

**Answers to Questions Submitted Re RFP: Leadership Consulting Services
Minnesota State Lottery – September 10, 2026**

1. The RFP references experience with a state agency, lottery or similar gaming business, lottery retailers, or government officials. Would substantial consulting experience supporting leaders within federal and local government and state agencies and other public-sector organizations be considered comparable qualifying experience, even without direct lottery or gaming experience?

Very likely this would qualify as experience with a “government official.”

2. Does the Minnesota Lottery have an estimated number of consulting hours, anticipated annual level of effort, or not-to-exceed budget for this engagement?

While the Lottery does not have a specific budget for this engagement, it has generally allocated between \$25 and \$75,000 per fiscal year to these services.

3. Is the work expected to be primarily virtual, onsite in Minnesota, or a combination of both? If onsite support is anticipated, is there an estimated frequency for in-person meetings or engagements?

All work could be accomplished virtually, but it is likely some in person support will be requested (roughly 1x per executive per year). Travel costs would be reimbursed pursuant to contract and do not need to be included in the proposal costs.

4. Regarding the legislative and public-affairs components of the scope, is direct experience with the Minnesota Legislature expected, or would broader experience advising leaders in government and public-sector environments meet the intent of the requirement?

Broader experience likely meets the intent of the requirement.

5. For the leadership consulting work, are there particular areas the Lottery anticipates using most frequently, such as executive coaching, leadership transitions, strategic planning, decision-making, communications, stakeholder engagement, or public affairs?

The leadership team is looking for ongoing coaching with an emphasis on strategic communications. Please review the RFP and recent public audit reports.

6. The sample contract includes technology, cloud-services, data-security, and related insurance provisions. For a leadership consulting engagement that does not involve hosting State

data or providing cloud services, which of those requirements would apply to the selected consultant?

Irrelevant portions of the sample contract will be removed prior to signing.

7. Approximately how many Minnesota Lottery leaders might need these as-needed consultancy services (i.e., how many staff are on the “senior team”)?

The executive team consists of eight people, and these eight would be your primary contacts. Other managers and supervisors may use these services, alongside communications professionals.

8. How does Minnesota Lottery picture these as-needed consultancy services being requested. For example, will the as-needed requests be structured and formal (e.g., written requests for specific assistance with advanced notice and specific scope, times, and dates for services needed) or informal (e.g., a collection of intermittent phone calls and emails)?

The services will be requested as both structured and formal, with written requests for specific assistance with advanced notice and specific scope, times, and dates for services needed and informal, with intermittent phone calls and emails. Additionally, executive team members may request monthly or quarterly standing meetings.

9. Regarding proposal submission instructions, could the Lottery please clarify if sending two encrypted emails, one with the PDF of the proposal and one with the cost detail, will satisfy the requirements of password protected emails? Our firm uses Microsoft Outlook which does not allow users to manually set passwords for emails, and instead uses built in encryption to secure messages so that only verified recipients can open them.

This is acceptable.