



October 28, 2009

To All Prospective Bidders:

RE: Request for Proposal (RFP) 4232, Public Website Design, Development and Hosting Services.

Below are questions received and the corresponding responses relating to the above referenced RFP (all references to agencies or personal names have been omitted):

1. Question: Have you identified a specific CMS or are you looking for recommendations? If the latter is it Ektron CMS400?

Response: The Lottery has not identified a specific CMS. Bidders must propose a specific CMS and indicate why that specific CMS best meets the Lottery's needs as described in the RFP.

2. Question: What is the anticipated budget for this project?

Response: The Lottery's anticipated budget for this project will not be provided to bidders. The Lottery intends to select the proposal which provides the best value to the Lottery. A proposal meeting the requirements of the RFP and with the lowest cost bid may not be selected if an award to a higher priced bid, in the judgment of the Lottery, maximizes greater overall benefits to the Lottery. The Lottery may elect to pay a fair and reasonable rate to select a proposal that overall is superior. The Finalist that provides the best value to the Lottery will be deemed the apparent successful bidder, subject to approval by the Lottery Director and the Lottery Commission.

3. Question: Who is the incumbent vendor?

Response: There is no incumbent vendor. Currently, the Lottery designs, manages content, and hosts the public website at its headquarters in Sacramento, California.

4. **Question:** Effective 7/28/09, the "Good Faith Effort" was eliminated as a DVBE requirement and the Governor issued a Memorandum to that effect. Please revised the RFP to reflect that change.

Response: AB4X 21 does not affect the Lottery's procurement processes. It amends the Public Contract Code, which does not apply to the Lottery. (California Government Code section 8880.26(c)).

5. **Question:** The RFP indicates the following: 2. Are able to do business locally in California. For clarification, does it require that it must be a California based company, or having a physical presence in the state of California, or that any company that can legally do business in the state of California that does not have an office or business directly in California, can submit a proposal for the project?

Response: The requirement is for the company to be able to legally conduct business in California. There is no requirement that the company be based in California or even have an office located in California. Depending upon the structure of the company, i.e. corporation, partnership, sole proprietorship, there are different legal requirements in order to conduct business in California. If you have questions regarding this requirement, we suggest that you contact your legal counsel for clarification.

6. **Question:** The RFP states the vendor must be able to do business locally in California. What exactly is meant by this requirement?

Response: The requirement is for the company to be able to legally conduct business in California. There is no requirement that the company be based in California or even have an office located in California. Depending upon the structure of the company, i.e. corporation, partnership, sole proprietorship, there are different legal requirements in order to conduct business in California. If you have questions regarding this requirement, we suggest that you contact your legal counsel for clarification.

7. **Question:** Is it possible to obtain a copy of the Attachments, particularly attachments 1-7 of the RFP in Microsoft word format?

Response: The Attachments one through eight in the RFP are available only in a PDF format.

8. **Question:** Please clarify what is meant by "able to do business locally in California?"

Response: The requirement is for the company to be able to legally conduct business in California. There is no requirement that the company be based in California or even have an office located in California. Depending upon the

structure of the company, i.e. corporation, partnership, sole proprietorship, there are different legal requirements in order to conduct business in California. If you have questions regarding this requirement, we suggest that you contact your legal counsel for clarification.

9. **Question:** In Exhibit D, Section 8880.57.Disclosures, (a)(7), would it be acceptable to reference the pages within our response that identify the subcontractors we're proposing and their specific services, or does this information need to be restated in full in section 8?

Response: Exhibit D, Section 8880.57.Disclosures is a part of the California State Lottery Act, Government Code, Title 2, Division 1, Chapter 12.5. Exhibit D is included in all Lottery solicitations to provide Bidders the required information for Background Disclosures. The Lottery understands the question to be for Attachment 8, Contractor Disclosure, not section 8. As stated in the RFP, page 17 **C. Finalists' Submittals and Competition**, only the Finalists will be required to submit Attachment 8. Attachment 8 must be to be completed in full as requested.

10. **Question:** Is there an identified budget or budget range for the initial 3 year contract?

Response: The Lottery's anticipated budget for this project will not be provided to bidders. The Lottery intends to select the proposal which provides the best value to the Lottery. A proposal meeting the requirements of the RFP and with the lowest cost bid may not be selected if an award to a higher priced bid, in the judgment of the Lottery, maximizes greater overall benefits to the Lottery. The Lottery may elect to pay a fair and reasonable rate to select a proposal that overall is superior. The Finalist that provides the best value to the Lottery will be deemed the apparent successful bidder, subject to approval by the Lottery Director and the Lottery Commission.

11. **Question:** How many agencies/vendors do you anticipate an RFP response from?

Response: The Lottery received 44 Intent to Bids. We may receive more or fewer Bid Proposals.

12. **Question:** In section II, B, 2e "Other Associated Services", does this potentially include marketing services (e.g. marketing and/or advertising strategy, social media strategy and/or conversation monitoring, creative production, paid search management, online promotions, etc.)?

Response: Marketing services are provided through other Lottery contracts. Bidders may offer other associated services related to the design, development and hosting of the Public Website not identified in this RFP.

This is an opportunity for bidders to offer options that may strengthen the quality of their proposals or provide additional services that the Lottery may not have specified in the RFP. As indicated on page 16 of the RFP, Section II(B)(3)(e), bidders should describe in detail any other service(s) proposed to be provided to the Lottery that are not specifically addressed in this RFP. The bidder must specify how those services would assist the Lottery in achieving its objectives as outlined in this RFP.

- 13. Question:** Has any prioritized list of mobile devices for site compatibility been established and, if so, can you provide this?

Response: The Lottery has not established a prioritized list of mobile devices for site compatibility.

- 14. Question:** Will you consider analytics solutions that are not a component of the proposed content management system (i.e. a stand-alone analytics solution)?

Response: Bidders must specify the tools and applications that will be used to support the Lottery PWS environment. Bidders may propose a stand-alone analytics solution that supports the Lottery's requirements as stated in Exhibit A, Scope of Services.

- 15. Question:** The RFP references responsibility for "ongoing localization" for the Spanish site. Is the selected agency also responsible for initial localization? In other words, do you want the selected agency to edit current Spanish language content, and/or translate new content, as required to fulfill the redesigned site's requirements?

Response: The Integrator (contract awardee) will be responsible for providing a Spanish language version of the website in the initial website design which may be a subset of the English version. As stated on page 24 of the RFP, Exhibit A, Scope of Services, Section 1(c), bidders should examine the current Spanish version of the website at <http://www.calottery.com/es/default.htm> for an indication of the expected functionality. The Lottery would like to compare the cost of a subset Spanish website versus a fully functional Spanish website. Therefore, bidders must present the cost for each version in the cost proposal. Upon contract award, the Lottery will negotiate the degree of Spanish language functionality that will be developed with the contract awardee. As an optional task, bidders may bid to perform on-going Spanish localization services.

- 16. Question:** Please describe how the Lottery's press releases are currently managed. Are they distributed online through an online service? Is there a content strategy governing their use online external to CALottery.com? Is the

current press release repository used in any way that aligns with an established search engine optimization strategy?

Response: The Lottery sends press releases through appropriate email distribution lists and they are also posted on the Lottery's website. Currently, the Lottery does not send press releases through an on-line service and does not have a search engine optimization strategy.

17. **Question:** Are there any other Lottery-managed Web sites associated to the main Lottery site (CALottery.com)? Any Lottery-managed sites that link to CALottery.com?

Response: As stated on page 28, Exhibit A, Scope of Services, Section 2(d)(i)(2), the Integrator's solution must integrate both the California Replay application (<http://replay.calottery.com/>) and the Jackpot Captain/Jackpot Alerts application (<http://my.calottery.com>) with the PWS. The solution must allow the public user to sign-in and authenticate once in order to access California Replay as well as Jackpot Captain/Jackpot Alert content.

The redesigned Lottery website will include links to the Lottery Retailer homepage (<http://www.calottery.biz>), the Governor's Homepage (<http://gov.ca.gov/>), the State of California Homepage (<http://www.ca.gov/>), and the State's Flex Your Power Homepage (<http://www.fypower.org/>).

18. **Question:** What is the current system that the calottery.com site is designed and created with?

Response: The current technical environment is not relevant to this solicitation. The intent of this RFP is to obtain the services of an Integrator to redesign and expand the functionality of the website. The Lottery intends to use the website to create new user experiences through personalized content, non-wager interactive games, rewards programs, improved electronic communications and centralized access to the Lottery's public services and information. The Lottery desires a technical solution that best meets the requirements specified in the RFP. Therefore, bidders must provide their proposed technical solution for the web environment in detail including the hardware and software technical architecture design which clearly details all hardware components, operating system platforms, hosted software application versions/editions, Content Management System, database and integration points with a detailed explanation of how capacity, performance, availability, reliability and recoverability requirements specified in this RFP will be achieved.

19. **Question:** Where is the current calottery.com site hosted? What company performs this hosting?

Response: There is no incumbent vendor. Currently, the Lottery designs, manages content, and hosts the public website at its headquarters in Sacramento, California.

20. **Question:** Which company is the incumbent that designed and deployed the current calottery.com site?

Response: There is no incumbent vendor. Currently, the Lottery designs, manages content, and hosts the public website at its headquarters in Sacramento, California.

21. **Question:** Has the current incumbent company filed an intent to bid on the website redesign?

Response: There is no incumbent vendor. Currently, the Lottery designs, manages content, and hosts the public website at its headquarters in Sacramento, California.

22. **Question:** Is the CA Lottery satisfied with the performance of the current incumbent?

Response: There is no incumbent vendor. Currently, the Lottery designs, manages content, and hosts the public website at its headquarters in Sacramento, California.

23. **Question:** What was the size of the current CA Lottery website contract, in dollars?

Response: There is no incumbent vendor. Currently, the Lottery designs, manages content, and hosts the public website at its headquarters in Sacramento, California.

24. **Question:** When did the current CA Lottery contract start?

Response: There is no incumbent vendor. Currently, the Lottery designs, manages content, and hosts the public website at its headquarters in Sacramento, California.

25. **Question:** What was the Level of Effort (in terms of Full Time Equivalent [FTE] employees) that the current incumbent started the existing contract with?

Response: There is no incumbent vendor. Currently, the Lottery designs, manages content, and hosts the public website at its headquarters in Sacramento, California.

26. Question: How many FTE employees does the current incumbent, along with any other vendors and subcontractors, assign to current CA Lottery work?

Response: There is no incumbent vendor. Currently, the Lottery designs, manages content, and hosts the public website at its headquarters in Sacramento, California.

27. Question: What is the Level of Effort expectation of the CA Lottery (in FTE terms) of a successful vendor for management of its redesigned website?

Response: Bidders must determine the level of effort required to provide the range of website development, design, implementation, and web hosting services that they propose in response to this RFP.

28. Question: Does a successful vendor need to have its primary headquarters based in California?

Response: The requirement is for the company to be able to legally conduct business in California. There is no requirement that the company be based in California or even have an office located in California. Depending upon the structure of the company, i.e. corporation, partnership, sole proprietorship, there are different legal requirements in order to conduct business in California. If you have questions regarding this requirement, we suggest that you contact your legal counsel for clarification.

29. Question: What grading criteria will be used for vendors that are located outside of the state of California?

Response: It is a mandatory requirement that bidders submit Attachment 2, Certification, in which bidders certify their corporate qualifications to do business in California. Failure to submit all information listed under Mandatory Submittals may, at the discretion of the Lottery, result in the rejection of the proposal.

The requirement is for the company to be able to legally conduct business in California. There is no requirement that the company be based in California or even have an office located in California. Depending upon the structure of the company, i.e. corporation, partnership, sole proprietorship, there are different legal requirements in order to conduct business in California. If you have questions regarding this requirement, we suggest that you contact your legal counsel for clarification.

The Evaluation Process, for all Phases, is the same for all Bidders that meet the mandatory requirement to be able to legally do business in California.

- 30. Question:** Can a successful proposal include only the resumes of key personnel (key personnel defined as those in the organization chart who are managers or lead teams)?

Response: As stated on page 11 of the RFP, Section II(B)(1)(c), the bidder must provide resumes for each individual identified in the organizational chart which clearly demonstrates how the person's expertise addresses the needs specified in this RFP. A resume for each staff member assigned to the project must be submitted on Attachment 7, Resume Form, and included in Bidder's proposal response. The Lottery will evaluate all resumes submitted as stated in section II. **Proposal Requirements, B Rated Submittals, c Experience of Personnel.**

- 31. Question:** The CA Lottery RFP mentions that the Lottery is interested in Geo-location tracking (page 25, Section 1 ii d 8). What type of item is the Lottery interested in tracking?

Response: The Lottery would like to track public users' geographic location in order to develop and implement targeted marketing campaigns.

- 32. Question:** The CA Lottery RFP discusses two different 3rd party applications; California Replay and Jackpot Captain/Jackpot Alert. Can the CA Lottery provide a technical description of the applications so as to allow the creation of a development scope of work? Can the CA Lottery provide this for any other 3rd party applications that need to be developed for its new website?

Response: As stated on page 27, Exhibit A, Scope of Services, Section 2(d)(i)(2), the Integrator's solution must integrate both the California Replay application (<http://replay.calottery.com/>) and the Jackpot Captain/Jackpot Alerts application (<http://my.calottery.com>) with the PWS. The solution must allow the public user to sign-in and authenticate once in order to access both California Replay and Jackpot Captain/Jackpot Alert content.

Through this web services component, the Integrator will be responsible for integrating future services, such as third-party applications or web solutions with the new website. Bidders should not submit the cost of these future services in their cost proposal. For each future service, the Lottery will define its requirements and then direct the Integrator to provide the future service for a mutually agreed upon cost. Future services could include, but are not limited to, a lottery players club, rewards points, online bonus draws, non-wager interactive online games (e.g., video games), and online claims processing.

- 33. Question:** Will the CA Lottery provide the questions submitted by other potential vendors, along with the CA Lottery answers?

Response: Yes, the Lottery is responding to all written questions submitted by the due date of October 2, 2009, in this document.

- 34. Question:** “In addition, the database will capture gaming and retailer data provided from the Gaming System vendor through daily and weekly data load processes.” Can we get some examples of what this data is, how it’s connected to site user identities, and how it will be used to alter the website experience.

Response: The Integrator’s solution must capture gaming and retailer data provided from the Gaming System vendor. This includes 516 fields of data. Some data is updated twice a day, but the majority of transactions are updated on a weekly basis. Information on the number of files, types of data, number of transactions, and frequency of downloads can be found in the *Gaming System Vendor Interface Summary* in Exhibit E of the RFP. The existing data structure, transfer method and repository solutions were developed and are supported by older technologies. During the design phase of the project, the Integrator will develop requirements for the appropriate PWS data structure and database design and for improving data load processing with the Gaming System vendor. This includes assessing the possibility for reducing the number of variables to eliminate redundancy.

- 35. Question:** “The Lottery intends to use the website to create new user experiences through personalized content, interactive games, rewards programs, improved electronic communications and centralized access to the Lottery’s public services and information.” Will our system be responsible for the storage or maintenance of the “rewards program”?

Response: As stated on page 29, Exhibit A, Scope of Services, Section 2(e)(iii), bidders should not submit the cost of these future services in their cost proposal. For each future service, the Lottery will define its requirements and then direct the Integrator to provide the future service for a mutually agreed upon cost. Future services could include, but are not limited to, a lottery players club, rewards points, online bonus draws, non-wager interactive online games (e.g., video games), and online claims processing.

- 36. Question:** Other than the mobile phone display, are there any variations of Website style or general layout? Are there any sub-sites or multi-sites that require unique styling or isolated navigation?

Response: The Integrator (contract awardee) will be responsible for designing the PWS in a manner that meets the Lottery’s objective of a cost-effective, easy to use, non-wager interactive, and architecturally sound website that is flexible enough to support current traffic load as well as projected growth in site visitors and page views. This includes making design recommendations and preparing design specifications that meet the Lottery’s

objective. In addition, the Integrator will recommend, for the Lottery's approval, an information architecture that improves the presentation and organization of information. Through an iterative process, the Integrator will submit design specifications and design mockups with graphical elements and layout text content for the Lottery's review, revision, and approval.

37. Question: What browsers should we specifically plan on supporting?

Response: The Lottery would like bidders to draw on their expertise and knowledge of industry trends and best practices in order to provide suggestions as to which browsers will be supported.

38. Question: Is it possible to see a recent set of Website traffic statistics, including total page requests during an average week, high load statistics (page requests per day), and top browser usage?

Response: Available statistics were provided in the RFP on pages 26-27, in Exhibit A, Scope of Services, Section 2(b). Currently, 6-7 million website users generate 20-30 million page views each month. The production environment must support 20 MBPS bandwidth demand to accommodate normal traffic load of 10 page views per second. During evening lottery drawings, traffic increases to 75 page views per second requiring 40 MBPS bandwidth. Occasionally, when Lottery prize jackpots grow to an extremely large amount (e.g., over \$150,000,000), the traffic load increases substantially in which case the bandwidth demand can peak at more than 600 MBPS. The Lottery expects the redesigned website to generate an increase in the number of users and corresponding page views. The production environment must have the ability to accommodate a projected 500% increase in the number of page views.

39. Question: Where will videos be hosted, and in what format (Quicktime, WIndows Media, Flash Video, etc.)?

Response: Videos are hosted by a third-party provider which streams video directly to the user's computer and not through the Lottery website. The Integrator will not be required to host videos.

40. Question: Can you supply technical information about the current authentication processes for the California Replay and Jackpot Captains/Jackpot Alerts?

Response: The Integrator's solution will replace the single login/authentication function currently provided on <http://my.calottery.com>. The sign-in function must allow a public user to authenticate once in order to access multiple areas of content across the website (including existing third-party applications and future applications or web solutions).

Existing player profile information must be migrated from the current repository of public user information for my.calottery.com to the PWS database. The Integrator will capture new player profile data during user registration and store the data in the PWS database. Data fields, which can be found on my.calottery.com, include the following: Email, Email Confirmation, Password, Password Confirmation, Security Question, First name, Last Name, Street Address 1, Street Address 2, City, State, Zip Code, Birthday, Contact Phone Number, Language Preference (English or Spanish), Check Box for over 18 years of age certification, and Check Box for notification of future promotions. During the design phase of the project, the Integrator will develop requirements for the player profile data structure, for data migration, and for authentication processes.

- 41. Question:** Was the RFP written by only Calottery personnel, or was an outside firm used?

Response: The RFP was written by the California Lottery utilizing input from an outside firm for expert knowledge in the areas of Website Design, Development and Hosting.

- 42. Question:** When was the existing website redesign/implemented?

Response: The current environment was implemented in March 2005.

- 43. Question:** What is the set-aside budget for this RFP?

Response: The Lottery's anticipated budget for this project will not be provided to bidders. The Lottery intends to select the proposal which provides the best value to the Lottery. A proposal meeting the requirements of the RFP and with the lowest cost bid may not be selected if an award to a higher priced bid, in the judgment of the Lottery, maximizes greater overall benefits to the Lottery. The Lottery may elect to pay a fair and reasonable rate to select a proposal that overall is superior. The Finalist that provides the best value to the Lottery will be deemed the apparent successful bidder, subject to approval by the Lottery Director and the Lottery Commission.

- 44. Question:** Is there an incumbent contractor currently supporting the requirements of this RFP, and if so, could the CA State Lottery release the incumbent vendor's name, the contract number, and previous award value?

Response: There is no incumbent vendor. Currently, the Lottery designs, manages content, and hosts the public website at its headquarters in Sacramento, California.

- 45. Question:** What is the level of expertise of the CA State Lottery's in-house technical team (e.g. designers and developers)? Please describe their technical capability.

Response: The Lottery employs system engineers who can provide the Integrator (contract awardee) information on the existing web environment.

- 46. Question:** The RFP does not provide instruction on where Attachment 5 through Attachment 8 should be included in the proposal. Should it be included on the Mandatory Submittals or the Rated Submittals?

Response: Include Attachment 5 Optional Small and Microbusiness Participation with the Mandatory Submittals. Attachment 6 Project Team and Attachment 7 Resume form, include with your Rated Submittals. Only Finalists will be required to complete Attachment 8 Confidential Disclosures.

- 47. Question:** How many different page templates will be needed? It looks like there are 5 main templates with some slight variances between 2 of the 5 with different color attributes and slightly different content displays. Is this correct?

Response: As stated in on pages 23-24 in the RFP, Exhibit A, Scope of Services, Section 1(a), the Integrator (contract awardee) will be responsible for designing the PWS in a manner that meets the Lottery's objective of a cost-effective, easy to use, non-wager interactive, and architecturally sound website that is flexible enough to support current traffic load as well as projected growth in site visitors and page views. This includes making design recommendations and preparing design specifications that meet the Lottery's objective. In addition, the Integrator will recommend, for the Lottery's approval, an information architecture that improves the presentation and organization of information. Through an iterative process, the Integrator will submit design specifications and design mockups with graphical elements and layout text content for the Lottery's review, revision, and approval.

- 48. Question:** The RFP specified that the site must work on PDAs, Blackberries, etc. is the Lottery expecting the design to look like it does in a browser or are the expecting a stripped down version?

Response: The Lottery would like bidders to make recommendations based on their expertise and knowledge of industry trends and best practices regarding the scope and compatibility of mobile devices.

- 49. Question:** What browsers are deemed "common"?

Response: The Lottery would like bidders to draw on their expertise and knowledge of industry trends and best practices in order to provide suggestions as to which browsers will be supported.

- 50. Question:** Please provide an example scenario for requirement 1.d.9 on page 25: “Site personalization to push the profiled public user to specific content as they progress through the site”.

Response: Personalization can be as simple as greeting registered users by name or more elaborate as directing users to specific locations on the site (for example, to particular games or to check winning numbers) based on the users’ profile or stated preferences. The Lottery desires a robust Content Management System that includes the site personalization feature. The Integrator will be responsible for making design and information architecture recommendations and preparing design specifications that meet the Lottery’s objective of a cost-effective, easy to use, and interactive website. These recommendations may include site personalization features.

- 51. Question:** Is it acceptable to use a 3rd-party client-side tool, such as Google Analytics, to gather the data specified in 6.a.i: “Web statistics, including unique user site sessions, page views, hit counters, cumulative year-to-date site visits and page views, bandwidth usage, etc.”

Response: Bidders must specify the tools and applications that will be used to support the Lottery PWS environment. Bidders may propose a stand-alone analytics solution that supports the Lottery’s requirements.

- 52. Question:** Who is the 3rd party vendor(s) is for Replay and Jackpot Captain and also do they have some type of web service API we can review?

Response: The Integrator’s solution will replace the single login/authentication function currently provided on <http://my.calottery.com>. The sign-in function must allow a public user to authenticate once in order to access multiple areas of content across the website (including existing third-party applications and future applications or web solutions).

Existing player profile information must be migrated from the current repository of public user information for my.calottery.com to the PWS database. The Integrator will capture new player profile data during user registration and store the data in the PWS database. Data fields, which can be found on my.calottery.com, include the following: Email, Email Confirmation, Password, Password Confirmation, Security Question, First name, Last Name, Street Address 1, Street Address 2, City, State, Zip Code, Birthday, Contact Phone Number, Language Preference (English or Spanish), Check Box for over 18 years of age certification, and Check Box for notification of future promotions. During the design phase of the project, the Integrator will develop requirements for the player profile data structure, for data migration, and for authentication processes.

- 53. Question:** Is/Are the third-party vendor(s) providing Replay and Jackpot Captain also providing user authentication?

Response: The Integrator's solution will replace the single login/authentication function currently provided on <http://my.calottery.com>. The sign-in function must allow a public user to authenticate once in order to access multiple areas of content across the website (including existing third-party applications and future applications or web solutions).

- 54. Question:** Are there any specific mandatory technology requirements for the website, it's data, or third party applications? For instance, would an ASP.NET solution be required as opposed to PHP, Java, or some other web technology for the Web front end? The Database?

Response: Bidders must propose the technical architecture and describe how the solution meets the requirements set forth in Exhibit A, Scope of Services.

- 55. Question:** Do you have a CMS vendor in mind?

Response: The Lottery has not identified a specific CMS. Bidders must propose a specific CMS and indicate why that specific CMS best meets the Lottery's needs as described in Exhibit A, Scope of Services.

- 56. Question:** Do you have employees versed in Web/Database development on staff that would be available for consultation and or collaboration for this project?

Response: The Lottery employs system engineers who can provide information on the existing web environment. They do not have expertise in current technologies in the web industry. The Lottery will be relying on the Integrator's expertise and knowledge of industry trends and best practices to design, develop, implement and host the Lottery's Public Website.

- 57. Question:** Do you prefer to work with companies employing a specific type of development methodology (e.g. Agile vs. Waterfall etc.)?

Response: Bidders should propose a development methodology that supports the requirements set forth in the RFP.

- 58. Question:** Would an approach to the website redesign that included significant information architecture, user and usability research, heuristic evaluation and competitive analysis, and stakeholder interviews be welcomed and if so, how important to the process does CA Lottery perceive these activities at this time?

Response: Bidders may offer other associated services not identified in this RFP. This is an opportunity for bidders to offer options that may strengthen the quality of their proposals or provide additional services that the Lottery may not have specified in the RFP. As stated on page 16 of the RFP in Section II(B)(3)(e), bidders should describe in detail any other service(s) proposed to be provided to the Lottery that are not specifically addressed in this RFP. The bidder also should specify how those services would assist the Lottery in achieving its objectives as outlined in this RFP.

The Lottery intends to select the proposal which provides the best value to the Lottery. A proposal meeting the requirements of the RFP and with the lowest cost bid may not be selected if an award to a higher priced bid, in the judgment of the Lottery, maximizes greater overall benefits to the Lottery. The Lottery may elect to pay a fair and reasonable rate to select a proposal that overall is superior. The Finalist that provides the best value to the Lottery will be deemed the apparent successful bidder, subject to approval by the Lottery Director and the Lottery Commission.

59. Question: Do you have a set budget or target price point you are looking to meet?

Response: The Lottery's anticipated budget for this project will not be provided to bidders. The Lottery intends to select the proposal which provides the best value to the Lottery. A proposal meeting the requirements of the RFP and with the lowest cost bid may not be selected if an award to a higher priced bid, in the judgment of the Lottery, maximizes greater overall benefits to the Lottery. The Lottery may elect to pay a fair and reasonable rate to select a proposal that overall is superior. The Finalist that provides the best value to the Lottery will be deemed the apparent successful bidder, subject to approval by the Lottery Director and the Lottery Commission.

60. Question: The RFP says that the bidder must have minimum of 5 years experience providing similar services. Does this requirement imply that the company must be in existence for more than 5 years? Or is it ok if the proposed team has more than 5 years of experience?

Response: The Bidder (company) must have a minimum of five (5) years experience. The RFP states the following: "**C. Bidder Qualifications**, This Request for Proposal (RFP) is open to all Bidders who meet the following minimum requirements. 1. At the time of bid submission, have a minimum of five (5) years experience, performing similar services to those specified in Exhibit A, Scope of Services."

61. Question: Does CA Lottery permit hosting to be handled in partnership with an outside vendor?

Response: Bidders may subcontract or enter into a joint venture with other entities. If it is a joint venture, this must be stated in the Transmittal Letter. As stated on page 8 of the RFP, Section II(A)(1), the letter must state the name of the representative who is legally authorized to contractually bind the joint venture and must be accompanied by proof of authorization from each entity (e.g., by-laws, minutes or resolution of board of directors of corporation or association, written trust instrument, partnership agreement, etc.).

62. **Question:** Are there are specific technology platform requirements that must be utilized?

Response: Bidders must propose a technology solution that meets the requirements set forth in Exhibit A, Scope of Services.

63. **Question:** Does CA Lottery have any legacy data that must be integrated?

Response: The Integrator's solution must capture gaming and retailer data provided from the Gaming System vendor. The current database holds 93.25 MB, which includes 516 fields of data. Some data is updated twice a day, but the majority of transactions are updated on a weekly basis. Information on the number of files, types of data, number of transactions, and frequency of downloads can be found in the *Gaming System Vendor Interface Summary* in Exhibit E of the RFP. The existing data structure, transfer method and repository solutions were developed and are supported by older technologies. During the design phase of the project, the Integrator will develop requirements for the appropriate PWS data structure and database design and for improving data load processing with the Gaming System vendor. This includes assessing the possibility for reducing the number of variables to eliminate redundancy.

Existing player profile information must be migrated from the current repository of public user information for my.calottery.com to the PWS database. This data is captured when public users sign-in and register in the single login/authentication function currently provided on <http://my.calottery.com>. The sign-in function allows public users to authenticate once in order to access the California Replay and Jackpot Captains/Jackpot Alerts third-party applications. The sign-in function was initiated in May 2009. As of October 2009, there are 230,193 registered users. Approximately 50,000 new users have registered each month. Data fields, which can be found on my.calottery.com, include the following: Email, Email Confirmation, Password, Password Confirmation, Security Question, First name, Last Name, Street Address 1, Street Address 2, City, State, Zip Code, Birthday, Contact Phone Number, Language Preference (English or Spanish), Check Box for over 18 years of age certification, and Check Box for notification of future promotions. The Integrator's solution will replace the single login/authentication function currently provided on

<http://my.calottery.com> and all new player profile information will be captured directly to the PWS database. During the design phase of the project, the Integrator will develop requirements for the player profile data structure, for data migration, and for authentication processes. When the Public Website is redesigned and new functionality added that requires login and authentication, the Lottery anticipates adding additional player profile fields and expects substantial increases in the number of registered users.

Bidders should not include the cost of migrating current website content in their bid. The current Lottery website contains 40-50 main pages with nearly 1,800 supporting pages, the vast majority (1,500-1,600) of which is press releases. The Lottery would like to retire older and out-of-date content as well as incorporate new content. Lottery staff will be responsible for developing and adding new content to the PWS. If existing content needs to be migrated, the Lottery may direct the Integrator to provide this service. As stated in Exhibit A, Scope of Services, Section 1(e), page 25, at the Lottery's request, the Integrator may be asked to provide transition services necessary to migrate certain content and data (e.g., press releases) from the existing web environment onto the Integrator's hosted environment, at a mutually agreed upon cost.

- 64. Question:** Does CA Lottery have any existing applications beyond those listed in Section B that must be integrated?

Response: As stated on page 28 of the RFP, Exhibit A, Scope of Services, Section 2(d)(i)(2), the Integrator's solution must integrate the California Replay application (<http://replay.calottery.com/>) and the Jackpot Captain/Jackpot Alerts application (<http://my.calottery.com>) with the PWS. The solution must allow the public user to sign-in and authenticate once in order to access both California Replay content and Jackpot Captain/Jackpot Alert content.

Through this web services component, the Integrator will be responsible for integrating future services, such as third-party applications or web solutions with the new website. As stated on page 29, Exhibit A, Scope of Services, Section 2(e)(iii), bidders should not submit the cost of these future services in their cost proposal. For each future service, the Lottery will define its requirements and then direct the Integrator to provide the future service for a mutually agreed upon cost. Future services could include, but are not limited to, a lottery players club, rewards points, online bonus draws, non-wager interactive online games (e.g., video games), and online claims processing.

- 65. Question:** What is the budget range of this project?

Response: The Lottery's anticipated budget for this project will not be provided to bidders. The Lottery intends to select the proposal which provides the best value to the Lottery. A proposal meeting the requirements

of the RFP and with the lowest cost bid may not be selected if an award to a higher priced bid, in the judgment of the Lottery, maximizes greater overall benefits to the Lottery. The Lottery may elect to pay a fair and reasonable rate to select a proposal that overall is superior. The Finalist that provides the best value to the Lottery will be deemed the apparent successful bidder, subject to approval by the Lottery Director and the Lottery Commission.

66. Question: Can you provide the 99.99% SLA calculations specifics in more detail:

- How is scheduled downtime and maintenance calculated in the SLA?
- What is the page return time SLA?
- Are their weekly/monthly/annual upgrade windows? If yes, how are they factored in the calculations for 99.99%.
- Are 3rd party file feeds part of the same SLA?
- Is their a penalty schedule associated with the SLA? If yes, can it be provided before the bid due date.

Response: The Integrator (contract awardee) shall provide web hosting services with continuous site operation. Performance requirements are specified in Section 2(a)(ii), page 26, and Section 5, pages 32-36, of Exhibit A, Scope of Services. The Integrator must ensure that the web hosting environment including the Content Management System, web services, all networking infrastructure services and protocols required for normal web environment operation, and third-party applications/web solutions shall not be unavailable for more than a total of 4.38 minutes (grace period) within one calendar month in order to ensure 99.99% uptime functionality.

The penalty associated with this SLA is specified in Section 11(j), page 60, of the Terms and Conditions. The failure of the Contractor to maintain the network and web environment availability required under Section 2(a)(ii) in Exhibit A, Scope of Services, may result in the assessment of liquidated damages in the amount of two (2) percent of the Contractor monthly cost for web hosting services as specified in Attachment 1, Price Sheet, after the applicable "grace period," for each hour the website is unavailable thereafter, until availability is restored.

67. Question: Can you provide a complete list of Actors (users and external systems) that will be interacting with the system? For example, when you mention lottery staff, how many users and what will they do?

Response: As stated on page 25 of the RFP, Exhibit A, Scope of Services, Section 1(d)(ii-v), the Lottery would like authorized Lottery non-technical staff to author and manage content and document workflow procedures. A few key Lottery staff should have a more comprehensive ability to provide quality control and the ability to update non-routine information. The Lottery would like the Integrator to recommend a content management process and is open

to ideas on how best to accomplish this aspect of website development and ongoing content management. The Integrator shall conduct on-site user training, utilizing a train-the-trainer methodology, for a core team of 12 Lottery users. The Content Management System configuration should include 50 accounts for workflow processes with flexibility for growth in the number of users.

- 68. Question:** Are there any more requirement details other than the ones provided in the RFP?

Response: No, the requirements are specified in the RFP.

- 69. Question:** Are there any more technical details available other than the ones provided in the RFP?

Response: No, the requirements are specified in the RFP.

- 70. Question:** What is the budget expectations for this project? One - time development, recurring hosting, maintenance, software licensing etc.

Response: The Lottery's anticipated budget for this project will not be provided to bidders. The Lottery intends to select the proposal which provides the best value to the Lottery. A proposal meeting the requirements of the RFP and with the lowest cost bid may not be selected if an award to a higher priced bid, in the judgment of the Lottery, maximizes greater overall benefits to the Lottery. The Lottery may elect to pay a fair and reasonable rate to select a proposal that overall is superior. The Finalist that provides the best value to the Lottery will be deemed the apparent successful bidder, subject to approval by the Lottery Director and the Lottery Commission.

- 71. Question:** What is the lottery system's current annual CapEx and OpEx?

Response: The Lottery's financial statements are available via the public website and can be found here:

<http://www.calottery.com/Media/Publications/Financials/>

- 72. Question:** Can you provide a list of pages required for content management? How many feature releases of the site are anticipated on a annual basis? E.g. what is the expected minor and major release/rollout schedule requirements for new major features and functionalities excluding defects.

Response: As stated on pages 23-24 of the RFP, Exhibit A, Scope of Services, Section 1(a), the Integrator (contract awardee) will be responsible for designing the PWS in a manner that meets the Lottery's objective of a cost-effective, easy to use, interactive, and architecturally sound website that

is flexible enough to support current traffic load as well as projected growth in site visitors and page views. This includes making design recommendations and preparing design specifications that meet the Lottery's objective. In addition, the Integrator will recommend, for the Lottery's approval, an information architecture that improves the presentation and organization of information. Through an iterative process, the Integrator will submit design specifications and design mockups with graphical elements and layout text content for the Lottery's review, revision, and approval.

- 73. Question:** Will the Integrator be required to provide training and associated materials? E.g. What will be a typical workflow for approving content, including any escalation paths for approval?

Response: As stated on page 25 of the RFP, Exhibit A, Scope of Services, Section 1(d)(ii-iv), The Integrator (contract awardee) must provide a detailed and intuitive Lottery user's manual with step-by-step instruction on how to use the Content Management System. The Integrator shall conduct on-site user training, utilizing a train-the-trainer methodology, for a core team of 12 Lottery users. The Lottery would like the Integrator to recommend a content management process and is open to ideas on how best to accomplish this aspect of website development and ongoing content management.

- 74. Question:** Do you have a list of the entities (data) that need to be migrated to the new system?

Response: The Integrator's solution must capture gaming and retailer data provided from the Gaming System vendor. The current database holds 93.25 MB, which includes 516 fields of data. Some data is updated twice a day, but the majority of transactions are updated on a weekly basis. Information on the number of files, types of data, number of transactions, and frequency of downloads can be found in the *Gaming System Vendor Interface Summary* in Exhibit E of the RFP. The existing data structure, transfer method and repository solutions were developed and are supported by older technologies. During the design phase of the project, the Integrator will develop requirements for the appropriate PWS data structure and database design and for improving data load processing with the Gaming System vendor. This includes assessing the possibility for reducing the number of variables to eliminate redundancy.

Existing player profile information must be migrated from the current repository of public user information for my.calottery.com to the PWS database. This data is captured when public users sign-in and register in the single login/authentication function currently provided on <http://my.calottery.com>. The sign-in function allows public users to authenticate once in order to access the California Replay and Jackpot Captains/Jackpot Alerts third-party applications. The sign-in function was

initiated in May 2009. As of October 2009, there are 230,193 registered users. Approximately 50,000 new users have registered each month. Data fields, which can be found on my.calottery.com, include the following: Email, Email Confirmation, Password, Password Confirmation, Security Question, First name, Last Name, Street Address 1, Street Address 2, City, State, Zip Code, Birthday, Contact Phone Number, Language Preference (English or Spanish), Check Box for over 18 years of age certification, and Check Box for notification of future promotions. The Integrator's solution will replace the single login/authentication function currently provided on <http://my.calottery.com> and all new player profile information will be captured directly to the PWS database. During the design phase of the project, the Integrator will develop requirements for the player profile data structure, for data migration, and for authentication processes. When the Public Website is redesigned and new functionality added that requires login and authentication, the Lottery anticipates adding additional player profile fields and expects substantial increases in the number of registered users.

Bidders should not include the cost of migrating current website content in their bid. The current Lottery website contains 40-50 main pages with nearly 1,800 supporting pages, the vast majority (1,500-1,600) of which is press releases. The Lottery would like to retire older and out-of-date content as well as incorporate new content. Lottery staff will be responsible for developing and adding new content to the PWS. If existing content needs to be migrated, the Lottery may direct the Integrator to provide this service. As stated in Exhibit A, Scope of Services, Section 1(e), page 25, at the Lottery's request, the Integrator may be asked to provide transition services necessary to migrate certain content and data (e.g., press releases) from the existing web environment onto the Integrator's hosted environment, at a mutually agreed upon cost.

75. Question: Can you provide a copy of the data model of the current system uses?

Response: The Integrator's solution must capture gaming and retailer data provided from the Gaming System vendor. The current database holds 93.25 MB, which includes 516 fields of data. Some data is updated twice a day, but the majority of transactions are updated on a weekly basis. Information on the number of files, types of data, number of transactions, and frequency of downloads can be found in the *Gaming System Vendor Interface Summary* in Exhibit E of the RFP. The existing data structure, transfer method and repository solutions were developed and are supported by older technologies. During the design phase of the project, the Integrator will develop requirements for the appropriate PWS data structure and database design and for improving data load processing with the Gaming System vendor. This includes assessing the possibility for reducing the number of variables to eliminate redundancy.

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Bidders should not include the cost of migrating current website content in their bid. The current Lottery website contains 40-50 main pages with nearly 1,800 supporting pages, the vast majority (1,500-1,600) of which is press releases. The Lottery would like to retire older and out-of-date content as well as incorporate new content. Lottery staff will be responsible for developing and adding new content to the PWS. If existing content needs to be migrated, the Lottery may direct the Integrator to provide this service. As stated in Exhibit A, Scope of Services, Section 1(e), page 25, at the Lottery's request, the Integrator may be asked to provide transition services necessary to migrate certain content and data (e.g., press releases) from the existing web environment onto the Integrator's hosted environment, at a mutually agreed upon cost.

76. Question: Can you provide a copy of the physical architecture implemented to run the current applications and infrastructure?

Response: The current technical environment is not relevant to this solicitation. The intent of this RFP is to obtain the services of an Integrator to redesign and expand the functionality of the website. The Lottery intends to use the website to create new user experiences through personalized content, non-wager interactive games, rewards programs, improved

electronic communications and centralized access to the Lottery's public services and information. The Lottery desires a technical solution that best meets the requirements specified in the RFP. Therefore, bidders must provide their proposed technical solution for the web environment in detail including the hardware and software technical architecture design which clearly details all hardware components, operating system platforms, hosted software application versions/editions, Content Management System, database and integration points with a detailed explanation of how capacity, performance, availability, reliability and recoverability requirements specified in this RFP will be achieved.

- 77. Question:** Can you describe how the claims process will work and how it will be integrated with other systems?

Response: Through this web services component, the Integrator (contract awardee) will be responsible for integrating future services, such as third-party applications or web solutions with the new website. As stated on page 29 of the RFP, Exhibit A, Scope of Services, Section 2(e)(iii), bidders should not submit the cost of these future services in their cost proposal. For each future service, the Lottery will define its requirements and then direct the Integrator to provide the future service for a mutually agreed upon cost. Future services could include, but are not limited to, a lottery players club, rewards points, online bonus draws, non-wager interactive online games (e.g., video games), and online claims processing.

- 78. Question:** Do you have any technical and non - technical constraints that we should know? (i.e. technologies or skillsets that you prefer, prefer onsite development, preferred hosting providers, etc).

Response: Requirements have been provided in Exhibit A, Scope of Services.

- 79. Question:** How will you split up what areas to give small business vs. non - small business? As a small business, we have the ability and skill set to fulfill this project. Will that be hindrance as a prime?

Response: The intent of this solicitation is to obtain the services of a single Integrator (Bidder) to provide the full range of website development, design, implementation and web hosting services for the Lottery. The successful Integrator could be a small business.

- 80. Question:** Besides the qualification, could you list the Top 5 differentiating factors that will determine the outcome of this RFP?

Response: The Lottery will evaluate all Bidder's proposal as stated in the RFP, Section II., Proposal Requirements, and Section III., Proposal Evaluation Process.

- 81. Question:** Is size a limitation to be a prime on this project? Will a Small Business be considered for being a Prime on this project?

Response: The intent of this solicitation is to obtain the services of a single Integrator (Bidder) to provide the full range of website development, design, implementation and web hosting services for the Lottery. The successful Integrator could be a small business.

- 82. Question:** Will the selected Prime have an opportunity to select a Subcontractor from the Small Business pool that bid on the RFP but were not selected?

Response: No, the Lottery will not provide a small business pool. It will be up to the Bidder to determine whether or not they need Subcontractors which may or may not be a Small Business. Bidders must specify in their proposal the Subcontractors they will use.

- 83. Question:** Are you currently using Google Analytics, and would you prefer to use Google Analytics in the future?

Response: Bidders must specify the tools and applications that will be used to support the Lottery PWS environment. Bidders may propose a stand-alone analytics solution that supports the Lottery's requirements.

- 84. Question:** What's the current spending on website – for example this year, last year?

Response: Current costs are not relevant to this solicitation.

- 85. Question:** Can CA Lottery disclose the current Systems Integrator or Vendor providing services?

Response: There is no incumbent vendor. Currently, the Lottery designs, manages content, and hosts the public website at its headquarters in Sacramento, California.

- 86. Question:** Can you let us know the product currently used for the Content Management System to maintain the current website/s?

Response: The current product is not relevant to this solicitation. The intent of this RFP is to obtain the services of an Integrator to redesign and expand the functionality of the website. The Lottery intends to use the website to

create new user experiences through personalized content, non-wager interactive games, rewards programs, improved electronic communications and centralized access to the Lottery's public services and information. The Lottery desires a technical solution that best meets the requirements specified in the RFP. Therefore, bidders must provide their proposed technical solution for the web environment in detail including the hardware and software technical architecture design which clearly details all hardware components, operating system platforms, hosted software application versions/editions, Content Management System, database and integration points with a detailed explanation of how capacity, performance, availability, reliability and recoverability requirements specified in this RFP will be achieved.

87. Question: What is the number of content authors currently using the CMS?

Response: The current number of content authors is not relevant to this solicitation. As stated on page 25 of the RFP, Exhibit A, Scope of Services, Section 1(d)(ii-v), the Lottery would like authorized Lottery non-technical staff to author and manage content and document workflow procedures. A few key Lottery staff should have a more comprehensive ability to provide quality control and the ability to update non-routine information. The Lottery would like the Integrator to recommend a content management process and is open to ideas on how best to accomplish this aspect of website development and ongoing content management. The Integrator shall conduct on-site user training, utilizing a train-the-trainer methodology, for a core team of 12 Lottery users. The Content Management System configuration should include 50 accounts for workflow processes with flexibility for growth in the number of users.

88. Question: Would it be possible to give us usage statistics – mainly average and peak # of users?

Response: Available statistics were provided in the RFP on pages 26-27, Exhibit A, Scope of Services, Section 2(b). Currently, 6-7 million website users generate 20-30 million page views each month. The production environment must support 20 MBPS bandwidth demand to accommodate normal traffic load of 10 page views per second. For evening lottery drawings, traffic increases to 75 page views per second requiring 40 MBPS bandwidth. Occasionally, when Lottery prize jackpots grow to an extremely large amount (e.g., over \$150,000,000), the traffic load increases substantially in which case the bandwidth demand can peak at more than 600 MBPS. The Lottery expects the redesigned website to generate an increase in the number of users and corresponding page views. The production environment must have the ability to accommodate a projected 500% increase in the number of page views.

89. Question: Any known limitations or pain points of using current content management ?

Response: The current Content Management System is not relevant to this solicitation. The intent of this RFP is to obtain the services of an Integrator to redesign and expand the functionality of the website. The Lottery intends to use the website to create new user experiences through personalized content, non-wager interactive games, rewards programs, improved electronic communications and centralized access to the Lottery's public services and information. The Lottery desires a technical solution that best meets the requirements specified in the RFP. Therefore, bidders must provide their proposed technical solution for the web environment in detail including the hardware and software technical architecture design which clearly details all hardware components, operating system platforms, hosted software application versions/editions, Content Management System, database and integration points with a detailed explanation of how capacity, performance, availability, reliability and recoverability requirements specified in this RFP will be achieved.

- 90. Question:** Should the integrator provide Videos/Live stream hosting services or is this managed by CA Lottery? Provide some rough order magnitude of # of videos and video formats.

Response: Videos are hosted by a third-party provider which streams video directly to the user's computer and not through the Lottery website. The Integrator will not be required to host videos.

- 91. Question:** What is the security classification of the system (High, Medium or Low)?

Response: Since the system will capture user profile data (name, address, email, etc.), the security classification of the system is High.

- 92. Question:** Is the integrator required to provide geographic redundancy for Disaster Recovery?

Response: Yes. Section 8 of Exhibit A, Scope of Services, pages 36-37, specifies the requirements for primary site and off-site locations.

- 93. Question:** PWS: Assuming each player would have user profile in PWS, please provide total number profiles exist across all the systems which need migration and what would be the expected growth rate?

Response: The Integrator's solution will replace the single login/authentication function currently provided on <http://my.calottery.com>. The sign-in function allows public users to authenticate once in order to access the California Replay and Jackpot Captains/Jackpot Alerts third-party applications. Existing player profile information must be migrated from the current repository of public user information for my.calottery.com to the PWS

database. The Integrator will capture new player profile data during user registration and store the data in the PWS database. Data fields, which can be found on my.calottery.com, include the following: Email, Email Confirmation, Password, Password Confirmation, Security Question, First name, Last Name, Street Address 1, Street Address 2, City, State, Zip Code, Birthday, Contact Phone Number, Language Preference (English or Spanish), Check Box for over 18 years of age certification, and Check Box for notification of future promotions. During the design phase of the project, the Integrator will develop requirements for the player profile data structure, for data migration, and for authentication processes.

The sign-in function was initiated in May 2009. As of October 2009, there are 230,193 registered users. Approximately 50,000 new users have registered each month. When the Public Website is redesigned and new functionality added that requires login and authentication, the Lottery expects substantial increases in the number of registered users.

94. Question: Do you currently use any Content Delivery Network - CDN (like Akamai)?

Response: The current Content Delivery Network is not relevant to this solicitation. The intent of this RFP is to obtain the services of an Integrator to redesign and expand the functionality of the website. The Lottery intends to use the website to create new user experiences through personalized content, non-wager interactive games, rewards programs, improved electronic communications and centralized access to the Lottery's public services and information. The Lottery desires a technical solution that best meets the requirements specified in the RFP. Therefore, bidders must provide their proposed technical solution for the web environment in detail including the hardware and software technical architecture design which clearly details all hardware components, operating system platforms, hosted software application versions/editions, Content Management System, database and integration points with a detailed explanation of how capacity, performance, availability, reliability and recoverability requirements specified in this RFP will be achieved.

95. Question: What is your current hardware environment and hosting platform, system architecture, network topology, etc?

Response: The current technical environment is not relevant to this solicitation. The intent of this RFP is to obtain the services of an Integrator to redesign and expand the functionality of the website. The Lottery intends to use the website to create new user experiences through personalized content, non-wager interactive games, rewards programs, improved electronic communications and centralized access to the Lottery's public services and information. The Lottery desires a technical solution that best

meets the requirements specified in the RFP. Therefore, bidders must provide their proposed technical solution for the web environment in detail including the hardware and software technical architecture design which clearly details all hardware components, operating system platforms, hosted software application versions/editions, Content Management System, database and integration points with a detailed explanation of how capacity, performance, availability, reliability and recoverability requirements specified in this RFP will be achieved.

- 96. Question:** What are the current limitations or constraints do you experience with your current CMS?

Response: The current CMS is not relevant to this solicitation. The intent of this RFP is to obtain the services of an Integrator to redesign and expand the functionality of the website. The Lottery intends to use the website to create new user experiences through personalized content, non-wager interactive games, rewards programs, improved electronic communications and centralized access to the Lottery's public services and information. The Lottery desires a technical solution that best meets the requirements specified in the RFP. Therefore, bidders must provide their proposed technical solution for the web environment in detail including the hardware and software technical architecture design which clearly details all hardware components, operating system platforms, hosted software application versions/editions, Content Management System, database and integration points with a detailed explanation of how capacity, performance, availability, reliability and recoverability requirements specified in this RFP will be achieved.

- 97. Question:** As part of this contract would the proposer be managing any internal applications? if Yes any more details that would help in estimation.

Response: The Integrator will design, build and host the PWS database and provide a robust Content Management System. In addition, the Integrator will provide web services. The requirements are specified in Section 2 of Exhibit A, Scope of Services, and costs should be provided on the Price Sheet.

At the Lottery's direction, the Integrator shall provide future applications and web solutions. Through the web services component, the Integrator will be responsible for integrating future services, such as third-party applications or web solutions with the new website. As stated on page 29 of the RFP, Exhibit A, Scope of Services, Section 2(e)(iii), bidders should not submit the cost of these future services in their cost proposal. For each future service, the Lottery will define its requirements and then direct the Integrator to provide the future service for a mutually agreed upon cost. Future services could include, but are not limited to, a lottery players club, rewards points, online bonus draws, non-wager interactive online games (e.g., video games), and online claims processing.

98. Question: Currently are you using any website reporting tools?

Response: The current technical environment is not relevant to this solicitation. The intent of this RFP is to obtain the services of an Integrator to redesign and expand the functionality of the website. The Lottery intends to use the website to create new user experiences through personalized content, non-wager interactive games, rewards programs, improved electronic communications and centralized access to the Lottery's public services and information. The Lottery desires a technical solution that best meets the requirements specified in the RFP. Therefore, bidders must provide their proposed technical solution for the web environment in detail including the hardware and software technical architecture design which clearly details all hardware components, operating system platforms, hosted software application versions/editions, Content Management System, database and integration points with a detailed explanation of how capacity, performance, availability, reliability and recoverability requirements specified in this RFP will be achieved.

99. Question: Are you currently using any Web analytics tool/s?

Response: The current technical environment is not relevant to this solicitation. The intent of this RFP is to obtain the services of an Integrator to redesign and expand the functionality of the website. The Lottery intends to use the website to create new user experiences through personalized content, non-wager interactive games, rewards programs, improved electronic communications and centralized access to the Lottery's public services and information. The Lottery desires a technical solution that best meets the requirements specified in the RFP. Therefore, bidders must provide their proposed technical solution for the web environment in detail including the hardware and software technical architecture design which clearly details all hardware components, operating system platforms, hosted software application versions/editions, Content Management System, database and integration points with a detailed explanation of how capacity, performance, availability, reliability and recoverability requirements specified in this RFP will be achieved.

100. Question: What are the domains that are using the purview of this contract (e.g. is the design /maintenance hosting of <https://www.calottery.biz>, www.calottery.com) should be considered).

Response: The Integrator will be responsible for designing, developing, implementing, and hosting the Lottery's new public website on the existing URL: www.calottery.com. The Lottery's retailer website, www.calottery.biz, is not within the scope of this RFP for design, development and hosting services. However, the redesigned Lottery website will include links to the

Lottery Retailer Homepage (<http://www.calottery.biz>), the Governor's Homepage (<http://gov.ca.gov/>), the State of California Homepage (<http://www.ca.gov/>), and the State's Flex Your Power Homepage (<http://www.fypower.org/>).

101. Question: Migration of existing data: Would it be possible for us to know how much/ what data needs to be migrated into the system?

Response: The Integrator's solution must capture gaming and retailer data provided from the Gaming System vendor. The current database holds 93.25 MB, which includes 516 fields of data. Some data is updated twice a day, but the majority of transactions are updated on a weekly basis. Information on the number of files, types of data, number of transactions, and frequency of downloads can be found in the *Gaming System Vendor Interface Summary* in Exhibit E of the RFP. The existing data structure, transfer method and repository solutions were developed and are supported by older technologies. During the design phase of the project, the Integrator will develop requirements for the appropriate PWS data structure and database design and for improving data load processing with the Gaming System vendor. This includes assessing the possibility for reducing the number of variables to eliminate redundancy.

Existing player profile information must be migrated from the current repository of public user information for my.calottery.com to the PWS database. This data is captured when public users sign-in and register in the single login/authentication function currently provided on <http://my.calottery.com>. The sign-in function allows public users to authenticate once in order to access the California Replay and Jackpot Captains/Jackpot Alerts third-party applications. The sign-in function was initiated in May 2009. As of October 2009, there are 230,193 registered users. Approximately 50,000 new users have registered each month. Data fields, which can be found on my.calottery.com, include the following: Email, Email Confirmation, Password, Password Confirmation, Security Question, First name, Last Name, Street Address 1, Street Address 2, City, State, Zip Code, Birthday, Contact Phone Number, Language Preference (English or Spanish), Check Box for over 18 years of age certification, and Check Box for notification of future promotions. The Integrator's solution will replace the single login/authentication function currently provided on <http://my.calottery.com> and all new player profile information will be captured directly to the PWS database. During the design phase of the project, the Integrator will develop requirements for the player profile data structure, for data migration, and for authentication processes. When the Public Website is redesigned and new functionality added that requires login and authentication, the Lottery anticipates adding additional player profile fields and expects substantial increases in the number of registered users.

Bidders should not include the cost of migrating current website content in their bid. The current Lottery website contains 40-50 main pages with nearly 1,800 supporting pages, the vast majority (1,500-1,600) of which is press releases. The Lottery would like to retire older and out-of-date content as well as incorporate new content. Lottery staff will be responsible for developing and adding new content to the PWS. If existing content needs to be migrated, the Lottery may direct the Integrator to provide this service. As stated in Exhibit A, Scope of Services, Section 1(e), page 25, at the Lottery's request, the Integrator may be asked to provide transition services necessary to migrate certain content and data (e.g., press releases) from the existing web environment onto the Integrator's hosted environment, at a mutually agreed upon cost.

102. Question: Is there any information available on the system capacity requirements – for example how many users, how many concurrent users?

Response: Available statistics were provided in the RFP on pages 26-27, in Exhibit A, Scope of Services, Section 2(b). Currently, 6-7 million website users generate 20-30 million page views each month. The production environment must support 20 MBPS bandwidth demand to accommodate normal traffic load of 10 page views per second. For evening lottery drawings, traffic increases to 75 page views per second requiring 40 MBPS bandwidth. Occasionally, when Lottery prize jackpots grow to an extremely large amount (e.g., over \$150,000,000), the traffic load increases substantially in which case the bandwidth demand can peak at more than 600 MBPS. The Lottery expects the redesigned website to generate an increase in the number of users and corresponding page views. The production environment must have the ability to accommodate a projected 500% increase in the number of page views.

As stated on page 25 of the RFP, Exhibit A, Scope of Services, Section 1(d)(ii-v), the Lottery would like authorized Lottery non-technical staff to author and manage content and document workflow procedures. A few key Lottery staff should have a more comprehensive ability to provide quality control and the ability to update non-routine information. The Lottery would like the Integrator to recommend a content management process and is open to ideas on how best to accomplish this aspect of website development and ongoing content management. The Integrator shall conduct on-site user training, utilizing a train-the-trainer methodology, for a core team of 12 Lottery users. The Content Management System configuration should include 50 accounts for workflow processes with flexibility for growth in the number of users.

The Integrator's solution will replace the single login/authentication function currently provided on <http://my.calottery.com>. The sign-in function allows public users to authenticate once in order to access the California Replay and

Jackpot Captains/Jackpot Alerts third-party applications. The sign-in function was initiated in May 2009. As of October 2009, there are 230,193 registered users. Approximately 50,000 new users have registered each month. When the Public Website is redesigned and new functionality added that requires login and authentication, the Lottery expects substantial increases in the number of registered users.

103. Question: For execution model – would you be open for the development to be done offshore?

Response: The requirement is for the company to be able to legally conduct business in California. There is no requirement that the company be based in California or even have an office located in California. Depending upon the structure of the company, i.e. corporation, partnership, sole proprietorship, there are different legal requirements in order to conduct business in California. If you have questions regarding this requirement, we suggest that you contact your legal counsel for clarification.

104. Question: It is mentioned that sample CV's are required? Do we need to submit sample CV's for all the roles or only for Key roles? If only for Key roles can you please identify Key roles?

Response: As stated on page 11 of the RFP, Section II (Proposal Requirements, B)(1)(c), the bidder must provide resumes for each individual identified in the organizational chart which clearly demonstrates how the person's expertise addresses the needs specified in this RFP. A resume for each staff member assigned to the project must be submitted on Attachment 7, Resume Form, and included in Bidder's proposal response.

105. Question: Do you have any User Interface guidelines that you would like Vendor to follow?

Response: As stated on page 23 of the RFP, Exhibit A, Scope of Services, Section 1(a)(i), the website design must adhere to the California State Lottery Brand Guide which can be found at brandguide.calottery.com. Per the Americans with Disabilities Act, the Lottery must provide the same level of service to individuals with visual, hearing, motor, or cognitive disabilities that is provided to the general public. Therefore, the Integrator must submit design specifications that address compliance with Section 508 requirements and must seek the Lottery's approval on specific design elements in which compliance cannot be achieved.

106. Question: Are there any technologies that are preferred by CA Lottery?

Response: Bidders must propose a technical solution that meets the requirements set forth in Exhibit A, Scope of Services.

107. Question: Are there any requirements for 508 Compliance?

Response: As stated on page 23 of the RFP, Exhibit A, Scope of Services, Section 1(a)(i)(2), per the Americans with Disabilities Act, the Lottery must provide the same level of service to individuals with visual, hearing, motor, or cognitive disabilities that is provided to the general public. Therefore, the Integrator must submit design specifications that address compliance with Section 508 requirements and must seek the Lottery's approval on specific design elements in which compliance cannot be achieved.

108. Question: Can you please describe the current system environment?

- Architecture (logical, physical, system, application, security, etc.)
- How many lines of code are involved?
- How many 3rd party components involved?
- How many interfaces (Web or otherwise)
- How many databases and types involved?

Response: The current technical architecture is not relevant to this solicitation. The intent of this RFP is to obtain the services of an Integrator to redesign and expand the functionality of the website. The Lottery intends to use the website to create new user experiences through personalized content, non-wager interactive games, rewards programs, improved electronic communications and centralized access to the Lottery's public services and information. The Lottery desires a technical solution that best meets the requirements specified in the RFP. Therefore, bidders must provide their proposed technical solution for the web environment in detail including the hardware and software technical architecture design which clearly details all hardware components, operating system platforms, hosted software application versions/editions, Content Management System, database and integration points with a detailed explanation of how capacity, performance, availability, reliability and recoverability requirements specified in this RFP will be achieved.

The Integrator's solution must capture gaming and retailer data provided from the Gaming System vendor. The current database holds 93.25 MB, which includes 516 fields of data. Some data is updated twice a day, but the majority of transactions are updated on a weekly basis. Information on the number of files, types of data, number of transactions, and frequency of downloads can be found in the *Gaming System Vendor Interface Summary* in Exhibit E of the RFP. The existing data structure, transfer method and repository solutions were developed and are supported by older technologies.

During the design phase of the project, the Integrator will develop requirements for the appropriate PWS data structure and database design and for improving data load processing with the Gaming System vendor. This includes assessing the possibility for reducing the number of variables to eliminate redundancy.

Existing player profile information must be migrated from the current repository of public user information for my.calottery.com to the PWS database. This data is captured when public users sign-in and register in the single login/authentication function currently provided on <http://my.calottery.com>. The sign-in function allows public users to authenticate once in order to access the California Replay and Jackpot Captains/Jackpot Alerts third-party applications. The sign-in function was initiated in May 2009. As of October 2009, there are 230,193 registered users. Approximately 50,000 new users have registered each month. Data fields, which can be found on my.calottery.com, include the following: Email, Email Confirmation, Password, Password Confirmation, Security Question, First name, Last Name, Street Address 1, Street Address 2, City, State, Zip Code, Birthday, Contact Phone Number, Language Preference (English or Spanish), Check Box for over 18 years of age certification, and Check Box for notification of future promotions. The Integrator's solution will replace the single login/authentication function currently provided on <http://my.calottery.com> and all new player profile information will be captured directly to the PWS database. During the design phase of the project, the Integrator will develop requirements for the player profile data structure, for data migration, and for authentication processes. When the Public Website is redesigned and new functionality added that requires login and authentication, the Lottery anticipates adding additional player profile fields and expects substantial increases in the number of registered users.

Bidders should not include the cost of migrating current website content in their bid. The current Lottery website contains 40-50 main pages with nearly 1,800 supporting pages, the vast majority (1,500-1,600) of which is press releases. The Lottery would like to retire older and out-of-date content as well as incorporate new content. Lottery staff will be responsible for developing and adding new content to the PWS. If existing content needs to be migrated, the Lottery may direct the Integrator to provide this service. As stated in Exhibit A, Scope of Services, Section 1(e), page 25, at the Lottery's request, the Integrator may be asked to provide transition services necessary to migrate certain content and data (e.g., press releases) from the existing web environment onto the Integrator's hosted environment, at a mutually agreed upon cost.

109. Question: Are there any other SLAs beyond what has been described and noted in the RFP?

Response: Service level requirements are specified in the RFP.

110. Question: Is there a preference regarding proposed technologies used; such as Java or Microsoft, etc.?

Response: Bidders must propose a technical solution that meets the requirements set forth in the RFP.

111. Question: What technologies are used today for the current system?

Response: The current technical environment is not relevant to this solicitation. The intent of this RFP is to obtain the services of an Integrator to redesign and expand the functionality of the website. The Lottery intends to use the website to create new user experiences through personalized content, non-wager interactive games, rewards programs, improved electronic communications and centralized access to the Lottery's public services and information. The Lottery desires a technical solution that best meets the requirements specified in the RFP. Therefore, bidders must provide their proposed technical solution for the web environment in detail including the hardware and software technical architecture design which clearly details all hardware components, operating system platforms, hosted software application versions/editions, Content Management System, database and integration points with a detailed explanation of how capacity, performance, availability, reliability and recoverability requirements specified in this RFP will be achieved.

112. Question: What are the migration plans/requirements from the current system to the new system?

Response: The Integrator's solution must capture gaming and retailer data provided from the Gaming System vendor. The database holds 93.25 MB, which includes 516 fields of data. Some data is updated twice a day, but the majority of transactions are updated on a weekly basis. Information on the number of files, types of data, number of transactions, and frequency of downloads can be found in the *Gaming System Vendor Interface Summary* in Exhibit E of the RFP. The existing data structure, transfer method and repository solutions were developed and are supported by older technologies. During the design phase of the project, the Integrator will develop requirements for the appropriate PWS data structure and database design and for improving data load processing with the Gaming System vendor. This includes assessing the possibility for reducing the number of variables to eliminate redundancy.

Existing player profile information must be migrated from the current repository of public user information for my.calottery.com to the PWS database. This data is captured when public users sign-in and register in the

single login/authentication function currently provided on <http://my.calottery.com>. The sign-in function allows public users to authenticate once in order to access the California Replay and Jackpot Captains/Jackpot Alerts third-party applications. The sign-in function was initiated in May 2009. As of October 2009, there are 230,193 registered users. Approximately 50,000 new users have registered each month. Data fields, which can be found on my.calottery.com, include the following: Email, Email Confirmation, Password, Password Confirmation, Security Question, First name, Last Name, Street Address 1, Street Address 2, City, State, Zip Code, Birthday, Contact Phone Number, Language Preference (English or Spanish), Check Box for over 18 years of age certification, and Check Box for notification of future promotions. The Integrator's solution will replace the single login/authentication function currently provided on <http://my.calottery.com> and all new player profile information will be captured directly to the PWS database. During the design phase of the project, the Integrator will develop requirements for the player profile data structure, for data migration, and for authentication processes. When the Public Website is redesigned and new functionality added that requires login and authentication, the Lottery anticipates adding additional player profile fields and expects substantial increases in the number of registered users.

Bidders should not include the cost of migrating current website content in their bid. The current Lottery website contains 40-50 main pages with nearly 1,800 supporting pages, the vast majority (1,500-1,600) of which is press releases. The Lottery would like to retire older and out-of-date content as well as incorporate new content. Lottery staff will be responsible for developing and adding new content to the PWS. If existing content needs to be migrated, the Lottery may direct the Integrator to provide this service. As stated in Exhibit A, Scope of Services, Section 1(e), page 25, at the Lottery's request, the Integrator may be asked to provide transition services necessary to migrate certain content and data (e.g., press releases) from the existing web environment onto the Integrator's hosted environment, at a mutually agreed upon cost.

113. Question: What software vendors does the state have license agreements with currently? For example, does the state have an Enterprise Agreement with Microsoft? What are the details of the current license/product agreements with product vendors?

Response: Bidders must identify and submit individual product pricing in on the Price Sheet for all software required to support the Lottery PWS environment. The Lottery intends to selectively purchase software products. For some products, the Lottery may receive better pricing through the State's existing purchasing agreement with software vendors. For any software product which the Integrator (contract awardee) submits a lower cost bid than what the Lottery can obtain through its existing purchasing agreement, the

Lottery will request the Integrator to purchase the software product and transfer the license to the State.

114. Question: How many pages and how much of the content is in Spanish currently?

a. Our solution provides for simple globalization support. Is there any interest to provide support for other languages besides Spanish? If yes, which ones?

Response: As specified on page 24, Exhibit A, Scope of Services, Section 1(c), the Integrator (contract awardee) will be responsible for providing a Spanish language version of the website in the initial website design which may be a subset of the English version. Bidders should examine the current Spanish version of the website at <http://www.calottery.com/es/default.htm> for an indication of the expected functionality. The Lottery would like to compare the cost of a subset Spanish website versus a fully functional Spanish website. Therefore, bidders must present the cost for each version in the cost proposal. Upon contract award, the Lottery will negotiate the degree of Spanish language functionality that will be developed with the Integrator (contract awardee). As an optional task, bidders may bid to perform on-going Spanish localization services.

The Lottery does not have immediate plans to pursue other languages beyond Spanish. However, the Lottery may pursue other languages in the future. If bidders have the capability to provide support for other languages besides Spanish, bidders should indicate this capability in the proposal.

115. Question: Regarding Exhibit A number 1.a.i items 2 through 4; are the requirements for the system to be in compliance with sections 508 and W3C definitions and standards?

Response: As stated on page 23 of the RFP, Exhibit A, Scope of Services, Section 1(a)(i)(2), per the Americans with Disabilities Act, the Lottery must provide the same level of service to individuals with visual, hearing, motor, or cognitive disabilities that is provided to the general public. Therefore, the Integrator (contract awardee) must submit design specifications that address compliance with Section 508 requirements and must seek the Lottery's approval on specific design elements in which compliance cannot be achieved.

The RFP does not require compliance with W3C definitions and standards. However, the Lottery would like bidders to draw on their expertise and knowledge of industry trends and best practices to recommend relevant and appropriate standards in their proposal.

116. Question: Are any performance/load/stress tests being conducted now? If yes, which tools if any are being used?

Response: The current technical environment is not relevant to this solicitation. The intent of this RFP is to obtain the services of an Integrator to redesign and expand the functionality of the website. The Lottery intends to use the website to create new user experiences through personalized content, non-wager interactive games, rewards programs, improved electronic communications and centralized access to the Lottery's public services and information. The Lottery desires a technical solution that best meets the requirements specified in the RFP. Therefore, bidders must provide their proposed technical solution for the web environment in detail including the hardware and software technical architecture design which clearly details all hardware components, operating system platforms, hosted software application versions/editions, Content Management System, database and integration points with a detailed explanation of how capacity, performance, availability, reliability and recoverability requirements specified in this RFP will be achieved.

117. Question: Can you please provide us with the current security architecture?

Response: The current technical environment is not relevant to this solicitation. The intent of this RFP is to obtain the services of an Integrator to redesign and expand the functionality of the website. The Lottery intends to use the website to create new user experiences through personalized content, non-wager interactive games, rewards programs, improved electronic communications and centralized access to the Lottery's public services and information. The Lottery desires a technical solution that best meets the requirements specified in the RFP. Therefore, bidders must provide their proposed technical solution for the web environment in detail including the hardware and software technical architecture design which clearly details all hardware components, operating system platforms, hosted software application versions/editions, Content Management System, database and integration points with a detailed explanation of how capacity, performance, availability, reliability and recoverability requirements specified in this RFP will be achieved.

118. Question: What types of data structures and content are to be made available via Web Services? This is in reference to section 2.c.i.3.

Response: In reference to Section 2.c.i.3, in the future, Data Consumers, such as media outlets, may receive data pertaining to the Lottery's draw games. The Data Consumer may choose which data to receive through a subscription service. Types of data could include winning numbers, jackpot amounts, top prizes available, end of game, etc. The Integrator's solution shall allow the ability for Data Consumers to retrieve data that is stored in the

PWS database via web services. This gaming data is provided from the Gaming System vendor. This includes 516 fields of data. Some data is updated twice a day, but the majority of transactions are updated on a weekly basis. Information on the number of files, types of data, number of transactions, and frequency of downloads can be found in the *Gaming System Vendor Interface Summary* in Exhibit E of the RFP. The existing data structure, transfer method and repository solutions were developed and are supported by older technologies. During the design phase of the project, the Integrator will develop requirements for the appropriate PWS data structure and database design and for improving data load processing with the Gaming System vendor. This includes assessing the possibility for reducing the number of variables to eliminate redundancy.

119. Question: Can the Integrator partner with a tier 1 hosting provider to deliver the component detailed on page 6 of the RFP (The Integrator will provide web hosting services with continuous site operation. The Lottery expects the Integrator to utilize a system architecture that incorporates server redundancy to maintain 24 x 7 x 365 site operation with an automatic fallback to a backup system in order to achieve the performance target of 99.99% uptime functional operation.)?

Response: Bidders may subcontract or enter into a joint venture with other entities. If it is a joint venture, this must be stated in the Transmittal Letter. As stated on page 8 of the RFP, Section II(A)(1), the letter must state the name of the representative who is legally authorized to contractually bind the joint venture and must be accompanied by proof of authorization from each entity (e.g., by-laws, minutes or resolution of board of directors of corporation or association, written trust instrument, partnership agreement, etc.).

120. Question: Will the CA Lottery provide a more detailed definition of what constitutes the 99.99% uptime functional operation?

Response: The Integrator (contract awardee) shall provide web hosting services with continuous site operation. Performance requirements are specified in Section 2(a)(ii), page 26, and Section 5, pages 32-34, of Exhibit A, Scope of Services. The Integrator must ensure that the web hosting environment including the Content Management System, web services, all networking infrastructure services and protocols required for normal web environment operation, and third-party applications/web solutions shall not be unavailable for more than a total of 4.38 minutes (grace period) within one calendar month in order to ensure 99.99% uptime functionality.

121. Question: What does the state spend monthly with AT&T to host www.calottery.com and related sites? Is the Lottery satisfied with the hosting services provided by AT&T?

Response: The Lottery hosts www.calottery.com. AT&T only provides circuits.

122. Question: Will the state provide the current hosted site configuration/topology (servers, networks, etc.) to RFP respondents?

Response: The current technical environment is not relevant to this solicitation. The intent of this RFP is to obtain the services of an Integrator to redesign and expand the functionality of the website. The Lottery intends to use the website to create new user experiences through personalized content, non-wager interactive games, rewards programs, improved electronic communications and centralized access to the Lottery's public services and information. The Lottery desires a technical solution that best meets the requirements specified in the RFP. Therefore, bidders must provide their proposed technical solution for the web environment in detail including the hardware and software technical architecture design which clearly details all hardware components, operating system platforms, hosted software application versions/editions, Content Management System, database and integration points with a detailed explanation of how capacity, performance, availability, reliability and recoverability requirements specified in this RFP will be achieved.

123. Question: What are the standard technologies for database, server hardware, operating systems, CMS, networking, and security that the CA state CIO currently recommends or aligns with?

Response: Bidders must propose a technical solution that meets the requirements set forth in the RFP.

124. Question: Will a hosted solution that meets all stated requirements, but where the state does not own the hardware or software licenses (merely leases them), be acceptable?

Response: No, the State will not own the hardware. The Integrator (contract awardee) must provide and maintain all hardware required to support the Lottery PWS environment. The Lottery intends to purchase the software products. Bidders must identify and submit individual product pricing in the Price Sheet for all software required to support the Lottery PWS environment. For some products, the Lottery may receive better pricing through the State's existing purchasing agreement with software vendors. For any software product which the Integrator (contract awardee) submits a lower cost bid than what the Lottery can obtain through its existing purchasing agreement, the Lottery will request the Integrator to purchase the software product and transfer the license to the State.

125. Question: If third-party hosting provider and/or other third parties are identified to be engaged for services under this contract, must the main contractor subcontract to all third parties, or would the state be willing to contract directly with a hosting provider and/or other third party solution provider?

Response: The intent of this RFP is to obtain the services of an Integrator to provide the full range of website development, design, implementation, and web hosting services for the California State Lottery (Lottery) public website. Bidders may subcontract or enter into a joint venture with other entities. If it is a joint venture, this must be stated in the Transmittal Letter. As stated on page 8 of the RFP, Section II(A)(1), the letter must state the name of the representative who is legally authorized to contractually bind the joint venture and must be accompanied by proof of authorization from each entity (e.g., by-laws, minutes or resolution of board of directors of corporation or association, written trust instrument, partnership agreement, etc.).

126. Question: What are the web browsers and versions the site must support for both internet and mobile?

Response: The Lottery would like bidders to draw on their expertise and knowledge of industry trends and best practices in order to provide suggestions as to which browsers will be supported.

127. Question: Can you define the scope of compatibility with mobile devices? Is it that the site should be usable in those devices, or are you looking to create a mobile version of the site?

Response: The Lottery would like bidders to make recommendations based on their expertise and knowledge of industry trends and best practices regarding the scope and compatibility of mobile devices.

128. Question: In Exhibit A Scope of Services Section 1.a.i.5.c. it states: "Support for video-on-demand by embedding externally hosted videos on website pages." Does the state currently use a CDN for video on demand? If so, which one, and is the state satisfied with their performance?

Response: Videos are hosted by a third-party provider which streams video directly to the user's computer and not through the Lottery website. The Integrator will not be required to host videos.

129. Question: Who will be responsible for video production and web encoding?

Response: Videos are hosted by a third-party provider which streams video directly to the user's computer and not through the Lottery website. The Integrator will not be required to host videos.

130. Question: In Exhibit A Scope of Services Section 1.f.iii. it states: “Test case scenarios must be established to test servers and website response times at varied loads/stress, to test website display in various environments (e.g., Windows XP, Windows Vista, Mac OS, Linux) at typical screen resolutions and aspect ratios.” What are the minimum versions of OS that need to be supported, including service packs, etc.?

Response: See RFP Amendment #1. The RFP has been amended as follows: “Test case scenarios must be established to test servers and website response times at varied loads/stress, to test website display in various environments ~~(e.g., Windows XP, Windows Vista, Mac OS, Linux)~~ browsers at typical screen resolutions and aspect ratios.”

131. Question: What types and versions of Linux need to be supported (Debian, RedHat, Ubuntu, etc.).

Response: See RFP Amendment #1. The RFP has been amended as follows: “Test case scenarios must be established to test servers and website response times at varied loads/stress, to test website display in various environments ~~(e.g., Windows XP, Windows Vista, Mac OS, Linux)~~ browsers at typical screen resolutions and aspect ratios.”

132. Question: In Exhibit A Scope of work Section 2.d.2.a and b it states: “California Replay and Jackpot Captain/Jackpot Alerts. These two applications are provided by a third party and must integrate with the PWS ‘. What are the data interchange standards for the third party applications? Are there documented APIs that will be provided?”

Response: The Integrator’s solution will replace the single login/authentication function currently provided on <http://my.calottery.com>. The Integrator’s solution must integrate the California Replay application (<http://replay.calottery.com/>) and the Jackpot Captain/Jackpot Alerts application (<http://my.calottery.com>) with the PWS. The solution must allow the public user to sign-in and authenticate once in order to access both the California Replay and Jackpot Captain/Jackpot Alert content.

Existing player profile information must be migrated from the current repository of public user information for my.calottery.com to the PWS database. The Integrator will capture new player profile data during user registration and store the data in the PWS database. Data fields, which can be found on my.calottery.com, include the following: Email, Email Confirmation, Password, Password Confirmation, Security Question, First name, Last Name, Street Address 1, Street Address 2, City, State, Zip Code, Birthday, Contact Phone Number, Language Preference (English or Spanish), Check Box for over 18 years of age certification, and Check Box for notification of future promotions. During the design phase of the project, the

Integrator will develop data interchange standards/API requirements for the player profile data structure, for data migration, and for authentication processes.

133. Question: In Exhibit A Scope of work Section 5a.ii under Performance requirements it states: “The production web server must push a page in two (2) seconds or less. iii. The production web site’s static content search engine requests shall return and download search results within four (4) seconds or less of the requesting event (e.g., user clicks “Search” or “Submit” button) iv. The production web site’s login pages shall process user authentications and download resulting confirmation or initial secure page within four (4) seconds of the requesting event (e.g., user clicks button to submit username and password).” How and where is this measured? On a network local to the server?

Response: The Lottery will maintain external verification of service availability from various points on the Internet and use this data to verify Integrator’s conformity with the performance requirements. These external sources have not yet been determined.

134. Question: Can we provide the Lottery with more than one option for the technical solution?

Response: Yes, for each option, bidders must submit a separate Price Sheet. The proposal should clearly state which services and level of services are being offered for each option

135. Question: Do you have sample of the current Reporting Requirements files as outlined in section 6?

Response: No, upon contract award, a mutually agreed to format of the reports will be determined by the Integrator and the Lottery.

136. Question: Section 1. B. Background states that your site consists of 40-50 main pages with 1,800 supporting pages. However, Google reports that your site is approximately 16,000 pages. Can you explain the discrepancy?

Response: The Lottery website also includes links to the Lottery Retailer website (<http://www.calottery.biz>), the Governor’s Homepage (<http://gov.ca.gov/>), the State of California Homepage (<http://www.ca.gov/>), and the State’s Flex Your Power Homepage (<http://www.fypower.org/>). The RFP accurately describes the number of pages. We do not know what searching criteria the bidder used from Google reports to claim that there are 16,000 pages, so we cannot verify or explain the discrepancy.

137. Question: Is the retailer site (calottery.biz) out of the scope of the RFP? If not, is the count of pages in this sub-site included in the overall count of the public site?

Response: The Lottery's retailer site, www.calottery.biz, is out of scope of this RFP and is not included in the count of pages in the overall count of the Lottery's Public Website. However, the Lottery Public Website includes links to the following sites: the Lottery Retailer website (<http://www.calottery.biz>), the Governor's Homepage (<http://gov.ca.gov/>), the State of California Homepage (<http://www.ca.gov/>), and the State's Flex Your Power Homepage (<http://www.fypower.org/>).

138. Question: Regarding the content for the site, are the state regulatory requirements regarding what content can be retired and what must remain available for review?

Response: The Lottery's Records Retention Schedule does not currently contain a timeframe for retiring website content. The Lottery bases its retention periods on the period of time for which it has a business need for the information (Exception: legal requirements or the need to keep information for pending lawsuits or audits). The retention period may be beyond the time the content is actively available on the website. The Lottery will establish retention periods for the website content within the first year of the new website's operation. It will consider vendor input regarding potential uses for retired content. There are no state regulatory requirements regarding the retention of website data, other than the general guideline to be a good steward of state resources, i.e. not pay to store unneeded data. The Lottery understands that it will pay for content based on the amount stored.

139. Question: How many individuals at the Lottery will be maintaining content on the website? What are their roles? How technically savvy are they?

Response: As stated on page 25 of the RFP, Exhibit A, Scope of Services, Section 1(d)(ii-v), the Lottery would like authorized Lottery non-technical staff to author and manage content and document workflow procedures. A few key Lottery staff should have a more comprehensive ability to provide quality control and the ability to update non-routine information. The Lottery would like the Integrator to recommend a content management process and is open to ideas on how best to accomplish this aspect of website development and ongoing content management. The Integrator shall conduct on-site user training, utilizing a train-the-trainer methodology, for a core team of 12 Lottery users. The Content Management System configuration should include 50 accounts for workflow processes with flexibility for growth in the number of users.

140. Question: Has the Lottery agency or the state evaluated or tested specific CMS or technology platform systems already that did not meet the organization's requirements? Is there any documentation associated with previous technology evaluations that can be shared?

Response: The Lottery has not evaluated or tested specific CMS or technology platforms.

141. Question: We understand that the creative design process is an iterative one. Can you please advise as to how many Lottery stakeholders and roles there will be and an approximate number of rounds it may take before securing approval?

Response: A project team comprised of Lottery staff will work with the successful Integrator to gather requirements and provide input on the Integrator's design recommendations. Design recommendations and specifications will be submitted to Lottery Executives for review and approval. Upon contract award, the Lottery will work with the Integrator to develop a mutually agreed upon review and approval process.

142. Question: What is the process for design approvals on the Lottery's end?

Response: A project team comprised of Lottery staff will work with the Integrator to gather requirements and provide input on the Integrator's design recommendations. Design recommendations and specifications will be submitted to Lottery Executives for review and approval. Upon contract award, the Lottery will work with the Integrator to develop a mutually agreed upon review and approval process.

143. Question: Are there existing branding and style guides that we need to take into consideration?

Response: As stated on page 23 of the RFP, Exhibit A, Scope of Services, Section 1(a)(i), the website design must adhere to the California State Lottery Brand Guide which can be found at brandguide.calottery.com.

144. Question: Are online ad campaigns, SEO or SEM needed? The RFP mentions marketing efforts but does not indicate that this should be included for the bid. Can we include as part of the expanded services submission?

Response: Marketing services are provided through other Lottery contracts. Bidders may offer other associated services related to the design, development and hosting of the Public Website not identified in this RFP. This is an opportunity for bidders to offer options that may strengthen the quality of their proposals or provide additional services that the Lottery may not have specified in the RFP. As stated on page 16 of the RFP, Section II(B)(3)(e),

bidders should describe in detail any other service(s) proposed to be provided to the Lottery that are not specifically addressed in this RFP. The bidder also should specify how those services would assist the Lottery in achieving its objectives as outlined in this RFP.

145. Question: Can we use technologies such as Flash on the site?

Response: Bidders should propose a technology solution that best meets the needs of the Lottery specified in Exhibit A, Scope of Services.

146. Question: Will the new site follow the current marketing campaign or is there a new campaign that will accompany the site launch?

Response: This is yet to be determined. Lottery Marketing staff will be involved in the project team and will keep the Integrator informed of current and planned marketing campaigns.

147. Question: Is there an analytics system currently implemented, and will that be used going forward?

Response: The current technical environment is not relevant to this solicitation. The intent of this RFP is to obtain the services of an Integrator to redesign and expand the functionality of the website. The Lottery intends to use the website to create new user experiences through personalized content, non-wager interactive games, rewards programs, improved electronic communications and centralized access to the Lottery's public services and information. The Lottery desires a technical solution that best meets the requirements specified in the RFP. Therefore, bidders must provide their proposed technical solution for the web environment in detail including the hardware and software technical architecture design which clearly details all hardware components, operating system platforms, hosted software application versions/editions, Content Management System, database and integration points with a detailed explanation of how capacity, performance, availability, reliability and recoverability requirements specified in this RFP will be achieved.

148. Question: For user testing, will we need to test in multiple languages, and will you provide translation services/moderators/transcription services or are we expected to provide them?

Response: The Integrator must conduct user testing for both the English and the Spanish websites. As stated on page 24 of the RFP, Exhibit A, Scope of Services, Section 1(c), the Integrator must provide a Spanish language version of the website in the initial website design which may be a subset of the English version. Bidders should examine the current Spanish version of the website at <http://www.calottery.com/es/default.htm> for an indication of the

expected functionality. The Lottery would like to compare the cost of a subset Spanish website versus a fully functional Spanish website. Therefore, bidders must present the cost for each version in the cost proposal. Upon contract award, the Lottery will negotiate the degree of Spanish language functionality that will be developed with the contract awardee. As an optional task, bidders may bid to perform on-going Spanish localization services.

149. Question: For the Spanish website (whether fully functional or a subset), do you wish translation costs to be included in the total cost on the Price Sheet?

Response: Yes, as stated on page 24 of the RFP, Exhibit A, Scope of Services, Section 1(c), the Integrator must provide a Spanish language version of the website in the initial website design which may be a subset of the English version. Bidders should examine the current Spanish version of the website at <http://www.calottery.com/es/default.htm> for an indication of the expected functionality. The Lottery would like to compare the cost of a subset Spanish website versus a fully functional Spanish website. Therefore, bidders must present the cost for each version in the cost proposal. Upon contract award, the Lottery will negotiate the degree of Spanish language functionality that will be developed with the contract awardee. As an optional task, bidders may bid to perform on-going Spanish localization services.

150. Question: Who did the current Spanish-language translations? Is the CA Lottery happy with them?

Response: This question is not relevant to this solicitation. Bidders should propose translation services that meet the needs of the Lottery identified in the RFP.

151. Question: Do you have existing Translation Memory?

Response: No, the Lottery currently does not have Translation Memory.

152. Question: You have requested an Hourly rate for pricing on ongoing localization servers. Translation is usually priced on a per-word basis. Can we provide a per-word cost in response to this question?

Response: Yes, see RFP Amendment #1. The Price Sheet has been changed to cost per word.

153. Question: Is the utilization of DBe Goodfaith (www.dbegoodfaith.com) recognized by the state as an acceptable entity and process for demonstrating a good faith effort to engage a DVBE for this RFP?

Response: The utilization of www.dbegoodfaith.com will not be recognized as an entity for demonstrating a good faith effort. Additionally, AB4X21

recently amended the good faith effort in the Public Contract Code. Since the Public Contract Code does not apply to the Lottery, the Good Faith Effort is still in effect at the Lottery.

154. Question: What is the exact URL for accessing the competitive bidding procedures document on www.calottery.com?

Response: The URL for the Lottery's Competitive Bidding procedures is http://www.calottery.com/pv_obj_cache/pv_obj_id_7F74087F04DE0E127557EC6B5946C6787D7E1800/filename/OmnibusRegulations_081203.pdf

155. Question: How many vendors were invited to respond to this RFP?

Response: The Lottery notified 122 vendors regarding the release of the solicitation.

156. Question: Will the project be awarded as a single award or is there a chance the Lottery will award components to various vendors?

Response:

The intent of this RFP is to obtain the services of an Integrator to provide the full range of website development, design, implementation, and web hosting services for the California State Lottery (Lottery) public website. Bidders may subcontract or enter into a joint venture with other entities. If it is a joint venture, this must be stated in the Transmittal Letter. As stated on page 8 of the RFP, Section II(A)(1), the letter must state the name of the representative who is legally authorized to contractually bind the joint venture and must be accompanied by proof of authorization from each entity (e.g., by-laws, minutes or resolution of board of directors of corporation or association, written trust instrument, partnership agreement, etc.).

157. Question: For inbound web services such as the interface to California Replay, is the Lottery in control of the resources needed to build the Web Services on the third-party application?

Response: Yes, the Lottery is in control of the resources.

158. Question: What facilities will be provided to vendor staff for the duration of the project?

Response: Bidders should specify their need for facility space in the proposal.

159. Question: Is the proposed solution to include the costs associated with off-site backups and server storage?

Response: Per Attachment 1, Price Sheet, the rates shall include all costs associated with performance under this contract for the Lottery website design, development, implementation and hosting services and shall include all administrative overhead/ support costs, all applicable taxes, any other direct and indirect costs, and profit needed to perform the specified services in Exhibit A, Scope of Services.

160. Question: Is it acceptable to provide alternatives to normal browser functionality for mobile devices?

Response: The Lottery would like bidders to make recommendations based on their expertise and knowledge of industry trends and best practices regarding the scope and compatibility of mobile devices.

161. Question: Is the subset Spanish website mentioned in section 1.c.iii the current Spanish site? If not, what minimal functionality is the Lottery expecting in the subset?

Response: As stated on page 24 of the RFP, Exhibit A, Scope of Services, Section 1(c), the Integrator must provide a Spanish language version of the website in the initial website design which may be a subset of the English version. Bidders should examine the current Spanish version of the website at <http://www.calottery.com/es/default.htm> for an indication of the expected functionality. The Lottery would like to compare the cost of a subset Spanish website versus a fully functional Spanish website. Therefore, bidders must present the cost for each version in the cost proposal. Upon contract award, the Lottery will negotiate the degree of Spanish language functionality that will be developed with the contract awardee.

162. Question: Is the number of non-technical staff (mentioned in 1.d.ii) using the Content Management System equal to the 50 accounts mentioned in 1.d.v?

Response: As stated on page 25 of the RFP, Exhibit A, Scope of Services, Section 1(d)(ii-v), the Lottery would like authorized Lottery non-technical staff to author and manage content and document workflow procedures. A few key Lottery staff should have a more comprehensive ability to provide quality control and the ability to update non-routine information. The Lottery would like the Integrator to recommend a content management process and is open to ideas on how best to accomplish this aspect of website development and ongoing content management. The Integrator shall conduct on-site user training, utilizing a train-the-trainer methodology, for a core team of 12 Lottery users. The Content Management System configuration should include 50 accounts for workflow processes to accommodate growth in the number of users.

163. Question: Does the Lottery currently utilize DBAs to support existing databases? If so, what database platform is currently used?

Response: The current technical environment is not relevant to this solicitation. The intent of this RFP is to obtain the services of an Integrator to redesign and expand the functionality of the website. The Lottery intends to use the website to create new user experiences through personalized content, non-wager interactive games, rewards programs, improved electronic communications and centralized access to the Lottery's public services and information. The Lottery desires a technical solution that best meets the requirements specified in the RFP. Therefore, bidders must provide their proposed technical solution for the web environment in detail including the hardware and software technical architecture design which clearly details all hardware components, operating system platforms, hosted software application versions/editions, Content Management System, database and integration points with a detailed explanation of how capacity, performance, availability, reliability and recoverability requirements specified in this RFP will be achieved.

164. Question: For the web services mentioned in 2.e.i, should the initial price sheet include the cost associated to retain the subcontractor?

Response: Per Attachment 1, Price Sheet, the rates shall include all costs associated with performance under this contract for the Lottery website design, development, implementation and hosting services and shall include all administrative overhead/ support costs, all applicable taxes, any other direct and indirect costs, and profit needed to perform the specified services in Exhibit A, Scope of Services.

165. Question: In Section 5, it mentions that the Lottery will use external verification of service availability. What external sources will the Lottery be using?

Response: The Lottery will maintain external verification of service availability from various points on the Internet and use this data to verify Integrator's conformity with the performance requirements. These external sources have not yet been determined.

166. Question: Who, if anyone, does the Lottery use today for hosting applications?

Response: The Lottery designs, manages content, and hosts the Public Website.

167. Question: What architecture is today's Lottery site based on?

Response: The current technical environment is not relevant to this solicitation. The intent of this RFP is to obtain the services of an Integrator to redesign and expand the functionality of the website. The Lottery intends to use the website to create new user experiences through personalized content, non-wager interactive games, rewards programs, improved electronic communications and centralized access to the Lottery's public services and information. The Lottery desires a technical solution that best meets the requirements specified in the RFP. Therefore, bidders must provide their proposed technical solution for the web environment in detail including the hardware and software technical architecture design which clearly details all hardware components, operating system platforms, hosted software application versions/editions, Content Management System, database and integration points with a detailed explanation of how capacity, performance, availability, reliability and recoverability requirements specified in this RFP will be achieved.

168. Question: Does the Lottery have a set of architecture standards that need to be considered when putting together this solution?

Response: Bidders must propose the technical architecture and describe how the solution meets the requirements set forth in Exhibit A, Scope of Services.

169. Question: Will the Lottery consider use of offshore development resources?

Response: The requirement is for the company to be able to legally conduct business in California. There is no requirement that the company be based in California or even have an office located in California. Depending upon the structure of the company, i.e. corporation, partnership, sole proprietorship, there are different legal requirements in order to conduct business in California. If you have questions regarding this requirement, we suggest that you contact your legal counsel for clarification.

170. Question: Does the Lottery have an underlying web platform technology (.NET, Open source, etc.) in mind for the public website?

Response: Bidders must propose the technical architecture and describe how the solution meets the requirements set forth in Exhibit A, Scope of Services.

171. Question: On page 1 of General Information, B-Background, the RFP mentions single sign-in (or SSO: single sign-on). Is SSO required to authenticate only to the different websites on the web platform in question; or does it include SSO to other applications as well? If the latter, please specify the other applications and associated user registries and authentication methods (password, certificate, etc.)?

Response: As stated on page 28 of the RFP, Exhibit A, Scope of Services, Section 2(d)(i)(2), The Integrator’s solution must integrate both the California Replay application (<http://replay.calottery.com/>) and the Jackpot Captain/Jackpot Alerts application (<http://my.calottery.com>) with the PWS. The solution must allow the public user to sign-in and authenticate once in order to access California Replay content and Jackpot Captain/Jackpot Alert content.

Through this web services component, the Integrator will be responsible for integrating future services, such as third-party applications or web solutions with the new website. As stated on page 29 of the RFP, Exhibit A, Scope of Services, Section 2(e)(iii), bidders should not submit the cost of these future services in their cost proposal. For each future service, the Lottery will define its requirements and then direct the Integrator to provide the future service for a mutually agreed upon cost. Future services could include, but are not limited to, a lottery players club, rewards points, online bonus draws, non-wager interactive online games (e.g., video games), and online claims processing.

172. Question: Is SSO a requirement for only “public” users (or does it include other types of users as well)?

Response: The solution must allow users of the Lottery Public Website to sign-in and authenticate once in order to access specific content.

173. Question: What is the envisioned user registry type for these public users (LDAP, Active Directory, Database)?

Response: Bidders must propose the technical solution and describe how the solution meets the requirements set forth in Exhibit A, Scope of Services.

174. Question: Are there any strong authentication requirements for these public users (not username/password)?

Response: No, the Lottery would like bidders to draw on their expertise and knowledge of industry trends and best practices to propose a technical solution that meets the requirements set forth in the RFP.

175. Question: Are there are any 2-factor authentication / step-up or adaptive authentication needs for these public users depending on the sensitivity of the content they access?

Response: No, the Lottery would like bidders to draw on their expertise and knowledge of industry trends and best practices to propose a technical solution that meets the requirements set forth in the RFP.

176. Question: Are there cross-domain authentication requirements for these public users? (using an external user registry for authentication of public users)

Response: During the design phase of the project, the Integrator will develop requirements for authentication processes.

177. Question: Does the Lottery already have (or has already chosen) a specific technology/product for SSO?

Response: Bidders must propose the technical architecture and describe how the solution meets the requirements set forth in the RFP.

178. Question: The RFP requirement for 99.99% availability exceeds the observed uptime for some of the world's major e-commerce sites. Can this requirement be discussed and negotiated in view of the very significant cost tradeoffs versus more common requirements like 99.9% or less?

Response: The Lottery is requesting web hosting services with continuous site operation. Bidders should prepare their cost bid based on the assumption they will be providing 99.99% uptime functionality. As stated in Section III(A)(3) of the RFP, on page 21, the Lottery may indicate to, or discuss with, the apparent successful bidder any deficiencies or other aspects of its proposal such as price, technical approach, and terms that could, in the opinion of the Lottery, be altered or explained to enhance materially the apparent successful bidder's proposal. The scope and extent of discussions are a matter solely within the Lottery's judgment. If the Lottery and the apparent successful bidder cannot come to agreement on these alterations, the Lottery, at its sole discretion, may elect to hold discussions with the other finalists. If conducted, discussions will be undertaken with the intent of allowing each finalist the opportunity to revise its proposal only in those specific areas identified by the Lottery during discussions.

179. Question: The RFP requirement to submit with the proposal a signed Guaranty and Certification, which contain very stringent terms including: unconditional acceptance of all RFP requirements, terms and conditions, and assumption of unlimited liability, would appear to preclude any further negotiation of the financial, business and legal terms of this complex and important project. This could preclude many major firms from even submitting a proposal, and severely limit competition. We request that the RFP requirement for submission of a signed Guaranty and Certification be eliminated, and that negotiations regarding all terms and conditions be part of a process resulting in a final contract.

Response: The requirement for submission of a signed Guaranty and Certification will not be eliminated. As stated in Section III(A)(3) of the RFP,

on page 21, the Lottery may indicate to, or discuss with, the apparent successful bidder any deficiencies or other aspects of its proposal such as price, technical approach, and terms that could, in the opinion of the Lottery, be altered or explained to enhance materially the apparent successful bidder's proposal. The scope and extent of discussions are a matter solely within the Lottery's judgment. If the Lottery and the apparent successful bidder cannot come to agreement on these alterations, the Lottery, at its sole discretion, may elect to hold discussions with the other finalists. If conducted, discussions will be undertaken with the intent of allowing each finalist the opportunity to revise its proposal only in those specific areas identified by the Lottery during discussions.

180. Question: Can the Lottery make available an FSR or other business case documents to provide additional information?

Response: No, the Lottery does not have a Feasible Study Report (FSR) available.

181. Question: In the Background section of the RFP, it displays a diagram of the hosting environment. Would you provide additional details as to the exact hardware configuration of your current hosting platforms?

Response: The current technical environment is not relevant to this solicitation. The intent of this RFP is to obtain the services of an Integrator to redesign and expand the functionality of the website. The Lottery intends to use the website to create new user experiences through personalized content, non-wager interactive games, rewards programs, improved electronic communications and centralized access to the Lottery's public services and information. The Lottery desires a technical solution that best meets the requirements specified in the RFP. Therefore, bidders must provide their proposed technical solution for the web environment in detail including the hardware and software technical architecture design which clearly details all hardware components, operating system platforms, hosted software application versions/editions, Content Management System, database and integration points with a detailed explanation of how capacity, performance, availability, reliability and recoverability requirements specified in this RFP will be achieved.

182. Question: What is the current web site "stack" (script language, operating system, and database software)?

Response: The current technical environment is not relevant to this solicitation. The intent of this RFP is to obtain the services of an Integrator to redesign and expand the functionality of the website. The Lottery intends to use the website to create new user experiences through personalized content, non-wager interactive games, rewards programs, improved

electronic communications and centralized access to the Lottery's public services and information. The Lottery desires a technical solution that best meets the requirements specified in the RFP. Therefore, bidders must provide their proposed technical solution for the web environment in detail including the hardware and software technical architecture design which clearly details all hardware components, operating system platforms, hosted software application versions/editions, Content Management System, database and integration points with a detailed explanation of how capacity, performance, availability, reliability and recoverability requirements specified in this RFP will be achieved.

183. Question: Does the Lottery own or is it leasing this hardware/software?

Response: The current technical environment is not relevant to this solicitation. The intent of this RFP is to obtain the services of an Integrator to redesign and expand the functionality of the website. The Lottery intends to use the website to create new user experiences through personalized content, non-wager interactive games, rewards programs, improved electronic communications and centralized access to the Lottery's public services and information. The Lottery desires a technical solution that best meets the requirements specified in the RFP. Therefore, bidders must provide their proposed technical solution for the web environment in detail including the hardware and software technical architecture design which clearly details all hardware components, operating system platforms, hosted software application versions/editions, Content Management System, database and integration points with a detailed explanation of how capacity, performance, availability, reliability and recoverability requirements specified in this RFP will be achieved.

184. Question: Is the hardware hosted at the Lottery location or with a hosting vendor?

Response: The Lottery designs, manages content, and hosts the Lottery Public Website at Lottery headquarters in Sacramento.

185. Question: Does the Lottery have requirements on where the hardware has to be physically located?

Response: Bidders must propose the technical solution and describe how the solution meets the requirements set forth in the RFP.

186. Question: Does the Lottery have requirements on what technology the web site can or cannot be developed in?

Response: Bidders must propose the technical solution and describe how the solution meets the requirements set forth in the RFP.

187. Question: Does the Lottery have requirements on the type of databases that can be used for the website?

Response: Bidders must propose the technical solution and describe how the solution meets the requirements set forth in the RFP.

188. Question: Does the Lottery have requirements on the type of operating system to be used on the servers?

Response: Bidders must propose the technical solution and describe how the solution meets the requirements set forth in the RFP.

189. Question: Do you plan to have any of the existing web site design or functionality carried over to the new web site?

Response: As stated on pages 23-24 of the RFP, Exhibit A, Scope of Services, Section 1(a), the Integrator will be responsible for designing the PWS in a manner that meets the Lottery's objective of a cost-effective, easy to use, interactive, and architecturally sound website that is flexible enough to support current traffic load as well as projected growth in site visitors and page views. This includes making design recommendations and preparing design specifications that meet the Lottery's objective. In addition, the Integrator will recommend, for the Lottery's approval, an information architecture that improves the presentation and organization of information. Through an iterative process, the Integrator will submit design specifications and design mockups with graphical elements and layout text content for the Lottery's review, revision, and approval.

190. Question: For the Spanish language version, do you have Lottery personnel that would write and maintain this content, or are you looking for a translation service as part of the solution.

Response: As stated on page 24, Exhibit A, Scope of Services, Section 1(c), the Integrator must provide a Spanish language version of the website in the initial website design which may be a subset of the English version. Bidders should examine the current Spanish version of the website at <http://www.calottery.com/es/default.htm> for an indication of the expected functionality. The Lottery would like to compare the cost of a subset Spanish website versus a fully functional Spanish website. Therefore, bidders must present the cost for each version in the cost proposal. Upon contract award, the Lottery will negotiate the degree of Spanish language functionality that will be developed with the contract awardee.

As an optional task, bidders may bid to perform on-going Spanish localization services. See RFP Amendment #1. For on-going Spanish localization services, the Price Sheet has been changed to cost per word.

191. Question: Does the Lottery have plans to expand to other languages in the future?

Response: The Lottery does not have immediate plans to pursue other languages beyond Spanish. However, the Lottery may pursue other languages in the future. If bidders have the capability to provide support for other languages besides Spanish, bidders should indicate this capability in the proposal.

192. Question: The contract award date is listed as February of 2010, do you have a deadline in place for when the new site should launch?

Response: No. However, bidders will be evaluated on the appropriateness of the project management plan. The project management plan should include all tasks and deliverables required to provide the services described in Exhibit A, Scope of Services, for all phases of the project and a tentative schedule.

193. Question: If you award the contract to a vendor, other than your existing one, will there be a transition time where you may potentially be working with two vendors, or does there need to be an immediate switch-over?

Response: There is no incumbent vendor.

194. Question: Is there an established precedence for interaction between applications to take place in a way consistent with Service Oriented Architecture or other current methodology?

Response: The Lottery does not have an established precedence but does want the website and underlying services built in accordance with industry standards.

195. Question: Would the Lottery be receptive to an option included in the bid response to eliminate the need for both of these current third-party applications; California Replay and Jackpot Captains/Jackpot Alerts, by developing these features as part of the new web site itself?

Response: Yes. This option should be identified as an "Other Associated Service" and costs provided on Attachment 1 Price Sheet.

196. Question: What is the Lottery's three year budget for this project?

Response: The Lottery's anticipated budget for this project will not be provided to bidders. The Lottery intends to select the proposal which provides the best value to the Lottery. A proposal meeting the requirements of the RFP and with the lowest cost bid may not be selected if an award to a higher priced bid, in the judgment of the Lottery, maximizes greater overall benefits to the Lottery. The Lottery may elect to pay a fair and reasonable rate to select a proposal that overall is superior. The Finalist that provides the best value to the Lottery will be deemed the apparent successful bidder, subject to approval by the Lottery Director and the Lottery Commission.

197. Question: In Exhibit B, Contract Terms and Conditions, Section 5 Fiscal Provisions, there may be upfront costs related to hardware and software acquisitions for this project, how would that scenario fit into this contract?

Response: See Section 1 of Attachment 1, Price Sheet. The cost to setup the technical environment, exclusive of software, should be factored into the monthly web hosting cost as the hardware will be owned by the Integrator. The cost of software should be detailed on the Price Sheet as indicated.

198. Question: Do you have a contract or relationship with a marketing or advertising agency, or is that handled in-house?

Response: This is handled in combination with in-house staff and multiple vendor contracts.

199. Question: Are you currently on a Content Management System?

Response: The current technical environment is not relevant to this solicitation. The intent of this RFP is to obtain the services of an Integrator to redesign and expand the functionality of the website. The Lottery intends to use the website to create new user experiences through personalized content, non-wager interactive games, rewards programs, improved electronic communications and centralized access to the Lottery's public services and information. The Lottery desires a technical solution that best meets the requirements specified in the RFP. Therefore, bidders must provide their proposed technical solution for the web environment in detail including the hardware and software technical architecture design which clearly details all hardware components, operating system platforms, hosted software application versions/editions, Content Management System, database and integration points with a detailed explanation of how capacity, performance, availability, reliability and recoverability requirements specified in this RFP will be achieved.

200. Question: How many CMS Authors and Editors do you intend to have (approx)?

Response: As stated on page 25 of the RFP, Exhibit A, Scope of Services, Section 1(d)(ii-v), the Lottery would like authorized Lottery non-technical staff to author and manage content and document workflow procedures. A few key Lottery staff should have a more comprehensive ability to provide quality control and the ability to update non-routine information. The Lottery would like the Integrator to recommend a content management process and is open to ideas on how best to accomplish this aspect of website development and ongoing content management. The Integrator shall conduct on-site user training, utilizing a train-the-trainer methodology, for a core team of 12 Lottery users. The Content Management System configuration should include 50 accounts for workflow processes with flexibility for growth in the number of users.

201. Question: What content will users be able to access with the single sign-on functionality?

Response: As stated on page 28 of the RFP, Exhibit A, Scope of Services, Section 2(d)(i)(2), the Integrator's solution must integrate both the California Replay application (<http://replay.calottery.com/>) and the Jackpot Captain/Jackpot Alerts application (<http://my.calottery.com>) with the PWS. The solution must allow the public user to sign-in and authenticate once in order to access California Replay content and Jackpot Captain/Jackpot Alert content.

Through this web services component, the Integrator will be responsible for integrating future services, such as third-party applications or web solutions with the new website. As stated on page 29 of the RFP, Exhibit A, Scope of Services, Section 2(e)(iii), bidders should not submit the cost of these future services in their cost proposal. For each future service, the Lottery will define its requirements and then direct the Integrator to provide the future service for a mutually agreed upon cost. Future services could include, but are not limited to, a lottery players club, rewards points, online bonus draws, non-wager interactive online games (e.g., video games), and online claims processing.

202. Question: What do you hope to accomplish in addition to:

- a. Driving increased sales volumes
- b. Driving site traffic
- c. Increasing revenue

Response: The Lottery would like to expand the functionality and public usage of the website. The new public website will be one of the Lottery's key marketing tools. The Lottery intends to use the website to create new user experiences through personalized content, non-wager interactive games, rewards programs, improved electronic communications and centralized access to the Lottery's public services and information. The Lottery's goal is to target its marketing and promotions to provide a web site experience that

motivates users to play Lottery games, increase player loyalty, and drive sales to retailers.

203. Question: Are you looking at any other external third-party applications other than:

- a. California Replay
- b. Jackpot Captains
- c. Data Consumers
- d. Future Promotions

Response: The third-party applications and web solutions are identified in Section 2, Lottery Public Website General Requirements, in Exhibit A, Scope of Services.

204. Question: Do you have any restrictions around using 3rd-Party online products on the site?

Response: The Integrator will be responsible for incorporating new functionality as requested and approved by the Lottery. Page 29 of the RFP, Exhibit A, Scope of Services, Section 2(e)(iii), states that bidders should not submit the cost of these future services in their cost proposal. For each future service, the Lottery will define its requirements and then direct the Integrator to provide the future service for a mutually agreed upon cost. Future services could include, but are not limited to, a lottery players club, rewards points, online bonus draws, non-wager interactive online games (e.g., video games), and online claims processing.

205. Question: How much of the existing site content will you use? Do you plan on providing updated copy for the site or is that something you are interested in the vendor producing?

Response: As stated on page 23-24 of the RFP, Exhibit A, Scope of Services, Section 1(a), the Integrator will be responsible for designing the PWS in a manner that meets the Lottery's objective of a cost-effective, easy to use, interactive, and architecturally sound website that is flexible enough to support current traffic load as well as projected growth in site visitors and page views. This includes making design recommendations and preparing design specifications that meet the Lottery's objective. In addition, the Integrator will recommend, for the Lottery's approval, an information architecture that improves the presentation and organization of information. Through an iterative process, the Integrator will submit design specifications and design mockups with graphical elements and layout text content for the Lottery's review, revision, and approval.

206. Question: Do you have current marketing collateral that you can share as part of this process?

Response: Marketing staff will be involved in the project team and will provide marketing collateral to the Integrator (contract awardee) as needed.

207. Question: How do you envision migrating the current content to the new site?

Response: The Integrator will be responsible for designing the PWS in a manner that meets the Lottery's objective of a cost-effective, easy to use, interactive, and architecturally sound website that is flexible enough to support current traffic load as well as projected growth in site visitors and page views. This includes making design recommendations and preparing design specifications that meet the Lottery's objective. In addition, the Integrator will recommend, for the Lottery's approval, an information architecture that improves the presentation and organization of information. Through an iterative process, the Integrator will submit design specifications and design mockups with graphical elements and layout text content for the Lottery's review, revision, and approval.

The Lottery would like authorized Lottery non-technical staff to author and manage content and document workflow procedures. A few key Lottery staff should have a more comprehensive ability to provide quality control and the ability to update non-routine information. The Lottery would like the Integrator to recommend a content management process and is open to ideas on how best to accomplish this aspect of website development and ongoing content management.

At the Lottery's request, the Integrator may be asked to provide transition services necessary to migrate certain content and data (e.g., press releases) from the existing web environment onto the Integrator's hosted environment, at a mutually agreed upon cost.

208. Question: Is there a specific technical platform that you prefer the CMS to be on?

Response: Bidders must propose the technical solution and describe how the solution meets the requirements set forth in the RFP.

209. Question: The RFP says "The Integrator's solution must integrate the California Replay application with the PWS. The solution must allow the public user to sign-in and authenticate once in order to access California Replay content." Is this content that is on the California Replay server? Will we be able to use web services to access this content?

Response: Yes, the content is on the California Replay server. All third-party applications that require authentication services will have a complementary web service for authenticating player profile information.

210. Question: The RFP says “The Integrator’s solution must integrate the Jackpot Captain/Jackpot Alerts application with the PWS. The solution must allow the user to authenticate once in order to access Jackpot Captain/Jackpot Alert content.” Is this content that is on the California Replay server? Will we be able to use web services to access this content?

Response: Yes, the content is on the Jackpot Captain/Jackpot Alert server. All third-party applications that require authentication services will have a complementary web service for authenticating player profile information.

211. Question: The RFP says “The Integrator shall incorporate new functionality, as requested and approved by the Lottery.
The Integrator shall develop new site templates, as requested by the Lottery, and deploy on the PWS.
ii. The Integrator shall develop new web applications, as needed, to support the site.
iii. The Integrator shall provide training as needed to Lottery staff on website functionality as new applications or web solutions are incorporated into the website.
iv. The Integrator shall follow the testing requirements specified in section 1(e)(i-iv) of Exhibit A, Scope of Services, prior to releasing new functionality on the California State Lottery 36 RFP #4232 production environment.”

I am assuming that these services are not a part of the scope and cost of this original proposal. Is this correct?

Response: The Integrator will be responsible for incorporating new functionality as requested and approved by the Lottery. Bidders should not submit the cost of these future services in their cost proposal. For each future service, the Lottery will define its requirements and then direct the Integrator to provide the future service for a mutually agreed upon cost.

212. Question: Will our financials be held confidential?

Response: If there is confidential information in the Bidders submitted Financial Statements please refer to the RFP section I, K. Public Records and Confidential Portions of Bidder’s Response for instructions.

213. Question: New Functionality

- In the RFP it mentions the desire to expand the functionality of the website.
 - Does The California State Lottery have an idea of what some of these new features might be?

- o If not, would The California State Lottery like the bidder to provide concepts and ideas on new functionality that may increase website usage?

Response: The Integrator will be responsible for incorporating new functionality as requested and approved by the Lottery. As stated on page 29 of the RFP, Scope of Services, Section 2(e)(iii), bidders should not submit the cost of these future services in their cost proposal. For each future service, the Lottery will define its requirements and then direct the Integrator to provide the future service for a mutually agreed upon cost. Future services could include, but are not limited to, a lottery players club, rewards points, online bonus draws, non-wager interactive online games (e.g., video games), and online claims processing.

214. Question: Software Development Life Cycle

- Do you have a preference towards any particular SDLC (Waterfall, Agile, Feature Driven Development, RUP, etc)?

Response: Bidders must propose the technical architecture and describe how the solution meets the requirements set forth in the RFP.

215. Question: Project Management

- Can the California State Lottery provide any guidance or ballpark figures with regards to the budget?
- Does the California State Lottery have an ideal duration or completion date for the project?

Response: The Lottery's anticipated budget for this project will not be provided to bidders. The Lottery intends to select the proposal which provides the best value to the Lottery. A proposal meeting the requirements of the RFP and with the lowest cost bid may not be selected if an award to a higher priced bid, in the judgment of the Lottery, maximizes greater overall benefits to the Lottery. The Lottery may elect to pay a fair and reasonable rate to select a proposal that overall is superior. The Finalist that provides the best value to the Lottery will be deemed the apparent successful bidder, subject to approval by the Lottery Director and the Lottery Commission.

There is no established completion date. However, bidders will be evaluated on the appropriateness of the project management plan. The project management plan should include all tasks and deliverables required to provide the services described in Exhibit A, Scope of Services, for all phases of the project and a tentative schedule.

216. Question: Personalization

- What kind of personalization needs are required? Do you require implicit and explicit? On what types of data/scenarios would you like to personalize?
- Do lottery CMS users require the ability to edit personalization rules or parameters?

Response: Personalization can be as simple as greeting registered users by name or more elaborate as directing users to specific locations on the site (for example, to particular games or to check winning numbers) based on the users' profile or stated preferences. The Lottery desires a robust Content Management System that includes the site personalization feature. The Integrator will be responsible for making design and information architecture recommendations and preparing design specifications that meet the Lottery's objective of a cost-effective, easy to use, and non-wager interactive website. These recommendations may include site personalization features. Lottery CMS users must have the ability to edit personalization rules and parameters.

217. Question: Content

- What duration of content latency is acceptable on the site? Or is content required to update on the site instantaneously upon publishing?

Response: Bidders should provide the flexibility for both immediate updates and scheduled updates.

218. Question: Content Management System

- What is the current CMS system that you're using today?
- What are the three biggest things that the system isn't able to do for you today that you would like a new system to be able to handle?
- How many CMS users (content editors and authors) do you anticipate using the system at the launch of the website?

Response: The current technical environment is not relevant to this solicitation. The intent of this RFP is to obtain the services of an Integrator to redesign and expand the functionality of the website. The Lottery intends to use the website to create new user experiences through personalized content, non-wager interactive games, rewards programs, improved electronic communications and centralized access to the Lottery's public services and information. The Lottery desires a technical solution that best meets the requirements specified in the RFP. Therefore, bidders must provide their proposed technical solution for the web environment in detail including the hardware and software technical architecture design which clearly details all hardware components, operating system platforms, hosted software application versions/editions, Content Management System, database and integration points with a detailed explanation of how capacity,

performance, availability, reliability and recoverability requirements specified in this RFP will be achieved.

As stated on page 25 of the RFP, Exhibit A, Scope of Services, Section 1(d)(ii-v), the Lottery would like authorized Lottery non-technical staff to author and manage content and document workflow procedures. A few key Lottery staff should have a more comprehensive ability to provide quality control and the ability to update non-routine information. The Lottery would like the Integrator to recommend a content management process and is open to ideas on how best to accomplish this aspect of website development and ongoing content management. The Integrator shall conduct on-site user training, utilizing a train-the-trainer methodology, for a core team of 12 Lottery users. The Content Management System configuration should include 50 accounts for workflow processes with flexibility for growth in the number of users.

219. Question: Usability Testing and/or Focus Groups

- The RFP does not mention anything specific about usability testing or focus groups. Would The California State Lottery like to include some level of usability testing or focus groups as part of the redesign process?

Response: The Lottery would like bidders to draw on their expertise and knowledge of industry trends and best practices in order to provide suggestions regarding usability testing or focus groups.

220. Question: Content Management:

1. Is there a content management system in place on the current public website? If so, what specific CMS tool is being used?

Response: The current technical environment is not relevant to this solicitation. The intent of this RFP is to obtain the services of an Integrator to redesign and expand the functionality of the website. The Lottery intends to use the website to create new user experiences through personalized content, non-wager interactive games, rewards programs, improved electronic communications and centralized access to the Lottery's public services and information. The Lottery desires a technical solution that best meets the requirements specified in the RFP. Therefore, bidders must provide their proposed technical solution for the web environment in detail including the hardware and software technical architecture design which clearly details all hardware components, operating system platforms, hosted software application versions/editions, Content Management System, database and integration points with a detailed explanation of how capacity, performance, availability, reliability and recoverability requirements specified in this RFP will be achieved.

221. Question: Current Website:

2. What, if any, aspect(s) of the current public website does the Lottery dislike?
3. What existing web elements, if any, would the Lottery choose to not include in the redesign?
4. What elements are important to keep?

Response: The current technical environment is not relevant to this solicitation. The intent of this RFP is to obtain the services of an Integrator to redesign and expand the functionality of the website. The Lottery intends to use the website to create new user experiences through personalized content, non-wager interactive games, rewards programs, improved electronic communications and centralized access to the Lottery's public services and information. The Lottery desires a technical solution that best meets the requirements specified in the RFP. Therefore, bidders must provide their proposed technical solution for the web environment in detail including the hardware and software technical architecture design which clearly details all hardware components, operating system platforms, hosted software application versions/editions, Content Management System, database and integration points with a detailed explanation of how capacity, performance, availability, reliability and recoverability requirements specified in this RFP will be achieved.

222. Question: Online / Email Communications / Current Advertising and Marketing Efforts:

5. Is the California Lottery currently using email or mobile messaging?

Response: Email and mobile messaging functionality is currently provided by the third-party application Jackpot Captains/Jackpot Alerts.

223. Question: Budget:

6. Is there a budget associated with this project?

Response: The Lottery's anticipated budget for this project will not be provided to bidders. The Lottery intends to select the proposal which provides the best value to the Lottery. A proposal meeting the requirements of the RFP and with the lowest cost bid may not be selected if an award to a higher priced bid, in the judgment of the Lottery, maximizes greater overall benefits to the Lottery. The Lottery may elect to pay a fair and reasonable rate to select a proposal that overall is superior. The Finalist that provides the best value to the Lottery will be deemed the apparent successful bidder, subject to approval by the Lottery Director and the Lottery Commission.

224. Question: Current Vendor:

7. Who is your current web services vendor?

Response: The current technical environment is not relevant to this solicitation. The intent of this RFP is to obtain the services of an Integrator to redesign and expand the functionality of the website. The Lottery intends to use the website to create new user experiences through personalized content, non-wager interactive games, rewards programs, improved electronic communications and centralized access to the Lottery's public services and information. The Lottery desires a technical solution that best meets the requirements specified in the RFP. Therefore, bidders must provide their proposed technical solution for the web environment in detail including the hardware and software technical architecture design which clearly details all hardware components, operating system platforms, hosted software application versions/editions, Content Management System, database and integration points with a detailed explanation of how capacity, performance, availability, reliability and recoverability requirements specified in this RFP will be achieved.

225. Question: Web Analytics:

8. What web analytic reports are currently being conducted for the existing website?

Response: The current technical environment is not relevant to this solicitation. The intent of this RFP is to obtain the services of an Integrator to redesign and expand the functionality of the website. The Lottery intends to use the website to create new user experiences through personalized content, non-wager interactive games, rewards programs, improved electronic communications and centralized access to the Lottery's public services and information. The Lottery desires a technical solution that best meets the requirements specified in the RFP. Therefore, bidders must provide their proposed technical solution for the web environment in detail including the hardware and software technical architecture design which clearly details all hardware components, operating system platforms, hosted software application versions/editions, Content Management System, database and integration points with a detailed explanation of how capacity, performance, availability, reliability and recoverability requirements specified in this RFP will be achieved.

9. Aside from page views, what other web analytics are important to focus on?

Response: The Lottery would like bidders to draw on their expertise and knowledge of industry trends and best practices in order to provide suggestions regarding analytics.

226. Question: Web Development / Transition:

10. Will there be a transition time between developers?

11. Will the new Integrator take over the current site prior to the new website going live?
 - a. If so, does the website need to be moved immediately to the new developer?
 - b. If so, will documentation on current environment hardware, software, and all infrastructure components be available to the new Integrator?

Response: There is no incumbent vendor. The project management plan should include all tasks and deliverables required to provide the services described in Exhibit A, Scope of Services, for all phases of the project, tentative schedule and transition times. The Integrator will not be taking over the current site prior to the new site going live.

227. Question: Infrastructure:

12. Will any of the current website infrastructure need to be reused with new website?

Response: No, current website infrastructure will not be reused.

228. Question: Localization:

13. Can you please elaborate on the “ongoing Spanish localization services” described in Exhibit A – Scope of Services?

Response: As an optional task, bidders may bid to perform on-going Spanish localization services. The Lottery would like bidders to draw on their expertise and knowledge of industry trends and best practices in order to propose on-going Spanish localization services that would assist the Lottery in meeting its objectives.

14. For the Spanish version of the website, is it acceptable to utilize dynamic translation, or should it be manually translated?

Response: The Lottery would like bidders to draw on their expertise and knowledge of industry trends and best practices in order to propose translation services that meet the requirements specified in the RFP.

229. Question: PWS:

15. What is the difference between the website and PWS? What is PWS, a database?

Response: The *Lottery Public Website Context Diagram* on page 2 of the RFP illustrates the components of the Lottery Public Website (PWS). The Integrator will utilize the Content Management System to implement the website design, while Lottery staff will use it to incorporate specific content. The Integrator will design, build, and host the Public Website database. User

profile data that is provided by the public user during the registration and sign-in process and participation data that is captured during non-wager interactive games and other interactions will be captured in the database. The Lottery intends the database to be the system-of-record for all public user profile data. In addition, the database will capture gaming and retailer data provided from the Gaming System vendor through daily and weekly data load processes. The Integrator will provide web services for access to website areas, specific content, and data.

16. How much existing data is stored in the PWS that will need to be migrated?

Response: The Integrator's solution must capture gaming and retailer data provided from the Gaming System vendor. The current database holds 93.25 MB, which includes 516 fields of data. Some data is updated twice a day, but the majority of transactions are updated on a weekly basis. Information on the number of files, types of data, number of transactions, and frequency of downloads can be found in the *Gaming System Vendor Interface Summary* in Exhibit E of the RFP. The existing data structure, transfer method and repository solutions were developed and are supported by older technologies. During the design phase of the project, the Integrator will develop requirements for the appropriate PWS data structure and database design and for improving data load processing with the Gaming System vendor. This includes assessing the possibility for reducing the number of variables to eliminate redundancy.

Existing player profile information must be migrated from the current repository of public user information for my.calottery.com to the PWS database. This data is captured when public users sign-in and register in the single login/authentication function currently provided on <http://my.calottery.com>. The sign-in function allows public users to authenticate once in order to access the California Replay and Jackpot Captains/Jackpot Alerts third-party applications. The sign-in function was initiated in May 2009. As of October 2009, there are 230,193 registered users. Approximately 50,000 new users have registered each month. Data fields, which can be found on my.calottery.com, include the following: Email, Email Confirmation, Password, Password Confirmation, Security Question, First name, Last Name, Street Address 1, Street Address 2, City, State, Zip Code, Birthday, Contact Phone Number, Language Preference (English or Spanish), Check Box for over 18 years of age certification, and Check Box for notification of future promotions. The Integrator's solution will replace the single login/authentication function currently provided on <http://my.calottery.com> and all new player profile information will be captured directly to the PWS database. During the design phase of the project, the Integrator will develop requirements for the player profile data structure, for data migration, and for authentication processes. When the Public Website is

redesigned and new functionality added that requires login and authentication, the Lottery anticipates adding additional player profile fields and expects substantial increases in the number of registered users.

Bidders should not include the cost of migrating current website content in their bid. The current Lottery website contains 40-50 main pages with nearly 1,800 supporting pages, the vast majority (1,500-1,600) of which is press releases. The Lottery would like to retire older and out-of-date content as well as incorporate new content. Lottery staff will be responsible for developing and adding new content to the PWS. If existing content needs to be migrated, the Lottery may direct the Integrator to provide this service. As stated in Exhibit A, Scope of Services, Section 1(e), page 25, at the Lottery's request, the Integrator may be asked to provide transition services necessary to migrate certain content and data (e.g., press releases) from the existing web environment onto the Integrator's hosted environment, at a mutually agreed upon cost.

230. Question: CMS:

17. Within the CMS tool, does there need to be an approval and/or routing process for managing content by administrators?

Response: The Lottery would like authorized Lottery non-technical staff to author and manage content and document workflow procedures. A few key Lottery staff should have a more comprehensive ability to provide quality control and the ability to update non-routine information. The Lottery would like the Integrator to recommend a content management process and is open to ideas on how best to accomplish this aspect of website development and ongoing content management.

231. Question: Hosting:

18. What is the current infrastructure?
 - a. Servers, Webserver, Databases, etc.
19. It appears that the Lottery currently uses Microsoft servers, IIS 6.x, with BIG IP load balancer, using session persistence. Is this correct?
20. Are there any issues with current environment?

Response: The current technical environment is not relevant to this solicitation. The intent of this RFP is to obtain the services of an Integrator to redesign and expand the functionality of the website. The Lottery intends to use the website to create new user experiences through personalized content, non-wager interactive games, rewards programs, improved electronic communications and centralized access to the Lottery's public services and information. The Lottery desires a technical solution that best meets the requirements specified in the RFP. Therefore, bidders must provide their proposed technical solution for the web environment in detail including the hardware and software technical architecture design which

clearly details all hardware components, operating system platforms, hosted software application versions/editions, Content Management System, database and integration points with a detailed explanation of how capacity, performance, availability, reliability and recoverability requirements specified in this RFP will be achieved.

21. Is it important to have more than one hosting facility? If so, do you prefer to have at least one outside of California?

Response: The requirements are specified in Exhibit A, Scope of Services, Section 8 of the RFP. The Lottery would like bidders to draw on their expertise and knowledge of industry trends and best practices to propose how they intend to meet the requirements specified in the RFP.

232. Question: Backup System:

22. In regards to “backup system”, are you referring to a redundant environment? Or use of load balancing to support the scalability and uptime?

Response: The requirements are specified in Exhibit A, Scope of Services, Section 8 of the RFP. The Lottery would like bidders to draw on their expertise and knowledge of industry trends and best practices to propose how they intend to meet the requirements specified in the RFP.

233. Question: Disaster Recovery:

23. Are there a SLA or disaster recovery policy / protocol currently in place that you could make available?
24. If not, what type of “data restore” capabilities do you require – e.g. 1 hour, 4 hours, 24 hours, etc.? Do you also want other types of off-site data storage?

Response: The requirements are specified in Exhibit A, Scope of Services, Section 8 of the RFP. The Lottery would like bidders to draw on their expertise and knowledge of industry trends and best practices to propose how they intend to meet the requirements specified in the RFP.

234. Question: Integration and Content

Is an e-commerce solutions for sales and potential financial transactions something that needs to or in the near future will need to be implemented into this site? If no, will the site potentially be used in the future for payouts, purchases of games and/or third party subscriptions?

Response: The Integrator will be responsible for integrating future services, such as third-party applications or web solutions with the new website. As stated on page 29 of the RFP, Exhibit A, Scope of Services, Section 2(e)(iii), bidders should not submit the cost of these future services in their cost

proposal. For each future service, the Lottery will define its requirements and then direct the Integrator to provide the future service for a mutually agreed upon cost. Future services could include, but are not limited to, a lottery players club, rewards points, online bonus draws, non-wager interactive online games (e.g., video games), and online claims processing.

235. Question: How much creative freedom will the integrator have in regards to layout, design, as well as the content side of the specifications found in the CA Loto brand book? Besides the brand book and standard design guidelines, what materials will be provided to the integrator?

Response: As stated on pages 23-24 of the RFP, Exhibit A, Scope of Services, Section 1(a), the Integrator will be responsible for designing the PWS in a manner that meets the Lottery's objective of a cost-effective, easy to use, interactive, and architecturally sound website that is flexible enough to support current traffic load as well as projected growth in site visitors and page views. This includes making design recommendations and preparing design specifications that meet the Lottery's objective. In addition, the Integrator will recommend, for the Lottery's approval, an information architecture that improves the presentation and organization of information. Through an iterative process, the Integrator will submit design specifications and design mockups with graphical elements and layout text content for the Lottery's review, revision, and approval.

As stated on page 23 of the RFP, Exhibit A, Scope of Services, Section 1(a)(i), the website design must adhere to the California State Lottery Brand Guide which can be found at brandguide.calottery.com. Per the Americans with Disabilities Act, the Lottery must provide the same level of service to individuals with visual, hearing, motor, or cognitive disabilities that is provided to the general public. Therefore, the Integrator must submit design specifications that address compliance with Section 508 requirements and must seek the Lottery's approval on specific design elements in which compliance cannot be achieved.

236. Question: Integration and Content
What role will your content creators take? More specifically, will they be more of a "super user" providing them with the ability to style i.e. (layout/fonts/color) content or more of a "limited user" only allowing them to enter content (text/images).

Response: The Lottery would like authorized Lottery non-technical staff to author and manage content and document workflow procedures. A few key Lottery staff should have a more comprehensive ability to provide quality control and the ability to update non-routine information.

237. Question: Integration and Content

If Lottery staff and content creators have access and are able to update content what standard of release management is currently being utilized on the current site?

Response: The Lottery would like the Integrator to recommend a content management process and is open to ideas on how best to accomplish this aspect of website development and ongoing content management.

238. Question: Infrastructure and Hosting:

If a secondary failover site is utilized, are their specific state guidelines available regarding whether this must be a certain distance from the primary site and/or restrictions as to whether the failover site can be located outside of the State of California.

Response: Section 8 of the Scope of Services, pages 36-37, specifies the requirements for primary site and off-site locations.

239. Question: Infrastructure and Hosting:

On page 8, you refer in the drawing to Lottery Content Providers – Can you identify more clearly a range of how many providers and what type of network security will be required for these providers?

Response: As stated on page 25 of the RFP, Exhibit A, Scope of Services, Section 1(d)(ii-v), the Lottery would like authorized Lottery non-technical staff to author and manage content and document workflow procedures. A few key Lottery staff should have a more comprehensive ability to provide quality control and the ability to update non-routine information. The Lottery would like the Integrator to recommend a content management process and is open to ideas on how best to accomplish this aspect of website development and ongoing content management. The Integrator shall conduct on-site user training, utilizing a train-the-trainer methodology, for a core team of 12 Lottery users. The Content Management System configuration should include 50 accounts for workflow processes with flexibility for growth in the number of users. CMS users must authenticate and network traffic must be encrypted.

240. Question: Infrastructure and Hosting:

Archiving and retrieval of data is specified as one of the requirements. Is there an estimate on the amount of this data, change rate of the data, and number of data users access this data?

Response: The Integrator's solution must capture gaming and retailer data provided from the Gaming System vendor. The current database holds 93.25 MB, which includes 516 fields of data. Some data is updated twice a day, but the majority of transactions are updated on a weekly basis. Information on the number of files, types of data, number of transactions, and frequency of

downloads can be found in the *Gaming System Vendor Interface Summary* in Exhibit E of the RFP. The existing data structure, transfer method and repository solutions were developed and are supported by older technologies. During the design phase of the project, the Integrator will develop requirements for the appropriate PWS data structure and database design and for improving data load processing with the Gaming System vendor. This includes assessing the possibility for reducing the number of variables to eliminate redundancy.

Existing player profile information must be migrated from the current repository of public user information for my.calottery.com to the PWS database. This data is captured when public users sign-in and register in the single login/authentication function currently provided on <http://my.calottery.com>. The sign-in function allows public users to authenticate once in order to access the California Replay and Jackpot Captains/Jackpot Alerts third-party applications. The sign-in function was initiated in May 2009. As of October 2009, there are 230,193 registered users. Approximately 50,000 new users have registered each month. Data fields, which can be found on my.calottery.com, include the following: Email, Email Confirmation, Password, Password Confirmation, Security Question, First name, Last Name, Street Address 1, Street Address 2, City, State, Zip Code, Birthday, Contact Phone Number, Language Preference (English or Spanish), Check Box for over 18 years of age certification, and Check Box for notification of future promotions. The Integrator's solution will replace the single login/authentication function currently provided on <http://my.calottery.com> and all new player profile information will be captured directly to the PWS database. During the design phase of the project, the Integrator will develop requirements for the player profile data structure, for data migration, and for authentication processes. When the Public Website is redesigned and new functionality added that requires login and authentication, the Lottery anticipates adding additional player profile fields and expects substantial increases in the number of registered users.

Bidders should not include the cost of migrating current website content in their bid. The current Lottery website contains 40-50 main pages with nearly 1,800 supporting pages, the vast majority (1,500-1,600) of which is press releases. The Lottery would like to retire older and out-of-date content as well as incorporate new content. Lottery staff will be responsible for developing and adding new content to the PWS. If existing content needs to be migrated, the Lottery may direct the Integrator to provide this service. As stated in Exhibit A, Scope of Services, Section 1(e), page 25, at the Lottery's request, the Integrator may be asked to provide transition services necessary to migrate certain content and data (e.g., press releases) from the existing web environment onto the Integrator's hosted environment, at a mutually agreed upon cost.

241. Question: Infrastructure and Hosting:

In the specifications you are requesting the ability from an application level to provide live streaming video. Has this been factored into the bandwidth utilization of the RFP?

Response: Videos are hosted by a third-party provider which streams video directly to the user's computer and not through the Lottery website. The Integrator will not be required to host videos.

242. Question: Infrastructure and Hosting:

Is the Lottery site that is referred to in the RFP currently hosted at a data center of the State of California or is being hosted by a third party provider? If a third party provider is currently hosting this site, who is the provider?

Response: The Lottery hosts the website.

243. Question: Will the **Integrator system** support 3rd party games that need to be registered and verified?

Response: Through this web services component, the Integrator will be responsible for integrating future services, such as third-party applications or web solutions with the new website. As stated on page 29 of the RFP, Exhibit A, Scope of Services, Section 2(e)(iii), bidders should not submit the cost of these future services in their cost proposal. For each future service, the Lottery will define its requirements and then direct the Integrator to provide the future service for a mutually agreed upon cost. Future services could include, but are not limited to, a lottery players club, rewards points, online bonus draws, non-wager interactive online games (e.g., video games), and online claims processing.

244. Question: Is retailer enrollment part of the scope?

Response: No, retailer enrollment is not part of the Scope of Services.

245. Question: We can see that in the Lottery Public Website Context Diagram that there is a sign-in thru mobile phone? Is there a mobile version on the site? Or are these SMS subscriptions?

a. If there is a mobile web site version, does this also need to be part of the CMS scope?

Response: The Lottery would like bidders to make recommendations based on their expertise and knowledge of industry trends and best practices regarding the scope and compatibility of mobile devices.

246. Question: Is there an existing web service from California replay so that the **Integrator system** can get content from it?

Response: All third-party applications that require authentication services will have a complementary web service for authenticating player profile information.

247. Question: Where will the user credentials come from to support single sign on (California Replay/Jackpot Captain)?

Response: The Lottery would like bidders to make recommendations based on their expertise and knowledge of industry trends and best practices on how to capture and store player profile data and user credentials.

248. Question: What type of content will California Replay/Jackpot Captain publish thru **Integrator system**? Is it primarily status content?

Response: As stated on page 28 of the RFP, Exhibit A, Scope of Services, Section 2(d)(i)(2), the Integrator's solution must integrate both the California Replay application (<http://replay.calottery.com/>) and the Jackpot Captain/Jackpot Alerts application (<http://my.calottery.com>) with the PWS. The solution must allow the public user to sign-in and authenticate once in order to access California Replay content and Jackpot Captain/Jackpot Alert content.

249. Question: Does the fix bid apply to hosting services?

Response: See Attachment 1, Price Sheet, of the RFP for a description of the components of the cost proposal.

250. Question: Will we be permitted to ask follow-up questions when we receive your responses?

Response: The Lottery will review follow-up questions and respond at our discretion. All follow-up questions responded to will be sent to all parties who submitted an Intent to Bid and will be posted to the Lottery website at www.calottery.com under vendor opportunities RFP 4232, Public Website Design, Development and Hosting Services.