



Cloud-Based Financial Management or Enterprise Resource Planning Solution
Request For Proposals
CLC202508
Addendum #1

CLC Responses to Questions

Clarification: The responses provided in this Addendum reflect CLC's current financial management/enterprise resource planning solution requirements, expectations regarding vendor responsibilities, and assumptions about the project. As the RFP and project progress, CLC's scope of services and associated requirements may evolve. CLC anticipates further refinement of its specific needs and requirements in collaboration with the selected vendor throughout the project.

Vendor Question #	Question	CLC Response
1	Given the complexity of the proposed solution, would the State consider extending the RFP response deadline by four (4) weeks to allow vendors to develop a comprehensive proposal?	After careful consideration, balancing fairness to all vendors, adherence to the established procurement timeline, and CLC's targeted implementation schedule, CLC will not be extending the RFP proposal deadline.
2	Due to the technical and regulatory complexities involved, would the State consider extending the question submission deadline by three (3) weeks?	See response to Question #1.
3	If a vendor requests modifications to the unlimited liability clause in the standard state contract, would this impact their eligibility for consideration?	CLC will consider concerns and requested clarifications during the negotiation phase after the contract is awarded.
4	Will the State accept redlines or proposed revisions to the standard contract terms as part of the negotiation process?	See response to Question #3.
5	Will the contract be awarded to a single vendor or multiple vendors based on different components of the solution?	CLC intends to contract with a single vendor, recognizing some system module add-on options may require separate third-party licenses.
6	What are the primary evaluation criteria (e.g., cost, technical capability, vendor experience) that will be used to assess proposals?	CLC will select the proposal that, all things considered, is deemed most favorable and serves its best interest. While cost, technical capability, and vendor experience are important factors, they may not be the only bases for award.
7	Is there a weighting system assigned to each evaluation criterion?	See response to Question #6.
8	Does the State have a preferred go-live date for the new ERP system?	CLC expects full implementation and training to be completed by June 2026, in preparation for financial reporting beginning with Fiscal Year 2027 (starting July 1, 2026).
9	Does the State have a preference for a product/platform for the new ERP system to be implemented (Microsoft, SAP, Oracle, Infor, Salesforce, etc.)?	CLC does not have a preference for a specific cloud-based system. However, CLC recognizes that each product or platform has different licensing structures, support models, and long-term cost implications. Vendors should clearly define all licensing and support costs associated with their proposed Solution to enable CLC to make an informed decision regarding the most suitable platform.
10	Are there any key milestones, deadlines, or phased rollouts that vendors should align with?	CLC anticipates project initiation shortly after contract award, with the goal of completing all core deliverables by July 1, 2026. Vendors should include a detailed project timeline in their proposals, identifying major milestones, key dependencies, and any proposed phased rollout approach. For additional guidance, please refer to Part III.B.5.a of the RFP.
11	Is the proposed solution required to be deployed on-premises, or would the State consider a cloud-hosted or hybrid implementation?	As stated in Part I.A of the RFP, CLC is specifically seeking a cloud-based Solution. On-premises or hybrid implementations will not be considered.

12	What is the current system(s) in use, and will vendors be required to integrate with or migrate data from legacy platforms?	CLC currently uses Microsoft Dynamics Great Plains (GP), version 18.7.1765. Vendors will be required to migrate existing financial data from the GP system to the proposed cloud-based Solution.
13	Are there specific data migration policies or constraints that must be followed?	As stated in Part IILD of the RFP, vendors are required to analyze, map, and convert CLC's existing legacy financial data to the new system. The selected vendor must ensure secure, accurate, and validated migration in coordination with CLC, its internal controls, and applicable data security standards. Vendors should propose a detailed migration approach that includes testing, reconciliation, and cutover planning.
14	What are the critical third-party systems (e.g., law enforcement databases, financial systems, federal databases) that the new solution must integrate with?	There are no direct integrations between CLC's current GP system and external third-party systems. All necessary data exchanges are currently handled through the import and export of .TXT or .CSV files.
15	Are there existing APIs, or will custom development be required for these integrations?	There are no existing APIs in use. However, CLC currently utilizes structured text file imports to manage data transfers. The selected vendor must be able to support the import of these files or offer an API capable of accepting the same data. CLC's IT Department will collaborate with the vendor to establish an approved format for daily imports, including General Ledger and checkbook entries. Additionally, there is an interface with a CLC-developed Special Anniversary Payments system used to process annuity winner payments. The current GP system and SAP system communicate using direct database connections in Microsoft SQL Server (MSSQL).
16	What specific security frameworks (e.g., NIST, FedRAMP, ISO 27001) must the solution adhere to?	The selected vendor must comply with all applicable state and federal cybersecurity laws and standards. This includes, but is not limited to, Connecticut's Uniform Electronic Transactions Act (UETA), the Connecticut Personal Data Privacy and Online Monitoring Act (Public Act 22-15), and federal frameworks such as the NIST Cybersecurity Framework. Additional security requirements may apply based on the proposed System's design, data handling practices, and hosting model, and will be confirmed during contract negotiations.
17	Are there any state-specific cybersecurity regulations that vendors must comply with?	See response to Question #16.
18	How many internal users (state employees) and external users (public, law enforcement, businesses) are expected to access the system?	CLC anticipates approximately 20 concurrent internal users who will actively use the proposed system for tasks such as invoice processing, purchase orders, and journal entries. In addition, an estimated 30 internal users will require read-only access and/or participate in workflow approvals. At this time, no external users (e.g., public, law enforcement, or businesses) are expected to access the proposed system. These user counts are current estimates and are subject to change; final numbers will be confirmed in collaboration with the selected vendor during implementation planning.
19	What level of role-based access controls (RBAC) are required?	The proposed System must support configurable role-based access controls (RBAC). At a minimum, CLC requires the ability to define roles including: <ul style="list-style-type: none"> - System Administrator - Power User - Approver - Users with workflow approval authority - Read-only users The proposed System should allow for granular permission settings to ensure appropriate access by role, department, or function.
20	Are offshore resources permitted for any aspect of the project, such as development, testing, or support?	CLC will consider innovative proposals and recommendations, including the use of subcontractors and third-party resources, to fulfill the requirements of the project. CLC encourages vendors to propose the most effective and efficient approach that aligns with CLC's project goals for financial integrity, legal compliance, security, and the delivery of lasting value. If a vendor proposes to use out-of-state or offshore subcontractors or third-party resources for any project aspect, then its proposal must clearly and fully explain how these resources would be integrated and managed.
21	If so, are there any restrictions related to data handling, security, or compliance that vendors should be aware of?	See response to Question #16.
22	Can vendors utilize resources outside the State for implementation and ongoing maintenance of the solution?	See response to Question #20.
23	Are there any mandatory participation requirements for minority-owned, women-owned, or veteran-owned businesses under the MBE Program?	CLC is unclear what "MBE Program" the vendor is referring to in its question. While CLC has no mandatory participation requirements for minority-owned, women-owned, or veteran-owned businesses for this RFP, all diverse business entities are encouraged to submit proposals.
24	If so, what are the specific percentage goals for each MBE category, if applicable?	This question is not applicable to the RFP.

25	Are there performance benchmarks (e.g., system uptime, response times) that the new solution must meet?	While CLC does not have formally defined performance benchmarks at this time, the proposed Solution must ensure high availability during normal business hours and support uninterrupted processing of daily imports from CLC's gaming vendor. Core functions, including data entry, workflow approvals, and postings, are expected to operate in real time.
26	Should the solution be scalable to support future expansion or additional services?	Yes. As stated in Part I.A of the RFP, CLC is seeking a scalable cloud-based Solution capable of supporting future expansion, additional services, and evolving operational needs. Vendors should describe how their proposed system can accommodate future growth in functionality, user base, and data volume.
27	Does the State require 24/7 support, or are there specific service level agreements (SLAs) vendors must adhere to?	CLC requires support coverage during normal business hours, Monday through Friday. Extended or after-hours support may be needed under special circumstances, such as system outages or critical issues. Vendors should include proposed Service Level Agreements (SLAs), including response and resolution times, as part of their submissions.
28	Should vendors include training and knowledge transfer for state staff as part of their proposal?	Yes. As outlined in Part II.D of the RFP, vendors are required to include comprehensive training and knowledge transfer for CLC staff as part of their proposal. This includes but is not limited to, system navigation, role-specific functionality, administrative features, and the provision of training materials and documentation.
29	Can the State provide an estimated budget or funding range allocated for this project and contract?	There is no predefined budget or funding range for this project. Vendors are encouraged to propose competitive pricing based on the full statement of needs outlined in the RFP, including any supplemental modules or other options. Please refer to Part II and Appendix A of the RFP. Pricing should clearly differentiate between a) A financial system, b) One-time implementation, migration, configuration and training costs, c) Support and maintenance costs, d) Optional supplemental module costs, and e) any other costs.
30	Is the project fully funded, or are there pending legislative approvals that could impact on the procurement timeline?	CLC will self-fund this project. There are no pending legislative approvals that would impact the procurement timeline.
31	If vendors develop custom modules or enhancements, will the State retain full ownership of the source code and intellectual property?	It is CLC's expectation that any custom-developed modules, configurations, or enhancements created specifically for CLC as part of the implementation will become the sole property of CLC. This topic will be further discussed and finalized with the selected vendor during the contracting phase.
32	Are there any licensing restrictions vendors should be aware of?	See Part I.A of the RFP. As of the issuance of the RFP, the selected vendor and its project team will not need to be licensed by the DCP. However, the DCP might require licensing at a later date. For more information, refer to the "Licensing Guide for Lottery Vendors Required to Be Licensed" by The Connecticut Department of Consumer Protection" located under the Supplier Resources tab (https://www.ctlottery.org/SupplierOpportunities) on CLC's website.
33	Is there an existing vendor or contract currently providing ERP application support services?	Yes. CLC currently retains a vendor that provides support services for its existing Microsoft Dynamics Great Plains environment.
34	If so, will the incumbent vendor(s) be eligible to rebid?	Yes. CLC's support vendor is eligible to participate in the RFP.
35	What challenges have been identified with the current system that the new solution should address?	Challenges include difficulty filtering and drilling down into financial data; cloud accessibility, which limits remote workflow approvals; and occasional table disruptions that break workflow connections and delay transaction processing. The new Solution should address these limitations by offering robust reporting tools, secure cloud-based access, and a stable, integrated workflow engine.
36	Frequently published answers to questions create new questions. Will you allow follow-up questions to your answers even after the current date (7/9) to ask questions?	As outlined in Part I.B of the RFP, the RFP Schedule does not include a second question-and-answer period. Vendors are expected to use the information provided in the RFP and this addendum to submit their best possible proposal. However, technical or clarifying questions may be addressed with proposers throughout the remainder of the RFP process. Please refer to Part V.D of the RFP.
37	<p>On page 4, section Current CLC Platform it says:</p> <p>"As a result, the vendor's proposed System must include development of a process to electronically upload daily financial data from CLC's internally developed software (e.g., claims processing, special anniversary payments and related receipts) and CLC's gaming system provider to ensure full accountability of all CLC financial transactions."</p> <p>Can CLC share any information on the CLC internally developed software from which to estimate the effort to "develop a process to electronically upload daily financial data"? For example, file structures, data to be manipulated, size of data, frequency of data extract, need to send data back to the CLC applications, etc.?</p>	<p>Current daily imports into CLC's GP system originate from the following sources:</p> <ul style="list-style-type: none"> - CLC's Gaming System - SB Retail Claims System - Special Anniversary Payments System - Bank BAI Files <p>Exports are currently sent to:</p> <ul style="list-style-type: none"> - Special Anniversary Payments System - ACH B2B Payment Platform <p>Most data files are in .TXT or .CSV format. The frequency of data imports is typically daily. File sizes are manageable and structured for batch import. The transactions associated with the Special Anniversary Payments System may be transitioned into the new systems Accounts Payable and Accounts Receivable modules, if supported. Vendors should account for the ability to support secure, routine data exchange and possible API connectivity in the future.</p>

38	Does the CLC have a breakdown of functional requirements in more detail than the items on pages 6-8 of the RFP?	Additional breakdown of functional requirements will be defined in greater detail during project planning in collaboration with the selected vendor. For the purposes of submitting a proposal, vendors should rely on the functional requirements outlined in Part II.E of the RFP.
39	On page 15 in the References and Case Studies section it says: "Provide at least three (3) customer references, preferably from customers of similar size with similar needs as CLC." Can CLC share information on its size (e.g., annual revenues, number of employees, etc.) from which to determine our references which are of a similar size?	For general information regarding CLC's size, operations, and organizational structure, please refer to the "About Us" page on our website: https://www.ctlottery.org/AboutUs .
40	How many unique/named users will need access to the solution?	See response to Question #18.
41	Is there a budget published for this project? If so, where? If it is in a budget book, can you specify what page?	See response to Question # 29.
42	Have you met with any vendors for discovery sessions and/or demos prior to the release of the RFP? If so, who?	CLC met with several vendors during the information-gathering phase prior to the development of the RFP. These meetings were conducted solely for RFP creation. No preference or bias exists toward any vendor or solution as a result of those discussions.
43	What specific gaming system providers does CLC currently use, and what are the exact file formats of the daily text files (CSV, fixed-width, XML, pipe-delimited, etc.)?	CLC currently receives tab-delimited text file imports from its gaming system provider. Exact file specifications will be shared with the selected vendor upon award. File formats and import processes can be adapted as needed, and CLC's IT Department will work collaboratively with the selected vendor to ensure proper and secure data imports.
44	Can you provide a sample of the daily import file structure and typical file sizes?	Daily import files are typically in .TXT or .CSV format and range in size from approximately 1 KB to 75 KB. CLC will work with the selected vendor and provide samples as needed.
45	What is the current volume of daily transactions and peak processing requirements?	CLC processes approximately 1,000 transactions per day under normal operating conditions, with peak daily volumes reaching up to 2,000 transactions.
46	Are there any specific timing requirements for when daily imports must be completed (e.g., must be processed by 6 AM, completion deadlines)?	Daily imports from the gaming system typically become available between 4:00 AM and 5:00 AM EST. While not all imports are automated, key files, such as payment and receipts transactions, are reviewed and processed in batches by CLC staff. The proposed System should be capable of ingesting data promptly once files are available to support timely financial processing.
47	What specific security certifications or compliance frameworks does CLC require beyond the PCI/SOC standards mentioned in the RFP?	While there are no specific certifications required other than the ones mentioned in the RFP, Security Standards from NIST and CIS should be followed so the chosen system passes any future Security Audits and should pass all scans performed by Tenable's Nessus Professional Security Analyzer.
48	Are there any Connecticut state-specific security or data residency requirements?	See response to Question #16.
49	What is the approximate data volume in the current GP system (number of transactions, file sizes, years of history)?	The current Microsoft Dynamics GP production databases total approximately 110 GB, with an additional 25 GB in the test environment. These databases contain multiple years of financial and transactional history. Legacy data is stored in Microsoft SQL Server format. Data extraction and transformation will be conducted in collaboration with CLC's IT team to ensure completeness and accuracy.
50	Which GP modules are currently in use beyond the core financial modules mentioned in the RFP?	CLC primarily utilizes the Financial and Purchasing modules within Microsoft Dynamics GP. In addition, several third-party add-on modules are used to enhance core functionality. These include Advanced Allocations, Mekorma, TitaniumGP, Management Reporter, and GP Power Tools.
51	Are there any custom modifications or integrations in the current GP system that need to be replicated?	See response to Question #15.

52	How does CLC currently handle retailer commission calculations and payments for the 2,800+ retailers?	Retailer commissions for CLC's 2,800+ retailers are calculated and paid through CLC's gaming system. The resulting totals are imported into the General Ledger on a daily basis.
53	What are the specific state reporting requirements and frequencies?	CLC is required to fulfill state reporting obligations that include: - SEEC (State Elections Enforcement Commission) reporting of vendor activity - DCP (Department of Consumer Protection) reporting of delinquent retailers, including Accounts Receivable aging summaries These reports are typically submitted on a monthly basis, and the proposed Solution should support the generation of such reports in a timely and auditable manner.
54	Can you describe the current approval workflow complexity for purchasing and budget authorization?	CLC's current approval workflow includes up to four levels of authorization for both purchasing and budget approvals. Each of CLC's 12 departments operates with its own budget, and workflow routing is based on departmental hierarchy and predefined spending thresholds.
55	How does the 13th month accounting period work in practice with your fiscal year-end processes?	CLC operates on a 12-month fiscal year. Year-end adjusting entries are recorded using June 30, the last day of the fiscal year.
56	What audit requirements does CLC have, and how frequently are they conducted?	CLC undergoes two audits annually: - An independent third-party financial audit - A State of Connecticut audit conducted by the Auditors of Public Accounts The proposed Solution should support audit readiness, including detailed transaction histories, audit trails, and reporting capabilities.
57	Are there any upcoming regulatory changes that could impact system requirements?	At present, CLC is not aware of any upcoming regulatory changes that could impact system requirements. With this said, CLC expects vendors to demonstrate in their proposals how their proposed System will comply with industry-specific standards and regulations as outlined in Part III.B.4.c of the RFP.
58	How many **total users** will access the ERP system? * How many are **concurrent users**? * How many are **back-office vs. retail/field staff**?	See response to Question #18.
59	How many **departments/divisions** will use the ERP (e.g., Finance, Procurement, HR, Retail Ops)?	Seven (7) CLC departments will use the new system.
60	Are there any **external users** (e.g., retailers, state agencies, auditors) who require access or interfaces?	No. At this time, there are no external users who require direct access to or interfaces with the GP system.
61	Do you operate under **multiple business units or legal entities**?	Yes. CLC operates as one legal entity with two distinct lines of business: traditional lottery operations and sports betting. The proposed Solution should support financial tracking and reporting across both business areas under a single legal entity.
62	What is your **monthly or annual transaction volume** for: ***Accounts Payable** invoices? ***Purchase Orders**? ***Expense reimbursements**? ***Vendor payments**?	Approximate annual transaction volumes are as follows: - Accounts Payable invoices: Under 30,000 - Vendor payments: Under 30,000 - Expense reimbursements: Under 2,000 - Purchase Orders: Under 2,000 These figures represent typical volumes and may fluctuate slightly year to year.
63	Do you require **multi-fund or grant accounting** capabilities?	Yes. CLC requires multi-fund accounting capabilities to support its two business areas: Sports Betting and Retail. The proposed Solution should allow for separate tracking, reporting, and budgeting across these business segments within a single legal entity.

64	Do you process **interdepartmental charges** or **allocations**?	Yes. CLC processes interdepartmental charges and allocations. The proposed Solution should support automated or rule-based allocation functionality to ensure accurate cost distribution across departments.
65	How many **vendors or suppliers** are actively used?	CLC actively manages under 5,000 vendors or suppliers in its GP system.
66	What is your **monthly procurement transaction volume** (POs, change orders, etc.)?	CLC processes fewer than 200 procurement transactions per month, including purchase orders and change orders.
67	Do you manage any **warehouses or inventory** (e.g., scratch tickets, promotional items)? * Number of **inventory SKUs/items**? * Number of **storage locations or warehouses**?	CLC manages approximately 40–70 active instant ticket game pallets at any given time, along with pallets of ended game tickets. Additional inventory includes, but is not limited to, promotional items, retailer supplies, and materials used in daily CLC operations. CLC currently operates one centralized warehouse for all inventory storage and distribution. While there is no fixed number of inventory SKUs or multiple warehouses, the proposed Solution should support scalability to accommodate a variable range of items and the potential for multiple warehouse locations.
68	How many **retailers/agents** are managed by CLC?	CLC manages approximately 2,800 licensed retailers across the State of Connecticut.
69	What is the **daily or monthly sales transaction volume** from retail locations?	CLC's gaming system tracks and reports sales transactions at the retailer level. The GP system receives daily rolled-up sales totals from each retailer. On average, the GP system processes approximately 100 sales-related transactions per day.
70	How many **prize payout transactions** do you process monthly?	Prize payouts, including check payments and terminal cashing transactions, are processed through CLC's gaming system. The GP system receives daily imports summarizing these transactions by checkbook and by game. This results in approximately 10,000 prize-related transactions per month.
71	Are **commissions, prize withholdings, and taxes** managed through ERP?	Commissions and prize withholdings are managed within CLC's gaming system and posted to the GP system as daily summary totals. The GP system is responsible for managing tax reporting data outside of retailer activity.
72	How many **game types** are supported (e.g., draw games, scratch-offs, Keno, iLottery)?	CLC currently supports multiple game types, including draw games and instant scratch tickets. The proposed Solution should be adaptable to accommodate new game types in the future, as CLC's operations evolve.
73	Do you plan to expand to **online or mobile gaming** in the next 3–5 years?	While CLC already operates gaming through mobile and online platforms, any potential expansion in these areas over the next 3–5 years is not expected to have a significant impact on the volume or nature of transactions recorded in the ERP system.
74	What is the volume of **retailer settlement transactions** per cycle?	Retailer settlement transactions are processed through CLC's gaming system outside of the GP system. Each weekly settlement cycle generates approximately 2,500 transactions related to invoice payments, which are summarized and posted in the GP system.
75	What **external systems** must be integrated with the ERP? * Gaming systems? * POS/retailer systems? * Payroll, HRIS? * State of Connecticut financial systems?	See response to Question #15.
76	Are **real-time or batch integrations** required?	Real-time data entry will be performed by the Finance Department. Most data imports and integrations will be processed overnight. However, two imports occur on demand during the business day. CLC expects that all data imports will be processed within 15 minutes of file creation to support timely financial operations.
77	Do you use any **middleware, ESB, or data hubs** today?	To the best of CLC's knowledge, no middleware, enterprise service bus (ESB), or data hub solutions are currently in use.
78	How many years of **historical data** need to be migrated?	A minimum of seven (7) years of historical financial data must be migrated to the new System to support compliance, reporting, and audit requirements. The proposed Solution should include appropriate archiving and retrieval functionality to meet these requirements.

79	What is the **size of your current ERP database** (if known)?	See response to Question #49.
80	What **reporting tools** are used today (e.g., Power BI, Cognos, Crystal)?	CLC currently uses GP Management Design, GP Management Reporter, and Microsoft Excel for financial and operational reporting.
81	How many **custom reports or dashboards** are in use today that must be replicated?	CLC does not currently use any custom reports or dashboards that must be replicated in the proposed System.
82	Are there **lottery-specific compliance or audit reports** that must be preserved?	No lottery-specific compliance or audit reports are required to be preserved within the new System.
83	What **accounting/reporting standards** do you follow (GASB, FASB, NIGC)?	CLC follows accounting and reporting standards established by the Governmental Accounting Standards Board (GASB). The proposed Solution must comply with all applicable GASB and GAAP requirements.
84	How many **internal and external audits** are conducted annually?	See response to Question #56.
85	Do you require **automated workflows for approvals and internal controls** ?	Yes. CLC requires automated workflows to support approvals and enforce internal controls across processes. The proposed Solution should offer configurable workflow functionality aligned with CLC's organizational structure and internal approval hierarchies.
86	Are there any **State of Connecticut reporting mandates or formats** the ERP must comply with?	There are no specific State of Connecticut reporting mandates or formats that the proposed System must comply with at this time.
87	Are there plans to **expand user count or business operations** in the next 3–5 years?	CLC anticipates the potential for an increased number of accounts within the General Ledger over the next 3–5 years. The proposed Solution should be scalable to accommodate this growth.
88	Do you anticipate significant **increases in transaction volumes** ?	CLC does not anticipate any significant increases in transaction volumes at this time. The proposed Solution should, however, be capable of accommodating moderate growth as needed.
89	Are there any **upcoming initiatives or mandates** (e.g., digital lottery, cloud migration) that should be factored into ERP design?	The Solution itself must be cloud-based and capable of integrating with other cloud-based applications currently in use by CLC, including Microsoft Exchange 365, SharePoint, and Multi-Factor Authentication (MFA). These interoperability requirements should be factored into the design and implementation of the proposed Solution.
90	How many **general ledger accounts** are actively maintained?	CLC actively maintains just under 20,000 General Ledger accounts, including sub-accounts.
91	What is the **average number of journal entries** processed monthly?	CLC processes an average of approximately 2,000 journal entries per month.
92	How many **fiscal periods** do you manage per year (e.g., 12, 13, or custom)?	CLC manages 12 fiscal periods per year, aligned with the State of Connecticut's fiscal calendar (July 1 – June 30).
93	No of Entities for which Business Central needs to be Implemented?	CLC operates as a single legal entity with two divisions. Therefore, the proposed Solution, whether Business Central or another platform, only needs to support implementation for one entity.

94	If more than one then is there any Parent/Subsidiary Relation?	Not applicable. CLC operates as a single legal entity with no parent or subsidiary relationships.
95	If Consolidated Company needs to be configured?	CLC reports two different divisions, Lottery and Sports Betting, sharing one TIN. We will require individual and consolidated financial reporting capabilities.
96	Does the company have any presence in overseas country as well with a different reporting currency?	No. CLC operates solely within the United States and does not have any international presence or reporting requirements in foreign currencies.
97	Data needs to be uploaded from CLC's Internally developed Software. Is is Realtime or batch Processing?	See response to Question #15.
98	While Integrating these softwares whether we need to co-Ordinate with Developer of the Software directly or we can route our queries from CLC Project Manager"	All required data integrations, whether via text file imports or direct database connections to the SAP system, are fully managed and controlled by CLC. The selected vendor will be working directly with CLC's IT team for both integrations.
99	Same question in case of CLC's Gaming System Provider	See response to Question #98.
100	Do you need direct uploading of data from softwares to the ERP System or it can be export from software and Import in New ERP?	See response to Question #15.
101	Kindly share the list of all third party softwares so that we can identify the incompatibility issues if any	CLC currently uses several third-party add-ons within its Microsoft Dynamics GP environment. These include tools for check printing (e.g., Mekorma), Active Directory authentication, and advanced allocation functionality. In addition, the current data import process is custom-built and will need to be replaced with a reliable import mechanism in the proposed Solution. Vendors should ensure their proposed solution can replicate or provide equivalent functionality and identify any potential compatibility issues.
102	Do you wish to use warehousing module in Future. If yes then this would help us in deciding the License that your organisation will need. I.e Essential or Premium License	Yes, CLC is interested in utilizing a warehousing module in the future. As outlined in Part I.I.E.2.a of the RFP, Warehouse Management is identified as a supplemental module. Vendors with the capability to provide this functionality are encouraged to include it in their proposal, along with details regarding licensing requirements, features, and integration with the proposed cloud-based financial management or ERP solution.
103	Do you wish to migrate Transactional Data or only Opening Balance in New System?	A minimum of seven (7) years of all financial data in CLC's current GP system must be migrated to the new System. See response to Question #78.
104	Kindly share list of existing external system that needs to be integrated	See response to Question #15.
105	How many no of Banks would be involved in integrations? Which are they?	CLC uses a single banking institution, Bank of America, for its financial operations. Integration will involve 17 active bank accounts managed under this institution.
106	Whether Training Material in the Form of Video recordings preferred?	CLC prefers in-person training sessions supported by written reference materials. While video recordings may be provided as supplemental resources, they are not a substitute for live instruction and comprehensive documentation.
107	How many text files needs to be imported in System?	CLC anticipates importing up to seven text files per day into the Solution.
108	What would be the Volume of Transactions on daily basis?	See response to Question #45.

109	How many warehouses would be there?	See response to Question #67.
110	Whether Bin system is in place?	CLC does not currently use a bin system. However, should the proposed Solution support this functionality, CLC is open to adopting a bin system for organizing bulk supply items and pick-shelf locations. This feature may be considered during implementation based on overall system capabilities and warehouse needs.
111	Will there be dedicated bins for each items?	See response to Question #110.
112	Will there be transfer of material from one bin to another?	See response to Question #110.
113	If there are multiple warehouses, will there be transfers from One warehouse to another warehouse?	See response to Question #67.
114	If there are multiple warehouses then how much will be the volume of transactions at each warehouse?	See response to Question #67.
115	How many warehouse users will be operating the system?	CLC anticipates approximately 6 warehouse users will operate any supplemental Warehouse Management modules. The final number of users and their roles will be determined in collaboration with the selected vendor during the implementation and configuration phases.
116	Would you like to use the simple inventory system or there are complex scenarios that neciddates he use of Pick and Putaway?	The Solution should include the option to support pick and put away functionality if needed. This functionality does not need to be complex but should be configurable to accommodate evolving operational needs over time.
117	Whenever we integrate any thirdparty application the dataflow should be Unidirectional or Bi Directional? Give list of applications where unidirectional/bi directional flow of data is needed	See response to Question #15.
118	How extensively HR module will be used in Business Central? BC has very limited Functionality on HR. However it can be customised as per your requirements.	Human Resources and Payroll functions are not within the scope of this RFP. These functions are currently managed outside of GP and vendors are not required to propose HR functionality as part of their response.
119	Do you need Contract Life Cycle management in Business Central itself or a better option can be suggested on Platforms like SharePoint/Power Apps?	CLC will review these options with the selected vendor at the time of contracting.
120	Do you need Expenses Management in Business Central itself or a better option can be suggested on Power Platform?	CLC does not currently utilize an Expense Management module in its existing GP system but intends to implement this functionality as part of the proposed new Solution. Vendors may propose an integrated expense management solution within Business Central or a compatible alternative, provided it aligns with CLC's operational needs and integration requirements.
121	Training should be included with the Solution and be inclusive of all expenses. Kindly elaborate this point	The intent of this requirement is to ensure that the selected vendor provides comprehensive, end-to-end training services that fully prepare CLC users to operate and administer the proposed System effectively. Training should address the needs of all user types, including system administrators, key users, and general end users. All training-related costs—including travel (if applicable), materials, documentation, and licensing for any required training platforms must be included in the proposed cost. Please refer to Part II.D of the RFP for further detail.
122	Are there any existing customisation or business specific workflow that needs to be migrated to Business Central?	CLC's current workflow structure is driven by department codes, with approval levels based on predefined spending thresholds. This workflow structure will need to be replicated. The proposed Solution should support configurable, rule-based workflows that align with CLC's departmental hierarchy and authorization levels.
123	How many number of Document Prints would be needed?	CLC is unclear as to what "Document Prints" is referring to.

124	How many number of List page reports needs to be developed? Kindly share the list	CLC has not yet determined the final list of required List Page reports. However, the proposed Solution should support the ability to create configurable list views and reports by department, game type, vendor, and budget category. The development of these reports will be further defined during the implementation phase in collaboration with the selected vendor to ensure alignment with CLC's operational and reporting needs.
125	Management/Leadership teams expectations with respect to dashboards and Reporting	CLC's management and leadership teams expect the Solution to provide the ability to customize both dashboards and reporting tools, leveraging current posted transactional data. The Solution should support role-based views, real-time insights, and flexible reporting capabilities to meet the analytical and operational needs of various departments.
126	Will the implementation be fully remote, on-site, or hybrid?	See response to Question #20.
127	Any requirement in terms of VISA?	CLC is unclear as to what "requirement in terms of VISA" is referring to in the context of this RFP.
128	Any Specific timelines that the management is expecting within which the Implementation needs to be completed?	See response to Question #8.
129	Training Format – On-Site/OffSite?	CLC prefers on-site training for system implementation and user onboarding. Training should be conducted at CLC's headquarters and include hands-on instruction tailored to user roles and responsibilities.
130	How many training sessions are expected? We undertake Training and UAT ?	CLC expects the vendor to provide as many training sessions as necessary to ensure comprehensive system understanding and effective end-user adoption across all roles. The vendor will be responsible for delivering training. User Acceptance Testing (UAT) will be a collaborative effort between the vendor and CLC to validate the system prior to go-live.
131	Business Central has many standard Functionalities. These will be provided by default. However there are certain requirements that might need customisation, For these customisation detailed requirement gathering is needed. How would be the arrangement to know the exact requirement in detail so that the efforts are calculated?	CLC will review any necessary customizations and level of effort in collaboration with the selected vendor at the time of contracting.
132	What kind of assets are you maintaining?	CLC maintains various asset types including furniture, equipment, software, and technology. The proposed Solution should be capable of managing these assets throughout their lifecycle and support direct integration with the Accounts Payable and General Ledger modules.
133	What kind of inventory are you managing?	See response to Question #67.
134	Are there any page limitations?	CLC does not impose any formal page limitations. However, vendors are expected to submit proposals that are clear, thorough, and concise, addressing all requirements outlined in the RFP.
135	Can the vendor provide media content such as embedded demonstration videos as part of the submission?	Media content, such as embedded demonstration videos, may be included as a supplemental component to a proposal but should not serve as the primary method of submission. Vendors must adhere to the content requirements outlined in Part III.B of the RFP. Additionally, any submitted media may be subject to disclosure under the Connecticut Freedom of Information Act (FOIA); please refer to Part III.A of the RFP for guidance on public copy requirements.
136	Can you clarify the structure and volume of the daily text files imported from the gaming system?	The daily text files imported from CLC's gaming system are tab-delimited text files, each typically under 500 KB in size. Between one and ten files are sent nightly to CLC for automated processing. These files support various financial transactions and are integral to daily operational reporting and reconciliation.
137	Can you confirm the specific volume and formats of legacy data to be migrated from Microsoft Dynamics GP?	See response to Question #49 and Question #78.
138	Will full historical financial data be migrated, or only open balances and active transactions?	See response to Question #78.

139	If historical financial data is required, how many fiscal years of history should be migrated to the new system?	See response to Question #78.
140	Are there any customizations or third-party add-ons currently in use within Dynamics GP that must be replicated or integrated in the new system?	See response to Question #101.
141	Do you expect any external user access (e.g., auditors, vendors, grant managers) to the new system, or will access be strictly internal?	Access to the new System will be limited to internal users only. However, remote access will be required for authorized CLC staff, including management and finance personnel.
142	Is it mandatory for vendors to demonstrate experience with state lotteries or is experience with general government financial systems acceptable?	While experience with state lotteries is valued, it is not mandatory. Experience with general government financial systems is acceptable and will be considered during the evaluation of proposals.
143	Is it mandatory to submit case studies as part of the proposal	Yes. Proposals must include the information identified in Part III.B of the RFP and be clearly labeled.
144	Is the agency willing to negotiate any proposed legal deviations from the RFP, primarily from PART IV. GENERAL TERMS & CONDITIONS?	See response to Question #31.
145	There is a phrase 'CLC will be entitled to remedies for any such failure, including service credits, direct costs (e.g., cost of procuring alternative solutions or services), extended warranties, and/or the right to terminate the contract if the deficiency is material, recurs, or unreasonably persists.'. Please provide the MSA. We would like to mark up the relevant clauses specified in this sentence.	See response to Question #3.
146	What is the allocated budget for this initiative?	See response to Question #29.
147	Can the work be performed in the hybrid resource model (onsite/remote/offshore)?	See response to Question #20.
148	Could you please confirm whether this implementation will involve only a single legal entity? This clarification is important, as the number of legal entities affects system design, configuration, data migration, user permissions, and overall project planning.	See response to Question #93.
149	For data migration, do you intend to migrate the entire historical dataset, or would migrating only master data and opening balances suffice?	See response to Question #103.
150	Please confirm the current size of the SQL production database.	See response to Question #49.
151	Text files are currently imported daily from CLC's gaming system and internally developed claims and annuity processing platforms. Where would you prefer these files to be stored in the new system—SharePoint or shared network drives?	The text import files do not need to be stored within the new Solution once the data has been successfully imported.
152	For the daily electronic file upload — does the current process involve manual or automated .txt file uploads? Would you prefer to maintain this approach in the proposed solution?	See response to Question #15.
153	How many internal and external systems are required to be integrated with the solution? Could you please provide the list of systems with their platform/technology details? If available, we would also appreciate the current or planned system architecture documentation.	See response to Question #15.

154	Can you provide the number of data interfaces and integrations expected in the proposed system?	See response to Question #15.
155	Are there any specific localization or regulatory reporting requirements we should consider for this implementation? As a quasi-public agency in Connecticut, CLC may have obligations such as GASB reporting, State Uniform Chart of Accounts alignment, or other state-mandated financial reports that the system should support.	CLC is required to comply with GASB reporting standards. Additionally, the State of Connecticut mandates monthly reporting of vendor payments and retailer accounts receivable. CLC maintains its own chart of accounts and does not follow a State Uniform Chart of Accounts. The proposed Solution should support these regulatory and operational reporting requirements.
156	Could you share details about any custom objects, reports (e.g., SSRS, Crystal Reports), or customized processes in use? Is documentation available for these?	While CLC does not currently utilize SSRS, Crystal Reports, or other highly customized reporting tools, reporting functionality should support grouping by department and game type. Additionally, CLC is seeking consolidated reporting capabilities that can span both lines of business, Lottery and Sports Betting, within a single legal entity. Documentation of existing reporting requirements will be developed in collaboration with the selected vendor during the implementation phase.
157	Does CLC have any preference for an ERP to be implemented for this opportunity?	No. CLC does not have a preference for a specific cloud-based financial management or ERP solution for this opportunity. All proposed solutions will be evaluated based on their ability to meet the requirements outlined in the RFP.
158	What is the level of support (L1, L2, L3) that CLC is looking for? Please confirm.	CLC is unclear as to what "level of support (L1, L2, L3)" is referring to.
159	We assume that the required ERP license and infrastructure requirements will be managed by CLC through its state contract. The vendor will provide details around the solution and licensing requirements.	CLC will manage any necessary infrastructure to support the cloud-based System. However, the selected vendor is responsible for all software licensing, including initial acquisition, ongoing maintenance, and renewals, with associated costs billed directly to CLC.
160	Are there any integration requirements to current systems?	See response to Question #101.
161	Accounts Payable: "Allow for full accrual of all vendor invoices including application over multiple accounting periods" a. Is this referring to amortization of cost? Like a pre-paid	Yes, this refers to the ability to amortize or allocate costs, such as pre-paid expenses, across multiple accounting periods. The proposed Solution should support accrual-based accounting for vendor invoices, enabling accurate expense recognition over time.
162	How many warehouses does CLC have and what is your current WMS system?	See response to Question #67. CLC does not currently utilize a WMS system.
163	Is there a current system in place for contract lifecycle management?	No. CLC does not currently have a Contract Lifecycle Management system.
164	How many employees submit expenses? Do you issue company credit cards?	Approximately 30 employees submit expense reimbursement requests each year. CLC does not issue individual company credit cards for employee use.
165	Does CLC have a preference between public or private cloud deployment for the proposed solution?	CLC does not have a stated preference between public or private cloud deployment for the proposed solution. However, any cloud infrastructure utilized must be hosted within the United States to comply with data residency and security requirements.
166	Can you provide file format samples or specifications for the nightly text file data feeds from the gaming system and internal platforms, such as claims and annuity processing?	CLC will provide this information to the selected proposer, as needed, after contract execution.
167	Do the systems referenced in question 2 offer API access, and if so, what types of API calls (e.g., REST, SOAP, batch imports) are preferred or supported?	See response to Question #15.
168	Is CLC expecting the proposed solution to support single sign-on (SSO), and if so, is there a preferred identity provider (e.g., Azure AD)?	Yes, CLC prefers that the proposed solution support Single Sign-On (SSO). While CLC is open to vendor recommendations, Azure Active Directory (Azure AD) is the preferred identity provider for SSO integration.

169	How is the budgeting process currently managed at CLC, and what budgeting models (e.g., annual, rolling forecast, multi-year) should the proposed system support?	CLC currently manages its budgeting process using Microsoft Excel, with finalized annual budgets imported into the GP system. The proposed System should include built-in tools for budget creation, along with functionality to support forecasting. While CLC currently operates on an annual budget cycle, the ability to accommodate additional models, such as rolling forecasts or multi-year planning, would be beneficial.
170	What types of depreciation methods (e.g., straight-line, declining balance, MACRS) are currently used or required by CLC for fixed asset management? Are multiple methods per asset required?	CLC currently uses the straight-line method for fixed asset management. At this time, multiple methods per asset are not required.
171	What is the expected volume and format of historical data to be migrated from Microsoft Dynamics GP? For example: number of years of data, number of accounts, transactions, vendors, or journal entries?	See response to Question #49.
172	Will CLC staff be responsible for extracting legacy financial data from Microsoft Dynamics GP, or is the vendor expected to perform the data extraction directly?	The selected vendor will be responsible for extracting, converting, and migrating existing and historical financial data from the GP system into the new system. CLC staff will provide access and support as needed to facilitate this process.
173	Are there any CLC-specific or State of Connecticut cybersecurity policies, beyond PCI and SOC 2, that must be followed by the selected vendor and system?	See response to Question #16.
174	What is the required data retention period for financial and operational records, and are there any purging, archiving, or audit-related requirements the system must support?	See response to Question #78.
175	During the three years of post-implementation support and maintenance referenced in Part I.A, how does CLC define the “post-Go-Live stabilization period,” and what expectations are in place for issue resolution and escalation during that time?	See response to Question #3.
176	Would CLC allow vendors to propose a phased implementation plan (e.g., Phase 1 for core financials, Phase 2 for supplemental modules), and if so, how should this be reflected in pricing?	Yes, CLC will allow vendors to propose a phased implementation plan (e.g., Phase 1 for core financials and Phase 2 for supplemental modules). Vendors may include phased pricing in their proposals, and such pricing will be considered as part of the evaluation. Please ensure all phased costs are clearly itemized and aligned with the format provided in Appendix A of the RFP.
177	Can CLC elaborate on the evaluation criteria and their relative weighting for scoring proposals?	See responses to Questions #6 and #7.
178	Will vendors who are invited to present demonstrations be allowed to revise and submit a best and final offer following the demo phase?	See Part V.D of the RFP.
179	Can you clarify whether CLC-developed platforms like claims and annuity processing are built in-house, maintained by a third party, or vendor-supported?	CLC-developed platforms are built and maintained in-house by CLC's internal IT team.
180	Has CLC already performed any internal readiness assessments or change management planning for this system transition?	No. CLC has not yet conducted internal readiness assessments or formal change management planning for this system transition. These activities are expected to be developed in collaboration with the selected vendor.
181	Can you share any pain points from the current Microsoft Dynamics GP system that CLC hopes to resolve with the new Solution?	CLC has identified several pain points in the current GP system that it aims to resolve with the new Solution. These include slow system performance, limited flexibility in workflow approvals, and reporting constraints, particularly around customization, drill-down capabilities, and real-time data access. The new system should address these issues through improved speed, configurable workflows, and robust, user-friendly reporting tools.
182	If selected, what does the procurement and contract approval process entail?	CLC's contracting process entails customary steps which vendors should already be familiar with through their routine business operations and prior contracting experiences with other customers. CLC will provide further details and requirements to the selected vendor at the time of award.
183	Could you please share the specific challenges you are currently experiencing with Microsoft GP, aside from the fact that the solution is approaching end of life?	See response to Question #35.

184	Are you currently using Microsoft tools such as Office 365, Teams, or SharePoint?	CLC is currently using Office 365.
185	Given that you are transitioning from Microsoft GP, do you have a preference for a Microsoft-based solution?	No, CLC does not have a preference for a Microsoft-based solution. However, the proposed system must support integration with Microsoft Excel for importing and exporting data, particularly for General Ledger entries and financial reporting. In addition, the system must be capable of electronically sending invoices in a U.S.-standard format.
186	You indicated a need for 20 concurrent users with full access to the ERP system. Since most ERP solutions are licensed based on named users rather than concurrent users, could you please clarify how many individual users in total will require full access?	See response to Question #18.
187	Similarly, you mentioned 30 users with restricted access. Could you confirm how many unique individuals will require this level of restricted access?	See response to Question #18.
188	Could you please let us know the total number of employees at the CLC?	CLC currently has 148 employees.
189	What is the current operating budget of the CLC?	There is no predefined budget or established ceiling for this project. Vendors are encouraged to propose competitive pricing based on the statement of needs outlined in the RFP. Please refer to Part III.B.7 and Appendix A of the RFP.
190	Does the CLC manage multiple legal or business entities within its organizational structure?	See response to Question #61.
191	Is there a requirement for the ERP system to support transactions in multiple currencies?	There is not a requirement for the proposed System to support transactions in multiple currencies.
192	What solution is currently being used for Human Resource and Payroll (HRP) functions?	See response to Question #118.
193	Could you please provide a list of all software solutions currently in use that would need to be integrated with the selected ERP system, including the names of those systems?	See response to Question #101.
194	Could you please let us know when you anticipate beginning the implementation process?	See response to Question #8.
195	Do you have a target date in mind for when you would like the system to go live?	See response to Question #8.
196	Could you please clarify your expectations regarding the initial term of the agreement? Are you looking for a three-year annual subscription? It appears that the three-year term is intended to begin after the implementation phase. If that is the case, would you be open to a four-year initial term to accommodate the implementation period?	The initial term of any resultant contract will cover the implementation of the Solution, along with any additional service and module options selected by CLC, plus three (3) years of post-implementation support and maintenance. See Part I.A of the RFP.
197	Is the PDF document titled "CLC202508" the only material we need to review for this RFP? We just want to confirm that there are no additional documents we may have overlooked.	The RFP and this Addendum #1 are the only documents that CLC has issued to date. As stated in Part I.B of the RFP, CLC's website is the official source of information for all updates and changes. Vendors are responsible for checking the website to determine if CLC has issued any addenda and, if so, must complete their proposals in accordance with the RFP as may be modified by the addenda.
198	Are you currently using Microsoft Power BI?	No, CLC is not currently using Microsoft Power BI.