

Arkansas



Scholarship Lottery

Commission Meeting

October 17, 2011

Comparative Income Statements

September 2011 and 2010

GAAP Basis Income

<u>Statement</u>	<u>September 2011</u>	<u>September 2010</u>	<u>Variance</u>	<u>Percentage Variance</u>
REVENUES				
Instant tickets	\$ 33,810,641	\$ 28,727,577	\$ 5,083,064	17.7%
Online Tickets	5,144,418	5,442,102	(297,684)	-5.5%
Retailer app. fidelity	48,886	85,301	(36,415)	-42.7%
Interest Income	<u>25,769</u>	<u>56,959</u>	<u>(31,190)</u>	-54.8%
TOTAL Revenues	39,029,714	34,311,939	4,717,776	13.7%
COSTS AND EXPENSES				
Prizes net (-unclaimed)	\$26,073,762	23,372,488	2,701,274	11.6%
Retailer Commissions	2,199,199	1,907,990	291,209	15.3%
Gaming Contract Costs	2,127,325	1,441,042	686,283	47.6%
Advertising	297,212	436,180	(138,968)	-31.9%
General and Administrative	661,547	564,386	97,161	17.2%
Other Agency Services	<u>137,540</u>	<u>20,000</u>	<u>117,540</u>	587.7%
TOTAL Costs and Expenses	31,496,585	27,742,086	3,754,498	13.5%
Net Income	\$ 7,533,130	\$ 6,569,852	\$ 963,277	14.7%
Scholarship Percentage	19.3%	19.1%		0.2%

Comparative Income Statements September 2011

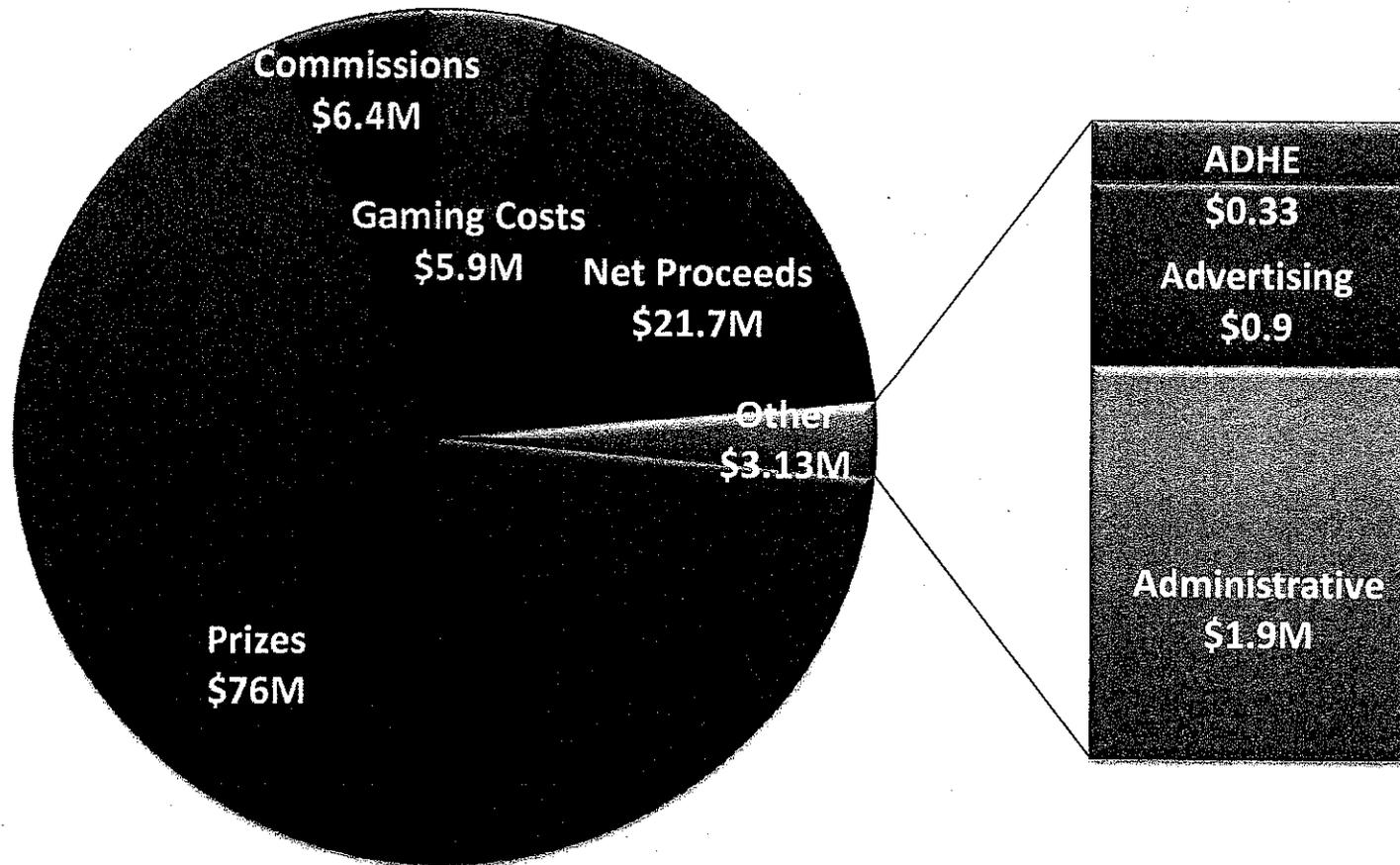
Actual Versus Budget

<u>GAAP Basis Income Statement</u>	<u>September 2011 Actual</u>	<u>September 2011 Budget</u>	<u>Variance</u>	<u>Percentage Variance</u>
Revenues				
Instant tickets	\$ 33,810,641	\$ 28,182,596	\$ 5,628,045	20%
Online tickets	5,144,418	5,702,188	(557,770)	-9.8%
Retailer application, fidelity & service	48,886	46,338	2,549	5.5%
Interest Income	<u>25,769</u>	<u>18,333</u>	<u>7,436</u>	<u>40.6%</u>
Total Revenues	\$ 39,029,714	\$ 33,949,455	\$ 5,080,259	15%
Costs and Expenses				
Prizes, net of unclaimed	\$ 26,073,762	\$ 21,933,463	\$ 4,140,298	18.9%
Retailer Commissions	\$ 2,199,199	\$ 1,897,833	\$ 301,366	15.9%
Gaming Contract Costs	\$ 2,127,325	\$ 1,728,384	\$ 398,941	9.4%
Advertising	\$ 297,212	\$ 375,000	\$ (77,788)	-20.7%
General and Administrative	\$ 661,547	\$ 732,701	\$ (71,154)	-9.7%
Services Provided By Other Agencies	<u>\$ 137,540</u>	<u>\$ 147,107</u>	<u>\$ (9,567)</u>	<u>-6.5%</u>
Total Costs and Expenses	\$ 31,496,585	\$ 26,814,487	\$ 4,682,097	17.5%
Net Income	<u>\$ 7,533,130</u>	<u>\$ 7,134,968</u>	<u>\$ 398,132</u>	<u>5.6%</u>

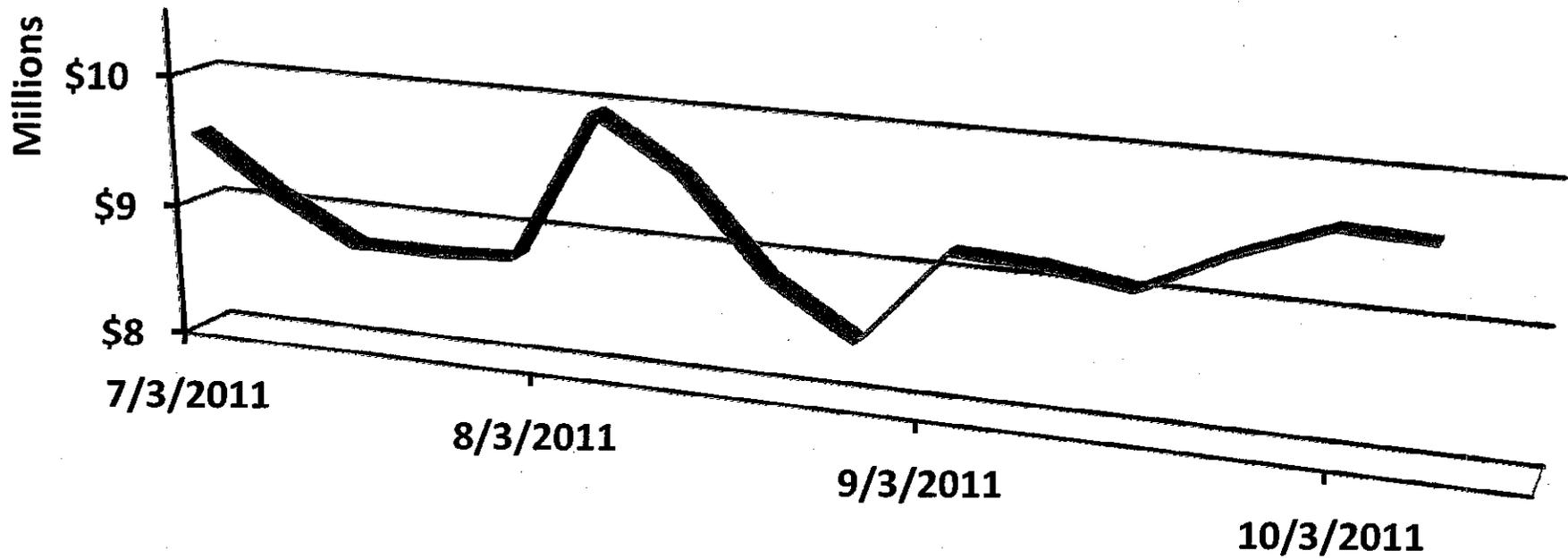
Percentage Comparative Income Statements

GAAP Basis Income Statement	September 2011 <u>Actual</u>	September 2011 <u>Budget</u>	September 2010 <u>Actual</u>
REVENUES			
Instant tickets	86.6%	83.0%	83.7%
Online tickets	15.6%	16.8%	15.9%
Retailer application, fidelity & service	0.1%	0.1%	0.2%
Interest Income	<u>0.1%</u>	<u>0.1%</u>	<u>0.2%</u>
TOTAL Revenues	<u>100.0%</u>	<u>100.0%</u>	<u>100.0%</u>
COSTS, EXPENSES & NET INCOME			
Prizes, net of unclaimed	66.8%	64.6%	68.1%
Retailer Commissions	5.6%	5.6%	5.6%
Gaming Contract Costs	5.5%	5.1%	4.2%
Advertising	0.8%	1.1%	1.3%
General and Administrative	1.7%	2.2%	1.6%
Services Provided By Other Agencies	0.4%	0.4%	0.1%
Net Income	<u>19.3%</u>	<u>21.0%</u>	<u>19.1%</u>
Total Costs, Expenses & Net			

The Lottery Dollar
Three Months Ended Sept. 30, 2011
(Unaudited)
Total Revenues \$ 113.1 Million



Weekly Sales Trend 7/01/11 – 10/16/11



FY 2012 ADHE Transfer Analysis

<u>Month</u>	<u>Actual Transfers</u>	<u>Budgeted Transfers</u>	<u>Over/Under Budget</u>	<u>Cumulative Balance</u>
July, 2011	\$ 7,146,103	\$ 7,760,277	\$ 614,174	\$ 614,174
August	\$ 7,543,554	\$ 7,661,733	\$ 118,179	\$ 732,353
September	\$ 6,973,180	\$ 7,466,008	\$ 492,828	\$ 1,225,181
October		\$ 8,205,900		
November		\$ 7,740,766		
December		\$ 9,027,980		
January, 2012		\$ 9,003,536		
February		\$ 9,157,597		
March		\$ 10,501,849		
April		\$ 8,411,342		
May		\$ 9,434,088		
June		\$ 8,577,674		
Totals		\$ 102,948,750		

INTERVIEW QUESTIONS

for

EXECUTIVE DIRECTOR, ARKANSAS LOTTERY COMMISSION

INTRODUCTIONS

1. LEADERSHIP

2. COMMUNICATION

3. ORGANIZATIONAL STRUCTURE

4. PREPARATION

5. EMPLOYEE MOTIVATION/PERFORMANCE

6. PRIORITIES

7. POTENTIAL CONFLICTS

8. SUMMATION

9. QUESTIONS / WRAPUP

CANDIDATE: _____

INTERVIEW NOTES

1. LEADERSHIP

SCORE: _____

2. COMMUNICATION

SCORE: _____

3. ORGANIZATIONAL STRUCTURE

SCORE: _____

4. PREPARATION

SCORE: _____

5. MOTIVATION / PERFORMANCE

SCORE: _____

6. PRIORITIES

SCORE: _____

7. POTENTIAL CONFLICTS

SCORE: _____

8. SUMMATION

SCORE: _____

Sample Structured Interview Questions

Based upon CSSS competency areas.

Instructions: This document contains example structured interview questions for agencies supporting persons with disabilities. The questions are based on the Community Support Skills Standards (*available from HSRI <http://www.hsri.org/cgi/hsri.cgi>*). We recommend that you choose questions that suit the needs of your agency and the people to be interviewed. We suggest your agency ask the same set of questions of all applicants for a particular position.

A. Competency area 1: PARTICIPANT EMPOWERMENT

1. Describe a situation when you assisted an individual recognize that he or she had several choices in how to handle a difficult problem. What was the situation, what did you do, and what was the final outcome?
2. A participant at the group home in which you work has recently told you she thinks she might be a lesbian, and would like to meet other women in the gay community. What steps would you take to empower her?
3. Describe a situation where you've encouraged someone to advocate for themselves?
4. You and a person with disabilities you support are at a local restaurant. When the waitress comes to take your order, she looks and speaks only to you. The person you are with can give his/her own order. What would you do?

B. Competency area 2: COMMUNICATION

1. Describe ways in which you have communicated with a person who does not communicate verbally?
2. Your new coworker Mohamed, is Muslim. During the month of Ramadan he is fasting during the day, and has asked you to change duties with him so he will not have to cook for the people who live in the group home. You cook a great deal already, and don't want to take on the extra duties for him. How do you respond to him?
3. Your coworker has a habit of interrupting you at staff meetings. In the past you've waited for her to finish and bring up your point again, only to have her interrupt once more. As a result, you often leave staff meetings feeling frustrated because your issues were not addressed. How do you address this issue?
4. Describe a situation in which your attempts to communicate with someone were ineffective. What was the situation, what did you do and what happened as a result?
5. Describe the worst misunderstanding you were involved in at your last job. What was the situation, what did you do and what happened as a result?

C. Competency area 3: ASSESSMENT

1. Sally's mother expresses concern to you that Sally may be hard of hearing, and tends to ignore her when she is talking. You have noticed this, but have also found that when Sally is around friends or watching television her hearing appears to be fine. You suspect Sally is choosing to not listen to her mother. Sally's mother recently told you she wants her daughters hearing tested and asks you your thoughts. How might you share your assessment of the situation with her mother?
2. Tell us about a time when someone was injured and you had to make an immediate judgment on what needed to be done to help the person. Describe the injury and your steps in making the assessment.
3. Describe a situation in the past where you've participated in a team assessment process. What was your role?
4. Tell me about the last time you solved a problem where you had to do a lot of hard thinking and analysis; what difficulties did you encounter, how did you overcome them, what was the result?

D. Competency area 4: COMMUNITY & SERVICE NETWORKING

1. A person you support tells you when he was a child his family went regularly to a Catholic church and he would like to become active in the faith again. How do you support him in this goal?
2. Midori, a Japanese-American is quiet and doesn't leave the house. She is not involved in any activities and has no personal relationships. Midori claims she has no areas of interest but seems unhappy with her life. How might you assist Midori in recognizing and developing areas of interest?
3. Please describe some community resources you have had contact with in your own neighborhood. How might those resources be used by a person with a disability?
4. Think about the last time you moved to a new community. What strategies did you use to find places to engage in your favorite leisure activities? How did you go about meeting people with interests similar to yours? John recently moved from a large institution to a supported living setting. How might you assist John to learn about and become part of his new community?
5. Describe the most embarrassing situation you have experienced when you were with a person with a disability. What was the situation, what did you do, what happened as a result? What, if anything, would you do anything differently if you experienced a similar circumstance in the future?

E. Competency area 5: FACILITATION OF SERVICES

1. Tell me about a time when you had to practice professional confidentiality. What was the situation? What did you do? What was the outcome?
2. When working with persons with developmental disabilities, what do you think is key in establishing a solid working relationship?
3. A few weeks after developing her support plan, Rachel changes her mind about wanting to get a job. How might you respond?
4. Describe a situation in which you helped a person set a goal and then supported the person to achieve that goal. What was the goal and how did you help?
5. Describe a situation in which you or someone you know needed a medical, psychological or other support service but was having trouble getting it. What was the situation, what did you do, what was the result?

F. Competency area 6: COMMUNITY LIVING SKILLS & SUPPORTS

1. Describe the best meal you have ever prepared for a group of people.
2. Describe the household chore or duty you like least. What strategies do you use to ensure that the chore or duty is completed?
3. Describe the household chore or duty you like most. What strategies do you use to ensure that the chore or duty is completed?
4. What actions would you take if you recognized a person showing signs of having an allergic reaction (e.g., hives)?
5. Kamol, a resident in the group home where you work was raised in a Thai community. Lately, he has expressed how much he misses his mother's cooking and talks about Thai dishes he loved as a child. How might you respond to this situation?
6. Describe a time when you were required to provide medical assistance or treatment to another person. What was the situation, what did you do, what happened as a result?

G. Competency Area 7: EDUCATION, TRAINING, & SELF-DEVELOPMENT

1. How have you kept up on relevant resources and information about a topic of interest to you?
2. What else besides your education and job experience qualifies you for this job?

3. Describe the last thing you did for self-improvement?
4. Tell me about the best class you have ever taken. What was the class? Why was it good?
5. What is the next thing you want to learn how to do, or how to do better? What is your plan for accomplishing this?

H. Competency Area 8: ADVOCACY

1. What advocacy organizations/services are available in this community that might assist persons with disabilities?
2. Tell me about a situation where you have advocated on behalf of another person or a time when someone else has advocated on your behalf. What made that advocacy successful or unsuccessful?
3. Describe a time when you witnessed a person with disabilities being teased by a coworker or other person. What did you do? What could you have done to assist that person?

I. Competency Area 9: VOCATIONAL, EDUCATIONAL, AND CAREER SUPPORT

1. Mali would like to join a Hmong quilting group, but she has no method of transportation other than the bus, which is a long and confusing ride. What could you do as her DSP to support her in gaining access to this program?
2. Describe a time when you have supported another person in a vocational or education program or with their career development?
3. Describe the things you have done in the last couple of years to advance your career. What supports did you use/receive? What was the most helpful assistance you got?
4. Describe the first job you ever had. What would you do to adapt that job so that it could be performed by someone who could not walk (talk, see, hear etc.)?

J. Competency Area 10: CRISIS INTERVENTION

1. Betty a person in the home where you work is sensitive to loud noises. One afternoon, the maintenance crew comes to the house to do yard work and the sound of the riding mower sends her into a panic. She begins pacing rapidly while crying and covering her ears. She picks up a nearby object in attempt to throw through the window towards the maintenance worker. How would you handle this situation?
2. Describe the last time you became involved in a conflict or crisis situation. What was the situation? What did you do? How well did it work? What would you have done to prevent the situation from occurring?
3. Describe the most difficult person you remember ever dealing with at work or school. Describe the most difficult situation you remember encountering with that person. How did they react to you? How did you deal with the situation? What did you do about your own feelings? Did you ever discuss your differences with this person? If not, why not? If yes, what happened?

K. Competency Area 11: ORGANIZATIONAL PARTICIPATION

1. Tell me about the mission of the last company you worked for. Did you agree or disagree with that mission, why?
2. Describe a situation where you played a role in making a change within your last place of employment (or church, community center or club). What was the situation, what did you do, what was the result?
3. Describe a situation in which you had a conflict with a co-worker. What was the issue, what did you do, what was the outcome of the conflict?
4. Describe a situation in which you had a conflict with your supervisor. What was the issue, what did you do, what was the outcome of the conflict?

5. What was the best experience you have ever had as a member of a team? What was your role on the team? What made it a good experience?
6. Describe the worst supervisor you have ever had. What made that person a poor supervisor? How did you work with that person to complete your job duties?
7. Tell me about the last time you found yourself trying to do too many different things at the same time. How did you handle the situation?
8. Describe the co-worker that you most appreciate? What characteristics or qualities of that person do you most appreciate?
9. What behaviors do you think are most important/most valued by team members or co-workers in the work place? Of the behavior you just listed, please do a self-evaluation and tell me which is your strongest most positive co-worker behavior? Which might be a possible improvement area for you?
10. What does team work mean to you? Give some examples of things you have done to be a good team member, or to improve teamwork.

L. Competency Area 12: DOCUMENTATION

1. Tell me some of the reasons you feel documentation is important.
2. Describe a situation in which someone you know used words to describe a person or a group of people that showed disrespect. What if anything did you do in that situation?
3. Describe a situation in which you were asked to document an event. Describe what occurred, what information was documented, and the reasons behind your documentation.
4. What was the best thing you ever wrote? What was the topic; what made this the best thing you ever wrote?
5. Describe the most difficult writing assignment you have ever had. What was the assignment, how did you handle it?
6. Describe the last paper or writing assignment you completed in school or at work. What was the assignment, what did you do, what was the outcome of the assignment?

Experience, Credentials and Self-Evaluation/Opinion Questions

1. Describe a typical day in your most recent job.
2. Describe any classes, experiences, or training you have received that prepare you for this job.
3. Most of us have more than one reason for leaving a job. What are some of yours, from past or present experience?
4. What one or two words would most of all of your previous supervisors use to describe you?
5. What part(s) of you last/present position did you like least? What did you do to try to overcome the situation? What would you think if you know in advance that this situation would be present in your new job?
6. Under what circumstances might you seek out a co-worker or peer for advice or suggestions? Provide examples of time you did that in the past.
7. Describe your ideal job. Discuss the amount and type of supervision you prefer, contact and kinds of relationships with co-workers, job tasks, and freedom to work or to make decisions.
8. Under what circumstances might you seek out a co-worker or peer for advice or suggestions? Provide examples of time you did that in the past.
9. If you had the authority or power, what one thing would you change about your current/last position?
10. Other than money, what rewards, benefits, or work situations are most important for you?
11. How much time did you miss from work last year? The year before?
12. What suggestions has your supervisor given you for performance improvement or development?
13. We have all made mistakes in our job, some bigger than others. Tell me about the biggest work place mistake you ever made. What were the circumstances, and how did you deal with it? What did you learn from the experience?
14. Tell me about your schedule flexibility, and your work schedule preferences.

15. If you were offered this position and you accepted, what one or two major contributions do you think you would make, in the short term (in the first few weeks) and in the long term (after a year or so)?

Interview questions developed by Talley Sjonberg, Karen Pederson, Amy Hewitt, Sherri Larson (Institute on Community Integration) & Julie Stocker (Hiawatha Homes, Rochester, MN).

Funding for this project was provided by the Partnerships for Success Grant funded by the U.S. Department of Labor (Grant # N-7596-9-00-87-60).

A Primer on Structured Behavioral Interviewing
February 18, 2001

Guiding Principles

- The best predictor of future behavior is past behavior in similar circumstances that was recent or that reflected long-standing behavior patterns
- Ask candidates to describe situations they have faced and how they handled them. (Situation, Behavior, Outcome)
- If you use more than one interviewer, divide up the competency areas ahead of time, allow each interview to address a smaller number of areas.
- When you sell your organization be realistic
- Keep your questions open-ended
- Start with the assumption that the candidate has no skills and allow him or her to demonstrate capabilities.
- Consider the interview a collection of "movies" which contain three elements - situation, behavior, outcome.

Problems To Avoid

- Assuming that people are better at the things they like to do
- Taking information on strengths and weaknesses at face value
- Asking why do you want the job or what are your career goals (most candidates cannot predict accurately their future career paths)
- Statements of attitude and philosophies are poor predictors of people's actual behaviors
- Hypothetical questions force candidates to say what the he/she thinks the interviewer wants to hear

Strategies For Gathering Information In An Interview:

Experience Questions

- Used to put candidate at ease, provide overview of past experience, and to set stage for other questions
- Example questions
 - Duties in last job
 - Responsibilities in last position
 - What do you typically do when you have a difference of opinion with your boss
 - Describe a typical day in your most recent position

Credentials

- Obtain information about a person's education, employment history, and past achievements which is verifiable using other sources
- Example questions
 - What degrees do you hold?
 - What was your major?
 - What special recognition have you received?

Self-Evaluation Opinion

- Yields information about what the applicant thinks about a topic
 - Reveals areas for probing
 - Provides information the applicant thinks is important
 - Invites applicant to say what he thinks you want to hear
 - Makes a candidate who thinks quick and speaks fluently seem very competent
 - Don't provide any evidence about what the candidate has done

- Falsely implies that if a candidate likes a task that he or she can perform it

Behavior Description

- Situation, behavior, outcome - detailed accounts of specific events from an applicant's past
- Example: tell me about the last time you solved a problem where you had to do a lot of hard thinking and analysis; what difficulties did you encounter, how did you overcome them, what was the result?
- Types of Behavioral Questions
 - Superlative adjectives
 - most/least
 - best/worst
 - hardest/easiest
 - First and last questions.
 - Tell me about the last time you...
 - Accomplishment.
 - Describe your most significant accomplishment in ... Advantages: more objective assessment of applicant qualifications, applicants enjoy telling what they've done, top performers can describe accomplishments
- Disadvantages: takes more time, requires more skill and effort

Technical Questions

- Technical questions - help determine if a candidate has the technical knowledge needed
- Example: How do you write a goal or objective?
- Advantages: can provide clues about whether the applicant has the skills indicated on the credential
- Disadvantage: may be easier to collect as a work sample test; requires technical knowledge to evaluate the response

Primer based on a seminar by Harry Brull at the 1991 Association on Residential Resources in Minnesota Annual Conference, Bloomington, MN.

Interviewing Resources:

- Curzon, S.C. (1995). *Managing the Interview: A how-to-manual for hiring staff*. New York: Neal-Schuman Publishers, Inc.
- Eder, R.W., & Harris, M.W. (Eds.) (1999). *The employment interview handbook*. Thousand Oaks: Sage Publishers, Inc.
- Yate, M. (1994). *Hiring the best: A manager's guide to effective interviewing*. Holbrook, MA: Adams Media Corporation.
- Maddux, R.B. (1994). *Quality interviewing: A step-by-step action plan for success*. Menlo Park, CA: Crisp Learning

Funding for this project was provided by the Partnerships for Success Grant funded by the U.S. Department of Labor (Grant # N-7596-9-00-87-60).

I. Management & Administrative Positions Structured Interview Questions

- 1. Ask the applicant to review the Job Analysis form for the job and ask: *If hired, can you do all these tasks with or without reasonable accommodation***
- 2. How did you find out about this job?**
Identifies your best recruiting sources.
- 3. Why do you think you want to work here?**
Identifies the image your business projects and the applicant's motivation for applying.
- 4. Tell me about the very first job you ever did that you got paid for. What did you learn from that job? (Take the applicant through their entire work history by asking these questions for each position.)**
Work ethic, pattern of career growth (or lack of it), ability to meet challenges.
- 5. What do you think it takes to be a good (job title)?**
Does the applicant see the job the same way you do?
- 6. Take me through your day yesterday from A to Z.**
Activity level.
- 7. Tell me about a time you were the leader of a team. What did you enjoy about the experience? What was difficult about it?**
Ability to direct and motivate others.
- 8. Tell me about the manager who inspired you to do your best. Why did this person have this effect on you?**
An indicator of how best to manage the person if hired.
- 9. What's toughest job you ever had and how long did you last at it? Why was it tough? Why did you stick/not stick with it?**
Stamina / staying power.
- 10. In your last position, were you given a performance appraisal? If yes, what did you get your highest rating in and why? What did you get your lowest rating in and why? Could you give me a copy of that appraisal?**
Past performance is a good indicator of future performance.
- 11. On a scale of 1-10, where 10 is best, how would you rate yourself when it comes to (controlling costs) (budgeting) (motivating employees) (dealing with problem employees) (managing vendors) (hiring people)? Give me an example of why you rate yourself that way. What would it take for you to become the next highest number?**
Competencies.
- 12. Tell me about a person you really admire.**
What people admire are very often traits or skills they wish they too possessed.
- 13. What do you like/not like about the restaurant industry and why?**
Understanding of and commitment to industry.
- 14. Do you think it's possible to have fun at work? How do you make work fun for your subordinates?**
Motivation skills.
- 15. When I call your last manager, what will he/she tell me about you?**
Past performance is a good indicator of future performance.
- 16. Do you belong to any professional or trade associations?**
Commitment to career.
- 17. What are you most proud of in your career?**
Personal motivators.
- 18. If you could change one bad decision you've made in the past, which would it be and why?**
Ability to learn from experience.

19. Have you ever been involved in an accident on the job? What caused it? How could it have been prevented? (Do not ask about Worker's Comp and do not ask about injuries.)
Safety consciousness.

II. Special Questions/Tests for Chef Applicants

1. What led you to this career?

Motivators.

2. Take the applicant to the kitchen and ask him/her to critique the layout and equipment and to make recommendations.

Job knowledge.

3. Take the applicant to the kitchen and ask him/her to create a dish with what is on hand.

Skills.

III. Conclusion

1. What is the one question you hope I won't ask you?

May bring to light a potential liability.

2. I've asked you a lot of questions. What one question would you like to ask me? (After applicant asks his/her question, say: *That's interesting. Why did you ask that?* After the person explains, answer the question).

Insight into what applicant believes is important.

3. Is there anything you'd like to tell me about yourself that we haven't covered?

Ends the interview on a positive note.

If you think you'd like to hire this person, ask them to come back in a couple days with a list of concerns they have about this job.

IV. Second Interview

1. Ask the applicant to review his/her list of concerns and to rank them in order of importance.

Once that is done, ask why each is a concern and then address it.

Ask yourself, are these concerns legitimate? Review the concerns to get a sense of what "make the applicant tick."

V. Third Interview

1. Arrange for the applicant to meet one-on-one with another manager or supervisor and a couple of front and back of house staff members.

Solicit applicant's impressions of staff. Solicit staffs' feedback about applicant.

Interview Rating Form

Fill out this form immediately after the interview. If you wait even one-half hour, your recall will not be as accurate. This form is of crucial importance when you have two or more good candidates to choose from.

APPLICANT'S NAME: _____ DATE: _____

Instructions: Rate the applicant in each of the traits listed below to determine suitability for the position. Add up the total score and divide by 8 to arrive at an overall rating.

APPEARANCE: Consider the applicant's personal appearance, bearing in mind the requirements of the position. Will he or she present a satisfactory appearance as a representative of the restaurant?														
1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
Unsatisfactory			Below Average			Average			Above Average			Outstanding		
COMMUNICATION SKILLS: Consider the applicant's choice of words, sentences, phrases, and use of slang. Look for simple and correct grammar, hesitations, needless repetition, logic, and coherence as they relate to satisfactory job performance.														
1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
Unsatisfactory			Below Average			Average			Above Average			Outstanding		
SELF-CONFIDENCE: Does the applicant display the level of self-confidence required by the position?														
1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
Unsatisfactory			Below Average			Average			Above Average			Outstanding		
ABILITY TO GET ALONG WITH OTHERS: What is the applicant's attitude toward the interviewer? Is this person friendly, polite, and likeable? Is there any sense of indifference, antagonism, or an uncooperative attitude? Does the person have a history of being a good team player?														
1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
Unsatisfactory			Below Average			Average			Above Average			Outstanding		
PHYSICAL CAPACITIES: Consider the essential mental (IQ) and physical functions (strength, stamina, dexterity, etc.) of the job and the applicant's ability to perform these duties with or without accommodation.														
1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
Unsatisfactory			Below Average			Average			Above Average			Outstanding		
ATTITUDES: Consider the attitudes necessary for successful job performance (customer service-orientation, honesty, dependability, initiative, etc.) Did the applicant demonstrate the desirable attitudes when discussing his/her work/school/life experiences?														
1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
Unsatisfactory			Below Average			Average			Above Average			Outstanding		
SKILLS/EXPERIENCE: While it's always preferable to hire for attitudes and train for skills, if you need skills or experience, did the applicant demonstrate he/she can do what's required with little or no further training?														
1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
Unsatisfactory			Below Average			Average			Above Average			Outstanding		
ERNESTNESS: Does the applicant appear eager to get the job and motivated to succeed? Is this a job that really interests him or her or is this person willing to take anything?														
1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
Unsatisfactory			Below Average			Average			Above Average			Outstanding		
Total Score _____										Divided by 8 = _____				



**DIRECTOR
ARKANSAS LOTTERY COMMISSION**

Education or Experience Requirements

The Director must have a history of demonstrated capability and experience in managing a large institution or business. Weighted consideration of candidates will include but will not be limited to:

- Knowledge of the lottery industry
- Contract law
- Finance and auditing
- Fiscal control issues
- State banking and accounting practices
- State government procurement policies
- State higher education policies and procedures
- Advertising and marketing
- Business research and tracking and subsequent plan development
- Human resources management
- Law enforcement and security
- Hearing procedures
- Preparation of complex budgets
- Property management

In addition, the Director will be the Lottery's primary public spokesperson as well as its voice before the Commissioners and the Arkansas Lottery Commission Legislative Oversight Committee. Thus, he or she must be a person of great communication skills, knowledge, candor and honor, with an exceptional ability to connect to the citizens of Arkansas.

Preferred Qualifications

All finalists will be subject to an extensive background check and the successful candidate will be required to file comprehensive disclosure information. Preference will be given to applicants with a professional degree in law, accounting (CPA) or business (MBA), or those with comparable experience.

Job Duties

The Arkansas Lottery Commission Director will serve as the Chief Executive Officer of a half-billion dollar annual enterprise. The Director will be responsible for:

- Hiring and supervising a large and multifaceted staff
- Preparing and setting criteria for multi-million dollar requests for proposals and other contracts

- Reporting current and past lottery revenues fully and completely at least once monthly
- Overseeing the establishment and administration of all contractual relationships between the lottery and vendors
- Overseeing procedures for requiring and receiving surety bonds from all retailers and vendors
- Overseeing the intake of millions of dollars and the output of most of those dollars to prizewinners and to the state for scholarships
- Developing and implementing short- and long-range goals, plans and strategies for all lottery divisions
- Developing sales and marketing strategies for lottery products
- Conducting formal hearings in business disputes
- Representing Arkansas with the North American Association of State and Provincial Lotteries and the Multi-State Lottery Association, as appropriate
- Cultivating and maintaining a relationship with Arkansas lottery retailers
- Overseeing a thorough security operation to protect Arkansas citizens from lottery fraud and abuse

The Director will have ultimate day-to-day responsibility for assuring that the lottery operates with integrity, security and transparency, and that its products, promotions and activities are in keeping with the community standards of Arkansas. Establishing a detailed knowledge of the state of Arkansas is imperative. Understanding the importance of diversity and minority inclusion, both in lottery staffing and in businesses with whom the lottery deals, is a vital personal and professional quality.

Special Application Information

Consideration of candidates, including those who have applied and those who have been nominated by a member of the Commission, shall begin (add date) and the process will continue until the position has been filled.

How to Apply Other than the Internet

A candidate who wishes to be considered for the position may send his or her résumé and references to: The Arkansas Lottery Commission, (add name or dept.), Post Office Box 3238, Little Rock, Arkansas 72203-3238.

Job Details**Executive Director**

Agency: Arkansas Lottery Commission

Date Posted: 05/18/2009

Posting Expires: None

Education or Experience Requirements

The Executive Director must have a history of demonstrated capability and experience in managing a large institution or business. Weighted consideration of candidates will include but will not be limited to: knowledge of the lottery industry, contract law, finance and auditing, fiscal control issues, state banking and accounting practices, state government procurement policies, state higher education policies and procedures, advertising and marketing, business research and tracking and subsequent plan development, human resources management, law enforcement and security, hearing procedures, preparation of complex budgets, and property management.

In addition, the Executive Director will be the Lottery's primary public spokesperson as well as its voice before the Commissioners and the Lottery Commission Legislative Oversight Committee. Thus, he or she must be a person of great communication skills, knowledge, candor, and honor, with an exceptional ability to connect to the citizens of Arkansas.

Minimum Qualifications**Preferred Qualifications**

All finalists will be subject to an extensive background check, and the successful candidate will be required to file comprehensive disclosure information. Preference will be given to applicants with a professional degree in law, accounting (CPA) or business (MBA), or to those with comparable experience.

Job Duties

The Arkansas Lottery Commission Executive Director will serve as the Chief Executive Officer of a half-billion dollar annual enterprise. The

Options

View printable version of this page

Apply for this job

Job Details

Position No.:

Class Code:

Grade: 1

Salary Range:

Background
check Yes
required?

Location Information

Job City: Little Rock

Job

County/Region:

Contact Information

Contact name: Laura Gilson

Phone: 501-682-1937

Email: gilsonl@arkleg.state.ar.us

Executive Director will be responsible for hiring and supervising a large and multifaceted staff; preparing and setting criteria for multi-million dollar requests for proposals and other contracts; reporting current and past lottery revenues fully and completely at least once monthly; overseeing the establishment and administration of all contractual relationships between the lottery and vendors; establishing procedures for requiring and receiving surety bonds from all retailers and vendors; overseeing the intake of millions of dollars and the output of most of those dollars to prizewinners and to the state for scholarships; developing and implementing short- and long-range goals, plans and strategies for all lottery divisions; developing sales and marketing strategies for lottery products; staffing the Commission; developing and upgrading technology equal to that of a large banking enterprise; conducting formal hearings in business disputes; representing Arkansas with the North American Association of State and Provincial Lotteries and the Multi-State Lottery Association, as appropriate; cultivating and maintaining a relationship with Arkansas lottery retailers; and putting into place a thorough security operation to protect Arkansas citizens from lottery fraud and abuse.

The Executive Director will have ultimate day-to-day responsibility for assuring that the lottery operates with integrity, security and transparency, and that its products, promotions and activities are in keeping with the community standards of Arkansas. Establishing a detailed knowledge of the state of Arkansas is imperative.

Understanding the importance of diversity and minority inclusion, both in lottery staffing and in businesses with whom the lottery deals, is a vital personal and professional quality.

Special Application Information

Consideration of candidates, including those who have applied and those who have been nominated by a member of the Commission, shall begin June 1, 2009 and the process will continue until the position has been filled.

How To Apply Other Than The Internet

A candidate who wishes to be considered for the position may send his or her résumé and references to the Arkansas Lottery Commission, c/o Bureau of Legislative Research, State Capitol, Room 315, Little Rock, AR 72201.

Midpoint or Actual used for salaries reported as a RANGE

Exec. Director/President/CEO/Secretary/Superintendent					Exec. Director/President/CEO/Secretary/Superintendent				
SALARY	BOTTOM	RANGE	BONUS	BENEFITS	SALARY	BOTTOM	RANGE	BONUS	BENEFITS
Arizona	\$126,509				New Hampshire	\$85,882			\$25,479
California	\$142,965				New Jersey [6] [7]	\$125,000			
Colorado	\$138,000			\$16,629	New Mexico	\$165,000			
Connecticut	\$164,300	Not eligible for bonus this year			New York	\$164,440			
Delaware	\$102,250				North Carolina	\$246,750		Eligible	
D.C. [3]	\$148,390	\$138,520	\$148,390		North Dakota	\$80,000			
Florida	\$120,000			\$28,922	Ohio	\$109,744	\$99,000	\$124,000	
Georgia	\$286,000		\$236,500		Oklahoma	\$184,485			\$41,973
Idaho	\$94,036			\$29,040	Oregon	\$162,550	\$125,500	\$172,460	
Illinois	\$116,316		\$5,500	\$49,283	Pennsylvania	\$130,015			
Indiana [1]	\$106,636		Max. 30%		Puerto Rico	\$96,060		\$1,000	\$39,746
Iowa	\$222,175	\$168,833	\$245,316		Rhode Island	\$111,039			
Kansas	\$133,250			\$29,979	South Carolina [3]	\$226,829	\$176,567	\$282,507	
Kentucky	\$220,000				South Dakota				
Louisiana	\$192,000				Tennessee	\$174,480	\$207,750	\$148,200	Up to 65%
Maine					Texas	\$135,000			
Maryland	\$143,270				Vermont	\$95,000			\$22,045
Massachusetts	\$122,400				Virginia [4]	\$140,215	\$113,865	\$170,450	
Michigan					Virgin Islands	\$90,000			
Minnesota	\$114,297			\$23,300	Washington				
Missouri	\$107,155			\$26,357	West Virginia	\$92,500	Set by statute		
Montana	\$87,000				Wisconsin	\$95,713			
Nebraska	\$93,217			\$23,780					
					HIGH	\$374,800			
					LOW	\$60,000			

NASPL 2008

Data collected August - November, 2008

Survey - Lottery Director Salaries and Compensation

Lottery Jurisdiction	Salary	Additions, Incentives or Bonuses	Staff	Comments
Arizona	\$102,190.00			
Arkansas	\$141,603.00		96 allotted	Plus UP TO 2-1/2 times the salary for the position authorized by the General Assembly
California				
Colorado				
Connecticut				
Delaware				
District of Columbia				
Florida				
Georgia	\$367,000.00	40% of base salary		Compensation \$510,000 in FY 2010. Corp. Structure
Idaho				
Illinois	\$142,000.00			"Superintendent," appointed by Governor
Indiana				Appointed by Governor
Iowa	\$175,624.80	in place but not utilized		
Kansas				
Kentucky	\$226,800.00	Up to 10%	More than 100 employees	Salary set by Board
Loto-Quebec				
Louisiana	\$201,600.00	None	131 employees	Salary set by Board
Maine				
Maryland				
Massachusetts				
Michigan	\$130,500.00	None	170 employees, 8 direct	Set by Governor, state agency
Minnesota	\$114,297.00	None		95% of Governor's salary
Missouri	\$109,200.00	None	6 direct reports	Salary set by Revenue Dept. and Classification Chart
Montana				
Nebraska				
New Hampshire				
New Jersey				
New Mexico	\$165,000.00	None	?	Salary set by Board
New York				
North Carolina	\$195,000.00	Unknown	10 direct reports	Salary set by Commission
North Dakota				
Ohio	\$66,850 to \$146,286	None	317 employees	Salary set by Governor (recent salary \$129,500)
Oklahoma				
Ontario				
Oregon				
Pennsylvania				
Rhode Island				
South Carolina	\$226,829.00	None	136 employees	Salary set by Board
South Dakota	Less than \$150,000	None	30 employees (total)	
Tennessee	\$267K-\$481K	Yes (up to 65% of base)	165 employees	Corporate Structure
Texas				
Vermont				

Survey - Lottery Director Salaries and Compensation

Lottery Jurisdiction	Salary	Additions, Incentives or Bonuses	Staff	Comments
Virginia	\$135,000.00	None	11 direct reports	Legislative appropriation - reports to Governor
Washington				
West Virginia				
Western Canada				
Wisconsin				

**State of Arkansas
ARKANSAS LOTTERY COMMISSION**

REQUEST FOR QUALIFICATIONS

RFQ Number: ALC-RFQ-110002	Buyer:
Service: Outside Legal Counsel	Submission Opening Date:
Date: _____, 2011	Submission Opening Time:

SUBMISSIONS WILL BE ACCEPTED UNTIL THE TIME AND DATE SPECIFIED ABOVE. THE SUBMISSION ENVELOPE MUST BE SEALED AND SHOULD BE PROPERLY MARKED WITH THE SUBMISSION NUMBER, DATE AND HOUR OF SUBMISSIONS OPENING AND VENDOR'S RETURN ADDRESS. IT IS NOT NECESSARY TO RETURN "NO BIDS" TO THE ARKANSAS LOTTERY COMMISSION.

Vendors are responsible for delivery of their submission to the Arkansas Lottery Commission prior to the scheduled time for opening of the particular submission. When appropriate, Vendors should consult with delivery providers to determine whether the submission will be delivered to the Arkansas Lottery Commission office street address prior to the scheduled time for submission opening. Delivery providers, USPS, UPS, FedEx, and DHL deliver mail to our street address, 124 W. Capitol Avenue, Little Rock, AR 72201, on a schedule determined by each individual provider. These providers will deliver to our offices based solely on our street address.

MAILING ADDRESS: P.O. Box 3238 Little Rock, AR 72203	SUBMISSION OPENING LOCATION: Arkansas Lottery Commission Offices
TELEPHONE NUMBER: (501) 683-2000	

Company Name: _____

Name (type or print): _____

Title: _____

Address: _____

Telephone Number: _____

Fax Number: _____

E-Mail Address: _____

Signature: _____

USE INK ONLY; UNSIGNED SUBMISSIONS WILL NOT BE CONSIDERED

Identification: *	*
Federal Employer ID Number	Social Security Number

FAILURE TO PROVIDE TAXPAYER IDENTIFICATION NUMBER MAY RESULT IN SUBMISSION REJECTION

Business Designation (check one):	Individual *	Sole Proprietorship *	Public Service Corp *
	Partnership *	Corporation *	Government/ Nonprofit *

GENERAL DESCRIPTION:	Outside legal counsel services on certain transactions where the need for legal advice is required.
TYPE OF CONTRACT:	Term
BUYER:	
AGENCY P.R. NUMBER	

INVOICE TO:

F.O.B:

MINORITY-OWNED AND FEMALE-OWNED BUSINESS POLICY

Participation by minority-owned and female-owned businesses is encouraged in this and all other procurements by state agencies. "Member of a minority" is defined at Arkansas Code Annotated § 23-115-103(15) as "a lawful permanent resident of this state who is: (A) African American; (B) Hispanic American; (C) American Indian; (D) Asian American; or (E) Pacific Islander American". "Minority-owned business" is defined at Arkansas Code Annotated § 23-115-103(16) as "a business that is owned by: (A) An individual who is a member of a minority who reports as his or her personal income for Arkansas income tax purposes the income of the business; (B) A partnership in which a majority of the ownership interest is owned by one (1) or more members of a minority who report as their personal income for Arkansas income tax purposes more than fifty percent (50%) of the income of the partnership; or (C) A corporation organized under the laws of this state in which a majority of the common stock is owned by one (1) or more members of a minority who report as their personal income for Arkansas income tax purposes more than fifty percent (50%) of the distributed earnings of the corporation". The Arkansas Economic Development Commission conducts a certification process for minority businesses. Vendors unable to include minority-owned business as subcontractors "may explain the circumstances preventing minority inclusion".

"Female-owned business" is defined at Arkansas Code Annotated § 23-115-103(5) as "a business: (A) Whose management and daily business operations are under the control of one (1) or more females; and (B) Either: (i) Individually owned by a female who reports as her personal income for Arkansas income tax purposes the income of the business; (ii) Which is a partnership in which a majority of the ownership interest is owned by one (1) or more females who report as their personal income for Arkansas income tax purposes more than fifty percent (50%) of the income of the partnership; or (iii) Which is a corporation organized under the laws of this state in which a majority of the common stock is owned by one (1) or more females who report as their personal income for Arkansas income tax purposes more than fifty percent (50%) of the distributed earnings of the corporation".

EQUAL EMPLOYMENT OPPORTUNITY POLICY

In compliance with Section 5 of the Arkansas Lottery Commission Major Procurement Rules, the Office of State Procurement of the Department of Finance and Administration is required to have a copy of the Vendor's Equal Opportunity Policy prior to issuing a contract award. EO Policies may be submitted in electronic format to the following email address: eeopolicy.osp@dfa.state.ar.us, or as a hard copy accompanying the solicitation response. The Office of State Procurement and the Arkansas Lottery Commission will maintain a file of all Vendor EO policies submitted in response to solicitations issued by this office. The submission is a one-time requirement but Vendors are responsible for providing updates or changes to their respective policies and of supplying EO policies upon request to other state agencies that must also comply with this statute.

TECHNOLOGY ACCESS FOR THE BLIND

Please reference Section 508 of the Federal Rehabilitation Act, 29 U.S.C. 794d and Arkansas Code Annotated § 25-26-201 et seq. The Vendor expressly acknowledges that State funds may not be expended in connection with the purchase of information technology unless that system meets certain statutory requirements, in accordance with the State of Arkansas technology policy standards, relating to accessibility by persons with visual impairments.

Accordingly, the Vendor represents and warrants to the Arkansas Lottery Commission that the technology provided to the Arkansas Lottery Commission for purchase is capable either by virtue of features included within the technology or because it is readily adaptable by use with other technology of:

- Providing equivalent access for effective use by both visual and non-visual means;
- Presenting information, including prompts used for interactive communications, in formats intended for non-visual use; and
- After being made accessible, it can be integrated into networks for obtaining, retrieving, and disseminating information used by individuals who are not blind or visually impaired.

For purposes of this paragraph, the phrase "equivalent access" means a substantially similar ability to communicate with or make use of the technology, either directly by features incorporated within technology or by other reasonable means such as assistive devices or services which would constitute reasonable accommodations under the Americans with Disabilities Act or similar state or federal laws. Examples of methods by which equivalent access may be provided include, but are not limited to, keyboard alternatives to mouse commands and other means of navigating graphical displays, and customizable display appearance.

ACT 157 of 2007 EMPLOYMENT OF ILLEGAL IMMIGRANTS

Pursuant to Act 157 of 2007 (Ark. Code Ann. § 19-11-105), all Vendors must certify prior to award of the contract that they do not employ or contract with any illegal immigrants in its contract with the State. Vendors shall certify online at: <http://www.dfa.arkansas.gov/Pages/businessServices.aspx>.

Any subcontractors used by the Vendor at the time of the Vendor's certification shall also certify that they do not employ or contract with any illegal immigrant. Certification by the subcontractors shall be submitted within thirty (30) days after contract execution.

ARKANSAS LOTTERY COMMISSION MAJOR PROCUREMENT RULES

Vendors are subject to all requirements of the Arkansas Lottery Commission Major Procurement Rules (Attachment A), whether such requirements are specifically set forth in this RFQ or not.

ALTERATION OF ORIGINAL RFQ DOCUMENTS

The original written or electronic language of the RFQ shall not be changed or altered except by approved written addendum issued by the Arkansas Lottery Commission. This does not eliminate a Vendor from taking exception(s) to these documents, but does clarify that the Vendor cannot change the original document's written or electronic language. If the Vendor wishes to make exception(s) to any of the original language, it must be submitted by the Vendor in separate written or electronic language in a manner that clearly explains the exception(s). If Vendor's/Contractor's submittal is discovered to contain alterations/changes to the original written or electronic documents, the Vendor's response may be declared as "non-responsive" and the response shall not be considered.

REQUIREMENT OF AMENDMENT

THIS RFQ MAY BE MODIFIED ONLY BY AMENDMENTS WRITTEN AND AUTHORIZED BY THE ARKANSAS LOTTERY COMMISSION. Vendors are cautioned to ensure that they have received or obtained and responded to any and all amendments to the RFQ prior to submission.

DELIVERY OF RESPONSE DOCUMENTS

In accordance with the Arkansas Lottery Commission Major Procurement Rules, it is the responsibility of vendors to deliver submissions at the place and on or before the date and time set in the RFQ solicitation documents.

Submissions received at the Arkansas Lottery Commission Offices after the date and time designated for the RFQ opening are considered late submissions and shall not be considered. Documents that are to be returned may be opened to verify which RFQ the submission is for.

INTENT TO AWARD

After complete evaluation of the submission, the intent to award will be posted on the Arkansas Lottery Commission's website (www.myarkansaslottery.com) and/or the legal section of a newspaper of statewide circulation. The purpose of the posting is to establish a specific time in which vendors and agencies are aware of the intent to award. The RFQ results will be posted for a period of at least fourteen (14) days prior to the issuance of any award. Vendors and agencies are cautioned that these are preliminary results only, and no official award will be issued prior to the end of the posting period. Accordingly, any reliance on these preliminary results is at the agency's/vendor's own risk.

The Arkansas Lottery Commission reserves the right to waive this policy when it is in the best interest of the State. Vendors are responsible for viewing the *Intent to Award* section of the Arkansas Lottery Commission's web site at: www.myarkansaslottery.com.

PAST PERFORMANCE

In accordance with provisions of the Arkansas Lottery Commission Major Procurement Rules Section (7)(C)(x)(g), a vendor's past performance with the State may be used in the evaluation of any offer made in response to this solicitation. The past performance should not be greater than three (3) years old and must be supported by written documentation on file in the Arkansas Lottery Commission at the time of the submission opening. Documentation may be in the form of a written or electronic report, VPR, memo, file or any other appropriate authenticated notation of performance to the vendor files.

EO-98-04 GOVERNOR'S EXECUTIVE ORDER

Completion of Disclosure Forms is required by Governor's Executive Order EO-98-04 as a condition of obtaining, extending, amending, or renewing a contract, lease, purchase agreement, or grant award with any Arkansas state agency. (<http://www.dfa.arkansas.gov/offices/accounting/internalaudit/Pages/ExecutiveOrder98-04.aspx>)

SECTION I. INSTRUCTIONS TO PROPOSERS/GENERAL INFORMATION

A. PURPOSE. The Arkansas Lottery Commission ("ALC") requests submittal of qualifications from law firms (Proposers) to provide Outside Counsel services on certain transactions where the need for legal advice is required. From a list of respondents to this Request for Qualifications (RFQ), ALC expects to select a firm to serve for a period of approximately two (2) years beginning _____, with five (5) optional extension periods of one (1) year each, subject to successful negotiation of fees with the concerned firm. The ALC reserves the right to select more than one firm to provide these legal services.

ALC makes no representation or warranty of any nature that any firm selected pursuant to this RFQ will participate in any minimum or maximum number of transactions. Any counsel selected pursuant to this RFQ shall serve at the pleasure of ALC, and the professional services of any firm selected may be terminated, at the sole discretion of ALC, upon delivery of written notice of such termination to the selected firm.

B. SUBMISSION OF PROPOSALS. Written proposals responding to the questions and requests for information in the manner specified in this Request for Qualifications (RFQ) should be submitted to the following:

**Bishop Woosley
Chief Legal Counsel
Arkansas Lottery Commission
P.O. Box 3238
Little Rock, AR 72203-3238**

To be considered, four (4) copies of the proposal should be delivered to ALC not later than _____ by 4:00 p.m. CST. All proposals shall be time and date stamped upon receipt. Late proposals will not be accepted. ALC reserves the right to reject any or all proposals.

C. ADDITIONAL INFORMATION. It is the responsibility of the proposer to inquire about and clarify any aspect of the RFQ. Questions should be in writing and directed to Mr. Bishop Woosley (bishop.woosley@arkansas.gov) at (501) 683-1890. Substantive questions and answers will be documented and will be posted on the Arkansas Lottery Commission website at the following address: <http://myarkansaslottery.com/about/procurement>

D. PROPERTY OF ALC. Any information or materials submitted as a response to this RFQ shall become the property of the ALC and will not be returned. All submitted materials will be available for public review.

E. RESPONSE TO REQUEST FOR QUALIFICATIONS. Law firms wishing to respond to this RFQ must submit their responses to Mr. Bishop Woosley on the date and time designated above. No contact with Arkansas Lottery Commission Audit/Legal Committee members is allowed and any such contact will be grounds for immediate rejection of a firm's proposal.

F. PROPOSAL TIMETABLE.

(date)	Request for proposal issued
(date)	Proposals due by 4:00 p.m. CST
TBA	Oral interviews, if needed
TBA	Commission action (ALC resolution affirming Chief Legal Counsel, authorizes the Director of ALC to negotiate fees)
TBA	ALCLOC Review

Note: After selection, the engagement contract is submitted to the Arkansas Lottery Commission Legislative Oversight Committee for review.

G. SELECTION PROCESS. The ALC Audit/Legal Committee and ALC Chief Legal Counsel will review the submitted proposals. Proposals will be evaluated based on responses to specifics outlined in the Proposal Format section of this RFQ and based upon the selection criteria. Proposals which omit any of these items may be rejected as non-responsive. ALC, at its sole option, may waive any non-compliant matter with respect to any or all proposals. From this review, a select group of firms could be chosen for interviews. All proposing firms will be advised of the firms selected. After interviewing the selected firms, the ALC Audit/Legal Committee will make its decision on a recommendation for selection, which will be reported to the full Arkansas Lottery Commission. The ALC may approve or reject the Legal/Audit Committee's recommendation. ALC may at any time prior to the selection of Outside Legal Counsel reject any and all proposals and cancel this RFQ, without liability therefore, upon finding by that there is good cause for rejecting all proposals and that it would be in its interest to cancel the solicitation. Further, regardless of the number and quality of proposals submitted, ALC shall under no circumstances be responsible for any proposer costs and expenses incurred in submitting a response to this RFQ. Each proposer who submits a response does so solely at the proposer's cost, risk and expense. ALC accepts no responsibility for the return of successful or unsuccessful proposals. This RFQ in no way obligates ALC to select a firm.

H. SELECTION CRITERIA. The ALC Audit/Legal Committee will use the following criteria to evaluate all acceptable proposals and to develop recommendations to be presented to the ALC; however, the Committee reserves the right to evaluate proposals based upon factors beyond the listed criteria.

Criteria.

1. The specialized experience and technical competence of the firm with respect to the type of professional services required, including, but not limited to prior experience with general Arkansas regulations, including state and federal law, and specifically the Arkansas Scholarship Lottery Act, the Administrative Procedures Act and the Freedom of Information Act.

2. Response to Arkansas presence issue including relevance of presence to this transaction.
3. The capacity and capability of the firm to perform the work in question, including specialized services, within the time limitations fixed for the completion of the project.
4. Qualifications of staff to be assigned, i.e., team members demonstrated abilities, years, and types of experience.
5. The past record of performance of the firm with respect to such factors as control of costs, quality of work, and ability to meet schedules and deadlines; and
6. Minority Owned and Female Owned Business Participation and Usage.

F. FEE DETERMINATION. Selection of counsel will not be based on a competitive bid, but will be considered. Interested parties should include an appropriate fee schedule. ALC will attempt to negotiate with the selected firm(s) to establish a fair and reasonable fee. If an agreement cannot be reached with the selected firm(s), negotiations may be attempted with other firms that responded to the initial RFQ. If negotiations are not successful with the firms, ALC reserves the right to solicit responses to another RFQ for Outside Counsel Services.

SECTION II: PROPOSAL FORMAT

A. TRANSMITTAL LETTER. A brief transmittal letter prepared on the proposer's business stationery should accompany the original and required copies of the proposal.

B. PROPOSAL. The proposal should be labeled, "Proposal to Serve as Outside Counsel". The proposal must contain sufficient information to enable to ALC Audit/Legal Committee to evaluate the proposal. It should be prepared in a clear and concise manner and should address all appropriate subsections.

1. **Counsel Team and Personnel.** Describe the manner in which you would organize your firm's resources to serve as counsel for the proposed legal services. In doing so, please address the following services and resources:
 - a. Personnel
 - b. Technology
 - c. Other Resources
2. **Arkansas Presence.** Please explain your firm's presence within Arkansas and describe how that presence is relevant to the proposed engagement.
3. **Potential Conflicts.** List any relationship that might lead to a potential conflict in performing any services for ALC. Please list specifically any conflicts resulting from material adverse matters, as distinguished from the conduct of business as usual. Indicate what steps would be taken to eliminate any such conflict.
4. **Rationale for Appointment and Proposal Summary.** This section of the proposal should be used by each proposer to present the case for its appointment to the position sought.
5. **Malpractice Insurance.** Acknowledge that if selected as Outside Counsel, your firm will provide to ALC proof of malpractice insurance.