

January 30, 2023

Christina Garcia, Procurement Specialist  
Indiana Department of Administration  
Procurement Division  
402 West Washington Street, Room W468  
Indianapolis, IN 46204

Dear Ms. Garcia and the proposal review committee:

**RE: RESPONSE TO STATE OF INDIANA REQUEST FOR PROPOSAL: 23-72828**

BMM is pleased to respond to the Request for Proposal: 23-72828, released by the Indiana Department of Administration on behalf of Indiana Gaming Commission for Gaming Laboratory Certification Testing Services.

**BMM Advantage**

BMM is confident in our ability to perform the requirements outlined in the RFP for the Indiana Gaming Commission. Our confidence is based on three key factors:

- Direct industry experience
- Organizational depth and flexibility
- Exceptional internal resources and external partners as sub-contractors

**Direct Industry Experience**

Over the last 41 years, BMM has invested specifically with the goal to be a global company and provide worldwide coverage for the fast-growing regulated gaming markets. As BMM currently has 15 offices, servicing nearly 475 separate gaming jurisdictions, we are achieving our goals while continuing to innovate for the future. Our headquarters are in Las Vegas, Nevada where we are an accredited test lab for the State.

We understand the complexity and scope involved in the requested services and are confident in our ability to continue our successful partnership and consistently deliver your requirements on-time and on-budget. As part of our commitment to delivering exceptional services, we use a process known as the “BMM Way” to manage, plan, execute, control, and close engagements in a cost effective and timely manner. The BMM Way process includes:

- Project management
- Risk assessments
- Audits

- Field evaluations
- Test methods
- Test scripts
- Client engagement methods
- Invoicing practices

When working with our clients, we review all elements of each project including security, financials, and internal controls from a process perspective as well as the technical aspect of daily operations. BMM's accredited evaluation methodologies ensure coverage, provide and maintain a set of standard approaches to evaluate, ensure non-repudiation, maintain quality of evaluation practices, and keep record of the work performed, which allows BMM to issue evaluation reports with confidence.

BMM ensures the highest level of integrity and taking the trust of our clients very seriously. This is proven through our licensing record—we have never had a license or other similar designation revoked or suspended, nor has BMM been sanctioned in any other manner in any jurisdiction. Further, BMM has never had a contract for testing services rescinded, litigated, mediated, or arbitrated for breach of contract.

The methods developed and utilized by BMM for clients globally have significantly benefited our regulatory clients and demonstrate our unwavering commitment to quality. This is particularly evident in the number of revocations BMM has issued. In comparison with other labs, our revocations are less than 1% of the total certifications tested and certified by BMM. This performance and quality indicator, whether it is measured in total or percentage occurrences, is indicative of BMM's superiority in quality and performance.

Our practices have been accredited by A2LA to the International Organization of Standards ISO17025 IT for laboratory testing, ISO17020 for all technical audits and field testing, and ISO17065 Certification Body.

### **Organizational Depth and Flexibility**

As a private company, BMM delivers the business flexibility to react quickly to regulatory client and market needs. We invest in resources and build capacities quickly without dependence on budget cycles and procurement constraints. BMM remains agile and responds to customer needs as well as new market requirements. The flexibility BMM delivers is one that continually benefits our clients as we work together to overcome obstacles and respond to unforeseen business needs. BMM understands and reacts to the needs of our clients through every step of an engagement.

BMM has successfully assisted regulators in many jurisdictions with the implementation of various gaming systems, consulting, and certification services since we began in the market, dating back to our early years working with Singapore Pools, which is a relationship that still exists.

From 24/7 support to proactive tailored account management, the BMM team works with our clients closely to ensure all of needs are met as we continue to operate with the goal of consistent flawless execution.

### **Exceptional Internal Resources and External Partners and Subcontractors**

BMM invests in attracting and retaining expert talent and ensuring the highest levels of expertise in current technologies, game designs, regulatory trends, and changes. We believe our people are the foundation of the success of our company, particularly because every BMM resource is passionate and focused on serving the gaming community.

Over the last 10 years in North America, BMM has continued to expand our capabilities to meet the needs of the gaming industry and regulatory authorities. BMM maintains the optimal level of highly skilled and experienced staff necessary to meet current submission volumes. Our technical team is comprised of electrical and computer engineers, computer scientists, technical auditors, as well as mathematicians.

Mr. Travis Foley, BMM's Executive Vice President, developed a model that allows a similar number of submissions experienced by the IGC that is supported with a staff of approximately 15, while he was the Chief of the Technology Division at the Nevada Gaming Control Board.

BMM supports the minority, women, veteran business community and subcontracting specific business to organizations that share our values and steadfast commitment to mutual clients. Given the uniqueness of the work performed by independent testing laboratories it is incredibly difficult to identify meaningful partnerships with Indiana Veteran Owned Small Businesses and Indiana Minority and Woman Owned Businesses to support the delivery of the requested services. Most services provided by BMM are heavily regulated globally severely limiting what services can be outsourced. Despite not having finalized any letters of commitment at this time, BMM is committed to continue to work to identify opportunities where BMM can engage with such services for the State of Indiana.

### **Confidential Material**

Please note we have included confidential materials in our submission and have clearly marked these documents "Confidential" as directed. Appendices 3, 4, 7, 8, 9, 11,12, 13, 14, 16, and 18 are confidential and exempt from disclosure pursuant to Indiana Code 5-14-3-4(a)(4) and (5), (trade secrets, educational records and confidential financial information requested of the respondent):

- Appendix 3: Diversity, Equity, and Inclusion Policy
- Appendix 4: BMM Financial Statements
- Appendix 5: BMM Financial Reporting and Auditing Processes
- Appendix 8: BMM State Gaming Regulatory Agencies
- Appendix 9: BMM Boat Manual
- Appendix 11: BMM Team Resumes
- Appendix 12: BMM Policies and Procedures
- Appendix 13: Indiana GAP to GLI Standards

- Appendix 14: Regulatory Agencies
- Appendix 16: Test Checklist Examples
- Appendix 18: Disaster Recovery Plan

### **Acknowledgements**

As requested in the RFP, BMM explicitly acknowledges our understanding of the general information presented in Section 1 and BMM agrees with the requirements/conditions. We also accept the mandatory contract terms noted in Section 2.3.6.

We are willing and able to continue providing the requested products and services subject to the terms and conditions set forth in the RFP including the State of Indiana's mandatory contract clause.

### **Secretary of State Registration**

BMM is registered with the IDOA and is fully up to date with our business registration in the State of Indiana.

### **Conclusion**

BMM is reliable, knowledgeable, experienced, and steadfast in our commitment to excellence. We look forward to growing our partnership with IGC to successfully fulfill the requirements and goals of this initiative on time and within budget with a commitment to quality.

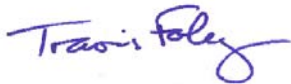
Should members of the reviewing committee have any questions or require additional information or clarification, please do not hesitate to contact me directly at:

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Respectfully,



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