

CALIFORNIA LOTTERY

Audit Report

RISK ASSESSMENT

As of June 30, 2007



JOHN CHIANG
California State Controller

March 2008



JOHN CHIANG
California State Controller

March 21, 2008

Joan M. Borucki, Director
California Lottery
600 North Tenth Street
Sacramento, CA 95814

Dear Ms. Borucki:

The State Controller's Office (SCO) has completed a risk assessment of the California State Lottery's (Lottery) operations as part of its ongoing responsibilities under the California State Lottery Act. The risk assessment included operations and activities as of June 30, 2007. We performed the assessment to evaluate the Lottery's operations and activities in terms of the various risks to which those operations and activities are exposed, and to prioritize the operations and activities into risk categories, in order to facilitate future SCO audit plans.

The SCO identified 148 operations and activities and developed a listing of risk factors with which to prioritize operations and activities. In our risk assessment, we categorized the operations and activities into five categories as follows:

- 25 are high risk;
- 59 are medium-high risk;
- 18 are medium risk;
- 22 are medium-low risk; and
- 24 are low risk.

The SCO will periodically assess the effect of any future changes in the Lottery's operations and activities. Such an assessment will facilitate adjustments to audit priorities and our future audit plans.

If you have any questions, please call Andrew Finlayson, Chief, State Agency Audits Bureau, at (916) 324-6310.

Sincerely,

Original signed by

JEFFREY V. BROWNFIELD
Chief, Division of Audits

JVB/sk:vb

cc: John Mass, Chairman
California Lottery Commission
Rachel Montes, Commissioner
California Lottery Commission
Manuel Ortega, Commissioner
California Lottery Commission
Patt Eberhart, Director
Finance and Administration
California Lottery

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Audit Report

Summary

The State Controller's Office (SCO) performed a risk assessment of the California Lottery (Lottery) operations as part of its ongoing responsibilities under the California State Lottery Act. We performed the assessment to evaluate the Lottery's operations and activities in terms of the various risks to which those operations and activities are exposed, and to prioritize the operations and activities into risk categories, in order to facilitate future SCO audit plans.

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- 24 are low risk.

Background

By authority of the California Constitution, Government Code section 12410 states, "The Controller shall superintend the fiscal concerns of the state. The Controller shall audit all claims against the state, and may audit the disbursement of any state money, for correctness, legality, and for sufficient provision of law for payment." In addition, Government Code section 12411 stipulates that "... the Controller shall suggest plans for the improvement and management of revenues."

Proposition 37, the California State Lottery Act of 1984 (Lottery Act), amended the California Constitution to authorize the establishment of a statewide lottery, to create the California Lottery Commission, and to give the commission broad powers to oversee the operation of a statewide lottery.

Pursuant to Government Code section 8880.67, the SCO may conduct other special post-audits of the Lottery, as the State Controller deems necessary. The Controller or his/her agents conducting an audit under this chapter shall have access and authority to examine any and all records of the California Lottery Commission.

Objectives, Scope, and Methodology

The specific objective of this risk assessment is to review and evaluate the California Lottery's (Lottery) operations and activities in terms of the various risks to which those operations and activities are exposed, and to prioritize the operations and activities into risk categories, in order to facilitate future SCO audit plans. The risk assessment included operations and activities as of June 30, 2007. This engagement was a survey, not an audit. As such, it does not constitute an audit under *Generally Accepted Auditing Standards*.

The risk assessment is a systemic process of gathering, assessing, and integrating professional judgment conditions that impact the financial and operational activities of organizations. This process provides a logical methodology with which to determine the priority listing of Lottery operations and activities, based on risk.

The SCO developed a comprehensive list of all operations and activities of the Lottery that could be audited. This list was determined by:

1. Performing a review of:
 - Prior risk assessment ranking schedules for the operations and activities noted in the previous SCO's Risk Assessment report, dated August 2002;
 - The Lottery's Organization Charts and Narrative Summaries publication for Fiscal Year 2006-2007, which describes the operations and activities of each division;
 - The Lottery's contract listing to determine if contracts should be included in the Risk Assessment listing of operations and activities; and
 - The Lottery Internal Audits Office risk assessment to determine if the operations and activities should be included in our risk assessment.
2. Interviewing Lottery managers to confirm that the list contained all of the operations and activities in their respective divisions.

The procedures we performed to assess the risk associated with each operation and activity included:

- Identifying and developing critical factors to evaluate the operations and activities identified above;
- Assigning each identified operation and activity a score for each risk factor;
- Computing a composite risk score for each operation and activity;
- Ranking the operations and activities in descending order, from highest to the lowest, and assigning each operation and activity to five risk categories ranging from high to low; and
- Evaluating the overall reasonableness of the risk assessment rankings and the placement of operations and activities into the five risk categories.

The risk categories and the relative weighting of these categories are based on the most relevant critical factors for assessing risk as determined by the judgment of SCO management and staff. Each of the risk factors, except for extraordinary circumstances, received a score of one to five, with one indicating minimum risk and five indicating maximum risk. Risk factors in the Extraordinary Circumstances category were automatically given a score of five.

The risk factors and their respective descriptions are as follows:

1. Financial impact—This factor was based on the dollar amount of the transactions, complexity of the transactions, and frequency of the transactions.
2. Compliance—This factor was based on the operation or activity’s mandatory compliance with the Lottery Act, other legal requirements, and the State Administrative Manual (SAM).
3. Prior SCO experience—This factor was based on prior audits and reviews the SCO has performed on the operation or activity.
4. Change in operations/new processes—This factor was based on any changes or new processes occurring with an operation or activity.
5. Security and integrity—This factor was based on the complexity and diversity of operating systems, physical access, and logical access.
6. Extraordinary circumstances—This factor was based on any important and unusual matters that deserve special attention.

The scores of each of these factors were entered into a risk matrix. Each of the six risk factors was given a weight based the judgment of SCO management and auditors as follows:

Risk Factor	Weight Given
Financial impact	50%
Compliance with Lottery Act, other legal requirements, and SAM	30%
Prior SCO experience	10%
Change in operations/new process	5%
Security and integrity	5%
Extraordinary circumstances	100%

We computed a final risk score for each of the Lottery’s operations and activities based on the score of each of its risk factors and the weight given to the factor. A total score of 10, which indicates maximum risk and includes the Extraordinary Circumstance risk factor, was possible.

Conclusion

The SCO identified 148 operations and activities as critical or necessary functions within the Lottery. Based on the composite score of each operation and activity, the SCO categorized the operation or activity into one of five levels of risk: high, medium-high, medium medium-low, and low.

The results of the final categorization of operational and activities are as follows:

Level of Risk	Explanation of Risk	Number of Operations and Activities	Schedule
High	Operations/activities that, due to their nature and the level of current oversight, must be audited on a routine basis.	25	1
Medium-High	Operations/activities for which a periodic audit is advisable, due to their nature and current level of oversight.	59	2
Medium	Operations/activities for which a periodic audit is advisable, given time constraints and resources.	18	3
Medium-Low	Operations/activities that, as ranked by the risk matrix, include only some risk. As such, an audit may be warranted at some time.	22	4
Low	Operations/activities that possess little or no risk. In these cases, a new extraordinary circumstance would need to occur to warrant an audit.	24	5

The risk assessment included operations and activities as of June 30, 2007. The SCO will periodically assess the effect of any future changes in the operations and activities. Such an assessment will facilitate adjustments to our audit priorities and future audit plans.

Restricted Use

This report is intended for the information and use of the California Lottery, the California Lottery Commission, and the SCO; it is not intended to be and should not be used by anyone other than these specified parties. This restriction is not intended to limit distribution of the final report, which is a matter of public record.

Original signed by

JEFFREY V. BROWNFIELD
Chief, Division of Audits

March 21, 2008

**Schedule 1—
High Risk Activities and Operations
As of June 30, 2007**

Operations and Activities	Division	Description	Composite Score
Draw Audit Contract–KPMG	Executive	Provide Draw Audits services and agreed-upon procedures.	7.77
Scratcher Game Contract–GTECH/CGI, 06/06/07	Executive	Produce and deliver and standard Scratcher game tickets.	7.25
Security Audit Contract–Getronics	Executive	Provide security evaluation audit services.	6.93
Audits, Reviews, and Special Projects	Executive	Internal Audit reviews and other projects.	6.26
Monitoring Audit Contracts	Executive	Coordinate audits to minimize duplications or omissions.	6.21
Monitor and Implement Audit Recommendations	Executive	Monitor the status and implementation of all internal and external audit recommendations.	6.20
Prize Assignment	Finance and Administration	Process winner’s request for trusts, beneficiary, designations, estates, group claims, loan and sales, etc. of installment payments.	4.32
GTECH On-Line Gaming Contract (exp. 10/13/09)	Information Technology Services	Provide online gaming system.	4.30
Receipts and Disbursements of Funds	Finance and Administration	Monitor and record cash receipts, deposits, and remittances of money.	4.18
Delinquent Account Collections	Finance and Administration	Coordinate the efforts to collect moneys due from terminated retailers. Monitor collection agency contract for compliance with percentage fee billings.	4.17
Purchase and Disposal of Investment Securities	Finance and Administration	Acquisition of investments to fund the payment of the deferred prizes; cash out (bond liquidation) the unclaimed annuity prizes for transfer to Education.	4.16
Procurement Function	Executive	Oversee procurement functions.	4.12
Banking Activity (Electronic Fund Transfer)	Finance and Administration	Processing of electronic files created for billing purposes and ensuring appropriate retailer bank accounts are maintained on the Stratus, IBM, and Platinum accounts receivable systems.	4.04
Procurement System	Executive	Contract/procurement management system for the initiation, approval, acceptance of goods and services, and approval of payment.	3.90
Payroll	Finance and Administration	Maintain and process all payroll transactions, including distribution of warrants.	3.90
On-Line Claims	Finance and Administration	Validate and process online claims from winners and from district offices.	3.88
Scratcher Claims	Finance and Administration	Validate and process Scratcher game prize claims from winners and from district offices.	3.88

Schedule 1 (continued)

Operations and Activities	Division	Description	Composite Score
Game Accounting	Finance and Administration	Analyze, reconcile, research, and accrue of online and Scratcher game accounting activities such as sales, prizes, commission expenses, etc.	3.86
Contract Services	Executive	Oversee contracting functions.	3.78
Classification and Pay	Human Resources	Administer the State's classification plan and related personnel actions.	3.73
Retailer–Accounts Receivable Collections	Finance and Administration	Analyze and reconcile electronic fund transfers due to/from retailers, including non-sufficient funds.	3.72
Financial Statements, Reports, and Footnotes	Finance and Administration	Analyze and prepare GAAP quarterly and annual financial statements, with full disclosure footnotes. Analyze and prepare end-of-game report and the monthly management information reports.	3.70
General Market Advertising Contract–Grey Worldwide	Marketing	Provide general marketing advertising for all Lottery products.	3.70
Verizon Contract	Information Technology Services	Provide telephone services of online and Scratcher games in Southern California.	3.70
Pacific Bell Contract	Information Technology Services	Provide telephone services of online and Scratcher games in Northern California.	3.70

**Schedule 2—
Medium-High Risk Activities and Operations
As of June 30, 2007**

Operations and Activities	Division	Description	Composite Score
Accounts Payable-Vendors	Finance and Administration	Maintain and monitor accounts payable transactions for Lottery vendors and retailers.	3.68
Leave Balances	Human Resources	Maintain data on employee leave balances.	3.66
Personal Transaction Processing	Human Resources	Process personnel transactions, payroll, and benefits.	3.65
End of Game Reconciliations	Finance and Administration	Reconcile end-of-game ticket inventories to the accounts receivable system.	3.59
Draw Management	Security	Manage, coordinate, and approve activities related to mechanical and automated draws, such as the Big Spin and online game draws.	3.56
Alcone Marketing Group (exp. 08/31/08)	Marketing	Provide development, design, and implementation of promotions and point-of-sales materials.	3.56
BBDO West Contract (exp.04/30/08)	Marketing	Provide general market advertising for the California Lottery.	3.56
Quarterly Transfer	Finance and Administration	Quarterly transfer of net revenues to public education.	3.55
Scratcher Ticket Inventory Management	Sales	Provide retailer services for sales and promotions, resolve retailer problems, and manage Scratcher inventory.	3.53
Gaming Security–Online, Scratcher Games, and Scratcher Products	Security	Conduct all investigations, including criminal investigations, for the Lottery. Monitor and analyze criminal activities and trends of criminal organizations that negatively affect the Lottery. Maintain liaison with law enforcement agencies.	3.50
Scratcher Game Close-out Process	Marketing	Process closing and ending Scratcher games.	3.48
Mail Services	Finance and Administration	Receive business mail and distribute intra-office mail. Receive and prepare second chance draw mail for the drawing. Log and track certified and registered claims mail.	3.46
Cassanova Pendrill Contract (exp. 05/31/09)	Marketing	Provide Hispanic market advertising.	3.44
Adjustment Activity	Finance and Administration	Process manual payments and adjustments to retailer accounts.	3.41
District Sales Representative Bonus	Sales	Award DSRs with quarterly bonuses if they meet sales goals.	3.39
Other Telecommunications Contracts	Information Technology Services	Monitor various contracts for the support of telecommunications systems.	3.37

Schedule 2 (continued)

Operations and Activities	Division	Description	Composite Score
Equipment/Inventory	Human Resources	Maintain Lottery-owned property inventory and coordinate office relocations.	3.34
Jonathan Goodson Productions (exp. 12/31/07)	Marketing	Produce the “Big Spin” television show.	3.32
Investigation of Questionable Fraudulent Tickets	Security	Investigate questionable and fraudulent tickets.	3.28
Special Investigations	Security	Conduct investigations of civil, internal, administrative, employee, contractor, criminal, and disclosure issues. Monitor production of Scratcher tickets and conduct preliminary investigations into lost or stolen Lottery tickets. Monitor complaints against retailers and assist in authenticating online tickets. Monitor games to ensure security and integrity.	3.25
Gaming Contracts Management Section	Information Technology Services	Conduct software acceptance testing for Online and Scratcher games. Provides gaming vendors and in-house Lottery application installs. Assist with monitoring services, including telecommunication services.	3.20
Web Site	Corporate Communications	Create, maintain, and update public Lottery Web site.	3.20
Background Investigations System	Security	Maintain database for background investigations.	3.18
Cash Management System	Finance and Administration	System to reconcile bank accounts.	3.17
Annuity System	Finance and Administration	Process investments to fund the grand prize and monitor the investment portfolio. Process installment prize payments through the prize authorization process and create the prize claim schedules tapes for (SCO) payments.	3.16
Broadcast Programs Productions	Marketing	Manage Lottery broadcast programs, including “Big Spin” and televised draws.	3.16
Retailer-Account Management	Finance and Administration	Maintain communication with retailers to collect moneys owed the Lottery. Analyze and resolve retailer questions regarding Lottery billing processes.	3.15
Key Accounts – Chain Retailers	Sales	Develop and maintain communications with major retail chains and franchise organizations.	3.13
Procurement System	Finance and Administration	Maintain procurement records and process purchase acquisition.	3.12
General Ledger Analysis	Finance and Administration	Monthly analysis and reconciliation of general ledger accounts.	3.10
District Sales Representative Activities	Sales	Provide sales support and promotional services for games.	3.10

Schedule 2 (continued)

Operations and Activities	Division	Description	Composite Score
Retailer Network Management	Sales	Plan and direct retailer network services.	3.10
Revolving Fund & Disbursements/Travel	Finance and Administration	Maintain and monitor disbursement records, revolving fund transactions, and travel advances.	3.09
Market Facts Inc. Contract	Marketing	Provide a continuous tracking study of consumer awareness, attitudes, and playership.	3.06
Time Advertising Contract	Marketing	Provide Asian advertising services.	3.06
Quarterly Accruals-administrative expense	Finance and Administration	Record and process quarterly accruals for vendors.	3.05
Tax Unit	Finance and Administration	Process tax deposits, provide tax reporting to governmental agencies, and process 1099s and W-2Gs for winners, retailers, and vendors.	3.04
Questioned Tickets	Finance and Administration	Review questionable tickets submitted for prize claims.	3.04
Manual Payments Processing	Finance and Administration	Process all manual payments to vendors, retailers, and employees.	3.01
Media Relations	Corporate Communications	Develop and disseminate information to media; press releases, media advisories, earned media events, etc.	3.00
Point-Of-Sale (POS)	Marketing	Develop, produce, and distribute all POS materials.	2.99
Promotions	Marketing	Manage consumer and retailer promotions.	2.99
End of Games Audit	Sales	End-of-game reconciliation of Scratchers tickets for inventory.	2.98
Fixed Assets	Finance and Administration	Capitalization and depreciation of assets.	2.95
Background Processing	Security	Conduct background investigations, regulate retailers, and monitor all administrative and criminal actions against Lottery retailers.	2.95
Develop and Monitor Annual Budgets	Finance and Administration	Prepare, evaluate, implement, administer, and control the Lottery's budget and fiscal planning activities.	2.92
Fixed Assets System	Finance and Administration	Maintain fixed assets records.	2.91
Distribution Centers-Sacramento & Rancho Cucamonga	Sales	Provide distribution and destruction services for Lottery products (Scratchers, POS, and other Lottery material).	2.90
Quality Management	Information Technology Services	Conduct software acceptance testing for online and Scratchers games. Provide ongoing quality assurance testing for all gaming vendors and in-house Lottery application installs. Assist with monitoring services, including telecommunication services.	2.88
Accounts Receivable System	Finance and Administration	Support Accounts Receivable records.	2.86

Schedule 2 (continued)

Operations and Activities	Division	Description	Composite Score
Accounts Payable System	Finance and Administration	Support Accounts Payable records.	2.86
General Ledger System	Finance and Administration	Maintain General Ledger records.	2.86
Key Accounts System	Sales	Maintain chain retailer accounts.	2.85
Financial Audit Contract KMPG	Executive	Provide financial audits services and agreed-upon procedures.	2.84
District Offices	Sales	Provide Lottery and/or retailer support in sales, advertising, and security in nine district offices.	2.76
Non-Retailer Accounts Receivable	Finance and Administration	Maintain and monitor account receivable records for vendors and employees.	2.75
Logical Access	Security	Control access to data maintained in computer files and gaming systems (vendors).	2.73
Television Syndication	Marketing	Manage syndication and distribution of broadcast programs to television stations.	2.71
Sales Inquiry System	Sales	Sales information database.	2.64

**Schedule 3—
Medium Risk Activities and Operations
As of June 30, 2007**

Operations and Activities	Division	Description	Composite Score
Physical Access	Security	Maintain controls over physical access to facilities, equipment, etc.	2.60
Allocations System	Finance and Administration	Allocate gaming expenses based on sales.	2.59
Petty Cash Funds	Finance and Administration	Maintain and monitor petty cash.	2.58
Andres International Security Systems	Security	Provide uniformed guard services.	2.58
Reproduction	Finance and Administration	Provide copying services for the Lottery.	2.55
Salary Advance	Finance and Administration	Process, maintain, and monitor salary advances.	2.49
Legal Service Contracts	Executive	Monitor contracts that provide outside legal counsel and services.	2.47
Production Services	Information Technology Services	Provide production support for all IBM application system jobs, balancing functions, and generation and distribution of daily activity reports.	2.46
State Treasurer's Office Contract	Finance and Administration	Monitor the interagency contract. Prepare amendments and ensure timely payment to the contract.	2.40
Trade Incentive Program (TIP)	Sales	Administer and monitor retailer promotional programs.	2.38
HSM Electronic Protection Services Inc.	Security	Provide maintenance, installation, and repair services for Lottery's security system.	2.32
Change Management	Information Technology Services	Provide for application and system software version control, maintain Job Control Language, maintain technical Library.	2.29
Television Communication	Corporate Communications	Provide corporate audit, video, and other production activities designed to meet communication needs.	2.28
Server and Environmental System Maintenance	Information Technology Services	Procure, install, maintain, and coordinate placement of all data center equipment.	2.27
Local Area Network (LAN)	Information Technology Services	Provide technical expertise to design and maintain the Lottery local area communications security.	2.26
District Sales Representative Reporting	Sales	Track DSR activities for bonus.	2.24
Server Operations	Information Technology Services	Support all server-based computer systems, utilities, and other server automated related systems.	2.24
Processing Retailer Adjustments	Finance and Administration	Process retailer adjustments for both online and Scratchers games.	2.21

**Schedule 4—
Medium-Low Risk Activities and Operations
As of June 30, 2007**

Operations and Activities	Division	Description	Composite Score
Operational Recovery	Information Technology Services	Develop, test, and maintain the Disaster Recovery Plan for the Information Technology.	2.14
Game Operations	Executive	Develop long-term product and distribution strategies; create and oversee production of Scratcher and On-Line games.	2.12
Scratcher Game Contract—Scientific Games International (exp. 06/30/09)	Executive	Produce and deliver standard Scratchers game tickets.	2.09
Scratcher Game Contract—Banknote, Limited (exp. 06/30/09)	Executive	Produce and deliver standard Scratchers games tickets.	2.09
Fiscal System Analysis	Finance and Administration	Application control and maintenance of fully integrated accounting system.	2.09
Retailer Document Processing	Sales	Establish, maintain, update, and purge all retailer master file records.	2.08
Retailer Communications	Sales	Coordinate retailer communications and develop and maintain retailer newsletter.	2.05
Client Services	Information Technology Services	Provide all desktop support for the Lottery workstation users. Support laptops used by the Lottery field staff with wireless connectivity to headquarters and all Lottery field offices.	2.03
Internal Control System (ICS)	Information Technology Services	Provide control and balancing functions for games.	2.02
Retail Operations and Sales Services	Sales	Track installation of retailer vending machines.	1.98
Information Security Program	Security	Ensure compliance with all statutory and regulatory requirements regarding the confidentiality and security of information.	1.98
Invoice Center	Sales	Manage receipt of Scratchers ticket invoices from retailers.	1.94
Data Access Support	Information Technology Services	Provide database management support for Lottery data files on various computer accounting and retailer management applications, and all IBM applications.	1.87
Muse Communications Contract (exp. 01/31/10)	Marketing	Provide African American advertising.	1.81
EDI Process (Electronic Data Interface)	Information Technology Services	Provide electronic transfer of data.	1.80
Case Tracking System	Security	Database for cases investigated by Security.	1.73

Schedule 4 (continued)

Operations and Activities	Division	Description	Composite Score
Labor Relations	Human Resources	Develop and maintain manager-labor relationships.	1.71
Exception Questioned Claim System	Security	Database for questioned tickets investigated by Security.	1.63
Gaming and Voice	Information Technology Services	Responsible for design, procurement, implementation, and problem isolation.	1.63
Equal Employment Opportunity (EEO) Program	Human Resources	Develop, implement, and monitor the EEO program.	1.59
Selection Services	Human Resources	Administer exams for the Lottery and recruit for vacancies.	1.57
Training	Human Resources	Oversee staff development and training.	1.53

**Schedule 5—
Low Risk Activities and Operations
As of June 30, 2007**

Operations and Activities	Division	Description	Composite Score
Recruitment	Human Resources	Provide services related to the hiring and selection of new employees.	1.44
Special Fiscal Projects	Finance and Administration	Research and review of game accounting practices and fiscal issues related to Lottery's financial condition.	1.42
Customer Services Call Center	Corporate Communications	Provide information to members of the public who call the 1-800 information line. Provide bilingual and TDD services.	1.35
Project Management	Information Technology Services	Provide support for a variety of administrative and information technology (IT) functions procurements and/or the potential application of IT. Section staff is focused excluding procurement.	1.35
Reasonable Accommodation	Human Resources	Implement and monitor ADA.	1.32
Facilities Operations/ Property Unit	Human Resources	Maintain building and furniture inventory and provide lease management services.	1.32
Legal Services	Executive	Provide legal services to the Lottery.	1.30
Injured Workers Program	Human Resources	Oversee worker's compensation and Return to Work Program.	1.27
Maintenance	Human Resources	Provide maintenance services for Lottery facilities.	1.27
Correspondence Services	Corp Com	Respond to all requests for written information from the public.	1.25
Employee Recognition	Human Resources	Oversee development and implementation of employee recognition programs for the Lottery.	1.25
Comparing Budget & Associated Expenditures	Finance and Administration	Monitor expenditures against the budget and provide monthly reports.	1.23
SAS 70	Executive	Online gaming vendor.	1.20
Business/Strategic Planning	Executive	Plan corporate objectives for the annual and five year strategic plans and identify strategies for achieving them.	1.20
Department of Technology Services (DTS)	Information Technology Services	House all Lottery IBM applications within its data center. Provide analysis, design, programming, testing, and implementation of IBM applications including claims, tax reporting, annuity, investments, sales information, etc.	1.19
Legislation	Executive	Propose, draft, track, and testify for all legislative bills involving or sponsored by the Lottery.	1.16
Research Including Revenue Forecasting	Executive	Provide objective information and analysis to management.	1.14

Schedule 5 (continued)

Operations and Activities	Division	Description	Composite Score
Lottery Store	Human Resources	Provide employees and “Big Spin” participants and outlet to purchase Lottery services.	1.12
Health and Safety	Human Resources	Develop and maintain health and safety and wellness programs.	1.03
Contract Support Services	Human Resources	Monitor, implement, and initiate all contracts, work requests, and purchases for technical/trade services for all buildings and grounds.	1.02
Corporate Relations	Executive	Promote the Lottery’s overall corporate image.	1.00
Media/Public Information	Executive	Provide all government entities with information on proactive and reactive basis.	1.00
Community Relations Program	Executive	Develop and maintain the community relations and outreach program, involving statewide education and business organizations.	1.00
Janitorial Services	Human Resources	Provide janitorial services.	1.00

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