

**23-72828 BUSINESS PROPOSAL
ATTACHMENT E**

Instructions: Please provide answers in the shaded areas to all questions. Reference all attachments in the shaded area.

Business Proposal

2.3.1 General (Optional) - Please introduce or summarize any information the Respondent deems relevant or important to the State's successful acquisition of the products and/or services requested in this RFP.

Gaming Laboratories International, LLC (GLI) is uniquely positioned to continue our valued partnership with the Indiana Gaming Commission (IGC), to serve as an IGC vendor for independent laboratory services. GLI's reputation for integrity, quality, competence and independence is a result of our incomparable team of action-driven professionals built with mathematicians, engineers, and public policy experts who provide the most thorough, complete and independent testing possible.

GLI is a truly global testing and certification company, complying with the highest standards of operations such as ISO/IEC 17025, ISO/IEC 17020, and ISO/IEC 17065. However, GLI never stops at just meeting the minimum requirements set forth by third party accreditation parties.. Our inspired technical experts are constantly at work to identify new risks that regulators may need to mitigate in order to make regulators more efficient and effective in their jobs. Additionally, our internationally renowned GLI University® programs have trained thousands of regulators worldwide, helping new regulators get up-to-speed and assist seasoned regulators in staying on top of the game.

In addition, GLI's Subject Matter Experts (SMEs) have a constant focus on educating and researching technology in order to stay knowledgeable and skilled to independently develop testing for emerging technologies. As the first and most experienced independent sports-betting testing and certification laboratory in the world, GLI is the only lab with the skillset and capacity to pre-plan for the onset of new technology. For example, our team offers SMEs in the latest gaming technology including sports betting, iGaming, and eSports, and in 2018 published the world's first event-wagering technical standard, GLI-33.

GLI is the only lab with a fully dedicated legal team focused on risk management for GLI and its stakeholders. The legal team provides support to all business units in mitigation of risks related to regulatory licensing, contract management, privacy, intellectual property, corporate governance and general operations risks. The key focus of the GLI Ethics & Corporate Governance program is the promotion of an ethical corporate culture that promotes "doing what is right" as a priority. We are

committed to maintaining independence, impartiality and maintaining the highest standards of integrity.

GLI is the premier independent testing laboratory for the gaming industry. We will provide the credentialed resources necessary to perform the required testing and consulting services requested in the RFP. The following are additional advantages from which the IGC will benefit by selecting GLI:

- GLI's dedicated Technical Compliance team of industry SMEs remains ahead of technology. For example, our Compliance team has developed many Sportsbetting SMEs, who have worked closely with regulatory agencies in implementing this technology from legislation to start up.
- GLI has been supporting the IGC since the start.
- GLI has 24 office locations, including 17 accredited labs globally positioned to ensure that it is always open, always nearby and always has the capacity to serve its clients.
- GLI provides assurance to our customers due to our financial stability.
- GLI has fully staffed labs around the world, providing global insight and experience that helps its regulatory clients.
- GLI has over 1,400 employees worldwide. This capacity means that we are available to serve the IGC faster with greater flexibility, and more responsively than any other test lab.
- All gaming and lottery regulators that utilize Accredited Testing Facilities (ATFs), use GLI.
- GLI is the only lab that can provide real time submission status updates to the IGC via GLIAccess®.
- GLI's Quality Assurance (QA) team will continue to provide dedicated staff to respond to the IGC requests and technical support.
- GLI is approved to test in over 480 jurisdictions globally.
- GLI offers video conferencing capabilities at each of its labs, enabling convenient communication with its clients around the world.
- GLIAccess, Point.Click.Submit. and Point.Click.Transfer.SM provide GLI's supplier and regulator clients with easier access to their information on its website.
- GLI is the only lab with a fully dedicated legal team focused on risk management for GLI and its stakeholders.

- 2.3.2 Respondent's Company Structure** - Please include in this section the legal form of the Respondent's business organization, the state in which formed (accompanied by a certificate of authority), the types of business ventures in which the organization is involved, and a chart of the organization. If the organization includes more than one (1) product division, the division responsible for the development and marketing of the requested products and/or services in the United States must be described in more detail than other components of the organization. Please enter your response below and indicate if any attachments are included.

Formal Legal Name: Gaming Laboratories International, LLC (no assumed names)

Structure of Business: Privately held Limited Liability Company (LLC)

President/Treasurer: James R. Maida

Executive Vice President/Secretary: Paul J. Magno

Physical Address, Mailing Address and principal place of business:

600 Airport Road, Lakewood, New Jersey 08701 USA

State of Formation: Organized under the laws of the State of Delaware, February 8, 2008

Certificate of Formation/Authority: Attached in **Appendix A**

Types of business ventures: Testing Laboratory

Company Organizational Chart: Attached in **Appendix B**

- 2.3.3 Respondent's Diversity, Equity and Inclusion Information** - With the Cabinet appointment of a Chief Equity, Inclusion and Opportunity Officer, on February 1, 2021, the State of Indiana sought to highlight the importance of this issue to the state. Please share leadership plans or efforts to measure and prioritize diversity, equity, and inclusion. Also, what is the demographic compositions of Respondents' Executive Staff and Board Members, if applicable.

Diversity is the heart of our workforce. GLI is increasing recruitment of women and minorities by placing job postings on minority and women's interest job boards, encouraging all employees to refer qualified applicants and requesting employment agencies, when utilized, to refer qualified minorities and women. GLI also offers counseling to assist employees in identifying promotional opportunities, training and educational programs to enhance promotions and opportunities for job rotation or transfer. A GLI affirmative action officer has been assigned to ensure the effective implementation of the organization's affirmative action program.

Using techniques to improve recruitment and increase the number of minority and female applicants, GLI has initiated a new STEM internship for women and minorities. To drive participation, GLI met with universities with strong female STEM groups, as

well as the American Indian Science and Engineering Society for indigenous student internships in Las Vegas and Colorado.

Our commitment to diversity is also present in the community organizations we support, such as Global Gaming Women, Honor Flight of Southern Nevada, Downtown Eastside Women's Centre and multiple tribal organizations and charities. We also vigorously pursue and engage with vendors whose support for diversity matches our own.

GLI is committed to equal employment opportunity. GLI seeks to employ individuals who qualify based on merit and ability alone. GLI will recruit, hire, train, promote, transfer, pay, and take all other employment actions without regard to an employee's race, color, citizenship, national origin, ancestry, sex, gender, religion, age, disability, sexual orientation, marital status, veteran status or any other basis protected by applicable federal, state or local law. The Company expects that all employees shall be treated equally without regard to these characteristics. Implementation of this requirement by Management and all employees assures compliance with federal, state and local legislation, as well as other applicable government regulations and executive orders.

2.3.4 Company Financial Information - This section must include documents to demonstrate the Respondent's financial stability. Examples of acceptable documents include most recent Dunn & Bradstreet Business Report (preferred) or audited financial statements for the two (2) most recently completed fiscal years. If neither of these can be provided, explain why, and include an income statement and balance sheet, for each of the two most recently completed fiscal years.

If the documents being provided by the Respondent are those of a parent or holding company, additional information should be provided for the entity/organization directly responding to this RFP. That additional information **should explain the business relationship between the entities and demonstrate the financial stability of the entity/organization which is directly responding to this RFP.**

GLI's two most recent fiscal years of Audited Financial Statements are included in **Appendix C.**

Due to the sensitive nature of this information, GLI has password protected the PDF as an additional security measure. The password to access the PDF is *RFP\$igc@2023*.

2.3.5 Integrity of Company Structure and Financial Reporting - This section must include a statement indicating that the CEO and/or CFO, of the responding entity/organization, has taken personal responsibility for the thoroughness and correctness of any/all financial information supplied with this proposal. The areas of interest to the State in considering corporate responsibility include the

following items: separation of audit functions from corporate boards and board members, if any, the manner in which the organization assures board integrity, and the separation of audit functions and consulting services. The State will consider the information offered in this section to determine the responsibility of the Respondent under IC 5-22-16-1(d).

James R. Maida, President and Bruce A. Hecht, Chief Financial Officer of Gaming Laboratories International, LLC are personally responsible for the thoroughness and correctness of any and all financial information supplied with this proposal. All financial statements are audited by an independent accounting firm, Wilkin & Guttenplan, P.C. Copies of audited financial statements are included in **Appendix C**.

Due to the sensitive nature of this information, GLI has password protected the PDF as an additional security measure. The password to access the PDF is *RFP\$igc@2023*.

2.3.6 Contract Terms/Clauses - Please provide the requested information in RFP Section 2.3.6. Additional rows may be added if necessary.

GLI accepts both the mandatory and non-mandatory clauses in the State of Indiana contract.

Contract Term Identifier and Header	Suggested Language Change	Rationale for suggested change
N/A	N/A	N/A

2.3.7 References - Reference information is captured on **Attachment H** Respondent should complete the reference information portion of the **Attachment H** which includes the name, address, and telephone number of the client facility and the name, title, and phone/fax numbers of a person who may be contacted for further information if the State elects to do so. The rest of **Attachment H** should be completed by the reference and **emailed DIRECTLY** to the State. The State should receive three (3) **Attachment Hs** from clients for whom the Respondent has provided products and/or services that are the same or similar to those products and/or services requested in this RFP. **Attachment H** should be submitted to idoareferences@idoa.in.gov. Please provide the customer information for each reference.

Customer 1	
Legal Name of Company or Governmental Entity	
Company Mailing Address	
Company City, State, Zip	
Company Website Address	
Contact Person	
Contact Title	
Company Telephone Number	
Company Fax Number	
Contact E-mail	
Industry of Company	
Customer 2	
Legal Name of Company or Governmental Entity	
Company Mailing Address	
Company City, State, Zip	
Company Website Address	
Contact Person	
Contact Title	
Company Telephone Number	
Company Fax Number	
Contact E-mail	
Industry of Company	
Customer 3	
Legal Name of Company or Governmental Entity	
Company Mailing Address	
Company City, State, Zip	
Company Website Address	
Contact Person	
Contact Title	
Company Telephone Number	
Company Fax Number	
Contact E-mail	
Industry of Company	
Customer 4	
Legal Name of Company or Governmental Entity	
Company Mailing Address	
Company City, State, Zip	

Company Website Address	
Contact Person	
Contact Title	
Company Telephone Number	
Company Fax Number	
Contact E-mail	
Industry of Company	
Customer 5	
Legal Name of Company or Governmental Entity	
Company Mailing Address	
Company City, State, Zip	
Company Website Address	
Contact Person	
Contact Title	
Company Telephone Number	
Company Fax Number	
Contact E-mail	
Industry of Company	

2.3.8 Registration to do Business – Per RFP 2.3.8, Respondents providing the products and/or services required by this RFP must be registered to do business by the Indiana Secretary of State. The Secretary of State contact information may be found in Section 1.18 of the RFP. This process must be concluded prior to contract negotiations with the State. It is the successful Respondent’s responsibility to complete the required registration with the Secretary of State. Please indicate the status of registration, if applicable. Please clearly state if you are registered and if not provide an explanation.

Secretary of State

Gaming Laboratories International, LLC is registered to do business in Indiana. A Certificate of Existence from the State of Indiana is attached in **Appendix D**.

Department of Administration, Procurement Division

The Respondent (GLI) is registered with the IDOA. Our registration ID is: 0000091733.

2.3.9 Authorizing Document - Respondent personnel signing the Executive Summary of the proposal must be legally authorized by the organization to commit the organization contractually. This section shall contain proof of such authority. A copy of corporate bylaws or a corporate resolution adopted by the board of directors indicating this authority will fulfill this requirement. Please enter your response below and indicate if any attachments are included.

The Executive Summary enclosed with this proposal is signed by the President, James R. Maida.

The Special Meeting of Members, indicating Mr. Maida's legal authority to execute the Executive Summary is attached in **Appendix E**.

2.3.10 Diversity Subcontractor Agreements -

- a. Per RFP Section 1.21, Minority & Women's Business Enterprises (MBE/WBE), and 1.22 Indiana Veteran Owned Small Business Subcontractor (IVOSB), explain process followed to engage with potential MBE, WBE and IVOSB owned, Indiana certified businesses listed on Division of Supplier Diversity site. List the businesses invited to discuss the opportunity for potential partnership.

GLI proposes to utilize subcontractors, as outlined in **Table 1**. GLI understands that we are responsible for the performance of any obligations that may result from this RFP and it is not relieved by the non-performance of any subcontractor.

The subcontractors retained by GLI are Indiana Minority Business, Women Business, and Veteran's Business Enterprises. GLI proposes to utilize subcontractors to perform the following services:

- **Integrity Limousine Services, LLC** – Integrity Limousine will provide passenger road transportation services to GLI in association with all **Field Inspections** for Casino Licensee's, Sports Wagering Operator Audits and contract, performance, legislative meetings with the Indiana Gaming Commission. The services provided herein will be directly utilized by GLI for these purposes.
- **Lafayette Limo, Inc.** – Lafayette Limo will provide passenger transportation services to GLI to support the Geolocation Field Testing which is required as part of the IGC pre-launch requirements for mobile event wagering systems to ensure that all wagers pursuant to IC 4-38 are conducted within the state's borders. Lafayette Limo will perform the driving while the GLI test team performs the **Geolocation testing** based upon the IGC approved plan. The services provided herein will be directly utilized by GLI for the purpose of Geolocation Field Testing.
- **Paladin Defense Group, Inc.** – Paladin Defense Group will perform **independent security audits of the U.S. certification testing facilities** (NJ, CO and NV). . The services provided herein will be directly utilized by GLI for the purpose of laboratory facility security to conduct IGC's compliance testing.

Attachments A and **A1** to this response contain the required properly executed letters of agreement and the M/WBE and IVOSB Participation Plan Forms which contain additional information regarding our proposed subcontractors.

Table 1: Proposed Subcontractors

Subcontractor	Type	Subcontractor Contact & Address	State	Anticipated \$ or % of Contract Revenue	Letter of Agreement
Integrity Limousine Service, LLC	MBE*	Tyrone Cardwell 8272 Quetico Drive Indianapolis, IN 46268	Indiana	8.9%	Yes, Letter of Agreement is attached in <u>Attachment A</u>
Lafayette Limo, Inc.	WBE*	Nathan Florian 2525 Klondike Rd West Lafayette, IN 47906	Indiana	15.6%	Yes, Letter of Agreement is attached in <u>Attachment A</u>
Paladin Defense Group, Inc.	IVOSB❖	Steven Fundingsland 4827 Holly Oak Rd. Fort Wayne, IN 46845	Indiana	4%	Yes, Letter of Agreement is attached in <u>Attachment A1</u> .

- * Subcontractor qualifies as a Minority or Women Owned Business Enterprise under IC 4-13-16.5 and in accordance with 25 IAC 5. See **Attachment A**.
- ❖ Subcontractor qualifies as a Veteran Business Enterprise under Executive Order 13-04 and IC 5-22-14-3.5. See **Attachment A1**.

- b. If not proposing each MBE, WBE or IVOSB subcontractor partnership, explain the rationale for declining to do so. Complete this for each category not proposed.

GLI is proud to present subcontractor partnerships for an MBE, WBE and IVOSB. Given the specialized nature of the requested services we found it challenging to identify commercially useful services for subcontracting opportunities. The business services provided by GLI require specialized business professionals handling very sensitive information for the State of Indiana as well as Indiana Gaming Commission licensees.

2.3.11 Evidence of Financial Responsibility – Removed at request of the agency.

2.3.12 General Information - Each Respondent must enter your company's general information including contact information.

Business Information	
Legal Name of Company	Gaming Laboratories International, LLC
Contact Name	James R. Maida
Contact Title	President
Contact E-mail Address	procurement@gaminglabs.com
Company Mailing Address	600 Airport Road
Company City, State, Zip	Lakewood, New Jersey 08701
Company Telephone Number	(732) 942-3999
Company Fax Number	(732) 719-1475
Company Website Address	www.gaminglabs.com
Federal Tax Identification Number (FTIN)	26-1938391
Number of Employees (company)	1,473
Years of Experience	33
Number of U.S. Offices	3
Year Indiana Office Established (if applicable)	N/A
Parent Company (if applicable)	GLI Capital Group, Inc.
Revenues (\$MM, previous year)	Please refer to confidential financial statements attached as Appendix C.
Revenues (\$MM, 2 years prior)	Please refer to confidential financial statements attached as Appendix C.
% Of Revenue from Indiana customers	

- a. Does your Company have a formal disaster recovery plan? Please provide a yes/no response. If no, please provide an explanation of any alternative solution your company has to offer. If yes, please note and include as an attachment.

Yes. GLI's detailed plan for Business Continuity and Disaster Recovery is thoroughly documented in our internal work instruction, entitled "GLI Disaster Recovery Plan." Please refer to **Appendix F.**

- b. What is your company's technology and process for securing any State information that is maintained within your company?

It is the policy of GLI that all regulatory and customer confidential information shall not be disclosed by any employee, manager, director, general manager, or any other person to another GLI employee unless the disclosure is necessary in performance of the recipient's job duties. Employees are not authorized to disclose confidential

information to any third party unless authorized by management and there is an appropriate employee non-disclosure agreement in place for all staff.

Physical security measures are also in place to prevent unauthorized access to critical areas of GLI's facility, such as server rooms and vaults. This is accomplished by electronic access control cards and video surveillance.

GLI's employees are required to execute confidentiality agreements. They are also trained to handle confidential information with due care and take all reasonable actions to protect the secrecy and confidentiality of any and all confidential information and intellectual property. Secured "shred" bins are located in our facility. Documents no longer needed are placed in the bin and GLI contracts a company to empty and shred the contents of the bins on site at our facility.

GLI is part of a security program offered by the U.S. Department of Homeland Security. As part of this program, all global GLI public IP addresses are scanned weekly and any vulnerabilities are reported. GLI's IT team reviews these weekly reports and makes plans to remedy any reported issues.

GLI performs quarterly scans on all internal systems utilizing the same tools and processes that we offer to our clients. Quarterly scan reports are created and reviewed, and corrective actions are taken toward any noted vulnerabilities.

GLI also has a contracted 24x7x365 SOC that monitors our network for any issues. GLI is in the process of implementing the latest security tools available from Microsoft's Office 365 platform, including security monitoring, virus detection, data loss prevention, and disk encryption.

GLI utilizes Cisco firewalls with IDS/IPS systems to scan all incoming/outgoing emails for spam, viruses, and malware, website filtering appliance to protect against malware and other malicious content, and defender and Eset for antivirus updated regularly throughout the day. Azure Sentinel is in place to collect and analyze events and logs. GLI's contracted Security Operations Center monitors and reports to us on any suspicious activity.

GLI patches all systems the weekend after the release of Microsoft Patch Tuesday. In the event a critical, out of sequence patch is released, GLI takes action to patch as soon as it is available.

GLI has effective information security controls in place. Access to computers and systems are controlled by an Active Directory. A valid username and password are necessary to access the GLI network, and all usernames are unique, there are no shared or guest accounts. Permissions to systems and data are controlled by Active Directory security groups where users are only given permissions to the systems necessary to perform their job function. GLI is in the process of implementing security controls from Microsoft including the use of bitlocker on PCs and servers to encrypt data.

All GLI laptops have full disk encryption preventing data from being accessed in the event a laptop is lost or stolen. GLI can remotely wipe mobile devices such as cell phones in the event they are lost or stolen.

Subcontractors, vendors, and other third parties are also required to protect confidential information.

2.3.13 Experience Serving State Governments - Please provide a brief description of your company's experience in serving state governments and/or quasi-governmental accounts.

About GLI

GLI has served state governments since 1989. Our first client was a state lottery and has remained our client continuously for over 33 years. Since then, GLI has grown to become a world leading gaming testing laboratory and technical consultancy, bringing its strategic insights and testing expertise to land-based and online gaming jurisdictions worldwide. We understand the vital role of the regulator and the pressure a regulator is under to maintain the integrity of gaming in its jurisdictions and to keep games fair to everyone. We have earned the trust of regulators around the world.

GLI's reputation for integrity, quality, competence and independence is a result of our incomparable team of action-driven professionals who provide the most thorough, complete and independent testing possible. GLI is an independent, impartial third-party, that ensures all games meet applicable regulations. Our consulting professionals are prepared to alleviate complex issues facing regulators such as rule writing, annual rule and regulation review, development of auditing procedures for account and security plans, along with new technology consultation. With over 1,400 employees worldwide, we are a trusted partner to clients in over 480 jurisdictions, 24 hours a day, 7 days a week.

A sampling of our experience working with State Regulatory Agencies (not including Tribal Gaming Agencies) is provided in **Table 2**.

Table 2 - GLI's Experience with State Regulatory Agencies

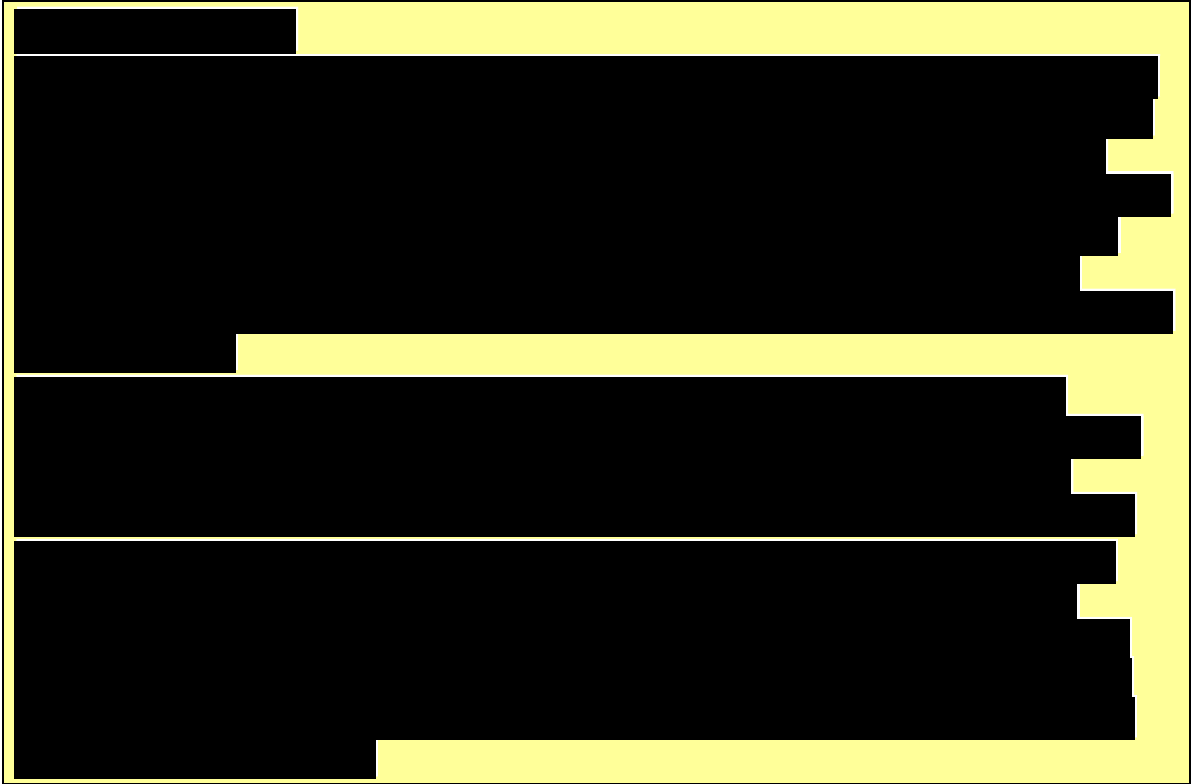
State	Agency
[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]

[illegible]

2.3.14 Experience Serving Similar Clients - Please describe your company's experience in serving customers of a similar size to the State with similar scope. Please provide specific clients and detailed examples.

GLI has extensive experience serving customers with projects similar in scope to the work requested. Detailed examples of GLI's experience performing this work include the following:

[illegible]



2.3.15 Payment – Removed at request of the agency.

2.3.16 Extending Pricing to Other Governmental Bodies – Removed at request of the agency.

APPENDICES A-F

GLI has included the Appendices listed below in the separately attached folder, entitled "Appendices":

- Appendix A – GLI LLC Delaware Certificate of Formation
- Appendix B – GLI Organizational Chart
- Appendix C – GLI's Audited Financial Statements (***please see separate, password protected file***)
- Appendix D – Certificate of Existence
- Appendix E – Special Meeting of the Members of GLI LLC
- Appendix F – GLI Disaster Recovery Plan