



STRATEGIC PLAN PROGRESS REPORT 2018-2022



Washington State

GAMBLING
COMMISSION

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

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Noteable accomplishments from July 1, 2018 to present

| Type | Accomplishment |
|-------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Employee Awards & Recognitions | <ul style="list-style-type: none"> • Special agent received recognition from Northwest Regional Crime Analyst Network • Agency held its 45th anniversary celebration, conference • Agency was re-accredited by WASPC • AIC appointed to WASPC Accreditation Commission • Director appointed to WASPC Executive Board • Two special agents received accolades from the Midwest Gaming Investigators and Regulators Board of Directors |
| Tribal Relations | <ul style="list-style-type: none"> • Assisted Nooksack Tribe with introducing Class III table games at its Northwood Casino • Agreement reached with Muckleshoot Indian Tribe on the sixth amendment to its Class III gaming compact • Agreement reached with Nooksack Indian Tribe on the seventh amendment to its Class III gaming compact • Annual licensing meeting between TGA and SGA was held in August • Completed 2019 New Agent Training for tribal gaming agency staff and tribal gaming commissioners • Ongoing government-to-government consultations have resulted in several small groups working on: 1) tribal-only equipment submission; 2) X/2-EGL process improvements; and 3) resolving billing issues |
| Rules & Legislation | <ul style="list-style-type: none"> • Fee structure became effective July 2018 • Agency request legislation expanded the definition of bona-fide charitable and nonprofit organizations allowed to operate gambling activities; and also allowed seized money laundering proceeds to be used to combat illegal gambling |
| Problem Gambling | <ul style="list-style-type: none"> • Problem gambling (PG) study completed; recommended 1) statewide voluntary self-exclusion program; and 2) PG task force • Director signed onto a support letter to protect troops from problem gambling |
| Community Involvement | <ul style="list-style-type: none"> • Staff raised \$5,688 for 2018 Combined Fund Drive • Agency teamed up with other agencies to “Stuff the Ruck” for Toys for Tots • Staff contributed \$6,000 to 2019 Combined Fund Drive |
| Administrative | <ul style="list-style-type: none"> • Agency relocated its Renton office to Federal Way • Completed restack of Lacey headquarters • Completed the 2019 employee engagement survey • Published 2019 Annual Report |

| Type | Accomplishment |
|--------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Criminal Investigations | <ul style="list-style-type: none"> • Guilty plea in case where HOA president treasurer stole over \$61,000 and gambled funds at two casinos • Casino burglary suspect arrested after being featured on Washington's Most Wanted; he was sentenced to 60 months • Cardroom licensee arrested for accepting bets on sports betting website • Bar manager of a fraternal organization pleaded guilty to theft • Agent assisted HSI with operation that resulted in 12 arrests, \$60,000 seized, and narcotics seized • Former cardroom employee sentenced to 19 months for stealing over \$10,000 • Suspect arrested for cheating; total loss to three cardrooms is approximately \$60,000 • Six suspects arrested for fraudulent check cashing scheme targeting tribal casinos • Multiple suspects arrested in illegal betting on Mexican soccer matches • Craps table seized from local winery • Elder abuse suspect arrested for stealing approximately \$132,000 from a family member; he used the money to fund his gambling habit • Special agent assisted in arresting a fugitive • Elder abuse suspect arrested for stealing almost \$300,000 from a vulnerable adult by withdrawing cash from ATM's and casinos • Class III employee's certification revoked for defrauding the player tracking system of \$6,700 • Suspect arrested for using sleight of hand to cheat cardroom out of \$38,000 • Bartender for a non-profit organization admitted to theft of \$1,620 • Gambling Commission received \$1.25M settlement to resolve money laundering and loansharking allegations; two owners barred from participation in future gambling activities; two criminal charges filed and seven licenses revoked • Elder abuse suspect arrested for spending \$3,200 of vulnerable adult's money on gambling • Agents assisted in taking down dogfighting and breeding operation • Eleven arrested at Seattle business operating illegal gambling • Licensed public cardroom employee arrested for stealing nearly \$45,000 in casino chips • Staff assisted Grant County Interagency Narcotics Enforcement Team with stopping illegal cockfighting |

Commission Goals for 2018 - 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 |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p>1. Complete and present problem gambling study to Legislature in February 2019 that looks at ensuring those who need treatment receive treatment in Washington</p> | <ul style="list-style-type: none"> Secured funding for the study Presented <i>study</i> to Legislature for the 2019 session | |
| <p>2. Increase public awareness around problem gambling</p> | <ul style="list-style-type: none"> Posted agency problem gambling literature prominently on our <i>website</i> Brought awareness to problem gambling activities during Problem Gambling Awareness month, and as needed | <ul style="list-style-type: none"> Update agency problem gambling literature Partner with the Horse Racing Commission and the Lottery Commission on problem gambling outreach efforts |
| <p>3. Seek additional funding for problem gambling awareness and focus prevention of problem gambling on minors and youths</p> | <ul style="list-style-type: none"> Obtained funding through legislative action in 2019 for: (1) <i>Problem Gambling Task Force (PGTF)</i>; (2) prevalence study in 2024 Worked with the appropriate state agency to account for current problem gambling revenue stream received from the state's Business and Occupation tax Assigned to PGTF: Conduct awareness study and develop problem gambling literature targeted towards youth | <ul style="list-style-type: none"> Consider seeking additional funds through tribal negotiations |
| <p>4. Explore the option of revising RCW 9.46 to increase agency problem gambling responsibility</p> | <ul style="list-style-type: none"> Determined it was not necessary to request legislation to clarify Commission's problem gambling role | |
| <p>5. Involve all stakeholders in problem gambling processes, e.g. Tribes, licensees, health care professionals etc.</p> | <ul style="list-style-type: none"> Created a statewide <i>problem gambling taskforce</i> | <ul style="list-style-type: none"> Provide opportunities for Tribal and non-Tribal operators to share information on their problem gambling programs Develop a <i>Self-Exclusion</i> program that can be applied to tribal and non-tribal gambling sectors |

Goal 2: Strengthen legislative relationships

| 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"> Assembled staff/stakeholder workgroup with cross representation to prepare legislative report* Published <i>fiscal year annual report</i> on the Commission website* Updated <i>annual legislative media brochure</i> with Commission activity highlights* | |
| 2. Share emerging issues and solutions through white paper process | <ul style="list-style-type: none"> Staff assigned to work on <i>sports betting</i> Formed internal team to keep abreast of emerging issues, determine what issues to focus on, and forecast topics for lawmakers Sought legislative input on topics* | <ul style="list-style-type: none"> Assign staff to work on loot boxes and skins gambling |
| 3. Build coalitions and involve stakeholders in presenting information to the Legislature | <ul style="list-style-type: none"> Held periodic meetings that facilitated communications between the public, Legislature, tribes, licensees and other stakeholders* | |
| 4. Encourage Legislative committees to hold educational work sessions | <ul style="list-style-type: none"> Commission legislative team monitored <i>gambling related bills</i> and determined how best to educate lawmakers on the subject* Better utilize Commission Ex Officios as a resource | <ul style="list-style-type: none"> Once whitepapers are written, share with Legislature; and seek annual educational works sessions |
| 5. Develop position for general fund appropriations for criminal enforcement work | <ul style="list-style-type: none"> Engaged tribes and licensees in support of general fund appropriations for criminal enforcement work | <ul style="list-style-type: none"> Engage law enforcement in support of general fund appropriations for criminal enforcement work |

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

Goal 3: Staff continuity and succession planning

| Objectives | Completed Tactics | Tactics in Progress/Not Started |
|-----------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1. Establish agency leadership pathways | <ul style="list-style-type: none"> • Reevaluated prior Leadership Development Program; decided not to reinstate as written • Provide opportunities for staff to get a feel for leadership by participating on agency teams, and being involved with external organizations • Develop individual training plans that support opportunities for leadership development | <ul style="list-style-type: none"> • Provide opportunities for staff to determine if they want to pursue leadership • Provide opportunities for staff to get a feel for leadership through job shadowing • Cross train staff where appropriate |
| 2. Evaluate each division for potential leadership transitions and identify staff that can take over and plan for “back-up” on key positions | <ul style="list-style-type: none"> • Identified staff who may be leaving for retirement or other opportunities and determined the future vacancies to be filled • Ongoing conversations with staff regarding their goals • Updated competencies for key positions | <ul style="list-style-type: none"> • Provide cross training • Update job requirements for key positions |
| 3. Understand that not all great employees want to be leaders | <ul style="list-style-type: none"> • Talked to staff about their goals and what motivates them* • Retained people where they are successful as subject matter experts | <ul style="list-style-type: none"> • Provide training opportunities for staff that want to be subject matter and technical experts and do not have the desire to be supervisors |
| 4. Be employer of choice | <ul style="list-style-type: none"> • Highlighted state and agency benefits during recruitment and stressed what this agency offers, such as flexible schedules, telework opportunities, etc* • Where feasible, provided for a flexible and modern work environment* • Provided meaningful recognition to staff* • Developed methods to reach diverse candidate pool* | |

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

Goal 4: Strengthen stakeholder relationships

| Objectives | Completed Tactics | Tactics in Progress/Not Started |
|-----------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1. Improve Tribal billing system and Tribal Relations policy | <ul style="list-style-type: none"> • Conducted formal & informal tribal consultation meetings* • Used WIGA (Washington Indian Gaming Association) to help share information and identify workgroup members* • Built relationships with tribal gaming commissions, tribal gaming agencies, casino operations, and others* | <ul style="list-style-type: none"> • Did not results in improved billing system; new tactics needed |
| 2. Utilize stakeholders & other experts when presenting information | | <ul style="list-style-type: none"> • Send staff to, or request to have a representative at, licensee trade organization meetings • Increase visits to state non-profit conventions • Provide the ability for stakeholders to add Commission meeting agenda topics on emerging gambling issues |
| 3. Obtain feedback on fee simplification from stakeholders | <ul style="list-style-type: none"> • Talked to individual licensees to gauge effectiveness of fee simplification on stakeholders | <ul style="list-style-type: none"> • Conduct online surveys and town hall meetings to gauge effectiveness of fee simplification on stakeholders • Follow Tribal consultation process to obtain feedback from Tribal stakeholders |
| 4. Work on raffle rules and build better relationships with non-profits | <ul style="list-style-type: none"> • Identified changes the agency is willing to accept/consider • Determined scope of any potential rule changes • Identified staff who are subject matter experts to work on raffle rule project | |
| 5. Coordinate a gambling summit to discuss various gambling related topics | | <ul style="list-style-type: none"> • Follow a process similar to Tribal consultation to prepare a summit that includes entire gaming industry • Engage stakeholders and ask them to contribute ideas for the summit |

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

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