



**WASHINGTON STATE  
GAMBLING COMMISSION PUBLIC  
MEETING - October 6 & 7, 2022**

Washington State Liquor and Cannabis Board  
Olympia, WA

## COMMISSIONERS



Alicia Levy  
Chair



Julia Patterson  
Vice Chair



Bud Sizemore

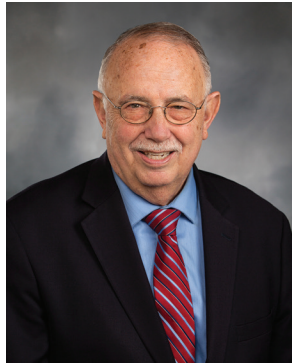


Kristine Reeves



Sarah Lawson

## EX OFFICIOS



Senator  
Steve Conway



Senator  
Jeff Holy



Representative  
Shelley Kloba



Representative  
Brandon Vick



### Washington State Gambling Commission

P.O. Box 42400 | Olympia, WA 98504-2400

(360) 486-3469 | (800) 345-2529 | [www.wsgc.wa.gov](http://www.wsgc.wa.gov)



WAGamblingCommission



WAGambling



wagambling



STATE OF WASHINGTON

GAMBLING COMMISSION

“Protect the Public by Ensuring that Gambling is Legal and Honest”

Gambling Commission Meeting Agenda

Thursday, October 6 and Friday, October 7, 2022

Meeting will be held virtually through Teams and in person at the Washington State Liquor and Cannabis Board 1025 Union Avenue SE Olympia, WA 98501

To join the meeting virtually through TEAMS Click here

Please note, agenda times are estimates only. Items may be taken out of sequence at the discretion of the Chair.

Commissioners may take action on business items.

Administrative Procedures Act Proceedings are identified by an asterisk (\*)

Thursday, October 6, 2022 PUBLIC MEETING	
<b>9:30 AM</b> <b>Tab 1</b>	<b>Call to Order</b> <span style="float: right;"><i>Alicia Levy, Chair</i></span>  <b>*Consent agenda</b> <span style="float: right;"><b>(Action)</b></span> <ul style="list-style-type: none"> <li>September 8, 2022, Commission Meeting Minutes</li> <li>New Licenses and Class III Employees</li> <li>Electronic Raffle and Manufacturing Reports</li> <li>Sports Wagering Vendor Reports</li> <li>House Banked Cardroom Report</li> <li>2023 Commission Meeting Schedule</li> </ul> <i>Public Comment</i> <b>Director’s Report</b> <ul style="list-style-type: none"> <li>Centennial Accord Highlights</li> </ul> <span style="float: right;"><i>Tina Griffin, Director</i></span>
<b>Tab 2</b>	<b>*Petition for Review – Potential Closed Session</b> <span style="float: right;"><b>(Action)</b></span> The Pub Tavern, Case No. 2019-01481  <span style="float: right;"><i>Doug Van de Brake, Assistant Attorney General</i>  <i>Andrea J. Clare, Attorney for the Petitioner</i></span>
<b>Tab 3</b>	<b>Budget Review</b>  <span style="float: right;"><i>Kriscinda Hansen, Chief Financial Officer</i></span>
<b>Tab 4</b>	<b>*Defaults</b> <span style="float: right;"><b>(Action)</b></span> <ul style="list-style-type: none"> <li>John Chang – CR 2022-00279, License No. 68-30886</li> <li>Mitchell Bonneville – CR 2022-00597, License No. 69-49578</li> </ul> <span style="float: right;"><i>Adam Teal, Interim Legal Manager</i></span>  <i>Public Comment</i>
	<b>Public Comment can be provided via:</b> <ul style="list-style-type: none"> <li>Email before the start of the meeting on October 6, 2022, to <a href="mailto:askus@wsgc.wa.gov">askus@wsgc.wa.gov</a></li> <li>Microsoft Office Teams Chat Box.</li> <li>By phone; or in person.</li> </ul>

	<b>Executive Session – Closed to the Public</b> To discuss current and potential agency litigation with legal counsel, including tribal negotiations.
	<b>Adjourn</b>

*Upon advance request, the Commission will pursue reasonable accommodations to enable persons with disabilities to attend Commission meetings. Questions or comments pertaining to the agenda, rule changes and requests for special accommodations should be directed to Julie Anderson,*

*Executive Assistant at (360) 486-3453 or TDD (360) 486-363. If you would like to submit public comment via email, please submit them to [askus@wsgc.wa.gov](mailto:askus@wsgc.wa.gov)*

***Please silence your cell phones and mute your mics for the public meeting***



STATE OF WASHINGTON

GAMBLING COMMISSION

*“Protect the Public by Ensuring that Gambling is Legal and Honest”*

**Gambling Commission Meeting Agenda**

**Thursday, October 6 and Friday, October 7, 2022**

Meeting will be held virtually through Teams and in person at the  
Washington State Liquor and Cannabis Board  
1025 Union Avenue SE Olympia, WA 98501

To join the meeting virtually through TEAMS Click [here](#)

*Please note, agenda times are estimates only. Items may be taken out of sequence at the discretion of the Chair.  
Commissioners may take action on business items.*

*Administrative Procedures Act Proceedings are identified by an asterisk (\*)*

<b>Friday, October 7, 2022 PUBLIC MEETING</b>	
<b>9:30 AM</b>	<b>Welcome and Call to Order</b> <span style="float: right;"><i>Alicia Levy, Chair</i></span> <b>Reconvene Day 2</b>
<b>Tab 5</b>	<b>Strategic Planning Work Session</b> <span style="float: right;"><i>Tina Griffin, Director</i></span>
	<b>Public Comment can be provided via:</b> <ul style="list-style-type: none"> <li>• Email before the start of the meeting on October 6, 2022, to <a href="mailto:askus@wsgc.wa.gov">askus@wsgc.wa.gov</a></li> <li>• Microsoft Office Teams Chat Box.</li> <li>• By phone; or in person.</li> </ul>
	<b>Adjourn</b>

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*Executive Assistant at (360) 486-3453 or TDD (360) 486-363. If you would like to submit public comment via email, please submit them to [askus@wsgc.wa.gov](mailto:askus@wsgc.wa.gov)*

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STATE OF WASHINGTON  
GAMBLING COMMISSION

*"Protect the Public by Ensuring that Gambling is Legal and Honest"*

September Gambling Commission Meeting Minutes

Hybrid Meeting

September 8, 2022

**Commissioners Present:**

Chair Alicia Levy

Vice Chair Julia Patterson (Via Teams)

Kristine Reeves (Via Teams)

Sarah Lawson (Via Teams)

**Ex Officio Members Present:**

Senator Steve Conway (Via Teams)

Senator Jeff Holy (Via Teams)

**Staff Present:**

Tina Griffin, Director; Chris Wilson, Deputy Director; Gary Drumheller, Assistant Director; Julie Lies, Tribal Liaison; Jennifer LaMont, Agent in Charge; Tommy Oakes, Interim Legislative Liaison (ILL); Julie Anderson, Executive Assistant; Nicole Frazer, Administrative Assistant

**Staff Present Virtually:**

Jim Nicks, Agent in Charge; Dan Wegenast, Agent in Charge; Jamie Doughty, Interim Lab Administrator; Suzanne Becker, Assistant Attorney General (AAG)

**"Meet the WSGC Staff"**

Director Griffin introduced agency leaders to share their history with the agency and answer any questions from the audience. She also introduced Deputy Director Chris Wilson to the agency. A gentleman from a nonprofit organization asked if staff could provide an audit of his books to make sure he is doing everything correctly. AD Drumheller spoke with him, and he will be contacted by an agent that works in his area.

The "Meet the staff" portion of the meeting lasted about 30 minutes.

There were 50 people that attended the "Meet the WSGC Staff" virtually and six people were in person.

**Chair Levy** called the hybrid public meeting to order at 9:33AM and mentioned that TVW would be livestreaming the meeting. Director Griffin called the roll to confirm a quorum. Commissioner Sizemore was absent.

There were six people in the audience and 53 people virtually.

**Tab 1**

**Consent Agenda**

Chair Levy mentioned that there was one correction to last month's meeting minutes changing it from virtual to hybrid and then asked commissioners if they had any other changes to the September consent agenda. They did not.

**Public Comment:**

Chair Levy asked for public comment. There was none.

*Commissioner Patterson moved to approve the consent agenda as presented by staff.*

*Commissioner Lawson seconded the motion.*

*The motion passed. 3:0*

*Commissioner Sizemore was not at this meeting and Commissioner Reeves was having connectivity issues and was not on the meeting yet.*

**Director’s Report**

**Director Griffin** stated she was happy to announce the Deputy Director and the Assistant Director positions have been filled. She introduced Chris Wilson as the agencies Deputy Director and Gary Drumheller as the Assistant Director. They both started their new jobs on September 6<sup>th</sup>. The recruitment for the Legislative and Policy Manager as well as the Legal Manager will begin at the end of September. She reminded the Commissioners that at the October 7<sup>th</sup> meeting they will begin to discuss the agency’s 2023-2028 strategic plan. In preparation for the October meeting, staff will meet with stakeholders and tribal partners on September 9<sup>th</sup> to get their insight of opportunities and threats that may impact the commission’s ability to achieve future goals.

**Director Griffin** reported that Lummi Nation and Tulalip Tribe of Indians, opened their sports book. There are ten tribes operating a sports book in Washington. Director Griffin announced that the staff recently issued a temporary raffle license to the Seattle Seahawks Charitable Foundation, with an expected launch at the September 12 Seahawks game, and to One Roof, who plan to begin their raffle later in September at the Kraken game. And a reminder that raffles continue to operate under RCW that require a manual draw. More information will be provided at next months commission meeting. In closing, she highlighted the new portion of the commission meeting agenda “Meet the WSGC staff” launched today. It was received positively and will continue this portion of the meeting quarterly.

**Chair Levy** welcomed Deputy Director Wilson to the agency and congratulated Assistant Director Drumheller on his promotion.

**Tab 2**

**Agency Request Legislation for 2023**

**Tommy Oakes, Interim Legislative Liaison (ILL)** presented the materials for this tab. **ILL Oakes** is asking Commissioners for final approval on the agency’s agency request legislation so that it can be moved forward to the governor’s office.

**Chair Levy** asked Commissioners if they had any questions. They had none.

**Public Comment**

**Chair Levy** asked for public comment. There was no public comment.

*Commissioner Patterson moved to approve the agency request legislation, as presented by staff, and to authorize the agency’s Interim Legislative Liaison, to make any nonsubstantive and technical changes as needed to support the bill through the legislative process.*

*Commissioner Lawson seconded the motion.*

*The motion passed 4:0*

### Tab 3

#### Presentation – Problem Gambling Task Force

#### **Roxane Waldron, Manager, State Problem Gambling Program at the Health Care**

**Authority** presented the materials for this tab. Ms. Waldron presented a short PowerPoint to the commissioners and staff.

**Chair Levy** asked Commissioners if they had any questions.

**Commissioner Patterson** asked Ms. Waldron to expand on the funding gap for problem gambling services the prevalence study uncovered. **Ms. Waldron** stated, *“the prevalence study, we were able to estimate the number of people who are likely, that if they were screened, they would likely be at risk for moderate-to-severe problem gambling. And that came up to around 80,000 people in the state. And this is using a more conservative measure of really those who scored high for a risk for problem gambling. So, of the 80,000, we would assume based on previous research that's been done, that approximately one in 10 might be likely to seek services if they knew where services were available, and they could afford it or was covered by insurance, or of course the state problem gambling program. And so that leaves around eight, actually I think it's about 9,000 people. So, of those 9,000 right now, the state problem gambling program is serving 350 people a year. Part of that is probably due to a lack of gambling counselors in many parts of the state. And then part of that is due to... We have almost no money in our budget to advertise our services across the state. So, it's different than Medicaid, for example, where if you are eventually able to get problem gambling covered by Medicaid, there will be a big process involved to let consumers who are enrolled in [inaudible 00:44:01], know that that service is available. So it's kind of a two-piece problem. Even if we were able to get five times the funding that we need for problem gambling treatment, to treat 20% of those folks, which is our estimate of what the state portion should be, that would be around 1,800 people. We don't have the gambling counselors. We are not up to speed on our workforce in any way to be able to meet that need. So, what we are looking at is, recommending an increase in the amount of treatment funding and for other services, including prevention. That is based on a proposed model from the Health Care authority, but that work is the work of the Problem Gambling Task Force, to figure out how that might fit into a recommendation from the task force.”* **Commissioner Patterson** thanked Ms. Waldron for the state’s perspective and reiterated that the state is responsible for approximately 20% of the gambling that is currently taking place, in the state of Washington. And the other 80% of that gambling, are being provided by the tribes? **Ms. Waldron** replied, yes. **Commissioner Patterson** also asked if the prevalence study shows that online gambling doubles the risk for gambling problems. **Ms. Waldron** replied, yes. **Commissioner Reeves** asked Ms. Waldron for her definition of online gaming. Whether it included mobile gaming or virtual reality gaming on a laptop or a phone. **Ms. Waldron** stated that the question asked was "Have you gambled online in the past 12 months?". It was very clear that the question is gambling and not gaming. **Commissioner Reeves** would like to see more defined definitions between gambling and gaming. **Commissioner Reeves** also asked about whether or not in the equity lens that Ms. Waldron provided in the problem-gambling results, whether or not she had collected demographic data of the survey respondents. And how you got from your demographic respondents to an analysis that, within communities of color, within melanated-majority communities, that these communities are going to suffer or are exposed at a higher rate. **Ms.**



**Waldron stated**, *“that is possibly the most significant finding, actually. I think we suspected it, but we didn't know it for sure. So, knowing it is really important, I agree. So, we collected 10 different demographics, including race and ethnicity. Then that was within the data sample that was weighted, so that we had it match the proportion of ethnicity, race, age, gender, and there may have been one other. We had it match more closely the demographic of representing the entire Washington State, so that when you weight a data set, that makes it clearer. It can bring out more of those differences. For example, we had about half the number of percent of Hispanic Latino respondents, then we would have if we'd had a whole that are representing the state of Washington. So, when you weight the survey, we had like 5%, the percentage I think is 10% Spanish speaking within the state. So, when you weight that, then those folks who are within that 5%, now they are double weighted, so that it represents the population of Washington State. So that's the first piece. And that was super important. We did that or very early on after we had the data, and that was done by an organization through the Washington State University Social and Economic Sciences Research Center. So then after we had the weighted sample, then during the data analysis, we could look at that and say, okay, let's look at specific rates. Now we had a large enough group amongst those who were responding, who were white or said they were white, that we could easily see what that percentage was of problem gambling for that group, because that group was so large, the denominator. But if breaking out by Black, African American, Asian, others, those groups, and the respondent rate at the problem-gambling level, because it's such a small slice of the whole pie, we're so small that to see them individually would be meaningless. So, we put those groups all together into non-white, which allowed us to see the difference very easily between white problem gambling rate, and non-white problem gambling rate. We would have to have a larger survey to get down to those specifics. We have numbers, but using statistical significance, their variation was so wide, that we couldn't say it was statistically significant.”* **Commissioner Reeves** also asked to see the survey questions.

**Chair Levy** asked Commissioners if they had any questions. They did not.

### **Public Comment**

Chair Levy asked for public comment. There were none.

At 10:27 AM, **Chair Levy** announced that the Commissioners would go into Executive Session to discuss current and potential agency litigation with legal counsel, including tribal negotiations. The Commissioners are expected to reconvene to the public meeting for adjournment only in approximately one hour.

Executive Session adjourned at 11:06 AM and the public meeting adjourned at 11:06 AM.



COMMISSION APPROVAL LIST  
(New Licenses & Class III Gaming Employees)  
October 2022

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PAGES:30

Based upon the licensing investigations, staff recommends approving all new Licenses and Class III employees listed on pages 1 to 30.

ORGANIZATION NAME

LICENSE NUMBER

PREMISES LOCATION

**NEW APPLICATIONS****BINGO**

FOE 03358

00-04987 01-02537

402 N GRANITE AVE

GRANITE FALLS WA 98252

WALLA WALLA CATHOLIC SCHOOL

00-21924 01-02635

919 E SUMACH

WALLA WALLA WA 99362-1349

**RAFFLE**

CASA LATINA

00-24507 02-21071

317 17TH AVE S

SEATTLE WA 98144

FOE AUX 03004

00-04637 02-00926

1820 2ND AVE N

OKANOGAN WA 98840

IMMACULATE CONCEPTION CHURCH

00-00259 02-01531

820 18TH AVE

SEATTLE WA 98122

KETTLE FALLS MASONIC TEMPLE ASSOC

00-23943 02-20749

645 MEYERS ST

KETTLE FALLS WA 99141

PINK RIBBON ARMY

00-24977 02-21270

16922 SE 41ST STREET

BELLEVUE WA 98008

SHADOW'S FOREVER FRIENDS

00-24967 02-21267

355 HARRIS AVE

BELLINGHAM NA 98225

STAGE KIDS

00-24658 02-21129

1413 GABRIELLA LN

WENATCHEE WA 98801

WALLA WALLA CATHOLIC SCHOOL

00-21924 02-08962

919 E SUMACH

WALLA WALLA WA 99362-1349

WEST SEATTLE FOOD BANK

00-24976 02-21269

3419 SW MORGAN ST

SEATTLE NA 98126

WESTSIDE IMPROVEMENT CLUB

00-00091 02-21280

4109 W E ST

BREMERTON WA 98312

**PUNCHBOARD/PULL-TAB COMMERCIAL STIMULANT**

APOGEE PUB &amp; EATERY

00-24931 05-21772

14125 SE 171ST WAY

RENTON WA 98058

AUTOS PUB

00-24961 05-21783

16209 SE MCGILLIVRAY BLVD

VANCOUVER WA 98683

ORGANIZATION NAME

LICENSE NUMBER

PREMISES LOCATION

**NEW APPLICATIONS****PUNCHBOARD/PULL-TAB COMMERCIAL STIMULANT**

HORN'S ELECTRIC CITY BAR AND GRILL  
00-24963 05-21784

2 E COULEE BLVD  
ELECTRIC CITY WA 99123

LONGHORN SALOON  
00-24908 05-21764

18802 SMOKEY PT BLVD  
ARLINGTON WA 98223

OLD TIMER'S BAR & GRILL  
00-24954 05-21780

219 STATE ST  
SEDRO WOOLLEY WA 98284

RAZZALS NW  
00-24979 05-21788

9327 4TH ST NE  
LAKE STEVENS WA 98258

THE LOCAL  
00-24957 05-21781

10432 KENT KANGLEY RD  
KENT WA 98030

**ELECTRONIC RAFFLE**

ONE ROOF FOUNDATION  
00-24762 12-00003

16 W HARRISON ST  
SEATTLE WA 98119

SEATTLE SEAHAWKS CHARITABLE FOUNDATION  
00-24972 12-00002

800 OCCIDENTAL AVE S  
SEATTLE WA 98134

**MANUFACTURER**

BUMP WORLDWIDE INC  
20-00272 20-00272

145 RICHMOND RD  
OTTAWA ON K1Z 1A1

**DISTRIBUTOR**

CANADIAN BANK NOTE COMPANY, LIMITED  
21-00319 21-00319

145 RICHMOND RD  
OTTAWA ON K1Z1A1

INTERBLOCK USA LLC  
21-00316 21-00316

1106 PALMS AIRPORT DR  
LAS VEGAS NV 89119

**MANUFACTURER'S SPECIAL SALES PERMIT**

NEW PHOENIX  
00-25006 25-00064

225 4TH W ST  
LA CENTER WA 98629

ORGANIZATION NAME

LICENSE NUMBER

PREMISES LOCATION

**NEW APPLICATIONS**

**COMMERCIAL AMUSEMENT GAMES OPERATOR**

ARENA SPORTS ISSAQUAH  
00-24975 53-21562

2115 NW POPLAR WAY  
ISSAQUAH WA 98027

DAVE & BUSTER'S  
00-24971 53-21561

18606 ALDERWOOD MALL PKWY  
LYNNWOOD WA 98037

**NON HOUSE-BANKED CARD GAME**

RAZZALS NW  
00-24979 65-07526

9327 4TH ST NE  
LAKE STEVENS WA 98258

**HOUSE BANKED CARD GAMES**

NEW PHOENIX  
00-24981 67-00349

225 4TH WEST ST  
LA CENTER WA 98629

**MID-LEVEL SPORTS WAGERING VENDOR**

GENIUS SPORTS MEDIA  
10-00203 82-00017

393 LAFAYETTE ST  
NEW YORK NY 10003

**ANCILLARY SPORTS WAGERING VENDOR**

NUVEI US LLC  
10-00238 83-00019

1375 N SCOTTSDALE RD  
SCOTTSDALE AZ 85257

PERSON'S NAME  
LICENSE NUMBER

EMPLOYER'S NAME  
PREMISES LOCATION

### NEW APPLICATIONS

#### DISTRIBUTOR REPRESENTATIVE

ARMSTRONG, BRITTON J 22-01313	INTERBLOCK USA LLC LAS VEGAS NV 89119
GONZALEZ, LUIS A 22-01307	INTERBLOCK USA LLC LAS VEGAS NV 89119
HEREM, PETER C 22-01312	INTERBLOCK USA LLC LAS VEGAS NV 89119
HILLSTROM, TEDDY E JR 22-01311	INTERBLOCK USA LLC LAS VEGAS NV 89119
KUHNS, BRYAN D 22-01309	INTERBLOCK USA LLC LAS VEGAS NV 89119
LOWMON, SUSAN K 22-01319	MAGIC DISTRIBUTING INC ARLINGTON WA 98223
PATE, NATHAN J 22-01320	MCCOYS DISTRIBUTING KENNEWICK WA 99336
SOBERANIS, IVAN A 22-01310	INTERBLOCK USA LLC LAS VEGAS NV 89119
WOODS, CARLTON C 22-01318	JCM GLOBAL LAS VEGAS NV 89119-3728

#### MANUFACTURER REPRESENTATIVE

CHEN, XIN 23-03508	SCIENTIFIC GAMES LAS VEGAS NV 89119
CHIECHI, DEVON R 23-03222	IGT LAS VEGAS NV 89113
CONTE, THOMAS N 23-02530	PASSPORT TECHNOLOGY USA INC GLENDALE CA 91203
CROSS, KELVIN W 23-03501	SCIENTIFIC GAMES LAS VEGAS NV 89119
CRUZ, ADREYDIE M 23-03500	IGT LAS VEGAS NV 89113
FOURNIER, ALEXANDRE P 23-03477	BUMP WORLDWIDE INC OTTAWA ON K1Z 1A1

PERSON'S NAME  
LICENSE NUMBER

EMPLOYER'S NAME  
PREMISES LOCATION

**NEW APPLICATIONS**

**MANUFACTURER REPRESENTATIVE**

GURUMURTHY, KASTHURIRANGAN  
23-03507

SCIENTIFIC GAMES  
LAS VEGAS NV 89119

HERNANDEZ, FERNANDO  
23-03511

ARISTOCRAT TECHNOLOGIES INC  
LAS VEGAS NV 89135

HOGUE, SHAWN M  
23-03504

SCIENTIFIC GAMES  
LAS VEGAS NV 89119

JIMENEZ AGUIRRE, ARGENIS  
23-03510

ARISTOCRAT TECHNOLOGIES INC  
LAS VEGAS NV 89135

JUAREZ, ISAAC S  
23-03509

BLUBERI GAMING USA INC  
LAS VEGAS NV 89139

LANDERS, SARAH N  
23-03478

BUMP WORLDWIDE INC  
OTTAWA ON K1Z 1A1

MALLORY, CHRISTOPHER S  
23-03479

BUMP WORLDWIDE INC  
OTTAWA ON K1Z 1A1

PATIPHAN, SAM  
23-03506

ARISTOCRAT TECHNOLOGIES INC  
LAS VEGAS NV 89135

PICA, CARLO J  
23-03503

IGT  
LAS VEGAS NV 89113

SHUMATE, BENJAMIN S  
23-03505

SCIENTIFIC GAMES  
LAS VEGAS NV 89119

SINGH, VIJAY PRATAP  
23-02392

SCIENTIFIC GAMES  
LAS VEGAS NV 89119

WALTERS, WILLIAM M  
23-01813

SCIENTIFIC GAMES  
LAS VEGAS NV 89119

YACKO, BENJAMIN T  
23-03502

ARISTOCRAT TECHNOLOGIES INC  
LAS VEGAS NV 89135

**CALL CENTER REPRESENTATIVE**

WRIGHT, RACHEL R  
32-00067

INCEPT CORPORATION  
CANTON OH 44718

PERSON'S NAME  
LICENSE NUMBEREMPLOYER'S NAME  
PREMISES LOCATION**NEW APPLICATIONS****MAJOR SPORTS WAGERING REPRESENTATIVE**ADAMS, KEIR J  
33-00374DRAFTKINGS  
BOSTON MA 02116ALI, SHAHZANE  
33-00405DRAFTKINGS  
BOSTON MA 02116BEATTY, HENRY O  
33-00407DRAFTKINGS  
BOSTON MA 02116BECKER, JAKE R  
33-00353DRAFTKINGS  
BOSTON MA 02116BECKER, JAMES J  
33-00386DRAFTKINGS  
BOSTON MA 02116BITTER, KEVIN E  
33-00408DRAFTKINGS  
BOSTON MA 02116BRUNER, NICHOLAS D  
33-00411DRAFTKINGS  
BOSTON MA 02116CAREY, THOMAS R  
33-00397DRAFTKINGS  
BOSTON MA 02116CEPERKOVIC, MILOS  
33-00366IGT  
LAS VEGAS NV 89113CITRON, HUGH A  
33-00384DRAFTKINGS  
BOSTON MA 02116COLLINS, CIAN E  
33-00381DRAFTKINGS  
BOSTON MA 02116DESAI, SAURABH B  
33-00414DRAFTKINGS  
BOSTON MA 02116DJORDJEVIC, VUKASIN  
33-00365IGT  
LAS VEGAS NV 89113FIORILLO, PAUL F  
33-00395DRAFTKINGS  
BOSTON MA 02116FITZGERALD, CARLTON J  
33-00420DRAFTKINGS  
BOSTON MA 02116FLEET, MICHAEL T  
33-00392DRAFTKINGS  
BOSTON MA 02116



PERSON'S NAME  
LICENSE NUMBEREMPLOYER'S NAME  
PREMISES LOCATION**NEW APPLICATIONS****MAJOR SPORTS WAGERING REPRESENTATIVE**FOUSEK, DAVID R  
33-00383DRAFTKINGS  
BOSTON MA 02116GANDER, JASON  
33-00390DRAFTKINGS  
BOSTON MA 02116GRILL, MATTHEW C  
33-00409DRAFTKINGS  
BOSTON MA 02116GUZMAN, JAIME D  
33-00355CAESARS SPORTSBOOK  
LAS VEGAS NV 89118GYAVUROV, ANGEL I  
33-00442DRAFTKINGS  
BOSTON MA 02116HARPER, TRAVIS J  
33-00399DRAFTKINGS  
BOSTON MA 02116HERNANDEZ, ANTHONY  
33-00415DRAFTKINGS  
BOSTON MA 02116HILLMAN, QUINN A  
33-00377DRAFTKINGS  
BOSTON MA 02116HOLE, NOAH S  
33-00394DRAFTKINGS  
BOSTON MA 02116HYMEL, NATHAN C  
33-00410DRAFTKINGS  
BOSTON MA 02116ILIEV, VLADIMIR V  
33-00432DRAFTKINGS  
BOSTON MA 02116IVANOV, IVAYLO V  
33-00444DRAFTKINGS  
BOSTON MA 02116KELLY, ANDREW F  
33-00404DRAFTKINGS  
BOSTON MA 02116KHATER, JAMIL  
33-00389DRAFTKINGS  
BOSTON MA 02116KIRILOV, OGNAN K  
33-00437DRAFTKINGS  
BOSTON MA 02116KLUTZ, PAUL D  
33-00356CAESARS SPORTSBOOK  
LAS VEGAS NV 89118

PERSON'S NAME  
 LICENSE NUMBER

EMPLOYER'S NAME  
 PREMISES LOCATION

**NEW APPLICATIONS**

**MAJOR SPORTS WAGERING REPRESENTATIVE**

KOSTADINOV, HRISTO K  
 33-00428

DRAFTKINGS  
 BOSTON MA 02116

KOTELNYCKY, JOHNEY J  
 33-00387

DRAFTKINGS  
 BOSTON MA 02116

KRUPIARZ, ERROL  
 33-00396

DRAFTKINGS  
 BOSTON MA 02116

MALM, JEFFREY C  
 33-00354

DRAFTKINGS  
 BOSTON MA 02116

MARTIN, BRANDEN W  
 33-00351

DRAFTKINGS  
 BOSTON MA 02116

MELINCHOK, JOSEPH R  
 33-00373

DRAFTKINGS  
 BOSTON MA 02116

MILES, BLAKE K  
 33-00423

DRAFTKINGS  
 BOSTON MA 02116

MINTON, CHRISTOPHER J  
 33-00371

DRAFTKINGS  
 BOSTON MA 02116

MIRCHEV, RADOSLAV V  
 33-00436

DRAFTKINGS  
 BOSTON MA 02116

MORENO, AMED  
 33-00417

DRAFTKINGS  
 BOSTON MA 02116

NIKISIC, DIMITRIJE  
 33-00367

IGT  
 LAS VEGAS NV 89113

OSTAPCHUK, MARC  
 33-00421

DRAFTKINGS  
 BOSTON MA 02116

PARMAR, DHARMISH S  
 33-00422

DRAFTKINGS  
 BOSTON MA 02116

PATEL, KARAN  
 33-00401

DRAFTKINGS  
 BOSTON MA 02116

PEDRAZAS, MICHAEL  
 33-00393

DRAFTKINGS  
 BOSTON MA 02116

PETKOV, IVAN V  
 33-00439

DRAFTKINGS  
 BOSTON MA 02116

PERSON'S NAME  
LICENSE NUMBEREMPLOYER'S NAME  
PREMISES LOCATION**NEW APPLICATIONS****MAJOR SPORTS WAGERING REPRESENTATIVE**

PETKOV, NINO K 33-00426	DRAFTKINGS BOSTON MA 02116
PHILLIPS, CHARLES J 33-00400	DRAFTKINGS BOSTON MA 02116
PONTO, TIMOTHY R 33-00398	DRAFTKINGS BOSTON MA 02116
PUDDICK, MATTHEW T 33-00391	DRAFTKINGS BOSTON MA 02116
QUIEROS, BENJAMIN N 33-00380	DRAFTKINGS BOSTON MA 02116
REDDISH, THOMAS L 33-00349	DRAFTKINGS BOSTON MA 02116
RENNARDSON, THOMAS A 33-00403	DRAFTKINGS BOSTON MA 02116
ROBINSON, MICHAEL A 33-00376	DRAFTKINGS BOSTON MA 02116
RYMER, DANIEL J 33-00382	DRAFTKINGS BOSTON MA 02116
SERRES, OLIVIER O 33-00402	DRAFTKINGS BOSTON MA 02116
ŠESTÁK, LADISLAV 33-00375	DRAFTKINGS BOSTON MA 02116
SIMEONOV, KAEOYAN M 33-00427	DRAFTKINGS BOSTON MA 02116
ST PIERRE, AARON D 33-00379	DRAFTKINGS BOSTON MA 02116
STANKOV, VIKTOR P 33-00435	DRAFTKINGS BOSTON MA 02116
VARDAROV, DIMITAR G 33-00434	DRAFTKINGS BOSTON MA 02116
VUJCIC, BOJAN 33-00368	IGT LAS VEGAS NV 89113

PERSON'S NAME  
 LICENSE NUMBER

EMPLOYER'S NAME  
 PREMISES LOCATION

### NEW APPLICATIONS

#### MAJOR SPORTS WAGERING REPRESENTATIVE

WILLIAMS, CHASE H  
 33-00416

DRAFTKINGS  
 BOSTON MA 02116

WILLIAMS, JACKSON J  
 33-00385

DRAFTKINGS  
 BOSTON MA 02116

YOUNG, WILLIAM G  
 33-00388

DRAFTKINGS  
 BOSTON MA 02116

ZARIC, STEFAN M  
 33-00370

IGT  
 LAS VEGAS NV 89113

ZLATINOV, VASIL K  
 33-00430

DRAFTKINGS  
 BOSTON MA 02116

#### MID-LEVEL SPORTS WAGERING REPRESENTATIVE

NALLAMOTHU, RAMU  
 34-00016

DRUVSTAR  
 LAS VEGAS NV 89119

#### NON-PROFIT GAMBLING MANAGER

BAZIUK, JAS L  
 61-04809

ONE ROOF FOUNDATION  
 SEATTLE WA 98119

BLOOM, ANDREW M  
 61-04808

ONE ROOF FOUNDATION  
 SEATTLE WA 98119

COPELAND, JO ANN K  
 61-04744

BPOE 01082  
 HOQUIAM WA 98550

HALL, JACOB B  
 61-04806

ONE ROOF FOUNDATION  
 SEATTLE WA 98119

SCALZO, ANNEMARIE M  
 61-04807

ONE ROOF FOUNDATION  
 SEATTLE WA 98119

SPENCER, KAREN S  
 61-04797

SEATTLE SEAHAWKS CHARITABLE FO  
 SEATTLE WA 98134

STOUT, REBECCA C  
 61-04802

SEATTLE SEAHAWKS CHARITABLE FO  
 SEATTLE WA 98134

SWEENEY, JAIME L  
 61-04810

FOE 03418  
 LANGLEY WA 98260

PERSON'S NAME  
LICENSE NUMBER

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PREMISES LOCATION

### NEW APPLICATIONS

#### NON-PROFIT GAMBLING MANAGER

WEISENBACH, ALAN L  
61-04478

FOE 04390  
WASHOUGAL WA 98671-4116

WOOLFENDEN, NAOMI R  
61-04811

ONE ROOF FOUNDATION  
SEATTLE WA 98119

#### SERVICE SUPPLIER REPRESENTATIVE

BILLINGSLEY, CHRISTOPHER J  
63-01050

NORTH AMERICAN VIDEO  
BRICK NJ 08723

BRADY, SHAYNE M  
63-01055

MAVERICK WASHINGTON  
KIRKLAND WA 98034

DASILVEIRA, SANDRA  
63-01053

MAVERICK WASHINGTON  
KIRKLAND WA 98034

FEDERER, ZACHARY S  
63-01049

NORTH AMERICAN VIDEO  
BRICK NJ 08723

JOHN, SAMUEL E  
63-01051

NORTH AMERICAN VIDEO  
BRICK NJ 08723

NALLAMOTHU, RAMU  
63-01054

DRUVSTAR  
LAS VEGAS NV 89119

STROTHER, AUSTIN P  
63-01056

MAVERICK WASHINGTON  
KIRKLAND WA 98034

SYKES, NICHOLAS R  
63-00971

SURVEILLANCE SYSTEMS  
ROCKLIN CA 95677

TSZYU, ALEKSANDR  
63-01048

TIL GAMING LLC  
RENTON WA 98057

WARBURTON, JOHN D  
63-01052

NORTH AMERICAN VIDEO  
BRICK NJ 08723

#### CARD ROOM EMPLOYEE

ANDERSON, RANDALL L JR  
68-18972

B

CASINO CARIBBEAN  
KIRKLAND WA 98034

BALODIS, JERROD M  
68-36886

B

RIVERSIDE CASINO  
TUKWILA WA 98168

PERSON'S NAME  
LICENSE NUMBER

EMPLOYER'S NAME  
PREMISES LOCATION

**NEW APPLICATIONS**

**CARD ROOM EMPLOYEE**

BARGER, LELA G 68-36861	B	CHIPS CASINO/LAKEWOOD LAKEWOOD WA 98499
BOKARICA, AMBER S 68-21422	B	LILAC LANES & CASINO SPOKANE WA 99208-7393
BOWMAN, DALE E JR 68-36860	B	JOKER'S CASINO SPORTS BAR & FIESTA RICHLAND WA 99352-4122
BROOKS, JAMISEN S 68-36870	B	GREAT AMERICAN CASINO/LAKEWOOD LAKEWOOD WA 98499
CHHOUR, SOU I 68-30003	B	ROMAN CASINO SEATTLE WA 98178
DANFORTH, DYLAN T 68-36882	B	FORTUNE CASINO - LACEY LACEY WA 98516
DANG, JIMMY 68-22094	B	ROMAN CASINO SEATTLE WA 98178
DARBY, FARAH L 68-36864	B	BUZZ INN STEAKHOUSE/EAST WENATCH EAST WENATCHEE WA 98802
DE LEON, RODOLFO L 68-36908	B	GOLDIES SHORELINE CASINO SHORELINE WA 98133
DICKINSON, MARTY W 68-36872	B	LANCER LANES/REST AND CASINO CLARKSTON WA 99403-2219
DITEMAN, PAULA M 68-36901	B	IRON HORSE CASINO AUBURN WA 98002
DOUGAN, VICKY L 68-25164	B	BLACK PEARL RESTAURANT & CARD I SPOKANE VALLEY WA 99206-4719
DURHAM, CHRISTOPHER M 68-34628	B	ALL STAR CASINO SILVERDALE WA 98383
EM, DANIEL R 68-36905	B	LAST FRONTIER LA CENTER WA 98629-0000
ESTES, RYAN D 68-36898	B	LAST FRONTIER LA CENTER WA 98629-0000
GALAN, ANGELICA 68-36859	B	PAPAS CASINO RESTAURANT & LOUNGE MOSES LAKE WA 98837

PERSON'S NAME  
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**NEW APPLICATIONS**

**CARD ROOM EMPLOYEE**

GORDON, ZACHARY M 68-36883	B	CASINO CARIBBEAN KIRKLAND WA 98034
GUTIERREZ, EDWARD R 68-20861	B	ROMAN CASINO SEATTLE WA 98178
HALL, SCARLET Y 68-22902	B	ROXY'S BAR & GRILL SEATTLE WA 98126
HANCOCK, MICHAEL D 68-36885	B	COYOTE BOB'S CASINO KENNEWICK WA 99336
HARTNELL, BRENNAN L 68-33301	B	SLO PITCH PUB & EATERY BELLINGHAM WA 98225
HERNANDEZ, RICHARD M 68-36803	B	ROXY'S BAR & GRILL SEATTLE WA 98126
HOLIEN, STEVEN A 68-36866	B	BUZZ INN STEAKHOUSE/EAST WENAT EAST WENATCHEE WA 98802
IBARRA, ELAINE M 68-09282	B	LAST FRONTIER LA CENTER WA 98629-0000
KUANG, MEI HONG 68-36878	B	GREAT AMERICAN CASINO/TUKWILA TUKWILA WA 98168
LAFAELE, KATHRYN T 68-36889	B	MACAU CASINO TUKWILA WA 98188
LAPHO, THEERACHET 68-36847	B	LILAC LANES & CASINO SPOKANE WA 99208-7393
LE, PHUONG A 68-25324	B	BLACK PEARL RESTAURANT & CARD I SPOKANE VALLEY WA 99206-4715
MARTINEZ, ENOC 68-36865	B	CLUB 48 YAKIMA WA 98908
MARTINEZ, IRMA L 68-15712	B	CASINO CARIBBEAN YAKIMA WA 98901
MCCOY, JUSTINA L 68-23547	B	SILVER DOLLAR CASINO/SEATAC SEATAC WA 98188
MOSS, ANGELA K 68-15458	B	CASINO CARIBBEAN YAKIMA WA 98901

PERSON'S NAME  
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**NEW APPLICATIONS**

**CARD ROOM EMPLOYEE**

NUON, SOPHAL 68-29225	B	ROMAN CASINO SEATTLE WA 98178
ORANGE, DIAJUXNESE N 68-36890	B	MACAU CASINO LAKEWOOD WA 98499-4457
PAIGE, KAILANI Q 68-12768	B	JAMESTOWN SALOON ARLINGTON WA 98223
PEDERSEN, EUJEANA M 68-36867	B	IRON HORSE CASINO AUBURN WA 98002
RATLIFF, AMANDA F 68-36887	B	GREAT AMERICAN CASINO/EVERETT EVERETT WA 98204
RAWSON, TAYLOR A 68-36858	B	CARIBBEAN CARDROOM KIRKLAND WA 98034
RICHARDS, JESSICA K 68-36897	B	PAPAS CASINO RESTAURANT & LOUNGE MOSES LAKE WA 98837
RIVERA, RAMON N 68-36888	B	CASINO CARIBBEAN YAKIMA WA 98901
RUGH, KIMBERLY J 68-35216	B	LAST FRONTIER LA CENTER WA 98629-0000
SIO, ERNEST L 68-36891	B	ROMAN CASINO SEATTLE WA 98178
SLOAN, MARY R 68-36896	B	PAPAS CASINO RESTAURANT & LOUNGE MOSES LAKE WA 98837
STRIBLING, ALEXANDER E 68-23056	B	SILVER DOLLAR CASINO/RENTON RENTON WA 98057
TIFFANY, HEATHER M 68-36877	B	GOLDIES SHORELINE CASINO SHORELINE WA 98133
TOLLIVER, CYMONE S 68-36880	B	ROMAN CASINO SEATTLE WA 98178
TORRES, TIMOTHY R 68-36876	B	NOB HILL CASINO YAKIMA WA 98902
TOWNES, JARED M 68-36879	B	ROMAN CASINO SEATTLE WA 98178



PERSON'S NAME  
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**NEW APPLICATIONS**

**CARD ROOM EMPLOYEE**

WARD, TAYLOR M 68-33030	B	NOB HILL CASINO YAKIMA WA 98902
WARNICK, ETHAN L 68-36875	B	JOKER'S CASINO SPORTS BAR & FIESTACD RM RICHLAND WA 99352-4122
WHITE, ANISA D 68-36881	B	GREAT AMERICAN CASINO/TUKWILA TUKWILA WA 98168
WILLIAMS, WYNDI K 68-36856	B	COYOTE BOB'S CASINO KENNEWICK WA 99336
WU, SU-ZHEN 68-19478	B	GREAT AMERICAN CASINO/TUKWILA TUKWILA WA 98168
YANN, SOPAUL 68-21816	B	CHIPS CASINO/LAKEWOOD LAKEWOOD WA 98499

PERSON'S NAME

CERTIFICATION / ELIGIBILITY NUMBER

**NEW APPLICATIONS**

**CLASS III GAMING EMPLOYEE**

**CHEHALIS CONFEDERATED TRIBES**

BICKFORD, REX A  
69-53355

BOSSARD, MICHELLE D  
69-53193

COUGHLAN, ANDREW J  
69-53353

DAVIDSON, MARVALEE D  
69-53313

EICHELBERGER, ROCHELE A  
69-53194

FITZPATRICK, JAMES N  
69-53334

LORING, DANA M  
69-53106

PARENT, VICTORIA M  
69-53105

RODEN, CONNOR C  
69-53096

TUCKER, WILLIAM K  
69-53314

WHEELER, KAYLIEGH A  
69-53195

WITTWER, ETHAN E  
69-53192

**COLVILLE CONFEDERATED TRIBES**

ACUNA PAMATZ, YOHANA  
69-47442

AMAN, MATTHEW M  
69-53378

BARTON, BRININA N  
69-53249

BIGWOLF MENDOZA, NATHANIEL J  
69-53252

LOPEZ, CARLOS S  
69-53302

PALMER, ASHLEY P  
69-53250

RUIZ, STANLEY D JR  
69-23505

SURGEON, REBECCA S  
69-49874

TIMENTWA, JOHN F SR  
69-53251

VALLE, JULISSA I  
69-53301

PERSON'S NAME

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**NEW APPLICATIONS**

**CLASS III GAMING EMPLOYEE**

**COWLITZ INDIAN TRIBE**

ANDREESE, MONICA Y  
69-53073

BALLARD, KAYLIN J  
69-53084

BURNS, ERIN A  
69-41387

DAVOREN, ELLIOT K  
69-53081

DOIRON, ELIJAH B  
69-53151

EVERITT, BRANDON W  
69-53221

GUAN, BELLA B  
69-53082

HANSEN, EVAN T  
69-53203

HE, JUNKANG  
69-53147

HYNES, CHRISTOPHER P  
69-53078

KINKEL, AUSTIN T  
69-53085

LEHMANN, NORINE M  
69-53244

LEPWACH, TINA TRICIA L  
69-53097

MAGOFNA, CAITLIN J  
69-53098

MCKERNEY, SALLY G  
69-53099

MILEM, MCKENZIE L  
69-53149

NOFSINGER, SHELBYANN D  
69-53150

OLSON, BELINDA J  
69-53243

ORMISTON, CODY L  
69-53206

PHELPS, JOSEPH D  
69-53153

ROA, DENNY G  
69-53080

RODIN, ELIZABETH K  
69-53079

RUSSELL, EILEEN M  
69-53207

SILL, JACOB L  
69-53241

PERSON'S NAME

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**NEW APPLICATIONS**

**CLASS III GAMING EMPLOYEE**

**COWLITZ INDIAN TRIBE**

SOTO-BAHENA, VICTOR I  
69-53148

SOWDER, JESSE J  
69-42629

SUTTON, EAN S  
69-53200

WARREN, MALCOLM X  
69-53152

WILDE, JACOB M  
69-50539

WILLIAMS, PAUL L  
69-53083

**KALISPEL TRIBE**

ARTHUR, HANNAH L  
69-53287

BATTS, BRANDON D  
69-53340

BIGGS, ZACHARIAH A  
69-53289

BRISBOIS, MERWIN G JR  
69-14052

CHOE, PEBBLES H  
69-53290

COX, LAUREN N  
69-53173

DEGG, LALONNIE L  
69-53242

DYKMAN, BRIAN K  
69-53343

EDWARDS, ANTHONY M  
69-53291

GILLIAM, SHANE P  
69-53202

HANSEN, JANNA L  
69-53286

HARMS, DANIEL J  
69-53235

HARRIS, JORDAN M  
69-53295

HARRIS, TENEISHA D  
69-53144

HORWATH, KATHERINE N  
69-53143

JEROME, JACOB D  
69-53176

JONES, DERRICK A  
69-53205

LEAVEY, NICHOLAS J  
69-53236

PERSON'S NAME

CERTIFICATION / ELIGIBILITY NUMBER

**NEW APPLICATIONS**

**CLASS III GAMING EMPLOYEE**

**KALISPEL TRIBE**

MARTINEZ, BEIGHLOR T  
69-53107

MORIEL, JENNIFER A  
69-53140

OBIAS, MITCHEL M  
69-53201

OWENS, NATASHA L  
69-53204

REEVES, JOHN D JR  
69-53238

SALERNO, JESSICA N  
69-18218

SANCHEZ, JOSHUA A  
69-47909

SGROI, JOSHUA  
69-53293

STEPHENSON, NELSON L  
69-53294

SWENSEN, CASSIDY  
69-53288

TORRERO, TARAN N  
69-42756

VANOS, TERI M  
69-53341

**LUMMI NATION**

BROWN, MIRANDA M  
69-53102

DESPER KRUGEL, ANNETTE M  
69-12857

HOFFMAN, BENJAMIN T  
69-53101

JURGES, SCOTT C  
69-53155

KIELY, TERI A  
69-14784

MUNKRES, KENT W  
69-53345

ROSS, CHERYL A  
69-53392

SPOTTED BEAR, LINDSEY A  
69-53347

ZUZARTE, BERNADETTE J  
69-53338

PERSON'S NAME

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**NEW APPLICATIONS**

**CLASS III GAMING EMPLOYEE**

**MUCKLESHOOT INDIAN TRIBE**

ADAMS, SIERRA A  
69-53229

BORREGO, MARILYN A  
69-35538

CHITXEUANE, ASANAY  
69-53087

FUIMAONO, JOHN M  
69-53162

GOODALL, STEVIE R  
69-30767

GOOSBY, DEJA D  
69-53163

HANNIGAN, JARRET A  
69-53228

HARVEY, JOSHUA B  
69-53305

HORIUCHI, TODRICK B  
69-53304

LARD, ERIC W III  
69-53303

LARSON, BRENTON E  
69-53122

LEDUC, WILLIAM D  
69-53164

LOLOHEA, MELESEINI  
69-53131

LOZIER, CAROLYN L  
69-53227

MAYO, RODGER D  
69-53179

MCDONALD, NICOLE L  
69-53180

MOORE, ETHAN N  
69-53226

MOSES, CARLEEN L  
69-53225

MUNSON, SAMANTHA A  
69-46491

NEBEKER, CHRISTINE A  
69-48288

NORTHCUTT, WILLIAM E  
69-53224

ORTIZ, JACQUELINE L  
69-53223

PAIGE, BRIANA L  
69-53123

REDTHUNDER, LAURALEE J  
69-53126

PERSON'S NAME

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**NEW APPLICATIONS**

**CLASS III GAMING EMPLOYEE**

**MUCKLESHOOT INDIAN TRIBE**

ROSE, ROBERT L  
69-53124

SAVE, ALEXANDER J  
69-53132

SILBERNAGEL, HOLLI L  
69-53336

TAI, BERNADETTE M  
69-53337

TOUT BLACK, JADYN O  
69-48072

TSO, KRISTIN L  
69-36950

TUCKER, TIMOTHY C  
69-53181

WATTS, STEVE R JR  
69-53125

**NISQUALLY INDIAN TRIBE**

BESEAU, ANNA R  
69-53322

CLARK, EMILY H  
69-53297

COMBES, ERIN K  
69-53109

EYRAUD, DOMENIK A  
69-53271

HILL, NATHANIEL R  
69-53298

JIM, ERNESTINE A  
69-31307

KRESIN, LOGAN T  
69-53069

LESCHI, DEWEY L  
69-53128

MOTTO, ROBERT C  
69-53208

NGUYEN, VY-THANH H  
69-24358

NYSTA, DENITA S  
69-53190

OHAGAN, BYRON D  
69-53246

PRATT, JARED B  
69-53129

RISON, JESSE E  
69-13803

ROMANO, MICHAEL A  
69-02745

SALWAY, JUSTION  
69-42327

PERSON'S NAME

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**NEW APPLICATIONS**

**CLASS III GAMING EMPLOYEE**

NISQUALLY INDIAN TRIBE

SATELE, YOLANDA K  
69-23790

VAN, MALYNA L  
69-53127

NOOKSACK INDIAN TRIBE

CAMMACK, PAIGE A  
69-53262

PORT GAMBLE S'KLALLAM TRIBE

GRIGSBY, JOHN P  
69-53177

HEADLEY, AUTUMN F  
69-53012

NELSON, RACHAEL A  
69-38929

NIELSEN, TRISTAN J  
69-53076

PALMER, BROOKLYN J  
69-53077

ROOP, EMILY N  
69-53178

VIRGIN, JOHN M  
69-53013

PUYALLUP TRIBE OF INDIANS

AH YEN, SIOELI P  
69-48403

ALLEN, LISA L  
69-53189

APARIS, JASON L  
69-53256

AUGUST, CALEB R  
69-45511

BRUNNER, TIMOTHY T  
69-53134

CUNNINGHAM, CATHLEEN A  
69-53231

ELIFASA, FA'AMAONA JR  
69-53196

FOUNTAIN, KEYLON M  
69-53368

GILBERT, KIMBERLY J  
69-53137

GOLATT, TORENTO D JR  
69-53197



PERSON'S NAME

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**NEW APPLICATIONS**

**CLASS III GAMING EMPLOYEE**

**PUYALLUP TRIBE OF INDIANS**

GREGORY, DEMETRIUS L  
69-53121

HARGROVE, MAKANA H  
69-53367

HARVEY, MIGUEL E  
69-53139

INSKEEP, EMILY R  
69-53160

JAMES, JULIE M  
69-37403

JANSSEN, JESSICA E  
69-53255

KONG, HELEN C  
69-53138

LEATIGAGA, ELIKAPEKA S  
69-53311

LOHRE, AUSTIN J  
69-48722

MAGLALANG-STERLING, CHARLOTTE I  
69-53187

MALDONADO, LUIS H  
69-53186

MARTINEZ, ANITA  
69-53300

MCGREGOR, KYLA D  
69-53299

MOLIGA, PUPUALI'I  
69-53133

MONROE, CHRISTIAN J  
69-53257

MORKEN, OLIVIA A  
69-19218

OUACH, JESSE J  
69-53161

VIENA, TA'AVAO J  
69-53135

WARD, REBECCA A  
69-36996

WASHINGTON, MISTY R  
69-12673

WILLIAMS, URSULA Y  
69-53230

WROLSON, JASON M  
69-53188

**QUINAULT NATION**

SWEOWAT, SIDNEY J  
69-08926

VACKNITZ, DEBRA R  
69-53247

PERSON'S NAME

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**NEW APPLICATIONS**

**CLASS III GAMING EMPLOYEE**

SHOALWATER BAY TRIBE

ACFALLE, MAELANI M  
69-53175

ASBURY, TAMMY G  
69-18758

ASHLEY, ALEX G  
69-53215

BARBER, DAWN M  
69-53209

CAMPOS, ALEJANDRO  
69-38013

CARLSON, RANDY C  
69-32592

CHHAY, TRENT L  
69-53218

COBURN, PETER L  
69-53170

DAEHLER, LARRY D  
69-53169

DEGG, RYAN M  
69-37536

DELISO, JOSEPH F  
69-53284

EDINGER, VICTORIA M  
69-37881

FIGUEROA, LUIS F  
69-53283

FODGE, ADAM A  
69-20858

FOUST, JEREMY S  
69-24170

FRETZ, RAE L  
69-15903

GRANT, STEVEN M  
69-41482

HERMON, NAOMI E  
69-15913

HIATT, KATILYN J  
69-53280

HODGE, HORTENSIA  
69-53172

LITTERER, CAYLEE P  
69-53279

LOPEZ FERIA, IVAN  
69-53220

LYNCH, WILLIAM M  
69-53281

MAGEE, PHAEPHANH M  
69-53167

PERSON'S NAME

CERTIFICATION / ELIGIBILITY NUMBER

**NEW APPLICATIONS**

**CLASS III GAMING EMPLOYEE**

SHOALWATER BAY TRIBE

MAINES, JOSEPHA C  
69-20922

MALMGREN, ALEXANDER J  
69-35623

MC CULLOUGH, LOMISA G  
69-53282

MCCLUSKEY, WILLIAM B  
69-31696

MCKAY, ERIC G  
69-38581

MORENO, ABRAHAM F  
69-53296

NACK, TIMOTHY A  
69-40098

ORONA-GOFORTH, EDUARDO  
69-53165

OROZCO, URIEL M  
69-53210

PHILLIPS, JENNIFER A  
69-53216

RASMUSSEN, MICHAEL J  
69-53168

ROGERS, BENJAMIN N  
69-53213

ROGERS, MELISSA L  
69-17930

RYE, SHELDON M  
69-53174

STEWART, SHAUN A  
69-53217

STURGILL, TRACY M  
69-53212

TAYLOR, DUSTYN M  
69-53166

TROTTER, JAMES C  
69-35129

WADE, TAMMY S  
69-53171

WHEELER, JESSE H  
69-53211

WHITE, HOLLY S  
69-37122

ETHRIDGE, DELTON L  
69-53356

PERSON'S NAME

CERTIFICATION / ELIGIBILITY NUMBER

**NEW APPLICATIONS**

**CLASS III GAMING EMPLOYEE**

**SNOQUALMIE TRIBE**

CHITXEUANE, ASANAY  
69-53087

HOOVER, ALEXANDER M  
69-53285

HUNT, ROBERT C  
69-53278

HURTADO, MARLENA A  
69-53092

NGUYEN, CHAU P  
69-53277

SHELTON, GREGORY M SR  
69-53323

STARK, JEFF D  
69-53091

SYLVAIN, KYLE  
69-53324

**SPOKANE TRIBE**

DAIGEN, KELLY M  
69-53130

FALCON, IRVIN L  
69-52960

GOLDEN, FAWN M  
69-53159

MAJOR, MELVA A  
69-53272

MC BRIDE, RANDALL F  
69-53326

ROMERO, LINDA M  
69-53191

SHERWOOD, ECHO M  
69-53136

VAN DUSEN, BLAKE A  
69-53273

**SQUAXIN ISLAND TRIBE**

FERNELIUS, ALEX R  
69-53245

GHRAMM, RILEY E  
69-39000

HART, KALLEE H  
69-53034

HAWKINS, BRENT A  
69-53072

HIGHFIELD, BARRY B  
69-53035

JONKER, TONI L  
69-02977

PERSON'S NAME

CERTIFICATION / ELIGIBILITY NUMBER

**NEW APPLICATIONS**

**CLASS III GAMING EMPLOYEE**

**SQUAXIN ISLAND TRIBE**

MAGNUSON, MARK C  
69-52439

MULLENIX-YOUNG, DEVIN W  
69-53145

OSBORN, TRACIE L  
69-53142

SYCHANTHONG, TERI S  
69-26327

**SUQUAMISH TRIBE**

ANDERSON, MICHELLE L  
69-53274

GONZALEZ, ALBERTO J  
69-53254

KUNGAS, DEVON M  
69-53275

OUON, STEPHANIE M  
69-53335

STEPPER, BENJAMIN J  
69-53146

TIETJE, CAMEO A  
69-53113

**SWINOMISH INDIAN TRIBAL COMMUNITY**

CHESTERFIELD, JACOB R  
69-53112

FRY, KATRINA M  
69-53182

HELTON, ROBERT C  
69-53312

KANAIR, IAN  
69-53183

MCEDWARD, CODY R  
69-53185

SLAVICK, RYAN M  
69-44060

WILBURN, BRANDI A  
69-53184

WOOGERD, KENNETH D  
69-53111

**THE TULALIP TRIBES**

COOK, RAYMOND A  
69-53240

DICE, TRISSHA D  
69-53332

DONALDSON, JACOB D  
69-53269

DUBEAU, JERI K  
69-53118

PERSON'S NAME

CERTIFICATION / ELIGIBILITY NUMBER

**NEW APPLICATIONS**

**CLASS III GAMING EMPLOYEE**

THE TULALIP TRIBES

EDELMAN, ELIZABETH M  
69-53260

EMERSON, BARNEY D  
69-53232

ENDRESEN, VERONICA L  
69-53259

FERGUSON, SARAH A  
69-53033

FOSTER, NATHAN A  
69-53270

FREDRICKS, ANGELA M  
69-53330

GILOUIST, WEIOING X  
69-44707

HARSTEAD, MICHELLE R  
69-38545

HUFF, SEAN M  
69-33971

HUSE, MARK R  
69-53268

IUKES, JULIE A  
69-53266

JACKSON, KEANA W  
69-53316

JIMENEZ, GUADALUPE  
69-06241

JIMICUM, AALIYA R  
69-53319

LAWSON, HUNTER T  
69-53237

LOPEZ, MARIAN MAY A  
69-47297

MEARNS, JOSHUA M  
69-44840

MEEHAN, MADISON M  
69-53331

MORALES, DEXTER N  
69-53104

MOYER, THOMAS R  
69-53071

NGUYEN, HOANG V  
69-53264

PALMER, JERALD R  
69-53265

PERRY, CODY J  
69-34665

SAIDY, MOMODOU  
69-53329

PERSON'S NAME

CERTIFICATION / ELIGIBILITY NUMBER

**NEW APPLICATIONS**

**CLASS III GAMING EMPLOYEE**

THE TULALIP TRIBES

SANDBECK, THADDEAUS J  
69-53119

SANTOS, NOEL S  
69-53233

STANDFORD, TANECHA M  
69-53328

STEPHENS, BRHETT A  
69-53321

VERDUGO, AIDEN P  
69-53234

WARD, TRICIA K  
69-53350

WENTZ, KELLY C  
69-47220

UPPER SKAGIT INDIAN TRIBE

APPLEHANS, COLE J  
69-53154

BARBER, VERNADOS T  
69-53375

CHAMPION, REN E  
69-53156

FRY, LEE H  
69-53120

MACRIS, MATTHEW J  
69-53333

PUGH, RICHARD E  
69-53376

SKELTON, JASON D  
69-34273

SKRINNIK, IVAN I  
69-53157

VOAG, MITCHELL E  
69-53222

YAKAMA NATION

CHINO, JUANA  
69-22353

JOHNSON, MICHAEL G  
69-53198

LEWIS, TRAVIS L  
69-31565

NUNEZ, LUCIA  
69-35797

PERSON'S NAME

CERTIFICATION / ELIGIBILITY NUMBER

**NEW APPLICATIONS**

**CLASS III GAMING EMPLOYEE**

YAKAMA NATION

POLK, TREVOR A  
69-53253

QUINTERO ALVARADO, SAMUEL  
69-53384

ROSALES, BRANDI J  
69-53386

SANCHEZ, MARCOS A  
69-53385

SKAHAN, ANNIE S  
69-15090

ZICK, KALEEA L  
69-43566





# Washington State Gambling Commission

## Pre-Licensing Report

### Electronic Raffles

#### Part I

#### Licensing/Organization Information

<b>Type of Approval</b> Electronic Raffle	<b>Premises/Trade Name/Address</b> One Roof Foundation 16 W. Harrison St., Ste. 200 Seattle, WA 98119
<b>Date of Application</b> July 12, 2022	

#### APPLICANT INFORMATION

<b>Name</b> One Roof Foundation	<b>License Application #</b> 00-24762	<b>Business Phone #</b> (206) 279-7841
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**Mailing Address**  
10601 5<sup>th</sup> Ave NE, Ste. 200  
Seattle, WA 98125

#### ACTIVE LICENSES ISSUED BY GAMBLING COMMISSION

Description/Class	Exp. Date	License Number(s)
Electronic Raffle	03/31/2023	12-00003
Raffle	03/31/2023	02-21177

#### COMMISSION STAFF

Jeanette Warner, Licensing Specialist Donna Khanhasa, Licensing Special Agent Jamie Doughty, Electronic Gambling Lab	Sonja Dolson, Regulation Special Agent Supervisor Dan Frey, Regulation Special Agent Supervisor Tony Czar, Regulation Special Agent Brian Lane, Regulation Special Agent
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### Background/Structure

**General Information:**

On July 12, 2022, the Washington State Gambling Commission (the Commission) received an application from One Roof Foundation for an electronic raffle license. One Roof Foundation is a bona fide charitable or nonprofit organization that currently holds a raffle license.

The mission of One Roof Foundation is to advance equity and sustainability by increasing opportunities to thrive for their most vulnerable young people and communities. Their vision is to envision a more equitable society and a healthy planet where all people can realize a brighter future. One Roof Foundation offers a variety of programs that fall under their three core pillars, which are: youth access to hockey, youth homelessness, and environmental justice.

One Roof Foundation is planning on hosting electronic raffles at Seattle Kraken home games at Climate Pledge Arena.

**Foundation Structure Information:**

Title	Name
President	Mari Horita
Treasurer	Rodney Fujita
Secretary	Rosemary Hall
Chairman of the Board	Richard Jones
Nonprofit Gambling Manager	Jacob Hall

## Part II Licensing Investigations Summary

Staff from the Commission's Licensing Unit ensured the applicant met the definition of "Bona fide charitable or nonprofit organizations" in relation to gambling activity and conducted criminal records investigations in accordance with RCW 9.46 and WAC 230. The investigations found:

- No unreported people or businesses involved (i.e., substantial interest holders).
- No undisclosed involvement in other activities/businesses.
- All substantial interest holders qualify.

## Part III Pre-Operational Review and Evaluation Summary

Special Agents from the Commission's Regulation Unit and the Commission's Electronic Gambling Lab completed an investigation to determine that the gambling operation complies with the requirements of RCW 9.46 and WAC 230. The review found that:

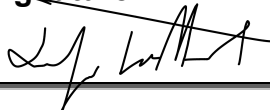
- The foundational structure supports the proposed accounting and administrative controls.
- Controls are in place to closely monitor the gambling activity and accurately record financial information.
- The physical location (arena) can support the proposed operational plan, activity and gambling equipment including onsite servers and Wi-Fi.
- The One Roof Foundation is in compliance with all rules and laws associated with the activity.

## Part IV Staff Recommendations

Based upon the licensing and regulation investigations, staff recommends licensing One Roof Foundation with an electronic raffle license.

**Prepared By**

Jennifer LaMont, Agent in Charge  
Licensing Unit

**Signature**

**Date**

September 26, 2022



**Washington State Gambling Commission  
Pre-Licensing Report  
Electronic Raffles**

**Part I  
Licensing/Organization Information**

<b>Type of Approval</b> Electronic Raffle	<b>Premises/Trade Name/Address</b> Seattle Seahawks Charitable Foundation 800 Occidental Ave South Seattle, WA 98134
<b>Date of Application</b> July 2, 2022	

**APPLICANT INFORMATION**

<b>Name</b> Seattle Seahawks Charitable Foundation	<b>License Application #</b> 00-24972	<b>Business Phone #</b> (425) 203-8046
<b>Mailing Address</b> 505 5 <sup>th</sup> Ave South, Suite 900 Seattle, WA 98104		

**ACTIVE LICENSES ISSUED BY GAMBLING COMMISSION**

<b>Description/Class</b> Electronic Raffle	<b>Exp. Date</b> 06/30/2023	<b>License Number(s)</b> 12-00002
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**COMMISSION STAFF**

Michael Moore, Licensing Specialist Jamie Doughty, Electronic Gambling Lab	Julie Sullivan, Licensing Special Agent Sonja Dolson, Regulation Special Agent Supervisor Tony Czar, Regulation Special Agent Brian Lane, Regulation Special Agent
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**Background/Structure**

**General Information:**

On July 2, 2022, the WSGC received an application from the Seattle Seahawks Charitable Foundation for an electronic raffle license.

The vision of the Seattle Seahawks Charitable Foundation is to provide youth and young adults access to academic, athletic and health programs that improve their quality of life and prospects for the future. To achieve this, the Seattle Seahawks Charitable Foundation supports the work of likeminded organizations by participating in charity fundraisers, arranging player appearances, and providing financial support.

For nearly 30 years, the Seattle Seahawks Charitable Foundation has been a positive force in Washington State, distributing tens of millions of dollars to a variety to charitable organizations with an emphasis on youth wellness and athletic participation. The Foundation has held "Spirit of 12" events, named after the number associated with the Seahawks fans, to raise money to benefit local community charities. Some of those charities include Special Olympics of Washington, Big Brothers Big Sisters of Puget Sound, Outdoors for All Foundation and

Treehouse.

**Foundation Structure Information:**

Title	Name
President	Jo Allen
Treasurer	Karen Spenser
Activity Manager	Rebecca Stout

**Part II  
Licensing Investigations Summary**

Staff from the Commission's Licensing Unit ensured the applicant met the definition of "Bona fide charitable or nonprofit organizations" in relation to gambling activity and conducted criminal records investigations in accordance with RCW 9.46 and WAC 230. The investigations found:

- No unreported people or businesses involved (i.e., substantial interest holders).
- No undisclosed involvement in other activities/businesses.
- All substantial interest holders qualify.

**Part III  
Pre-Operational Review and Evaluation Summary**

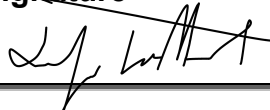
Special Agents from the Commission's Regulation Unit and the Commission's Electronic Gambling Lab completed an investigation to determine that the gambling operation complies with the requirements of RCW 9.46 and WAC 230. The review found that:

- The foundational structure supports the proposed accounting and administrative controls.
- Controls are in place to closely monitor the gambling activity and accurately record financial information.
- The physical location (arena) can support the proposed operational plan, activity and gambling equipment including onsite servers and Wi-Fi.
- The Seattle Seahawks Charitable Foundation is in compliance with all rules and laws associated with the activity.

**Part IV  
Staff Recommendations**

Based upon the licensing and regulation investigations, staff recommends licensing the Seattle Seahawks Charitable Foundation with an electronic raffle license.

**Prepared By**  
Jennifer LaMont, Agent in Charge  
Licensing

**Signature**  


**Date**  
September 23, 2022



**Washington State Gambling Commission  
Pre-Licensing Report  
Manufacturer**

**Part I  
Licensing/Organization Information**

<b>Type of Approval</b> Manufacturer License	<b>Premises/Trade Name/Address</b> Bump Worldwide, Inc. 145 Richmond Road Ottawa, Ontario Canada K1Z1A1
<b>Date of Application</b> February 23, 2022	

**APPLICANT INFORMATION**

<b>Name</b> Bump Worldwide, Inc.	<b>License Application #</b> 20-00272	<b>Business Phone #</b> (613) 722-3421
<b>Address</b> 145 Richmond Road Ottawa, Ontario Canada K1Z1A1		

**ACTIVE LICENSES ISSUED BY GAMBLING COMMISSION**

<b>Description/Class</b> Manufacturer License	<b>Exp. Date</b> 06/30/2023	<b>License Number(s)</b> 20-00272
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**COMMISSION STAFF**

<b>Licensing Specialist</b> Monnette Rancour	<b>Special Agents</b> Julie Sullivan Donna Khanhasa
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**Background/Structure**

**General Information:**

Bump Worldwide, Inc., a wholly owned subsidiary of Canadian Bank Note Company, Limited, applied for a manufacturer license to provide software and equipment for electronic raffles in accordance with WACs 230-11-300 through 230-11-395.

**Organizational/Ownership Structure:**

**Bump Worldwide, Inc.**

Title	Name	Ownership %
President, Director	Craig Bascombe	0%
Secretary, Director	Gordon McKechnie	0%
Shareholder	Canadian Bank Note Company, Limited	100%
<b>TOTAL</b>		<b>100%</b>

**Canadian Bank Note Company, Limited**

Title	Name	Ownership %
CEO	Craig Bascombe	0%
Vice President, Secretary	Gordon McKechnie	0%
Chairman	Douglas Arends	0%
Shareholder	Arends Holdings, Inc.	100%
TOTAL		100%

**Arends Holdings, Inc.**

Title	Name	Ownership %
President, Director, Shareholder	Douglas Arends	99.9954%
Director	Craig Bascombe	0%
Director, Secretary	Gordon McKechnie	0%
Shareholder	ADR Holdings, Limited	0.002264%
Shareholder	373048 Ontario, Limited	0.002264%
TOTAL		100%

**ADR Holdings, Limited**

Title	Name	Ownership %
President, Secretary	Douglas Arends	0%
Director	Gordon McKechnie	0%
Director	Craig Bascombe	0%
Shareholder	968895 Ontario, Inc.	100%
TOTAL		100%

**373048 Ontario Limited**

Title	Name	% Ownership
President, Director	Douglas Arends	0%
Director	Gordon McKechnie	0%
Director	Craig Bascombe	0%
Shareholder	968895 Ontario, Inc.	100%
TOTAL		100%

**968895 Ontario, Inc.**

Title	Name	Ownership %
Director	Gordon McKechnie	0%
Director	Craig Bascombe	0%
Shareholder	The Douglas Arends 2038 Trust	0.000001%
Shareholder	Douglas Arends	99.99999%
TOTAL		100%

### The Douglas Arends 2038 Trust

Title	Name
Trustee, Beneficiary	Douglas Arends
Trustee	Bradley Baker
Trustee	Craig Bascombe
Settlor	Chantal McKechnie

#### Affiliated Companies:

Bump Worldwide, Inc.'s sister company, CBN Lottery & Gaming, Inc. applied for a Service Supplier license (00-24970) and its parent company, Canadian Bank Note Company, Limited applied for a Distributor license (21-00319).

#### Other Jurisdictions Licensed:

Bump Worldwide Inc. is licensed in multiple other jurisdictions in the U.S. and Canada including California, Colorado, Ontario, and Manitoba.

## Part II Licensing Investigations Summary

Special Agents from the Commission's Licensing Unit conducted a criminal history and financial investigation focusing on funding sources and beneficiaries for suitability in accordance with RCW 9.46 and WAC 230. Staff went on-site to Ottawa, Canada, to conduct their investigation, which included verifying the ownership structure, reviewing financial and business records, and conducting interviews. The investigation found:


- No unreported people or businesses involved (i.e. substantial interest holders).
- No undisclosed ownership or undisclosed involvement in other activities/businesses.
- No disqualifying administrative history.
- All funding sources were disclosed; and
- All substantial interest holders qualify to hold a license.

#### Source of Funds:

The company's source of funds for bringing their business to Washington State came from cash on hand from operations.

## Part III Staff Recommendations

Based upon the criminal history and financial background investigations, staff recommends licensing Bump Worldwide, Inc. with manufacturer license.

<b>Prepared By</b> Jennifer LaMont, Agent in Charge Licensing Unit	<b>Signature</b> 	<b>Date</b> September 23, 2022
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Washington State Gambling Commission  
Pre-Licensing Report  
Mid-Level Sports Wagering Vendor

Part I  
Licensing/Organization Information

<b>Type of Approval</b> Mid-Level Sports Wagering Vendor License	<b>Trade Name/ Premises Address</b> Genius Sports Media, Inc. 393 Lafayette Street, 7 <sup>th</sup> Floor New York, NY 10003
<b>Date of Application</b> November 23, 2021	

APPLICANT INFORMATION

<b>Name</b> Genius Sports Media, Inc.	<b>License Application #</b> 10-00203	<b>Business Phone #</b> +442078514060
<b>Mailing Address</b> 393 Lafayette Street, 7 <sup>th</sup> Floor New York, NY 10003		

ACTIVE LICENSES ISSUED BY GAMBLING COMMISSION

<b>Description/Class</b> Mid-Level Sports Wagering Vendor License	<b>Exp. Date</b> 6/30/2023	<b>License Number(s)</b> 82-00017
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COMMISSION STAFF

<b>Licensing Specialist</b> Rose Guzman	<b>Special Agents</b> Julie Sullivan Donna Khanhasa
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Background/Structure

**General Information:**

Genius Sports Media, Inc. applied for a Mid-Level Sports Wagering Vendor license to provide data in real time for sports wagering.

**Organizational/Ownership Structure:****Genius Sports Media, Inc.**

<b>Title</b>	<b>Name</b>	<b>% Ownership</b>
CEO, Director	Mark Locke	0%
CFO, Director	Nicholas Taylor	0%
Chief Commercial Officer, Director	Jack Davison	0%
Shareholder	Genius Sports Media Limited	100%
	Total	100%

**Genius Sports Media Limited**

<b>Title</b>	<b>Name</b>	<b>% Ownership</b>
CEO, Director	Mark Locke	0%
CFO, Director	Nicholas Taylor	0%
Chief Commercial Officer, Director	Jack Davison	0%
Shareholder	Genius Sports Holdings Limited	100%
	Total	100%

**Genius Sports Holdings Limited**

<b>Title</b>	<b>Name</b>	<b>% Ownership</b>
CEO, Director	Mark Locke	0%
CFO, Director	Nicholas Taylor	0%
COO, Director	Steven Burton	0%
CCO, Director	Jack Davison	0%
Shareholder	Genius Sports Group Limited	100%
	Total	100%

**Genius Sports Group Limited**

<b>Title</b>	<b>Name</b>	<b>% Ownership</b>
CEO, Director	Mark Locke	0%
CFO, Director	Nicholas Taylor	0%
Director	Thomas Russell	0%
Shareholder	Maven Bidco Limited	100%
	Total	100%

**Maven Bidco Limited**

<b>Title</b>	<b>Name</b>	<b>% Ownership</b>
CFO, Director	Nicholas Taylor	0%
CLO, Director	Thomas Russell	0%
Shareholder	Maven Debtco Limited	100%
	Total	100%

**Maven Debtco Limited**

Title	Name	% Ownership
CFO, Director	Nicholas Taylor	0%
CLO, Director	Thomas Russell	0%
Shareholder	Maven Midco Limited	100%
	Total	100%

**Maven Midco Limited**

Title	Name	% Ownership
CFO, Director	Nicholas Taylor	0%
CLO, Director	Thomas Russell	0%
Shareholder	Maven Topco Limited	100%
	Total	100%

**Maven Topco Limited**

Title	Name	% Ownership
CFO, Director	Nicholas Taylor	0%
CLO, Director	Thomas Russell	0%
Shareholder	Genius Sports Limited	100%
	Total	100%

**Genius Sports Limited \***

Title	Name	% Ownership
CEO, Director, Shareholder	Mark Locke	10%
CFO	Nicholas Taylor	0%
CCO	Jack Davidson	0%
Chairman	David Levy	0%
Director	Daniel Burns	0%
Director	Gabrielle Cipparrone	0%
Director	Albert Costa	0%
Director	Niccolo de Masi	0%
Director	Roxana Mirica	0%
Director	Harry You	0%
Director	Kim Williams-Bradley	0%
Shareholder	Maven TopHoldings SARL APAX Funds	30.4%
Shareholder	Caledonia (Private) investments pty Limited	9.3%
Shareholder	Various Shareholders < 5% each	50.3%
	Total	100%

\* Publicly traded on the New York Stock Exchange under GENI.

Ownership as of August 10, 2022.

**Other Jurisdictions Licensed:**

Genius Sports Media, Inc. is licensed in multiple jurisdictions including Pennsylvania, Michigan, and Arizona.

**Part II  
Licensing Investigations Summary**

Special Agents from the Commission's Licensing Unit conducted a criminal history and financial investigation focusing on funding sources and beneficiaries for suitability in accordance with RCW 9.46 and WAC 230. The investigation included verifying the ownership structure, reviewing financial and business records. The investigation found:

- No unreported people or businesses involved (i.e., substantial interest holders).
- No undisclosed ownership or undisclosed involvement in other activities/businesses.
- No disqualifying administrative history.
- All funding sources were disclosed; and
- All substantial interest holders qualify to hold a license.

**Source of Funds:**

The company's source of funds for the licensing process came from cash on hand from operations.

**Part III  
Staff Recommendations**

Based upon the criminal history and financial background investigations, staff recommends licensing Genius Sports Media, Inc., with a Mid-Level Sports Wagering Vendor license.

**Prepared By**

Jennifer LaMont, Agent in Charge  
Licensing Unit

**Signature****Date**

September 23, 2022



Washington State Gambling Commission  
Pre-Licensing Report  
Ancillary Sports Wagering Vendor

Part I  
Licensing/Organization Information

<b>Type of Approval</b> Ancillary Sports Wagering Vendor License	<b>Trade Name/ Premises Address</b> Nuvei US, LLC 1375 N Scottsdale Road, Suite 400 Scottsdale, AZ 85257
<b>Date of Application</b> January 28, 2022	

APPLICANT INFORMATION

<b>Name</b> Nuvei US, LLC	<b>License Application #</b> 10-00238	<b>Business Phone #</b> (202) 524-4143
<b>Mailing Address</b> 1375 N Scottsdale Road, Suite 400 Scottsdale, AZ 85257		

ACTIVE LICENSES ISSUED BY GAMBLING COMMISSION

Description/Class	Exp. Date	License Number(s)
Ancillary Sports Wagering Vendor License	06/30/2023	83-00019

COMMISSION STAFF

<b>Licensing Specialist</b> Rose Guzman	<b>Special Agents</b> Julie Sullivan
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Background/Structure

**General Information:**

Nuvei US, LLC, formerly known as Mazooma, Inc., applied for an Ancillary Sports Wagering Vendor license to provide payment processing services for on-premises mobile sports wagering. Their parent company, Nuvei Technologies, Inc., also applied for an Ancillary Sports Wagering Vendor license (10-00244) to provide payment processing services for on-premises mobile sports wagering.

**Nuvei US, LLC**

Title	Name	% Ownership	# of Shares
CEO	Philip Fayer	0%	0
COO	Edward Garcia	0%	0
Member	Nuvei Technologies, Inc.	100%	100
	Total	100%	100

**Ownership/corporate structure of Nuvei Technologies, Inc.**

Title	Name	% Ownership	# of Shares
CEO, Director	Philip Fayer	0%	0
COO, Director	Edward Garcia	0%	0
CFO	David Schwartz	0%	0
Shareholder	PPI Holding US, Inc.	100%	100
	Total	100%	100

Nuvei US, LLC is ultimately owned by Nuvei Corporation, publicly traded on the NYSE under NVEI and the Toronto Stock Exchange under NVEI.

**Other Jurisdictions Licensed:**

Nuvei US, LLC, is licensed in a dozen jurisdictions including Arizona, Colorado, Louisiana, and Michigan.

<b>Part II</b> <b>Licensing Investigations Summary</b>
---

A Special Agent from the Commission's Licensing Unit conducted a criminal history and financial investigation focusing on funding sources and beneficiaries for suitability in accordance with RCW 9.46 and WAC 230. The investigation included verifying the ownership structure, reviewing financial and business records. The investigation found:

- No unreported people or businesses involved (i.e., substantial interest holders).
- No undisclosed ownership or undisclosed involvement in other activities/businesses.
- No disqualifying administrative history.
- All funding sources were disclosed; and
- All substantial interest holders qualify to hold a license.

**Source of Funds:**

The company's source of funds for the licensing process came from cash on hand.

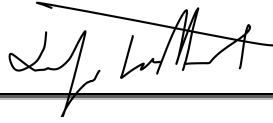
<b>Part III</b> <b>Staff Recommendations</b>
---

Based upon the criminal history and financial background investigations, staff recommends licensing Nuvei US, LLC, with an ancillary Sports Wagering Vendor license.

**Prepared By**

Jennifer LaMont, Agent in Charge  
Licensing Unit

**Signature**

A handwritten signature in black ink, appearing to read "Jennifer LaMont", written over a horizontal line.

**Date**

September 23, 2022



# Washington State Gambling Commission

## Pre-Licensing Report

### House-Banked Public Card Rooms

#### Part I Licensing/Organization Information

<b>Type of Approval</b> House-Banked Card Room	<b>Premises/Trade Name/Address</b> New Phoenix Casino / La Center, WA 225 4 <sup>th</sup> St West La Center, WA 98628
<b>Date of Application</b> July 20, 2022	

#### APPLICANT INFORMATION

<b>Name</b> MT&M Gaming Inc.	<b>License Application #</b> 00-24981	<b>Business Phone #</b> (360) 573-6442
<b>Address</b> P.O. Box 1990 La Center, WA 98629-1990		<b>Liquor License:</b> <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No * <b>CONDITIONAL</b>

#### ACTIVE LICENSES ISSUED BY GAMBLING COMMISSION

<b>Description/Class</b> House-banked Card Room	<b>Exp. Date</b> 06/30/2023	<b>License Number(s)</b> 67-00349
--	--------------------------------	--------------------------------------

#### COMMISSION STAFF

<b>Licensing Specialist</b> Elizabeth O'Hara, Licensing Specialist	<b>Special Agents</b> Donna Khanhasa, Special Agent Nathan Kresse, Special Agent
---	--

### Background/Structure

**General Information:**

The Secretary of State's Office issued a *Certificate of Incorporation* to MT & M Gaming, Inc., doing business as the same as a profit corporation, on February 26, 1988. They currently operate the Last Frontier Casino.

On July 20, 2022, we received an application from MT&M Gaming for a house-banked card room license for New Phoenix Casino.

**Ownership Information:**

- **New Phoenix Casino**

Name	Title	% Ownership	Residence	State
MT&M Gaming, Inc.	Owner	100%	La Center	WA
<b>Total</b>		<b>100.0%</b>		

- **MT & M Gaming, Inc.**

Name	Title	% Ownership	Residence	State
Victor Mena	President/ Treasurer	0%	Issaquah	WA
Robert Clark	VP/Secretary	0%	Auburn	WA
George Teeny	Director	0%	Vancouver	WA
VM&RC, LLC	Shareholder	80%	Sammamish	WA
George Teeny Jr. Revocable Trust	Shareholder	20%	Vancouver	WA
<b>Total</b>		<b>100.0%</b>		



- **George Teeny Jr. Revocable Trust**

Name	Title	% Ownership	Residence	State
George D. Teeny Jr.	Trustee	0%	Vancouver	WA

**Total** **100.0%**

- **VM & RC, LLC**

Name	Title	% Ownership	Residence	State
Steven Allman	Financier	0%	Bonney Lake	WA
Roger Clark	Financier	0%	Auburn	WA
Robert Clark	Vice President	40%	Spanaway	WA
Victor Mena	President	60%	Issaquah	WA

**Total** **100.0%**

Criminal background checks were done on all substantial interest holders and their spouses. Their financial contributions were also investigated and sourced.

- **Other Affiliations:**

MT&M Gaming, Inc. owns one other house-banked cardroom, the Last Frontier Casino, located near the New Phoenix Casino in La Center, WA.

MT&M Gaming, through New Phoenix Casino, has also applied for a Special Sales Permit for the company to manufacture and deploy gaming tables to their own cardroom at New Phoenix.

## Part II Licensing Investigations Summary

Special Agents from the Commission's Licensing Unit conducted criminal records investigations and financial investigations focusing on funding sources and beneficiaries for suitability in accordance with RCW 9.46 and WAC 230. The investigations found:

- No unreported people or businesses involved (i.e. substantial interest holders);
- No undisclosed ownership or undisclosed involvement in other activities/businesses;
- All funding sources were disclosed; and
- All substantial interest holders qualify.

A complete inspection and review were conducted of the accounting records, bank statements, contracts and agreements of the parent company MT&M Gaming, Inc. This included a visit to the New Phoenix Casino site and the adjoining Last Frontier Casino in La Center, WA to review documents and interview owners and officers. Agents verified the funding sources, reviewed the financial records, and discussed licensing requirements.

**Source of Funds:**

This purchase was funded through funds on hand from the Last Frontier Casino operating accounts.

**Part III**  
**Pre-Operational Review and Evaluation Summary**

Special Agents from the Commission's Regulation Unit completed an investigation to determine that the gambling operation complies with the requirements of RCW 9.46 and WAC 230. The review found that the following are in compliance:

- Nature, size, and scope of gambling operations;
- Regulations for the operation and management of gambling;
- Forms and recordkeeping;
- Surveillance and security; and
- Internal controls for surveillance, security, accounting, and gambling.

The applicant proposes to operate the following games:

- 4 – Rising Phoenix Baccarat
- 3 – Lucky Ladies Blackjack
- 3 – Player's Edge 21
- 2 – Emperor's Challenge Exposed
- 2 – Heads Up Hold 'Em
- 1 – High Card Flush

**Part IV**  
**Staff Recommendations**

Based upon the licensing and regulation investigations, staff recommends licensing MT&M Gaming Inc., doing business as New Phoenix Casino, as a house-banked card room to operate in accordance with the wagering limits of WAC 230-15-140.

**Prepared By**  
Jennifer LaMont  
Agent in Charge  
Licensing Unit

**Signature**  


**Date**  
September 29, 2022



## HOUSE-BANKED PUBLIC CARD ROOM REPORT

<b>Licensed and Operating</b>		<b>39</b>			
	City	Commission Approval Date	License Expiration Date	Org #	License #
ALL STAR CASINO	SILVERDALE	Jan 14, 1999	Jun 30, 2023	00-18357	67-00058
BLACK PEARL RESTAURANT & CARD ROOM	SPOKANE VALLEY	Jan 10, 2013	Sep 30, 2022	00-22440	67-00321
BUZZ INN STEAKHOUSE/EAST WENATCHEE	EAST WENATCHEE	Oct 10, 2002	Dec 31, 2022	00-11170	67-00183
CARIBBEAN CARDROOM	KIRKLAND	Nov 14, 2019	Sep 30, 2022	00-24515	67-00343
CASINO CARIBBEAN	KIRKLAND	Nov 14, 2019	Sep 30, 2022	00-24512	67-00341
CASINO CARIBBEAN	YAKIMA	Nov 14, 2019	Sep 30, 2022	00-24513	67-00342
CHIPS CASINO/LAKEWOOD	LAKEWOOD	Apr 8, 1999	Dec 31, 2022	00-17414	67-00020
CLEARWATER SALOON & CASINO	EAST WENATCHEE	Feb 14, 2019	Dec 31, 2022	00-24296	67-00339
COYOTE BOB'S CASINO	KENNEWICK	Jul 10, 2009	Mar 31, 2023	00-21848	67-00282
CRAZY MOOSE CASINO II/MOUNTLAKE TERRACE	MOUNTLAKE TERRACE	Jul 10, 2009	Mar 31, 2023	00-21849	67-00283
CRAZY MOOSE CASINO/PASCO	PASCO	Jul 10, 2009	Mar 31, 2023	00-21847	67-00281
FORTUNE CASINO - LACEY	LACEY	Jul 14, 2022	Mar 31, 2023	00-24868	67-00347
FORTUNE CASINO - RENTON	RENTON	Jan 8, 2015	Sep 30, 2022	00-23339	67-00327
FORTUNE CASINO - TUKWILA	TUKWILA	Oct 8, 2015	Jun 30, 2023	00-23465	67-00329
GOLDIES SHORELINE CASINO	SHORELINE	May 13, 1999	Dec 31, 2022	00-17610	67-00016
GREAT AMERICAN CASINO/EVERETT	EVERETT	Nov 12, 1998	Dec 31, 2022	00-19513	67-00194
GREAT AMERICAN CASINO/LAKEWOOD	LAKEWOOD	Aug 14, 2003	Jun 30, 2023	00-19258	67-00184
GREAT AMERICAN CASINO/TUKWILA	TUKWILA	Jan 15, 1998	Sep 30, 2022	00-12554	67-00012
IRON HORSE CASINO	AUBURN	Jan 9, 2003	Dec 31, 2022	00-19477	67-00192
JOKER'S CASINO SPORTS BAR & FIESTA CD RM	RICHLAND	Nov 12, 1998	Dec 31, 2022	00-15224	67-00006
LANCER LANES/REST AND CASINO	CLARKSTON	Nov 13, 2008	Sep 30, 2022	00-21681	67-00276
LAST FRONTIER	LA CENTER	Feb 11, 1999	Sep 30, 2022	00-11339	67-00055

<b>Licensed and Operating</b>			<b>39</b>		
	<b>City</b>	<b>Commission Approval Date</b>	<b>License Expiration Date</b>	<b>Org #</b>	<b>License #</b>
LILAC LANES & CASINO	SPOKANE	Jul 12, 2007	Jun 30, 2023	00-21305	67-00267
MACAU CASINO	TUKWILA	Nov 14, 2019	Sep 30, 2022	00-24514	67-00344
MACAU CASINO	LAKEWOOD	Nov 14, 2019	Sep 30, 2022	00-24516	67-00345
NEW PHOENIX	LA CENTER	Oct 6, 2022	Jun 30, 2023	00-24981	67-00349
NOB HILL CASINO	YAKIMA	Sep 12, 2001	Dec 31, 2022	00-13069	67-00173
PAPAS CASINO RESTAURANT & LOUNGE	MOSES LAKE	Aug 13, 1998	Jun 30, 2023	00-02788	67-00004
RC'S AT VALLEY LANES	SUNNYSIDE	Nov 16, 2017	Mar 31, 2023	00-16220	67-00336
RIVERSIDE CASINO	TUKWILA	Aug 14, 2003	Jun 30, 2023	00-19369	67-00187
ROMAN CASINO	SEATTLE	Feb 10, 2000	Mar 31, 2023	00-17613	67-00057
ROXY'S BAR & GRILL	SEATTLE	Nov 18, 2004	Jun 30, 2023	00-20113	67-00231
SILVER DOLLAR CASINO/MILL CREEK	BOTHELL	Sep 9, 2010	Jun 30, 2023	00-22131	67-00302
SILVER DOLLAR CASINO/RENTON	RENTON	Sep 9, 2010	Jun 30, 2023	00-22134	67-00305
SILVER DOLLAR CASINO/SEATAC	SEATAC	Sep 9, 2010	Jun 30, 2023	00-22128	67-00299
SLO PITCH PUB & EATERY	BELLINGHAM	Aug 12, 1999	Jun 30, 2023	00-16759	67-00038
THE PALACE	LA CENTER	Apr 9, 1998	Jun 30, 2023	00-16903	67-00010
WILD GOOSE CASINO	ELLENSBURG	Apr 8, 2004	Dec 31, 2022	00-20009	67-00212
ZEPPOZ	PULLMAN	Nov 13, 2008	Mar 31, 2023	00-18777	67-00209

<b>Licensed but Not Currently Operating</b>			<b>4</b>		
	<b>City</b>	<b>Commission Approval Date</b>	<b>License Expiration Date</b>	<b>Org #</b>	<b>License #</b>
EMERALD DOWNS	AUBURN	May 11, 2017	Mar 31, 2023	00-23814	67-00335
LUCKY DRAGONZ CASINO	SEATTLE	Mar 10, 2022	Jun 30, 2023	00-23001	67-00323
ROYAL CASINO	EVERETT	Sep 9, 2010	Jun 30, 2023	00-22130	67-00301
WIZARDS CASINO	BURIEN	Feb 11, 2010	Dec 31, 2022	00-21998	67-00287

**Applications Pending****2**

	City	Commission Approval Date	License Expiration Date	Org #	License #
IMPERIAL PALACE CASINO	TUKWILA			00-24893	67-00348
RED DRAGON CASINO	MOUNTLAKE TERRACE			00-22459	67-00315

**WASHINGTON STATE GAMBLING COMMISSION**  
***Proposed 2023 Commission Meetings Schedule***

January 5<sup>th</sup> & 6<sup>th</sup>  
Thursday & Friday

Liquor Cannabis Board  
1025 Union Avenue SE  
Olympia, WA (Hybrid)

February 9<sup>th</sup> & 10<sup>th</sup>  
Thursday & Friday

Liquor Cannabis Board  
1025 Union Avenue SE  
Olympia, WA (Hybrid)

March 9<sup>th</sup> & 10<sup>th</sup>  
Thursday & Friday

Liquor Cannabis Board  
1025 Union Avenue SE  
Olympia, WA (Hybrid)

April 13<sup>th</sup> & 14<sup>th</sup>  
Thursday & Friday

Liquor Cannabis Board  
1025 Union Avenue SE  
Olympia, WA (Hybrid)

May 11<sup>th</sup> & 12<sup>th</sup>  
Thursday & Friday

Hampton Inn & Suites  
4301 Martin Way E.  
Olympia, WA (Hybrid)

**June**

**NO MEETING**

July 13<sup>th</sup> and 14<sup>th</sup>  
Thursday & Friday

TBD  
Spokane, WA (Hybrid)

August 10<sup>th</sup> & 11<sup>th</sup>  
Thursday & Friday

TBD  
Olympia, WA (Hybrid)

September 14<sup>th</sup> & 15<sup>th</sup>  
Thursday & Friday

TBD  
Everett, WA (Hybrid)

October 19<sup>th</sup> & 20<sup>th</sup>  
Thursday & Friday

TBD  
Olympia, WA (Hybrid)

November 16<sup>th</sup> & 17<sup>th</sup>  
Thursday & Friday

The Heathman Lodge  
7801 NE Greenwood Dr  
Vancouver, WA (Hybrid)

**December**

**NO MEETING**



STATE OF WASHINGTON  
GAMBLING COMMISSION

*"Protect the Public by Ensuring that Gambling is Legal and Honest"*

# Centennial Highlights from July 2021-June 2022

4565 7<sup>th</sup> Avenue SE, Lacey, WA 98503  
P.O. Box 42400, Olympia, WA 98504 | (360) 486-3440  
901 N. Monroe St., Suite 240, Spokane, WA 99201 | (509) 325-7900  
[wsgc.wa.gov](http://wsgc.wa.gov)

# Washington State Gambling Commission

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## Summary

Our mission is to protect the public by ensuring that gambling is legal and honest, and to foster full cooperation between tribes and the state, based upon equality and a shared concern for the welfare of all the citizens of the state and tribes.

Of the 29 federally recognized tribes in Washington, 29 have compacts for Class III gaming and 22 of the tribes operate 29 casinos.

## Highlights

We mutually agreed to amendments to restate the Class III compacts with Muckleshoot Indian Tribe, Nisqually Indian Tribe, and Confederated Tribes of the Chehalis Reservation. These restated compacts include updates to regulatory and operational processes; add provisions for high limit rooms and pits and extension of credit; provide continued cooperation to promote responsible gaming; and increase the tribe's contributions to the community.

We mutually agreed to amendments to include sports wagering appendices with five additional tribes. Of the 21 tribes with this appendix, eight tribes are operating a sportsbook with one of those offering on-premises mobile wagering.

Sports wagering vendor licensing rules became effective June 2021. Staff developed new investigative programs, procedures, and online forms to facilitate applications, and 24 sports wagering vendors have been licensed. Staff has met with vendors, operations, tribal leadership, and tribal regulatory personnel to coordinate timelines and improve communication.

To provide current information to commonly asked questions from tribal representatives, in April, the Electronic Gambling Lab created a monthly newsletter sent to our tribal regulatory and tribal gaming operational partners. The monthly update includes the status of new and previous equipment submissions that we received, investigations of equipment operated at tribal casinos, and news or updates related to the Commission.

Our Criminal Enforcement Unit sent eight information bulletins to inform and share information with our tribal partners on various crimes and suspicious activity and 10 requests for information to ask for assistance from tribal partners beneficial to combating crime. About half of the information bulletins and all the information requests brought in additional information that we used for our investigations.

We mutually agreed to annual flat rate fees for Class III employee certifications with Nisqually Indian Tribe and Confederated Tribes of the Chehalis Reservation. These agreements include submitting online applications and making one payment a year. These agreements result in an improved turn-around time, reduce the number of payments made throughout the year, and reduce the data entry that we have to do with mail-in applications.



As part of our ongoing co-regulatory relationship with the tribes, and to improve operational efficiency and the use of new technology, we jointly agreed to 29 clarifications of compact appendices, and we concurred with 317 internal control and game rule submissions. Many of the submissions were related to sports wagering, a new gaming activity that required extensive staff time to complete. We also made process improvements to provide better online processing of applications.

After a two-year delay of in-person classes, we reinstated our New Agent Training. In partnership with the Chehalis Tribal Gaming Agency, we conducted a weeklong, new agent training course for over 40 students from our agency and 15 tribes. The students were regulatory staff who work at the tribal casinos. Topics included history, licensing, and regulation of Class III gaming in Washington.

### **Staff contact**

Julie Lies, Tribal Liaison  
360-486-3586 | [julie.lies@wsgc.wa.gov](mailto:julie.lies@wsgc.wa.gov)



STATE OF WASHINGTON  
GAMBLING COMMISSION

*"Protect the Public by Ensuring that Gambling is Legal and Honest"*

## Tab 2

Hold for Petition for Review materials.



# Washington State Gambling Commission

October 2022 budget update

Kriscinda Hansen, Chief Financial Officer

*Protect the public by ensuring that gambling is legal and honest*

# Fiscal Year 22 revenues

## WSGC revenue summary through June 2022, FM12

Total Revenue by Category	Allotted	Actual	Variance
Activity Licenses - Commercial	5,677,271	6,107,129	429,858
Activity Licenses - Non-Profit	1,362,752	997,311	(365,441)
Individual Licenses	2,975,106	3,135,321	160,215
Vendor Licenses	1,677,887	1,087,649	(590,238)
Sports Wagering	971,250	1,792,232	820,982
Tribal Reimbursement	4,143,230	5,134,571	991,341
Other Sources	168,036	388,832	220,796
<b>Total</b>	<b>16,975,531</b>	<b>18,643,046</b>	<b>1,667,515</b>

Revenue was approximately 9% greater than original allotments.

This is partially due to change in accounting processes.



# Fiscal Year 22 expenditures

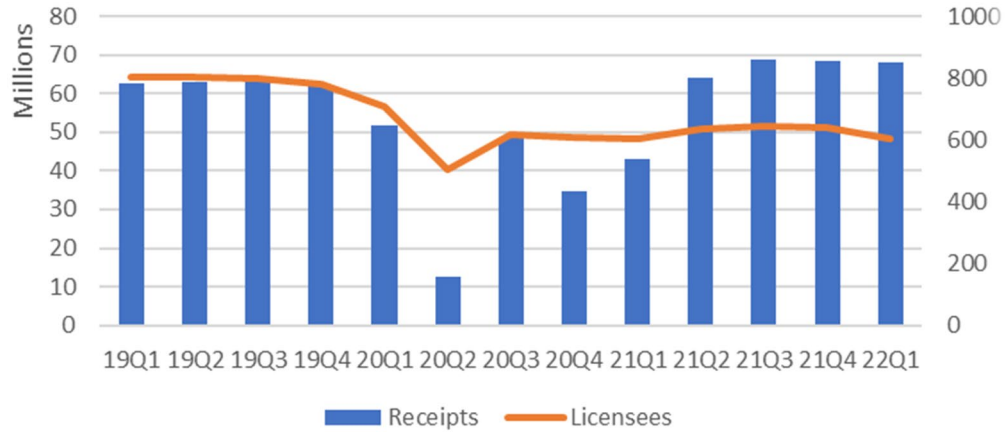
WSGC expenditure summary BTD  
through June 2022, FM12

Expenditure	Allotted	Actual	Variance
Personnel	\$ 13,025,414	\$ 9,926,919	\$ 3,098,496
Contracting	1,944,024	114,283	1,829,741
All other	2,911,712	3,541,237	55,738
Equipment	594,996	252,267	342,729
<b>Total</b>	<b>18,476,146</b>	<b>13,834,705</b>	<b>4,641,441</b>

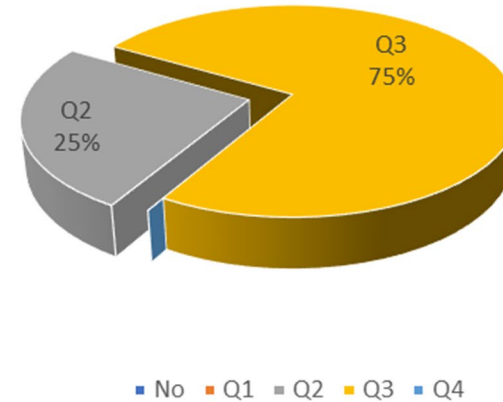
Allotted expenditures for FY22 are greater than allotted revenues of \$16.9 million because the IT modernization project is funded from the agency's working capital balance.



## Punchboard/Pull-Tab Stimulant Receipts by Quarter and Licensees

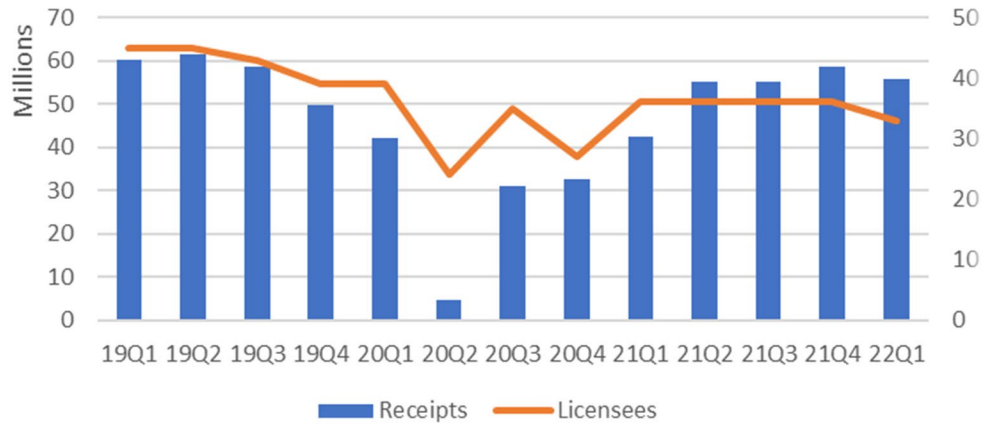


## Top 20 Commercial Punchboard/Pulltab Maximum Fee Rate

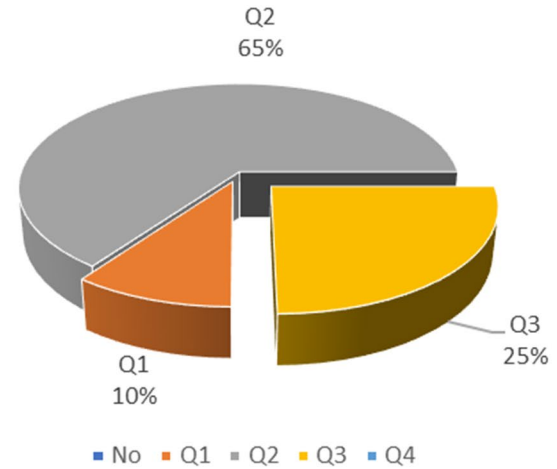


# Revenue – Commercial punch board/pull tabs

Public Cardroom - House Banked Receipts by Quarter and Licensees



Top 20 Public Card Room - House Banked Maximum Fee Rate



Revenue – house banked card rooms

# Looking forward to FY23

- ▶ Budget: \$18.4 million
- ▶ Allotted at 124 FTEs; projected FY23 revenue will support 114 FTEs
- ▶ One-time costs:
  - ▶ Website redesign
  - ▶ Records management system
- ▶ Unanticipated expenditures:
  - ▶ Settlement
  - ▶ Increased costs
  - ▶ Attorney general, including 20.8% increase in AGO billing rate
  - ▶ Other state agency costs (DES, OFM, OAH)





# 23-25 biennium and beyond



- ▶ Revenue source (number of licensees) may continue to decrease
- ▶ Expenditures will continue to increase
  - ▶ Pay increases
  - ▶ Cost of benefits
  - ▶ Central services, leases, equipment costs all increasing
- ▶ Current licensing fees will not sustain the agency in future years
  - ▶ Not directly relational with annual costs to operate agency



# Washington State Gambling Commission

Questions?

*Protect the public by ensuring that gambling is legal and honest*



STATE OF WASHINGTON  
GAMBLING COMMISSION

*"Protect the Public by Ensuring that Gambling is Legal and Honest"*

October 6, 2022

**TO:** COMMISSIONERS:  
Alicia Levy, Chair  
Julia Patterson, Vice Chair  
Sarah Lawson  
Bud Sizemore  
Kristine Reeves

**FROM:** Adam Teal, Acting Legal Manager  
Legal and Records Division

**SUBJECT: John M. Chang, CR 2022-00279  
Final Order – October 6, 2022 Commission Meeting**

John Chang has a gambling license authorizing Public Card Room Employee activity; Chang's license is not currently linked to an employer. His license expires on March 11, 2023.

On February 28, 2022, a WSGC received notification from the General Manager of Last Frontier Casino that one of their licensed employees, John Chang, was found stealing gaming chips from another player while off duty. The Agent ordered and reviewed video surveillance from the incident. In reviewing the footage, the Agent observed Chang taking an entire row of chips from another player's chip rack and placing it to "protect" his hand. Eventually, Chang can be seen wagering, and losing, all the chips that he took from the other player, a total of \$40 in chips stolen. On March 2, 2022 Chang informed his employer that he would not be appearing at a scheduled interview with the Agent, and that he would be resigning from Last Frontier.

Director Tina Griffin issued Chang a Notice of Administrative Charges on July 26, 2022, by regular and certified mail to his last known address on file. Pursuant to WAC 230-17-010, a response was required to be received by the Commission by August 18, 2022. To date, the Commission has received no communication from Chang.

John Chang's failure to respond to the charges or timely request a hearing is a waiver of Chang's right to a hearing in Case No. CR 2022-00279. You may take final action against his gambling license. Chang obtained unauthorized control over the property of another, chips, with the intent of depriving them of that property, eventually losing the chips while gambling. In doing so, Chang is in violation of RCW 9A.56.050, 9.46.1961, and 9.46.075(1), (2), and (8), and WAC 230-03-085(1), (3), and (9)(a). Based on his conduct, Chang cannot show by clear and convincing evidence that he is qualified to keep his gambling license. Therefore, staff recommends that the Commission sign the proposed final order and revoke John Chang's Public Card Room Employee license, Number 68-30886.

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**STATE OF WASHINGTON  
GAMBLING COMMISSION**

In the Matter of:

NO. CR 2022-00279

JOHN M. CHANG,  
License No. 68-30886,

FINAL ORDER OF THE  
GAMBLING COMMISSION

Licensee.

This matter having come before the Washington State Gambling Commission (Commission) on October 6, 2022, the Commission makes the following Findings of Fact, Conclusions of Law, and issues its Final Order:

**I. FINDINGS OF FACT**

1. The Washington State Gambling Commission issued John Chang License No. 68-30886 authorizing Public Card Room Employee activity; Chang’s license is not currently linked to a House-Banked Card Room.

2. This license, which expires on March 11, 2023, was issued subject to Chang’s compliance with state gambling laws and Commission rules.

3. Chang has been licensed since 2011.

4. On February 28, 2022, a WSGC Special Agent received a notification from Chris Swindell, the General Manager of Last Frontier Casino (LFC). Swindell was notifying the Agent that one of his employees, John Chang, was found stealing gaming chips from another player while off-duty.

1           5.       Upon receiving the notification, the Agent made arrangements to go to LFC to  
2 review video surveillance footage of the incident. He also arranged an interview with Chang  
3 through LFC’s gaming manager David Matthews.

4           6.       On March 2, 2022, the Agent conducted a review of the video surveillance  
5 footage of the incident, recorded on the date in question, February 27, 2022. The footage clearly  
6 showed Chang taking \$40 worth of gaming chips from another player and using them to wager  
7 with. The Agent documented his observations, noting:

- 8                   a.       At approximately 0349 hours, Chang is seen removing one row of gaming  
9                   chips, a total of twenty \$2 chips, from another player’s chip rack. Chang  
10                   then used these chips to “protect”<sup>1</sup> his hand. During the same hand, Chang  
11                   wagered a portion of the stolen chips by adding them to the active pot.
- 12                   b.       At approximately 0350, Chang is observed wagering more of the stolen  
13                   gaming chips. Approximately a minute later, Chang is seen wagering the  
14                   remainder of the stolen gaming chips. Chang lost the hand, resulting in all  
15                   the stolen chips being awarded to another player.
- 16                   c.       At approximately 0439, Chang is seen being confronted by an LFC poker  
17                   employee and their shift supervisor. The shift supervisor was able to  
18                   recover \$40 worth of chips from Chang, and immediately handed the chips  
19                   to Chang’s victim.

20           7.       Also on March 2, 2022, Matthews received a call from Chang. Chang was  
21 calling to inform Matthews that he was not going to show up for the scheduled interview with  
22 the WSGC Special Agent. Chang also indicated that he was resigning from his position at  
23 LFC.

24  
25  
26                   <sup>1</sup> Players often “protect” their card hand by placing gaming chips on top of the cards that they are dealt,  
in order to prevent other players from seeing their hand.

1 8. To date, Chang has not attempted to link his gambling license to another  
2 employer.

3 9. Director Tina Griffin issued Administrative Charges on July 26, 2022, alleging  
4 that Chang's actions constituted a violation of RCW 9A.56.050, 9.46.1961, and 9.46.075(1),  
5 (2), and (8) and WAC 230-03-085(1), (3), and (9)(a). Further, that Chang could not show by  
6 clear and convincing evidence that he was qualified for licensure as required by RCW  
7 9.46.153(1), and that his actions warranted revocation of his license pursuant to RCW  
8 9.46.075(1), (2), and (8), and WAC 230-03-085(1), (3), and (9)(a).

9 10. Chang was sent the charges by regular and certified mail on July 26, 2022, to  
10 the last address the Gambling Commission had on file.

11 11. Pursuant to WAC 230-17-010, a response was required to be received by the  
12 Commission by August 18, 2022. To date, the Commission has received no communication  
13 from Chang.

## 14 II. CONCLUSIONS OF LAW

15 1. John Chang received proper notice of the charges within three days of July 26,  
16 2022, via regular and certified mail, pursuant to RCW 34.05.413, RCW 34.05.434, WAC 230-  
17 17-005, WAC 230-17-010, and WAC 10-08-130.

18 2. The Commission can take final action against John Chang's gambling license  
19 under Case Number CR 2022-00279 pursuant to RCW 9.46.075, RCW 34.05.440(1), RCW  
20 34.05.461, and WAC 230-03-085.

21 3. John Chang's license should be revoked under Case Number CR 2022-00279  
22 pursuant to RCW 9.46.075, RCW 9.46.153(1), RCW 34.05.440(1), RCW 34.05.461, and WAC  
23 230-03-085.

24 //

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26 //

1 **III. ORDER**

2 This matter having come before the Commission at its October 6, 2022, Commission  
3 meeting, the Commissioners having heard arguments, been given the chance to review the  
4 administrative record, and being fully advised in this matter, now therefore:

5 It is hereby **ORDERED** that John Chang’s gambling license, Number 68-30886, is  
6 **REVOKED**.

7  
8 DATED this 6<sup>th</sup> day of October, 2022.

9  
10 \_\_\_\_\_  
ALICIA LEVY, Chair

\_\_\_\_\_   
JULIA PATTERSON, Vice Chair

11  
12 \_\_\_\_\_  
BUD SIZEMORE

\_\_\_\_\_   
KRISTINE REEVES

13  
14  
15 \_\_\_\_\_  
SARAH LAWSON

1  
2 **NOTICE**

3 Reconsideration: RCW 34.05.470 and WAC 230-17-140 provide that a party may file a  
4 petition for reconsideration of a final order. A petition for reconsideration must be received no  
5 later than thirteen (13) days after the date this final order is mailed. Any motion for  
6 reconsideration must state the specific grounds supporting the party's request for  
7 reconsideration.

8 Stay of Final Order: Filing for reconsideration does not stay the effectiveness of this  
9 Order. WAC 230-17-145 provides that a party may petition the Commission for a stay of a final  
10 order. Any petition for a stay should be received by the Commission within thirteen (13) days  
11 after the date this final order is mailed.

12 Judicial Review: RCW 34.05.542 provides that a party may appeal this final order by  
13 filing a petition for judicial review within thirty (30) days after service of this order. A petition  
14 for judicial review must be filed with the appropriate superior court and served upon both the  
15 Commission and the Office of the Attorney General.

16 Service: This Order was served on you three days after it was deposited in the United  
17 States Postal Service regular mail, excluding the date of mailing. WAC 230-17-035.

18 Any motions or petitions for judicial review should be served on or mailed to:

19 Washington State Gambling Commission  
20 Legal and Records Division  
21 4565 7<sup>th</sup> Avenue S.E., Lacey, WA  
22 P.O. Box 42400  
23 Olympia, WA 98504-2400

Doug Van de Brake  
Attorney General's Office  
1135 Washington St. SE  
P.O. Box 40100  
Olympia, WA 98504-0100



**CERTIFICATE OF SERVICE**

I certify that on the date below I served a copy of the foregoing document on all parties and/or their counsel by United States Postal Service regular mail to the following:

JOHN M. CHANG  
8701 NE 16<sup>TH</sup> AVE  
VANCOUVER WA 98665

EXECUTED this \_\_\_\_ day of July, 2022, at Lacey, Washington.

\_\_\_\_\_  
Rashida Robbins  
Administrative Assistant



STATE OF WASHINGTON  
GAMBLING COMMISSION

*"Protect the Public by Ensuring that Gambling is Legal and Honest"*

October 6, 2022

**TO:** COMMISSIONERS:  
Alicia Levy, Chair  
Bud Sizemore  
Sarah Lawson  
Julia Patterson, Vice Chair  
Kristine Reeves

**FROM:** Adam Teal, Acting Legal Manager  
Legal and Records Division

**SUBJECT: Mitchell J. Bonneville, CR 2022-00597**  
**Final Order – October 6, 2022 Commission Meeting**

Mitchell Bonneville has a gambling certification authorizing Class III Employee activity for the Kalispel Tribe of Indians. His certification expires on December 28, 2022.

On January 6, 2022, a WSGC Special Agent was notified by the Licensing Manager of the Kalispel Tribal Gaming Agency (KTGA) that the tribe was taking administrative action against Mitchell Bonneville, one of its licensees. KTGA was seeking revocation against Bonneville because he had recently been charged criminally in Spokane County Superior Court. On March 15, 2022, a jury found Bonneville guilty of Failure to Remain at the Scene of an Accident – Injured Person, a Class C Felony. On April 20, 2022, the KTGA notified the Agent that Bonneville's license had been revoked. To date, Bonneville has failed to notify the WSGC of his criminal charges, criminal conviction, and his license revocation by the KTGA.

Director Griffin issued Bonneville a Notice of Administrative Charges on July 22, 2022 by regular and certified mail to his last known address on file. Pursuant to WAC 230-17-010, a response was required to be received by the Commission by August 18, 2022. To date, the Commission has received no communication from Bonneville.

Mitchell Bonneville's failure to respond to the charges or timely request a hearing is a waiver of Bonneville's right to a hearing in Case No. CR 2022-00597. You may take final action against his gambling certification. Bonneville was convicted of a Class C Felony, and had his license with the KTGA revoked. By failing to notify the WSGC of either of these events, Bonneville is in violation of RCW 9.46.075(1), (7) and (8), WAC 230-03-085(1), (8), and (9)(a) and (c), and Section V.C. (1), (2), and (3) of the Kalispel Tribal-State Gaming Compact. Based on his conduct, Bonneville cannot show by clear and convincing evidence that he is qualified to keep his gambling certification. Therefore, staff recommends that the Commission sign the proposed final order and revoke Mitchell Bonneville's Class III Employee certification, Number 69-49578.

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6 **STATE OF WASHINGTON  
GAMBLING COMMISSION**

7 In the Matter of:

NO. CR 2022-00597

8 MITCHELL J. BONNEVILLE,  
9 License No. 69-49578,

FINAL ORDER OF THE  
GAMBLING COMMISSION

10  
11 Class III Employee.

12 This matter having come before the Washington State Gambling Commission  
13 (Commission) on October 6, 2022, the Commission makes the following Findings of Fact,  
14 Conclusions of Law, and issues its Final Order:

15 **I. FINDINGS OF FACT**

16 1. The Washington State Gambling Commission issued Mitchell Bonneville  
17 Certification No. 69-49578 authorizing Class III Employee activity for the Kalispel Tribe of  
18 Indians.

19 2. This certification, which expires on December 28, 2022, was issued subject to  
20 Bonneville's compliance with state gambling laws and Commission rules in accordance with the  
21 Kalispel Tribal-State Gaming Compact.

22 3. Bonneville has held this certification since 2020.

23 4. On January 6, 2022, a WSGC Special Agent was notified by the Licensing  
24 Manager of the Kalispel Tribal Gaming Agency (KTGA) that the tribe's Tribal Gaming Board  
25 (KTGB) was seeking revocation of one of its licensees, Mitchell Bonneville. While the KTGB  
26 pursued their action, Bonneville was not available to work.

FINAL ORDER OF THE  
GAMBLING COMMISSION

1           5.       On February 2, 2022, the Agent was informed that at a hearing that day, the  
2 KTGB had voted to suspend Bonneville’s license indefinitely, instead of revoking his license.  
3 The suspension was to remain intact until a resolution was reached in Bonneville’s underlying  
4 criminal charge, which was the basis for the action against his license.

5           6.       On the same day, an Information was filed for Cause Number 20-1-03421-32 in  
6 Spokane County Superior Court charging Bonneville with Failure to Remain at the Scene of an  
7 Accident – Injured Person. The corresponding Statement of Investigating Officer Affidavit of  
8 Facts detailed that on October 7, 2020, a vehicle Bonneville was operating struck a person riding  
9 a Lime scooter.

10          7.       Bonneville failed to remain at the scene of the accident, and the victim had  
11 sustained several broken bones including a broken pelvis. When questioned by law enforcement,  
12 Bonneville admitted to driving at the time of the accident but said he didn’t realize he had hit  
13 someone.

14          8.       On February 17, 2022, an Amended Information for the case was filed, changing  
15 the underlying criminal violation that Bonneville was being charged with. Due to the injuries  
16 that the victim sustained, the charge was elevated to an aggravated charge of the same crime,  
17 Failure to Remain at the Scene of an Accident – Injured Person.

18          9.       On March 15, 2022, a jury found Bonneville guilty of Failure to Remain at the  
19 Scene of an Accident – Injury, a Class C Felony. Along with the guilty verdict the jury was  
20 asked through a special instruction form, “Did the victim’s injuries substantially exceed the level  
21 of bodily harm necessary to constitute bodily harm?”, which the jurors answered, “Yes.”

22          10.       On April 7, 2022, a Judgment and Sentencing Order was entered into. As part of  
23 the terms of his guilty verdict, Bonneville was sentenced to thirty-one days confinement,  
24 converted into two-hundred-forty hours of community service and six months of community  
25 custody.  
26

1 11. On April 20, 2022, the KTGA notified the Agent that Bonneville's license had  
2 been revoked for five years and provided the Agent with a copy of the corresponding Order.

3 12. To date, Bonneville has failed to report his license revocation and criminal  
4 conviction to the WSGC, as he is required to do within thirty days of the administrative and  
5 criminal action being filed against him.

6 13. Director Tina Griffin issued administrative charges on July 26, 2022, alleging  
7 that Bonneville's actions constituted a violation of RCW 9.46.075(1), (7) and (8), WAC 230-06-  
8 090(1) and (2), WAC 230-06-085(1) and (2), and Sections V.C. (1), (2) and (3) of the Kalispel  
9 Tribal-State Gaming Compact. Further, that Bonneville could not show by clear and convincing  
10 evidence that he was qualified for licensure as required by RCW 9.46.153(1) and Section V.C.  
11 (4) of the Kalispel Tribal-State Gaming Compact, and that his actions warranted revocation of  
12 his license pursuant to RCW 9.46.075(1), (7) and (8), WAC 230-03-085(1), (8), and (9)(a) and  
13 (c), and Sections V.C. (1), (2), and (3) of the Kalispel Tribal-State Gaming Compact.

14 14. Bonneville was sent the charges by regular and certified mail on July 26, 2022,  
15 to the last address the Gambling Commission had on file.

16 15. Pursuant to WAC 230-17-010, a response was required to be received by the  
17 Commission by August 18, 2022. To date, the Commission has received no communication from  
18 Bonneville.

## 19 II. CONCLUSIONS OF LAW

20 1. Mitchell Bonneville received proper notice of the charges within three days of  
21 July 26, 2022, via regular and certified mail, pursuant to RCW 34.05.413 RCW 34.05.434, WAC  
22 230-17-005, WAC 230-17-010, and WAC 10-08-130.

23 2. The Commission can take final action against Mitchell Bonneville's gambling  
24 certification under Case Number CR 2022-00597 pursuant to RCW 9.46.075, RCW  
25 34.05.440(1), RCW 34.05.461, WAC 230-03-085, and Section V.C. (4) of the Kalispel Tribal-  
26 State Gaming Compact.

1 3. Mitchell Bonneville’s certification should be revoked under Case Number CR  
2 2022-00597 pursuant to RCW 9.46.075, RCW 9.46.153(1), RCW 34.05.440(1), RCW  
3 34.05.461, WAC 230-03-085, and Section V.C. (4) of the Kalispel Tribal-State Gaming  
4 Compact.

5 **III. ORDER**

6 This matter having come before the Commission at its October 6, 2022, Commission  
7 meeting, the Commissioners having heard arguments, been given the chance to review the  
8 administrative record, and being fully advised in this matter, now therefore:

9 It is hereby **ORDERED** that Mitchell Bonneville’s gambling certification, Number 69-  
10 49578, is **REVOKED**.

11 DATED this 6<sup>th</sup> day of October, 2022.

12  
13  
14 \_\_\_\_\_  
ALICIA LEVY, Chair

\_\_\_\_\_ JULIA PATTERSON, Vice Chair

15  
16 \_\_\_\_\_  
BUD SIZEMORE

\_\_\_\_\_ KRISTINE REEVES

17  
18 \_\_\_\_\_  
SARAH LAWSON

1  
2 **NOTICE**

3 **Reconsideration:** RCW 34.05.470 and WAC 230-17-140 provide that a party may file a  
4 petition for reconsideration of a final order. A petition for reconsideration must be received no  
5 later than thirteen (13) days after the date this final order is mailed. Any motion for  
6 reconsideration must state the specific grounds supporting the party's request for  
7 reconsideration.

8 **Stay of Final Order:** Filing for reconsideration does not stay the effectiveness of this  
9 Order. WAC 230-17-145 provides that a party may petition the Commission for a stay of a final  
10 order. Any petition for a stay should be received by the Commission within thirteen (13) days  
11 after the date this final order is mailed.

12 **Judicial Review:** RCW 34.05.542 provides that a party may appeal this final order by  
13 filing a petition for judicial review within thirty (30) days after service of this order. A petition  
14 for judicial review must be filed with the appropriate superior court and served upon both the  
15 Commission and the Office of the Attorney General.

16 **Service:** This Order was served on you three days after it was deposited in the United  
17 States Postal Service regular mail, excluding the date of mailing. WAC 230-17-035.

18 Any motions or petitions for judicial review should be served on or mailed to:

19  
20 Washington State Gambling Commission  
21 Legal and Records Division  
22 4565 7<sup>th</sup> Avenue S.E., Lacey, WA  
P.O. Box 42400  
Olympia, WA 98504-2400

Doug Van de Brake  
Attorney General's Office  
1135 Washington St. SE  
P.O. Box 40100  
Olympia, WA 98504-0100

1  
2 **CERTIFICATE OF SERVICE**

3 I certify that on the date below I served a copy of the foregoing document on all parties  
4 and/or their counsel by United States Postal Service regular mail to the following:

5 MITCHELL BONNEVILLE  
6 7612 N STANDARD  
7 SPOKANE WA 99208

8 EXECUTED this \_\_\_ day of October, 2022, at Lacey, Washington.  
9

10  
11 \_\_\_\_\_  
12 Rashida Robbins  
13 Rules Coordinator  
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**STATE OF WASHINGTON  
GAMBLING COMMISSION**

<p>In the Matter of:</p> <p>MITCHELL J. BONNEVILLE, License No. 69-49578,</p> <p style="text-align: center;">Class III Employee.</p>		<p>NO. CR 2022-00597</p> <p>NOTICE OF ADMINISTRATIVE CHARGES</p>
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These administrative charges are brought under and in accordance with Chapter 9.46 RCW, the Washington State Gambling Act, Chapter 34.05 RCW, the Administrative Procedure Act, and Title 230 WAC, Rules adopted by the Gambling Commission, and the Kalispel Tribal-State Gaming Compact.

**I. LICENSE**

1. The Washington State Gambling Commission (WSGC) issued Mitchell Bonneville a Class III Certification, License No. 69-49578, authorizing Class III Employee for the Kalispel Tribe of Indians.

2. This certification, which expires on December 28, 2022, was issued subject to Bonneville’s compliance with state gambling laws and Commission rules and the Kalispel Tribal-State Gaming Compact.

**II. FACTUAL BACKGROUND**

1. On January 6, 2022, a WSGC Special Agent was notified by the Licensing Manager of the Kalispel Tribal Gaming Agency (KTGA) that the tribe’s Tribal Gaming Board

1 (KTGB) was seeking revocation of one of its licensees, Mitchell Bonneville. While the KTGB  
2 pursued their action, Bonneville was not available to work.

3 2. On February 2, 2022, the Agent was informed that at a hearing that day, the  
4 KTGB had voted to suspend Bonneville’s license indefinitely, instead of revoking his license.  
5 The suspension was to remain intact until a resolution was reached in Bonneville’s underlying  
6 criminal charge, which was the basis for the action against his license.

7 3. On the same day, an Information was filed for Cause Number 20-1-03421-32  
8 in Spokane County Superior Court charging Bonneville with Failure to Remain at the Scene  
9 of an Accident – Injured Person. The corresponding Statement of Investigating Officer  
10 Affidavit of Facts detailed that on October 7, 2020, a vehicle Bonneville was operating struck  
11 a person riding a Lime scooter.

12 4. Bonneville failed to remain at the scene of the accident, and the victim had  
13 sustained several broken bones including a broken pelvis. When questioned by law  
14 enforcement, Bonneville admitted to driving at the time of the accident but said he didn’t  
15 realize he had hit someone.

16 5. On February 17, 2022, an Amended Information for the case was filed,  
17 changing the underlying criminal violation that Bonneville was being charged with. Due to  
18 the injuries that the victim sustained, the charge was elevated to an aggravated charge of the  
19 same crime, Failure to Remain at the Scene of an Accident – Injured Person.

20 6. On March 15, 2022, a jury found Bonneville guilty of Failure to Remain at the  
21 Scene of an Accident – Injury, a Class C Felony. Along with the guilty verdict the jury was  
22 asked through a special instruction form, “Did the victim’s injuries substantially exceed the  
23 level of bodily harm necessary to constitute bodily harm?”, which the jurors answered, “Yes.”

24 7. On April 7, 2022, a Judgment and Sentencing Order was entered into. As part  
25 of the terms of his guilty verdict, Bonneville was sentenced to thirty-one days confinement,  
26

1 converted into two-hundred-forty hours of community service and six months of community  
2 custody.

3 8. On April 20, 2022, the KTGA notified the Agent that Bonneville’s license had  
4 been revoked for five years and provided the Agent with a copy of the corresponding Order.

5 9. To date, Bonneville has failed to report his license revocation and criminal  
6 conviction to the WSGC, as he is required to do within thirty days of the administrative and  
7 criminal action being filed against him.

8 **III. BASIS FOR REVOCATION**

9 1. Mitchell Bonneville failed to notify the WSGC that he had an administrative  
10 action filed against him by the Kalispel Tribal Gaming Board, and subsequently failed to notify  
11 the WSGC that his license was revoked by the KTGB by providing copies of the final  
12 documents. In doing so, Bonneville is in violation of WAC 230-06-090(1) and (2).

13 2. Mitchell Bonneville failed to report to the WSGC that he had a criminal action  
14 filed against him, and subsequently failed to provide the WSGC with a final written decision  
15 of his criminal conviction, as is required by WAC 230-06-085(1) and (2). Bonneville’s failure  
16 to comply is a basis for revocation according to RCW 9.46.075(7), WAC 230-03-085(8), and  
17 Section V.C. (4) of the Kalispel Tribal-State Gaming Compact.

18 3. Mitchell Bonneville has failed to comply with the provisions, requirements,  
19 conditions, limitations or duties imposed by the Gambling Act, which is grounds to revoke a  
20 license under RCW 9.46.075(1) and Section V.C. (2) of the Kalispel Tribal-State Gaming  
21 Compact.

22 4. Mitchell Bonneville has failed to prove by clear and convincing evidence  
23 that he is qualified for licensure, as required by RCW 9.46.153(1) and Section V.C. (4) of the  
24 Kalispel Tribal-State Gaming Compact.

25 5. The Commission is authorized to revoke Mitchell Bonneville’s Class III  
26 Employee Certification pursuant to RCW 9.46.075(1), (7), and (8), RCW 9.46.153(1), WAC

1 230-03-085(1), (8), and (9)(a) and (c), and Sections V.C. (1), (2) and (3) of the Kalispel Tribal-  
2 State Gaming Compact.

3 **IV. REVOCATION**

4 1. The above-referenced findings are a sufficient basis for revocation of Mitchell  
5 Bonneville’s Class III Employee Certification.

6 2. Based on the facts and violations referenced above, the penalty for Mitchell  
7 Bonneville’s actions is **REVOCATION** of his Class III Employee Certification.

8  
9 I have read this Notice of Administrative Charges, know the contents of it, believe it to  
10 be true, and have executed this Notice in my capacity as Director of the Washington State  
11 Gambling Commission.  
12

13 DocuSigned by:  
*Tina Griffin*  
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7/26/2022

14 TINA GRIFFIN, DIRECTOR  
15 Washington State Gambling Commission

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Date

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**HEARING NOTICE**

You have the opportunity to request a hearing to contest the Commission’s decision to revoke your Class III Certification. To request a hearing and/or discuss settlement options, the Commission must receive the enclosed hearing request form within 23 days from date of our mailing identified below. *Failure to return the enclosed hearing request will result in a default order revoking your licenses.*

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**CERTIFICATE OF SERVICE**

I certify that on the date below I served a copy of the foregoing document on all parties or their counsel by United States Postal Service regular and certified mail to the following:

MITCHELL J. BONNEVILLE  
7612 N STANDARD  
SPOKANE WA 99208

EXECUTED this 7/26/2022 day of July, 2022, at Lacey, Washington.

DocuSigned by:  
*Rashida Robbins*  
1F969D5C840842E...  
Rashida Robbins  
Administrative Assistant



**STATE OF WASHINGTON  
GAMBLING COMMISSION**

***"Protect the Public by Ensuring that Gambling is Legal and Honest"***

October 6, 2022

**TO: COMMISSIONERS**

Alicia Levy, Chair  
Julia Patterson, Vice-Chair  
Bud Sizemore  
Kristine Reeves  
Sarah Lawson

**EX OFFICIO MEMBERS**

Senator Steve Conway  
Senator Jeff Holy  
Representative Shelley Kloba  
Representative Brandon Vick

**FROM:** Tina Griffin, Director

**SUBJECT:** 2023 – 2028 Strategic Plan Development

On October 7, 2022, you will determine the goals and objectives for our 2023 – 2028 Strategic Plan. To assist you in preparing for this work session, we've attached OFM's "Strategic Plan Guidelines", the 2018 – 2022 Strategic Plan, 2018 – 2023 Strategic Plan Progress Report as of September 30, 2022, and a few Strategic Plans from other state agencies.

Below is additional information for your review and consideration in preparation for developing our new strategic goals. This information includes our mission, vision, values, goals, accomplishments, current business initiatives, overview of how we accomplish our mission, external assessment and internal assessment. In September, we met with licensees, tribal partners, and staff to conduct a SWOT Analysis (Strengths, Weaknesses, Opportunities and Threats) to compile the opportunities and challenges in accomplishing future goals. What we learned from these discussions is outlined in the External and Internal Assessments sections, below. The Current Business Initiatives section outlines the various projects currently underway or which we need to take on in the next five years to ensure we can conduct business efficiently and effectively.

Mission

Protect the public by ensuring that gambling is legal and honest.

Values

We value integrity, professionalism, respect, and diversity.

Vision

We will maintain public confidence by:

- Conducting a fair and effective gambling regulatory and enforcement program.

**P.O. Box 42400, Olympia, WA 98504 | (360) 486-3440  
901 N. Monroe St., Suite 240, Spokane, WA 99201 | (509) 325-7900  
wsgc.wa.gov**

- Investigating illegal activities.
- Building positive partnerships and relationships.
- Providing a workplace that allows employees to excel at their jobs.
- Anticipating and responding to the evolving gambling industry.

### Goals for 2018 – 2023

- Increase the commission's role in helping people who are suffering from gambling disorders.
- Strengthen legislative relationships.
- Staff continuity and succession planning.
- Strengthen stakeholder relationships.

### Accomplishments from our 2018 – 2023 Strategic Plan

In January 2022, the Commissioners agreed to extend the 2018 – 2022 Strategic Plan for one year (to 2023) to allow staff additional time to complete the given objectives. Staff was not able to work on some of the objectives for at least one year due to the staff working on implementing other business initiatives and the pandemic. To date, 13 of the 19 objectives have been completed, 1 was determined not to be needed, 3 are still in process, and 2 have been deferred.

### Current Business Initiatives

We have various business initiatives we are engaged in currently that will continue for the next several years. These are to:

- Incorporate DEIB and innovation mindset into our culture;
- Modernize legacy, mission critical IT systems;
- Update business processes with new IT systems;
- Procure a records management system;
- Update our agency website;
- Create tools and expectations around succession planning; and
- Hire, train, and retain staff.

### How we accomplish our mission

We have four operational units responsible for ensuring gambling is legal and honest:

- Licensing
  - Determines if new and current businesses are qualified to hold a gambling license by:



- Conducting criminal background checks on nearly everyone involved in the business and
- Trace the funds to ensure the money is from a legitimate source without ties to criminal activities.
- Tribal Gaming Unit
  - Through a cooperative regulatory partnership with tribal gaming agencies, we provide on-site monitoring of Tribal-State compact terms and new agent training for tribal gaming agencies.
- Regulation and Enforcement
  - Regulate and enforce state gambling laws and rules for licensed and unlicensed activities;
  - Educate and train licensees and the public on gambling; and
  - Conduct undercover investigations into gambling activities that are illegal in Washington.
- Electronic Gaming Lab
  - Test new gambling equipment for compliance with Tribal-State Compacts, laws and rules.

#### Assessment of External Challenges and Opportunities

There are many factors outside of the Commission's control that have significant impacts on the Commission's ability to complete its mission. After conducting a SWOT (Strengths, Weaknesses, Opportunities, and Threats) analysis, we identified the following external factors that are expected to impact the Commission over the next five years:

- Engagement with our Stakeholders and Tribal Partners

Provide education on rule changes, update communication tools, and modernize the agency website.

- Government to Government Relationships with the Tribes

We must continue to strengthen government-to-government relationships with Washington Indian Tribes individually and as a group consistent with RCW 43.376, the Centennial Accord, and the co-regulatory partnership outlined in the Tribal-State Class III Gaming Compacts.

- Government

The Commission can be impacted by the decisions of other governmental and judicial bodies. Those that have the potential for the greatest impact are:

- Judicial decisions at the state or federal level that may interpret the law in a manner that expands or restricts the scope of gambling activities in Washington;
- Tribal governments are seeking alternatives to Class III gambling which will impact the state's current regulatory role and contributions outlined in the Tribal-State Compacts;

- Inconsistency in approach to government gaming by state agencies which will inadvertently impact tribal governments and licensees;
  - Efforts to rebalance select regulatory activities with tribal governments to reduce duplicative efforts while maintaining oversight; and
  - Potential for increased litigation volume and costs related to gambling activities, records requests, and other regulatory issues.
- Market Trends

The gambling industry is rapidly changing, which impacts the Commission’s ability to complete its mission. Among these changes are:

- Continued pressure from the gambling industry competitors to obtain authorization for new forms of electronic gambling;
- The push to move to cashless wagering, vouchering and digital payments;
- The significant amount of staff time it takes to authorize new forms of gambling through rule, law, and Tribal-State Compacts. Due to the decline in staff and limited training due to the pandemic over the last few years, staff have not been able to keep up with the changes in new gaming technology.

### Assessment of Internal Capacity and Financial Health

#### Internal Capacity

We have very knowledgeable staff who are looked upon as subject matter experts in gambling who have built and continue to maintain positive working relationships internally and externally. There are many factors that affect the Commission’s internal capacity and its ability to accomplish its mission, goals, and objectives. Among these are the Commission’s ability to:

- Recruit, train, and retain a diverse and knowledgeable workforce;
- Adopt an agile posture to proactively react to changes in gambling technology;
- Improve business processes while modernizing our mission critical IT infrastructure; and
- Mitigate training liability through structured training provided internally to reduce demand/reliance of limited external instructors.

#### Financial Health

Because the Commission is a self-funded agency, its financial health is directly related to maintaining sufficient revenue and an adequate working capital balance to ensure it can cover expenses during periods of revenue fluctuation and to absorb any statewide changes such as salary and benefit increases. Therefore, it is crucial that the Commission ensures an adequate level of funding from its primary revenue sources of license fees and Tribal regulation reimbursements.

#### **Attachments:**

OFM’s Chapter 16 “Strategic Plan Guidelines”.

WSGC 2018 – 2022 Strategic Plan.

WSGC 2018 – 2023 Strategic Plan Progress Report as of September 30, 2022.

DES “Strategic Framework”.

OFM “2018-21 Strategic Plan.

LCB “Strategic Plan 2019-2024”; and

Washington State Lottery “Strategic Business Plan”.

# STRATEGIC PLAN GUIDELINES

## Why prepare a strategic plan?

Strategic planning is crucial for budget decisions

The Legislature has a stated policy that each agency's budget recommendations must be directly linked to the agency's mission, programs, goals, and objectives (RCW [43.88.090\(5\)](#)). The strategic plan should link an agency's budget request to specific efforts to achieve statewide goals. An agency budget proposal that is not aligned with its strategic plan may be difficult to justify and less likely to fare well with budget analysts and decision makers.

OFM expects agency budget requests to be anchored to its strategic plan, offering a clear "line of sight" that allows a reader to easily understand:

- The agency's mission, its highest priority activities or programs, and its key customers.
- The operating environment and organizational factors facing the agency.
- What statewide results, outcomes, and goals the agency must achieve to carry out its mission.
- Measurable objectives the agency has established to move toward the goals.
- How the agency will measure progress toward those goals.
- Strategies the agency intends to pursue to achieve stated objectives.
- Additional resources the agency may need to successfully carry out its strategies.

Strategic plans are a communication tool

While the primary purpose of the strategic plan is to guide the agency's management activities, it's also a means to communicate with people inside and outside the agency. Within an agency, a strategic plan can give employees a sense of shared purpose and motivation by clearly articulating agency values and goals. Employees will know how their work contributes to success. Strategic plan objectives can be aligned with employee performance and development, one of the key factors in successful performance management.

Decision makers, budget and policy analysts, auditors, stakeholder groups, and the public read strategic plans to learn about an agency's purpose and work activities, its opportunities and challenges, strategic direction, and how it measures success. If your strategic plan is clear and complete, you may be able to avoid preparing duplicate information for your audiences.

It's the law

RCW [43.88.090](#) directs each state agency to define its mission and establish measurable goals to achieve desirable results for customers, and to develop clear strategies and timelines for achieving these goals.

Agencies must establish objectives for each major activity in its budget. Objectives must be expressed in measurable form, address the statutory purpose of a program or activity, and focus on data that measures whether the agency is achieving or making progress toward statewide priorities.

OFM is required to provide professional and technical assistance to assist state agencies in developing their strategic plans. These guidelines are one aspect of this technical assistance. Further information is available on the [Results Washington website](#).

## What is strategic planning?

Strategic planning is a process to determine what an agency wants to accomplish over a given period and how to do that. Effective organizations regularly take time to ask and answer a few critical questions:

- What do we do and for whom?
- What are our main products and services?
- Who are the customers of those products and services?
- Where are we today?
- Where do we want to be in the future?
- How do we close the gap?
- How will we know if we are succeeding?








A process to answer these questions is the essence of strategic planning.

Strategic planning in the **public sector** answers these additional questions:

- What is the desired social outcome, or “public good,” we want to achieve? (Goals)
- How do we expect to contribute to, or influence, the outcome? (Strategies)
- What resources will we need to implement these strategies?

Because public sector organizations are subject to several outside influences beyond their control, this process is to be repeated to evaluate the effectiveness of strategies. (Reference: Schacter, 2007.) While the strategic plan document has certain uses (documenting decisions and as a communication tool, for example), the most valuable part of the agency’s plan is the periodic process of confirming goals, assessing progress toward an outcome, evaluating what is effective and what is not, and adjusting strategies to improve performance.

## Strategic plan should focus on state’s priority goals

 <span style="float: right;">Governor Jay Inslee</span> <h1 style="text-align: center;">A New Strategic Framework</h1>	
<b>Vision</b>	A Working Washington built on education and innovation ... where all Washingtonians thrive.
<b>Mission</b>	<ul style="list-style-type: none"> <li>➢ Foster the spirit of continuous improvement</li> <li>➢ Enhance the conditions for job creation</li> <li>➢ Prepare students for the future</li> <li>➢ Value our environment, our health and our people</li> </ul>
<b>Foundation</b>	<ul style="list-style-type: none"> <li>➢ Create a responsive, innovative and data driven culture of continuous improvement.</li> <li>➢ Recognize Washington’s rich natural resources, diverse people and entrepreneurial drive, and build upon our legacy.</li> <li>➢ Operate state government with the expectation that success is dependent on the success of all.</li> <li>➢ Create effective communication and transparency on goals, measures and progress in meeting expectations.</li> <li>➢ Deepen our focus, understanding and commitment to our citizens: Know our customers.</li> </ul>
<b>Goals</b>	    
	<p>World-Class Education    Prosperous Economy    Sustainable Energy and a Clean Environment    Healthy and Safe Communities    Efficient, Effective and Accountable Government</p>
<b>Measure &amp; Improve</b>	<p>Building a more responsive, data-driven state government to get results:</p>  <p style="text-align: right;"><a href="http://www.results.wa.gov">www.results.wa.gov</a></p>

Today's complex challenges often require expertise and collaboration from multiple state agencies. Therefore, the strategic plan must consider how your agency can best achieve its mission **and** contribute to accomplishing important statewide outcomes with other agency partners. For a complete list of Governor Inslee's priorities, see [Governor's Goals](#).

Your strategic plan should clearly communicate how your agency plans to contribute to the Governor's statewide priorities and how your agency will help to achieve results and desired outcomes. All agency budget activities may not be an explicit component of your strategic plan, but all activities are assigned to one of five statewide goal areas and evaluated (by the Governor's Results Washington team) on how they contribute to desired outcomes. These evaluations are based on goal attainment and performance measures in OFM's Results through Performance Management (RPM) system. Many agencies find it useful to develop and report a common set of measures to both track progress on meeting the goals in their strategic plans, and for performance reporting to Results Washington and OFM.

### Strategic planning best practices

#### Preparing your strategic plan

A good strategic planning process will:

- Identify an agency's mission, core business processes, primary customers, and stakeholders.
- Articulate an agency's vision and values.
- Focus on a limited number of key priorities and outcomes.
- Set clear goals and measurable objectives for priority outcomes.
- Analyze external forces that influence the ability to achieve the mission.
- Assess internal capacity to deliver services and manage effectively.
- Develop strategies that will achieve objectives.
- Establish performance measures and targets to determine if strategies are successful at meeting objectives.
- Implement the plan through resource and staffing decisions and operational plans.
- Regularly monitor progress.
- Involve leaders, managers, employees, customers, and stakeholders throughout the process as appropriate.

There is no perfect way, or "cookbook" approach, to prepare a strategic plan. Because agencies face different circumstances, you may carry out your planning process in different ways.

#### Are there required components of the strategic plan?

OFM does not require plans to contain specific elements, refer to RCW [43.88.090\(2-4\)](#) for the statutory requirements. Each specific element in your plan should include a list of statutes that authorize the establishment and operation of each agency program and that tie that program to the agency's mission, programs, goals, and objectives.

Good plans show evidence that you have engaged in the process described above. They contain components that **describe** your agency's mission, major business processes, and assessment of external factors and internal capacity. Good plans also convey statewide outcomes, goals, and objectives to be achieved, strategies to accomplish them, and performance measures to track and gauge progress.

Is a specific format required?

No specific format is required, but a table of contents helps readers locate various elements.

Your strategic plan will only benefit readers if they understand it. Organize information so things are easy to find. Keep it brief and clear, avoid jargon and define acronyms. Write using plain talk principles (see the plain talk [website](#)).

Strategic plans benefit by focusing on a few priority areas. A plan that lists every possible thing that every unit would like to accomplish is unlikely to be implemented successfully. If you choose to include all divisions in the planning process, we suggest that you include an executive summary in the final plan.

Some useful plans may be as brief as one to four pages, although they may rest on a foundation of more detailed analyses (that can be referenced in the plan itself.)

Who should be involved in the planning process?

The strategic planning team should include representatives from major divisions who have a role in carrying out the plan. For instance, if a strategy will require additional resources to achieve an objective, budget staff should be part of the team.

Asking customers and stakeholders for input on the plan is a best performance management practice. After all, an agency's programs should exist to serve specific customers, and gathering data about performance from customers should provide valuable and important data for planning.

It is critical for senior leaders to own the plan and process – goals should come from the top. They may not be involved in the day-to-day process but should be involved early on in frank conversations about objectives. Front-line staff should be involved in the planning process if the agency relies on them to successfully implement a strategy, or if it wants to align parts of the plan with employee performance evaluations. Managers should be included in the process if an agency wants to get widespread “buy-in” for its plan, so they are thoroughly familiar with what the plan includes.

Where do we start?

If you have already applied for a Washington State Quality Award (WSQA), you may want to use the organizational profile and human resource focus sections as a beginning point.

Asking customers and stakeholders for feedback is a useful first step. Another good place to begin is by reviewing your last strategic plan and answering these questions:

- Are the mission and business processes still relevant?
- Is there a clear relationship between the goals and statewide results or outcomes then and where we are now?
- What do we want to increase, decrease, or maintain and by how much? Did we already meet those targets?
- What process element did we focus on to make changes? Do we have a hypothesis about why it did or didn't work?
- What does that mean for strategies we should now pursue to achieve current performance targets?

What components should be in a strategic plan?

A good strategic plan will include many of the following components or elements, but not every plan needs to contain all of them.

### **Mission statement**

An agency's mission statement describes its reason for existence in general terms that capture its unique purpose and functions. It typically describes the organization, what it does, why it does it, and for whom. Mission example: The Department of Healthy Behaviors works to improve the health of Washingtonians by promoting actions that individuals can take to improve their health.

### **Vision statement**

The vision statement is a brief, forceful statement describing the organization at its most effective, or as it will be when it achieves its desired goals and outcomes. Examples:

- Great people, great service, excellence every time.
- The department is recognized as a progressive, innovative leader as we promote economic vitality, safeguard the environment, provide world-class customer service, and embrace change.

### **Values**

Values are a statement of the agency's beliefs and behaviors. The strategic plan's value statement can help establish a reference for employees to carry out their work. Examples:

- All staff are guided by the following values: honesty, respect, and accountability.
- Our core values are service, integrity, teamwork, and innovation.

### **Assessment of external challenges and opportunities**

A good strategic plan will describe important external factors that affect the agency's ability to achieve goals and performance targets. In their analyses, agencies should consider changes in these factors and how they may also affect partners upon whom the agency heavily depends.

- The economy
- Client populations
- Client demographics
- Client/citizen needs, preferences or expectations
- The way customers expect services to be delivered
- Related markets or industries
- The expectations of suppliers and partners
- The law or regulatory environment
- The costs of doing business
- The natural environment

### **Assessment of internal capacity and financial health**

The strategic planning process also provides a good opportunity for an agency to take stock of its strengths and weaknesses, and to examine internal agency factors that can impact its ability to accomplish the mission, goals, and objectives. For example:

- What are key workforce issues that affect agency performance?
- What workforce issues must be addressed to achieve business goals?
- Do you see a need or opportunity for changes in service delivery methods?



- Will your strategies require an increase in staff and a need for more space? Will they require changes in the type of space? Are there pressing facility maintenance and operations needs or requirements?
- What technology investments will be necessary (and in what timeframe) to achieve goals?
- Are there trends in revenue sources, fund balance changes, or cost pressures that may affect your financial sustainability?

A common technique that combines internal and external assessment is a “SWOT (Strengths, Weaknesses, Opportunities, Threats) analysis. Under SWOT analysis, an agency explicitly identifies internal factors (strengths and weaknesses) and external factors (opportunities and threats) that may impact its ability to achieve results. Use this analysis to develop strategies that capitalize on positive factors (strengths and opportunities) and mitigate adverse factors (weaknesses, risks, and threats.)

### Performance analysis

The strategic plan tells the story of how the agency intends to bridge the distance between where it is today and where it would like to be in the future. Performance analysis describes the nature of those gaps. Consider these questions:

- If actual performance is different than expected at this point, why?
- What is the agency learning from its internal Results Washington forums process?
- How do performance results compare to those of other similar organizations, or to recognized industry standards, and why?
- Which performance gaps are most important to close?
- How will the agency try to close these performance gaps?

### Goals

Goals are broad, high-level, and issue-oriented statements of outcomes that an agency will strive to achieve. They should fit well with the mission statement and values, and answer the question, "What must we do to accomplish our mission or achieve a result?" Examples:

- Reduce tobacco use among adults, pregnant women, and children.
- Protect public health by ensuring safe food supply.

### Objectives

Objectives break goals down into smaller, more specific pieces. They describe measurable results an agency expects to accomplish within a given period. A good objective statement will provide an operational way to know if your strategies are successfully moving toward your targeted goal. Try to start each objective sentence with one of these words: increase, decrease or maintain. Examples:

- Decrease the proportion of cigarette smoking among 10th grade adolescents by 10 percent.
- Increase the proportion of food processors that comply with public health standards to 95 percent.

### Strategies

Strategies are methods to achieve an objective. While goals and objectives state what the organization **wants** to achieve, strategic statements state **how** goals and objectives will be achieved. Strategies should guide the near-term work and activities that an agency undertakes to achieve specific goals and objectives. Examples:

- Produce anti-smoking messages and a media campaign targeted to teenagers.
- Inspect, test, and provide technical assistance to food storage and processing industries.

For the strategic plan, an agency should focus on the most important strategies, describing how each strategy will help to achieve both agency goals and statewide results.

### **Performance measures**

Performance measures are numeric descriptions of an agency's work and results. They are based on data and tell a story about whether an agency or activity is achieving the desired objectives, and if progress is being made to attain policy or organizational goals.

Performance measures should be written to begin with "number of . . ." or "percentage of . . ." then describe what is being measured. Examples:

- Percentage of 10th grade students who say they have smoked within 90 days, as reported on the annual student survey.
- Percentage of food processors with a compliance rating score of 90 or more on annual inspection.

### **Implementing strategic plans**

Preparing a strategic plan is only a first step. To paraphrase management consultant, educator, and author Peter Drucker, "plans are only promises and hopes without subsequent commitment and action." To be effective, strategic plans must be implemented through operational and action plans, work assignments and requests for resources.

### **Action plans and operational plans**

Once high-level direction is set through the strategic plan, some agencies ask divisions or business units to prepare action or work plans. These provide concrete steps to implement the agency's selected strategies and can help management track effectiveness and success.

### **Capital and technology needs**

The strategic planning process can identify emerging capital and technology needs for the agency. Changes in caseloads, customer expectations, agency work practices and aging facilities or systems may create profound changes in an agency's facility and technology requirements.

The narrative justification for each capital budget project request must describe how the project supports the agency's strategic plan and/or how it contributes to statewide results. OFM asks key questions in its review of agency capital budget requests, including:

- What are the most effective strategies and activities in which to invest, and how does this capital budget request support them?
- How do the proposed capital investments support the agency's mission, goals, and objectives?
- How do the investments support statewide priorities?

### **Information technology planning**

The Technology Services Board (TSB) focuses primarily on information technology strategic vision and planning; enterprise architecture; policy and standards; and major project oversight. Members include legislators, business leaders, agency directors, and a union representative.

### **Workforce planning**

Workforce planning is the overall process to link workforce strategies to desired business outcomes. Goals, objectives, strategies, and performance measures in the agency's business plan should

highlight key workforce priorities. Valuable workforce planning information and tools are available at the State Human Resources [website](#) under workforce planning.

### Enterprise risk management

Enterprise Risk Management (ERM) is the discipline and its associated processes of applying a risk evaluation to each agency goal, identifying root causes of these risks, determining – as an enterprise – what changes (i.e., risk treatments) are best to address the root causes, and then monitoring the success of the risk treatments. (See [risk management](#))

### Environmental Justice Implementation Plan

In 2021, the Legislature adopted The Healthy Environment for All Act (HEAL Act) (codified at [RCW 70A.02](#)) to:

- Ensure environmental reviews, funding decisions, and permitting decisions identify and address environmental health disparities in overburdened communities.
- Reduce exposure to environmental hazards on tribal lands.
- Track and measure implementation of environmental justice in state agencies.

The following state agencies are “covered agencies” that must implement the requirements of the HEAL Act:

- Departments of Ecology
- Department of Agriculture
- Department of Commerce
- Department of Health
- Department of Natural Resources
- Department of Transportation
- Puget Sound Partnership

State agencies not specifically covered by the law may opt in to assume the requirements and obligations of the law.

[RCW 70A.02.040](#) requires covered agencies, by January 1, 2023, to incorporate an environmental justice implementation plan within its strategic plan. Each EJ implementation plan must include:

- Agency specific goals and actions to reduce environmental and health disparities.
- Metrics to trace and measure accomplishments of the agency goals and actions.
- Methods to incorporate equitable community engagement and participation from the public into agency practices for soliciting and receiving public comment.
- Strategies to ensure compliance with existing federal and state laws relating to environmental justice.
- The plan for community engagement required under [RCW 70A.02.050](#).
- Specific plans and timelines for incorporating environmental justice considerations into agency activities as required by the Act.

Please review [RCW 70A.02.040](#) for more details on these requirements. In developing and updating its EJ implementation plan, each covered agency must also consider any guidance developed by the Environmental Justice Council pursuant to [RCW 70A.02.110](#). This guidance is still under development. Please look for additional guidance from the Environmental Justice Council and the Environmental Justice Interagency workgroup.

## Resources and references

### Internal and external assessments

- OFM's [Forecasting Division](#) provides population, demographic, economic, and other trend data. [Washington trends](#) and [budget drivers](#) may be particularly relevant.
- Quarterly economic and revenue forecasts are available from the [Economic and Revenue Forecast Council](#).
- The Caseload Forecast Council's [website](#) has data for K-12 enrollment, social service caseload and prison populations.
- The Washington State Human Resources [website](#) has workforce planning and [data](#).

### Strategic planning

- Baldrige Performance Excellence [Program](#) at the National Institute of Standards and Technology has criteria for evaluating organizational strategic planning and implementation on pp. 10-12 of the 2011-12 Criteria for Performance Excellence, (PDF).
- McNamara, Carter, MBA, PhD, [Basic Description of Strategic Planning](#) and [Overview of Various Strategic Planning Models](#) explain basic elements of, and different approaches to, strategic planning.
- Zients, Jeffrey D, Statement to United States Senate Budget Committee (PDF, Oct. 29, 2009). The Chief Performance Officer with the federal Office of Management and Budget (OMB) discusses five principles for successful performance management.

### Performance measures and logic models

OFM's Performance Measure [Guide](#) contains information about how to write objectives and performance measures, and includes a section on using logic models to connect work activities to outcomes.



# STRATEGIC PLAN 2018-2022



Washington State

**GAMBLING**  
COMMISSION

*Protect the public by ensuring that gambling is legal and honest.*

P.O. Box 42400 Olympia, WA 98504 | [www.wsgc.wa.gov](http://www.wsgc.wa.gov)

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## Introduction

This Strategic Plan is both the commissioners' and staff's plan. The Strategic Plan provides the agency leadership agenda for the next five years. The agency director's job is to lead the formulation of the plan and then lead its overall implementation.

Strategic planning is "the process of identifying and aligning the significant factors within an organization's control in order to more effectively accomplish its mission in the face of environmental factors that are not within its control." It is comprehensive, significant, and forward-looking.

As part of the process of preparing this plan, the Commission conducted a SWOT analysis. SWOT is an acronym that stands for Strengths, Weaknesses, Opportunities, and Threats. A SWOT analysis is an organized list of the Commission's greatest strengths, weaknesses, opportunities, and threats.

Strengths and weaknesses are internal to the agency. We can change them over time but not without some work. Opportunities and threats are external. They are out there in the market, happening whether we like it or not. We cannot change them.

The commissioners met with agency leadership to formulate goals for the Commission to accomplish over the course of the next five years. These goals are the major initiatives the Commission must undertake to accomplish its mission. To accomplish these goals, the commissioners defined a number of objectives with a series of tactics to implement these objectives.

## Message from Commission Chair Bud Sizemore



Strategic planning is an arduous but necessary component of successful organizations. The investment of both thought and heart by staff leaders and commissioners while preparing this Strategic Plan is a testament to this agency's desire to be an industry leader. We have laid out some aggressive goals, and as always, our success is dependent on the work of our very competent staff and ongoing support of the Commission. I am very confident in this agency accomplishing what it sets out to do, and pledge the support of each and every commissioner!

## Message from Director Dave Trujillo



I am pleased to present the Washington State Gambling Commission's Strategic Plan for 2018-2022. The plan sets forth the agency's long-term strategic goals for meeting new and challenging issues, while meeting its public safety mission to protect the public by ensuring gambling is legal and honest. It also identifies factors outside the agency's control that could potentially affect goal achievement. The strategic plan describes the objectives and tactics that will be employed in pursuit of the long-term goals. The agency will pursue the short-term objectives and tactics through an annual implementation plan established each year by the agency's Leadership Team. Progress on achievement of the goals within the strategic plan will be reported periodically to commissioners, and a progress report will be presented to the Commission at a public meeting after each fiscal year ends.

For 45 years, the agency has carried out its public safety mission, maintained public confidence, and remained committed to government-to-government relations with our Washington tribal partners. This strategic plan will set the foundation for the next 45 years.

## Meet our Commissioners

### **Bud Sizemore, Chair**



Commissioner Sizemore is a former Mayor Pro Tempore and member of the Covington City Council, and Legislative Liaison for the Washington State Council of Fire Fighters. He is currently a fire fighter with the Kent Fire Department Regional Fire Authority.

Term Expires: Jun 30, 2019

### **Julia Patterson, Vice-Chair**



Commissioner Patterson is a former member of the Metropolitan King County Council, Washington State Senate, Washington State House of Representatives and the SeaTac City Council. Her public service career spans 24 years.

Term Expires: Jun 30, 2024

### **Chris Stearns, Commissioner**



Commissioner Stearns is an attorney specializing in Indian law. He previously served four years as Counsel to the U.S. House Committee on Natural Resources and was the first-ever Director of Indian Affairs for the U.S. Department of Energy. He is also the past Chairman of the Seattle Human Rights Commission.

Term Expires: Jun 30, 2021

### **Ed Troyer, Commissioner**



Commissioner Troyer has been with the Pierce County Sheriff's Department for over 30 years and is their Media Relations and Public Information Officer. He is also the Executive Director of Pierce County Crime Stoppers and Board Chair of TAPCO Credit Union.

Term Expires: Jun 30, 2020

### **Alicia Levy, Commissioner**



Commissioner Levy is an attorney specializing in business law, estate planning and real estate law. She completed her undergraduate work at Washington State University in 2003 and graduated from Gonzaga University School of Law in 2010. Commissioner Levy gained experience working in larger law firms in the region before starting her own firm in Spokane in 2015.

Term Expires: Jun 30, 2023



## Organizational Structure

The Washington State Gambling Commission (WSGC) is an accredited, limited-jurisdiction law enforcement agency and the only statewide agency devoted to gambling licensing, regulation and enforcement.

Through collaboration with local, state, federal, tribal and international law enforcement agencies, we work to fulfill the legislative declaration of: (1) Keeping the criminal element out of gambling, and (2) Promoting social welfare through strict regulation and control.

The Commission is composed of five commissioners appointed by the Governor to six-year terms. The Commission holds regular public meetings, makes policy and budget decisions and takes action on administrative matters. Four members of the Legislature serve as ex-officio members and vote to approve or amend tribal-state Class III gaming compacts. They play an important liaison role between the Commission and the Legislature.

Led by the Director, who is appointed by the Commission, the WSGC has approximately 114 full-time employees at the Commission's headquarters in Lacey, WA, two regional offices in Spokane and Renton, and in home-based offices. The WSGC staff is split between Administration and Operations. Administration oversees two divisions, Human Resources and Business Operations. Administration also oversees Tribal Negotiations and the Tribal Liaison. Operations oversees two divisions and two units, the Licensing, Regulation and Enforcement Division, Information Technology Division, Tribal Gaming Unit and the Professional Standards and Training Unit, to accomplish the WSGC's mission and support the Commission's vision.

## Mission

Protect the public by ensuring that gambling is legal and honest.

## Vision

We will maintain public confidence by:

- Conducting a fair and effective gambling regulatory and enforcement program.
- Investigating illegal activities.
- Building positive partnerships and relationships.
- Providing a workplace that allows employees to excel at their jobs.
- Anticipating and responding to the evolving gambling industry.

## Values

We value integrity, professionalism, respect, and diversity.



## **Accomplishments from our 2014 - 2018 Strategic Plan**

The Commission's 2014-2018 Strategic Plan identified 18 projects designed to support the Commission's five goals. These goals were: 1) detect and remove the criminal element from gambling; 2) maintain a regulatory environment that promotes compliance; 3) develop, retain, and value our employees; 4) provide accurate and timely information to the Legislature, public, and other stakeholders; and 5) pursue improvements and innovations in agency programs and processes.

Significant progress was made on each of these projects. Of the 18 total projects; 12 were completed, 2 were determined not to be needed, 3 are still in process, and one has been deferred. The execution of these projects was the result of many hours of work by the dedicated Commission staff and reflect the commitment of staff to fulfill the Commission's mission to "protect the public by ensuring that gambling is legal and honest."

## **Commission Business Initiatives**

The following infographic illustrates the various business initiatives that the Commission is engaged in currently and for the next several years. It serves to demonstrate that the Commission is a multi-faceted organization that is continually evolving to serve the needs of its stakeholders. Ultimately, it shows that the Commission truly embraces its mission "to protect the public by ensuring that gambling is legal in honest."

# WSGC BUSINESS INITIATIVES



## Fee Simplification

(27 Project Sub-Teams)

Modernize Info Management Systems

Re-establish Intelligence Unit

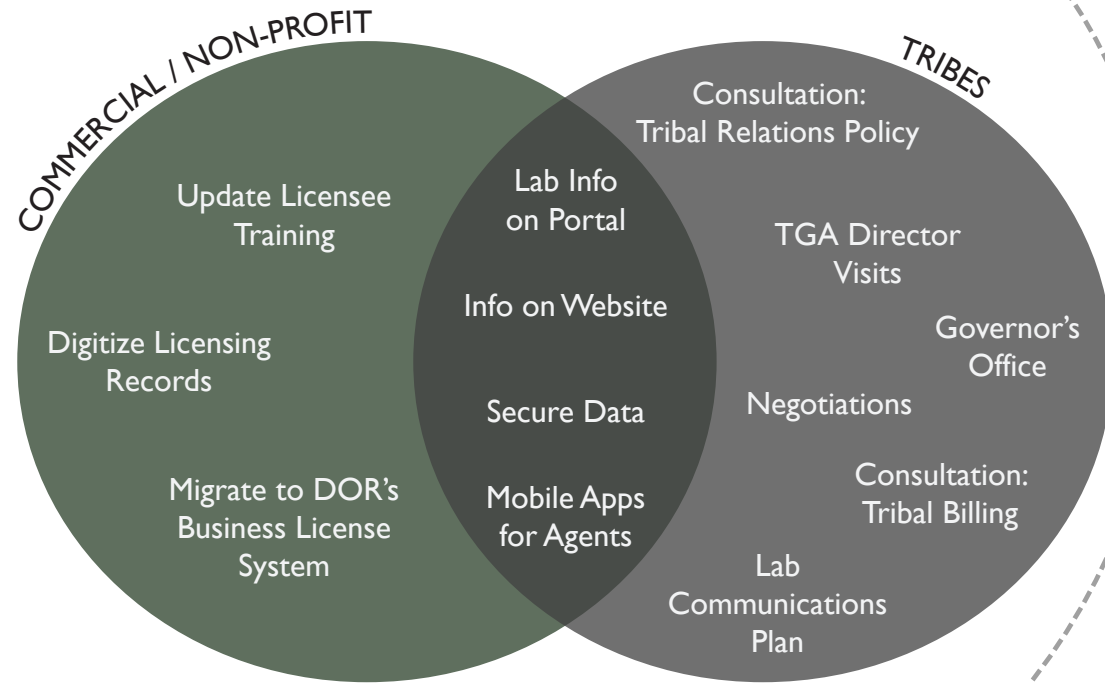
Headquarters Restack

Increase Criminal Case Clearance Rate

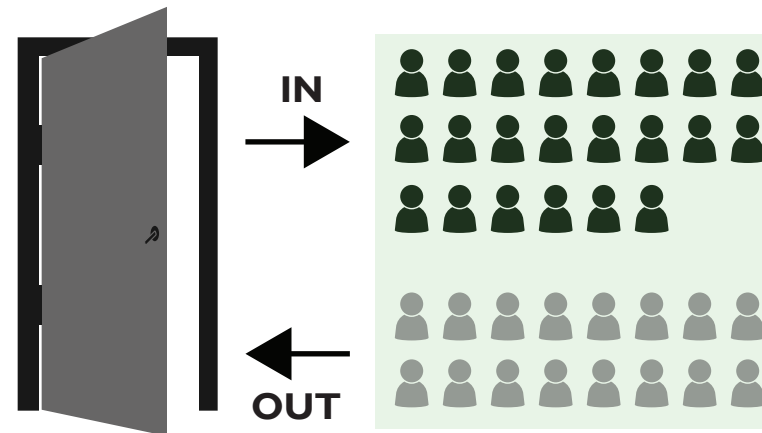
Launch Money Laundering Initiative

Problem Gambling

### FOCUSED ON STAKEHOLDERS



22 New Hires, 16 Separations: Jan 2017 - Feb 2018  
16 Vacancies as of Feb 2018



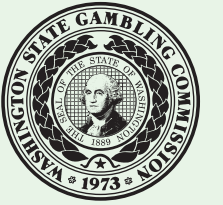
**36%** of supervisors are new to the role



### HIRING A GAMBLING SPECIAL AGENT: 5 - 6 Month Process | 7 Vacant Positions: Feb 2018



# Ensuring gambling is legal & honest



## LICENSING

The Licensing Unit processes more than 20,000 gambling licenses and certifications each year. To determine if new and current businesses are qualified to hold a gambling license, WSGC staff:

- 1) conduct criminal background checks on nearly everyone involved in the business, and
- 2) source funds to ensure money is from a legitimate sources without ties to criminal activities

New Applications Processed	3,523
Renewals Processed	13,309
Criminal History Checks Conducted	18,903
Licenses Revoked	29
New Applicants Who Didn't Qualify, Withdrew or Submitted Incomplete Application	126

Period: July 1, 2017 - May 1, 2018

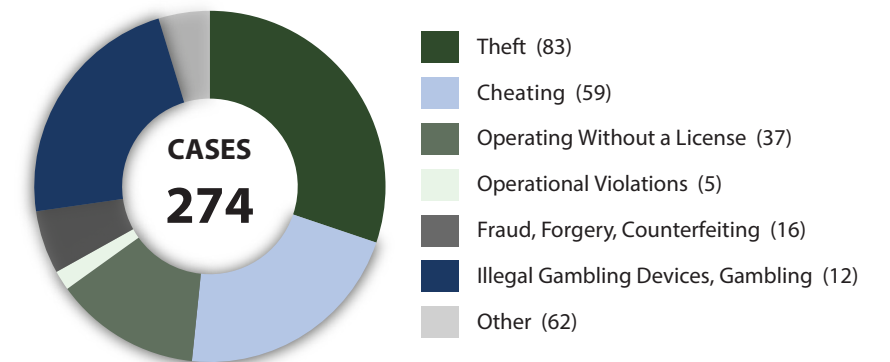
## REGULATION & ENFORCEMENT

WSGC agents enforce state gambling laws and rules for licensed and unlicensed activities, and also conduct undercover investigations into gambling activities that are illegal in Washington.

**CASE EXAMPLE:** Regulation Unit agents arrested two licensed card room employees who conspired to cheat by prearranging decks of cards and placing them into the output of the shuffle machine instead of the input. The loss to the two casinos was approximately \$56,000. The suspects were charged with, and pleaded guilty to, cheating.

**CASE EXAMPLE:** Criminal Enforcement Unit agents investigated multiple cases of financial exploitation involving elderly victims, two of which were featured in a news story by KOMO TV on elder abuse. In both cases, the suspects withdrew money from the victims' bank accounts using cash machines at local casinos. Charges of theft in the first degree were referred to the prosecutor's office.

### 2017 Regulation Unit Investigations



## TRIBAL GAMING UNIT

Under state law, our director is responsible for negotiating Class III gaming compacts. All 29 federally recognized tribes in Washington have a gaming compact, with 27 casinos in operation.

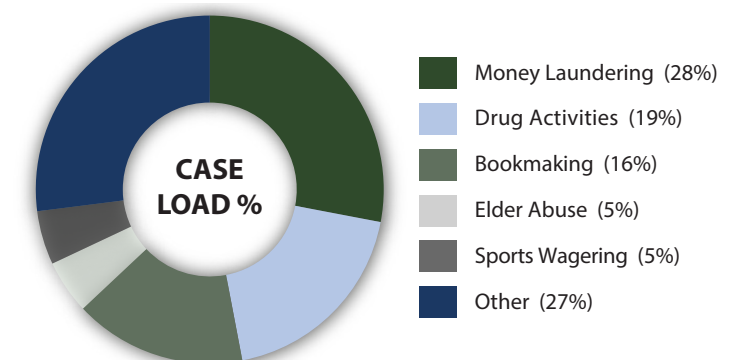
- 16 tribes operate one casino each
- 4 tribes operate two casinos each
- 1 tribe operates three casinos

We have a cooperative regulatory partnership with tribal gaming agencies, and provide on-site monitoring of Tribal-State compact terms. Each year, we provide new agent training for approximately 60 tribal gaming agency employees.

On-site Visits	781
Violations Found	224
Repeat Violations	28
Complaints Received	72
Average Days to Respond to Complaints	0.51

Period: July 1, 2017 - May 1, 2018

### 2017 Criminal Enforcement Unit Investigations



## ELECTRONIC GAMBLING LAB

**0** overdue submissions in 2017

## TRAINING FOR LAW ENFORCEMENT AGENCIES & LICENSEES

<b>Law Enforcement Academy Recruits:</b>	
Illegal Gambling; Blue-on-Blue Shootings	466
<b>Non-Profit Licensees:</b>	
How to Conduct Gambling Activities	454
<b>Commercial Licensees:</b>	
How to Conduct Gambling Activities	46
Anti Money Laundering Regulations	80

Number of trainees July 1, 2017 - May 1, 2018



## WASHINGTON ASSOCIATION OF SHERIFFS & POLICE CHIEFS ACCREDITED AGENCY

Our agency completed the Washington Association of Sheriffs & Police Chiefs' re-accreditation process in 2018 and received a re-accreditation award at WASPC's annual conference in Spokane. WSGC received its original WASPC accreditation in 2014.





## Commission Goals for 2018 - 2022

### **1. Increase the Commission's role in helping people who are suffering from gambling disorders.**

The Commission desires to take a more proactive role in helping those in Washington State suffering from gambling related disorders in conjunction with the industry and behavioral health professionals.

### **2. Strengthen legislative relationships.**

The Commission has maintained a positive relationship with the state Legislature. We are looking for ways to strengthen that relationship by making more policy recommendations on gambling topics and issues.

### **3. Staff continuity and succession planning.**

The Commission has a dedicated and talented workforce that provides for efficient agency operations. Our workforce is continually evolving because of new hires or employees leaving the Commission to seek other opportunities or to enjoy retirement. We must plan for changes to ensure operations continue to run smoothly. We must also plan for the next generation of leaders in the Commission.

### **4. Strengthen stakeholder relationships.**

The Commission wants to develop and maintain strong relationships with its various stakeholders, such as Tribes, licensees, and gambling equipment manufacturers.

## Goal 1: Increase the Commission’s role in helping people who are suffering from gambling disorders

Objectives	Tactics
<p><b>1. Complete and present problem gambling study to Legislature in February 2019 that looks at ensuring those who need treatment receive treatment in Washington</b></p>	<ul style="list-style-type: none"> <li>• Secure funding for the study.</li> <li>• Present study to Legislature no later than February 15, 2019.</li> </ul>
<p><b>2. Increase public awareness around problem gambling</b></p>	<ul style="list-style-type: none"> <li>• Update agency problem gambling literature.</li> <li>• Post agency problem gambling literature prominently on our website.</li> <li>• Bring awareness to problem gambling events occurring in our state during Problem Gambling Awareness month and at other times, as needed.</li> <li>• Partner with the Horse Racing Commission and the Lottery Commission on problem gambling outreach efforts.</li> </ul>
<p><b>3. Seek additional funding for problem gambling awareness and focus prevention of problem gambling on minors and youths</b></p>	<ul style="list-style-type: none"> <li>• Obtain funding through Legislative action beginning after 2019.</li> <li>• Depending on 2019 Problem Gambling study results; seek additional funds through Tribal negotiations.</li> <li>• Work with the appropriate state agency to account for current problem gambling revenue stream received from the state’s Business and Occupation tax.</li> <li>• Depending on 2019 Problem Gambling study results, have an Awareness Study related to minors and youth.</li> <li>• Develop problem gambling literature targeted towards minors and youths.</li> </ul>
<p><b>4. Explore the option of revising RCW 9.46 to increase agency problem gambling responsibility</b></p>	<ul style="list-style-type: none"> <li>• Determine if agency request legislation is needed to clarify Commission’s problem gambling role and, if so prepare, agency request legislation.</li> </ul>
<p><b>5. Involve all stakeholders in problem gambling processes, e.g. Tribes, licensees, health care professionals etc.</b></p>	<ul style="list-style-type: none"> <li>• Depending on the results of the 2019 study, the Commission may be involved in a statewide problem gambling taskforce.</li> <li>• Provide opportunities for Tribal and non-Tribal operators to share information on their problem gambling programs.</li> <li>• Develop a Self-Exclusion program that can be applied to Tribal and non-tribal gambling sectors.</li> </ul>

## Goal 2: Strengthen legislative relationships

Objectives	Tactics
<p><b>1. Prepare an annual report to the Legislature about Commission activities</b></p>	<ul style="list-style-type: none"> <li>• Assemble staff/stakeholder workgroup with cross representation to prepare legislative report in advance of the 2020 legislative session and annually thereafter.</li> <li>• Publish fiscal year end annual report on the Commission website beginning in 2019.</li> <li>• Update annual legislative media brochure with Commission activity highlights.</li> </ul>
<p><b>2. Share emerging issues and solutions through white paper process</b></p>	<ul style="list-style-type: none"> <li>• Sports betting, loot boxes and skins gambling are topics that staff are working on.</li> <li>• Form internal team to keep abreast of emerging issues, determine what issues to focus on, and forecast topics for lawmakers.</li> <li>• Seek Legislative input on topics.</li> </ul>
<p><b>3. Build coalitions and involve stakeholders in presenting information to the Legislature</b></p>	<ul style="list-style-type: none"> <li>• Hold periodic meetings that facilitate communications between public, Legislature, Tribes, licensees and other stakeholders.</li> </ul>
<p><b>4. Encourage Legislative committees to hold educational work sessions</b></p>	<ul style="list-style-type: none"> <li>• Once whitepapers are written, share with Legislature; and seek annual educational works sessions.</li> <li>• Commission legislative team will monitor gambling related bills dropped and determine how best to educate lawmakers on the subject.</li> <li>• Better utilize Commission Ex Officios as a resource.</li> </ul>
<p><b>5. Develop position for general fund appropriations for criminal enforcement work</b></p>	<ul style="list-style-type: none"> <li>• Engage Tribes, licensees, and law enforcement in support of general fund appropriations for criminal enforcement work.</li> </ul>

### Goal 3: Staff continuity and succession planning

Objectives	Tactics
<p><b>1. Establish agency leadership pathways</b></p>	<ul style="list-style-type: none"> <li>• Reevaluate prior Leadership Development Program and consider reinstating it and provide opportunities for staff to determine if they want to pursue leadership.</li> <li>• Provide opportunities for staff to get a feel for leadership through job shadowing, participating on agency teams, and being involved with external organizations.</li> <li>• Cross train staff where appropriate.</li> <li>• Develop individual training plans that support opportunities for leadership development.</li> </ul>
<p><b>2. Evaluate each division for potential leadership transitions and identify staff that can take over and plan for “back-up” on key positions</b></p>	<ul style="list-style-type: none"> <li>• Identify staff who may be leaving for retirement or other opportunities and determine the future vacancies to be filled.</li> <li>• Have conversations with staff regarding their goals.</li> <li>• Provide cross training.</li> <li>• Update job requirements, including competencies, for key positions.</li> </ul>
<p><b>3. Understand that not all great employees want to be leaders</b></p>	<ul style="list-style-type: none"> <li>• Provide training opportunities for staff that want to be subject matter and technical experts and do not have the desire to be supervisors.</li> <li>• Talk to staff about their goals and what motivates them.</li> <li>• Retain people where they are successful as subject matter experts.</li> </ul>
<p><b>4. Be employer of choice</b></p>	<ul style="list-style-type: none"> <li>• Highlight state and agency benefits during recruitment and stress what this agency offers, such as flexible schedules, telework opportunities, etc.</li> <li>• Where feasible, provide for a flexible and modern work environment.</li> <li>• Develop methods to reach a diverse pool of job candidates.</li> <li>• Provide meaningful recognition to staff.</li> </ul>



## Goal 4: Strengthen stakeholder relationships

Objectives	Tactics
<p><b>1. Improve Tribal billing system and Tribal Relations policy</b></p>	<ul style="list-style-type: none"> <li>• Conduct formal and informal Tribal consultation meetings.</li> <li>• Use WIGA (Washington Indian Gaming Association) to help share information and identify workgroup members.</li> <li>• Build relationships with Tribal Gaming Commissions, Tribal Gaming Agencies, casino operations, and others.</li> </ul>
<p><b>2. Utilize stakeholders &amp; other experts when presenting information</b></p>	<ul style="list-style-type: none"> <li>• Send staff to, or request to have a representative at, licensee trade organization meetings.</li> <li>• Increase visits to state non-profit conventions.</li> <li>• Provide the ability for stakeholders to add Commission meeting agenda topics on emerging gambling issues.</li> </ul>
<p><b>3. Obtain feedback on fee simplification from stakeholders</b></p>	<ul style="list-style-type: none"> <li>• Conduct online surveys, town hall meetings, as well as talk to individual licensees to gauge effectiveness of fee simplification on stakeholders.</li> <li>• Follow Tribal consultation process to obtain feedback from Tribal stakeholders.</li> </ul>
<p><b>4. Work on raffle rules and build better relationships with non-profits</b></p>	<ul style="list-style-type: none"> <li>• Identify the changes the agency is willing to accept/consider.</li> <li>• Determine scope of any potential rule changes.</li> <li>• Identify staff who are subject matter experts to work on raffle rule project.</li> </ul>
<p><b>5. Coordinate a gambling summit to discuss various gambling related topics</b></p>	<ul style="list-style-type: none"> <li>• Follow a process similar to Tribal consultation to prepare a summit that includes entire gaming industry.</li> <li>• Engage stakeholders and ask them to contribute ideas for the summit.</li> </ul>

## Assessment of External Challenges and Opportunities

There are many factors outside of the Commission's control that have significant impacts on the Commission's ability to complete its mission. After conducting a SWOT (Strengths, Weaknesses, Opportunities, and Threats) analysis, the Commission identified the following external factors that are expected impact the Commission over the next five years:

### Technology

Technology impacts the activity being regulated (gambling) and the tools and methodology used to regulate the activity. Changes in technology will be one of the most important factors impacting the Commission's programs over the next few years. Key areas include:

- Innovations in information technology that will change the way we do our work (investigations, monitoring, collection and dissemination of public information, communication with licensees and law enforcement);
- Automation of records and reports of regulated activities;
- Advances in Internet technology and the availability of legal and illegal online gambling; and
- Continuous and increasing pressure to allow new technology in gaming activities.

### Government

The Commission can be impacted by the decisions of other governmental and judicial bodies. Those that have the potential for the greatest impact are:

- Judicial decisions at the state or federal level may interpret the law in a manner that expands or restricts the scope of gambling activities in Washington;
- The United States Supreme Court recently ruled that the Professional and Amateur Sports Protection Act of 1992, also known as PASPA was unconstitutional, which now allows states to legalize sports betting;
- Tax revenues from new or existing gambling activities may be an attractive option for state and local governments that need to make up for budgetary shortfalls;
- Cities and counties may allow or prohibit authorized gambling activities;
- Tribal governments are seeking alternatives to current billing methods and the state's current regulatory role; and
- Litigation is expected to continue or increase related to machine gambling and other regulatory issues.

### Government-to-Government Relationships with Tribes

The Commission participates in all Tribal-State Centennial Accord meetings and is committed to consulting with tribes on issues that affect our respective governments. The agency will continue to strengthen government-to-government relationships with each Washington Indian Tribe consistent with the RCW 43.376, the Centennial Accord, and the co-regulatory partnership outlined in the Tribal-State Class III Gaming Compacts.

### Market Trends

Various market trends impact the Commission's ability to complete its mission. Among those are:

- Continued pressure from gambling industry competitors to obtain authorization for new forms of electronic gambling;
- Tribal casinos are increasingly popular for gambling;
- Illegal and legal gambling equipment and related activities have proliferated; and
- Gambling has increased in popularity among young people.

### State Economy

Washington State's economy continues to grow, and is forecasted to outperform U.S. economic growth over

the next four years. Forecasted revenue growth is not likely to meet current demands on the state's resources. Washington continues to face a structural budget gap because the state's tax and revenue system does not keep pace with the increasing demands for services of a growing population.

Washington's economy is cyclical, and the current growth cycle will eventually slow. The members of the Governor's Council of Economic Advisors believe the probability of a recession by 2023 to be about 88 percent.

## Assessment of Internal Capacity and Financial Health

### Internal Capacity

Many factors affect the Commission's internal capacity and its ability to accomplish its mission, goals, and objectives. Among these is the Commission's ability to:

- Recruit, train, and retain a diverse and knowledgeable workforce;
- Utilize technology to more fully automate business processes;
- Offer online transaction options for our licensees; and
- Maintain up-to-date technology.

### Financial Health

Because the Commission is a non-appropriated agency, its financial health is directly related to maintaining sufficient revenue and working capital balance to ensure it can cover expenses during periods of revenue fluctuation, and absorb any statewide changes such as salary and benefit increases. Therefore, it is critical that the Commission ensures an adequate level of funding from its primary revenue sources of license fees and Tribal regulation reimbursements.



## **Washington State Gambling Commission**

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**August 2018**



# STRATEGIC PLAN PROGRESS REPORT 2018 through September 2022



Washington State

**GAMBLING**

**COMMISSION**

*Protect the public by ensuring that gambling is legal and honest.*

P.O. Box 42400 Olympia, WA 98504 | [www.wsgc.wa.gov](http://www.wsgc.wa.gov)

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Commission Goals for 2018-September 2022		
Goal 1: Increase the Commission's role in helping people who are suffering from gambling disorders		
Objectives	Completed Tactics	Tactics in Progress/Not Started
1. Complete and present problem gambling study to Legislature in February 2019 that looks at ensuring those who need treatment receive treatment in Washington	<ul style="list-style-type: none"> <li>Secured funding for the study</li> <li>Present study to Legislature for the 2019 session</li> </ul>	
2. Increase public awareness around problem gambling	<ul style="list-style-type: none"> <li>Posted agency problem gambling literature prominently on our website</li> <li>Brought awareness to problem gambling activities during Problem Gambling Awareness month, and as needed</li> <li>Updated agency problem gambling literature in partnership with the Health Care Authority, Horse Racing Commission and Lottery Commission.**</li> <li><b>Required RG messages via Appendix S***</b></li> <li><b>Increase education through social media and the agency website upon implementation of the self-exclusion program in 2022.***</b></li> <li><b>Made the form and resources card available in 10 languages***</b></li> </ul>	
3. Seek additional funding for problem gambling awareness and focus prevention of problem gambling on minors and youths	<ul style="list-style-type: none"> <li>Obtained funding through legislative action in 2019 for: <ul style="list-style-type: none"> <li>Problem Gambling Task Force (PGTF);</li> <li>prevalence study in 2021</li> </ul> </li> <li>Worked with the appropriate state agency to account for current problem gambling revenue stream received from the state's Business and Occupation tax</li> <li>Assigned to PGTF: Conduct awareness study and develop problem gambling literature targeted towards youth</li> <li>Additional funding for problem gambling, from 0.13% to 0.2% of net win, was negotiated in Tribal-State</li> </ul>	

	<p>Compact Amendments for Tribes seeking to add higher limits to their Class III gaming facilities**</p> <p>A commitment to responsible gaming and offering self-imposed limits on wagering was negotiated in Tribal-State Compact Amendments for Tribes seeking to operate sports wagering**</p> <ul style="list-style-type: none"> <li>• <b><i>Provided links to many other resources for PG***</i></b></li> <li>• <b><i>Provided links on websites to tribal exclusion problem gambling programs***</i></b></li> </ul>	
4. Explore the option of revising RCW 9.46 to increase agency problem gambling responsibility	<ul style="list-style-type: none"> <li>• Determine it was not necessary to request legislation to clarify Commission’s problem gambling role</li> </ul>	
5. Involve all stakeholders in problem gambling processes, e.g. Tribes, licensees, health care professionals etc.	<ul style="list-style-type: none"> <li>• Create statewide problem gambling taskforce</li> <li>• Developed rules for the self-exclusion program which become effective on May 1, 2022 **</li> <li>• <b><i>Launched the self-exclusion program, train licensees and staff on new program, and prepare education materials for when the program goes live on May 1, 2022***</i></b></li> </ul>	<ul style="list-style-type: none"> <li>• <b><i>In process - Provide opportunities for tribes to participate in the statewide self- exclusion program</i></b></li> </ul>

\*Denotes tactics that have been completed and are scheduled to recur in future years

\*\* Denotes tactics completed and new tactics identified for this period

\*\*\*Denotes tactics completed since February 2022



<b>Goal 2: Strengthen legislative relationships</b>		
Objectives	Completed Tactics	Tactics in Progress/Not Started
1. Prepare an annual report to the Legislature about Commission activities	<ul style="list-style-type: none"> <li>Assembled staff/stakeholder workgroup with cross representation to prepare legislative report*</li> <li>Publish fiscal year annual report on the Commission website*</li> <li>Updated annual legislative media brochure with Commission activity highlights*</li> <li><b><i>Commissioners approved our agency request legislation for the 2023 legislative session, to fix HB 5051.***</i></b></li> </ul>	
2. Share emerging issues and solutions through white paper process	<ul style="list-style-type: none"> <li>Staff assigned to work on sports betting</li> <li>Formed internal team to keep abreast of emerging issues, determine what issues to focus on, and forecast topics for lawmakers</li> <li>Sought legislative input on topics*</li> <li><b><i>Completed white paper on emerging issues for Law Enforcement.***</i></b></li> </ul>	
3. Build coalitions and involve stakeholders in presenting information to the Legislature	<ul style="list-style-type: none"> <li>Held periodic meetings that facilitate communications between the public, Legislature, tribes, licensees, and other stakeholders*</li> </ul>	
4. Encourage Legislative committees to hold educational work sessions	<ul style="list-style-type: none"> <li>Commission legislative team monitored gambling related bills, and determined how best to educate lawmakers on the subject*</li> <li>Better utilize Commissioner Ex Officios as a resource</li> <li>Published WSU's Study on Sports Betting in Washington State **</li> <li><b><i>At the September Commission meeting "Meet the WSGC Staff" was introduced to give tribal partners, stakeholders, and the public an opportunity to meet with staff and have discussions. We are also holding meetings with tribal</i></b></li> </ul>	

	<p><i>partners and stakeholders to get their input on our SWOT analysis in anticipation of the 2023-2028 strategic plan goals.***</i></p>	
<p>5. Develop position for general fund appropriations for criminal enforcement work</p>	<ul style="list-style-type: none"> <li>• Engaged tribes and licensees in support of general fund appropriations for criminal enforcement work</li> <li>• <b><i>Passed ARL for HB 5051.***</i></b></li> </ul>	

\*Denotes tactics that have been completed and are scheduled to recur in future years

\*\* Denotes tactics completed and new tactics identified for this period

\*\*\*Denotes tactics completed since February 2022

<b>Goal 3: Staff continuity and succession planning</b>		
Objectives	Completed Tactics	Tactics in Progress/Not Started
1. Establish agency leadership pathways	<ul style="list-style-type: none"> <li>• Reevaluated prior Leadership Development Program; decided not to reinstate as written</li> <li>• Provide opportunities for staff to get a feel for leadership by participating on agency teams, and being involved with external organizations</li> <li>• Develop individual training plans that support opportunities for leadership development</li> <li>• Cross trained staff where appropriate **</li> <li>• Provided opportunities for staff to determine if they want to pursue leadership**</li> <li>• Provided opportunities for staff to get a feel for leadership as subject matter experts and taking a higher level of duties and responsibilities**</li> <li>• Developed individual training plans that support opportunities for leadership development**</li> <li>• <i>Managers and Supervisors checked in with staff during PDP's and interim reviews to determine goals and training plans to achieve those goals***</i></li> <li>• <i>The Agency previously had the leadership academy. ***</i></li> <li>• <i>Team is looking at putting together a curriculum to prepare staff for leadership positions. ***</i></li> <li>• <i>Filled vacant agency leadership positions: Director, Deputy Director and Assistant Director positions***</i></li> </ul>	
2. Evaluate each division for potential leadership transitions identify staff that can take over and plan for “back-up” on key positions	<ul style="list-style-type: none"> <li>• Identified staff who may be leaving for retirement or other opportunities and determined the future vacancies to be filled</li> <li>• Ongoing conversations with staff regarding their goals</li> <li>• Updated competencies for key positions</li> <li>• <i>Updated job requirements for key positions***</i></li> </ul>	

	<ul style="list-style-type: none"> <li>• <b><i>Provided cross training***</i></b></li> <li>• <b><i>Provide opportunities for staff to get a feel for leadership through job shadowing***</i></b></li> <li>• <b><i>Managers/Supervisors will identify certain job duties to expose prospective leaders to:</i></b> <ul style="list-style-type: none"> <li>- <b><i>Budget reviews</i></b></li> <li>- <b><i>Policy reviews</i></b></li> <li>- <b><i>Other behind the scenes duties</i></b></li> </ul> </li> <li>• <b><i>Team will be reaching out to division managers to get feedback on job shadowing duties**</i></b></li> <li>• <b><i>Unit specific vs. non unit specific**</i></b></li> </ul>	
<p>3. Understand that not all great employees want to be leaders</p>	<ul style="list-style-type: none"> <li>• Talked to staff about their goals and what motivates them*</li> <li>• Retained people where they are successful as subject matter experts</li> <li>• <b><i>Provided training opportunities for staff that want to be subject matter experts and do not have the desire to be supervisors**</i></b></li> <li>• <b><i>Managers and Supervisors checked in with staff to determine goals and training plans to achieve those goals**</i></b></li> <li>• <b><i>Provide cross training</i></b></li> <li>• <b><i>Managers/Supervisors identify staff with certain knowledge, skills and abilities and implement plan to have those staff members train others.</i></b></li> <li>• <b><i>Send staff to train for that gap***</i></b></li> </ul>	
<p>4. Be the employer of choice</p>	<ul style="list-style-type: none"> <li>• Highlighted state and agency benefits during recruitment and stressed what this agency offers, such as flexible scheduled, telework opportunities, etc.*</li> <li>• Where feasible, provided for a flexible and modern work environment*</li> <li>• Provided meaningful recognition to staff*</li> <li>• Developed methods to reach diverse candidate pool*</li> </ul>	

\*Denotes tactics that have been completed and are scheduled to recur in future years

\*\* Denotes tactics completed and new tactics identified for this period

\*\*\*Denotes tactics completed since February 2022

<b>Goal 4: Strengthen stakeholder relationships</b>		
Objectives	Completed Tactics	Tactics in Progress/Not Started
1. Improve Tribal billing system and Tribal Relations policy	<ul style="list-style-type: none"> <li>• Conducted formal and informal tribal consultation meetings*</li> <li>• Shared information with Tribal leaders, designees, and Washington Indian Gaming Association (WIGA) who helped identify workgroup members*</li> <li>• Built relationships with tribal gaming commissions, tribal gaming agencies, casino operations, and others*</li> <li>• <i>As part of the Suquamish's 5th Amendment, we worked on a billing pilot program. We had an initial meeting in June and discussed a plan going forward. **</i></li> <li>• <i>Tribal Relations policy training is still ongoing for new hires</i></li> </ul>	<ul style="list-style-type: none"> <li>• <i>In process - Work with Tribes to explore an alternative fee method as negotiated and documented agreement in an MOU</i></li> </ul>
2. Utilize stakeholders & other experts when presenting information	<ul style="list-style-type: none"> <li>• <i>The Commission approved rules for electronic raffles that incorporated stakeholder feedback. ***</i></li> </ul>	
3. Obtain feedback on fee simplification from stakeholders	<ul style="list-style-type: none"> <li>• Talked to individual licensees to gauge effectiveness of fee simplification on stakeholders</li> <li>• <i>Washington Indian Gaming Association shared additional information about tribal contributions**</i></li> </ul>	
4. Work on raffle rules and build better relationships with non-profits	<ul style="list-style-type: none"> <li>• Identified changes the agency is willing to accept/consider</li> <li>• Determine scope of any potential rule changes</li> <li>• Identified staff who are subject matter experts to work on raffle rule project</li> <li>• <i>Regulation has presented training to multiple non-profit organizations on requirements for alternative raffles. Rule changes to ease restrictions on nonprofit organizations. **</i></li> <li>• <i>The Commission approved rules for electronic raffles that incorporated stakeholder feedback. **</i></li> </ul>	

<p>5. Coordinate a gambling summit to discuss various gambling related topics</p>		<ul style="list-style-type: none"> <li>• Follow a process similar to Tribal consultation to prepare a summit that includes entire gaming industry</li> <li>• Engage stakeholders and tribal partners and ask them to contribute ideas for the summit</li> <li>• <b><i>Currently working with the nonprofit organizations affiliated with the sports teams with the licensing, regulatory and equipment requirements.</i></b></li> </ul>
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\*Denotes tactics that have been completed and are scheduled to recur in future years

\*\* Denotes tactics completed and new tactics identified for this period

\*\*\* Denotes tactics completed, and new tactics identified for this period

# Washington State Gambling Commission

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**September 2022**



DEPARTMENT OF  
ENTERPRISE SERVICES

# STRATEGIC FRAMEWORK

## MISSION

We strengthen the business of government.

## VISION

We take an enterprise view of government operations and provide shared services, policy and governance for our customers so they can focus on their core missions.

## VALUES

Respect  
Integrity  
Excellence  
Diversity, Equity & Inclusion

## GOALS & OBJECTIVES

**FACILITIES & CAPITOL GROUNDS**  
Provide workplace solutions that enhance our customers' ability to fulfill their missions

**Objectives**

- Deliver quality services and cost savings through strategic asset management
- Ensure workspaces provided to customers are safe, healthy and sustainable
- Provide care and custody of the Capitol Campus

**ACQUISITIONS**  
Help government get the best deal for mission-support services

**Objectives**

- Help agencies access effective commercial solutions
- Use our buying power to improve the value of every dollar spent
- Make it easy to do business with government

**TRAINING & SUPPORT**  
Support agencies in meeting their modern workforce needs

**Objectives**

- Curate and deliver meaningful training opportunities
- Provide a robust employee assistance program
- Ensure agencies have access to human resources and finance solutions that help meet their operational needs

**SHARED SERVICES**  
Reduce government risk and add value through our stewardship and services

**Objectives**

- Mitigate financial, legal, safety and security risks for our customers
- Provide valuable business solutions and services

**EMPLOYER OF CHOICE**  
Develop DES into the employer of choice

**Objectives**

- Operate as an equity-driven and antiracist organization
- Attract and retain the best workforce
- Continuously develop our people, processes and technology

## STRATEGIC DRIVERS

### CUSTOMER SATISFACTION

Customer expectations  
Listening to understand  
Performance measures

### FINANCIAL HEALTH

Financial responsibility  
Resource stewardship  
Best value

### TEAM HEALTH

Agency culture  
Continuous improvement  
Change management capabilities

## OPERATIONS & AGENCYWIDE PORTFOLIO



# OFFICE OF FINANCIAL MANAGEMENT

## 2018-21 Strategic Plan

### STRATEGIC ANCHORS

#### Our vision

Better information. Better decisions.  
Better government. Better Washington.

#### Our mission

To support and improve state government on behalf of all Washingtonians.

#### Our commitment

We will provide the leadership, direction and information our customers and staff need to progress from vision to action and keep the public informed through timely information and data.

### OUR VALUES

#### Integrity

We provide timely, accurate answers, clear, open and honest communications with customers, stakeholders and co-workers.

#### Collaboration

We promote teamwork, drawing on the expertise and talents of many to achieve common goals.

#### Respect

We recognize the value of diverse backgrounds and perspectives; our interactions with others are founded on dignity, fairness and understanding.

#### Leadership

We establish a clear vision, share that vision with others and provide the information, knowledge, methods, and tools to realize that vision.

#### Excellence

We strive for the highest standards of data and information quality, pursue continuous improvement of our work and creatively approach issues and problems.

#### Adaptability & Change

We will expand our capacity to meet the needs of state government in a rapidly changing environment.

#### Customers

Collect and use customer feedback to improve work processes.

#### Change & Adaptability

Empower staff to lead and/or manage change.

#### Employee Experience

We strive to attract, grow and develop an engaged, competent workforce.

#### Organizational Culture

Actively promote a respectful and inclusive workplace.

#### Staffing

Take steps to address workload and align compensation with peer professionals.

#### Physical Work Environment

Enhance the safety culture of the agency and improve facilities for both safety and operational utility.

#### Workforce Skills & Training

Provide tools and training to maximize employee effectiveness and satisfaction.

#### Managing and Disseminating Data and Information

We will continually improve the quality of our data and information while offering more and better access in a secure environment.

#### Quality and Security

Create a data sharing initiative focused on inventory and standardization.

#### Access

Integrate data visualization tools and skills into our research and communication strategies.

#### Technology Changes, Investments & Support

We will improve information technology tools, skills and support for OFM and state agencies to better serve state government and the public.

#### Technological Environment

Establish an OFM IT unit to meet current staff and customer needs, develop plans for the future, and support OFM's strategic goals.

Develop and implement strategic plans for core IT systems.



# Washington State Liquor and Cannabis Board

## Strategic Plan 2019-2024

*Revised May 2022*

### Vision

Safe communities for Washington State

### Mission

Promote public safety and trust through fair administration, education, and enforcement of liquor, cannabis, tobacco, and vapor laws.

### Goals

- Ensure the highest level of public health and safety by continually improving and enforcing laws, regulations, and policies that reflect today's dynamic environment.
- Inform and engage licensees, stakeholders, and the public in addressing issues related to our mission.
- Promote a culture that inspires leadership and values a highly-motivated, competent, and diverse workforce that establishes the WSLCB as the employer of choice.
- Ensure operational and customer service excellence.

### Values

- Respect and courtesy
- Professionalism
- Open communication
- Accountability and integrity
- Continuous improvement and meaningful results
- Customer focus

## From the Board and Agency Director

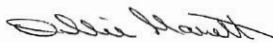
This plan represents our agency roadmap for the coming five years, where we will place resources and how we will apply strategies for success.

### Engaged Employees

These objectives, strategies and tactics come directly from staff and offer a clear plan that Washington State Liquor and Cannabis Board (WSLCB) employees understand, support and are inspired to implement. This plan will drive our everyday efforts to carry out our agency mission while striving for excellence in all that we do.



David Postman, Board Chair



Ollie Garrett, Board Member



Rick Garza, Director



Left to Right: Officers Alex Everson, Lt. Rick Smith, and Monith Leap standing in front of LCB Headquarters in Olympia, WA.



Licensing Specialist Jonathan Reinier leads a discussion on the Licensing and Regulation Division's program map.

# Goals and Strategies

## 1 Ensure the highest level of public health and safety by continually improving and enforcing laws, regulations, and policies that reflect today's dynamic environment.

1. Agency staff have the statutory authority necessary to ensure public health and safety for alcohol, cannabis, tobacco and vapor products.
2. Build partnerships and collaborate with agencies, community groups and other organizations on common health and public safety issues.
3. Ensure that agency legislation, rules and policies allow for improved market access of medically-compliant cannabis.
4. Promote a rulemaking and regulatory environment that is equitable, inclusive and prevents impacts of structural bias as a result of input from diverse communities throughout the state.

## **2** Inform and engage licensees, stakeholders and the public in addressing issues related to our mission.

1. Enhance education and public dialogue via targeted messages using easy-to-access formats, virtual options and training tools to promote public safety compliance and safe communities to our diverse licensees and external stakeholders.
2. Collaborate with other agencies and organizations to develop and implement educational outreach to consumers, young adults, tribes and other underrepresented populations, with efforts that are informed by public health and prevention science.
3. Ensure that regulatory information and data sets are easily accessible and maximize transparency.
4. Be responsive to feedback from small business customers and licensees that represent communities of color, veterans, people with disabilities and other diverse groups regarding our processes.

## **3** Promote a culture that inspires leadership and values a highly-motivated, competent and diverse workforce that establishes the WSLCB as the employer of choice.

1. Integrate an agency-wide comprehensive Diversity, Equity and Inclusion (DEI) Program to bridge gaps and address disparities based on feedback from agency employees.
2. Strengthen modern workforce strategies to provide greater flexibility in a mobile and hybrid work environment.
3. Promote Organizational Change Management (OCM) as a key part of the WSLCB culture to assist employees with adapting to operational changes.
4. Provide a robust employee health and wellness program that responds to the changing work environment.
5. Implement a plan to identify, assess and develop talent to support succession planning, leadership continuity, employee engagement and sustained performance.
6. Encourage leadership at all levels by establishing and maintaining an environment that promotes open and direct communication among and between all employees and stakeholders.

## **4** Ensure operational and customer service excellence.

1. Establish and support agency project governance and project standards agencywide.
2. Prioritize and support the successful completion of key transformation initiatives.
3. Provide stakeholders, customers and employees opportunities for feedback to improve performance and services that impact their industries.
4. Ensure that a continuous process improvement culture exists that focuses on performance results, accountability and best practices.

# Our Story

In 1933, the Steele Act created the Washington State Liquor Control Board (WSLCB) to regulate the importation, manufacture, distribution and sale of alcohol. In July 2015, the name was changed to the Washington State Liquor and Cannabis Board to reflect new oversight of medicinal and recreational cannabis.

The three-member Board, appointed by the Governor, is charged to promote public safety and trust through the fair administration and enforcement of liquor, cannabis, tobacco, and vapor laws. The Board conducts their business through public meetings and work sessions with stakeholders, sets agency policy and budget decisions and adjudicates contested license applications and enforcement actions on agency licensees.

Significant changes in the agency's business have occurred over the years. Through the innovative leadership of the Board and its staff, the WSLCB has become a proven leader in public safety, adaptability, transparency and accountability that reflects today's dynamic environment.

Key changes included:

- The 2011 voter-enacted Initiative 1183 privatized the sale and distribution of spirits in the state. Within six months, the WSLCB successfully transitioned from a control state to an open state where liquor is distributed and sold by the private sector.
- In 2012, voter-enacted Initiative 502 directed the WSLCB to implement a legal recreational cannabis market. Through WSLCB's leadership and innovation, Washington State built from scratch a comprehensive system of producing, processing and retailing recreational cannabis to persons over age 21. The agency adopted rules and became the regulator that issues the licenses and enforces the law. The first retail recreational cannabis store opened as planned in the summer of 2014.
- To further public safety and align the medical cannabis market with the state-regulated recreational market, Senate Bill 5052 was signed by Governor Jay Inslee in 2015. This bill mandated that all medicinal cannabis dispensary sales be under the same regulatory framework as recreational cannabis retail outlets by July 2016.

These changes in state and agency priorities have been met head on by the WSLCB and created a culture of empowerment, open communication and leading by example. The agency's workforce is committed to public service and continuously seeks ways to improve processes to exceed customer expectations.

## Follow us

Stay up to date with WSLCB news and activities on our website at:

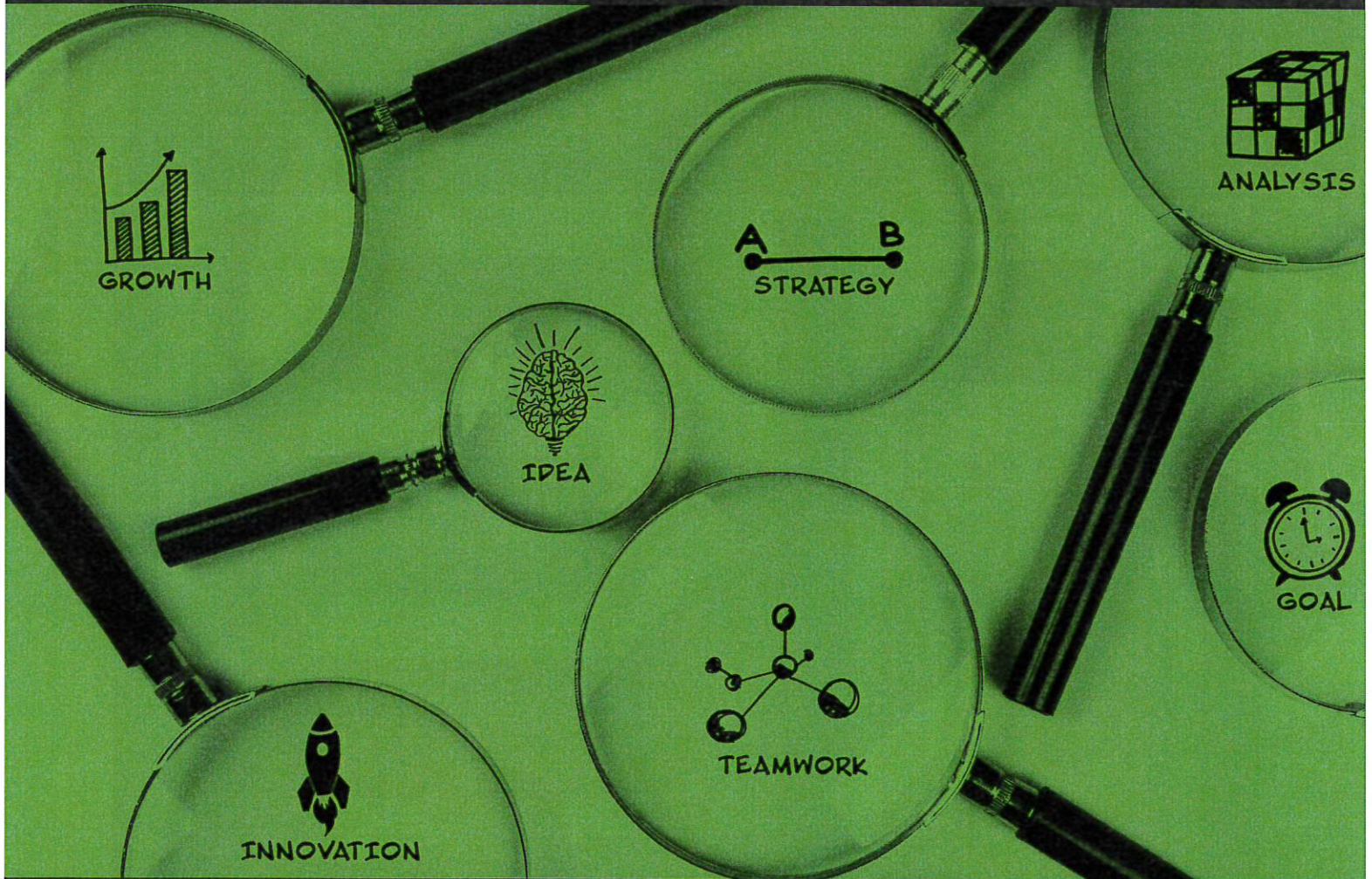
[lcb.wa.gov](http://lcb.wa.gov)

Information to connect to our communications is found there.

- [Twitter](#)
- [Newsletter](#)
- [Webinars](#)
- [Email Notifications \(self-subscribed email notification lists\)](#)



# STRATEGIC BUSINESS PLAN



**BUILDING OUR PATH TO A SUSTAINABLE FUTURE**

**JULY 2020 – JUNE 2022**

## FROM THE DIRECTOR

I am delighted to share the Washington's Lottery 2020-2022 Strategic Business Plan, which was created to help the agency achieve its goal of generating revenue in support of state programs and stimulating Washington's economy. This new plan builds upon the many successes of our 2018-2020 plan, which resulted in two straight years of record sales dating back to the Lottery's inception in 1982.

The plan outlines the agency's mission, vision, values, goals, and 18 unique initiatives that embody our legislative mandate to maximize revenues for beneficiaries, while also entertaining our players and incorporating social responsibility efforts to benefit the public.

This Strategic Business Plan was created under the most unique set of circumstances we have ever encountered – our offices closed due to COVID-19 restrictions, retailer closures, and re-imagining running the Lottery successfully in a work-from-home world. Even with all that, I could not be more pleased with the plan you see before you today.

The dedicated people who make up Washington's Lottery are a creative, engaged, innovative team of public servants who are committed to bringing a positive return to the citizens of Washington, and I am privileged to lead and work alongside them every day.



Marcus Glasper  
Director

*M. Glasper*

## STRATEGIC FRAMEWORK

**VISION** To be a lottery industry leader in creating fun gaming experiences that benefit the people of Washington.

**MISSION STATEMENT** To offer games of chance with integrity and imagination to maximize beneficiary contributions.

### BENEFICIARIES

Ensure our commitment to our beneficiaries is at the center of what we do

### PLAY

Create the best possible gaming experience for players

### PEOPLE & CULTURE

Be a high-performing organization where open communication is a priority and employees have opportunities to learn, grow, and develop

### OPERATIONAL EXCELLENCE

Ensure public trust in Lottery systems and operations

### SHARED VALUES

Integrity • Respect • Collaboration • Responsibility • Creativity

PILLARS	GOALS	OBJECTIVES	INITIATIVES	KEY MEASURES
CHAMPION BENEFICIARIES	Ensure our commitment to our beneficiaries is at the center of what we do.	Grow distribution opportunities	<ul style="list-style-type: none"> <li>Pilot DOJ retail store in Spokane NorthTown Mall</li> <li>Develop a business case to evaluate the feasibility of adding Costco as a new retailer</li> <li>Establish partnership with DCYF to enhance beneficiary communications related to early learning</li> <li>Develop a comprehensive plan to increase awareness of beneficiary contributions</li> </ul>	<ul style="list-style-type: none"> <li>Performance to sales targets</li> <li>Percent of advertising dollars spent on beneficiary messaging</li> <li>Results from research surveys on beneficiary knowledge</li> </ul>
	Create the best possible gaming experience for players	<ul style="list-style-type: none"> <li>Deliver products that are relevant to our players and attract new players</li> <li>Increase responsiveness to the changing needs of players</li> </ul>	<ul style="list-style-type: none"> <li>Develop white paper on Mega Millions Double-Play feature</li> <li>Implement recommended improvements to the Daily Game and Hit 5 draw games</li> <li>Implement the ability for debit transactions at lottery vending machines</li> <li>Evaluate feasibility of digital claim documents</li> <li>Evaluate and institute player and retailer feedback channels</li> </ul>	<ul style="list-style-type: none"> <li>Increased playthrough in all appropriate demographics</li> <li>Percent of customer loyalty and retention</li> </ul>
ENHANCE PLAY	Be a high-performing organization where open communication is a priority and employees have opportunities to learn, grow, and develop	<ul style="list-style-type: none"> <li>Build and support an inclusive, respectful, and collaborative workplace</li> <li>Build managerial commitment and competence to lead and coach</li> <li>Increase employee engagement</li> </ul>	<ul style="list-style-type: none"> <li>Develop and implement a Diversity, Equity, and Inclusion strategy</li> <li>Develop and implement an internal communication strategy</li> <li>Develop supervisory handbook/curriculum</li> <li>Establish an employee committee to review Employee Engagement Survey results</li> </ul>	<ul style="list-style-type: none"> <li>Increased applicant diversity throughout the recruitment process</li> <li>Improved diversity statistics throughout all organizational levels</li> <li>Voluntary non-retirement turnover rate</li> <li>Improved Employee Engagement Survey positive responses</li> </ul>
	Ensure public trust in Lottery systems and operations	<ul style="list-style-type: none"> <li>Enhance organizational performance through governance, continuous improvement, and efficient use of resources</li> <li>Promote responsible gaming</li> </ul>	<ul style="list-style-type: none"> <li>Implement records management improvements</li> <li>Implement licensing process improvements</li> <li>Develop a business case identifying options and recommendations for converting paper documents and processes</li> <li>NASPL/NCRG responsible gambling verification level 2 – implementation</li> <li>Implement Lottery self-exclusion program</li> </ul>	<ul style="list-style-type: none"> <li>Percent of projects within scope, schedule, and budget</li> <li>Internal and external audit findings</li> <li>Incidents in lottery drawings</li> <li>Beneficiary contributions as a percent of sales</li> <li>Agency budget managed to targets (actuals to budget)</li> <li>Participation in responsible gaming activities</li> <li>Contracts training</li> <li>Internal and external safety incidents</li> <li>Learn activities completed</li> <li>Retailer compliance</li> </ul>
BUILD PEOPLE & CULTURE				
DRIVE OPERATIONAL EXCELLENCE				



DEPT OF  
IMAGINATION

# REGIONAL MAP



## Washington's Lottery Headquarters

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walottery.com