

Advertising & Media Agency Services

REQUEST FOR PROPOSALS ("RFP")
CLC202511

December 2, 2025



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Visit ctlottery.org for the most current information.

PART I. GENERAL INFORMATION

1.1 The Opportunity

The Connecticut Lottery Corporation ("CLC"), a quasi-public state agency, is seeking proposals ("Proposals") from qualified and reputable Advertising and Media Agency Services firms ("Proposers") to provide:

- (1) Creative, Advertising and Marketing Communication Services ("Creative Services"), and
- (2) Media Planning and Buying Services ("Media Services", and together with Creative Services, "Services").

This RFP will be conducted using a two (2) phased approach designed to identify qualified firms with the strategic, creative, and operational capacity to meet CLC's advertising and media objectives.

Proposers may submit a Proposal to provide one or both of the desired Services. For this reason, pricing must be provided separately for (1) Creative, Advertising and Marketing Communications Services; and (2) Media Planning and Buying Services.

Depending on the Proposals received, CLC may award two (2) separate contracts or one (1) contract for both Services. Any Proposer selected through this RFP process (a "Successful Proposer") will serve as a strategic partner to CLC and will work in cooperation with the CLC Marketing team to plan, develop, and execute impactful, innovative, and effective advertising, marketing, and media programs that advance CLC's strategic initiatives and maximize net revenues to the State of Connecticut's General Fund.

The anticipated initial term of any resulting contract from this RFP is three (3) years. CLC will have the sole option to extend the contract for up to two (2) additional years, in one or more extensions or increments, under the same terms and conditions except for pricing, which shall be negotiated at the time of the extension.

This RFP does not constitute a contract, an offer to contract, or a commitment to award. It does not obligate CLC to make an award, enter into negotiations, or reimburse any costs incurred in connection with this solicitation. Unless and until a written contract is signed by CLC and a Successful Proposer, CLC shall have no obligations. All contract negotiations and related discussions will be conducted exclusively with the Proposer(s) selected for preliminary award by CLC.

1.2 Two Phases

This RFP is being issued by CLC in two (2) distinct phases.

- A. Phase I: In Phase I, any Proposer must submit a Capabilities Proposal ("Phase I Proposal") describing their qualifications, experience, and relevant expertise in accordance with Section 3.6(B). Phase I Proposals must be submitted by the Phase I Proposal Deadline specified in Section 3.1. Proposers should submit only a Phase I Proposal at this time. Proposers should not submit a Phase II Proposal as part of their initial response.

The purpose of Phase I is to allow CLC to gain a clear understanding of each Proposer, including its:

- Organizational structure and team composition;

- Strategic and creative approach to integrated advertising and media planning;
- Understanding of responsible gaming principles;
- Ability to manage large-scale, multi-channel campaigns effectively and efficiently; and
- Experience in lottery, gaming, entertainment, or comparable consumer markets.

Following a review of all Phase I Proposals, CLC will, in its sole discretion and in the best interest of CLC, invite certain Proposers (not more than five (5) Proposers in each of the two (2) desired Services) to submit detailed Phase II Proposals for further consideration.

- B. Phase II: In Phase II, invited Proposers will submit detailed Technical and Price Proposals ("Phase II Proposals") providing information that expands on their experience and qualifications to provide comprehensive insight into their capabilities and approach in accordance with Section 3.6(C). Phase II Proposals must be submitted by the Phase II Proposal Deadline specified in Section 3.1.

CLC may, at its discretion, require presentations from some or all invited Proposers during Phase II. Presentations must be delivered by key personnel who would be directly assigned to CLC's account. Unless otherwise specified by CLC, presentations will take place at each presenting Proposer's office location. CLC will coordinate with invited Proposers to schedule presentation sessions and provide additional instructions regarding format, duration, and any required materials.

Refer to Part III for RFP schedule and Proposal submission and content requirements.

1.3 CLC Overview

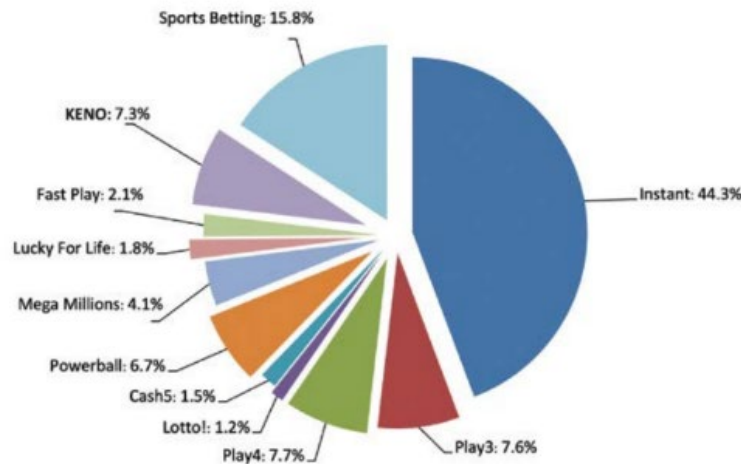
CLC's mission is to generate revenue for the State of Connecticut in an entrepreneurial manner by operating a fair, transparent, and socially responsible lottery. We are committed to integrity, public trust, and creating an entertaining player experience while promoting responsible gaming.

Since lottery game sales began in 1972, CLC has contributed more than \$12 billion to state programs and awarded over \$23 billion in prizes to winners. Central to this success is CLC's strong partnership with its network of approximately 2,800 licensed retailers, including convenience stores, grocery stores, bars, restaurants, and other community-based businesses. For purposes of this RFP, CLC's Fiscal Year ("FY") is defined as July 1 through June 30. CLC's FY 2024 highlights include:

- Sales revenue from lottery games and sports betting reached almost \$1.7 billion.
- Players won more than \$1.1 billion in prizes.
- CLC returned approximately \$387 million to Connecticut's General Fund, providing critical funding for essential services such as education, public health, public safety, and libraries that strengthen communities across the state.
- Retailers collectively earned \$85 million in commissions.

REVENUE BY GAME

FISCAL YEAR 2024 TOTAL SALES: \$1,680,816,425



A. CLC Brands



1. **Scratch Games** - CLC creates and distributes approximately 40 to 45 scratch games each year, with price points ranging from \$1 to \$50. New scratch games launch on the first Tuesday of each month, ensuring that players can immediately access the newest ticket offerings as they are launched. CLC's goal is to maintain a fresh, engaging, and diverse product mix by offering a wide variety of theme-based games that appeal to varied player interests.
2. **Draw Games** - CLC's current draw game portfolio includes Play3, Play4, Lotto!, Cash5, KENO, Lucky For Life®, Mega Millions®, and Powerball®. Tickets are generated from lottery terminals, either through retailer-assisted counter sales or self-service vending machines, for specific drawings as selected by players. Starting July 2024, players can also purchase tickets online via CLC's website or mobile application for all draw games listed above (online play is referred to as "iLottery").
3. **Fast Play Games** - Fast Play games offer players the immediacy of an instant win experience combined with the convenience of on-demand printing at any CLC retailer terminal or self-service

vending machine. There are no numbers to select, no playslips to complete, no waiting for a scheduled drawing. CLC offers two types of Fast Play games:

- a. Progressive Jackpot Games – A family of games at different price points that share the same name, appearance and playstyle and contribute to a progressive jackpot, which resets to a minimum value after the jackpot is won.
- b. Set Top Prize Games – Standalone games that feature fixed top prizes.

Both game types are available in a variety of playstyles, themes, and price points, designed to engage a broad range of players.

4. **2nd Chance** – Select scratch games marked with the 2nd Chance logo offer players an additional opportunity to win prizes by entering their non-winning tickets into promotional drawings. Players create a 2nd Chance account through the website or mobile app, where they can opt in to receive CRM messaging from CLC, and then submit their eligible tickets for entries into 2nd Chance promotions.

In FY 2024, CLC launched four (4) 2nd Chance scratch games. In FY 2024, we had:

- Approximately 339,00 total entries for all games.
- Approximately 24,000 active players.
- Approximately 309,00 total registered players.

In FY 2025, CLC launched eight (8) 2nd Chance scratch games. In FY 2025, we had:

- Approximately 1,502,000 total entries for all games.
- Approximately 98,000 active players.
- Approximately 918,000 total registered players.

5. **Sports Betting** - In October of 2021, CLC and its partner Rush Street Interactive launched the PlaySugarHouse.com online sportsbook, and together with Sportech, open the state's first non-tribal retail sportsbook at Sports Haven, in New Haven.

In FY 2024, CLC transitioned its sports betting operations to FBG Enterprises Connecticut, LLC ("Fanatics Betting & Gaming" or "Fanatics"), launching the new partnership in December 2023. Fanatics Betting and Gaming re-branded CLC's existing brick-and-mortar sports betting facilities throughout the state as Fanatics Sportsbooks and operates its Fanatics Sportsbook online platform that extends the reach of sports betting opportunities across Connecticut.

There are currently twelve (12) Fanatics Sportsbook sports betting locations statewide. Successful Proposer(s) will be responsible for limited creative and media planning and buying for the Total Mortgage Arena Sports Bar & Fanatics Sportsbook and the Fanatics Sportsbook at PeoplesBank Arena in support of key sporting events, such as the start of the football season, Super Bowl, March Madness, and other initiatives as identified by CLC.

6. **Responsible Gaming** - CLC is committed to promoting responsible gaming and minimizing the potential harm associated with lottery play and sports betting and aligns its efforts with the standards of the North American and State Provincial Lotteries ("NASPL") and World Lottery Association ("WLA") Responsible Gaming Framework. CLC's key initiatives include:

- a. Funding Commitment. CLC contributes \$3.3 million annually to the Connecticut Department of Mental Health and Addiction Services' ("DMHAS") Chronic Gamblers Rehabilitation Fund, supporting prevention and treatment programs statewide, including funding for the Connecticut Problem Gambling Helpline.
- b. Helpline Promotion. CLC prominently features the Connecticut Problem Gambling Helpline across television, radio, billboards, digital, social media, retail point-of-sale ("POS"), and all lottery tickets. The helpline provides free, confidential support, referrals, and resources for individuals affected by gambling-related concerns.
- c. CT Partnership for Responsible Gambling. For over 20 years, "The Partnership", a collaboration among CLC, DMHAS, and the Connecticut Council on Problem Gambling ("CCPG"), has convened quarterly to exchange information, align messaging, and advance joint initiatives.
- d. Statewide CT Partnership Campaign. CLC partners with CCPG, Foxwoods Casino, Mohegan Sun Casino, Sportech, and the DMHAS Problem Gambling Services Division to lead the statewide *Responsible Play – The CT Way* campaign. This unified effort increases awareness of responsible gambling and provides a shared, recognizable brand and resource hub across all Connecticut gaming operators.



- e. Holiday Campaign – "Give a Child a Toy, Not a Ticket". Since 2008, CLC has partnered with McGill University and the National Council on Problem Gambling ("NCPG") to raise awareness that lottery tickets are not appropriate gifts for minors. CLC's annual *Give a Child a Toy, Not a Ticket* toy drive now in its 12th year supports Yale New Haven Hospital's Toy Closet Program, combining charitable giving with responsible gaming education.
- f. Wise Winnings Program. Recognizing that large prizes can present financial challenges, CLC, in partnership with Credit Unions Building Financial Independence, provides winners with free, confidential access to licensed, nonprofit financial advisors through its Wise Winnings initiative. This program helps ensure winners receive guidance to promote long-term financial wellness and avoid exploitation or financial hardship.
- g. Ongoing Efforts. CLC continually strengthens its Responsible Gaming program through employee and retailer training, player education, stakeholder collaboration, targeted communications, and ongoing research support.

CLC's portfolio of products and its dedication to responsible gaming form the foundation of its brand identity. Through this RFP, CLC seeks a partner(s) that can build upon this foundation, advancing awareness, player engagement, and public trust through creative, data-driven marketing strategies.

- 7. **Strategic Plan** – CLC underwent a strategic planning process at the beginning of 2025, culminating in the launch of a new three-year strategic plan in April 2025. This plan includes an updated mission and vision, new formalized values for CLC, as well strategic priorities and goals.

This will provide a roadmap and guide CLC's efforts through 2028. Please refer to Appendix F for the full strategic plan.

1.4 Goals & Objectives

The Successful Proposer(s) awarded a contract will play a vital role in the future growth of CLC and our efforts to generate game sales to raise revenue for the State of Connecticut. As such, the selection, performance and management of the Successful Proposer(s) are critical in helping to deliver CLC's business and brand goals. When responding to this RFP, Proposers should be aware of the following CLC goals and objectives:

- To provide innovative and effective solutions for CLC's statewide, multi-channel advertising programs utilizing the most inventive and effective media for the individual campaign goals and objectives.
- To annually increase and maximize contributions to the General Fund.
- To expand top-of-mind awareness and market high-quality products which provide entertainment and customer satisfaction.
- To conduct advertising and related programs in such a manner as to promote the positive image and integrity of CLC and the programs funded by CLC proceeds.
- To effectively and efficiently market the CLC brand and products in accordance with applicable laws, regulations, and rules, procedures and policies officially adopted by CLC.
- To obtain the highest quality, creative advertising and related services at competitive prices.
- To provide for innovation and the ability to respond to changes in the industry and the demands of the marketplace.
- To ensure that the Successful Proposer(s) is/are capable of providing the services sought in this RFP and will be capable of continuing to provide these services during the term of any resultant contract.

CLC is a consistently active, retail account with multiple marketing, communications, research, creative, and media projects requiring on-going, concurrent services. On average, CLC launches 40 to 45 scratch games each year, with approximately ten (10) of these supported by unique broadcast campaigns. Additionally, CLC produces at least one (1) draw game campaign annually, featuring unique on-air messaging. CLC also develops campaigns dedicated to branding, beneficiary awareness, and responsible gaming, often running multiple campaigns and messages simultaneously across the state.

Given this level of activity, it is critical that the Successful Proposer(s) for Creative, Advertising and Marketing Communication Services and Media Planning and Buying Services demonstrate proficiency in strategically purchasing and utilizing television, radio and digital media, developing engaging, entertaining and effective game advertising, and creating brand and beneficiary advertising that brings CLC's core mission to life.

In addition to the media and advertising needs for lottery games and beneficiary programs, CLC requires the accurate and timely development and production of substantial retail POS and educational materials for distribution to more than 2,800 retailers to aid game launches and other key initiatives.

1.4 Advertising Standards

CLC believes best-in-class advertising and media partner(s) can help raise the caliber of external communications in order to drive key brand and business goals. Outstanding strategic guidance for optimization of current efforts can aid the creation of new creative work and media efforts. CLC strives to create effective communications programs that have the potential to work rationally to have immediate business

effects as well as emotionally to drive business and perception over the long term. CLC believes quality ads should be persuasive and memorable. They should engage viewers/listeners and provide useful information in such a way that they break through the clutter, all while building the brand.

In addition to these expectations, Proposers must understand that CLC advertising must be tastefully designed and presented in a manner to avoid appeal of CLC games to minors. The use of cartoon characters or of false, misleading or deceptive information in CLC advertising is prohibited. All advertising promoting the sale of CLC games must include the overall odds of winning a prize in the game(s) advertised, the minimum age for purchase, and any other items required by laws, regulations, or CLC policies. Specifically, in addition, the following criteria must be followed for all CLC advertising created and placed by the Successful Proposer(s):

- All advertising shall include resources for responsible gaming information.
- No advertising may be marketed to or depict minors or portray objects or images that are popular predominantly with minors, or be intentionally placed in a communication, or at an event, that appeals predominantly to minors.
- No advertising may intentionally target specific groups or economic classes.
- No advertising may be misleading, deceptive or present any CLC game as a means of relieving any person's financial or personal difficulties or as an alternative to work.
- All advertising must comply with CLC's Marketing Code of Standards (attached as Appendix D), and to the extent reasonably possible, every effort should be made to comply with the advertising guidelines as established by NASPL Guidelines for Responsible Gambling (attached as Appendix E).

1.5 Budget

Although there can be no assurance as to what advertising and marketing budgets CLC may adopt from year to year, it is important that the Successful Proposer(s) be able to manage significant budget growth with limited lead-time.

Below is an overview of CLC's advertising and marketing budgets for FY 2025 and FY 2026:

	FY 2025	FY 2026
Television	\$2,300,000	\$3,000,000
Radio	\$1,500,000	\$1,500,000
Print	\$0	\$100,000
Out-of-Home	\$1,500,000	\$1,654,500
Production	\$1,200,000	\$1,700,000
Digital	\$2,200,000	\$2,500,000
Point of Sale	\$500,000	\$750,000
Media Promotions	\$30,000	\$30,000
CRM	\$250,000	\$250,000
Corporate Relations	\$550,000	\$650,000
Social Media (Internal Use)	\$20,000	\$20,000
Market Research	\$50,000	\$500,000
Responsible Gaming	\$40,000	\$40,000
Advertising Agency and Service Fees	\$1,125,000	\$1,125,000
Total Budget	\$11,265,000	\$13,819,500

PART II. SCOPE OF SERVICES

The Successful Proposer(s) will perform all functions normally required of full-service advertising and media agencies. Section 2.1 outlines the scope of Creative, Advertising and Marketing Communication Services. Section 2.2 outlines the scope of Media Planning and Buying Services. Services identified as optional, outside of scope work ("Offered Options") are identified in Section 2.1(K) and Section 2.2(K), respectively. Additional budget allocations will be made available for Optional Services when these services are needed by CLC. Proposals must include separate pricing for any Optional Services.

Prior to the start of each Fiscal Year, CLC will provide the Successful Proposer(s) with a marketing plan, including product introduction schedules and business priorities, as well as an estimated annual budget (pending approval by CLC's Board of Directors). The plan will clearly define marketing and advertising strategies. CLC staff and the Successful Proposer(s) staff will meet as required, and at least quarterly, to review the marketing objectives and strategies, with modifications being made as market and/or business needs arise.

2.1 Creative, Advertising and Marketing Communication Services

Each Proposal to provide Creative, Advertising and Marketing Communication Services must address the following scope of work ("SOW"). This SOW is intended to allow each Proposer to respond to uniform requirements to enable CLC to fairly compare and evaluate competing Proposals; it is not intended to completely describe all the requirements for the Successful Proposer throughout the term of any resultant contract.

Subject to the instructions and decisions of CLC, the Successful Proposer will be responsible for the following Creative, Advertising and Marketing Communication Services, including, but not limited to:

- A. Business Development & Collaboration - Become a partner in the development and evolution of CLC business, brand and product portfolio to further CLC's mission of maximizing net revenues for the State. CLC expects that the Successful Proposer's entire team will be committed to the same goals as CLC and will create and execute programs that will deliver on those objectives. Although some turn-over of the Successful Proposer's staff is anticipated by CLC, the Successful Proposer's staff should be trained on the business to minimize the impact of such turnover. Furthermore, CLC anticipates growth and expects the Successful Proposer's teams to increase as needed to manage such volume when necessary for CLC's continued growth.
 - 1. Personnel assigned to the CLC account are expected to build and maintain an industry knowledge base that will support business decisions and recommendations.
 - a. Each year, two (2) individuals from the Successful Proposer's team must attend industry conferences or training seminars, presented by entities such as Public Gaming Research Institute ("PGRI"), NASPL, and WLA, and share learnings and industry best practices with the broader team and CLC's Marketing team.
 - b. CLC will be responsible for the travel expenses including airline tickets, car rental, mileage, meals, and hotel accommodation associated with these industry conferences. Reimbursement for pre-approved expenses will be made in accordance with CLC's policies.

2. Successful Proposer will manage the CLC account without over dependence on email or other electronic correspondence. Although there are many acceptable uses for electronic correspondence, such as email, one-on-one meetings are required for presentations, creative and media, including additional follow-up as a result of those meetings.
 3. On-site meetings at CLC will be held as required, and at a minimum once monthly, to discuss the state of the business and plans for upcoming initiatives.
- B. Dedicated Account Management - Provide a seasoned, dedicated creative account team that will work collaboratively with CLC's Marketing team to manage the daily activities of the CLC account ("Account Management Team" or "Creative Account Management Team"). This Account Management Team will be assigned exclusively to CLC business. A key role of the Account Management Team is to become thoroughly involved with CLC's business and keep on top of industry trends, sales performance, and product developments. They will also work closely with the Account Planning Team to ensure that consumer-centric strategies are being developed that tie into CLC's business objectives. The Account Management Team will be responsible for establishing regular communications between the Media Team and the Creative Team to ensure seamless integration of the advertising program. The Account Management Team will also be responsible for preparation of the following reports:
1. **Status Report** – Weekly status reports will be issued detailing all current projects, production jobs, promotional events, reporting and meetings. Status reports shall include timelines for all initiatives, allowing no fewer than five (5) business days for CLC approval at any stage.
 2. **Annual Advertising Plans** – For each Fiscal Year and following receipt of CLC's marketing plan, the Successful Proposer is expected to prepare an annual advertising plan in partnership with the CLC Director of Advertising which must include at a minimum:
 - a. Innovative approaches for planned business initiatives, including how these strategies achieve CLC's goals with measurable Key Performance Indicators ("KPIs") for post-initiative evaluations.
 - b. A general breakdown of proposed spending for production, talent, research, and other projected expenses.
 - c. Opportunities for special events, promotional activities, and any other topics specified by CLC.
- C. Strategic Account Planning, Market Research Recommendations, Brand Metric and Advertising Communication Tracking - Provide a team of experts in strategic planning ("Account Planning Team"). The Account Planning Team's responsibility will be to gain and transfer extensive knowledge of CLC's current and potential player groups. Alongside CLC's Marketing team, it is also their responsibility to propose market research as necessary to gain such consumer insights to inform strategic direction for the account.
1. In conjunction with CLC and the Creative Account Management Team, the Account Planning Team will develop and implement a brand campaign that significantly raises awareness and understanding of CLC, its games and beneficiary contributions, while fundamentally increasing the impact of the brand by creating an iconic relevance between the brand and the Connecticut culture.

2. The Account Planning Team must be responsible for the development of consumer-led strategies for all initiatives, providing relevant consumer insights or recommendations to support the proposed initiatives in annual advertising planning and drafting of all creative briefs. The Account Planning Team will work closely with the Account Management Team to gain a thorough understanding of CLC's business objectives and product specifications to enable the Account Planning Team to develop consumer insights to deliver effective marketing and advertising strategies that will achieve stated objectives for each initiative and the account as a whole.
 3. A member of the Account Planning Team is expected to attend any research presentations or testing involving information CLC believes to be beneficial to the Successful Proposer's lottery business knowledge, even if the research has been conducted by another CLC vendor/partner.
- D. Creative Development & Production of Advertising, Marketing Communications, & Retail Point-of-Sale Materials - Develop effective, breakthrough creative and produce it with high-quality production standards in the most cost-efficient manner. Creative includes, but is not limited to, television, radio, print, out-of-home, and digital advertising, plus an extensive array of merchandising items and digital and print POS materials for a retailer network of more than 2,800. The Successful Proposer may also be required to assist CLC in developing game names, product logos, or art for other use. The Successful Proposer shall ensure all creative elements are produced and distributed on time and on budget.
1. **Creative Management** - Among other things, the Successful Proposer shall provide comprehensive creative management through direct involvement from a dedicated Creative Director, from concept presentation to final approval of produced work. This Creative Director may work with different creative teams and is not required to be exclusive to CLC but must be the key Creative Team member, attend all meetings involving creative, and attend all productions.
 2. **Creative Brief** - CLC shall provide the Successful Proposer with a briefing document for each advertising initiative that provides business opportunity, product overview, campaign objectives, general strategy, key consumer insights, project budget, sales targets and other measurable KPIs against which the campaign will be evaluated. The Account Planning Team and the Account Management Team will then develop a creative brief, to include a key message, which will inform the Creative Teams about strategy and the initiative details to guide creative development. The Successful Proposer's creative brief shall be approved by CLC prior to briefing the Creative Teams and all creative presented will be evaluated based on its delivery against the creative brief.
 3. **Creative Concepts** - The Successful Proposer shall develop advertising and marketing creative that represents the CLC brand in a positive light and in a manner consistent with the brand identity, and where there is a relevant existing campaign platform (e.g., Scratch Games "First Tuesday") consistent with that campaign platform. For new campaigns, the Successful Proposer shall present at least three (3) on-brief creative routes for each potential platform. This includes creative executions for TV (storyboards required), radio (scripts required), digital, POS, and social media, and all elements should be presented during the creative presentation. For existing campaigns, the Successful Proposer shall present at least three (3) creative options for each medium that fit with the campaign's overarching existing campaign.
 4. **Creative Timelines** - The Successful Proposer shall plan creative development schedules that allow sufficient time for developing and presenting integrated creative solutions, editing and revising selected options, obtaining final approvals from CLC, producing the final product, and distributing the finished product according to CLC specifications. Creative development timelines

should also allow for concept and script refinement, through concept testing ensuring message clarity, general comprehension and appeal. Unless otherwise approved by CLC, all timelines shall include a minimum of five (5) business days for approval by CLC at every stage of each job or project. The Successful Proposer shall provide detailed production schedules with task milestones for each job.

5. **Casting** - Talent recommendations must be made to CLC for any and all advertising and marketing creative. Casting auditions must be provided for all on-camera talent and must be presented with alternates, allowing CLC a minimum of three (3) business days for review and approval. In most instances, casting auditions will also be required for voice-over talent and must be presented with alternates, allowing CLC a minimum of three (3) business days for review and approval. In some instances, CLC may choose to review demo reels only for voice-over talent; in such an instance, alternates will still be required, as well as a minimum review and approval period of two (2) business days.
 - a. The Successful Proposer shall investigate and obtain talent releases for all persons appearing in any CLC advertising, including, but not limited to, television, video, radio, print, digital, and outdoor, whether or not the talent utilized is bound by a collective bargaining agreement and whether or not the talent appears at the forefront or in the background, and is speaking or non-speaking.
 - b. CLC acknowledges that the Successful Proposer may be bound by certain agreements with respect to the employment of talent, including such agreements with the American Federation of Television and Radio Artist ("AFTRA"), Screen Actors Guild ("SAG") and/or American Federation of Musicians ("AFM"), and that the production of advertising material from which the employment of talent is required may necessitate the negotiation, review, approval and/or execution by the Successful Proposer and/or CLC of a separate agreement with AFTRA, SAG and AFM or other relevant association with respect to employment of specific talent.
6. **Creative Approvals** - The Successful Proposer shall obtain written approval from the CLC President & CEO and/or their designee, prior to producing any advertisement, promotional item, related materials or other services. When producing any creative work, the Successful Proposer shall not vary from approved scripts, storyboards or print layouts without written approval from CLC. Failure to adhere to approved scripts, storyboards or layouts may void CLC's approval of the estimate for the project. The Successful Proposer shall incorporate all changes required by CLC, as well as submit any other alternative creative solutions deemed prudent by the Successful Proposer. CLC reserves the right to approve, and in its sole discretion to modify or reject any and all schedules and plans submitted by the Successful Proposer, and to direct the Successful Proposer to cease work in connection with any such plan. The Successful Proposer shall be responsible for all unauthorized expenses.
- E. Advertising Effectiveness Analysis/Optimization - CLC will evaluate the effectiveness of all advertising initiatives upon completion based on established KPIs from the core relevant creative brief and monthly campaign tracking and brand metrics. KPIs may include improvements in participation, frequency and awareness measures, sales goals or other criteria determined as 'What success looks like' by CLC prior to the development of the work and detailed in each creative brief and/or annual plan objectives.

1. **Post-Campaign/Promotional Report** – In the quarter following the conclusion of a campaign phase, the Successful Proposer shall provide a recap of the initiative, including total expenses and performance against established KPIs to assist CLC in the evaluation of its success.
- F. Digital Advertising - Create innovative digital advertising campaigns to effectively communicate with target audiences through all digital consumer touch points. There will be an emphasis placed on creativity and effectiveness of digital initiatives, with KPIs and measurement tools established with CLC prior to the development of any campaign. Digital programs must work synergistically with other advertising communications to achieve stated goals. The Successful Proposer must remain current on all emerging technologies and provide CLC with timely recommendations for digital marketing opportunities.
- G. Social Media - Assist in strategic development of CLC's social media including content and creative development. The goal of the social program is to build brand advocacy by increasing engagement with the CLC brand among existing and future players, communicating brand and product news, and reinforcing CLC's advertising and marketing initiatives in the social arena. The Successful Proposer's responsibilities will also include optimization and performance analysis through monthly reporting.
- H. Multi-Cultural Marketing - The Successful Proposer shall develop effective strategies for reaching the diverse Connecticut population and integrate such marketing efforts into general market advertising to achieve stated goals, as defined by CLC. If a distinct communications initiative would better serve CLC's diversity business objectives, the Successful Proposer shall provide a recommendation and rationale for the effort to CLC for approval.
- I. Budget/Billing Management - CLC has formal, highly detailed procedures for budget management and expenditure requirements. Poor budget management and failure to comply with these procedures may result in delayed authorizations to proceed with media and/or production projects as well as substantially delayed payment of bills and invoices based upon inadequate billing documentation. Proposers should strongly consider allocating at least one full-time team member for CLC budget management support.
1. **Expense Bidding and Approval** – The Successful Proposer shall not incur any liability on CLC's behalf for any item of space or time in an advertising medium or for the purchase of materials and services or incur any other expense without first securing the written authorization of the CLC President & CEO or their designee. In connection with such authorization and subject to the following guidelines:
 - a. The Successful Proposer must prepare and evaluate competitive bids for productions, prepare and submit estimates and invoices to CLC for all work performed under the contract, and reconcile the advertising budget with CLC on a monthly and quarterly basis.
 - b. The Successful Proposer must provide a cost estimate to CLC that provides documentation of three (3) bids for any project costing over twenty-five thousand dollars (\$25,000). If three (3) appropriate vendors are not available for the project as approved, written documentation of such shall be provided to CLC to accompany the cost estimate.
 - c. If the Successful Proposer recommends any vendor other than the lowest bidder, the Successful Proposer must provide written documentation supporting such recommendation, which shall accompany the cost estimate. CLC will determine, in its sole discretion, whether to follow the Successful Proposer's recommendation.

- d. Bids shall be secured from Connecticut-based vendors whenever possible. If local vendors are not available for projects as approved, the Successful Proposer shall provide written documentation to accompany the cost estimate and shall secure written approval from CLC prior to seeking out-of-state vendors.
 - e. Cost estimates shall be presented by the Successful Proposer to CLC in a timely manner, no less than three (3) business days prior to commencement of work to allow for adequate processing time by CLC.
 - f. The estimate number used to track each project will be issued by the Successful Proposer and invoices shall be numbered consistently with the estimate number.
 - g. All cost estimates/authorizations must be approved and signed by the CLC President & CEO or their designee, and the Successful Proposer may not begin work until it has received a signed estimate/authorization from CLC.
 - h. In the event that any services or charges amount to more than ten percent (10%) of the original estimate, the Successful Proposer must submit a revised estimate that reflects all such increased amounts and the previously approved amounts and/or history of amounts, as well as a written justification stating why the increase in cost is necessary. The revised estimate must be approved by CLC prior to additional performance.
 - i. The Successful Proposer is required to mark "Closed" on the final invoice submitted to CLC for each job. Any canceled jobs must be followed by a revised closed estimate reflecting all canceled portions of the job and any expenses actually incurred prior to cancellation. Once an estimate is closed, no further billing may be submitted.
 - j. CLC's Fiscal Year ends June 30th. All invoices for that Fiscal Year must be submitted by September 30th of the new Fiscal Year. CLC reserves the right not to pay any invoices received after September 30th.
 - k. Payment by CLC shall be due within thirty (30) days of CLC's receipt of properly prepared and uncontested invoices, unless as otherwise agreed upon by both parties.
2. **Monthly Activity Report** – Provide CLC a detailed written monthly activity report and media review with a brief summary and recommendations. The monthly activity report should list all open jobs as of the end of the month and provide at least the following information: (a) job number; (b) brief description of job; (c) original estimate amount; (d) an estimate of the costs incurred to date that have not yet been billed; and (e) billings rendered to date on each job.
3. **Approved Expenditure Report** - Provide CLC, as requested and within one (1) week, a report summarizing all CLC approved expenditures to date for the current Fiscal Year. The summary must indicate (a) the total amount available for the year; (b) the total amount currently committed; (c) the current total amount billed to CLC during the year; (d) the amount billed to CLC that has not yet been paid; and, (e) the amounts committed that have not yet been billed to CLC.
- J. Project Management Software – Provide project management software (such as Basecamp or similar), to be agreed upon by both parties, which shall be used to manage projects for creative, including but not limited to, creative briefs and estimates, media planning, buying, invoicing, reports and status.

- K. Annual Agency Review - Once a year, the Successful Proposer shall participate in CLC's Annual Agency Review of overall account performance to inform account decision making in next Fiscal Year, including determining if any staffing changes are required. This opportunity will also allow CLC to review the prior year's activity to ensure proper contract compliance by the Successful Proposer. The Annual Agency Review will consist of the following three (3) components:

1. **Performance Evaluation** – Based on written qualitative evaluation by CLC, the Successful Proposer's performance across all disciplines will be evaluated based on the Successful Proposer's ability to meet established client expectations.
2. **Agency Metrics** – The Successful Proposer will be evaluated on their ability to drive consumer attitudes and behaviors that can be attributed to marketing. CLC will determine if the specific pre-determined brand metrics/KPIs were met for each project initiative completed by the Successful Proposer during the Fiscal Year.
3. **Business Metrics** – CLC will measure the Successful Proposer's ability to help CLC deliver against pre-established sales goals.

L. Optional Services

Optional Services may be requested during the contract term and will be priced per project. The following descriptions of Optional Services are intended to allow each Proposer to respond to uniform requirements; they are not intended to completely describe all potential opportunities for optional professional services for the Successful Proposer throughout the term of any resultant contract. Proposers should respond with an hourly rate for any or all Optional Services offered. Proposers will not be penalized for services not offered. Optional Services are as follows:

1. **Promotions & Experiential Marketing Efforts** – From time to time, CLC may request that the Successful Proposer partner with the CLC Marketing team for promotions, experiential marketing, and local events. This may include the Successful Proposer bringing forward new, fresh, and viable opportunities to build brand awareness and promote CLC products and/or developing and providing creative assets for these marketing programs, ensuring that they work synergistically with the overall marketing and advertising plans.
2. **Research** - From time to time and in conjunction with CLC, the Successful Proposer may be asked to develop and facilitate advertising and market research studies that involve advertising research such as recall tests, copy and motivation tests, media weight tests and attitude studies. The Successful Proposer may also conduct market research studies that assist CLC in the areas of strategic planning, retailer attitudes and retail audits. These studies may be qualitative or quantitative and may be ad hoc or ongoing projects. The CLC will manage and contribute significantly in developing study objectives and design.
3. **Public Relations** - From time to time, CLC may request that the Successful Proposer assist in developing strategies and implementing integrated tactics to create differentiated positioning and amplify messaging to frame public perception of CLC. This may include:
 - a. Analyzing attitudes and issues that may impact CLC's operations or goals.
 - b. Creating content to educate and engage citizens aiding organizational aims.
 - c. Protecting the reputation of CLC.

- d. Pitching on-air interviews and campaigns with media outlets and/or advertising partners.
- e. Soliciting/evaluating promotional opportunities from media partners.
- f. Assisting with planning and scheduling public relations media events.

2.2 Media Planning and Buying Services

Each Proposal to provide Media Planning and Buying Services must address the following SOW. This SOW is intended to allow each Proposer to respond to uniform requirements to enable CLC to fairly compare and evaluate competing Proposals; it is not intended to completely describe all the requirements for the Successful Proposer throughout the term of any resultant contract.

Subject to the instructions and decisions of CLC, the Successful Proposer will be responsible for the following Media Planning and Buying Services including, but not limited to, the following:

- A. Business Development & Collaboration - Become a partner in the development and evolution of CLC business, brand and product portfolio to further CLC's mission of maximizing net revenues for the State. CLC expects that the Successful Proposer's entire team will be committed to the same goals as CLC and will create and execute programs that will deliver on those objectives. Although some turnover of the Successful Proposer's staff is anticipated by CLC, the Successful Proposer's staff should be trained on the business to minimize the impact of such turnover. Furthermore, CLC anticipates growth and expects the Successful Proposer's teams to increase as needed to manage such volume when necessary for CLC's continued growth.
 - 1. Personnel assigned to the CLC account are expected to build and maintain an industry knowledge base that will support business decisions and recommendations.
 - a. Each year, two (2) individuals from the Successful Proposer's team must attend industry conferences or training seminars, presented by entities such as PGRI, NASPL and WLA, and share learnings and industry best practices with the broader team and CLC Marketing team.
 - b. CLC will be responsible for the travel expenses including airline tickets, car rental, mileage, meals, and hotel accommodation associated with these industry conferences. Reimbursement for pre-approved expenses will be made in accordance with CLC's policies.
 - 2. Successful Proposer will manage the CLC account without over dependence on email or other electronic correspondence. Although there are many acceptable uses for electronic correspondence, such as email, one-on-one meetings are required for presentations, creative and media, including additional follow-up as a result of those meetings.
 - 3. On-site meetings at CLC will be held as required, and at a minimum of once monthly, to discuss the state of the business and plans for upcoming initiatives.
- B. Dedicated Account Management - Provide a seasoned, dedicated media account team that will work collaboratively with CLC's Marketing team to manage the daily activities of the account ("Account Management Team" or "Media Account Management Team"). This Account Management Team will be assigned exclusively to CLC business. The Account Management Team will be responsible for establishing regular communications between the Media Team and the Creative Team to ensure seamless integration

of the advertising program. The Account Management Team will also be responsible for preparation of the following reports:

1. **Status Report** - Weekly status reports will be issued detailing all current projects and initiatives. Status reports shall include timelines for all activity, allowing no fewer than five (5) business days for CLC approval.
 2. **Current Flowcharts** - The Account Management Team is responsible for maintaining current flowcharts for all Fiscal Year media activity. Detailed flowcharts must specify media type, market tiers, gross rating point ("GRP") levels, impressions, creative rotation, and costs for each campaign. Costs are to be summarized by campaign, by month, by quarter, and by year. Any time there is a change in media plans or activity, flowcharts must be updated and provided to CLC within 48 hours.
- C. Media Research & Strategy Development - The Successful Proposer will utilize a wide range of syndicated and proprietary research tools to obtain key consumer insights and keep on top of media trends and emerging technologies to inform media strategies and tactics that will ensure an effective communications plan for CLC. The Successful Proposer will present a quarterly update of these findings to CLC, highlighting implications and/or opportunities relating to CLC business objectives.
- D. Strategic Media Planning, Buying, and Placement - The Successful Proposer shall deliver innovative and effective solutions for CLC's statewide, multi-channel advertising program utilizing the most inventive and effective media for the individual campaign goals and objectives, as determined by CLC. Media for CLC typically includes, but is not limited to, television, radio, print, out-of-home and digital including social media.
1. **Strategic Media Planning** - The Successful Proposer shall use all the research, analytical tools and sales data required to develop the most creative and effective media plans to achieve stated objectives and drive business outcomes for CLC.
 2. **Negotiation and Placement** - The Successful Proposer shall be responsible for the placement and purchase of all media. The Successful Proposer's experience and buying power in all Connecticut advertising markets shall lead to cost savings for CLC for up front as well as last minute jackpot buys. In negotiating media purchases, the Successful Proposer shall make CLC aware of any savings that might be achieved through long-term commitments or other specialized programs.
 3. **Media Audits** - The Successful Proposer will be responsible for auditing and verifying all media outlets. If the Successful Proposer proposes a more viable and cost-effective method, the Successful Proposer will make the report available for inspection and approval by CLC.
 4. **Placement and Verification** - The Successful Proposer shall provide for the management and traffic of creative. The Successful Proposer shall ensure that all media is broadcast or published according to any contracts or placement instructions. The Successful Proposer shall provide, at no cost to CLC, affidavits, tear sheets or other placement verification documentation ("Placement Verification Documentation") to CLC in connection therewith, and all media invoices must include a signed warranty statement or a notarized statement of attestation. The Successful Proposer must notify CLC before approving any "make goods" for any ads that did not run as scheduled. Placement Verification Documents shall indicate the run dates and/or times and the circulation or ratings achieved. All such materials shall be maintained by the Successful Proposer and must be

available for inspection by CLC or its authorized representatives. Placement Verification Documentation must accompany all final billings submitted to CLC.

5. **Bonus Spots and Added Value** - The Successful Proposer shall negotiate and track delivery of bonus spots and/or added value at no additional charge from all radio and TV stations included in a CLC buy. Any bonus spots provided by participating stations must be assigned a value and reported monthly to CLC.
6. **Annual Media Plans** - Based on CLC's Fiscal Year, the Successful Proposer is expected to prepare annual media plans, which must include at a minimum:
 - a. Definition of audience(s) for each initiative with detailed rationale.
 - b. Allocation of dollars by media type and market with detailed rationale.
 - c. GRP objectives with reach/frequency and efficiency analysis.
 - d. Media mix, daypart mix and unit mix recommendations and rationale for each initiative.

The annual media plan shall be reviewed quarterly with CLC to evaluate whether any adjustment of planned spend allocations is required to meet CLC's business objectives and to maximize spend efficiencies based on return-on-investment ("ROI") analysis.

After the annual media plan is approved, new initiatives may be added to CLC's business plan. The Successful Proposer is expected to develop and implement specific media plans to address the needs of the new initiative. Additionally, the current strategy for supporting high level jackpot games includes purchasing media leading up to the day of the drawing. However, because these jackpot amounts cannot be predicted in advance, the media must be purchased in a timely and dynamic fashion in the event that a jackpot reaches a certain pre-determined threshold. As such, the Successful Proposer must remain constantly vigilant of the jackpots and be nimble, diligent and responsive in preparing, negotiating and implementing such last-minute incremental media plans to maximize CLC's media investment. Analysis of the fiscal effectiveness of high jackpot media spending is required.

- E. Digital Advertising - The Successful Proposer shall create innovative digital media plans to effectively communicate with target audiences through all digital consumer touch points. There will be an emphasis placed on efficiency and effectiveness of digital initiatives, with KPIs and measurement tools established with CLC prior to the development of any campaign. Digital programs must work synergistically with other media communications to achieve stated goals. The Successful Proposer must remain current on all emerging technologies and provide CLC with timely recommendations for digital advertising opportunities.
- F. Social Media - As part of the comprehensive campaigns, the Successful Proposer shall assist in strategic development of CLC social media campaigns. The goal of the social media program is to build brand advocacy by increasing engagement with the CLC brand among existing players and future players, communicating brand and product news, and reinforcing CLC advertising and marketing initiatives in the social arena. The Successful Proposer's responsibilities will also include social media buys as well as optimization and performance analysis through monthly reporting.
- G. Multi-Cultural Marketing - The Successful Proposer shall develop effective strategies for reaching the diverse Connecticut population and integrate such media efforts into general market media to achieve stated goals, as defined by CLC. If a distinct media opportunity would better serve CLC's diversity

business objectives, the Successful Proposer shall provide a recommendation and rationale for the effort to CLC for approval.

- H. Media Plan Return-on-Investment Performance Analysis - The Successful Proposer shall put in place appropriate tools and processes to monitor, maintain and improve the ROI effectiveness of all media buys by providing specific and detailed media purchase information, data analytics, print audits, and post-buy and ROI analyses and sales data. The Successful Proposer shall also utilize analytical tools and modeling to further analyze the effectiveness of the advertising plans and to inform future media recommendations. It is expected that the modeling be kept up to date with the latest sales data provided by CLC and that the outputs are reviewed and presented to CLC on a quarterly basis. Initiatives will be evaluated against KPIs determined in advance by CLC. The Successful Proposer shall optimize all plans on an on-going basis to maximize the budget. At a minimum, the following specific report shall be generated by the Successful Proposer on a regular basis as defined below:
1. **Post Buy Report** – No more than 90 days after the end of the broadcast quarter after the flight ends, the Successful Proposer shall issue a post-buy report indicating whether the reach, frequency and GRP goals of each buy were achieved within budget, or if a GRP shortfall occurred, provide CLC with analysis of how the Successful Proposer plans to rectify underachieved results with specific media during the next media purchase of that type. The acceptable range for post-buy percentage is 95-105%. If the goals were not achieved, the report shall contain a “make good” report where bonus spots were issued. In addition, post buy analyses shall be provided for media buys that utilize new rating information for the buy period, when available.
- I. Budget/Billing Management - CLC has formal, highly detailed procedures for budget management and expenditure requirements. Poor budget management and failure to comply with these procedures may result in delayed authorizations to proceed with media and/or production projects as well as substantially delayed payment of bills and invoices based upon inadequate billing documentation. Proposers should strongly consider allocating at least one full-time team member for CLC budget management support.
1. **Expense Bidding and Approval** - The Successful Proposer shall not incur any liability on CLC’s behalf for any item of space or time in an advertising medium or for the purchase of materials and services or incur any other expense without first securing the written authorization of the CLC President & CEO or their designee. In connection with such authorization, the Successful Proposer is subject to the following guidelines:
 - a. The Successful Proposer must prepare and evaluate competitive bids for media, prepare and submit estimates and invoices to CLC for all work performed under the contract, and reconcile the media budget with CLC on a monthly and quarterly basis.
 - b. The Successful Proposer must provide a cost estimate to CLC that provides documentation of three (3) bids for any project costing over twenty-five thousand dollars (\$25,000). If three (3) appropriate vendors are not available for the project as approved, written documentation of such shall be provided to CLC to accompany the cost estimate.
 - c. If the Successful Proposer recommends any vendor other than the lowest bidder, the Successful Proposer must provide written documentation supporting such recommendation, which shall accompany the cost estimate. CLC will determine, in its sole discretion, whether to follow the Successful Proposer’s recommendation.

- d. Bids shall be secured from Connecticut-based vendors whenever possible. If local vendors are not available for projects as approved, the Successful Proposer shall provide written documentation to accompany the cost estimate and shall secure written approval from CLC prior to seeking out-of-state vendors.
 - e. Cost estimates shall be presented by the Successful Proposer to CLC in a timely manner, no less than three (3) business days prior to commencement of work to allow for adequate processing time by CLC.
 - f. The estimate number used to track each project will be issued by the Successful Proposer and invoices shall be numbered consistently with the estimate number.
 - g. All cost estimates/authorizations must be approved and signed by the CLC President & CEO or their designee, and the Successful Proposer may not begin work until the Successful Proposer has received a signed estimate/authorization from CLC.
 - h. In the event that any services or charges amount to more than ten percent (10%) of the original estimate, the Successful Proposer must submit a revised estimate that reflects all such increased amounts and the previously approved amounts and/or history of amounts, as well as a written justification stating why the increase in cost is necessary. The revised estimate must be approved by CLC prior to additional performance.
 - i. Media invoices will be paid only upon completion of the media flights and must include an affidavit that lists all spots being billed, bonus spots received, station, date, number of spots aired and cost. Invoices, including credits, should be submitted to CLC within ninety (90) to one hundred twenty (120) days of the media spot run.
 - j. The Successful Proposer is required to mark "Closed" on the final invoice submitted to CLC for each job. Any canceled jobs must be followed by a revised closed estimate reflecting all canceled portions of the job and any expenses actually incurred prior to cancellation. Once an estimate is closed, no further billing may be submitted.
 - k. CLC's Fiscal Year ends June 30th. All invoices for that Fiscal Year must be submitted by September 30th of the new Fiscal Year. CLC reserves the right not to pay any invoices received after September 30th.
 - l. Payment by CLC shall be due within thirty (30) days of CLC's receipt of properly prepared and uncontested invoices, unless as otherwise agreed upon by both parties.
- J. Annual Agency Review - Once a year, the Successful Proposer shall participate in CLC's Annual Agency Review of overall account performance to inform account decisions in next Fiscal Year, including determining if any staffing changes are required. This opportunity will also allow CLC to review the prior year's activity to ensure proper contract compliance by the Successful Proposer. The Annual Agency Review will consist of the following three (3) components:
1. **Performance Evaluation** – Based on written qualitative evaluation by CLC, the Successful Proposer's performance across all disciplines will be evaluated based on the Successful Proposer's ability to meet established client expectations.

2. **Agency Metrics** – The Successful Proposer will be evaluated on their ability to drive consumer attitudes and behaviors that can be attributed to marketing. CLC will determine if the specific pre-determined brand metrics/KPIs were met for each project initiative completed by the Successful Proposer during the Fiscal Year.
3. **Business Metrics** – CLC will measure the Successful Proposer's ability to help CLC deliver against pre-established sales goals.

K. Optional Services

Optional Services may be requested during the contract term and will be priced per project. The following descriptions of Optional Services are intended to allow each Proposer to respond to uniform requirements; they are not intended to completely describe all potential opportunities for optional professional services for the Successful Proposer throughout the term of any resultant contract. Proposers should respond with an hourly rate for any or all Optional Services offered. Proposers will not be penalized for services not offered. Optional Services are as follows:

1. **Promotions & Experiential Marketing Efforts** - From time to time, CLC may request that the Successful Proposer partner with the CLC Marketing team for promotions, experiential marketing, and local events. This may include the Successful Proposer bringing forward new, fresh, and viable opportunities to build brand awareness and promote CLC products and/or developing and providing media planning and buying for these marketing programs, ensuring that they work synergistically with the overall marketing and advertising plans.
2. **Research** - From time to time and in conjunction with CLC, the Successful Proposer may be asked to develop and facilitate market research studies that involve media research. The Successful Proposer will manage and contribute significantly to study design, questionnaire development, and analysis.
3. **Public Relations** - From time to time, CLC may request that the Successful Proposer assist in developing strategies and implementing integrated tactics to create differentiated positioning and amplify messaging to frame public perception of CLC. This may include:
 - a. Analyzing attitudes and issues that may impact CLC's operations or goals.
 - b. Creating content to educate and engage citizens aiding organizational aims.
 - c. Protecting the reputation of CLC.
 - d. Pitching on-air interviews and campaigns with media outlets and/or advertising partners.
 - e. Soliciting/evaluating promotional opportunities from media partners.
 - f. Assisting with planning and scheduling public relations media events.

PART III. RFP SCHEDULE, PROCESS, AND PROPOSAL CONTENT REQUIREMENTS

3.1 RFP Schedule

This RFP will be conducted in accordance with the following schedule:

PHASE I – OPEN TO ALL PROPOSERS	
RFP Issue Date	December 2, 2025
Phase I Questions Deadline*	12:00 PM ET, December 15, 2025
Phase I Proposal Deadline*	12:00 PM ET, January 12, 2026
PHASE II – INVITED PROPOSERS ONLY	
Phase II Questions Deadline*	12:00 PM ET, February 20, 2026
Phase II Proposals Deadline*	12:00 PM ET, March 17, 2026
Presentations anticipated by	April 13, 2026
Preliminary Notice of Award on or around	April 23, 2026

Dates marked with an asterisk (*) are firm. All other dates are subject to change at CLC's sole discretion. Any modifications or updates to this RFP, including date changes, will be posted under the "Public Bids (RFP, RFQ, RFI)" tab on CLC's [Supplier Opportunities webpage](#). This webpage serves as the official source of information for this RFP.

3.2 CLC Point of Contact

CLC's sole point of contact for this RFP prior to any preliminary award is the Procurement Officer ("PO"), Melissa Durso. Proposers are strictly prohibited from contacting any CLC employee, officer, Board member, or State official regarding this RFP, except as directed in this Section. Any violation of this requirement may result in disqualification.

3.3 Proposer Questions

All questions and communications regarding this RFP must be submitted via email to PublicSolicitations@ctlottery.org by the applicable Questions Deadline specified in Section 3.1. Emails should include the appropriate subject line as follows:

- Phase I Questions: "[Proposer Name] Phase I Questions – RFP CLC202511"
- Phase II Questions: "[Proposer Name] Phase II Questions – RFP CLC202511"

To promote transparency and ensure meaningful responses, all questions must clearly reference the specific RFP section and any subsection to which they pertain. CLC reserves the right to disregard or disqualify questions, or other communications that are untimely, excessively duplicative, irrelevant, or generated through automated or artificial intelligence tools without meaningful Proposer oversight or engagement. CLC's

responses to relevant and timely submitted questions will be posted under the "Public Bids (RFP, RFQ, RFI)" tab on CLC's [Supplier Opportunities webpage](#).

3.4 Collaborative Proposals/Subcontracting

A. Collaborative Proposals

CLC will accept collaborative Proposals in Phase II. A collaborative Proposal is a proposal submitted by two or more qualified entities to fulfill the requirements for one or both of the desired Services in this RFP (e.g., a creative advertising agency and a media agency).

Any entity that intends to participate in a collaborative Proposal in Phase II must individually submit a completed Phase I Proposal and must identify in its Phase I Proposal each entity that would participate in its collaborative Proposal if invited to Phase II.

Collaborative Proposals submitted in Phase II must clearly identify one entity to serve as the principal point of contact for the RFP, must be signed by an authorized officer or agent of each entity, and must define completely the roles, responsibilities, duties and obligations of each entity. Even if a collaborative Proposal seeks to provide both desired Services, pricing must be provided separately for (1) Creative, Advertising and Marketing Communication Services; and (2) Media Planning and Buying Services.

Any contract resulting from a collaborative Proposal must be signed by an authorized officer or agent of each entity, and each entity will be jointly and severally liable for the complete performance of the resultant contract.

B. Subcontractors

If a Proposer intends to use subcontractors to fulfill any RFP requirements, then it must identify them in its Phase I Proposal. For each subcontractor, provide (i) details concerning the subcontractor's relationship history with the Proposer; (ii) the work it will perform and relevant experience and qualifications; and (iii) who from the Proposer will oversee and enforce the subcontractor's compliance with work requirements, including, without limitation, work-for-hire, confidentiality, and information security compliance.

3.5 Vendor Licensing

As of the issuance of this RFP, the Successful Proposer(s) and its/their account team are not required to obtain vendor or occupational licenses from CLC's regulator, the Connecticut Department of Consumer Protection ("DCP"), to perform the services described herein. However, licensing requirements remain at the sole discretion of DCP. Should licensing become necessary, CLC will coordinate with the Successful Proposer(s) to ensure timely and appropriate compliance.

3.6 Proposal Submission and Content Requirements

Each Proposal should provide a straightforward, concise description of a Proposer's ability to meet the requirements of this RFP. Proposals should not contain unsolicited, extraneous or duplicative information. Proposals should be organized and presented in the order and by the section numbers assigned in this RFP. All RFP requirements and specifications are mandatory unless stated otherwise and any failure to respond thereto may be the basis for disqualification. Proposals must be received by the Procurement Officer no later than the applicable Proposal Deadline in Section 3.1. Late Proposals will not be accepted.

A. Delivery of Submissions and Public Copy Requirement

Proposals must be submitted in PDF format via email to PublicSolicitations@ctlottery.org with the subject line: "[Proposer Name] Submission – RFP CLC202511." If documents are too large for successful submission by email, then Proposers must provide other commonly used means for transmitting documents (e.g., Dropbox).

CLC is subject to the Connecticut Freedom of Information Act ("FOIA"). This means that any information Proposers provide to CLC could be shared with the public. CLC strongly recommends that Proposers not include any proprietary or confidential information in their proposals. If a Proposer chooses to include proprietary or confidential information in its Proposal, then Proposer's confidential information must be identified as follows: (i) each page containing confidential information must contain a footer with the word "CONFIDENTIAL," and (ii) the beginning of confidential information must be noted "CONFIDENTIAL INFORMATION BEGINS HERE," and the end of confidential information must be noted "CONFIDENTIAL INFORMATION ENDS HERE." Proposer must also provide a second electronic copy of its complete Proposal (including pricing) with Proposer confidential information redacted and clearly labeled as the "Public Copy." CLC will not honor Proposals with general proprietary notices or markings, or that use page headers or footers that arbitrarily mark all pages "confidential." Furthermore, pricing, resumes, copyrighted materials, and marketing information has been found to be subject to public disclosure. Despite what a Proposer redacts as protected information, the final determination as to whether it is subject to public disclosure resides solely with CLC. CLC will interpret a Proposer's failure to provide a "Public Copy" as the Proposer's acknowledgment that its proposal contains no protected information, and CLC may disclose the Proposal to the public upon request without notice or liability to the Proposer.

B. Phase I Proposals (Open to All Proposers) – Content Requirements

To be eligible to participate in this RFP, Proposers must first submit a completed Phase I Proposal. The Phase I Proposal must include the information specified below and be clearly labeled.

1. **Introduction Letter**

Each Proposer must provide an introduction letter signed by an individual authorized to legally bind the Proposer. The introduction letter must include:

- a. Name, address, and principal place of business of legal entity submitting the Proposal and all major offices and other locations from which the work under this RFP will be performed, if any.
- b. Name, title, address, email address, and business telephone number of the Proposer's primary point of contact for purposes of this RFP.
- c. Service(s) of Interest – Proposer must indicate which of the desired Services it is interested in providing to CLC: (1) Creative, Advertising and Marketing Communication Services; and/or (2) Media Planning and Buying Services.

2. **Experience and Personnel**

- a. Legal status and business structure (corporation, partnership, sole proprietorship, etc.) of the Proposer and the year entity was established.

- b. Proposer must demonstrate that its organization is of sufficient size and has the qualifications required to perform the requested services as defined in this RFP. The Proposal must include the following:
- i. Evidence that Proposer has annual billings of at least ten million dollars (\$10,000,000) for each desired Service the Proposer is interested in providing to CLC.
 - ii. Thorough description of the organization demonstrating the employee capacity to undertake and successfully carry out the proposed services.
 - iii. An organization diagram that indicates reporting relationships and location of the staff. Indicate staff positions that will be new hires.
- c. In the following format, summarize the total billings for calendar years 2022, 2023 and 2024, number of employees, and number of accounts being handled directly by the Proposer's office. If Proposer is interested in providing both desired Services, Proposer must submit the following for each Service separately.

	2022	2023	2024
Total Billings Per Year			
Number of Employees			
Number of Accounts			

- d. List of Proposer's ten (10) largest, current accounts for each desired Service the Proposer is interested in providing to CLC and the date of acquisition of each account. Proposer should list the accounts by approximate annual billing size (beginning with the largest account) and must include for each account a description of the type of projects billed. Each Proposer must disclose information regarding any potential, actual or apparent conflicts of interest between any current client of the Proposer and CLC.
- e. Each Proposer must provide a minimum of three (3) accounts and necessary contact information as references for each desired Service the Proposer is interested in providing to CLC. References will be contacted.
- f. List of accounts terminated in the past two (2) years and reason for such termination.
- g. If the Proposer is responsible for media planning and buying, chart Proposer's clients' 2024 spending by media—network TV, spot TV, radio, outdoor, print, digital, etc. Provide approximate figure and percentages by media using the following format:

Television		Other	
Network	\$ / %	Terrestrial Radio	\$ / %
Spot	\$ / %	Streaming Radio	\$ / %
Cable	\$ / %	Print	\$ / %
OTT/Streaming	\$ / %	Digital/Interactive	\$ / %
		Outdoor	\$ / %

- h. Provide one (1) example in each of the desired Services that Proposer is interested in providing to CLC that demonstrates how the Proposer saved money and/or maximized value for a client, including the following areas:
 - i. Broadcast production cost efficiencies.
 - ii. Print production cost efficiencies.
 - iii. Media cost efficiencies.
 - iv. Additional example relevant and appropriate to the CLC account.

3. Financial Information

The Successful Proposer(s) must be financially sound and stable and able to meet the requirements of any resultant contract. The Proposer must provide evidence that all financial statements submitted are prepared in accordance with Generally Accepted Accounting Principles (GAAP) accepted in the United States of America and fairly represent the financial condition of the Proposer as of the submission deadline. Each Proposer must provide the following information:

- a. Audited financial statements for the last three (3) completed fiscal years. If audited statements are unavailable, then provide unaudited financial statements and complete federal tax returns for the last three (3) tax years; and
- b. If the Proposer is a subsidiary of another company, then financial statements for the parent company for the same periods must also be provided and accompanied by a letter, signed by an authorized representative of the parent company, stating that the parent company will guarantee the Proposer's full, prompt, and complete performance if it is awarded a contract, including any and all of Proposer's financial commitments, obligations, and liabilities.

If a Proposer experiences a change in financial condition during this RFP, or in the case of the Successful Proposer(s), during the contract with CLC, the Proposer is required to notify CLC in writing at the time the change occurs or is identified. A "Change in Financial Condition" is any event that, following GAAP (or the international equivalents to the extent available), would require a disclosure in the annual report of a publicly traded United States corporation or that would be required to be disclosed under state or federal law. Failure to notify CLC of such a change may result in rejection of Proposer's Proposal or termination of the contract, in the sole discretion of CLC.

4. Scope and Nature of Proposer Services

- a. Written description (not to exceed five (5) pages) outlining the various services offered by Proposer and the number of full time employees dedicated to each department (e.g. account management, strategic services (including account and communications planning, research, etc.), creative (including digital), media planning and buying (including digital media, social media, SEM), production (broadcast, online, print production, etc., PR, promotion and experiential marketing)).
- b. List any other specialized services Proposer offers to its clients, either directly or indirectly through its parent or sister companies, subsidiaries or network of affiliations.

- c. Written demonstration of Proposer's ability to handle highly active retail advertising accounts.
- d. Brief description of Proposer's strategic process including determination of audience, determination of insight and development of the strategy that delivers on this insight.
- e. Explain account planning capabilities, and how account planning interfaces with the various departments or areas of Proposer's organization.
- f. Describe how Proposer would provide CLC information and insights from emerging consumer trends, new ideas, new advertising techniques and advancement in media opportunities.
- g. Describe how Proposer would, on an ongoing basis, monitor the effectiveness of CLC advertising and/or media. Describe the Proposer's market, product, and consumer analysis methods.
- h. Explain Proposer's experience buying media in Connecticut markets including types of media purchased and spend levels by channel.
- i. Describe Proposer's experience in lottery, gaming, entertainment or comparable consumer markets.
- j. Describe why Proposer is uniquely suited to address the challenges and opportunities of the CLC account.

5. **Case Histories**

Proposers must submit case histories, as described below, for one or both of the desired Services Proposer is interested in providing to CLC. Add attachments as necessary and use whatever format(s) best demonstrates Proposer's capabilities.

- a. Creative, Advertising and Marketing Communication Services – To demonstrate capabilities in this area:
 - i. Present a case study of not more than ten (10) pages, excluding exhibits, in which the Proposer developed and executed a new brand platform. The Proposer must address the following items in the case study:
 - (1) What insights were leveraged in creation of the strategy? What research was implemented?
 - (2) Who was the audience? Why was this segment chosen?
 - (3) How was the brand platform launched? Provide examples of launched creative.
 - (4) What were the results?
 - ii. Present a case study of not more than ten (10) pages, excluding exhibits, describing an advertising campaign to launch or promote a product that is representative of the Proposer's work from start to finish. (This case study must be from a different campaign than the case study submitted pursuant to Section 3.6(B)(5)(a)(i) above). Of particular relevance to CLC is work conducted within entertainment environments and/or

competitive retail-driven consumer product categories such as soft drinks, candy, etc. The Proposer must address the following items in the case study:

- (1) What were key facts and problems/opportunities identified from research and analysis? What insights were leveraged in creation of the strategy? What research was implemented?
- (2) What was the creative strategy and positioning?
- (3) What was the budget?
- (4) What were the advertising objectives?
- (5) How was the program executed? Showcase all mediums with particular emphasis on in-store communications.
- (6) What tools were used by the Proposer to evaluate the campaign's effectiveness against the audience(s)?
- (7) What were the results (e.g., sales, market research)?

b. Media Planning and Buying Services – To demonstrate capabilities in this area:

- i. Present a media case study of not more than ten (10) pages, excluding exhibits, in which a new brand platform was developed and executed. The Proposer must address the following items in the case study:
 - (1) What insights were leveraged in creation of the media strategy? What research was implemented?
 - (2) Who was the audience? Why was this segment chosen?
 - (3) How was the media for the brand platform launch executed?
 - (4) What were the results (e.g., sales, market research, media post-buy)? Describe added value and other savings.
 - (5) What tools were used by the Proposer to evaluate the campaign's effectiveness against the audience(s) and media objectives?
- ii. Present a media case study of not more than ten (10) pages, excluding exhibits, describing a media campaign to launch or promote a product that is representative of the Proposer's work from start to finish. (This case study must be from a different campaign than the case study submitted pursuant to Section 3.6(B)(5)(b)(i) above). Of particular relevance to CLC is work in entertainment environments and/or competitive retail-driven consumer product categories such as soft drinks, candy, etc. The Proposer must address the following items in the case study:
 - (1) What were key facts and problems/opportunities identified from research and analysis? What insights were leveraged in creation of the strategy? What research was implemented?
 - (2) What were the media objectives/strategy?
 - (3) What was the budget?
 - (4) How was the program executed? Showcase all media utilized.
 - (5) What tools were used by the Proposer to evaluate the campaign's effectiveness against the audience(s) and media objectives?
 - (6) What were the results (e.g., sales, market research, media post-buy)? Describe added value and other savings.

6. Campaign Contribution Certificate

Proposers must submit a completed and signed Campaign Contribution Certification (OPM Ethics Form 1), available on CLC's procurement website <https://www.ctlottery.org/SupplierOpportunities> under the Supplier Resources tab.

C. Phase II Proposals (Invited Proposers Only)

Upon completion of CLC's evaluation of all Phase I Proposals, the Procurement Officer will directly contact the Proposer(s) invited to participate in Phase II. Each invited Proposer shall submit a Phase II Proposal that contains two parts: (1) the Technical Proposal, and (2) the Price Proposal for one or both of the desired Services Proposer is interested in providing to CLC. The Technical Proposals will include assignments that are based on CLC's business challenges, and Proposer's solutions to these challenges will, in part, determine who is awarded a contract. Proposers are not required to furnish completed creative materials; however, the written assignments should be sufficiently detailed to enable CLC to evaluate accurately the capabilities of the Proposer to provide the desired Services.

1. **Technical Proposal: Creative, Advertising and Marketing Communication Services**

- a. Samples of Work – Proposer shall submit creative samples produced within the past two (2) years by Proposer's office and the creative director that will be servicing the CLC account. Samples must be from at least two (2) different campaigns and must be different from the case studies submitted in Proposer's Phase I Proposal. For each sample, Proposer must provide a write-up of not more than two (2) pages indicating the account name, product name, marketing objective, creative strategy, and creative team(s), and must identify the staff who will be assigned to CLC's account. The Proposer should include the following items as available in the samples submitted in connection with this Section:
 - i. TV ads;
 - ii. Radio ads;
 - iii. Outdoor ads;
 - iv. Retail POS layout;
 - v. Digital ads;
 - vi. Additional items (any medium) that illustrate Proposer's unique creative strengths.
- b. Staffing Plan – Proposer shall submit an in-depth staffing plan and indicate the specific team(s) that will be the Proposer's proposed Account Team to work on CLC business if successful. Key members of the proposed Account Team should be a part of the presentation. The staffing plan must:
 - i. Identify the employees who will be responsible for work on CLC account. For each employee, include (1) resumé or other descriptions of their qualifications; (2) the nature and scope of each person's responsibilities; (3) the percentage of their time that will be dedicated to CLC account; (4) accounts handled by such employee while employed by Proposer and previous employers, as well as their level of responsibility on those accounts.
 - ii. Describe any new or currently vacant positions the Proposer will need to fill in order to execute the proposed plan for CLC and the timeline for filling those positions.

c. Creative Assignment – New Monthly Scratch Ticket Campaign

CLC is interested in the Proposer's process and approach to product launches and communication challenges. CLC will assess the Proposer's ability to produce effective marketing based on the input document provided in Appendix A.

i. **Overview**

CLC typically launches three or four scratch tickets each month. New scratch tickets are launched on the first Tuesday of each month and are available for purchase at approximately 2,800 CLC retailer locations across the state.

It is crucial that CLC drives sales of new scratch tickets within the first 21 days of launch. Although communications regarding new games may extend beyond that time, retailers must pay for scratch tickets after they have begun selling a pack of tickets. Therefore, driving traffic to retail in the initial 3-week period is key. In addition, marketing for a new round of tickets will begin on the following First Tuesday, so it's vital that the largest sales of games occur in the first month before advertising changes focus.

Category Background

CLC typically creates and distributes forty-to forty-five scratch tickets per year ranging in price from \$1 to \$50. Scratch tickets offer players the opportunity to scratch off the covering and immediately discover if they have won a prize. CLC's goal is to keep these games fresh and to offer a wide variety of tickets, often based on themes. In FY 2024, scratch ticket sales were \$743,951,685 and were 44% of total lottery sales.

When launching new scratch tickets, CLC typically communicates top prize amounts, total prizes available, high volume of wins, and/or extra chances to win.

Lottery players play to win, so clearly the chance to win is a huge motivation. And players believe the most likely time to win is when "all" the new prizes are waiting to be won. For this reason, the introduction of new scratch tickets on the first Tuesday of each month fills players with optimism. Brand new games, new prizes, and new chances to win!

New scratch tickets and their new prizes feel like a fresh opportunity. They ignite players' imaginations with thoughts of what could be. With new winning possibilities available, players are eager to seize the moment and try their luck.

ii. **Advertising Strategy**

Each Proposer must prepare a marketing and advertising strategy grounded in consumer insight and supporting a comprehensive campaign(s) that will meet the stated objective. The campaign's creative strategy should present original and

engaging ideas that demonstrate the Proposer's creative capabilities and strategic thinking. The creative response should include at a minimum:

1. One 30-second TV spot
2. One 30-second radio spot
3. Digital campaign with a minimum of one 9-second video spot
4. Social media strategy and creative concepts for Facebook and Instagram
5. In-store POS (must include a counter mat insert size 16.75 (W) x 9.875 (H) and flyer size 8.5 (W) x11 (H))
6. One out-of-home execution

In addition to showcasing the Proposer's creative product for this assignment, each Proposer must also clearly define in their written and oral presentations how they approached the following areas as they relate to the creative campaign(s) being presented:

- (1) Analysis of the marketing situation
- (2) Determination of audience
- (3) How consumer insight was determined
- (4) Development of marketing and advertising strategy to deliver on the consumer insight
- (5) Creative development process
- (6) Include creative brief against which campaign was developed
- (7) Determination of project budget as it relates to the annual budget allocation
- (8) Production process
- (9) Tracking and analysis of effectiveness

Proposers should also include an overview as to how the campaign(s) would be evaluated for effectiveness and efficiency to ensure that dollars invested are being maximized and that the creative is meeting its stated objectives. The Proposal must include specific measurement tools and processes the Proposer intends to use to evaluate the campaign(s).

2. Technical Proposal: Media Planning and Buying Services

- a. ROI and Media Modeling Example - Proposer must provide an example of an ROI analysis and media measurement model that will illustrate the type of modeling to be utilized for measurement and optimization of CLC media.
- b. Staffing Plan – Proposer shall submit an in-depth staffing plan and indicate the specific team(s) that will be the Proposer's proposed Account Team to work on CLC business if successful. Key members of the proposed Account Team should be a part of the presentation. The staffing plan must:
 - i. Identify the employees who will be responsible for work on CLC account. For each employee, include (1) resumé or other descriptions of their qualifications; (2) the nature and scope of each person's responsibilities; (3) the percentage of their time that will be dedicated to CLC account; (4) accounts handled by such employee while

employed by Proposer and previous employers, as well as their level of responsibility on those accounts.

- ii. Describe any new or currently vacant positions the Proposer will need to fill in order to execute the proposed plan for CLC and the timeline for filling those positions.

c. Media Assignment – Launch of the New Multiplier Scratch Tickets

CLC is interested in the Proposer's process and approach to raising awareness and driving sales for scratch tickets. CLC will assess the Proposer's ability to utilize available data and translate the findings into a concise media strategy that points to effectiveness and efficiency in meeting communications goals based on the input document provided in Appendix A.

i. **Overview**

CLC typically launches three or four scratch tickets each month. New scratch tickets are launched on the first Tuesday of each month and are available for purchase at approximately 2,800 CLC retailer locations across the state.

It is crucial that CLC drives sales of new scratch tickets within the first 21 days of launch. Although communications regarding new games may extend beyond that time, retailers must pay for scratch tickets after they have begun selling a pack of tickets. Therefore, driving traffic to retail in the initial 3-week period is key. In addition, marketing for a new round of tickets will begin on the following First Tuesday, so it's vital that the largest sales of games occur in the first month before advertising changes focus.

Category Background

CLC typically creates and distributes forty-to forty-five scratch tickets per year ranging in price from \$1 to \$50. Scratch tickets offer players the opportunity to scratch off the covering and immediately discover if they have won a prize. CLC's goal is to keep these games fresh and to offer a wide variety of tickets, often based on themes. In FY 2024, scratch ticket sales were \$743,951,685 and were 44% of total lottery sales.

When launching new scratch tickets, CLC typically communicates top prize amounts, total prizes available, high volume of wins, and/or extra chances to win.

Lottery players play to win, so clearly the chance to win is a huge motivation. And players believe the most likely time to win is when "all" the new prizes are waiting to be won. For this reason, the introduction of new scratch tickets on the first Tuesday of each month fills players with optimism. Brand new games, new prizes, and new chances to win!

New scratch tickets and their new prizes feel like a fresh opportunity. They ignite players' imaginations with thoughts of what could be. With new winning possibilities available, players are eager to seize the moment and try their luck.

ii. **Media Strategy**

For this assignment, Proposer shall prepare a media plan that will achieve CLC's objectives of driving sales. In addition to the media plan itself, each Proposer must

also clearly define how they approach or propose to approach the following areas as they relate to the media plan being presented:

- (1) Analysis of the marketing situation
- (2) Development of media strategy and tactics
- (3) Media planning process
- (4) Determination of project budget as part of the annual media allocation
- (5) Analysis of media plan effectiveness and efficiencies

The Proposal should also include details of how the media will be purchased, monitored and analyzed to ensure maximum efficiencies and ROI on marketing investment for CLC. Proposer should also include an overview as to how the advertising would be evaluated for effectiveness and efficiency to ensure that dollars invested are being maximized and that the plan meets its stated objectives. A specific discussion of evaluation criteria and analytical tools to be used to measure the program's effectiveness should be included detailing, via case studies, how Proposer would use the outputs to inform future marketing investments.

The media strategy should demonstrate the Proposer's capabilities and strategic thinking and should include at a minimum:

- (1) TV/Cable/OTT
- (2) Terrestrial and non-terrestrial radio
- (3) Digital communications campaign
- (4) Paid social media strategy for Facebook and Instagram
- (5) Out-of-home execution

The ultimate deliverable must include a media flowchart that clearly shows all the information indicated below. Written and oral presentation of the media plan must incorporate a comprehensive description of and detailed rationale for each of the following plan components:

- (1) Audience
- (2) Media mix (detailed allocation of budget by media type)
- (3) Market coverage (detailed allocation of budget by media type)
- (4) Delivery objectives (GRP goals with reach/frequency percentages by week)
- (5) Unit mix by media type
- (6) Daypart mix for broadcast media
- (7) Flighting/scheduling
- (8) Budget breakdown by media type and by month, with totals
- (9) The submission shall incorporate the consumer insights that led to the strategy and creation of the plan(s), including the briefing documents against which the plan was developed.

3. Price Proposal

Pricing must be provided separately for (1) Creative, Advertising and Marketing Communication Services and (2) Media Planning and Buying Services. Optional Services must also be priced separately.

Proposers must submit pricing for Creative, Advertising and Marketing Communication Services and related Optional Services in the format provided in Appendix B.

Proposers must submit pricing for Media Planning and Buying Services and related Optional Services in the format provided in Appendix C.

Pricing for Creative, Advertising and Marketing Communication Services and for Media Planning and Buying Services shall be based on an annual fee for professional services ("Annual Fee") provided for years one, two, and three of the contract, to be paid by CLC on a monthly basis. The Annual Fee should cover all of the services and other items required by this RFP, as well as other services deemed necessary, to be provided by the Successful Proposer(s) during the entire term of the resultant contract. Specifically, the Successful Proposer(s) shall be responsible for all charges incidental to the routine conduct of business including, but not limited to telephone calls, facsimile, copying, color copies, postage and delivery charges from the Successful Proposer(s).

For Creative, Advertising and Marketing Communication Services:

- a. All production charges incurred by the Proposer on behalf of CLC shall be billed to CLC at the Proposer's net cost, that is the net rate offered by the production source. CLC will not pay commissions or a percentage markup to the Proposer. Production costs are defined as the preparation and purchase of all materials, services and talents necessary to complete the scope of work, including but not limited to, production cost such as finished art, photography, mechanicals, printing, films, talent payments, recording sessions, TV and radio production charges, video tapes, and studio functions.
- b. CLC will reimburse Successful Proposer(s) for travel-related expenses for up to three (3) employees, with prior CLC approval, for production-related travel expenses. Any additional mileage and meal-related expenses will be the responsibility of the Successful Proposer(s).
- c. The Successful Proposer(s) shall also coordinate and submit entries for award recognition designated by CLC. CLC shall be responsible for the associated entry fees and shall retain any awards, trophies, plaques, etc., that may be awarded for creative work that was created and produced by the Successful Proposer(s).

For Media Planning and Buying Services:

- a. All media charges incurred by the Successful Proposer(s) on behalf of CLC shall be billed to CLC at the Proposer's net cost, that is the net rate offered by the media. CLC will not pay commissions or a percentage markup to the Proposer for media.

3.7 Proposer Evaluation

A variety of factors (including, but not limited to, experience, integrity, proposed services, cost/price and value to CLC, background, financial viability, ability to perform the contract) shall be considered by CLC in determining the Successful Proposer(s) that it believes provides the best overall solution at a fair and reasonable price and consistent with the goals and objectives, and in the best interest, of CLC.

These factors are not necessarily listed in the order of importance or weight. Thus, while Proposers are strongly encouraged to offer the lowest price and total cost and highest value possible, the Proposer

offering the lowest price and total cost may not be selected as the Successful Proposer(s). CLC will conduct a fair, comprehensive and impartial evaluation of all Proposals deemed responsive using an evaluation committee.

3.8 Notice of Award

A Preliminary Notice of Award will be sent to the Successful Proposer(s). The making of a Preliminary Notice of Award does not provide a Proposer with any rights and does not impose upon the CLC any obligations. CLC is free to withdraw a Preliminary Notice of Award at any time and for any reason. A Proposer has rights, and the CLC has obligations, only if and when a contract is executed by CLC and the Successful Proposer(s). The Successful Proposer(s) should not make any commitments or commence any work until a contract is executed.

PART IV. SPECIAL PROVISIONS

In addition to the terms in this RFP, any resultant contract between CLC and the Successful Proposer(s) will include, without limitation, the following special provisions. The final contract offer of CLC may contain additional provisions or provisions worded differently from those set forth below.

- 4.1** The Successful Proposer(s) will be solely responsible for performing the engagement and will be CLC's point of contact for all issues under, and requirements of, the contract. No engagement work may be subcontracted by the Successful Proposer(s) without CLC's prior written consent, in each instance, which may be withheld or conditioned, or at any time for any reason revoked. If a subcontract arrangement is approved by CLC, then the Successful Proposer(s) will be solely responsible and fully liable for the performance of its/their subcontractors and their compliance with the contract. CLC will monitor the effectiveness and efficiency of engagement staffing and may request additions or replacements of staff as necessary. CLC has the right at any time to direct the immediate removal and replacement of any engagement staff, whether employed or subcontracted, that CLC, in its sole judgment, finds unfit or whose conduct is detrimental to CLC's best interests. Subsequent to award, CLC must be notified of any personnel changes on the account at least five (5) days prior to the departure of any given employee in the event of resignation. In the event of termination, CLC must be notified within 24 hours. The Successful Proposer(s)' senior management must present CLC with a transition plan within five (5) business days of an announcement that a position will be vacated.
- 4.2** The Successful Proposer(s) will be solely and fully responsible and liable for its/their acts and omissions and those of its/their account services staff as well as for any alleged breach or default of the contract by the Successful Proposer(s) and its/their account services staff. This obligation will include indemnification, defense, and payment of damages, awards, settlements, attorney's fees, and other costs and expenses in connection with any third-party demand or action brought against CLC or the State of Connecticut (including its agencies), and each of their respective directors, officers, employees, or representatives arising from such acts and omissions or alleged breach or default.
- 4.3** The Successful Proposer(s), upon contract execution and for the duration of the contract, must be licensed to do business in the State of Connecticut.
- 4.4** The Successful Proposer(s), at no additional cost to CLC, must maintain during the term of the contract and for one (1) year after its expiration or termination either a surety performance bond or a clean, irrevocable standby letter of credit payable to CLC in an amount to be determined by CLC but not less than twenty percent (20%) of the full annual contract price ("Performance Security"). The performance bond or letter of

credit shall be provided to CLC at the time of contract execution. In addition to other remedies CLC may have under the contract, CLC will have the right to call the Performance Security, in whole or in part, in the event it suffers any liability, loss, damage, or expense as a result of the Successful Proposer(s)' failure to: (i) promptly, properly, completely, and faithfully perform its obligations under the contract, including, without limitation, the obligation to indemnify CLC, or (ii) promptly and fully pay any obligation contained in the contract, including the payment of any applicable liquidated damages to CLC. The Performance Security must be in a form and contain language requested by and/or satisfactory to CLC (which language the CLC may request changes to at any time to protect its interests), and be issued by an insurance/surety company acceptable to CLC. CLC reserves the right, in its sole discretion, to adjust the amount of the Performance Security at any time based on the cost of services or changes in the contract.

- 4.5** All work, whether tangible or intangible, in any stage of completion, conceived, created, maintained, or developed by the Successful Proposer(s), its/their subcontractors, or its/their respective employees for or on behalf of CLC, including all intellectual property, proprietary, and other rights in such work (collectively, "Work"), shall be owned exclusively by CLC as "work made for hire." "Work" includes, but is not limited to, any (i) works of authorship, such as lottery games, game names, game designs, ticket format and layout, manuals, instructions, printed material, advertising, graphics, artwork, images, illustrations, photographs, software, scripts, computer code, HTML code, data, information, multimedia files, text web pages or websites, and all other copyrightable works, (ii) production, including, without limitation, radio and television commercials, (iii) trademarks, service marks, trade dress, trade names, logos, slogans, jingles, (iv) ideas, designs, or concepts, (v) any derivative works to any of the foregoing, (vi) all documentation and materials related to any of the foregoing, and (vii) all other goods, services, and deliverables to be provided to CLC under the contract. To the extent any Work is not deemed a work made for hire, the Successful Proposer(s) hereby irrevocably assign(s), transfer(s), and completely relinquish(es) exclusively to CLC all right, title and interest in and to the Work immediately upon its creation or conception, including all intellectual property, proprietary, and other rights therein throughout the world, without any further compensation or consideration. If any pre-existing materials owned by the Successful Proposer(s) or third-party property is incorporated or used in connection with any Work, then the Successful Proposer(s) shall, at no additional cost to CLC, provide all written consents, assignments, and licenses vesting CLC exclusive ownership of the Work, or if ownership is not feasible after reasonable negotiations, granting CLC the perpetual, irrevocable, worldwide, royalty- and fee-free right to make full and unrestricted use of such materials and/or property. The Successful Proposer(s) shall obtain from its/their staff agreements assigning all rights, including all intellectual property rights, in any Work to CLC, and shall provide such agreements to CLC upon its request at any time.
- 4.6** The Successful Proposer(s) is/are responsible for ensuring that any Work presented to CLC does not infringe upon a third party's intellectual property rights. The Successful Proposer(s) shall, at no additional cost to CLC, obtain comprehensive federal and state trademark and/or service mark and/or copyright clearance searches ("Clearance Searches"), on names or any aspect (including without limitation, music, artwork, composition or phrases) incorporated in the Work presented to CLC and, upon request, obtain and provide to CLC a written opinion from qualified intellectual property counsel, at no additional cost to CLC, to ensure that the proposed Work does not infringe the intellectual property rights of any third party. The Successful Proposer(s) is/are expected to be able to produce proof of proper Clearance Searches for all names or any aspect (including without limitation, music, artwork, composition or phrases) of any Work presented to CLC immediately upon CLC's request.
- 4.7** Officers and employees of the Successful Proposer(s) will be prohibited from purchasing and participating in, or sharing the winnings from, any CLC lottery game or multijurisdictional lottery game in which CLC participates (i.e., Powerball, Mega Millions, Lucky for Life, Millionaire for Life).

- 4.8** The Successful Proposer(s) may be provided, have access to, store, or otherwise process CLC confidential information and personal privacy data ("CLC Confidential Information"). The Successful Proposer(s) will keep CLC Confidential Information confidential and maintain appropriate administrative, technical, and physical safeguards to secure and protect CLC Confidential Information against unauthorized access, use, or disclosure. To the extent applicable law imposes greater confidentiality or security requirements or restrictions with respect to any CLC Confidential Information, particularly personal information, the Successful Proposer(s) will comply with such greater requirements or restrictions. The Successful Proposer(s) will immediately notify CLC of any suspected or actual loss or unauthorized access, use, or disclosure of any CLC Confidential Information in its possession or control. The Successful Proposer(s) agree(s) to execute a Data Processing Agreement ("DPA") with CLC. CLC's collection and processing of personal privacy information is further governed by its Privacy Policy at ctlottery.org/PrivacyPolicy as well as applicable privacy and data protection laws and regulations.
- 4.9** The Successful Proposer(s) must maintain general liability, professional liability, workers compensation, and cyber/privacy liability insurance covering its engagement, and provide a certificate of insurance per insurance requirements to be provided by CLC after award.
- 4.10** The Successful Proposer(s) and its subcontractors, if any, will preserve and make available to CLC and other authorized entities or individuals all books and records relating to its performance ("Records") during the contract and for no fewer than five (5) full years from the date of final payment by CLC. Records must be maintained in a manner and form that makes them readily accessible and easy to understand for audit and assessment.
- 4.11** The Successful Proposer(s) and its/their subcontractors shall perform in compliance with all existing or future applicable laws, including, but not limited to, federal, state, and local laws and regulations, including the Americans with Disabilities Act ("ADA" with specific conformance to Web Content Accessibility Guidelines (WCAG) 2.1 Level AA).
- 4.12** The contract between CLC and the Successful Proposer(s) will include some or all of the provisions found in the "Mandatory State Contract Provisions" document available on CLC's website at ctlottery.org/SupplierOpportunities under the Supplier Resources tab. The inclusion of some or all of these provisions is dependent upon the overall value of the contract.

PART V. CLC RESERVATIONS

In addition to any rights set forth elsewhere in this RFP, CLC reserves the right to take any of the following actions, in its sole discretion, at any time:

- A. Accept or reject any or all Proposals, in whole or in part, and to award or not award a contract based on Proposals received;
- B. Waive any mandatory, non-material specification(s) that cannot be complied with by all Proposers;
- C. Waive any informality in the RFP process if doing so, as determined solely by CLC, is in CLC's best interest;

- D. Conduct discussions with any or all Proposers for the purpose of clarification and/or modification of their Proposals, or to request best and final terms from Proposers deemed most qualified to provide the required services and with Proposals within an acceptable competitive range;
- E. Arrange to receive services sought under this RFP from other providers, or perform the services itself;
- F. Solicit additional and/or new Proposals from anyone;
- G. Clarify, supplement, modify, suspend, or terminate this RFP in whole or in part, or withdraw and reissue a new RFP, including an RFP with terms and conditions materially different from this RFP;
- H. Obtain information from any and all sources concerning a Proposer that CLC considers relevant to this RFP, and to consider such information in evaluating the Proposer's Proposal;
- I. Make a whole award, multiple awards, a partial award, or no award;
- J. Disqualify any Proposer whose conduct and/or Proposal fails to conform to the requirements of this RFP;
- K. Negotiate contract provisions, including provisions not found in this RFP, with one or more potential Proposers in any manner CLC deems fit (negotiations may be held with multiple Proposers concurrently or on an individual basis at separate times as CLC determines); and
- L. Set aside the original Successful Proposer(s) if CLC determines that the Proposer(s) is/are unable to fulfill CLC's requirements for any reason. CLC may, but shall not be obligated to, award the contract to a different responsible Proposer(s).

Advertising and Marketing Services RFP CLC2025011

Appendix A

CLC Monthly Scratch Game Launch

Overview

CLC typically launches three or four scratch tickets each month. New scratch tickets are launched on the first Tuesday of each month and are available for purchase at approximately 2,800 CLC retailer locations across the state.

It is crucial that CLC drives sales of new scratch tickets within the first 21 days of launch. Although communications regarding new games may extend beyond that time, retailers must pay for scratch tickets after they have begun selling a pack of tickets. Therefore, driving traffic to retail in the initial 3-week period is key. In addition, marketing for a new round of tickets will begin on the following First Tuesday, so it's vital that the largest sales of games occur in the first month before advertising changes focus.

Category Background

CLC typically creates and distributes forty-to forty-five scratch tickets per year ranging in price from \$1 to \$50. Scratch tickets offer players the opportunity to scratch off the covering and immediately discover if they have won a prize. CLC's goal is to keep these games fresh and to offer a wide variety of tickets, often based on themes. In FY 2024, scratch tickets sales were \$743,951,685 and were 44% of total lottery sales.

When launching new scratch tickets, CLC typically communicates top prize amounts, total prizes available, high volume of wins, and/or extra chances to win.

Lottery players play to win, so clearly the chance to win is a huge motivation. And players believe the most likely time to win is when "all" the new prizes are waiting to be won. For this reason, the introduction of new scratch tickets on the first Tuesday of each month fills players with optimism. Brand new games, new prizes, and new chances to win!

New scratch tickets and their new prizes feel like a fresh opportunity. They ignite players' imaginations with thoughts of what could be. With new winning possibilities available, players are eager to seize the moment and try their luck.

Ticket Background

Sometimes scratch tickets differ in design and other times they are connected by a shared theme or playstyle. When there is a unique feature(s) of a scratch game, or "family of games", we communicate this to players and why players would want to try them.

This month's scratch tickets will feature a multiplier feature, which add the exhilaration of multiplying prizes that have been revealed on a winning scratch ticket. This campaign will promote the overarching category of Multiplier scratch tickets and will launch with the X family in February (tickets shown below). In taking this promotional approach to the theme, CLC is not looking to lean into the specifics of each ticket but rather build a concept around the larger theme of "multiplier" in general. Advertising must be developed in a way that

allows the swapping out of tickets. The life span of the spot is expected to be at least two years with new tickets swapping in the following year.

Multiplier-themed scratch tickets are a top-selling theme in the lottery industry and a consistent favorite among players throughout Connecticut. In addition to giving players the chance to multiply their winnings, multiplier-themed games add play value and excitement to their game. CLC's suite of Multiplier tickets come in many different price points ranging from \$1 to \$30. Multiplier tickets also offer a range of top prizes from \$5,000 to \$1,000,000.

By offering multiple price points, this family of games is a way of offering "something for everyone" which increases efficiency and the potential for each campaign to grow new customers.

This month's games:

- **5X** (\$1) with a top prize of \$5,000
- **20X** (\$2) with a top prize of \$50,000
- **50X** (\$5) with a top prize of \$100,000
- **100X** (\$10) with a top prize of \$200,000

Goal

- Generate awareness of this month's new scratch tickets that could multiply your winnings by up to 100X
- Encourage trial for new or lapsed players
- Maintain a strong CLC brand

Who Are We Talking To

These games are broadly appealing across all lottery segments and demographics. They enjoy trying what is new and sharing those experiences with friends. They use lottery as entertainment to feel alive and live in the moment.

Key Insight

Multipliers make people feel like they're getting more value for their money. It's a win beyond the win.

Main Takeaway

With impressive top prizes and the chance to multiply my winnings, new multiplier scratch tickets from the Connecticut Lottery will maximize my lottery experience with every scratch.

Tone

Optimistic, Playful, Fresh, Approachable

Key Features

- Multipliers
- Variety of price points
- Impressive top prizes

Mandatories

TV, Out-of-Home, POS, Digital: Overall odds by game: 5X, 1 in 4.25; 20X, 1 in 4.06; 50X, 1 in 3.72; 100X, 1 in 3.55. Purchasers must be 18 or older. Help is available for problem gambling. Call (888) 789-7777 or visit ccpg.org.

Radio: Overall odds by game: 5X, 1 in 4.25, 20X, 1 in 4.06; 50X, 1 in 3.72; 100X, 1 in 3.55. Must be 18 or older. Problem gambling helpline, call (888) 789-7777.

Deliverables

- One 30-second TV spot
- One 30-second radio spot
- Digital campaign with a minimum of one 9-second video spot
- Social media strategy and creative concepts for Facebook and Instagram
- In-store POS (must include a counter mat insert size 16.75 (W) x 9.875 (H) and flyer size 8.5 (W) x 11 (H))
- One out-of-home execution

Additional Considerations

Players feel lucky when new games go on sale, but they are not actually more likely to win. That is to say, the odds of winning are not different or better. Tapping into the optimism that new games bring is acceptable. Promising or guaranteeing a win is not. Showing someone winning is acceptable. Showing winning as the likely outcome is not.

Examples:

Acceptable statement –	Packed with prizes With loads of chances to win Could be your chance to win
Unacceptable statement –	So many prizes you're sure to win The best odds ever to win prizes
Acceptable winning experience –	A player shouts, "I won."
Unacceptable winning experience –	All of the players shout, "I won."

Content Assets

CT Lottery logo and ticket art will be provided.

Sample Multiplier Tickets



Overall odds by game: 5X, 1 in 4.25; 20X, 1 in 4.06; 50X, 1 in 3.72; 100X, 1 in 3.55.
Purchasers must be 18 or older. Help is available for problem gambling. Call (888) 789-7777 or visit ccpg.org.

Ticket Sales from Previous Multiplier Tickets

\$	Game #	Game Name	Launch Date	Week 1	Week 2	Week 3	Week 4	Week 5	Week 6
\$1	1808	5X	2/17/2025	\$32,634	\$64,400	\$111,039	\$110,936	\$116,218	\$115,138
\$2	1809	20X	2/17/2025	\$45,800	\$115,000	\$155,224	\$157,022	\$156,726	\$139,644
\$5	1810	50X	2/17/2025	\$245,000	\$654,000	\$735,580	\$722,730	\$701,965	\$688,795
\$10	1811	100X	2/17/2025	\$549,500	\$1,057,500	\$1,096,570	\$1,059,530	\$1,014,330	\$939,560

Key Success Metrics

The product goals for the campaign are:

- Overall ticket sales
- YOY ticket sales compared to same month of prior year
- Game sales indices
- Individual ticket sales compared to similar product launches

**Advertising and Marketing Services RFP
CLC2025011**

Appendix B

Price Proposal - Creative, Advertising and Marketing Communications Services

In submitting this Price Proposal, the Proposer acknowledges and agrees that:

- A. Each price supplied below is fixed and all-inclusive – including, but not limited to, the costs of all labor and services, overhead, insurance, profits, travel, technology, licenses, and equipment, unless otherwise explicitly stated in this RFP; and
- B. CLC will make no, and have no liability to make, additional payment of any kind for the services performed under the price(s) as proposed.

The Proposer offers and agrees to furnish all services for which pricing has been provided below and to do so in full compliance with the requirements of this RFP.

Creative, Advertising and Marketing Communication Services	
Initial Term	Monthly Fixed Fee
Year 1 (July 1, 2026 - June 30, 2027)	\$
Year 2 (July 1, 2027 - June 30, 2028)	\$
Year 3 (July 1, 2028 - June 30, 2029)	\$
Optional Services	
Optional Service	Hourly Rate
Promotions & Experiential Marketing Efforts	\$
Research	\$
Public Relations	\$

Print Name

Title

Signature

Date

NOTE: In order to be considered valid, this Price Proposal must be signed by a principal owner or officer of the Proposer

**Advertising and Marketing Services RFP
CLC2025011**

Appendix C

Price Proposal – Media Planning and Buying Services

In submitting this Price Proposal, the Proposer acknowledges and agrees that:

- A. Each price supplied below is fixed and all-inclusive – including, but not limited to, the costs of all labor and services, overhead, insurance, profits, travel, technology, licenses, and equipment, unless otherwise explicitly stated in this RFP; and
- B. CLC will make no, and have no liability to make, additional payment of any kind for the services performed under the price(s) as proposed.

The Proposer offers and agrees to furnish all services for which pricing has been provided below and to do so in full compliance with the requirements of this RFP.

Media Planning and Buying Services	
Initial Term	Monthly Fixed Fee
Year 1 (July 1, 2026 - June 30, 2027)	\$
Year 2 (July 1, 2027 - June 30, 2028)	\$
Year 3 (July 1, 2028 - June 30, 2029)	\$
Optional Services	
Optional Service	Hourly Rate
Promotions & Experiential Marketing Efforts	\$
Research	\$
Public Relations	\$

Print Name

Title

Signature

Date

NOTE: In order to be considered valid, this Price Proposal must be signed by a principal owner or officer of the Proposer.

**Advertising and Marketing Services RFP
CLC2025011**

Appendix D

CLC Marketing Code of Standards

Marketing Code of Standards

The Connecticut Lottery Corporation's (the "CLC") mission is to "raise revenue in an entrepreneurial manner for the State of Connecticut, consistent with the highest standards of good public and social responsibility, by offering products to our players that are fun and entertaining, and by ensuring the public's trust through integrity and honesty." Responsible Gambling ("RG") is a core CLC value. As part of its RG efforts and in support of its mission, the CLC has adopted this Marketing Code of Standards (the "Code") governing CLC Games ("Games"), as well as various marketing, promotional, and other advertising efforts (collectively, "Advertisements"). This Code is a guide and is not designed to cover every situation. Accordingly, the CLC shall observe the spirit of this Code when making decisions on Games and Advertisements.

Content

All written statements in Advertisements, including but not only disclaimers, statements of chances of winning, and RG messaging, shall be visible, legible, and easy to understand. Television and radio Advertisements thirty seconds (:30) or longer, and Advertisements in newspapers, magazines, brochures and posters, shall state the average chances of winning per lottery ticket.

Messaging that encourages RG, that lottery players must be eighteen (18) years of age or older, and statements of chances of winning, may appear on Advertisements (including but not only monitors, billboards, television, radio, internet, social media, newspapers, magazines, brochures and posters) and on Game tickets as appropriate and practicable.

Out-of-home Advertisements (outdoor and mobile billboards, transit, bus shelters) shall contain RG messaging, as appropriate and practicable. When making television media buys, the CLC and/or its advertising agency shall be sensitive to purchasing media for times and programming that are appropriate for the Advertisements' content.

Internet, social media and digital Advertisements shall be consistent with the CLC's RG efforts and, when practicable, shall contain either hyperlinks to the appropriate page on the CLC website or RG messaging.

Minors

Games and Advertisements shall be designed to appeal to a broad range of adults. Games and Advertisements shall not be marketed or intended to appeal to minors, or depict minors or portray objects or images that are popular predominantly with minors (for example only, Santa Claus). Advertisements shall not be intentionally placed in a communication, or at an event, that appeals predominantly to minors. During the end of the calendar year, the CLC shall communicate that lottery tickets are not suitable gifts for minors.

Social Responsibility

Advertisements shall not: denigrate the status of any class of persons or the character or conduct of non-lottery players; praise the character or conduct of lottery players; or promote the lottery as a "way out" or an alternative to work. Advertisements shall portray playing the lottery as a form of entertainment and shall portray players using lottery products responsibly.

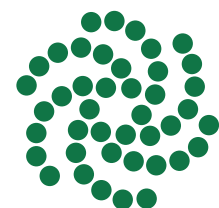
**Advertising and Marketing Services RFP
CLC2025011**

Appendix E

NASPL Guidelines for Responsible Gambling



NASPL Guidelines for **Responsible Gambling**



NASPL



CONTENTS:

- 3** NASPL and the North American Responsible Gambling Effort
- 10** NASPL Responsible Gambling Guidelines
- 11** Responsible Gambling Memberships, Partnerships and Interaction
- 12** Retailer Engagement, Training and Physical Environment
- 21** Sports Betting Guidelines for Responsible Gambling
- 23** NASPL Advertising Guidelines



NASPL and the North American Responsible Gambling Effort

NASPL has made responsible gambling a major priority in its day-to-day operations. The association decided to empower and support an active RG Committee. To bolster its responsible gambling effort, the membership also voted to support the employment of a newly created RG staff position. The latest enhancements will add to past work that has been completed in the areas of the RG Verification Best Practices, Training Videos and Materials, RG Toolkit, recognition through the NASPL RG Advertising Awards, and implementing RG Educational Tracks in all NASPL conferences and seminars.

RG Verification Best Practices

The recognition of problem gambling issues within our industry over the course of the past decade has been nothing short of remarkable. Whereas at one point it was considered a taboo subject that shouldn't be openly addressed, the industry has evolved now to launch what is considered a crowning achievement of NASPL.

This new standard and verification program – the third such initiative launched by NASPL – works on two different levels. For lotteries which are hoping to establish a responsible gambling program but haven't felt like they had the expertise to do so, the opening level of our verification program allows them access to national experts in the field. These experts will critique their program, offering advice on how best to educate both their employees and the public about the disorder and available treatment options. For lotteries who already have a responsible gambling program, this initiative will engage these same experts on how existing plans could be stronger and give recognition to those who have created solid programming.

Another evolutionary aspect of this initiative is the partnership with the National Council on Problem Gambling (NCPG). In times past, some would have considered them an adversary– and vice-versa. For NASPL to be able to work with the Council, and in turn their network of some of the most influential problem gambling experts on the planet, illustrates the progress being made.

Training Videos and Materials (Employee and Retailer)

The employee and retailer training videos were created so that all interested lotteries may use common scenarios to educate their employees and retail partners. NASPL is currently developing new modules in an effort to further and update its training efforts.

RG Toolkit

The RG Toolkit is a useful resource that offers examples that other lottery jurisdictions use. Collected, compiled and offered by the NASPL RG Committee, the toolkit offers turnkey examples at the "click" of a button



Contents Include:

- Accreditation (WLA)
- Ad Code of Conduct
- Additional Resources
- Helpline
- Holiday RG
- Newsletters
- Problem Gambling Awareness Month
- PSAs
- Research
- Self-Exclusion
- Speaker's Bureau
- Training
- Warning Signs

Advertising and Awards

The Batchy Awards are named for Ralph Batch, NASPL's first president and a true pioneer in lottery advertising. Each year, NASPL presents Batchy Awards for Responsible Gambling Communications. The messages are key to any overall responsibility campaign. The awards go to the pieces that best convey a message of responsible gambling or raise awareness of problem gambling or treatment resources. NASPL's Batchy Awards for Responsible Gambling Communications are given in the categories of Print, Video, Radio and Electronic Media.

Prevalence of Gambling, Problem and Disordered Gambling

The last federally funded national survey of gambling and problem gambling in the U.S. was conducted in 1999 (Gerstein et al, 1999). Subsequent national and local research studies have been conducted since that time. The following data reflects the best consensus regarding the prevalence of gambling and problem gambling in the U.S. (Colado et al, 2017; Marotta et al, 2017; Welte et al, 2017; Welte et al, 2016 Barnes et al, 2015; Barnes et al, 2013; Barnes et al, 2011; Welte et al, 2015; APA, 2013; Kessler et al, 2008; Petry et al, 2005; Welte et al, 2002; Hall & Shaffer, 2001; National Council on Problem Gambling; National Center on Responsible Gambling.)



- 85% of adults in the U.S. have gambled in their lifetime.
- According to the most recently conducted national survey of problem gambling, the Second Survey of Problem Gambling in the U.S. (SOGUS2) completed in 2013, 76.9% of adults in the U.S. have gambled in the past year. This compares to 67.6% who had consumed any alcohol, 28.7% who had smoked tobacco and 11.2% who had used marijuana in the past year.
- Most adults gamble responsibly without experiencing problems related to their gambling, just as most adults drink alcohol without developing problems.
- The percent of adults who have a gambling disorder ranges from the most conservative estimate of 0.2% to a more generally agreed upon estimate of 1% (National Council on Problem Gambling; National Center on Responsible Gambling). The results from the SOGUS2 survey found 1% of adults in the U.S met criteria for a gambling disorder in the past year using DSM-IV criteria and 2.4% using DSM-5 criteria.

For comparison purposes, per the DSM-5 the following are adult prevalence figures for various substance use disorders:

- Nicotine 13%
- Alcohol 8.5%
- Cannabis 1.5%
- Opioid 0.4%
- Cocaine 0.3%
- Stimulants (non-cocaine) 0.2%

The Approach

NASPL developed Lottery Responsible Gambling Guidelines following a comprehensive review of various state, provincial, national and international organizational Responsible Gambling Guidelines and Codes of Conduct.

The Association considered these guidelines to reflect the best practices and perspectives on responsible gambling in the field. It offers them as a menu of options that individual lotteries may use as a template to craft their own guidelines and practices, recognizing that each lottery has its own unique jurisdictional variances, needs, requirements and constraints regarding implementing RG strategies and activities.



Responsible Gambling

NASPL Guidelines

NASPL expects this document to evolve and incorporate new practices and strategies in response to emerging research, evolutions in gaming technology and market trends. NASPL will review the Responsible Gambling Guidelines annually to ensure relevancy and consideration of current research and trends.

Purpose

The NASPL Responsible Gambling Guidelines provide a proactive model of the highest standards and goals for responsible gambling practice. State and provincial lotteries can use it in part or as a whole for the promotion of responsible gambling practices. In reality it is recognized that it is unlikely that the majority of lotteries will be able or likely to adopt these guidelines in whole. There are clearly statutory, budgetary, philosophical and preferential factors that will contribute to how any lottery adopts, modifies or utilizes these guidelines. They are meant to be very comprehensive, in order to give lotteries the broadest menu of choices to pick from as a foundation for their responsible gambling strategy and programs. These guidelines include details of current best strategies and practices in the field. Responsible gambling practices outlined are intended to ensure that the lottery's business is conducted in ways intended to minimize harm that may be caused by gambling and to maximize benefits derived from gambling to individuals, families and communities.

What is Responsible Gambling?

Responsible gambling is the provision of safe, socially responsible and supportive gambling environments where the potential for harm associated with gambling is minimized and people can make informed decisions about their participation in gambling. Responsible gambling is the result of the collective actions and shared ownership of the issue by individuals, communities, the gambling industry and government. This incorporates the following four perspectives (Responsible Gambling Advocacy Center, 2010).

Perspective 1: Responsible Gambling as Harm Minimization.

This approach generally focuses on minimizing the harm caused by problem gambling with the primary focus of strategies targeted on individuals experiencing problem and disordered gambling, and suggests a relatively narrow focus on the behavioral aspects of those already experiencing significant problems as a result of their gambling activities.

Perspective 2: Responsible Gambling as Risk Reduction and Prevention.

This focuses on the prevention and reduction of problem gambling, involving strategies that target individuals exhibiting low risk, moderate risk as well as high risk gambling behaviors. This approach is broader and addresses a larger proportion of the population than that of perspective one and seeks to prevent those with low and moderate risk from progressing further and to also reduce their current risk levels.



Perspective 3: Responsible Gambling as Consumer Engagement.

This approach views responsible gambling as educating consumers on their rights and responsibilities as gamblers and ensuring that the industry delivers gambling products and services in ways that benefit consumers. Strategies focus on all individuals who gamble and also includes gambling service providers. From this perspective responsible gambling encompasses more than minimizing harm for individuals experiencing and at risk for gambling problems. From a consumer engagement standpoint, the concerns of non-problem gamblers and potential gamblers need to be included in discussions on gambling and responsible gambling policy.

Perspective 4: Responsible Gambling as Community Engagement.

From this standpoint, responsible gambling is an issue that relates to consumers, industry and the wider community, and should involve strategies that reduce gambling related harm and increase gambling related benefits across society. This viewpoint acknowledges that the gambling industry provides benefits to individuals and communities in the form of entertainment, employment and fiscal contributions to the state beneficiary programs through tax revenue and other voluntary and statutory contributions to local communities as well as problem and responsible gambling funds. As such the gambling industry is recognized as a key stakeholder in discussions about responsible gambling. This is clearly the most encompassing perspective and includes all government, corporate and individual community members who benefit from gambling activities as well as experience any adverse effects or risks as a result of gambling.

What is Disordered, Problem and At-Risk Gambling?

People take part in gambling because they enjoy it and obtain benefits from participating. For most people, gambling is generally a positive experience. However, for a minority, gambling is associated with difficulties of varying severity and duration. Experiencing severe difficulties with gambling is recognized as an addictive disorder similar to alcohol or nicotine dependence. While less severe, problem gambling is characterized by difficulties in limiting money and/or time spent on gambling which leads to adverse consequences for the gambler, for his or her family, or for the community.



Gambling Activities Offered by State and Provincial Lotteries

The guidelines may be applied as appropriate across these product lines:

- **Video lottery terminals**
- **Instant games:** Offered at retail locations and through retail mechanisms.
- **Draw games:** Multi-state games including Powerball® and Mega Millions®, as well as state/provincial specific games offered at retail locations and through retail mechanisms.
- **Keno:** A monitor game offered at retail locations and through retail mechanisms.

Guiding Principles

State and provincial lotteries provide entertainment options for their citizens while lottery profits provide necessary funding for infrastructure, job creation, education and other beneficiary programs. However, the lottery industry recognizes that gambling can be done to excess and cause harm to excessive players and their families.

Lotteries are encouraged to respect their customers' autonomy and the right to make their own decisions regarding legal forms of entertainment and gambling; the lottery's commitment is to provide information and tools that help customers (and potential customers) make informed choices and enjoy games in a responsible way.

Lotteries are encouraged to be committed to ensuring that players and their families know how to access treatment for problem gambling. This includes a commitment to ensuring that diversity and cultural relevancy are considered in applicable provisions in the Responsible Gambling Guidelines.

Lotteries are encouraged to devote energy, funding and resources (as allowed by statute) where these will have the most positive impact on the promotion of responsible gambling practices and awareness of resources to address the continuum for low risk gambling to problem and disordered gambling.



Lotteries should recognize the importance of their commitment to the communities in which they operate and their engagement with the responsible gambling and problem gambling communities; measuring and reporting performance and engaging in ongoing review and improvement.

Interaction with Responsible Gambling/Problem Gambling and Those At-Risk

The importance of fully engaging the widest possible range of stakeholders in the responsible gambling/problem gambling community is fundamental to the success of the all responsible gambling/problem gambling initiatives. Engagement should include transparency, collaboration with stakeholders and open bi-directional communication with a broad range of stakeholders invested in responsible and problem gambling.

While key stakeholders in each lottery's Responsible Gambling Program will vary in each jurisdiction, they may include state/provincial legislators, state/provincial affiliates of the National Council on Problem Gambling or other local problem/responsible gambling advocacy groups, state/provincial behavioral health (addictions and/or mental health) agencies and service providers.

Outcomes

These responsible gambling guidelines aim to achieve the following outcomes:

- Ensure that state and provincial lotteries have a comprehensive set of effective responsible gambling practices to choose from in developing their own responsible gambling guidelines.
- Identify evidence-based best responsible gambling practices and apply these as appropriate to lottery responsible gambling practices.
- Consider evidence-based best practices and apply these appropriately to new and emerging technologies.
- Provide a range of responsible gambling practices that address the broad range of stakeholders that may benefit from gambling or experience any adverse impact of gambling.



NASPL Responsible Gambling Guidelines

Areas of Focus

The NASPL Responsible Gambling Guidelines recommend the following areas of focus in the implementation of and commitment to responsible gambling practices:

- Responsible Gambling Memberships, Partnerships and Interaction.
- Retailer Engagement, Training and Physical Environment
- Employee Engagement
- Research and Evaluation.
- Game and Equipment Features.
- Educating and Providing Responsible Play Tools for Players.
- Sports Betting Guidelines for Responsible Gambling
- NASPL Advertising Guidelines.



Responsible Gambling Memberships, Partnerships and Interaction

Lotteries are encouraged to maintain working relationships with responsible gambling/problem gambling entities to enable collaboration on goals and strategies relative to responsible gambling/problem gambling initiatives. This may include such involvement as:

- Membership on boards of state/provincial affiliates of NCPG or other problem/responsible gambling advocacy groups.
- Membership on work groups with state/provincial departments of behavioral health (problem gambling services/addiction services/mental health).
- Membership on responsible gambling partnership or coalition groups that include a broad range of stakeholders including gambling industry, problem gambling advocates, problem gambling service providers, representatives from criminal justice, representatives from state/provincial departments of health/behavioral health, etc.

Lotteries are encouraged to establish the practice of informing stakeholder groups of new products, technologies, and advertising campaigns during the planning, development and implementation phases to obtain feedback regarding the need for responsible gambling considerations or interventions and the potential impact on at-risk, vulnerable and/or problem gambling customers.

Lotteries are encouraged to include responsible gambling and problem gambling updates at monthly lottery commission meetings.

Lotteries are encouraged to provide staff/vendor expertise (ie., marketing, advertising), in-kind services (printing, billboards, PSA time, etc.) and funding as allowed by statute to appropriate state/provincial agencies or advocacy groups to enable the development, execution and distribution of tools designed to provide information on responsible gambling guidelines, problem gambling awareness and problem gambling treatment resources.

Lotteries are encouraged to utilize membership in the stakeholder groups to spearhead the development of a shared agenda of activities and projects aimed at promoting responsible gambling.



Retailer Engagement, Training and Physical Environment

Engagement

Lottery retailers operate a variety of business types with lottery sales representing only a proportion of retailers' total business. Retailers operate under contracts, which cannot be prescriptive relative to total business operations. All this considered, lotteries should recognize and promote a shared responsibility with their respective retailers for the promotion of responsible gambling practices and awareness of problem gambling resources.

Lotteries are encouraged to practice retailer engagement that includes a commitment to ongoing education of retailers and their staff about responsible gambling practices. This effort should include providing support for retailers in responding to the distress or concerns of customers regarding problematic play patterns and providing a physical environment conducive to safe and responsible play.

Key Engagement Guidelines:

- Lotteries are encouraged to obtain ongoing input or feedback from retailers through local Lottery Retailer Advisory groups, panels and/or focus groups to define the retailers' role in promotion of responsible gambling practices and problem gambling resource awareness.
- Lotteries are encouraged to obtain ongoing input or feedback from retailers regarding any issues they face managing customer distress regarding problematic gambling or ways in which problem gambling issues may impact environment safety or customer comfort within the environment.
- Lotteries are encouraged to supply and encourage retailers to prominently display problem gambling resource materials including posters, pamphlets and stickers.
- Lotteries are encouraged to supply and inspire retailers to provide materials and access to information that customers may request including those that explain the nature of games, rules, odds and/or return to players.
- Lotteries are encouraged to use lottery terminals or other technology to help deliver responsible gambling messaging to retailers.
- Lotteries are encouraged to include responsible gambling messaging in any regular communications to retailers via newsletters, alerts or other communication channels.



Training

Lotteries are encouraged to develop mechanisms and improve outreach to retailers in order to provide appropriate and ongoing responsible gambling training to employees who provide gambling products to customers, acknowledging the challenge associated with training frontline retail and service employees due to high turnover and low engagement.

Key Training Guidelines:

- Lotteries are encouraged to inspire key people to receive training in responsible gambling as part of retailer onboarding.
- Lotteries are encouraged to inspire key people to share training with line staff and provide resources and materials to assist with training.
- Lotteries are encouraged to collaborate with any local entities such as Liquor Control Commissions and Tobacco Compliance Boards to identify opportunities to leverage their existing training and/or auditing resources.
- Lotteries are encouraged to engage with the North American Association of State and Provincial Lotteries to integrate its training for traditional lottery products into training materials.
- Lotteries are encouraged to obtain input and feedback from retailers regarding common issues or concerns related to addressing risky and problem gambling in their environments that may contribute to decreasing general customer or employee comfort or safety.

Content of retailer training should include:

- Information on lottery responsible gambling guidelines and practices.
- Signs and symptoms of high risk and problem gambling.
- Guidelines for low risk/responsible gambling.
- How to respond to customers expressing or showing signs of distress regarding lottery play.



Responsible Gambling

NASPL Guidelines

- How to offer information to customers on responsible gambling, problem gambling and resources for help.
- Regulations on underage lottery play and the importance of not selling lottery products to those underage.

Content of information (brochures, cards, etc.) available to retail staff to offer customers should include:

- Information on signs and symptoms of high risk or problem gambling.
- Information on responsible gambling guidelines.
- Information on how to access resources for help with problematic gambling (i.e., problem gambling helpline, websites, etc.)

Requirements and best practices relative to the retailer physical environment and player/retailer interaction:

- Retailers are encouraged to have effective procedures and policies to prohibit underage participation in lottery gambling activities.
- Retailers are encouraged to follow lottery line-of-sight guidelines.
- Retailers are encouraged not to allow customers who are openly intoxicated to continue gambling.
- Retailers are encouraged to provide hospitality services (venue appropriate) and make players aware of the passage of time to encourage breaks in play.



Employee Engagement

Ensuring that the widest range of lottery employees are engaged in the Responsible Gambling Program is critical to the success of the program. Lotteries are encouraged to educate employees about the importance of responsible gambling within the lottery culture. Training employees on how to promote responsible gambling, identify problem gambling, and providing available resources for assistance will strengthen lottery commitment to a comprehensive responsible gambling program.

Key Employee Engagement Guidelines:

- Lotteries are encouraged to include staff from a variety of functional areas and departments in the development and annual review of responsible gambling strategies and practices.
- Lotteries are encouraged to include responsible gambling goals in the lottery's strategic plan and encourage a broad range of departments within the lottery to incorporate aspects of responsible gambling into their departmental goals and planning.
- Lotteries are encouraged to include goals associated with responsible gambling initiatives in lottery key performance measures.
- Lotteries are encouraged to acknowledge the responsible gambling guidelines and practices as part an annual review process.
- Lotteries are encouraged to communicate responsible gambling initiatives and results throughout the agency in a variety of formats such as newsletters, as part of staff and other meetings, as updates and alerts, etc.
- Lotteries are encouraged to include responsible gambling training in employee onboarding.
- Lotteries are encouraged to include responsible gambling training updates in mandatory annual agency compliance training.
- Lotteries are encouraged to engage employees in developing and implementing responsible gambling awareness activities during Problem Gambling Awareness Month and Responsible Gambling Education Week.
- Lotteries are encouraged to include funding for select employees to attend national and state responsible gambling and problem gambling conferences.



Responsible Gambling NASPL Guidelines

- Lotteries are encouraged to include staff in the development of responsible gambling training.
- Lotteries are encouraged to provide all staff with training designed to ensure knowledge and confidence in directing people to problem gambling resources for assistance. Provide player and retailer facing staff with enhanced training support as appropriate.
- Lotteries are encouraged to develop training in collaboration with community responsible and problem gambling advocates and providers and utilize community stakeholders, as appropriate, to present and update trainings.

Lotteries are encouraged to include in Staff Training:

- Definitions of responsible gambling and review of best responsible gambling practices from an industry perspective.
- Review of the lottery's responsible gambling strategic plan and activities.
- Individual responsible gambling guidelines.
- Signs and symptoms of at-risk and problem gambling.
- Scope and costs associated with problem gambling.
- Risk factors for problem and disordered gambling.
- How to address problem gambling issues presented by lottery customers.
- How to inform customers of resources for help with gambling problems.
- How lotteries help minimize potential harms from problem gambling.
- How lotteries increase public awareness of responsible and problem gambling.



Research and Evaluation

It is recommended that lotteries work to become informed by utilizing empirical, peer reviewed and independent research (to the extent it is available) regarding all areas of the responsible gambling strategies and initiatives. Additionally, lotteries should employ clearly defined program evaluation strategies to assess the effectiveness of responsible gambling programming. A responsible gambling perspective should provide information for internal lottery research (such as marketing research). Internal lottery research can then be shared with community stakeholders which creates responsible gambling awareness, problem gambling prevention and harm minimization strategies and initiatives. It is recognized that not all lotteries may have the statutory or budgetary ability to engage in all of the recommended activities. At minimum lotteries should engage in a strategic plan for responsible gambling program evaluation, utilize evidence-based responsible gambling best practices, support transparency, and practice information sharing to support community responsible gambling initiatives.

Key Research and Evaluation Guidelines:

- Lotteries are encouraged to develop clear process for regular evaluation of lottery responsible gambling strategies and practices and report results to decision makers and stakeholders.
- Lotteries are encouraged to consult with public health, problem gambling and responsible gambling experts and researchers to be informed of evidence-based best responsible gambling practices and identify applications for the lottery.
- Lotteries are encouraged to work with responsible gambling and problem gambling stakeholders (including those conducting research) to share lottery data (marketing, player demographics, etc.) to inform development and targeting of responsible gambling and public awareness activities and initiatives.
- Lotteries are encouraged to work with gaming technology and equipment providers to be informed and incorporate research on evidence-based RG practices into emerging technologies/equipment, and consider opportunities and impact for responsible gambling practices in product design and implementation.
- When conducting focus group and other research to test messaging for marketing efforts, lotteries are encouraged to include the impact of messaging on at-risk or vulnerable groups (individuals at risk for or experiencing gambling problems, those in recovery from gambling problems, etc.)



- Lotteries are encouraged to invest in and or support research studies designed to gather data to inform responsible gambling programs and problem gambling resource awareness. This should include:
 - Prevalence and gambling impact surveys
 - Concept and message testing.
 - Awareness tracking.
- Lotteries are encouraged to invest in research designed to evaluate effectiveness of responsible gambling and problem gambling resource awareness programs.

Game and Equipment Features

The lottery should, when possible, apply evidence-based responsible gambling considerations to the features of lottery games, products and gaming equipment. This includes the ability to inform players about the games, provide players with information about their play, provide information on problem gambling resources, and offer opportunities for breaks in play. As new games and technologies become available, lotteries should evaluate their performance in relation to these responsible gambling values.

Key Game and Equipment Features Guidelines:

Lotteries should (when/if possible) utilize available tools/features on current and new video lottery terminals such as:

- Displaying visible clocks on video lottery terminal game screens.
- Offering the ability to display credits as dollars.
- Prominently displaying problem gambling helpline information.
- Prohibit ticket-in-ticket-out functionality.
- Allow for voluntary player limits (money and/or time) with displays showing when approaching or reaching limits.



Lotteries should (when/if possible) utilize available tools/features on lottery verification screens or other equipment used for selling or verifying winning lottery tickets to display responsible gambling messages such as:

- A scrolling helpline number.
- Scrolling information on responsible/problem gambling websites.
- Displaying responsible gambling messages/videos.

Lotteries should (when/if possible) utilize available tools and features on instant, draw and monitor games and equipment such as:

- Requiring instant lottery vending terminals to ask for age verification.
- Including problem gambling helpline information on instant, draw and monitor game tickets/receipts.

Lotteries are encouraged to review and evaluate all new technology for potential contribution to problematic levels of play and appropriate responsible play features developed in collaboration with stakeholders and experts in the field to minimize potential for contributing to problematic levels of play or play by those who are underage.

Educating and Providing Responsible Play Tools for Players

Lotteries are committed to providing players with the information and tools they need to make informed choices about their lottery play and to supporting players in taking personal responsibility for respective lottery play. This can be accomplished by integrating responsible gambling messaging into a variety of communications and disseminating the information broadly.

Lotteries are encouraged to utilize empirical evidence of effective messaging and regular assessment of the impact of different messages on player behavior. As new gaming system technologies become available, lotteries should evaluate opportunities to support informed decision making by providing players with information regarding their play via video lottery terminals, online portals and/or print materials.



Responsible Gambling NASPL Guidelines

Key Informed Player Messaging Guidelines:

- Lotteries are encouraged to develop robust web, video and social media content, including risk assessments and “myth busters.” Assure that lottery websites have a visible, easily accessible and content rich responsible gambling page.
- Lotteries are encouraged to communicate responsible gambling practices broadly across all media channels.
- Lotteries are encouraged to communicate odds and payouts in an easy-to-understand way across all media channels and through materials available at all retailer locations.
- Lotteries are encouraged to provide links to additional information including problem gambling helpline numbers on lottery websites, lottery advertising, lottery tickets, social media, etc.
- Lotteries are encouraged to participate in third party responsible gambling information programs such as the McGill Holiday Lottery Campaign, National Council on Problem Gambling Problem Gambling Awareness Month, and/or Responsible Gambling Education Week.

Key Responsible Play Tools for Consumers

- Voluntary Self-Exclusion: Lotteries are encouraged to have a process for consumers to voluntarily exclude themselves from participating in all forms of lottery play. It is recognized that it is not realistic to expect retailers to recognize and prohibit individuals who have self-excluded from purchasing lottery products. However, a self-exclusion process can provide external support for individuals who are experiencing problems or who feel at risk for problems.
- Voluntary Play Limits: Lotteries are encouraged to utilize game technology to offer players the option of setting voluntary play limits and/or personalized feedback on amount of time and/or money spent on engaging in lottery play.



Sports Betting Guidelines for Responsible Gambling

With the recent Supreme Court decision in which the Court ruled that states have the right to regulate sports betting within their borders, many states stand ready to expand legalized gambling in their jurisdictions. NASPL, through its Guidelines for Responsible Gambling, promotes actions to minimize the potential harms that can be associated with gambling and believes such actions are an essential part of corporate social responsibility for its members. While the majority of adults can participate in gambling activities in a responsible manner without experiencing any difficulties related to their gambling, according to problem gambling experts, approximately 1-2% (2.5 – 5 million) of adults are not able to control the urge to gamble resulting in serious negative consequences across all aspects of their lives¹. Any expansion of gambling activities should clearly specify the inclusion of specific Responsible Gambling practices.

Legalizing sports betting will increase the availability and acceptability of this form of wagering and lead to more people participating in sports gambling. It will also increase the capacity of state gambling regulators and of gambling industry to implement responsible gambling practices. NASPL encourages the application of the NASPL Guidelines for Responsible Gambling to sports gambling programs in all jurisdictions. The NASPL guidelines are consistent with those established by the National Council on Problem Gambling.

NASPL encourages sports betting operators to implement responsible gambling programs that include the following:

- Comprehensive employee and retailer responsible gambling training.
- Harm minimization strategies including self-exclusion, ability to set limits on money spent betting, specific requirements for the inclusion of help/prevention messages in external marketing.
- Adherence to responsible gambling advertising standards for sports gambling.
- Adherence to responsible gambling standards in the development of sports gambling programs.
- Effective policies and procedures to prohibit underage sports betting.



Responsible Gambling

NASPL Guidelines

- Governance or independent oversight, if and when possible, to help enforce the regulations and requirements that have been enacted.
- Inclusion of stakeholders in the treatment, prevention and advocacy communities when and where possible, in development of advertising, marketing, and channel expansion initiatives to assure that responsible gambling and harm mitigation perspectives are considered.
- Collaboration with stakeholders, when possible, in the respective jurisdiction to research the impacts of gambling expansion and/or new gambling introductions.
- Evaluations of public awareness, prevention and responsible gambling initiatives to establish effective and evidence-based programs.
- The establishment of a consistent minimum age for sports gambling and related fantasy games.

¹Kessler RC, Hwang I, LaBrie R, et al. DSM-IV pathological gambling in the National Comorbidity Survey Replication. *Psychol Med.* 2008; 38(9):1351–1360; National Center on Responsible Gambling, Fact Sheet – Gambling Disorders, www.ncrg.org/discovery-project/prevalence-gambling-disorders; National Council on Problem Gambling, FAQ, www.ncpgambling.org/help-treatment/FAQ; Welte JW, Barnes GM, Tidwell M-CO, Hoffman JH, Wieczorek WF. Gambling and problem gambling in the United States: Changes between 1999 and 2013. *J Gambl Stud.* 2015; 31:695–715.



NASPL Advertising Guidelines

Approved March 19, 1999

Introduction

The producers and marketers of lottery products encourage responsible decision-making regarding lottery play by adults, and discourage abusive use of their products. The lottery industry urges that adults who choose to play the lottery, do so responsibly. Signatory NASPL members will conduct their advertising and marketing practices in accordance with the provisions of these Standards.

Content

1. Advertising should be consistent with principles of dignity, integrity, mission and values of the industry and jurisdictions.
 - Advertising should be consistent with principles of dignity, integrity, mission and values of the industry and jurisdictions.
 - Advertising should not portray product abuse, excessive play nor a preoccupation with gambling.
 - Advertising should not imply nor portray any illegal activity
2. Advertising should not degrade the image or status of persons of any ethnic, minority, religious group nor protected class.
3. Advertising by lotteries should appropriately recognize diversity in both audience and media, consistent with these standards.
4. Advertising should not encourage people to play excessively nor beyond their means.
 - Advertising and marketing materials should include a responsible play message when appropriate.
 - Responsible play public service or purchased media messages are appropriate, especially during large jackpot periods.
 - Support for compulsive gambling programs, including publications, referrals and employee training is a necessary adjunct to lottery advertising.
 - Advertising should not present, directly nor indirectly, any lottery game as a potential means of relieving any person's financial or personal difficulties.
 - Advertising should not exhort play as a means of recovering past gambling nor other financial losses.
 - Advertising should not knowingly be placed in or adjacent to other media that dramatize or glamorize inappropriate use of the product.



Tone

1. The Lottery should not be promoted in derogation of nor as an alternative to employment, nor as a financial investment nor a way to achieve financial security.
2. Lottery advertisements should not be designed so as to imply urgency, should not make false promises and should not present winning as the probable outcome.
3. Advertising should not denigrate a person who does not buy a lottery ticket nor unduly praise a person who does buy a ticket.
4. Advertising should emphasize the fun and entertainment aspect of playing lottery games and not imply a promise of winning.
5. Advertising should not exhort the public to wager by directly or indirectly misrepresenting a person's chance of winning a prize.
6. Advertising should not imply that lottery games are games of skill.

Minors

1. Persons depicted as lottery players in lottery advertising should not be, nor appear to be, under the legal purchase age.
2. Age restrictions should, at a minimum, be posted at the point of sale.
3. Advertising should not appear in media directed primarily to those under the legal age.
4. Lotteries should not be advertised nor marketed at venues where the audience is reasonably and primarily expected to be below the legal purchase age.
5. Advertising should not contain symbols nor language that are primarily intended to appeal to minors or those under the legal purchase age.
 - The use of animation should be monitored to ensure that characters are not associated with animated characters on children's programs.
 - Celebrity or other testimonials should not be used which would primarily appeal to persons under the legal purchase age.



Game Information

1. Odds of winning must be readily available to the public and be clearly stated.
2. Advertising should state alternative cash and annuity values where reasonable and appropriate.

Beneficiaries

1. Lotteries should provide information regarding the use of lottery proceeds.
2. Advertising should clearly denote where lottery proceeds go, avoiding statements that could be confusing or misinterpreted.

NASPL Headquarters

7470 Auburn Road, LL1

Concord, OH 44077

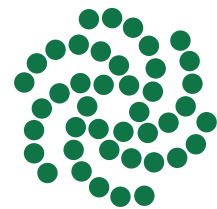
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NASPL

**Advertising and Marketing Services RFP
CLC2025011**

Appendix F

CLC Strategic Plan



FY25 – 28

Strategic Plan



Strategic Framework



Vision

By 2028, the Connecticut Lottery Corporation will achieve a record transfer to the state's general fund while being recognized as a top workplace, setting the standard for excellence, integrity, and employee satisfaction, and delivering lasting benefits to the community.



Mission

Our mission is to generate revenue for the State of Connecticut in an entrepreneurial manner by operating a fair, transparent, and socially responsible lottery. We are committed to integrity, public trust, and an entertaining player experience while promoting responsible gaming.



Values

Integrity & Transparency • Public Trust & Accountability • Responsible Gaming
Community Impact • Innovation & Sustainability • Customer Focus



Strategic Priorities

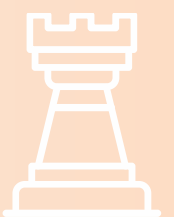
(SP1) Drive Organizational Health
& Alignment

(SP2) Modernize Products
& Systems

(SP3) Revitalize Brand
& Reputation

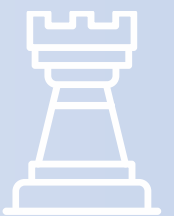
Vision 2028

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Values

1

Integrity & Transparency

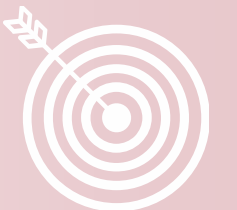
We uphold the highest ethical standards, ensuring fairness in every draw, clear communication on odds and winnings, and responsible management of funds. Through strict regulatory compliance and open reporting, we build trust with both our players and stakeholders.



2

Public Trust & Accountability

We are committed to managing lottery revenues responsibly, ensuring that every dollar contributes to meaningful community programs such as education, infrastructure, and public services. By maintaining clear financial reporting and governance, we demonstrate our dedication to serving the public good.



3

Responsible Gaming

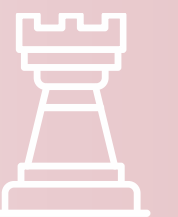
We actively promote responsible play by integrating safeguards into our products, offering player support resources, and preventing underage gambling. Our commitment to responsible gaming is reflected in our partnerships with advocacy organizations and our marketing practices.



4

Community Impact

Our lottery exists to create long-term benefits for the state, supporting initiatives that improve lives. We align our business practices with community needs, ensuring that our success directly translates into public good.



5

Customer Focus

We are dedicated to providing an enjoyable, secure, and responsible gaming experience. By listening to our players and continuously improving our offerings, we ensure fairness, entertainment, and trust in every interaction.



6

Innovation & Sustainability

We embrace technology and data-driven decision-making to enhance security, accessibility, and engagement while ensuring long-term sustainability. Our focus on innovation helps us stay ahead of industry trends while maintaining the integrity and purpose of our lottery.

Strategic Priorities

1

Drive Organizational Health & Alignment

To achieve employee buy-in and create strong talent/a strong team that is our foundation for collaboration, operational excellence and performance.

2

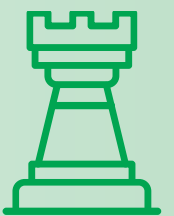
Modernize Products & Systems

To leverage effective technologies that increase internal efficiencies and make us an industry leader on the competitive edge (driving sales, attracting new players, maintaining brand relevancy).

3

Revitalize Brand & Reputation

To build internal and external trust that strengthens our credibility and increases our influence. Internally - improves morale, strengthens organizational health; Externally - strong reputation, attracts new talent, gives us more autonomy. Drives stronger connection with players and stakeholders.



Goals

SP1

Drive Organizational Health & Alignment

1. By December 31, 2028, create a workplace culture that fosters higher employee satisfaction, as measured through regular employee engagement surveys, ensuring year-over-year positive growth.
2. Evaluate and enhance training and professional development programs to ensure ongoing learning opportunities that support employee growth and operational success. Ensure 100% of employees have completed new training program by June 30, 2026.
3. Strengthen organizational compliance by ensuring all employees understand and adhere to policies and procedures, with regular monitoring and training in place by February 1, 2026.
4. By December 31, 2025, assess the current effectiveness of internal communications within the organization and establish clear benchmarks for improvement. Achieve measurable, year-over-year progress in enhancing communication efficiency, employee engagement, and overall information flow.
5. Achieve CT Top Workplace status by June 30, 2028.



Goals *(continued)*

SP2

Modernize Products & Systems

1. Optimize and expand the retail and iLottery game portfolio to increase player acquisition and drive year-over-year sales growth by June 30, 2028.
2. By June 30, 2028, upgrade and modernize all internal technology systems, including hardware, software, and infrastructure, with key milestones achieved annually to ensure timely completion.
3. By April 24, 2026, complete the redesign of the consumer website to fully meet ADA accessibility requirements, modernize its design, and incorporate ecommerce best practices.
4. Develop and launch a player rewards program for both retail and online that drives player loyalty while meeting all regulatory requirements to be completed by June 30, 2028.
5. By the end of the next 12 months, evolve our sales organization by assessing current effectiveness and incorporating industry best practices to optimize game availability and awareness, while developing and expanding retail partnerships to strengthen our retail network.
6. By June 30, 2026, optimize the retail sports betting experience and awareness by creating additional promotional opportunities and integrating lottery sales and/or claims at the venues.



Goals *(continued)*

SP3

Revitalize Brand & Reputation

1. Illustrate commitment to responsible gaming by obtaining World Lottery Association Responsible Gaming Framework Level 4 certification by November 30, 2025.
2. By June 30, 2028, establish a new Regulatory Compliance & Internal Audit department and ensure clean internal audits across all processes and regulatory requirements.
3. Improve the overall player experience by developing and implementing targeted initiatives — including enhanced customer service, streamlined digital touchpoints, and player feedback mechanisms — resulting in a measurable increase in customer satisfaction scores by June 30, 2027.
4. By June 30, 2028, develop and launch a new, fun, fresh, modern, and mission-focused brand identity that enhances brand perception and relevance, resulting in statistically significant increases in brand perception and relevancy.
5. Deliver a mission-focused PR campaign by December 31, 2025, with strong media engagement to enhance brand perception and achieve statistically significant increases in positive media coverage and public sentiment.

