the certification of these groups offers several opportunities for learning and reinforcement of new technology. These three groups come together as one comprehensive team of experts to provide retailers with continual learning experiences.

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6.8.2.6 TRAINING PROGRAM CONTENTS

During conversion training, Scientific Games will provide hands-on group instruction through an instructor-led class that is based on the three basic modalities of adult learning as it applies to processing information, and facilitating the class.

1. **"Show Me" (Visual)** – Our WAVE™ terminal has a VGA output for a secondary display that projects the image of the terminal interface onto the classroom screen. This allows all attendees to easily observe and follow the steps the trainers are taking via the touchscreen on the terminal.

2. **"Tell Me" (Auditory)** – Our Retailer Trainer will use Texas Lottery-approved presentations and training scripts.

3. **"Let Me" (Kinesthetic)** – Each participant will have an opportunity for hands-on practice with the new terminal. They will place wagers, close out customer transactions, validate tickets, run terminal reports, and change paper.

We feel these components—in conjunction with the new technology and games—will motivate and excite the retailers. This new excitement is reflected in their attitudes towards players, which will ultimately increase the revenues that drive your contribution to Texas beneficiaries.

Figure 6.8-10 is an extract from the table of contents of a training manual used to train lottery retailers in Pennsylvania.

TABLE OF CONTENTS

Figure 6.8-10: Sample Training Manual Table of Contents

We will provide training on-site at retailer locations when appropriate. This is a sample of one jurisdiction. Please note that we have also included:

- Signage and POS placement
- Instant ticket displays

Most importantly, we incorporate simple sales strategies that retailers can use in conjunction with the new technology.

For Texas retailer training, we would also incorporate content to cover licensing requirements. We will also provide ongoing retailer instruction in response to changes in the terminal and/or product mix. This includes providing training when substantive changes, as defined by the Texas Lottery, are introduced into the retailer environment.

Figure 6.8-11: Scientific Games' Training Facilities are Always Fully Equipped

6.8.2.7 MATERIALS

The Scientific Games Educational Services Team approaches training with a blended learning solution. Blended learning incorporates a mix of instructor-led presentations and computer-mediated instruction as demonstrated in the sample training outline above.

For instructor-led conversion training classes, up to 35 terminals will be used in each class, as shown in Figure 6.8-11. Scientific Games recommends a one-to-one terminal to user ratio. This gives each participant hands-on practice throughout the session. If a larger class is necessary we recommend that the maximum number at each terminal should not exceed two.

Documentation will be provided to support the instructor-led class, either in classroom-style training sessions or at retailer locations. Each participant is given a Quick Reference Card at the time of training. During training they are shown how to enter training mode, simulate transactions, and find training videos. By completing training in training mode, participants learn how to train other employees at their store. It is the ultimate train-the-trainer.

When retailers receive their terminal, they also receive a Retailer Manual and retailer best practices containing in-depth instructions on how to use the terminal. Each type of terminal has its own set of documentation. Samples of user documentation can be found in the Supplemental Documentation at the end of **Part 7** and on the Supplemental Documentation CD behind the Electronic Media tab card.

Scientific Games will provide ongoing training materials to lottery operations staff, Texas Lottery staff, and retailers to reflect changes to the system and/or lottery policies and procedures.

Whether you choose instructor-led training or Lottery UniverCity, or a combination of both, Scientific Games will employ a Training Specialist in Texas who will be responsible for maintaining and updating all course content including:

- Retailer documentation
- Texas Lottery user documentation
- Lottery UniverCity

This Training Specialist will work in Texas but be a member of our Corporate Education Services department. The same NASPL standards and procedures will be used to create documentation.

6.8.2.8 FACILITIES (DR 12)

Training will be provided in a location that best meets retailer requirements. Consideration will be given to geographic travel distance and securing an effective training environment. Retailer training sites are within a 55 mile radius to limit the driving distance required for training session attendance. This satisfies RFP Table 23, Detail Requirement No. 12.

In-store training will be provided whenever necessary.

We have carefully selected locations in major cities that are easily accessible and near major highways to make it as easy and efficient as possible for the surrounding retailers to get to and from training. In some of these larger cities, we have identified multiple locations to accommodate higher concentrations of retailers and to help ensure that the retailers can avoid travel through congested city traffic. Retailers won't have to waste valuable time fighting traffic to get across town.

For retailer conversion training, Scientific Games plans to hold classes in each of the ten districts across Texas that is identified in Figure 6.8-12. We will often have more than one class occurring in major cities.
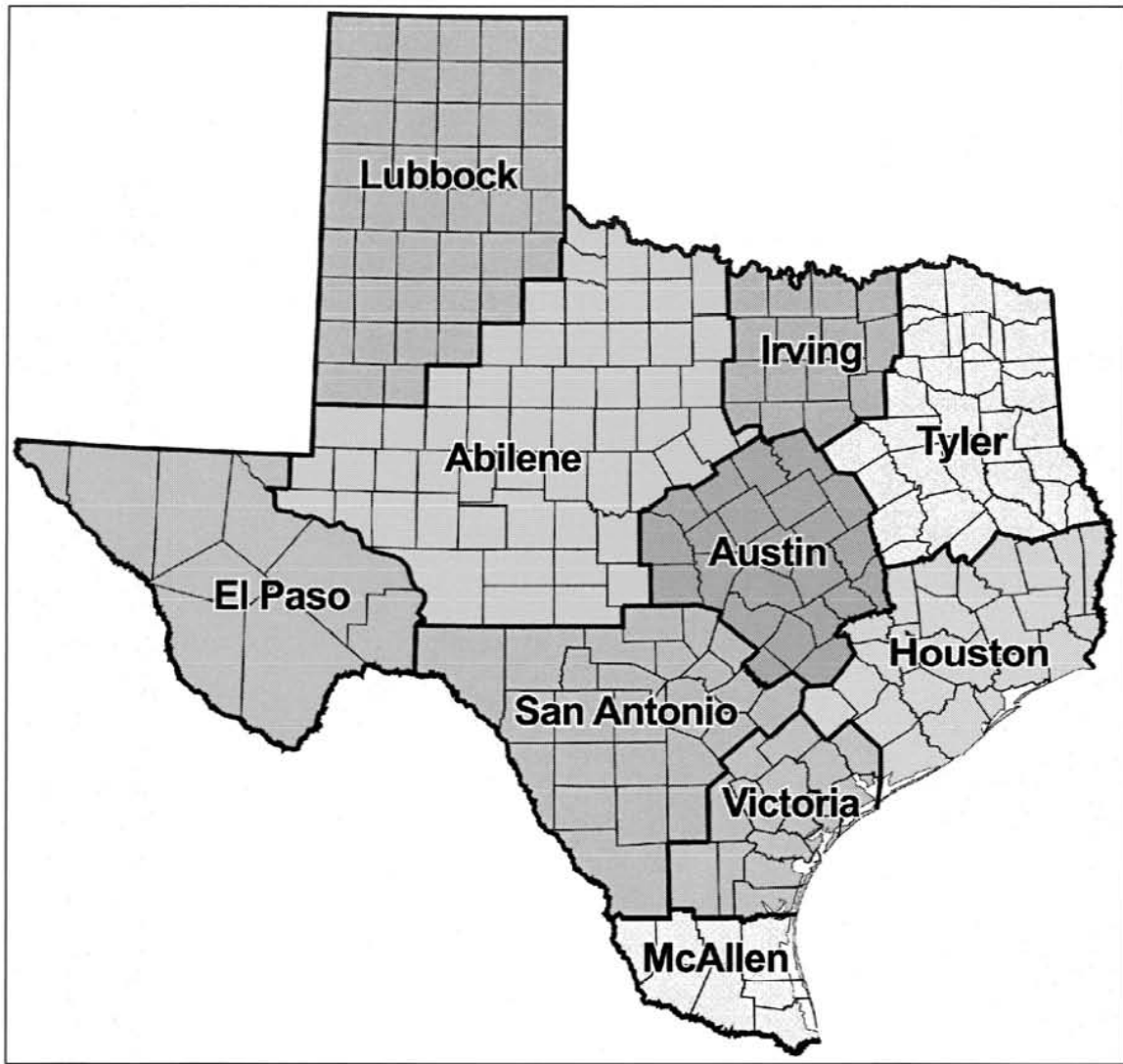
Figure 6.8-12: Proposed Training Districts

Figure 6.8-13 provides Scientific Games' tentative retailer training details, which is subject to Texas Lottery review, suggestions, and approval.

Figure 6.8-13: Scientific Games' Proposed Conversion Training for Texas

DISTRICT NAME AND NUMBER	TRAINING CITIES COULD INCLUDE	TOTAL NUMBER OF TRAINING DAYS*	TOTAL NUMBER OF RETAILERS TRAINED **	TOTAL NUMBER OF TRAINING CLASSES ***
1. Abilene	Abilene, Brownwood, Stephenville	5	892	13
2. Austin	Austin, Temple, College Station	9	1,728	25
3. El Paso	El Paso, Alpine, Ft Stockton,	3	467	7
4. Houston	Houston (various locations), Galveston, Beaumont, Jasper	22 (4 simultaneous locations – 6 days each)	4,814	69
5. Irving	Dallas (various locations), Fort Worth, Denton, Greenville	19 (4 simultaneous locations – 5 days each)	4,028	58
6. Lubbock	Amarillo, Lubbock, Childress	3	586	9
7. McAllen	Hebbronville, Huntsville, Rio Grande City	3	618	9
8. San Antonio	San Antonio, Eagle Pass, Laredo	8	1,578	23
9. Tyler	Tyler, Texarkana, Paris,	6	1,173	17
10. Victoria	Victoria, Corpus Christi, Angleton	4	822	12
11. Make-ups across state	As needed	10	As needed	As needed
Totals		**62 days**	**16,706**	**242**

* Based on 70 attendees to a class (rounded up to next whole number)
** These numbers were drawn using the retailer list provided with the RFP
*** Based on three classes a day (rounded up to next whole number)

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6.8.2.9 SESSIONS (DRs 16, 17 and 18)

For instructor-led classes during conversion, multiple sessions are scheduled throughout the day to provide retailers the opportunity to choose convenient times to accommodate staff and business hours. Working with the Texas Lottery during the design phase of ADDIE, we will determine, with your approval, the best times for classes which can include morning, afternoon, evening, and/or weekend instructor-led classes.

For corporate/key account and in-store retailer training classes, our Educational Services Department will work closely with the Texas Lottery, chain headquarters, and retailers to schedule training times and locations that will be convenient and the least disruptive to normal business operations.

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New retailers will receive training before they can sell any Texas Lottery products. Scientific Games' on-site Training Specialist will develop and provide all of the training and user documentation to the retailers. We will also provide training to all retailers who receive new equipment or when new features are implemented on their equipment, thereby satisfying RFP Table 23, Detail Requirement No. 16.

Scientific Games will develop and provide ongoing training to ensure that retailers understand all facets of terminal operation and lottery policies and procedures. Ongoing training will be performed within seven days of written notice from the Texas Lottery. We will also provide training to all retailers who request training or if requested by the Texas Lottery. This satisfies RFP Table 23, Detail Requirement Nos. 17 and 18.

6.8.2.10 SCHEDULE

No retailer will ever be surprised or unsure about the conversion or their training schedule thanks to Scientific Games' retailer communications methodology. This methodology ensures constant communication – from class notification to scheduling through class completion.

Communicating to the retailers about the conversion and their training schedule can be done in a variety of ways. We have provided postcards, newsletters, and terminal messages as communications tools for retailers in other jurisdictions. At the end of this subsection, you will find an example of a retailer newsletter. This newsletter was used to notify retailers of the start of training and to provide an outline of what they should expect in the coming months. Additionally, Scientific Games can expertly manage an outbound call campaign for your retailer population through the utilization of a Network Rollout Office. Using this communication method, we have contacted over 11,000 retailer sites in the past 18 months to notify them of upcoming training and installations, as well as to schedule them for training.

Please see **Section 10.4** for more details on the Network Rollout Office and how retailers are notified of training.

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Pennsylvania Conversion Connection

Get Ready for the WAVE!

Building Lasting Relationships

The Pennsylvania Lottery, Scientific Games, and the retailer network have been successful partners for over 30 years. We are pleased that the Lottery has chosen to extend our business relationship for another six years. We are very enthusiastic to continue working with you, the retailers.

It has been ten years since we have refreshed your terminals, and we are thrilled to be providing you with the latest technology available in the industry, which will include:

- A WAVE terminal
- A wireless Ticket Checker that customers can check their own tickets
- A flat panel Customer Display Unit
- A new communications network that will increase the speed of your transactions and have less down time

During the next few months, many changes will be taking place behind the scenes in preparation for a full system conversion. Beginning in September, SGI will be scheduling retailers for training classes. You will be contacted via phone to schedule training for your store. It is mandatory for retailers to attend a training class. After you or a member of your staff attends training, you will receive your new terminal.

This issue of *Conversion Connection* is the first newsletter that will be distributed to all Integra retailers through the conversion process to help keep you informed about the changes. The key to a successful conversion is communication. Please take a few minutes to read this brief newsletter, and share the information with your staff. If you have any questions, please call our National Response Team at 1-800-239-0230.

Timothy J. Tobin Sr.
Scientific Games General Manager

Retailer Training begins in September

After you attend training, you will receive a terminal within one week. Quick delivery ensures that the training is fresh in your mind. As soon as the WAVE terminal installation is complete, you can start selling tickets right away.

Important things to note:

- **It is mandatory for retailers to schedule and to attend a training class.**
- If you do not attend a training class, you will **not** receive your new Lottery equipment.
- Absence from a scheduled training date may cause a delay of installation.
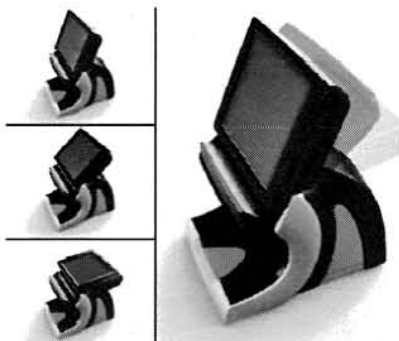
The **WAVE** terminal benefits include:

Smaller Footprint uses less counter space.
Wireless Barcode Reader has a wider range of reading tickets for quick and easy ticket and pack scanning.
Document Scanner reads play slips and tickets faster than the existing terminal.
Printer has no ribbons and changing paper is easier than the existing terminal.

Edition I

Frequently Asked Questions

Why are we getting new terminals?

This new terminal is designed with retailers in mind. The Wave terminal is an interface into the Lottery's expanded computer system. This new system offers more memory, more flexibility and is capable of handling new games, promotions and new programs. The new terminal, along with the Lottery, will help stimulate **your** sales and increase **your** profits.

What's the schedule for training and installation?

The Lottery and Scientific Games will have teams comprised of Customer Service Representatives (CSRs) and District Lottery Representatives (DLRs) that will conduct simultaneous conversion classes throughout the state. There will be 3 – 4 classes per day in each location and each class will be approximately 1 ½ hours long. The Lottery has ensured that you are provided with a choice of training classes to accommodate your busy schedule. Training classes will be held at several locations around the state and will be available during the day or in the evening.

Why do I need to attend a training class?

A number of important procedures have been updated and modified. Touch-screen technology allows for quick sign-on while the help videos assist you with certain routine procedures. In the training class, you will learn about the terminal's components including the wireless barcode readers, the high-speed document scanners, and the thermal printer. Attending a training class allows you to practice all terminal procedures in a training environment and to view all the new features and benefits of our new technology.

Does anything need to be done in my store to get ready for the new terminal?

The Lottery sent an information packet with the new satellite information. **If you have not done so, please give your DLR the satellite authorization form.** This form is vital for starting the installation process. Basic equipment includes the satellite antenna dish with a 3'X3' roof mount and a 12"X12" IDU inside your location. This installation is simple and should not cause any disruption to your business. Since the Wave terminal is smaller than your current terminal, no modifications are needed to your counter space.

Training Locations
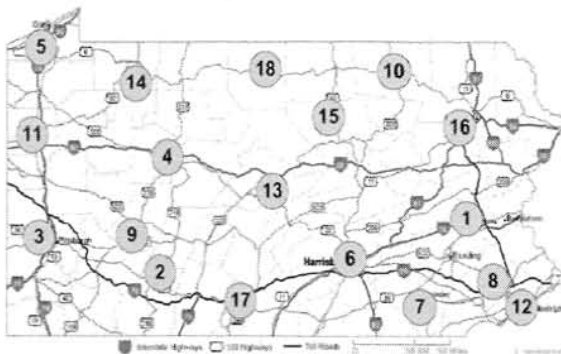
Training classes will be in the following locations:

1. Allentown	10. Sayre
2. Johnstown	11. Sharon
3. Bridgeville	12. Sharon Hill
4. Dubois	13. State College
5. Erie	14. Warren
6. Harrisburg	15. Williamsport
7. Lancaster	16. Wilkes-Barre
8. Valley Forge	17. Bedford
9. Cranberry/Plum	18. Coudersport

There will be 3-4 training classes per day. You will be contacted by a SGI representative to schedule your training date and time. You will receive a confirmation letter with the directions to your training location.

Key Months to Note

September 2008	Satellite installation, training scheduling, and WAVE training classes begin
October 2008	Terminal installation begins

Conversion questions?

Call
1-800-239-0230

Edition I

6.8.2.11 TRAINING NEEDS OF CORPORATE, KEY AND CHAIN ACCOUNTS (DR 10)

Without a doubt, your corporate, key and chain accounts are valuable pieces of your business. Scientific Games recognizes the importance of these accounts and offers them several unique training opportunities to enhance employee sales skills, service, and lottery expertise. Ultimately our goal is to create a more profitable partnership between the Lottery and your corporate accounts.

We will assign the Senior Project Manager to be responsible solely for your corporate account training. The Senior Project Manager will be responsible for ensuring all the tasks below exceed your expectations.

The learning solutions for these accounts would be clearly defined in the training plan that is developed during the design stage of the training project. We can create, develop, and facilitate individual learning solutions to meet the specific needs of each corporate, and key and chain account. We will also provide train-the-trainer courses conducted at locations that are acceptable to each corporate account, thereby satisfying RFP Table 23, Detail Requirement No. 10.

Instructor-led training solutions can include:

- Pre-scheduled, reserved classes during conversion training schedule
- On-site classes at their stores or their corporate headquarters
- Dedicated trainer(s) that facilitate all top corporate account training
- Dedicated training reservationists

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Following the initial retailer training program and the system conversion, Scientific Games' on-site Training Specialist will work with your Key Account representatives and major chains to develop an ongoing, integrated Texas Lottery training that can be incorporated into their new employee orientation program. This will ease a particular challenge the Texas Lottery faces with one of the highest percentage of convenience with gas stores in the lottery market today. With historically high turnover in these stores, having an integrated training program in place can mitigate the dilemma of frequently training new staff. Retailer chains could greatly benefit as the training plan and all the necessary materials, could be melded into their existing employee

programs. Scientific Games' marketing and training staff will work with the Texas Lottery to determine which key accounts would best benefit from this type of integrated training and work together to develop and implement the programs.

6.8.2.12 TRAINING SECURITY

Scientific Games complies with all multi-jurisdictional rules (e.g., MUSL rules) when conducting retailer training sessions. All learning solutions have security measures in place to prevent tampering or theft of ticket stock and terminals for prevention of tampering and/or theft.

For instructor-led training security measures include:

- WAVE™ terminals have locking mechanisms that prevents tampering with the units or gaining access to the internal components.

- Whenever training is held at temporary facilities, such as hotel conference rooms, the terminals are transported in locked transport vehicles and supervised by the Lead Facilitator at the class. The retailer training room at remote locations is kept locked at all times when the training room is not in use. Access to the keys to the training room are controlled and access to the room is limited to authorize Scientific Games' and Texas Lottery personnel only.

- Test ticket stock is kept in a secure location in the temporary training facility. The test tickets generated in training mode at training sessions are shredded at the completion of class by the training staff. Test ticket stock is removed from the test terminals after each class and stored in a secured area.

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6.8.2.13 TRAINING MATERIALS AND USER DOCUMENTATION (DRs 13 and 15)

As changes are implemented, our Training Specialist will work with our corporate ESD Team to create and update electronic and printed manuals for retailers related to equipment functionality and game ticket generation, as needed. At a minimum, all materials will be reviewed and updated bi-annually (i.e., every two years). These materials will be made available on all sales terminals (or in hard copy for equipment where this functionality is unavailable) and provided to the Texas Lottery in a format for posting on the Texas Lottery's retailer website.

All training materials will include, but are not limited to, the following:

a. Retailer Guide that provides Texas Lottery retailer related policies/procedures, accounting and licensing information

b. Retailer User Manual that provides instruction on how to use each equipment type

c. Quick Reference Cards, which are a condensed version of Retailer User Manual

d. Retailer Best Practices that provides sales tips and best practices for increasing lottery sales

This satisfies RFP Table 23, Detail Requirement No. 13.

Handouts and/or Manuals – Scientific Games will produce and provide hand-outs and manuals to retailers in a format approved by the Texas Lottery. The documentation will also be provided electronically on the Texas Lottery's secure retailer reporting website, which will facilitate updates and distribution, providing retailers with timely access to all important information. Any necessary changes to training content will be done on Lottey UniverCity

Training materials and user documentation will be written to a sixth grade reading level and feature a high saturation of visuals to better facilitate understanding. Additional training materials will be produced to provide for new retailer training (satisfying RFP Table 23, Detail Requirement No. 15), ongoing training for new retailer employees, and to replace lost or damaged materials. Also, all of Scientific Games Field Service Technicians and LSRs will be supplied with additional training material to dispense as needed while on a service call or PM visit at a retailer location.

Examples of retailer terminal and retailer procedures documentation that Scientific Games has used in other lottery jurisdictions include: Retailer User Guide, Retailer Quick Reference Cards (QRC), and retailer training materials. A sample of a QRC is illustrated in Figure 6.8-19.

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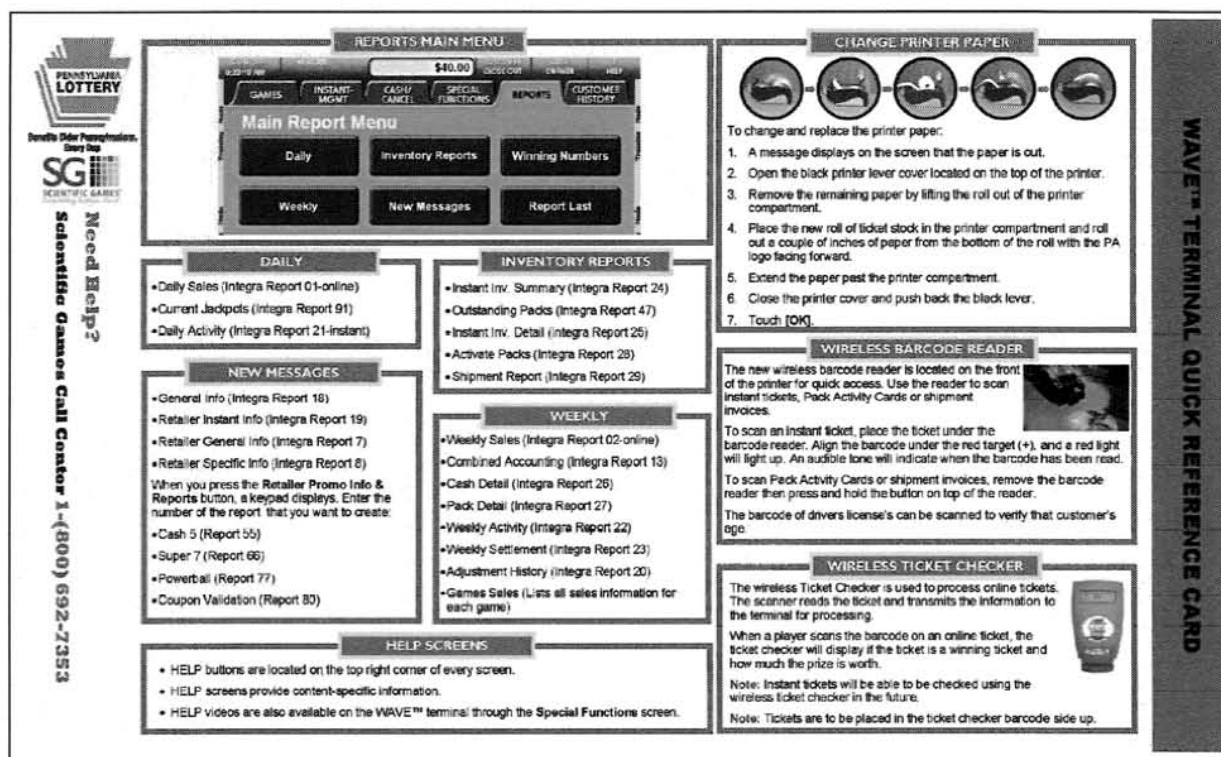
Figure 6.8-19: Example of QRC from Pennsylvania

Samples of retailer documentation Scientific Games has produced for other jurisdictions can found in the Supplemental Documentation at the end of **Part 6** and on the Supplemental Documentation CD behind the Electronic Media tab card.

User Documentation Updates – Our Training Specialist will update the training materials and any user documentation provided to retailers with each game or procedural change. We can also provide content or pertinent information for the bimonthly retailer publication the TCL produces. The format will be approved by the Texas Lottery. Copies will be supplied to the Texas Lottery and to the retailers no later than one week prior to the start date of any new game or game change. Training changes will also be included on the retailer website and Lottery UniverCity.

6.8.2.14 TERMINAL-BASED DOCUMENTATION AND TRAINING

A full, interactive training mode is available on the WAVE™ terminal along with extensive help files and videos. Our online terminals are designed to allow for intuitive operation and interactive training via training mode as shown in Figure 6.8-20. The online terminal is much more than a POS device; it serves as the retailer's information center.

Figure 6.8-20: The WAVE™ Screen can Clearly Differentiate Between Training Mode and Live Selling Mode

When a retailer needs assistance, the following terminal-based documentation and training are available on the WAVE™ terminal:

- **Help System** – Each screen on the terminal is equipped with an interactive help function. Help screens can be accessed at any time, including while the terminal is in training mode.

- **Retailer Reference Guide** – An electronic copy of the Retailer Reference Guide can reside on the WAVE™ retailer sales terminal.

- **Training Mode** – This mode allows the terminal to simulate all retailer activity without actually conducting transactions. Simulated transactions are processed and sample tickets printed (i.e., with no numbers printed on the tickets and "VOID/ TRAINING MODE" printed clearly on the ticket), allowing employees to experience all of the features and functions prior to his or her first sale.

- **Instructional Videos** – These videos display routine functions that retailers use periodically (i.e., changing paper stock and using the bar code scanner).

6.8.2.15 LOTTERY STAFF TRAINING (DRs 7, 11, 19, 20 and 21)

Scientific Games will assign a Deputy Project Manager to oversee the training of the Texas Lottery team. This Deputy Project Manager will ensure that all training for lottery personnel is planned appropriately and that all Texas Lottery personnel are proficient in the systems we implement. Class durations, time and space availability, training locations, as well as final Texas Lottery-approved curricula will be outlined in our training plan. Training activities will include in person and online. This satisfies RFP Table 23, Detail Requirement No. 7.

Scientific Games will provide training for Texas Lottery staff at Lottery offices or appropriate other locations, as approved of by the Texas Lottery.

Scientific Games will provide Texas Lottery staff training in English and Spanish, which satisfies RFP Table 23, Detail Requirement No. 11.

Training Methods and Tools — Lottery staff training will incorporate a mix of instructor-led presentations (Figure 6.8-21) and discussions, with interactive hands-on, computer-based activities and workshops. Workbooks and documentation will be provided in support of these activities.

Described in Figure 6.8-22 are examples of training classes that will be provided in support of your new systems. Other topics can include:

- Gaming concepts
- Game management application
- Administration reports
- Scientific Games-offered packages
- Security features and controls
- Drawings and prize liability

Figure 6.8-21: An Instructor Demonstrates How to Operate the WAVE™ Terminal

In the past five years, Scientific Games has provided training to lottery staff employees in Cataluña (Spain), Connecticut, Maryland, Mexico, Oklahoma, Pennsylvania and Puerto Rico. Training in each of these jurisdictions was delivered through customized training curriculums. We are confident that, upon completion of their training, your staff will be fully proficient and excited to transition to the new systems and equipment being proposed for Texas.

Below are just some of the components of the training the Texas Lottery can expect. A final curriculum for Lottery training will be mutually agreed upon once all the system requirements are finalized.

Figure 6.8-22: Gaming System Curriculum for Lottery Staff

CLASS	TIME OF TRAINING	DESCRIPTION	PROPOSED TOPICS/ METHODOLOGY	SUGGESTED AUDIENCE
WAVE™ Terminal Training	Phase 1	The WAVE™ retail terminal is a full function terminal that will meet all retail sales requirements.	• Secure sign-on/off • Menu options and navigation • The customer display unit • Using the scanners • Loading/changing paper • Printing functions • Using training mode • Using the help function • Game functions • Paying and canceling • Terminal messaging • Instant ticket management • District Sales Representative (DSR) functions • Administrative reports • Terminal peripherals	Any employee who interfaces with the terminal or the retailer.
PlayCentral Player Activated Terminal	Phase 1	PlayCentral is a vending machine capable of selling online and instant tickets.	• Terminal hardware functionality • Loading tickets • Running reports • Troubleshooting	Any employee who interacts with the terminal or the retailer.

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Figure 6.8-22: Gaming System Curriculum for Lottery Staff

CLASS	TIME OF TRAINING	DESCRIPTION	PROPOSED TOPICS/ METHODOLOGY	SUGGESTED AUDIENCE
Management Workstation Training/	4-6 weeks before Phase 2 starts (go-live date)	Workstations are PCs that Lottery staff utilize to interact with the system's features and functions.	• Secure sign-on/off • Retailer/owner management • Online management • Instant ticket management • Promotions • Licensing • Claims • Administrative reports • Support • Draw management • Financial reporting	Lottery employees who interface with system.
	4-6 weeks before Phase 2 starts (go-live date)	is an Executive Information System.	• Navigating the System • Viewing and pulling data • Extracting data in reports and specialized views, including the executive dashboard	Executives who want a high level view into data.
	4-6 weeks before Phase 2 starts (go-live date)	is a Content Management System.	• Accessing the system • Creating and downloading playlists with various media • Administering system	Lottery employees who interface with this system.

training will be provided to the lottery staff by the third party provider that is selected to supply the ICS.

LSR and Inside Sales Training – Scientific Games will provide ongoing sales training for Lottery Sales Representatives (LSRs). This will include a minimum of two formal sales training classes each year, satisfying RFP Table 23, Detail Requirement No. 19. As stated previously, all of our LSRs are thoroughly trained by our Educational Services Department and certified as trainers. They will all have an expert-level of expertise on the terminals and peripherals, as well as Lottery policy, procedures, rules, regulations, and best practice methods.

At a minimum, LSR training will consist of:

a. New employee training that includes merchandising and communications

b. New equipment or software training

c. New lottery product/feature training

d. General employee development

e. Sales skill development training

f. Certification as Retailer Care Specialist

Inside Sales training will consist of:

- New employee training that includes Lottey 101, customer service and telephone etiquette
- New equipment or software training
- New lottery product/feature training
- Sales skill (focus on Tel-Sell)
- Ongoing employee development

This satisfies RFP Table 23, Detail Requirement No. 20.

Marketing Staff Training – Scientific Games will train its dedicated Marketing Team in product knowledge, promotional and sales techniques and other required training to support the marketing activities conducted on behalf of the Texas Lottery, which satisfies RFP Table 23, Detail Requirement No. 21.

The marketing staff includes:

- Sales and Marketing Executives
- Corporate/Chain Accounts and Independent Management
- Sales Director and District Sales Managers
- Product Specialists
- Promotions Manager and Coordinators
- Research Associate
- Marketing Representatives

As you can see by the information provided in this section, Scientific Games is fully prepared to deploy a well designed, customized training program for your retailers and your staff. The components detailed here combine to provide the Lottery and its retailers with the most extensive training, documentation, and follow up available in the industry for the conversion and the life of the contract.

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TEXAS LOTTERY

PART 6: SUPPLEMENTAL DOCUMENTATION

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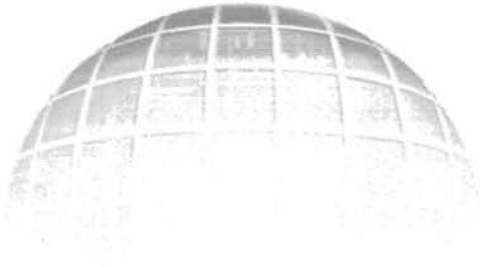
PART 6 – SUPPLEMENTAL DOCUMENTATION

Throughout the sections that comprise **Part 6**, we have referenced multiple examples of Supplemental Documentation. Within this section you can find:

- Service Level Agreement (draft)
- Business Continuity Plans
  - Austin
  - Abilene
  - El Paso
  - Houston
  - Irving
  - Lubbock
  - McAllen
  - San Antonio
  - Tyler
  - Victoria
- Corporate Infrastructure Protection Plans
  - Alpharetta Crisis Management Plan
  - Alpharetta Threat Assessment and Business Impact Analysis
  - Global Field Incidents
- Security Documents
  - Physical Security Department Overview
  - Restricted Access Form
  - Photography Controls and Prohibitions
  - Access Insurance Policy
  - Core Site Security Standards
  - Warehouse Security Standards

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- Retailer Training Guides
  - ○ Connecticut Lottery Retailer Training Guide
  - ○ Connecticut Lottery WAVE™ Terminal Quick Start Guide
  - ○ Delaware Lottery WAVE™ Terminal Quick Start Guide
  - ○ Hoosier Lottery WAVE™ Terminal Quick Start Guide
- Quick Reference Cards
  - ○ Pennsylvania Lottery
  - ○ Delaware Lottery
  - ○ Hoosier Lottery

TEXAS LOTTERY

SERVICE LEVEL AGREEMENT
(DRAFT)

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BUSINESS CONTINUITY PLANS

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Austin Office

Business Continuity Plan
Executive Overview

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Evacuation

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Texas Lottery Operations
El Paso

Crisis Response Plan
Assembly

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Texas Lottery Operations
Houston

Business Continuity Plan
Crisis Management

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Irving

Crisis Response Plan
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Crisis Response Plan
Recovery

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Business Continuity Plan
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San Antonio

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Testing & Training Plan
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Testing & Training Plan
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CORPORATE INFRASTRUCTURE PROTECTION PLANS

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Business Continuity Plan

Alpharetta
Crisis Management Plan

1500 Lakes Parkway Facility
Alpharetta, Georgia

April 2010

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Crisis Management Lead**

**Crisis Management
Plan**

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Bluegrass Lakes Alpharetta Crisis Management Plan

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Business Continuity Plan

Alpharetta
Threat Assessment
&
Business Impact Analysis

1500 Lakes Parkway Facility
Alpharetta, Georgia

April 2010

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Corporate
Crisis Management Plan

Global Field Incidents

April 2010

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SECURITY DOCUMENTS

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Alpharetta Facility
Physical Security Department Overview

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Security Department
1500 Bluegrass Parkway
Alpharetta Georgia 30040
Office: 770-664-3799
FAX: 770-772-7672

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Access Issuance Policy

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Policy - Facility Access Issuance Policy
Policy #: 0601
Owner: Security
Version: 1.0
Effective Date: 06/26/2006

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RETAILER TRAINING GUIDE

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A Retailer's Training Guide for Online Games and Terminal Functions

CT Lottery

August 2006
V1.0

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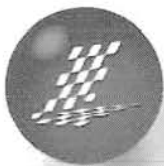
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