



VIRGINIA LOTTERY

ADDENDUM NO. 1 TO ALL OFFERORS:

Reference: Request for Sealed Proposals: **RFP #PR6874PM**
Commodity: **Enhanced Customer Service System**
Issue Date: March 16, 2022
Due Date: **April 29, 2022, 3:00 PM EST**
Date of Addendum: March 31, 2022

Offerors are required to acknowledge all RFP addenda in the original solicitation document on page 32.

The following were submitted in the first round of questions due on March 25, 2022. Most duplicates have been eliminated

1. Q How many customer service agents is the RFP for?
A A finite number has not been decided, but the Lottery estimates <50.
2. Q Is it possible to provide a Word version of the solicitation or an unprotected .pdf version since there is quite a bit of information on pages 4-9 that we need to address? It will allow us to create a response template that corresponds directly to the requirements/details listed on these pages.
A The VA Lottery does not supply unprotected Word versions of their solicitations. To protect the integrity of the document, we password protect all public solicitations. Not that you or anyone else in your company would do this, but we have had companies change wording in our documents without our knowledge and the resulting binding arrangement is to the Commonwealth's detriment.
3. Q Can you provide the final date for which you will be accepting questions about the solicitation? I did not see a "submit-by date" for questions in the document.
A On page 13 of the RFP, there is a procurement timeline that provides dates for when questions are due and when addenda can be expected containing questions submitted.

4. Q As noted within the RFP, the Lottery uses the Microsoft stack of technologies. Is it the desire of the Lottery that the ideal solution implemented would also be a Microsoft solution? Or is the Lottery interested in alternative options that meet the needs as defined, and can be integrated into the Microsoft framework – specifically Salesforce as an example solution?

A The Lottery is open to Microsoft solutions or alternatives as long as they integrate with the Lottery's existing systems as required.

5. Q Section II. Background states the desire for an internal solution. Could this be clarified? Is the Lottery seeking a custom developed solution, or a COTS solution?

A The Lottery is open to a custom developed or COTS solution and is looking for proposals that will best meet our needs.

6. Q Is there an incumbent vendor for this system? If so, can contract details be provided? Vendor, contract duration, value, etc. No need to supply a copy of the contract, just looking to determine who holds the current contract, if anyone.

A There is not an incumbent vendor for this system. On page 4 of the RFP, Background, there is a brief synopsis of how the Lottery currently interacts with its customers (players, retailers, etc.).

7. Q It says the Lottery uses Microsoft stack of technologies, please provide more details about the current system and on what platform it's built.

A Additional details will be provided directly to the vendors that requested this information via email. The details will not be published in the addendum.

8. Q Are there any restrictions on using project resources based in Global Delivery Centers outside of the United States?

A No

9. Q Under References – it says Offerors shall provide 3 references where similar goods and services have been provided. Does this mean we only have to provide references where we have worked for a lottery system, or can it be any other similar work done for other clients who are not in the gaming space? Can commercial client's references be used to fulfill the RFP references requirements?

- A The references should be representative of similar systems your company has created for other clients. Lottery system experience is not required. Yes, commercial client references can be used.
10. Q Will agents handle voice calls and Chat, or will they be divided?
- A Both
11. Q What is the current telephony system?
- A IP Office SE
12. Q What is the term length?
- A See page 1 Cover Page of the RFP, Contract Term: Implementation + 2-year Initial Term with two (2) 2-year Renewals.
13. Q What integrations need to be made?
- A Single sign on with Azure AD in addition to the requirements stipulated in the RFP.
14. Q Are there any FEDRAMP requirements?
- A No FEDRAMP requirements.
15. Q Does the Lottery have any Digital channels in place currently, Chat, Email, etc.?
- A Yes to all. Chat is currently supported by a third-party vendor for online Lottery products.
16. Q Does the Lottery you have any knowledge base (documents, articles, weblinks, etc.) and what form is it in?
- A There is no formal knowledge base available.
17. Q Has the Lottery already invested in any services or products (IVR, Chatbot, etc.) that could be integrated and used in this project?
- A The Lottery has Avaya Contact Center Select that is capable of multimedia services with additional licensing required.
18. Q RFP states the system shall automatically reveal player profile when player calls (if the phone number is on file) to enable call
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agent to see previous topics player has called in for. Is the player profile system already in place and the system will integrate with the existing or are the player profiles being built as part of the new solution and the expectation is for the responder to provide a mechanism to build out, store and update those profiles?

A Limited player profile information is currently provided by a third-party vendor and is stored in the Lottery's Enterprise Data Warehouse ("EDW").

19. Q RFP states the system shall allow for regular feeds into the Lottery's Enterprise Data Warehouse ("EDW") by account record to fulfill the single customer view and be indexed by player ID. What all is currently contained as far as player ID in the EDW? Is the expectation for the player profiles as well as customer service data retrieval and access be referencing the EDW information?

A The Lottery has all historical data related to players in the Enterprise Data Warehouse ("EDW"). Project expectations are yet to be determined based on proposal responses.

20. Q Is the desire for the system to be installed on premise on Commonwealth of Virginia Datacenters VMs or is the request for a cloud hosted solution?

A Cloud hosted is preferred.

21. Q Is there a premised based PBX (TDM, VoIP or SIP) that can be integrated with and utilized for incoming calls to the Enhanced Customer Service System? Assuming "yes," please provide the make/model/release of that voice solution.

A Avaya IP Office SE R220 11.0.4.4.0 build 6

22. Q Assuming the answer to Q21 above is "yes," would the Commonwealth desire use of existing handsets, if possible, or are soft clients preferred?

A The Lottery is currently utilizing both options.

23. Q Based on the Commonwealth's Security Standard SEC 525 requirement to meet the NIST 800-53 rev 4 standards, would a FedRAMP audited system be acceptable as FedRAMP requirements are based on the NIST 800-53 r4 standards?

A Yes, this is acceptable.

24. Q If a cloud-based architecture is proposed, what term length would the Commonwealth desire (i.e., 12-month, 36-month, 60-month)?
- A See response to Q12.
25. Q What existing third party solution, backend systems or application integrations will be required given they are currently utilized by the Commonwealth of VA and the Lottery?
- A Additional details will be provided directly to the vendors that requested this information via email. The details will not be published in the addendum. Third party solutions will not be shared at this time as those were categorized as “Optional Capabilities”.
26. Q Does the Lottery already have a telephony system thru which Lottery’s helpdesk and CSC’s receive voice calls? If so, what telephony product is that? Is it expected that the Enhanced Customer Service System solution will utilize and integrate with that existing telephone platform? Does that platform have and does the Lottery use any capabilities/channels of that platform other than voice (e.g., text, email, etc.)?
- A See response to Q11.
Help Desk: Avaya IP Office SE R220 11.0.4.4.0 build 6
CSCs: Avaya IP Office 500v2 11.0.4.4.0 build 6
Yes, with additional licenses required.
27. Q Does the Lottery already have an interactive voice response (IVR) system that should be used as a component of this solution?
- A The Lottery does have a Player Information IVR system that is currently leveraged for providing winning number and how to play games information. The Lottery also utilizes an auto attendant that frontends the current system.
28. Q Requirement III.2.b. mentions “video kiosks” – please elaborate on this requirement. For example, does the Lottery already have these physical kiosk devices or do they need to be included in the proposals? Where will such kiosks be located? Will these kiosks have other functionality besides the customer service capabilities of this Enhanced Customer Service System?
- A The Lottery does not presently have video kiosks and Offerors do not need to provide them. If the technology should be utilized in

the future by the Lottery or offered by a business partner, it would be beneficial if the system could be integrated with them.

29. Q Requirement III.2.b. mentions “internet-based customer service suites - also known as e-service suites” – please elaborate on the requirements related to this. Often e-service suites can be related to field service functionality – is that what is meant by this?

A The Lottery does not presently utilize e-service suites but is open to exploring their use. If an Offeror has familiarity with digitally connecting with customers and relationship management, please include information in the proposal response.

30. Q Section X. Pricing (page 31) shows a table for post-launch technical development work, showing 100 hours for each labor category. Is that a real estimated number of hours determined by Lottery, or is that simply an example of hours? Should those 100 hours be used in calculating the total estimated price for this work?

A The 100 hours are estimated. There is no way of knowing what additional technical development work will be needed at “x” number of hours. It’s a starting point.

31. Q Is the Lottery able to accept electronic submittals of proposals or are hardcopy proposals required per Section IV.A.1.a.?

A In addition to the submission information on pages 9 – 10 of the RFP, page 16 letter J. provides detailed instructions as to how to submit the RFP response. Electronic submissions are not permitted at this time; hardcopy submissions will be required.

32. Q Has the Lottery already evaluated a SaaS or Off-The-Shelf product to solve this problem?

A The Lottery is utilizing the RFP process to evaluate what could be the best options for an enhanced customer service system.

33. Q Do they have an IVR system already in place?

A The Lottery has an IVR system for announcing Player Information such as winning numbers and how to play a lottery game.

34. Q Do they have CRM in place? If so, is it Dynamics, and how many licenses?

- A The Lottery is using Dynamics CRM and 25 licenses are applied with approximately 100 licenses available.
35. Q Is the Lottery open to using cloud services (e.g., AWS or Azure)?
- A Yes
36. Q Which Microsoft technologies are being used currently?
- A Additional details will be provided directly to the vendors that requested this information via email. The details will not be published in the addendum.
37. Q Is the Lottery looking to have a (headless) CMS as a part of the system?
- A The Lottery is open to considering a CMS as part of the system.
38. Q Has the Lottery evaluated any help desk case management systems?
- A The Lottery currently uses HEAT for internal help desk case management but has not evaluated other systems.
39. Q What is being used today to track interactions with the retailers, players, and corporates?
- A Microsoft Dynamics CRM, IGT SalesWizard
40. Q How many inquiries come to the Lottery on a weekly or monthly basis by type (in person, phone calls, emails, and through online player accounts at www.valottery.com)? What's the expected volume when the new system goes live?
- A Phone calls are the only type of correspondence tracked at this time. See response to Q42. The Lottery isn't able to estimate expected volumes of inquiries with the new system.
41. Q What call center technologies are currently in place at the internal help desk and various CSCs (e.g., IVR, ACD, staff optimization software, skills-based routing tools, etc.)?
- A ACD, skills-based routing, basic IVR (auto attendant)
42. Q How many player voice calls does the Lottery's internal help desk and the Customer Service Centers (CSC) receive on a
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weekly/monthly basis? What metrics are captured from those calls (e.g., Type, AHA, ASA, Call Abandonment, etc.)?

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	3JAN	10JAN	17JAN	24JAN	31JAN	7FEB	14FEB	21FEB	28FEB	7MAR	14MAR	21MAR
HelpDesk	2,471	2,153	2,150	2,138	2,003	1,901	1,776	1,664	1,866	1,750	1,702	1,672
CSC	990	671	665	787	774	674	581	640	630	633	652	566

	JAN	FEB	MAR
HelpDesk	9,629	7,229	7357
CSC	3,314	2,599	2,717

Metrics captured:

CSC Calls: Presented Calls, Answered Calls, Missed Calls, Calls Overflowed To, Call Overflowed From, Percent of Calls Answered, Percent of Calls Missed, Average Speed of Answer, Total Talking Duration, Average Talk Duration

HelpDesk: Metrics captured: calls abandoned, average answer time, max wait time, service levels, calls answered, menu option selection on auto attendant,

Application: Calls Offered, Answered, Answer Delay, Avg Answer Delay, Max Answer Delay, Answer After Threshold, Abandoned, Max Abandoned After Threshold, Answer Delay at Skillset, Service Level

Skillset: Application Name, Skillset Answered, Skillset Answered After Threshold, % Answered After Threshold, Answer Delay, Average, Answer Delay, Max Answer Delay, All Agents Busy Time, Staffed Time, Skillset Active Time, Average Number of Agents

Agent: Logged In Time, Skillset Talk Time, DN Talk Time, Not Ready Time, Break Time, Ring Time, Idle Time, Walkaway Time, Presented calls, Answered Calls, Short Calls Answered, DN Calls, Conference Calls Out, Transferred Out, Return to Queue, Return to Queue due to Timeout

43. Q Are payments processed at the CSCs?

A If you're referring to paying players, yes, payments to players are processed at the CSCs.

44. Q Do any calls come from international locations? Besides English, are there any other languages that need to be supported?

A No calls from international locations. Spanish would also need to be supported.

45. Q Should it be assumed that customer interactions are tracked today, and that data will need to be migrated to the new system?
- A Yes
46. Q Is the call center managed/operated by the Lottery or is it a facility managed by third-party? Is the Lottery planning on restricting access to the new system to specific network/facility?
- A It is a mixed environment of on-premises and call system third party. There are no internal restrictions planned at this time.
47. Q Other than Customer Service/Helpdesk, what other departments will be using the new system? How different are the system usage scenarios for the different departments/users? How many users will be a part of the rollout?
- A All Lottery departments could have access to the system. Refer to the Statement of Need on pages 4 – 9 of the RFP for all Requirements.
48. Q Is the Customer Self Service Portal within the scope of the RFP? If yes, please elaborate on the capabilities expected.
- A The portal is not a requirement but is a feature the Lottery is willing to explore.
49. Q For phone call deflection, chat functionality is requested. Is the Live Chat and Chatbot functionality expected to be embedded in the Customer Self Service Portal or to the Lottery's existing website (www.valottery.com)?
- A The portal is not a requirement, but the goal is to have an internet-based method for customers to communicate with Lottery personnel for information and problem solving. Final solution will be dependent upon successful Offeror proposed system.
50. Q What technology is the Lottery's EDW built on? What's the expectation around integration with EDW? Is it that the new system should have capabilities to be integrated with EDW or the integration implementation is part of the scope? If implementation is part of the scope, please elaborate the integration points.
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- A The Lottery's EDW is built on SQL Server on premises and Azure Synapse Analytics on Cloud. The Lottery also has Microsoft Olap Cube and Tabular Model on premises.
51. Q What system contains the information about the entries for extra chances and promotions? There is a reference in the RFP to make this information available in the new system by utilizing data import/export capabilities. Has the Lottery team looked into integration approaches to make this data available in the new system?
- A Extra Chances and promotion information is stored on SQL servers on the premises.
52. Q We do understand that there could be workflow processes which may require transitioning of an inquiry to different departments/users within the Lottery. Please elaborate on the scenarios when an inquiry would need to be transitioned to third parties (including NPI) and how the resolution/feedback is envisioned to be updated in the new system.
- A An encrypted system is currently used to upload documents to the third-party vendors. In the new system, it is desired for there to be an immediate notification of receipt and initiation of workflow.
53. Q It is understood that the new system should be able to generate a new transaction ID to track incidents. In the RFP, there's a reference to input the unique transaction ID into the Lottery's financial system. Is the new system expected to be integrated with the existing financial system? Are there any systems other than Claims/Financial System that the new system is expected to be integrated with?
- A No integration with the financial system or other systems at this time.
54. Q Do you want to support any video as part of the searchable knowledge base?
- A If possible, yes.
55. Q How much communication is done via fax? (Functional Requirements (b))
- A Minimal amounts
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56. Q Other than the Performance Matrix, are there any other reporting requirements? Is the Lottery currently using any reporting software like Power BI or Tableau?
- A Power BI
57. Q Is the Lottery currently using Azure PaaS or SaaS services?
- A Yes, both.
58. Q Is the Lottery familiar and comfortable with an agile approach leveraging tools such as Azure Dev Ops? If not, please outline the approaches the Lottery has used in the past.
- A Yes, the Lottery uses Agile Approach using Azure Dev Ops.
59. Q Please provide the Lottery's approach to rolling out technology? Is there a dedicated training group within the organization or can we assume a "train the trainer" approach?
- A The Lottery does not have a dedicated training team. Offerors will need to include how training will be accomplished in their proposals.
60. Q Will the selected vendor re-design and develop the Lottery website for customer service or only be required to connect to an existing customer service website?
- A There will be no re-design or development of the Lottery website required. Offerors will need to leverage current functionality of the Lottery's existing customer service website.
61. Q Does the State maintain a customer profile database contained in the Lottery's Enterprise Data Warehouse or will the selected vendor be required to build this; if in existence can the data model for the profile database be shared?
- A Yes, the Lottery maintains player (customer) profiles on on-premises SQL server data warehouse and on-Cloud in Synapse Analytics Data Warehouse. The Lottery's EDW contains historical data and operational (VA Lottery) data system that contains real time data.
62. Q What privacy or other compliance requirements must be adhered to in order to store customer data or will the selected vendor integrate with a central data store for customer data?
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- A See page 8 of the RFP, 4. Non-functional Requirement, Applicable privacy requirements can be found in the Commonwealth of Virginia SEC 525 Hosted Environment Information Security Standard.
63. Q Does the State have common standards for storage of customer service data for other Agencies or Departments, if so, can these be shared?
- A See page 8 of the RFP, 4. Non-functional Requirement, Applicable requirements for storage of customer data can be found in the Commonwealth of Virginia SEC 525 Hosted Environment Information Security Standard.
64. Q Please explain what is meant by, "System shall assist the Lottery in developing and maintaining a self-service portal for routine information and FAQs".
- A Basic information will be available for customers to access account information or a knowledge base to answer questions without requiring communication with a Lottery representative.
65. Q Does the Lottery have an existing Knowledge Management System that is used either internally by Customer Service Agents and/or consumers accessing in self-service mode or is the selected vendor required to develop a Knowledge Management System completely as a new application?
- A The Lottery does not have an existing Knowledge Management System. See page 6, letter w. of the RFP...The system shall provide a centralized repository of user developed content that addresses common questions in the form of a searchable knowledge base. This will be a new application and the Lottery will supply content.
66. Q What is the monthly inbound call volume for the last 24 months?
- A Approximately 2,026,648 calls in total or averaging 84,443 inbound calls per month.
67. Q What is the monthly Chat volume if in production for the last 24 months?
- A No chat feature available.

68. Q What is the monthly inbound Email volume for the last 24 months?
- A This correspondence is currently not tracked.
69. Q Does the Lottery wish to conduct financial transactions in self-service mode with the IVR and/or Chatbots?
- A Not a requirement.
70. Q How is customer satisfaction measured today, via phone, text and/or email surveys?
- A Website surveys and Foresee for online players.
71. Q Is customer satisfaction surveying conducted by a third-party and if so, will that be case in the new system or is management of customer satisfaction surveys the responsibility of the selected vendor?
- A Foresee for online players. Offeror is encouraged to offer customer satisfaction surveying options.
72. Q What is the data retention policy for Call Recordings, Chat, Text and Email communications?
- A The Lottery will follow the Library of Virginia Retention Schedule. Due to the system holding records of varying retention periods, the Lottery will retain for whatever is the longest applicable retention period.
73. Q Does the Lottery require self-service functionality to review Call Recordings, Chat, Text and Email communications?
- A Yes
74. Q Will the Lottery also seek to have the selected vendor provide Customer Service outsourcing services?
- A Not at this time.
75. Q What is the current technology that is being used for the CSCs?
- A Dynamics CRM, IGT Aurora
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76. Q Are there any applications in the existing landscape that you plan to retain in the future state? If yes, kindly provide details.
- A This is unknown at this time as this depends on the proposed solution.
77. Q Please provide details on the number of users that will be using the new application...customer service agents? Admin Staff? Others?
- A This is unknown at this time as this depends on the proposed solution.
78. Q Does the Lottery have any specific implementation timeline in mind or are the SI's open to propose the best fit? Knowing if there are any business dependencies that require the application to be available within a stipulated time will help to plan accordingly.
- A No specific timeline is in mind. See page 11, #5 of the RFP...the Lottery is requesting Offerors provide the methodology for system development to include, but not be limited to, schedule, timeline for implementation, milestones, etc.
79. Q Will it be necessary to perform migration of incidents/tickets from any of the existing application(s)?
- A Yes
80. Q Does the new omni-channel solution need to interact with NeoPollard solutions? If yes, please share the list of API's of NeoPollard and the type of data exchange expected.
- A This is unknown at this time as this depends on the proposed solution.
81. Q What is the current player authentication mechanism, is it Azure B2C or any other?
- A It is a custom developed solution.
82. Q Request you to kindly provide some details on the Conformity to Lottery technology environment?
- A See response to Q7.

83. Q Please share the list of channels you are planning to consider in Omni-channel solution?
- A This is unknown at this time as this depends on the proposed solution.
84. Q Which application will be source of truth for Player Information?
- A Enterprise Data Warehouse ("EDW")
85. Q Please share the details of the technology used to build Enterprise Data Warehouse (EDW), and are there any middleware for integrations?
- A The Lottery uses SSIS and SQL Server for on premises. Enterprise Data Warehouse and Azure Synapse Analytics Pipeline and Dedicated/Serverless Pool on Cloud for Enterprise Data Warehouse. The Lottery also uses Cosmos DB for Data Services API hosted with Azure Functions on Azure API Services.
86. Q Please provide the number of dashboards and reports to be created.
- A This is unknown at this time as this depends on the proposed solution.
87. Q What's the total number of Power BI reporting system users?
- A This is unknown at this time as this depends on the proposed solution.
88. Q Please elaborate on the data sources to consider for Power BI reporting system.
- A This is unknown at this time as this depends on the proposed solution.
89. Q How many reporting environments are present? i.e., Dev, SIT, UAT and Prod.
- A This is unknown at this time as this depends on the proposed solution.
90. Q Please elaborate on the frequency of Power BI reports generation (daily, weekly, biweekly, quarterly, etc.).
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- A This is unknown at this time as this depends on the proposed solution.
91. Q Do the BI reports need to support other languages besides English? If yes, please specify.
- A No, only English.
92. Q Is the proposed Power BI reporting system planned Online/On-Premises or both?
- A Online
93. Q Please elaborate on the process of data movement from source system to DataMart (if applicable).
- A The Lottery uses SSIS (SQL Server Integration Services) for on premises Source System to DataMart and Synapse Analytics Pipeline for Cloud Source system to Data Mart Data Movement.
94. Q Is there an AI data Processing tool that is currently being used?
- A Azure ML Studio
95. Q Is the Lottery currently doing any predictive analytics/recommendations engine on the Lottery's current data?
- A Yes, the Lottery has a data scientist that is working on building two (2) predictive models (Game Recommendation Model by Player and Game Indexing Model by Game).
96. Q Does the Lottery currently have a CRM system in place? If yes, please identify the CRM system. If no, does the Lottery have a suggested CRM system or platform?
- A Dynamics CRM
97. Q Does the Lottery currently have a system in place to support its contact centers? If yes, please identify the contact center system.
- A Aurora, Dynamics CRM, Advanti Service Center
98. Q How many agents take calls?
- A This is unknown at this time as this depends on the proposed solution.
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99. Q What service provider does the Lottery use for voice services?
- A VITA (Virginia Information Technologies Agency)
100. Q What service provider does the Lottery use for toll free services?
- A VITA (Virginia Information Technologies Agency)
101. Q How many minutes per month does the Lottery typically bill?
- A Toll-free services are minimal. The Lottery only has two (2) toll free numbers, one is for voice mail and the other is for the Sales Recruitment Hotline.

Sincerely,

A handwritten signature in blue ink that reads "Pamela S. Mackey". The signature is fluid and cursive, with the first letters of the first and last names being capitalized and prominent.

Pamela S. Mackey, VCO
Senior Contract Officer