July 2021

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THE NATIONAL MAGAZINE OF THE AMERICAN INDIAN GAMING INDUSTRY



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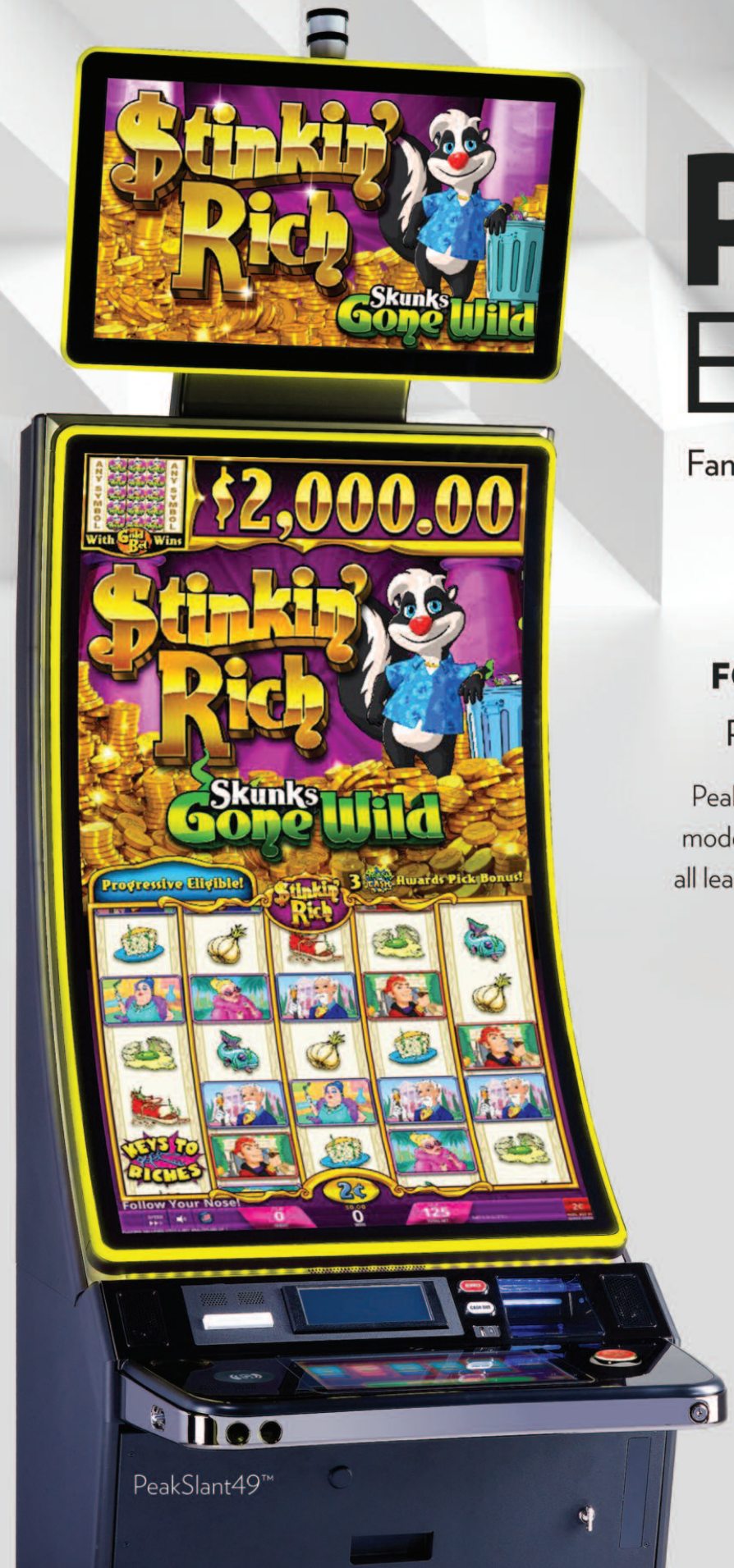
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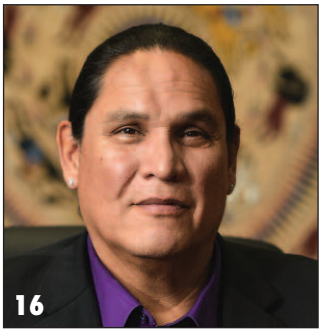
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Nelson Tsosie

Nelson Tsosie Cover Artwork: *Eternal Devotion*

Nelson Tsosie, born in Shiprock, New Mexico in 1961, lived most of his life around St. Michaels and the Two Grey Hills area of the Navajo Reservation.

Tsosie's parents were traditional artists in their own right – his mother a noted Two Grey Hills rug weaver and his father a silversmith and mason by trade. Tradition was always emphasized, however, his mother felt her children should be able to cross the "bridge of cultures," so he was off to attend government boarding schools from the age of six until his junior year of high school.

Upon graduation from Window Rock High School, Tsosie attended the Yavapai Community College in Prescott, AZ, where he studied commercial art and an introduction to drawing and sketching from still-life, landscapes and live subjects. After Yavapai College, he attended University of Arizona at Tucson, where he further studied two and three dimensional design and studio art.

As time passed, Tsosie's work became more sought after by collectors and galleries, until he was thrust into the world of fine art. Always yearning to stay close to his roots and maintain a healthy perspective, his work remains steeped in tradition, with a historical accuracy that can only come from a comprehensive love of one's own culture, and the people that represent it with such pride and dignity.

Tsosie's works of art are showcased in a bevy of galleries, museums, hotels and public buildings nationwide. His Navajo subjects radiate the warmth and adoration he feels for his people, and "people everywhere," that he wishes to share this vision with. He places great emphasis on his desire to portray the positive aspects of Navajo life. One looks at his works, and can see that not only has he accomplished this perspective, but he has also added a dimension to Native American Art – the understanding of light and depth, perspective, emotion, storytelling, and familial and cultural interaction.

Nelson Tsosie and his wife, Valerie, reside in Arizona, where they travel frequently, participating in various art shows throughout the year. ♣

For more information about Nelson Tsosie or to inquire about his work, call (602) 578-2274 or email nelsontsosie@hotmail.com. You can view more of his artwork at www.nelsontsosieart.com.



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FROM THE PUBLISHER

In a major milestone for our industry, the Indian Gaming Tradeshow & Convention will take place July 19-22 at the new Caesars Forum Las Vegas Convention Center. This important event takes on new significance as it becomes the first major industry gathering since the start of the pandemic. With so many around the world experiencing more than a year of technology bridging the divide between in-person business, the conference will be a welcome return to form for the Indian gaming industry. While the power of technology has proven crucial to keeping industries, government and education moving forward, the event will no doubt reinforce the power of being in the same place, at the same time, with colleagues.

This month's tribal leader roundtable features five tribal leaders discussing the challenges and opportunities encountered so far in 2021. Also in this issue, Hilary Tompkins, former Solicitor for the U.S. Department of Interior and a partner at Hogan Lovells, provides an update on current developments in Indian gaming law. We also have a must-read feature on the latest in game technology on display at the Indian Gaming Tradeshow and Convention.

While in-person experiences are becoming more normal due to vaccination rates around the country, with the continued emergence of the Delta variant, caution must not be thrown to the wind. The COVID-19 virus has been underestimated at nearly every turn, and continued vigilance is needed. In this issue's Speak Out feature, NIGA Chairman Ernie Stevens points out that the current COVID-19 protocols for Clark County, NV will be followed for all participants at this year's tradeshow. He also provides an in-depth outline of the upcoming events.

If you are attending the Indian Gaming Tradeshow and Convention, be sure to stop by our booth #1202 and say hello. While our team will have masks on as a safety precaution, it won't take away from the experience of being among the best and the brightest in the industry – all in one place again.



Steve Burke, Publisher

NIGA Associate Member • G2E Show Publication

July 2021 - Volume 31 • No. 7

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Indian Gaming magazine is published monthly by ArrowPoint Media, Inc., 1324 N. Liberty Lake Rd., Ste. 254, Liberty Lake, WA 99019. Phone (425) 885-6006, email *info@indiangaming.com*. Guest editorials or columns do not necessarily reflect the opinion of *Indian Gaming* magazine's executives, advisory board or staff. No part of this issue may be reproduced by any mechanical, photographic or electronic process without written permission by the publisher. Subscription rates (per year): U.S. $85.00; Canada $99.00; Overseas $215.00. All rates are payable in U.S. funds only. **Postmaster** address changes to: **Indian Gaming Magazine, 1324 N. Liberty Lake Rd., Ste. 254, Liberty Lake, WA 99019.**

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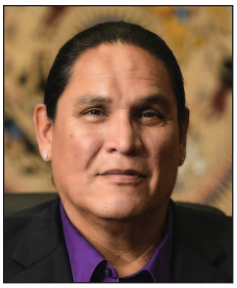


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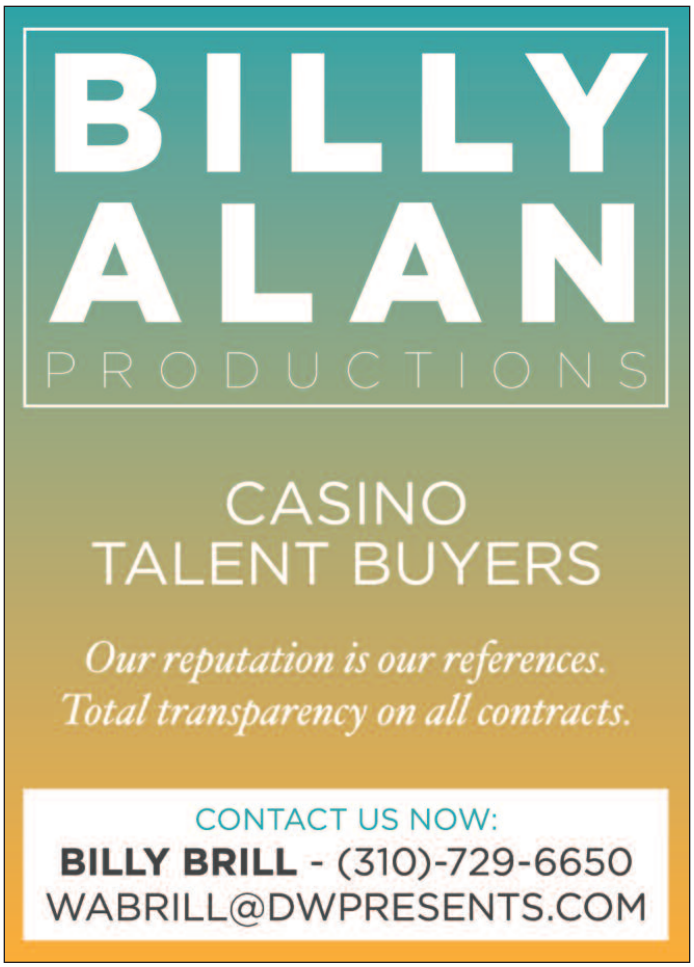
2021 Indian Gaming Tradeshow and Convention:
Bringing the Indian Gaming Family Together Again

by Ernest L. Stevens, Jr.

Since March of 2020, the world as we knew it was forced to a new normal as COVID-19 cast a shadow across the globe. As we know, Indian Country was especially hard hit by the health and economic impacts brought on by the pandemic. These impacts touched all aspects of our lives, emotionally, spiritually, physically, and financially. It changed how we live, work, learn, pray, and engage in our communities.

Tribal leaders nationwide made it their top priority to protect the health and safety of their communities, our visitors, and employees. In the face of unprecedented economic adversity, many tribes responded by providing food, medical supplies, and other donations to neighboring communities to help us all get through this crisis.

As COVID-19 vaccines became available, Indian Country stepped up again to set a positive example, prioritizing vaccination for the safety of all of our communities, including sharing available vaccines with our neighboring communities. The vaccine allows us to gather safely, see family, break bread, and for our Indian gaming family, come together to celebrate our industry and work to build our industry successes further.



This year's Indian Gaming Tradeshow and Convention will be held July 19-22 at the brand-new Caesars Forum Convention Center in Las Vegas. The gathering will undoubtedly be a first of its kind. For many, our tradeshow will be the first opportunity to travel and to gather in more than a year. This year's Indian gaming family reunion will be such a welcome sight. As many of you are long-time attendees, I would like to take a moment to describe this year's Annual Convention and Tradeshow, the first "in-person" tribal event since the pandemic started.

The National Indian Gaming Association is proud to join forces with the National Center for American Indian Enterprise Development's (NCAIED) Reservation Economic Summit (RES) in presenting simultaneous events that provide a fabulous opportunity for all of our tribal enterprises to showcase their businesses and products. While separate registrations are required to attend our events, we have worked with NCAIED to provide discounts on passes for attendees planning to join both events. I could not be more excited for this tradeshow and the partnership with our friends at NCAIED to help make this a one-of-a-kind opportunity for Indian Country. Our influential organizations have a long history of coming together to support one another. In this unique time, the joint venture helps coordinate our two shows in one venue and allows for the maximum amount of time for our attendees to secure vaccinations and safe travel.

The Indian Gaming Tradeshow Conference will present all essential aspects of the tradeshow that attendees have come to expect, including the annual membership meeting, workshops, the gaming commissioner certification series, and the Tim Wapato Sovereign Warrior Recognition Luncheon and the trade show exhibits.

The conference sessions will be available for all attendees at multiple host venues such as Bally's, Caesar's Forum, and the Paris Hotel. The particular emphasis this year will be placed on topics such as sports betting, online gambling, tribal-state compacting, post-pandemic recovery, gaming operations, federal legislative advocacy, and the cannabis industry.

Each topic has been carefully chosen to provide the best perspectives, strategies, and tactics from experts and thought leaders within the industry. Our focus is to help operators and vendors succeed in today's ever-changing gaming landscape as tribes reconfigure and adjust to new business models. With these

new approaches in mind, we are excited to put on the first large gathering of tribal leaders and casino executives in the country.

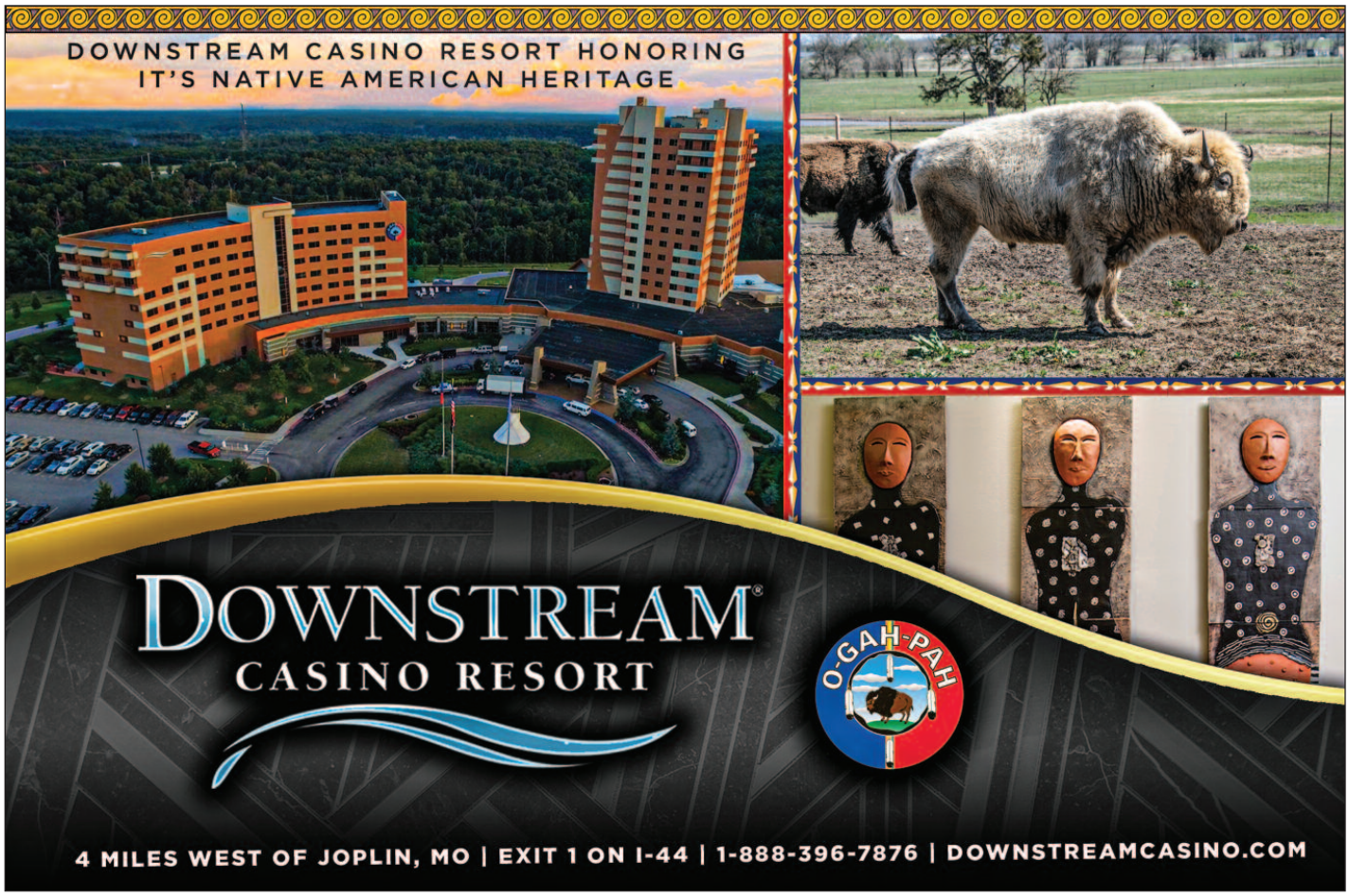
Of course, there will be no shortage of work, fun, entertainment and honorings during the entire week, starting with our Welcome reception with the NCAIED, Monday evening, July 19, at Drai's Nightclub. On Tuesday, July 20, Gay Kingman Wapato, wife of the late Tim Wapato, will join me in hosting the Tim Wapato Sovereign Warrior recognition luncheon, memorializing the late Rick Hill, Chairman Emeritus of the National Indian Gaming Association. We are honored to be joined in this tribute by Hill's son Richard Elm-Hill and former Sycuan Band of Kumeyaay Indians Chairman Danny Tucker. On Wednesday, July 21, we will kick off the day at 8:30 a.m. with a keynote panel entitled "Domestic Extremism and Cyber Security" also at the Caesars Forum, that will be followed by the annual Indian Gaming Tradeshow and Convention ribbon-cutting ceremonies at 9:45 a.m., officially opening the tradeshow floor for business exchange, viewing new products and services, and networking opportunities. Most of these events will be held at the brand-new Caesar's Forum Convention Center, located behind Harrah's Hotel.

As we present the annual Indian Gaming Tradeshow and Convention, we remember that first and foremost is the safety of our attendees. Please know that the current COVID-19 protocols we are following align with the Clark County Nevada requirements for large trade shows such as ours.

The path of this pandemic has been a long one and takes its place in our history. As we come together at long last, we must remember the path we have taken to get here. This includes the tremendous work of tribal leadership throughout Indian Country who helped lead their tribal communities through this pandemic and the dedication of the medical professionals, caregivers, and first responders, who, without hesitancy, worked tirelessly from the beginning. And finally, let's continue to pray for a safe journey for those who have walked on and their families who continue to heal from the loss.

I look forward to seeing each of you in Las Vegas as we regroup and reunite to build upon the success of the Indian gaming industry that has empowered tribal communities. ♣

Ernest L. Stevens, Jr. is Chairman of the National Indian Gaming Association. He can be reached by calling (202) 546-7711 or visit www.indiangaming.org.



Spotlight on Operations

Indian Gaming Magazine recently spoke with five tribal leaders from across the country about the challenges and opportunities in 2021, the key to their operation's success and economic development projects or expansions they are pursuing. Here is what they had to say...

Ned Daniels, Jr., Chairman
Forest County Potawatomi

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CHALLENGES/OPPORTUNITIES: Like many other tribal nations, we were forced to lay-off workers when our gaming facilities were shutdown. In total, we had to lay off approximately 1,800 employees. This included employees at our gaming facilities and our tribal government offices.

While we are fortunate to be open again, it has been a struggle to get many of the employees we lost to come back. Even though we are open, our employment levels are still nowhere near what they were pre-COVID, which means that we are not yet able to offer the same level of services and amenities that we had previously. Right now, finding additional staff has been the biggest hurdle to our business operations.

However, this entire ordeal has taught us that we need to continue to look at ways to diversify our income. While Potawatomi has done a good job of investing in other forms of economic development, most of our income still comes from gaming. The shutdown showed us all what that means, and now economic diversification has become a much higher priority, which is a good thing.

KEY TO SUCCESS: We have been able to successfully navigate through these uncertain times for two main reasons – excellent management and strong long-term planning/thinking. Our management put together a well thought-out and smart reopening plan that incorporated several new protocols to allow us to safely operate. Their thoughtful thinking is what allowed us to safely operate without any issues.

Potawatomi are always very thoughtful with every decision that is made. Whether it involves expanding gaming operations or developing a new economic diversification tool, the tribe gives every decision that is made a lot of thought. The experiences we faced over the last year were no different, and the tribe was able to get through it because they thought not only about the immediate impacts, but also the long-term impacts.

FUTURE DEVELOPMENT: The Forest County Potawatomi Community has been working hard at business diversification for nearly two decades. In 2002 we established the Potawatomi Business Development Corporation (PBDC) as the economic development and income diversification business of the tribe. And since their inception, we have started or been involved in several successful economic diversification ventures. This includes the creation of a construction management company (Greenfire), the construction and operation of Wisconsin's premier Tier III Commercial Data Center (Data Holdings), and the successful development of the former Concordia College campus on Milwaukee's near-west side to bring new commercial uses and residential opportunities to the area.


Ned Daniels, Jr.

In addition to these ongoing efforts, we are also involved in a large development project on our former treaty lands in Kenosha, WI. In 2017, we purchased the former Dairyland Dog Track in Kenosha. The property had been unused since the racing operation closed in 2009, and when it was available for purchase, we knew the site had tremendous development potential. We will be bringing a new community-oriented, mixed-use development to the approximately 240-acre property. Specifically, the plans call for the development of office, retail, industrial and multi-family residential units. We are excited about the opportunities and enhancements this project will bring to the City and County of Kenosha.

Teri Gobin, Chairwoman
Tulalip Tribes

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CHALLENGES/OPPORTUNITIES: Going back first to 2020, we had to close down our casinos for three months, which lost $60 million in revenue for the tribe. With different CARES Act funding, we subsidized wages and healthcare for our workers that we had to lay off for a time period. There were others that were laid off permanently because we operated as lean as we possibly could. Reverting to Zoom was interesting – we were on so many Zoom calls, all day long. It was also a challenge



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Teri Gobin

getting the technology up and ready for our children to do the online learning. Of course, that was a challenge all over the country.

We had additional closures when rioters and looters came through our area. We had to make immediate decisions to close our whole Quil Ceda Village area down and had police barricades everywhere. The word went out and tribal members helped guard the area along with the police, which was really unique, because we had all of these tribal members with their rifles and guns standing with the police. Police came from surrounding communities and we had SWAT teams there. There were so many people ready for this because we were a target. There was one group that went after Cabela's and were arrested. Then there was a group that tried to rush the factory outlet mall, but they were met by tribal members who held them there until they were arrested or moved from the area by police. Our people stayed vigilant for days, even after re-opening, because this area is an investment for the tribe that helps run our government and services. We had to make some really tough decisions and act immediately to protect our assets.

When the casinos did reopen, it was tough at first assuring people that we put all of our safety precautions in place so they could come back. It was a little slow at first, but with the pent-up demand, our revenue has been recovering quickly. This last February 2021, we opened a new casino, Quil Ceda Creek Casino, and closed down one of our old ones. That has been doing very well – better than expected. The project was already underway and being built when we hit the pandemic. Construction slowed down temporarily and then continued. The project ended up being completed on time and under budget.

We've also been negotiating our sports betting compact and just recently went to the Governor's office for signature. Having this sports betting compact approved will bring in additional revenue and jobs for our people.

KEY TO SUCCESS: The resilience of our staff who worked through all of this. With everyone working from home, we actually held more meetings during the pandemic than we would normally do in person, because we could go from one meeting to the next with Zoom. We had skeleton crews that worked really hard to get services to our community. Our water, sewer, garbage, and other essential personnel worked throughout the pandemic and were compensated with an increased wage amount. It was the whole tribe who moved forward in a good way. We tried to make the best decisions for the tribe as a whole. Some tribes handed out funds right away, but we tried to take care of our services to the people first. Our community understood what we were doing and why we were holding back. We did do some distributions to make sure that we took care of our people and that our elders were okay.

We were very fiscally responsible, making sure we didn't spend too much, because we wanted to be certain if there was another uptick in COVID-19 cases, we'd be able to cover our government expenses, while providing services to our people. We put away a rainy-day fund and we keep adding to it.

We've pushed hard for vaccinations and opened up our vaccinations to all of the local school districts to try to get the kids, teachers and staff back in school. In our community, for those 50 and over, we are at herd immunity. It's the younger people we are still trying to entice to get vaccinated.

FUTURE DEVELOPMENT: We are aggressively going after diversifying our income. We have a couple of major projects that we will announce soon. Additionally, we are opening up a new state-of-the-art carwash. We are getting ready to take down one of our liquor stores and smoke shops and rebuild that whole area by the Quil Ceda Creek Casino. We have a Chevron gas station and we'll add a c-store attached to that, with a liquor store and smoke shop, and another cannabis store. Those are the first projects that will be starting right away. But we have so many things in the hopper for evaluation. We have some projects in our Quil Ceda Village, our business park, that are very close to finalizing, which will generate a high amount of revenue and sales tax. We are starting to get a lot of new businesses that want to come into our area.

Right before the pandemic, we also finished an important tax case, which was a major win for the tribes here in Washington State. We are going to be building a $35 million dual-diagnosis center for mental health and addiction, which will be a state-run facility. The $35 million that we will spend on developing this civil commitment facility is actually what we would be taking in at that time for one year of taxes. That gave us access to a bigger percentage of our sales tax – we will get 50% of current sales tax, and then 60% on new businesses.

John St. Clair, Chairman
Eastern Shoshone Tribe

Shoshone Rose Casino in Lander, WY

shoshonerosecasino.com

easternshoshone.org

CHALLENGES/OPPORTUNITIES: The Eastern Shoshone Tribe, just like everyone around the globe, had to deal with the COVID-19 pandemic last year and still to this day. One of the biggest challenges for the tribe was having to shut down its operations and businesses, including the Shoshone Rose Casino & Hotel, one of the tribe's biggest revenue generators.

Like many tribal nations throughout the country, the Shoshone Tribe depends on their enterprises to manage their

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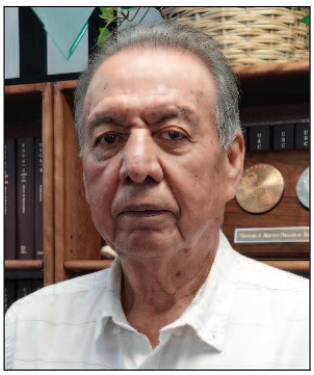
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John St. Clair

resources and assets and to bring in much needed revenue to the tribe and community. Closing the casino and hotel posed a major threat to the tribe but a new opportunity emerged when the tribe was able to plan for a reopening in 2021.

The Shakopee Mdewakanton Sioux Community agreed to negotiate the terms of a one-year forbearance agreement with the Shoshone Tribe on the Shoshone Rose Casino. The Shoshone Tribe took this as an opportunity to review the long term needs, viability and operations of the casino and hotel. Staff went to work and prepared for a "new and improved" reopening plan.

Out of a challenge came a new opportunity and the Shoshone Tribe is hopeful and looking forward to the success of the casino.

KEY TO SUCCESS: A major key for the casino's success has been the collaborative effort with the Shakopee Tribe. Renegotiations were instrumental in bringing things back to somewhat normal considering the pandemic. Proper planning and diligent decision-making among tribal leaders were other major components of the casino's success. Our gaming industry suffers if we don't give it the attention it needs.

FUTURE DEVELOPMENT: One of our biggest economic development projects is the Eastern Shoshone Business Park (ESBP) in Riverton, which is located only 33 miles from Shoshone tribal headquarters. ESBP is a 304 acre planned mixed use development incorporating retail, commercial, residential, office, industrial, event development, and open space that will provide the City of Riverton, Fremont County, and the surrounding area, with much-needed goods and services over time. It is envisioned that development of the site will occur in multiple phases over a period of many years. Roads and utilities have already been constructed to accommodate new business ventures and housing opportunities.

The Circle Ridge Field is our latest economic development endeavor. The Eastern Shoshone and Northern Arapaho Tribes have officially taken over the Circle Ridge Field on the Wind River Reservation after decades of leasing it. Finally taking over full ownership is a recent culmination of weekly meetings and failed attempts at renegotiating the oil and gas lease with Merit, who had owned the lease for three years after purchasing it from Marathon Oil Company in 2016. If oil prices continue to rise in the next months and years, both tribes are projected to see an increase in royalties, revenue and subsequently per capita payments to its tribal members. The tribes hired a new operator, who then hired tribal members and are offering full training. The Shoshone Tribe is excited to finally see this field running again as it is the tribe's biggest oil and gas field. Owning the field entirely has been a vision of past tribal leaders for decades.

Marlon WhiteEagle, President
Ho-Chunk Nation

Ho-Chunk Gaming Properties in Black River Falls, Madison, Nekoosa, Tomah, Wisconsin Dells and Wittenberg, WI

ho-chunkgaming.com
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Marlon WhiteEagle

CHALLENGES/OPPORTUNITIES: The biggest new challenge that has presented itself is how to encourage tribal members to get vaccinated. We are nearing 50 percent vaccination of our tribal members. Our elder population is above 65 percent vaccinated, which is pretty good. If we want to achieve herd immunity and get a little closer to back to normal, we want to jump up to 70 percent across the board. We are working on it, but not quite there.

The new opportunities come in the form of relief funding from the American Rescue Plan Act (ARPA). We are seeing a lot of funding opportunities from various federal agencies outside the large U.S. Treasury direct payment to tribes. These funding levels should be the "new normal" when addressing tribal trust and treaty rights needs.

KEY TO SUCCESS: Taking a good, hard look at what we do and why we do it is has really been key to our operational success. Our tribal organization exists to provide opportunities for economic self-sufficiency, but our payroll was very top-heavy. Controlling payroll and operational expenses are what we are monitoring closely. It's a careful balance of performance of employees and making sure they don't get overworked and burned out. We want happy, healthy, high-performing employees.

FUTURE DEVELOPMENT: We've been pursuing economic development for the past few decades. The pandemic has given us a snapshot of how much we rely on gaming revenue.

Our gaming revenue makes up for the lack of federal funding to meet our tribal funding needs, and when our casinos closed for more than two months, that shined a spotlight on the need to develop other revenue streams.

Our gaming compact includes a fourth gaming site, which recently received initial BIA and Wisconsin Governor Tony Evers' approval, and now we are waiting for the final BIA approval for off-reservation. That's additional gaming revenue, but it's an expansion project.

Our tribe has a gaming license application pending in Illinois, where the State of Illinois is granting several state gaming licenses. Again, gaming revenue, but another expansion project.



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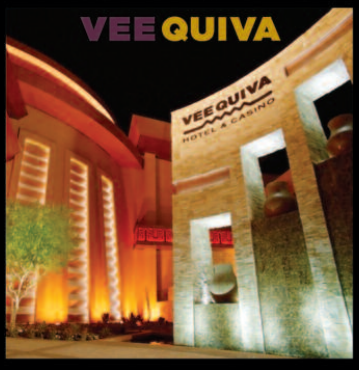














CONTACT

Chris Creasey *office (702) 650-4313 | cell (702) 210-9513*
chris.creasey@tutorperini.com | www.tutorperinibuilding.com

We are proposing a development project in the City of La Crosse. We want to partner with the city to address our tribal and the local communities' housing needs to develop a multi-level, multi-use building in a new development district.

If we can get this project off and running, we'll have a feather in our cap for additional economic development. Our tribal members have been wanting non-gaming revenue to be realized for the last 20 or 30 years now. We want to make that happen.

Roy Whitney-Onespot, Chief
Tsuut'ina Nation

Grey Eagle Resort & Casino in Calgary, Canada

greyeagleresortandcasino.ca
tsuutinanation.com

CHALLENGES/OPPORTUNITIES: 2021 is both filled with anticipated joys as well as somber reflection for us. We take the opportunity to remember the loss of our Elders and loved ones over the past year, as well as reflect upon the reminder of the forced separation from families and innocent lives that were lost through the Canadian Residential School system. This is a time to remember and honor the ones who have passed, while learning more about injustices and generational impacts that



Roy Whitney-Onespot

are felt in all First Nations. We also are filled with hope that it can be an opportunity to advance reconciliation and renew relationships based on recognition of rights, respect, and partnership.

During COVID shutdowns, we saw the Province of Alberta open an online gaming site, acting as a direct competitor to our casino, without any consultation or participation with First Nations. Unlike many other provinces, the Government of Alberta does not pool gaming revenue from its online casino for distribution to First Nations or charities. We know that the Province taking market share will have a significant impact on our ability to meet the needs of our people. We, along with all of the other charities in the province who are losing revenue, use casino funds to support the social needs of our people by spending proceeds on housing, infrastructure, education, and health. Economic Development rights, including gaming, are part of our Treaty Rights, and First Nations have never relinquished these rights. Given that the Province of Alberta has acted in bad faith as a regulator and abandoned our partnerships that were created, it also presents an opportunity for us to explore how we can participate in and shape the gaming industry going forward. We need to make sure we are innovating with customers to make sure that their ways of enjoying the ever-changing gaming industry can be met.

KEY TO SUCCESS: Tsuut'ina has been blessed by the ways and teachings of our ancestors and elders to raise up passionate, persistent, and talented people, who continue to work hard to ensure that our way of life and our Nation continues to grow, both for the betterment of individuals today, as well as for generations to come. Along with being a courageous, active minority in Canada, those qualities have always allowed us to always come through difficult times, still standing and pushing forward.

FUTURE DEVELOPMENT: As we explore how to best grow our own revenue and the gaming industry in general, there are opportunities available. Whether it be through establishing our own online gaming platform, or working with existing established partners, there is a great appetite amongst the public for quality options in online sports betting, casino games, and slot games. Tsuut'ina is beginning the construction phase of one of the largest mixed-use First Nation developments in Canada, including the first Costco built on First Nation land, which has already seen record breaking operations. Part of our economic development will include expanding the Grey Eagle Resort and Casino, which is just minutes from downtown Calgary, and sits on the doorstep of the Rockies. We envision Grey Eagle to be the center piece of a large world-class entertainment district in Calgary that can service guests from around the world. ♣




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Summer Off to a Busy Start in Indian Gaming Law

by Hilary C. Tompkins

The summer got off to a busy start for developments in Indian gaming law, with notable decisions in June from coast to coast at both the state and federal levels. In Washington State, the Spokane Tribe successfully defended its casino's approval before a federal circuit court. In Connecticut, MGM handed a victory to the Mashantucket Pequot and Mohegan Tribes when it dropped its suit against a proposed casino. In Maine, meanwhile, an effort to pave the way for the tribes to enter the gaming field was stymied by Governor Janet Mills (D). And in late June, the U.S. Supreme Court let stand the Interior Department's approval of an off-reservation casino for the North Fork Rancheria of Mono Indians in California.

The Ninth Circuit started the busy month off on June 1, ruling that the Interior Department properly approved a Spokane Tribe casino under the Indian Gaming Regulatory Act's (IGRA) off-reservation two-part determination. The nearby Kalispel Tribe had challenged the approval of the casino, which now operates near Spokane, arguing that it breached the Department's trust duties. The Kalispel Tribe's central claims were that the approval violated IGRA's rule against casinos that are "detrimental to the surrounding community," and was invalid under the Administrative Procedure Act (APA). The Kalispel Tribe had argued that the Spokane Tribe's casino would cost the former tribe $30 million in its first year of operation and more thereafter.

But the Ninth Circuit agreed with the federal district court, finding that the Department reasonably concluded that even with the projected income loss, the tribe would still be able to provide services for its members. The court also ruled that the district judge correctly evaluated the Department's assessment of the casino's effects on a nearby Air Force base, the Department's consultations with Spokane County, and a final environmental impact statement under the National Environmental Policy Act (NEPA).

The Ninth Circuit's ruling further clarifies the meaning of IGRA's two-part determination requirements. These requirements condition approval of off-reservation gaming on the Interior Secretary's determination that the project is (1) within the best interests of the tribe and its members; and (2) will not be detrimental to the surrounding community. According to a lawyer for the Spokane Tribe, the decision aligns the D.C. Circuit and the Ninth Circuit in finding that if a nearby tribe suffers a loss, a court should evaluate whether a project is "detrimental" by reviewing its overall effects on the community, not on any single member of that community.

Meanwhile, in mid-June, MGM Resorts dropped its lawsuit against the Mashantucket Pequot and Mohegan Tribes' planned casino in East Windsor, CT. The proposed site was just 12 miles from MGM's Springfield, MA location. MGM had argued that the Interior Department's approval of re-negotiated gaming agreements between Connecticut and the tribes was unfair and violated IGRA and the APA.

But MGM's litigation became unnecessary due to a new gaming expansion compact agreement between Connecticut and the tribes negotiated earlier this year that shelved the East Windsor project. Governor Ned Lamont (D) signed the agreement into law in May, and it will require the Interior Department's approval. The new state law permits the tribes and the state lottery to provide sports betting, and the tribes may also provide online casino gaming. It also halted the East Windsor project for at least a decade. As a result of this new arrangement, in a June filing in federal district court in Washington, D.C., MGM dismissed its lawsuit, retaining the option to refile it.

Further north in Maine, the state legislature passed a law permitting tribal gaming under IGRA, but Governor Mills vetoed the measure. Passage of the law was a temporary victory for the Maine tribes in their decades-long effort to join other tribes nationwide in the gaming field. A federal court had previously ruled that Maine's Indian Claims Settlement Act preempted IGRA and that IGRA therefore didn't apply in Maine or to Maine tribes. The new law would have amended the Settlement Act to permit tribal gaming to move forward.

Unfortunately, Governor Mills vetoed the measure and, as of press time, it was not clear that a legislative override would occur. Reasons provided in the Governor's veto include: (1) the legal question of whether a state law permitting gaming under IGRA is effective without a corresponding amendment to the federal Maine Indian Claims Settlement Act; (2) concern that the legislation lacked specificity regarding where tribal gaming could occur and the scope of gaming; (3) increasing competition for the two existing gaming facilities in the state; (4) the application of tribal laws in lieu of state laws regarding health and safety; and (5) concern that the tribes would only engage in Class II gaming that is not subject to the IGRA compacting process, drawing business away from existing gaming operations, and depleting state gaming tax revenue. The Governor expressed her view that the tribes have been unfairly excluded from gaming in the state and

pledged to continue working with them on a solution, but concluded this new legislation was not the right approach.

On a more positive front, the U.S. Supreme Court left standing the Interior Department's approval of an off-reservation tribal casino in California. The proposed casino would sit on land that the Department took into trust for the North Fork Rancheria of Mono Indians. Two nearby card rooms, Club One Casino and GLCR, sued the Department, contending that the Department's approval violated IGRA because the North Fork tribe purportedly lacked sufficient ties to the land and the land actually remained under state jurisdiction.

But a federal district court disagreed, ruling in 2018 that the land was under tribal jurisdiction by virtue of the government's having taken it into trust. The court also found that the approval followed all required procedures. The Ninth Circuit affirmed those rulings in May 2020. On June 21, the Supreme Court turned away the card rooms' appeal, leaving the decisions below intact.

The summer's developments so far show that strong tailwinds are pushing Indian gaming forward even in the face of opposition from other tribes or gaming enterprises, but that having state and federal allies is vital. The reality is opposition to Indian gaming remains consistent and vigorous and continues to raise the cost of any effort to launch new Indian gaming ventures, particularly on recently-acquired trust lands or off-reservation. These legal developments also reflect the importance of having a strong Interior Department record to support gaming approvals and the benefit of developing negotiated solutions with state officials, when feasible. ♣

Hilary C. Tompkins (Navajo Nation) is former Solicitor of the U.S. Department of the Interior (2009-2017) and is currently a partner at Hogan Lovells in Washington, D.C. She can be reached by calling (202) 664-7831 or email hilary.tompkins@hoganlovells.com.



NIGA 2021: Spotlight on New Game Technology

New games and technology will be center stage at this year's Indian Gaming Tradeshow and Convention held July 19-22 at Caesars Forum in Las Vegas. Here is a preview of what the leading game manufacturers will be unveiling on the show floor...

Aristocrat Gaming

(702) 270-1000
aristocratgaming.com
NIGA Booth #1323



"We are incredibly excited for NIGA 2021, because at Aristocrat, we have the top talent making the greatest products for customers around the world. With new games, cabinets and customer experience solutions like PlayerMax, and more, at NIGA we will once again prove how we never stop innovating to help our customers deliver the best gaming experience possible to their guests."

Cath Burns, EVP of Customer Experience
Aristocrat Gaming

Among the many technologies Aristocrat Gaming will be showing at NIGA 2021 is PlayerMax™, the answer operators have been looking for to extend their players' experience beyond the four walls of the casino. PlayerMax is a mobile app that connects players to the casino in engaging, meaningful, rewarding ways and serves as a vital link in the effort to sustain customer engagement and enthusiasm by directly connecting the operator's brand, both on-the-go and on property.



PlayerMax delivers information about their favorite casino property directly to each player on their mobile phone. Using the PlayerMax app, players can quickly and easily do several tasks such as manage loyalty accounts; participate in social gaming; request a room, make a dining reservation, request win/loss statements; view and be rewarded with loyalty promotions; connect to hosts; receive notifications about promotions and events; achieve gamification rewards; find their way to areas of interest on the property such as events, slot locators, dining, and more; and interact with marketing push notifications.

The app is driven by Aristocrat's PlayerMax platform, a solution for the modern world that personalizes the operator's interaction with their patron. The app provides a best-in-class and convenient way for properties to communicate with players and further improve their customers' experience.

Aruze Gaming America

(702) 361-3166
aruzegaming.com
NIGA Booth #823



"NIGA is always an important show for us. We get a chance to meet and interact with our customers while showcasing our innovative gaming products. We are looking forward to NIGA launching a post-pandemic era."

Josh Collins, VP of Sales, North America
Aruze Gaming America

Aruze Gaming is focused on delivering products to help capitalize on the rebound of the post-pandemic era. The centerpiece of Aruze's both will be the reporting functionality of their Roll to Win Craps™ game. Improved reporting and a variety of options for dealer tipping now enhance this hybrid electronic table game. The nearly 60 casinos now operating Roll to Win Craps have benefited from the 2x rolls per hour and dramatic labor savings the table can provide.

Improved flexibility is also a feature of the new Muso™ Limited game series, Wild Force™. Wild Force Midnight Wolf and Wild Force Bison Sunrise are the first games available on this premium cabinet that allow for a pod configuration. Muso Limited incorporates a 55-inch vertical LCD monitor stacked on a 27-inch LCD monitor, with previous



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From the company that created the industry standard for Electronic Craps, a new category has emerged. Existing in a space all its own, Roll to Win Craps generates entirely new ways for players to experience a game that most thought they had learned all the secrets to. As always, we kept the core of what makes craps great – everyone is in it together, rooting for other players. We even built the Hot Shooter Jackpot side bet to give players a new way to root for their favorite shooter. Players around the globe have already found their new favorite way to experience craps.

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games requiring an in-line configuration. The new pod configuration utilizes the Reflection pod package, which uses the unique LED lighting on the back spine of the Muso cabinet to provide added illumination.

A standout series on the Muso Curve-43 Hybrid is X Wheel™. Already a stellar performer in initial placements, the four titles on X Wheel are captivating players with two ways to trigger credit symbol collect features.

The Coin Collector™ series takes a straightforward credit symbol collect feature, but on a 4x5 reel set. This deceptively simple gameplay has already shown to be a new player favorite on the Muso Triple-27 Hybrid cabinet.

Eclipse Gaming

(770) 277-8783

eclipsegamingsystems.com

NIGA Booth #1715



"NIGA is always an important event for Eclipse as we come together with our tribal partners to further strengthen our relationships. We are excited to continue our commitment to our customers and 'Go Beyond the Game' by creating games that drive powerful results and generate an impact."

Steven Slotwinski, Chief Technology Officer
Eclipse Gaming

Eclipse Gaming focuses on the tribal gaming market, blending experience and agility to create captivating games that generate an impact. They purposefully align the right people, right products and right partners to ignite success and 'Go Beyond the Game.'

Eclipse Gaming is uniquely positioned as one of only a few suppliers dedicated to Class II gaming. With this targeted focus on Class II, Eclipse Gaming continues to make significant strides in innovation and entertainment value with each product release. While at NIGA, attendees will be able to encounter improved graphic capabilities and sophisticated math models, which provide new and unique experiences to players.



A highlight of the Eclipse booth will be the adrenaline-pumping Raging Bull. This exciting game features free spins, expanding reels and a blazing bonus wheel that awards the multi-level progressive jackpots. This dynamic title and wild west theme will lasso players in while scorching wins will keep them coming back for more.

Eclipse Gaming continues to differentiate with the relationships they build with their partners. They generate powerful results by continuously ensuring they provide the right product mix that delivers optimal value for their partners while simultaneously creating regionally targeted products that connect to players.

Everi

(702) 855-3000

everi.com

NIGA Booth #1041



"Everi has a long, successful history of support for tribal gaming operators providing a broad portfolio of products that enhance the player experience on casino floors and significantly improve the efficiency of a casino's cage, cash access, and compliance operations with our innovative financial technology solutions. We look forward to returning to NIGA this year to demonstrate our ongoing commitment to our Class II and Class III Native American gaming partners."

Michael Rumbolz, President & CEO
Everi

A proven market leader in the tribal gaming space, Everi remains committed to understanding its casino partners' needs in this rapidly evolving industry. After helping customers navigate the uncharted territory of the past year,

RAGING BULL



TANGLE WITH THE TOUGHEST!

The adrenaline-pumping Raging Bull™, features free spins, expanding reels and a blazing bonus wheel that awards the multi-level progressive jackpots. Players will be wanting more as they lasso in the scorching wins.

NIGA 2021 | Booth #1715

eclipse GAMING

EclipseGamingSystems.com



Everi's investments at NIGA 2021 are aimed at developing innovative gaming technology solutions.

Everi will showcase new hardware platforms and in-demand games at NIGA that provide memorable player experiences, while enabling tribal operators to generate higher returns on their investments in its products. The classic Asian-style series Fortune Garden™ and the high-energy tornadic-themed series Cashnado™ with their unique, heart-pounding bank-wide community events, will be on display on Everi's newest fully featured banked product Flex Fusion™. MonsterVerse™ is the newest series on the Empire DCX™ premium cabinet, featuring Kong and Godzilla™ in earth-shattering 4K game play. Operators can experience Double Black Diamond™ and Double Fortune™ on Everi's Player Classic® 26 cabinet with operator configurable max bet, in addition to Blazin' Gems® and Star Jewels™ featuring thrilling multipliers on the Player Classic with Skyline™ top box.

The advancement in financial technology only adds to the high-performing standards Everi is known for across the gaming space. Everi helped operator partners meet the emerging mobile ecosystem with the CashClub Wallet®. This flexible, cost-effective, and secure commerce and payment solution leverages the gamer's mobile device, providing patrons a true cashless experience all while still providing customers with multiple options to access funds while on the casino floor. CashClub Wallet® represents an important piece of Everi's collective goal of enabling casino guests a convenient, seamless mobile experience.

Jackpot Xpress® is an award-winning, intuitive jackpot and tax forms management solution that enables casino staff to securely and efficiently process slot jackpots using a mobile device right at the winning gaming machine. It is the only jackpot management system that combines mobile productivity, secure payment, tax forms management, and anti-money laundering tracking into a single solution. Everi's financial technology solutions on display at NIGA 2021 bring commonality and continuity to operator workflows by incorporating customer-centric features to loyalty, payments, and cage and cash operations, which ultimately serve to enhance the player experience.

Gaming Arts

(702) 818-8943

gamingarts.com

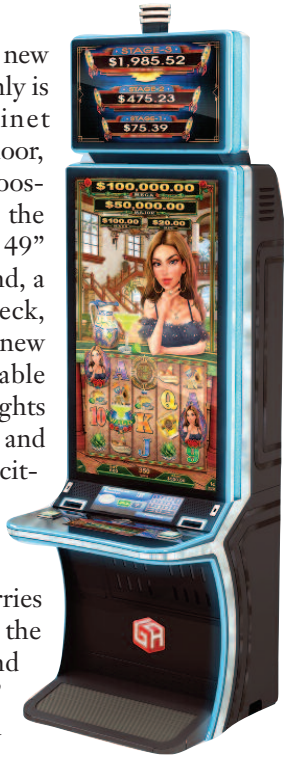
NIGA Booth #941



"We are extremely proud to premier this exciting new cabinet at NIGA as our goal since the launch of this initiative has been to continue to expand our great relationships with our tribal partners around the country. This is a very exciting time for the company as we continue to expand into new tribal markets with a host of new games and products and we fully expect the VertX™ Grand to continue this success as success for us equals success for our tribal customers."

Mike Dreitzer, CEO
Gaming Arts

At NIGA 2021, Gaming Arts will be unveiling its new VertX™ Grand cabinet. By any measure, this new cabinet is state-of-the-art in the gaming industry and serves as the flagship platform of Gaming Arts' new VertX™ line of cabinets.



The new VertX™ Grand creates a new dimension in cabinet design. Not only is this sleek and feature-rich cabinet designed to stand out on any casino floor, its components were selected by choosing the best of breed. This includes the VertX™ Grand's ultra-bright 4K 49" portrait display, theater quality sound, a large ultra-bright LCD button deck, which is the same display as used in new Mercedes Benz vehicles, programable LED play buttons and LED side lights that offers visually interesting bonus and attract sequences, as well as other exciting features that make a stunning presentation on the casino floor.

This best of breed philosophy does not end with the new cabinet as it carries over to an all-new game library. As the development of the VertX™ Grand cabinet began, the Gaming Arts' game studio simultaneously began

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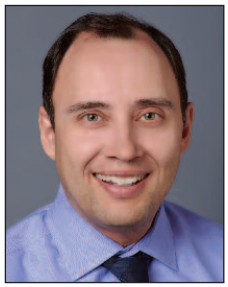
*Mercedes Benz® is a registered trademark of Daimler AG Corporation. Gaming Arts is not affiliated with Daimler AG Corporation.

work on a new game library with unparalleled creativity and player excitement. This library of new games includes eleven new truly innovative themes designed to delight players while increasing the customers' bottom line.

These games are in addition to Gaming Arts' ever-expanding library of games for the Phocus® cabinets. For NIGA 2021, a significant number of new Phocus games will debut including the Fortune Finders™ series of games along with Fortune Flip and more.

IGT

(702) 669-7777
igt.com
NIGA Booth #1341



"NIGA presents an incredible opportunity for IGT to reconnect with our long-time tribal gaming partners and showcase our latest gaming solutions. Over the years, we've helped our tribal partners grow their enterprises through high-performance games, innovative technologies and best-in-class solutions that can maximize ROI and diversify their casino floors."

Nick Khin, COO, Gaming
IGT

At NIGA 2021, IGT will present its diverse portfolio of innovative and engaging solutions that tribal partners can leverage to differentiate their floors.

Making its trade show floor debut for sale at NIGA is IGT's high-performing, previously lease-only PeakSlant49™ cabinet. The cabinet is now available for purchase throughout the U.S. and offers some of IGT's Proven Performer core games on its 49-inch curved Ultra-HD screen. Top-performing games on this cabinet at NIGA will be Regal Riches™ and Scarab Link™, along with the all-new Stinkin' Rich® Skunks Gone Wild. These for-sale games can help tribal operators maximize player engagement in the post-pandemic world with their proven themes and non-stop action.

IGT will also showcase an expanded portfolio of Class II content that comprises a mix of Proven Performers and games never seen before in Class III, which will excite players as they return to casinos. The new games include Rosa's Fiesta on the CrystalDual® 27 cabinet and Dangerous Beauty Revealed on the CrystalCurve™ cabinet. These themes will be featured at NIGA alongside Proven Performers such as Lucky Buddha®, Dragons vs Pandas™, Fortune Coin Boost!™ and Scarab



Grand™. The stepper content will include the highly requested game Sizzling 7s on the S3000™ cabinet, along with the fan-favorite Gong Xi Fa Cai® on the CrystalCurve™ Ultra cabinet.

IGT will demonstrate its leadership in cashless gaming technologies through its Resort Wallet™ with IGTPay™ modules for the IGT Advantage® casino management system. IGT's Resort Wallet with IGTPay is the industry's only fully integrated, turnkey cashless solution for land-based gaming. This solution helps operators offer more convenience and excitement through future-forward technologies that are proven throughout tribal gaming.

In addition, IGT will be showing its PlaySports technology and hardware, including its self-service kiosks. The proven PlaySports turnkey solution caters to operators of all sizes, including tribal casinos. Its flexible technology and IGT's in-house trading team can help tribal casino operators capture opportunities within the rapidly evolving U.S. sports betting market.

Novomatic Americas

(224) 802-2974
novomaticamericas.com
NIGA Booth #1523



"We look forward to showcasing our latest product at the NIGA show. We're focused on innovation and what the next year will bring. The success that we have had over the past nine months has been due to our commitment to Winning Together, working with our customers to help them get through these tough times, and give them games that perform. Going into July's trade show, we are well-positioned and committed to helping our customers succeed over the long term."

Rick Meitzler, President & CEO, North America
Novomatic Americas

Get ready for a new Thunder Cash™ link brand Voodoo Magic™ that offers a witchy, wild look, familiar feel, and captivating player experience to enhance the popular Thunder

VooDoo MAGIC™

Put a little magic in your game!





- Linked Multi-level Progressive
- Multiple Thunder Cash™ Themes – Unique Bonus Features
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Cash™ jackpot offering. Voodoo Magic™ provides operators a mystical new way to merchandise this exciting version of the Thunder Cash™ link.

The Money Party™ link, with Fruity and Juicy models, continues to be a sweet success for Novomatic Americas. Ranked #1 in the Eilers small supplier category since July, it is quickly becoming a staple on most gaming floors. Novomatic is also releasing multiple standalone progressive titles to join the popular Asian Aviaries family of games, Eternal Mandarin Ducks™, Royal Crane™ and, Noble Peacock™. These new standalone progressive families include the Mythical Creature series of Mighty Minotaur™ and Enchanted Pegasus™, the Dancing Gold™ Series of Dancing Tiger™ Gold, and Dancing Lantern™ Gold, and are sure to attract a wide range of players and keep them celebrating.

A leader in sports betting self-service betting kiosks in the U.S. market, Novomatic Americas is an industry leader in kiosk hardware as part of its ever-growing portfolio. The Novomatic ActionBook™ self-service kiosk offers quick response times and a user-friendly, multi-touch screen monitor experience. It is the betting kiosk of choice for multiple premium software providers and large gaming operators.

Scientific Games

(702) 532-7700

sggaming.com

NIGA Booth #1023

Scientific Games is driving the future of gaming, which will be on full display at NIGA 2021 and can be experienced at SG Summit Live, Scientific Games' interactive mobile showroom that is currently traveling the country.

Showcased is the sensational new Mural™ cabinet, featuring dual 55-inch UHD displays, launching with Emperor's Coins™ – 88 Fortunes®, the latest title in the 88 Fortunes family, as well as Willy Wonka™ – Dreamers of Dreams™ starring a life-size Willy Wonka. Also, on display is the new high-performing Kascada™, SG's latest innovative portrait cabinet featuring the latest games in the successful Coin Combo™ series, Carnival Cow™ and Terrific Tiger™, as well as the magical The Wizard of Oz™ – Over the Rainbow™. Kascada outright sale titles on display include the breakout hit Dancing Drums Prosperity™, and the new Rich Little Piggies™ and Sumo Kitty™ titles. Class II exclusive content is also featured, including the fiery Dragon Legends – Aqua Gems, James Bond – GoldenEye, and Super Panda Riches™.

"At NIGA 2021, we are particularly excited to unveil our latest cutting-edge content based on some of Scientific Games' most successful proprietary and licensed entertainment brands showcased on innovative new platforms. Content designed to empower our valued Indian gaming customers to provide a superior gaming experience for their players and ultimately drive their recovery and future success."

Matt Wilson, Group CEO
Scientific Games



Experience a cardless and cashless gaming experience with the award-winning Unified Wallet, giving players the power to instantly access funds to play EGMs and tables through the use of a mobile app. Unified Wallet features simple fund transfers in and out of the EGM, as well as loyalty club registration and access.

Scientific Games will also be showcasing two exciting table progressives. The Blazing 7s Cash Spin progressive, featured on the award-winning Kyber™ table, detects hand gestures and introduces a dynamic bonus round that includes an augmented wheel projected onto the tabletop. The 99 Fortunes Baccarat progressive takes the game of baccarat to a whole new level. If two of the first four player and banker cards are a suited pair or higher, the player wins. ♣

BUILT ON A LEGACY OF INNOVATION & SUCCESS



Two stunning new cabinets showcasing content based on proven performers - Coin Combo™ and Emperor's Coins™ - 88 Fortunes®, both a progression of the internationally successful Duō Fú Duō Cái game family.

CONTACT YOUR SG ACCOUNT EXECUTIVE FOR MORE INFORMATION.

SCIENTIFIC GAMES

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Gas Stations and Convenience Stores in Indian Country – 2021

by Matthew J. Klas

Gas stations and convenience stores are an essential component of many tribal economies and will be especially integral to the economic recovery of Indian communities in the coming months. These tribally-owned and tribal-member owned facilities provide goods and services to area residents, keep revenue on the reservation and generate tax revenues for tribal governments. Onsite gaming can add even greater economic potential.

As of June 2021, there were 222 tribes with 528 tribally-owned and tribal member-owned gas stations/convenience stores (c-stores) in 29 states. These include 188 gaming tribes with 440 gas stations/c-stores, of which 189 gas stations/c-stores are located at or near a tribal casino. Table 1 presents a summary of tribally-owned or tribal member-owned gas stations/c-stores by state.

California has the greatest number of tribes with gas stations/c-stores (37 tribes), while Oklahoma has the greatest number of tribally-owned or tribal member-owned gas stations/c-stores located at or near Indian casinos with 33 stores. With respect to total store count, New York ranks first with 90 stores, many of which are small operations owned by tribal members. Oklahoma ranks second with 71 tribally-owned and tribal member-owned gas stations/c-stores, followed by Washington with 67 stores, Arizona with 45 stores and California with 43.

Approximately 250 tribally-owned or tribal member-owned gas stations/c-stores (46.9 percent), carry a national fuel brand. Of those with national brands, 27.9 percent are Conoco Phillips (Conoco, Phillips 66, 76), 19.8 percent are Chevron (Chevron/Texaco), 17 percent Shell, 9.7 percent Exxon (Exxon/Mobil), and 3.6 percent BP. Other national brands with more than one store include Sinclair, Tesoro, Valero, Alon and Cenex.

Several tribes maintain their own fuel brands. The Choctaw Nation of Oklahoma has 17 Choctaw Travel Plaza locations; the Oneida Indian Nation of New York's SavOn Convenience Store brand has 11 locations; the Winnebago Tribe of Nebraska, through Ho-Chunk, Inc., has 7 locations of the Pony Express/Heritage brand; and the Seneca Nation of New York has 5 Seneca One Stop locations.

Tribal branded c-stores are also found across Indian Country. In New Mexico, the Pueblo of Laguna, through its Laguna Development Corporation, has Route 66 Travel Centers and 66 Pit Stops (4 locations). In Oklahoma, the Chickasaw Nation has Chickasaw Travel Stops (8 locations). In Washington State, the Confederated Tribes of the Colville Reservation has Colville Fuels (8 locations), the Puyallup Tribe has Tahoma Market and Tahoma Express (6 locations), the Nisqually Indian Tribe has Nisqually Markets (6 locations) and the Spokane Tribe of Indians has Spoko Fuels (4 locations). In Wisconsin, tribal branded c-stores include the Ho-Chunk Nation's WhiteTail Crossing brand (5 locations) and the Oneida Nation of Wisconsin's Oneida One Stop brand (4 locations). Many tribal branded c-stores still carry national fuel brands.

Table 1 Indian Country Gas Stations / Convenience Stores by State

	Total Tribes			Tribes with Casinos			Located at/near Casino		
State	Total Tribes	Store Count	Fuel Kiosks	Total Tribes	Store Count	Fule Kiosks	Total Tribes	Store Count	Fuel Kiosks
Alabama	1	3	26	1	3	26	1	3	26
Arizona	17	45	247	13	40	210	10	12	73
California	37	43	241	35	41	236	29	29	177
Colorado	2	2	17	2	2	17	2	2	17
Connecticut	2	3	29	2	3	29	2	3	29
Florida	2	4	23	2	4	23	1	2	10
Idaho	3	10	56	3	10	56	3	3	23
Iowa	2	2	17	2	2	17	2	2	17
Kansas	3	5	24	3	5	24	3	3	18
Louisiana	2	4	27	2	4	27	2	2	19
Michigan	11	22	106	11	22	106	9	12	64
Minnesota	11	20	100	11	20	100	8	9	60
Mississippi	1	4	13	1	4	13	1	1	4
Missouri	1	1	10	1	1	10	1	1	10
Montana	8	12	40	6	6	26	-	-	-
Nebraska	2	8	22	2	8	22	2	3	11
Nevada	12	17	71	5	6	32	1	1	3
New Mexico	16	32	238	10	20	139	5	6	48
New York	8	90	469	3	54	285	2	7	65
North Carolina	1	1	3	-	-	-	-	-	-
North Dakota	4	10	29	4	10	29	4	4	14
Oklahoma	23	71	424	23	71	424	18	33	243
Oregon	5	8	63	5	8	63	4	4	45
South Dakota	5	11	46	5	11	46	4	4	21
Texas	2	2	18	2	2	18	1	1	10
Utah	2	3	11	-	-	-	-	-	-
Washington	26	67	436	22	57	379	19	28	206
Wisconsin	11	25	131	10	23	125	8	13	67
Wyoming	2	3	13	2	3	13	1	1	8
Total	222	528	2,950	188	440	2,495	143	189	1,288

Source: KlasRobinson Q.E.D.

Many gas stations/c-stores in Indian Country can boast of additional facilities and amenities. Of the 528 total stores, 16.5 percent have a drive-thru smoke shop, 8.5 percent have car washes, and 12.7 percent have showers, laundry and/or trucker lounges. Food and beverage offerings range from basic snack food and deli-type "grab-n-go" set ups to signature roadside diners. National fast-food franchises are also common. Popular franchises include Subway, Sonic, Burger King, McDonalds, Arby's, A&W and Dairy Queen.

At the height of the pandemic, many consumers turned from grocery stores and restaurants to instead shop for food and other necessities at convenience stores. According to the Association for Convenience & Fuel Retailing, convenience stores nationwide experienced record in-store sales in 2020, up 1.5 percent from 2019 with basket sizes up 18.4 percent from 2019.

Several tribes have developed gas stations/c-stores with expanded grocery and convenience retail, emphasizing fresh food offerings prepared on site. The Choctaw Nation in Oklahoma has developed Choctaw Country Market, which features a full-service grocery store with sit-down deli area, made-to-order and pre-packaged meals, fresh produce, household necessities and an on-site butcher. Importantly for a socially distanced world, online ordering with curbside pickup is currently offered. To date, there are three Choctaw Country Markets – Clayton, Boswell and Coalgate, OK.

Another example is Maple Leaf Market, a convenience store brand developed by the Oneida Nation of New York, which focuses on providing healthier grab-and-go meals and made-to-order food, as well as grocery and essential items. Each property includes a full-service gas station and a touch-free car wash. To date, there are three locations – Sherril, Chittenango and Sylvan-Verona Beach, NY. Expanded convenience stores such as Maple Leaf Market and Choctaw Country Market can provide goods and services to their local communities and generate important tribal revenue.

The Indian gaming industry was hit particularly hard by the pandemic. However, the road to recovery looks promising with the Indian gaming industry projected to surpass 2019 revenue levels by the end of 2022. This growth is especially applicable for the 91 gas stations/c-stores that include on-site casinos, also known as "gasinos."

As presented in Table 2, these gasinos are located in 16 states with a combined total of approximately 10,700 slot machines, 35 table games and over 635 fuel kiosks. The typical tribally-owned gasino has approximately 119.9 gaming positions, 7 fuel kiosks and 17.2 gaming positions/fuel kiosk, however these figures vary significantly by state. Approximately 38.5 percent of gasinos are located in close proximity to the respective tribe's main casino (i.e., adjacent to the main casino and/or near the main casino's entrance), while 61.5 percent are stand-alone properties.

Table 2

Indian Country "Gasinos" by State

State	Count	Fuel Kiosks	Slots	Tables	Gaming Positions	Positions / Gasino	Kiosks / Gasino	Positions / Fuel Kiosk	Near Casino	Stand Alone
Arizona	2	11	69	-	69	34.5	5.5	6.3	1	1
California	10	74	2,037	11	2,114	211.4	7.4	28.6	5	5
Idaho	4	22	231	-	231	57.8	5.5	10.5	1	3
Kansas	1	4	61	-	61	61.0	4.0	15.3	-	1
Minnesota	1	7	32	-	32	32.0	7.0	4.6	1	-
Montana	5	13	596	3	617	123.4	2.6	47.5	-	5
Nebraska	1	2	65	-	65	65.0	2.0	32.5	-	1
Nevada	3	24	233	-	233	77.7	8.0	9.7	-	3
New Mexico	6	72	708	7	757	126.2	12.0	10.5	4	2
New York	7	59	119	-	119	17.0	8.4	2.0	2	5
Oklahoma	42	286	5,444	14	5,542	132.0	6.8	19.4	20	22
Oregon	1	11	30	-	30	30.0	11.0	2.7	-	1
South Dakota	2	12	191	-	191	95.5	6.0	15.9	-	2
Washington	1	7	120	-	120	120.0	7.0	17.1	-	1
Wisconsin	3	21	301	-	301	100.3	7.0	14.3	-	3
Wyoming	2	10	425	-	425	212.5	5.0	42.5	1	1
Total	**91**	**635**	**10,662**	**35**	**10,907**	**119.9**	**7.0**	**17.2**	**35**	**56**

Source: KlasRobinson Q.E.D

Oklahoma has 46.2 percent of all gasinos, 45 percent of gasino fuel kiosks and 50.8 percent of gasino gaming positions in the country with 42 properties, 286 fuel kiosks and 5,542 gaming positions. At the same time, Wyoming has the highest number of gaming positions per gasino at 212.5; New Mexico has the highest number of fuel kiosks per gasino at 12; and Montana has the highest number of gaming positions per fuel kiosk at 47.5.

Indian Country gasinos tend to be physically larger than non-gaming gas stations/c-stores owned by Indian tribes or tribal members. Table 3 (on page 41) presents a comparison of tribally-owned and tribal member-owned gas stations/c-stores, with and without on-site gaming operations. While gasinos account for less than 20 percent of all stores, they have a higher average number of fuel kiosks and significantly larger average building square footage due to the additional space required by the gaming operation.

Gasinos have an average (mean) of 7.1 total fuel kiosks, 4.9 gasoline kiosks and 2.2 commercial diesel kiosks; and a median of 7 total fuel kiosks, 4 gasoline kiosks and 1 commercial diesel kiosk per operation. By comparison, tribally-owned and tribal member-owned gas stations/c-stores without on-site gaming operations have an average (mean) of 5.3 total fuel kiosks, 4.5 gasoline kiosks and 1 commercial diesel kiosks and a median of 4 total fuel kiosks, 4 gasoline



"America"
Sculptor, Doug Hyde
Made from thirteen feet of Indiana limestone.
Commissioned and installed for the
YOCHA-DE-HE Club House, Brooks, CA.
For information about the artist or
to commission work call 1-928-308-7105.

Table 3 **Indian Country Gas Station / C-Store and "Gasino" Comparison**

Gasino	Count	Total Kiosks	Gas Kiosks	Diesel Kiosks	Store (s.f)
Total	91	635	441	194	1,136,750
Average (Mean)		7.1	4.9	2.2	12,631
Median		7	4	1	8,500
Non-Gasino	**Count**	**Total Kiosks**	**Gas Kiosks**	**Diesel Kiosks**	**Store (s.f)**
Total	437	2,317	1,888	429	2,367,670
Average (Mean)		5.3	4.5	1.0	5,705
Median		4	4	-	4,500
Total	**Count**	**Total Kiosks**	**Gas Kiosks**	**Diesel Kiosks**	**Store (s.f)**
Gas Station/C-Stores	528	2,950	2,329	621	3,519,420
Average (Mean)		5.6	4.6	1.2	6,969
Median		5	4	-	5,000

Source: KlasRobinson Q.E.D.

kiosks and zero commercial diesel kiosks per operation.

With respect to building size, the average (mean) square footage for an Indian gasino is almost 13,000 sq. ft., while the median square footage is 8,500. In comparison, non-gaming gas stations/c-stores in Indian Country have an average (mean) square footage of 5,705 and a median square footage of 4,500 per store.

An excellent resource for tribes interested in the fuel and convenience store industry is the Tribal Convenience Store Association (TCSA), which represents 55 member tribes spanning multiple states. The TCSA's mission is "Tribes helping tribes lead the convenience-store industry through peer networking, vendor partnerships, and member education." Additional information about the TCSA can be found at *www.tribalcstores.org*. ♣

Matthew J. Klas is a Senior Associate at KlasRobinson Q.E.D., a national consulting firm specializing in the feasibility and economic impact of casinos, hotels, and other related ancillary developments in Indian Country. He can be reached by calling (763)-257 7806 or email mklas@klasrobinsonqed.com.





Casino Risk and Vulnerability Assessment: The Foundation of Critical Incident Response

by David Vialpando

The world today, both natural and manmade, can be volatile and unforgiving in the damage and grief it can wreak when disaster strikes. As the tragic loss of life on May 1, 2021 at the Radisson Hotel and Conference Center in Ashwaubenon, WI illustrates (part of the Oneida Casino complex), the casino gaming industry is not immune to the unprovoked and all too frequent violence plaguing communities across our country. We must be prepared to effectively respond to not only active shooter incidents and acts of human violence, but also to protect casino patrons, visitors, and employees in case of fire, explosion, chemical exposure, extreme weather, and infectious disease exposure. The foundation for cogent response is a thorough and informed casino risk and vulnerability assessment process.

Casinos and Tribal Gaming Regulatory Agencies (TGRAs) employ the risk assessment process in a variety of gaming processes, from money laundering and financial crime, to cyber threats and IT vulnerability. Risk and vulnerability assessment for critical incidents should be designed to answer the same overarching questions as other types of risk assessment:

- What are the ruinous events that could affect our casino?
- What is the likelihood of these events occurring at our casino?
- What can we do now to mitigate damage and harm?
- How effective will we be in responding to catastrophe?
- How quickly can we recover and return to normal operation?

Who Should Conduct the Risk and Vulnerability Assessment?

The risk and vulnerability assessment team should be led by qualified individuals from the department charged with the safety and security of the facility. This can be the casino security department or tribal law enforcement agency. Qualified individuals are those who have received specialized training in risk/hazard assessment or personnel holding board certified credentials, such as the ASIS Certified Protection Professional certification.

The risk and vulnerability assessment team should be composed of management or mid-management representatives from various casino departments, including administration, facilities, surveillance, and operations. Including those who work outside the casino departments under evaluation as part of the evaluation team can bring a fresh perspective. Representatives from the TGRA or TGRAs from other jurisdictions can fill this role.

The team should also include professionals from outside agencies likely to respond, in case of a critical incident, such as tribal, local, state, and federal law enforcement, emergency response and medical services personnel, local utility representatives, disaster service personnel (such as the local Red Cross), and tribal government representatives.

Where to Start

A comprehensive risk and vulnerability assessment begins with an evaluation of the governing documents outlining processes, policies, and procedures that will be applied in any critical incident. These include the casino's policies and procedures, emergency response plan, disaster recovery plan, TGRA regulations, critical incident response protocols, and gaming ordinance.

The team should evaluate the casino's critical incident coordination protocols with local emergency response agencies (law enforcement, fire, and emergency medical). This evaluation presents an opportunity to review and update point of contact information. The time to discover change in a critical contact number or the location of the nearest trauma center is not when a critical incident occurs.

Facility Risk and Vulnerability Assessment

The team should be divided into designated facility review units charged with conducting a physical facility risk and site safety assessment utilizing a pre-designed risk assessment matrix specific to the casino. The elements listed below should include the casino, lodging facility, restaurants, recreation amenities, and event facilities/conference centers. Assessment areas include examining the following:

Casino Management: threat awareness/threat mitigation plan; emergency communication plan; records management protocols; directives to casino departments and middle managers; post-critical incident protocols; risk management unit/procedures; TGRA emergency response responsibilities; incident command system procedures; and disaster recovery and continuity protocols.

Security Protocols: access controls and key/card management; intrusion detection; security resources; policies and procedures; emergency response protocols; codes and contingencies: panic alarms, designated safe rooms,

designated escape routes, theft and damage controls, fire protection system, fire detection system, sprinkler/suppression system, emergency responders; suspicious package and device disposition procedures; cash vault and gaming assets controls; medical service resources; vehicle controls and traffic management; and shelter-in-place emergency equipment and supplies.

Surveillance Department: risk/vulnerability detection protocols; emergency response procedures; law enforcement/public safety coordination protocols; reporting structure and emergency notification procedures; and specialized emergency response and communication training.

Facility Engineering: HVAC system; fire control system; electrical infrastructure; gas and oil resources; chemical storage; water storage/supply; exterior lighting; perimeter fencing/barriers: facility and building access points, loading dock/receiving operations; grounds maintenance: landscaping and shrubbery (obstructions/ hazards), debris, environmental hazards; transportation resources; and equipment safety (lock out/tag out).

Training Evaluation: management training; supervisory training; all-staff training: workplace violence prevention, stress recognition and intervention, employee assistance resources; FEMA training: active shooter, emergency planning, Incident Command System (ICS), disaster recovery, inter-agency training, specialized training, and records management.

Neighborhood Public Safety Issues: local crime statistics and offender types; international or cross border concerns; law enforcement coordination protocols; casino crime and public safety data; casino patron safety concerns; public safety concerns identified by visual inspection of property and surroundings; weather and environmental event trend data.

Casino Staff Interviews

The risk and vulnerability assessment team should conduct line staff interviews to elicit input regarding perceived threats and suggestions for improvement in threat response readiness. Areas of inquiry during these interviews might include level of threat awareness/readiness, safety concerns, personal emergency response plan, and military, law enforcement, and medical experience.

Continued on Page 58





You Sold Your Data Without Realizing It

by Andrew Cardno

A gaming facility is something that a tribe clearly owns – it is physical and ever present. When a tribal member walks through the doors, they know who the property belongs to. What tribes may not realize, though, is that they may have lost their data ownership – and data is one of the gaming facility's largest assets.

Loss of data ownership rights is subtle and can happen with the slip of a pen or a simple mistake about where data is housed. Data flows through a casino like water, including from point-of-sale systems.

What is Data Ownership

Owning data is like owning the rights to a bundle of sticks – each stick represents a different kind of right and use case. These rights include: the right to understand, the right to view, the right to move, the right to update and the right to know you are being searched by state or federal investigators. Examining each of these data rights in turn shows how each can operate separately, and how they relate to one another.

The Right to Understand Your Data

Data is like a complex wilderness with rivers, valleys, snow and mountains. Without a map of your data wilderness, it is nearly impossible to find your way around. It is unlikely that your system vendors have provided a landscape, which leaves you lost in the wilderness.

What to Check: Ask for a metadata that clearly explains how your vendor databases work. This metadata will give specific examples of how values are calculated and how underlying data flows. Both facts and dimensions are managed by the system.

The Common Situation: Metadata is normally either non-existent or indecipherable. If it is non-existent then there is simply no description of your data environment. If it is indecipherable, it could be hundreds of pages of computer generated information, but miss critical information on how the data actually works.

The Right to Read (or Query) Your Data

If you have a map of your data, you need to have the right to actually read the data. In some cases, system vendors may be able to lock you out and prevent you from seeing your own data. This can be intentional via encryption, or accidental, meaning there is no practical connection mechanism.

What to Check: Check if you can use database query tools to read all underlying data in your system and that the systems company is supportive of you reading it. In some instances a vendor might say that reading the data invalidates their support agreements, making it essentially unusable. In other cases the data is simply inaccessible and there is no way of connecting to your data flows.

The Common Situation: It is likely that many of your database records are inaccessible to normal query procedures, and it is also remarkably common for the vendor to control the usernames and passwords that give access to this data.

The Right to Update Your Data

In order to take action with data, it often needs to be changed. For example, if you want to issue a coupon to a customer, that coupon needs to be uploaded programmatically. The key here is programmatically – without a programmatic interface you may find it is simply not practical to load your marketing offers. In today's world, gaming resorts consist of dozens of critical systems running everything from player rewards, to hotel, to point-of-sale. In order to create a unified data experience, it needs to be possible to wire these systems together.

What to Check: Ask if your marketing team is able to automatically load their full marketing program without manual processes. Ask if you can programmatically recode your hosted players to new hosts using a documented and supported programmatic interface.

The Common Situation: The typical case is that system vendors will decide who can access the data and what update rights they have. A common case is that there is no practical way of doing this integration.

The Right to Know Your Data is Being Searched by State or Federal Investigators

Tribal sovereignty is a powerful protection against third party controls and intrusion into your data – it is, however, very easily lost. For example, if your data is in the cloud, it is likely provided by a commercial organization. Search warrants are served against the provider and this can be done without notice to you. This means that your data may be subject to investigation without you having any knowledge that this is taking place. Furthermore, these investigations could be

"In today's world, gaming resorts consist of dozens of critical systems running everything from player rewards, to hotel, to point-of-sale. In order to create a unified data experience, it needs to be possible to wire these systems together."

ongoing for considerable periods of time before you discover you are being investigated.

What to Ask: Is any data housed off tribal land? For example, is any data housed in a non-tribal cloud? Specifically, ask if your data warehouse is governed by tribal law as this database will often hold a complete copy of all of your critical data.

The Common Situation: It is a recent trend that data is being moving to the cloud by cloud-based vendors. As a side note, consider what would happen if your critical infrastructure was governed by state law. If your data was physically housed in California, then California authorities would likely have the right to enact regulatory and legislative actions that could control your ability to operate your facility.

In Summary

In today's world, data is the water that flows through your organization enabling almost every aspect of your facility to operate. With the current labor shortages, businesses are even more technology dependent to run operations.

Full ownership of your data is ownership of all the sticks in the bundle, and you need to own all of them. The risk here is that without careful legal and technical review, you may find you have already lost some or all of these rights to your database, and without action you may not get those rights back. ♣

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A Proactive Approach to Online Security is Imperative

by Melissa Aarskaug

The last 18 months have been challenging times for the gaming industry. In addition to having a global pandemic to contend with, there has been a huge increase in cyber espionage and cyber incidents.

While tribal and commercial casinos furloughed and let go of staff, hackers were busy targeting the industry – most of their handiwork (i.e., cyber-attacks) wasn't disclosed on social media channels or in the news, keeping the public blind to the dire situation. In response, many tribal casinos have turned to "free" solutions in the hopes of boosting their security; however, free isn't always really free, and can lead to a damaging false sense of security.

In the past, the gaming industry didn't experience many breaches. That has changed dramatically. Now more than ever, cyber-attacks are happening with increasing regularity as criminals put a continually sharper focus on the gaming industry as a target, and as tribal and commercial casinos leave themselves vulnerable with a decreased staff and/or with a staff whose primary focus is IT, not cybersecurity.

With the ever-increasing frequency and complexity of cyber-attacks, organizations are turning to cybersecurity experts to help them build a stronger, more secure business framework. It has also led companies to diversify their solutions into the cybersecurity space, and even offer free assessments or a free temporary use of tools to demonstrate how impactful and easy taking these steps to a higher level of security can be.

First, some facts:

- Ransomware attacks have increased by 102% this year alone. The gaming industry has been targeted, along with major utilities, the government/public sector, transit, banking, etc. These kinds of attacks are ever-evolving and becoming the new normal, while targeting human weaknesses.

- It takes an enterprise more than 200 days to detect a security breach, and once you finally find it, it usually takes a very long time to completely recover from that breach – typically up to 80 days. Attackers can wreak havoc on a corporate network – from stealing data to breaching privacy and destroying the trust of customers.

- We are accustomed to attackers directly targeting Fortune 500 organizations, but the growing trend has been attacks on any organization seen as vulnerable. As larger tribal enterprises have matured some of their security processes, attackers have moved their sights on to "easier" targets, such as small and medium businesses or companies that are easier to breach because they don't have security tools in place or are lightly staffed. It is often hard for the leaders of these businesses to see value in cybersecurity expenses, as IT departments are non-revenue generating. This way of thinking needs to change. Once a system has been compromised, it is often too late for leadership to spend the needed money to properly secure the network, and the cost to rectify the breach can be even higher.

- Attackers are getting smart and adapting quickly. They are stealing admin credentials by deliberately causing errors on a user's machine to force an IT resource to log on. These attacks are incredibly expensive, and often come with a broader impact to a company's reputation.

- Cybercrime will soon cost the world $6 trillion annually. What's more, by the end of 2021, a business will fall victim to a ransomware attack every 14 seconds.

- Software and hardware are often out of date, and most organizations rely on them to do business. Hackers, over time, can discover security vulnerabilities and react.

In a post-COVID world where cybercriminals are getting braver, it's imperative that tribes invest in and make use of the right security team and controls. The industry should adopt the mentality – it's not if, but when – and prepare a strategy with their leadership teams and IT departments, or find a partner that can be ready to help in case of a breach.

Effective security protections require a combination of proper toolsets and the people who know how to use and tune them. Integration between security tools is critical to ensure there are no security gaps. Quite frequently, organizations "over tool" without integration or don't have staff who can support the solution, making them vulnerable while spending money inefficiently.

Some tribes have turned to any number of the many open-source, free tools that organizations can use, but their use may provide a false sense of security as they tend to be lacking in features and functionality. If it's free, then it's available to most anyone to use (even hackers). While free is promising something for nothing, you often get what you pay for – for better or worse.

Free versions of anti-virus, for instance, are usually lacking, or entirely absent, of any enhanced detection and response

"Once a system has been compromised, it is often too late for leadership to spend the needed money to properly secure the network, and the cost to rectify the breach can be even higher."

features, and may not have a centralized management console or robust alerting mechanisms. A strong, reputable endpoint anti-virus solution can assist with stopping ransomware attacks. This will also give admins the capacity to see when devices have been compromised and make sure they are properly updating.

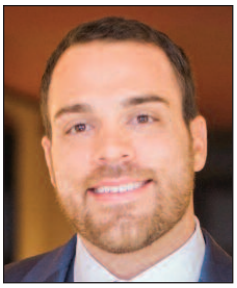
In most cases, free or open-source tools do not allow response mechanisms that provide control of endpoints or workstations to address potential security issues. Open-source, or "free" versions of tools also normally are not supported by manufacturers or are not backed up by any warranty or even service level agreements (SLAs). Some free tools become obsolete and are dropped by their creators, resulting in investment in time and effort being made to implement something that might disappear or no longer get updates in a short time period.

Good security requires well-integrated toolsets that are supported by their manufacturer with SLAs in place, are updated frequently, have centralized management consoles, and contain alerting mechanisms.

While the last 18 months have been a challenging time, it also provided an opportunity to re-tool, get the support needed, train staff, and enhance technology. ♣

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Digital Wallets and Casino Risk

by Adam H. Smith

Adapting and responding to market innovation and changes in desired user experiences is one of the most difficult things a company must face, and this is especially true in the gaming industry today. There are multiple converging innovations and changes taking place in gaming including retail and mobile sports betting, cashless gaming floors, and the expansion of digital currencies. Throughout tribal gaming's history, one of the most notable and significant technological developments came with the advent of ticket-in/ticket-out (TITO). This common practice today did not start with sweeping enthusiasm, as the fear of losing loyal patrons who preferred the sound and experience of physical coins was at the top of everyone's mind. During this market change, many felt the switch to TITO was more impactful for the traveling tourist in Las Vegas, but not particularly needed for local tribal gaming facilities. Of course, time has provided the perspective of knowing that TITO was a major success, not only operationally from an efficiency and cost standpoint, but also because patrons have come to prefer the ease of a ticket versus carrying heavy coins.

Today, the industry faces another adaption, but in this case, the change has multiple angles of innovation happening at the same time. As it relates to these varying changes, whether it be mobile sports waging, cashless gaming devices, or mobile gaming in general, for simplicity it is referred to as cashless gaming. As gaming facilities have rolled out different forms of cashless gaming, a need has surfaced – the ability to conveniently use these new gaming experiences through a digital wallet, or mobile financial application. This gaming innovation is rather simple and has been around in commercial jurisdictions for years. For large gaming facilities that have the resources and capital to roll-out a proprietary digital wallet, the transition to cashless gaming is and will be rather simple. But what about the other 95% of tribal gaming facilities nationwide that will use some other kind of third-party digital wallet? There are several questions that must be answered prior to rolling out a mobile currency exchange infrastructure that can be used with gaming devices, connected to a sports wagering application, and used as payment for various accommodations. For example, what information is being provided to third-party providers? Are there privacy concerns? Is the provider of the digital wallet either directly or indirectly a competitor? What due diligence is needed by tribal gaming regulatory commissions and management? Ultimately, how will this affect traditional casino risks?

Several companies have developed proprietary digital wallets to sell across tribal gaming. A primary concern is data privacy and how much access these applications have to player data and activities. From a patron convenience standpoint, it makes sense for competing casinos to use the same digital wallet because the alternative is each casino using their own, which would then pose the question – how many digital wallets/applications are people willing to have on a single device? Another question that arises is – are casinos increasing risks with cashless gaming and digital wallets or reducing risks?

When selecting a digital wallet provider, the following should be considered:

- Evaluate nearby casinos and their changes towards cashless gaming.
- Conduct hypothetical interviews with patrons (keep in mind, initially, customers were opposed to TITO).
- Evaluate the digital wallet suppliers for their involvement in other markets. Interview other casinos that have partnered with a given third-party provider.
- Consider how the digital wallet interacts with the gaming floor, back of house accounting, patron's personal data, and sports betting.

As with many new innovations and technologies, a variety of traditional operational risks are removed while others are added. In the case of digital wallets and the elimination of nearly all cash in the casino, historical gaming risks of theft and physical misappropriation of funds is mostly removed. Employee theft and collusion has been a significant risk or area of concern to casino operations throughout the industry's existence. Is cashless gaming eliminating the risk or simply shifting it to another operational area? As casinos become more reliant on technology and put more sensitive data into third-party applications and virtual infrastructure, regulatory bodies, casino management, and tribal officials should consider their due diligence as it relates to customer privacy and data security. While internal controls over counting cash through the drop and count may be eliminated/reduced, an entire new set of confirming controls should be present that are designed to protect not only the casino, but also patron funds. Historically, casino controls have been mostly manual due to the nature of operations, but when putting financial assets into a vendor supplied digital environment, significant controls over selecting and vetting a particular partnership are necessary. As in the TITO evolution, most small to mid-sized operations will likely wait for larger facilities to roll-out cashless gaming (and the vehicle behind its existence – digital wallets), but when this vehicle is not proprietary, and a casino is relying on a third-party, proper due diligence is vital. ♣

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Opportunities and Challenges After Reopening

by Craig Pendleton

Many casino leaders have reported that after reopening with limited operations, profits have been higher than pre-pandemic figures largely due to increased player time on gaming positions, the majority of customers being gaming focused and casinos keeping many amenities, including food and beverage outlets, closed or with reduced operations. This has allowed for considerable savings on labor, producing strong EBITA results. The amenities in the past that consistently lost money represent staffing level requirements that casinos never could afford.

Now is the time to reassess each amenity and determine which should be reopened and how they should be modified to avoid the costly "labor drain" of profits previously connected with them. Current staffing shortages may be an opportunity in addition to a challenge.

Why Staff is Reluctant to Return to Work Theories

- Some staff are still not comfortable returning to work during COVID-19 as it slows down but is not over. Some have chosen not to be vaccinated.
- Some operators feel that the extra weekly unemployment stimulus bonus of $300 is why workers will not return now, as some make the same amount of pay or more while staying at home.
- During the extended period of time staff members were off of work, they found other jobs that either pay better or are what they consider to be easier than hospitality positions at a casino or restaurant.

Regardless of the reasons that exist for each staff member, the fact remains that many are not returning to work in sufficient numbers, which hinders reopening of some elements of casinos. Increased wages are being attempted, signing bonuses offered, recruitment bonuses paid, but with limited success. Higher pay and bonuses may not provide long-term staff retention.

This is the time when major changes can be made without a tremendous amount of customer "push-back." Smoking and buffets went away due to COVID-19. Some properties will bring them back and others will remain without. Reopening the same amenities without taking this opportunity for change will put things back where they were with amenities that drain casino profits and require a considerable amount of labor.

Choices in Resolving Staffing Shortages

- Wait for staff members to return and for new applicants.
- Hire staff that would not have been considered pre-COVID-19 and face the possible compromise of casino culture and the chance of a lower standard of hospitality service for customers and staff. This can have significant negative affects over time.
- Pay higher wages, bounties, hiring bonuses, recruiting bonuses and hope that these new staff members stay long-term, and that existing staff do not feel diminished because they don't receive these bonuses though they have remained loyal and worked throughout the challenges.
- Consider reduction of outlets, reduction of operating hours, reinvention/re-concept of outlets and style of service, and/or restrict access of certain outlets to the highest value players.
- Outsource some services to better utilize existing numbers of staff.
- Install technology to reduce the demands on staff and increase efficiencies.

Steps to Analyze the Best Options

See What You Have

Calculate the minimum amount of staffing required in critical departments. Prioritize all jobs that are operationally necessary, such as gaming, engineering, security, surveillance, housekeeping and business oversight. Determine where the remaining unassigned staff members should best be applied.

Consider What Job Functions Can Be Performed by Other Parties Outside of the Casino

Decide what work could be completed by a third-party provider or be outsourced. Some of the areas for consideration within most casinos on a temporary or permanent basis are: accounting/payroll, PBX, IT, administration, elements of marketing/promotions, data analysis, elements of human resources, cleaning and preventative maintenance.

Determine areas that are the best fit for temporary outside services such as: box office/ticket sales, event set-up/breakdown, ushers, valet, exterior casino cleaning and engineering.

Consider cross-training existing staff for critical positions. Great staff members can be great in other areas.

Largest Areas of Opportunity That Can Reduce Staffing Requirements

Adjust the Style of Service of Amenity Outlets

Reassess style of service, operational systems, processes, steps to service, and integration and involvement of customers in some processes. Convert to simpler, smaller menus. Determine which food and beverage and other amenity outlets truly need to be full-service and which ones can be converted to more casual service.

Customers are now more used to casual service and quick service options. Ask the players of highest value what they want. Test conversions one outlet at a time and track the results by player to see if what the valued players tell you is true.

Full-service and casual service models have developed remarkably similar price points over time. This has resulted in even lower profit levels of the more labor-intensive full-service restaurants. Full-service dining should come at a higher menu price premium over quick service outlets. This is the time to install price differentiation between quick/casual service and full-service outlet menu pricing.

Add Technology

Use technology versus touches. The world is now acclimated to more touchless processes. Eliminate lines where possible. Give guests the capability to perform many operations themselves via kiosks, mobile apps, slot station interaction, online and email.

Install more technology including electronic ordering (handheld POS by staff and mobile app ordering by customers), electronic payment, customer pickup or use food runners for delivery.

Consider reducing or eliminating the use of cash by allowing money to be loaded onto players cards via electronic transfer at kiosks within the casino. Use cashiers and cage personnel only for large transactions. Consider chip redemption kiosks.

Track All Activity of Amenity Customers

Determine who the dining customers are. Do they represent positive revenues for the property via gaming and other activities or are they dining-only customers who cost the casino money and use resources such as parking and seating space that



could be better used to support valued players? Track all activities including non-gaming transactions. Players cards are already used for point redemption – require players card use for all activities. This can be facilitated by incentivizing the use of cards for each transaction via tiered player discounts, earning points for each activity or simply being required for electronic transactions to speed up processes by using autofill from the player's profile. Require players cards for reservations, preferred seating and, express lines based upon tier level. Consider utilizing a magnetic strip or embedded chip in players cards to allow quick swipe/tap processes.

Cost Savings of Staffing Reduction: Calculations

For every staff position eliminated:

2 shifts (8-hour shifts) = 16 hours daily @ $13 per hour (average rate differs between properties) = $208 daily

$208 daily wages x 365 days in a year = $75,920 salary before benefits

40% employee benefits (approximate costs of all benefits) = $30,368

Total annual cost of a 2-shift position ($75,920 +$30,368) = **$106,288** (annual staffing expense for one position)

For every 10 staff positions reduced casino wide the savings can exceed $1 million annually.

Outsource Staff, Functions and Production

Outsource staff functions in areas that least affect guest experience interaction. Production of many food products can be outsourced. Products can still be produced using the chef's proprietary recipes but made by an offsite supplier/commissary. Consider using existing products available from suppliers and simply modifying these products slightly to customize them; for example: soups, sauces and salad dressings. This does not mean a reduction of quality or the conversion to frozen, canned or dried mix products. This can still be a fresh chilled product program.



Look at repetitious labor-intensive production such as vegetable preparation to determine what items can be purchased already prepared. For larger properties, shift all production that is not outsourced to one central commissary kitchen. Eliminate all back of the house prep in individual outlet kitchens. Line cooks should only be performing the final cooking steps of: broiling, grilling, frying, sautéing, deep-frying, plating and not acting as prep cooks. Reduction of staff in these areas will allow increasing wages for talented cooks and offering higher pay rates than the competition.

Physical Layout and Design Changes

Simply improving layout and minimizing steps, process and procedure can easily reduce staffing by a few staff members in outlets. Calculate the steps and distances required for each action element of service. Often, simply changing locations of supplies and combining steps can improve this process. Small remodels and adjusted layouts can provide a substantial impact and reduce labor requirements.

Today's Staffing Shortage: Crisis or Opportunity?

Clearly both. There is no better time to make changes that make sense for your customers and your business. Whether the changes you make are temporary adjustments based on staffing conditions or permanent changes, there are a large number of opportunities available. Outlets with reduced processes can always be expanded in the future if staff becomes available and it makes business sense. Discovering new ways to dramatically change the processes and create savings to produce the same revenues will require a detached outside business perspective and input for multiple resources without relying solely on the operators who are close to their daily business and acclimated to current processes. ♣

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Rebuilding the Workforce in the Post-Pandemic Environment

by Thomas Dullien

COVID-19 has changed the recruiting game. Obviously, this is an understatement, because it has changed the entire business world and the way we think about it. When the pandemic struck, most of the HR offices, cut to the lowest staffing levels imaginable, were busy with furloughs and lay-offs. This was followed rapidly by processing and auditing more employment development department claims than ever. In between, HR maintained benefits processing. Thanks to the remarkable generosity of almost all tribes, many laid-off workers continued to receive health care benefits.

During this frenzy, HR tried to imagine how it would be when things would return to normal. While many operations frantically tried to hire back their laid-off talent and loyal fellow employees, one thing became clear. Our industry truly turned volatile, uncertain, complex and ambiguous (VUCA) in almost every aspect during the pandemic. Many had read about VUCA before Covid-19, and then they were experiencing it.

When Rolling Hills Casino & Resort reopened for business, we almost immediately reached peak levels and couldn't rehire/hire fast enough to keep up with the volatility. But not all former employees decided to return. Several former employees either decided to stay home or they took their job back only to quit rather abruptly and to accept a higher paying job with the competition. HR became uncertain about the cause-and-effect relationship, and we started to get very creative with hiring bonuses, referral bonuses, increased wages, company paid health benefits, etc. But even that did not change the fact that we couldn't hire quickly enough, and did not connect with the needed talent.

The complexity of possible reasons has reached levels that don't even allow us to isolate one, two, or three main reasons why former employees decided to stay away. Yes, the federal stimulus package played a role, but there seemed to much more behind it.

The present volatility, uncertainty and complexity of issues has created an ambiguity with and for employees that also translated into the recruiting and talent acquisition process. With lots of talent on the market right now, finding people to fill roles should be easy. That, as we know, is not the case.

In the recruitment process, HR has one end goal: to find, hire and retain the most appropriate person for the role. To get there, it starts with the request and collection of applications. The ratio of applications to hired candidate allows insights on how successful the hiring process is. Receiving too many applications means we are wasting time and effort sifting through unsuitable resumes. Too few applications and we may not have the skills or talent needed for the open position.

So, we must ask:

- Are we an employer of choice?
- If we are not an employer of choice, are our job ads targeted enough?
- Are job ads reaching and engaging the correct audience?
- Do we need to improve our employer branding?
- Do we know and access our most effective talent sourcing channels?
- Do we need to revisit our sourcing methods to identify and focus on the talent needed?
- Is there enough clarity about the most needed competencies?
- Do job listings need to be open for a longer period?
- Is the application form too long? Is it mobile optimized?
- Are we providing a seamless and easy candidate experience?
- Are we hiring workers or are we hiring dedicated supporters of our culture and values?

These are changing times. Our organization's metrics differ from the benchmark we set up even two years ago.

The most severe damage of the pandemic is the collapse of personal social relations. Social relationships refer to existing associations between family members, friends, neighbors, co-workers, and other associates. The quality of social relationships is impacted by positive aspects such as emotional support from others, and negative aspects such as conflict and stress. Social relationship scientists often emphasize that comfortable, relaxed, and easy social relationships are important in a person's life and have a great impact on health, affecting behavioral, psychosocial, and physiological states. Our industry is based on positive and supportive relations between co-workers, guests, players, customers, and vendors. COVID-19 significantly reduced, and in some cases eradicated, social contact for a long period of time. The main component of social interaction is communication. Communication brings trust and a sense of purpose to teams to carry an organization through

uncertain and volatile times. As businesses recover and look to hire back the talent that's been lost, there will be a fierce race for talent. But if leaders are to survive the next wave of economic challenges, and thrive in the future of work, they must put people at the heart of their strategy.

It is said that the value of business is "to do no harm." This will no longer do. The following is a look at the impact of the pandemic on the various generations:

- The Baby Boomers had hoped to add a few more years of earnings to their retirement account. They were the second group to be laid-off and least likely to be hired back. Many have resigned to the fact that they are no longer needed and dropped out of the job seeking force.

- The Millenia Generation had waited for recognition and promotions several years before the pandemic, but the Baby Boomers occupied many positions. Now, it is their time to offer high levels of competencies to the highest bidder. They have been trained to understand that it is money first, and loyalty second, maybe even third.

- Generation Z just got hired for their first job and they were the first to be fired, furloughed or laid-off. They will remember this for a lifetime and it may be difficult for them to find trust in the workplace again.

Who can blame many in these groups if they figure out that between unemployment and additional funds and protection of the Cares Act (with FPUC and rental protection) it is financially savvy to stay at home?

How do we prepare for a future-focused hiring strategy now? Few industries have been left untouched by the economic fallout of this pandemic. We know the implications are felt at all levels of an organization. Regardless of where you're hiring currently, a recruitment strategy is a necessary component of rebuilding your workforce.

The days when it was sufficient for businesses "to do no harm" are gone. It is already noticeable that those organizations, that can articulate and capture candidates with their clearly stated values, are richly rewarded with great talent. What are the values that your business will generate?

The workforce now expects that businesses create distinct, and wide- reaching values. Those values will give the work environment and its employees a sense of purpose, meaning and belonging. These three components must be clearly recognizable in every aspect of recruiting and onboarding efforts. It should not come as a surprise that particularly the younger generation is looking for meaningful work that makes a difference in their life and the community around them. Money will be dished out freely for a while, but what creates loyalty and dedication will be a well branded, nurturing, and holistic organizational culture. As we turn to smart technology and AI driven interview solutions that reduce the selection time and eliminate biased interviews, we should use that time wisely to expand our knowledge about searching for candidates' soft skills and showcase those who always give us the competitive edge – our people.

The approach should be multi-fold:

1. Nurture and engage with employees and candidates to keep them valued and interested.
2. Study and understand all of the resources needed for the future of your workforce.
3. Create a seamless process that delivers an exceptional candidate experience.
4. Explore your organization's HR tech systems for its highest possible efficiency.
5. Constantly evaluate and improve agile interviewing and assessment solutions.
6. Don't forget communication. ♣

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Managing Customer Expectations in 2021

by Andrew Klebanow

With approximately sixty percent of the U.S. adult population now vaccinated, many states and tribal gaming authorities have begun to ease restrictions on casino and restaurant capacity. While the pace of the casino industry's return to normal operations has in large part been determined by state and local health officials, casinos within the same jurisdiction or narrow trade areas have moved at their own pace, with different properties lifting some restrictions while leaving others in place.

A survey of tribal casinos in five western states conducted in May of 2021 revealed that individual tribes were moving at a slow and deliberate pace while some commercial operators, notably in Nevada, were moving more aggressively to return their properties to full capacity. This study also revealed that certain operational and marketing practices adopted by operators early in the pandemic will remain in place even after health and safety protocols are relaxed. The challenge for all tribal casino operators will be to effectively communicate to their employees and customers why some policies will remain while others are lifted.

Las Vegas and the Promise of High Expectations

The pace at which Las Vegas casinos are lifting restrictions may pose an additional problem to tribal casinos with unrealistic expectations. While Las Vegas' casinos do not necessarily compete directly with tribal casinos, a percentage of gaming customers from across the U.S. do vacation there. Those customers that recently visited Las Vegas or intend to so in the coming months will experience decidedly different health and safety protocols, ones that are far more liberal than what they may experience in their home markets.

As of June 1, the Nevada Gaming Control Board rescinded all Covid-19 mitigation protocols. Customers are no longer required to wear masks; plexiglass shields have for the most part been removed; and limits on casino capacity have been lifted. Showrooms are expected to reopen in the next several weeks as are many other non-gaming amenities. Nevada was also one of the few jurisdictions that did not impose any restrictions on smoking in casinos during the Governor's Emergency Directive.

As customers experience these new post-pandemic gaming environments when they visit Las Vegas, they will return to their home markets, and faced with a variety of restrictions, ask why their favorite local casino still operates under these constraints on behavior. Managing those expectations will be a challenge for all regional casino operators.

Mask Mandates

In May, the Centers for Disease Control advised that people who are fully vaccinated will no longer need to wear a mask while indoors. This placed casinos and other businesses that operated with mask restrictions in the onerous position of either enforcing pre-existing mask mandates or allowing customers to enter their casinos without masks.

In the recent survey, most tribal casinos chose to continue to maintain mask mandates while only a few lifted them. These rules varied not only by state, but also by tribe. For example, in the State of Washington, you can enter one casino where mask mandates and temperature checks are still in effect, then drive ten miles to another casino where mask mandates are no longer required.

Explaining why a certain casino requires masks while another one nearby does not will fall to casino floor personnel, primarily security officers that screen incoming patrons. In addition, patrons often remove masks while smoking, which then requires further policing of customer behavior on the casino floor. Invariably, customers will cite the more relaxed policies at Nevada casinos or even properties within the local trade area as reasons why they should be permitted to go maskless.

Buffet Dining

The pandemic required casinos across the country to close their buffets. While buffets had long served as a tool to attract customers, they were also notoriously expensive to operate. What many casino operators discovered was that, with their buffets closed, food and beverage profitability soared. Most tribal casinos have yet to restart their buffets and many operators are seriously evaluating re-purposing their buffets into other dining concepts. Customers whose primary reason to visit a casino was to gamble came despite buffets being closed, and this new food and beverage strategy positively impacted the bottom line. Once again, Las Vegas is creating an expectation among visitors as their buffets are now reopening, albeit at higher prices. As the Las Vegas buffets reopen, customers will ask why the buffet at their hometown casino has not reopened.

Smoking Policies

Of all the policies implemented at many of the nation's tribal casinos, prohibitions on smoking have probably been the most contentious. Tribes implemented these policies in order to allow for the effective enforcement of mask policies and to reduce the spread of Covid-19. Most customers understood the reasons for the prohibition and accepted it. Casino operators

"Several tribal casinos, including some of the country's largest have already announced that they intend to remain smoke-free after the pandemic abates."

in turn began to appreciate how much cleaner their casinos appeared while non-smoking customers also welcomed the fresher atmosphere. Several tribal casinos, including some of the country's largest have already announced that they intend to remain smoke-free after the pandemic abates. The pandemic allowed them to push smoking out the door and they made the decision not to let it back in. The challenge will be to explain to those customers who smoke why they will have to adhere to this policy after the pandemic recedes.

Challenges

Managing customer expectations as the pandemic abates will remain one of the greatest challenges in the casino industry. The pandemic forced managers to devise new strategies in order to protect the health and safety of their employees and customers. Many of those strategies had the unintended consequence of improving business operations.

Explaining to customers why some of those strategies will remain in place after the pandemic requires a cohesive communications plan and the input of human resources, marketing, and operations managers. Employees will have to be schooled in addressing customer concerns and explaining why certain policies will remain in place even as the pandemic recedes. Marketing in turn will have to communicate those policies to customers. Managing customer expectations will continue to be one of greatest challenges for casino operators for the remainder of 2021. ♣

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Risk and Vulnerability Assessment Data Analysis

Once the assessment has been completed, compiled information should be analyzed to determine the actions or changes required to address identified risks and vulnerabilities. The analysis should be focused on identifying the cause of adverse events, factors creating risk and the effectiveness of risk treatment. The analysis should identify individuals or groups associated with threat, control of risk, and/or impacted by risk. Identifying the source of risk and determining how adverse events can happen should be an element of the analysis.

The analysis should not only cover what might occur, but also determine when and where adverse events are likely to occur. Determining the likelihood and potential consequences of adverse events provides policy makers with valuable information upon which to make informed decisions.

The following risk analysis rating system matrix can be used to quantify identified risks, hazards, and critical incidents.

RISK ANALYSIS RATING SYSTEM

Impact of Risk				
	High (3)	Catastrophic impact, devastating loss The event has little chance of occurring.	Catastrophic impact, devastating loss Similar events have occurred in the past.	Catastrophic impact, devastating loss The event is expected to occur.
	Medium (2)	Serious/critical impact, significant loss The event has little chance of occurring.	Serious/critical impact, significant loss Similar events have occurred in the past.	Serious/critical impact, significant loss The event is expected to occur.
	Low (1)	Minor impact, some loss The event has little chance of occurring.	Minor impact, some loss Similar events have occurred in the past.	Minor impact, some loss The event is expected to occur.
		Low (1)	Medium (2)	High (3)

Probability of Risk

Consider conducting an analysis of the impact of identified potential critical incidents and disasters. Analyzing impact in the following areas can provide casino management with the information necessary to determine the proper course of action.

Human – physical and psychological harm to employees, patrons, visitors, and vendors.

Physical Asset – property loss and replacement costs.

Information – loss of confidential, proprietary, or personal information.

Financial – lost business from suspension of operations, loss of market share, lawsuits and legal costs, regulatory fines and penalties, overtime and unplanned costs related to event recovery.

Reputational – diminished safety confidence by patrons, employees, and the public.

Community/Societal – direct impact on the tribal community and indirect impact on the regional economy.

Environmental – damage to the health of the environment.

Presentations of Findings and Recommendations

The risk and vulnerability assessment process is complete only when the information gathered by the risk and vulnerability assessment team has been compiled into a complete and cogent document summarizing the team's findings and recommendations for presentation to management. A suggested outline for the presentation of this information should include an executive summary, identified risks and areas of vulnerability, recommended prevention and mitigation procedures, recommended response procedures, recommended continuity procedures, and recommended recovery procedures.

A risk and vulnerability assessment is usually conducted annually, in conjunction with the casino's critical incident response training presented to casino staff. If the training also involves practical exercises designed to refresh critical incident response, the risk and vulnerability assessment team can evaluate the effectiveness of various emergency response protocols and systems, such as communication and coordination processes. The risk and vulnerability assessment team should consider analyzing critical incidents that occur across the country, particularly those impacting gambling facilities, to cull lessons learned from the tragedies experienced by others.

Training casino security, compliance, risk management, and TGRA regulatory staff in risk assessment and vulnerability identification extends an annual process into a daily task of identifying conditions within and surrounding the casino that pose a hazard or danger. These hazards may be as seemingly mundane as equipment or gaming devices blocking back-of-the-house hallways preventing expedient evacuation, exterior kitchen doors propped open for fresh air, or burned-out parking lot bulbs creating dangerous areas at night. The observed risk may be disgruntled employees or patrons displaying troubling behavior.

An effective risk and vulnerability assessment process is both a responsible business practice and a commitment to safety patrons and employees expect. As Benjamin Franklin once said, "An ounce of prevention is worth a pound of cure." ♣

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Golf in Indian Country: *Oklahoma, Kansas and Missouri*

This month, *Indian Gaming* magazine features tribally owned golf properties in Oklahoma, Kansas and Missouri. Beautiful landscapes, challenging course designs and superb hospitality offer golf enthusiasts and beginners alike unique game play.

Cherokee Nation
Cherokee Hills Golf Club

Catoosa, OK
Hard Rock Hotel & Casino Tulsa
hardrockcasinotulsa.com/amenities/golf

Welcome to golf that truly rocks at Cherokee Hills Golf Club – a public golf course that illustrates the beauty of green country. An 18-hole course designed by renowned architect Perry Maxwell in 1924, the Cherokee Hills course is steeped in rich Oklahoma history. It was redesigned by Tripp Davis in 2004 and is a true challenge for the most accomplished golfer and the weekend player alike. Traverse tree-lined fairways, dramatic elevation changes, demanding bent grass greens, natural rock outcroppings and babbling brooks that offer an exceptional blend of aesthetics. Golf carts are equipped with GPS systems, making the course easy and smooth to navigate.



Ranked as one of Oklahoma's top public courses by *Golfweek* and *Oklahoma Magazine,* Cherokee Hills Golf Club is also known for the same exceptional guest service that Hard Rock Hotel & Casino Tulsa is known for. Jeff Jarrett serves as the course General Manager, with Matt Harris serving as



Head Golf Professional and John Carothers as Course Superintendent. A variety of award-winning gaming, live music, restaurants and even hotel reservation packages are available to golfers before and after the 18 holes at Hard Rock Tulsa. One Star Rewards members are also eligible to receive special discounted rates.

The meeting space and veranda at Cherokee Hills Golf Club overlooks the beautiful course offering picturesque views. It is a perfect space for golf groups, meetings, banquets and wedding receptions. Golfers can also enjoy a scenic bite at the turn at the Champions Grill where a full breakfast, lunch and dinner menu is available. Businesses and organizations even have the opportunity to host their own custom tournament at Cherokee Hills, which includes access to the entire 18-hole green, practice facility, professional scoring of the event, professional cart sign and scorecards, member pricing inside the Pro Shop, return play discount cards and player assistance loading bags. Information on memberships, rates, times and a virtual course tour is available anytime online.

Cherokee Nation
Cherokee Springs Golf Club

Tahlequah, OK
Cherokee Casino Tahlequah
cherokeecasino.com/tahlequah/amenities/golf



Cherokee Springs Golf Club is nestled in the heart of Cherokee Nation's capital city of Tahlequah, OK. Designed by Burel Berry, the 18-hole championship golf course opened in 1989 and boasts scenic views and tree-lined fairways that draw in thousands of golf enthusiasts each year.

Purchased in 2011 by Cherokee Nation, the course features 6,814 yards of play from the longest tees for a par of 72.



The challenging course offers bent grass greens for yearlong play and new electric golf carts were added in 2020 with integrated GPS that enhance the guest experience and provide calculated yardage to each green.

Guests will enjoy top-tier amenities when they play at Cherokee Springs Golf Club, including an on-site restaurant with expanded breakfast and lunch menus, a premier driving range and practice facilities, and a pro-shop offering the latest in golf equipment and unmatched customer service.

Golf enthusiasts won't want to miss the fan-favorite, par-5 on the 14th hole, that boasts a 200-yard, uphill stretch on the second shot to the green, where guests enjoy a scenic view of the city of Tahlequah and the Northeastern State University campus.

Cherokee Springs Golf Club is home to several tournament fundraisers, including the iconic four-day Cherokee National Holiday tournament, Kelly B. Todd Memorial and Cherokee Nation One Fire tournament.

Less than a mile from the course is the Cherokee Springs Plaza, which features additional dining, entertainment and lodging amenities, including the Cherokee Casino Tahlequah. With more than 500 of the latest and exciting e-games, live entertainment at Ancient Oak Tavern and Cherokee County's best steak at the White Wolf Steakhouse, there's something for everyone. The property also includes 33,000 sq. ft. of convention and meeting space at the Chota Conference Center to accommodate large-scale events up to 1,000 guests.

Citizen Potawatomi Nation
FireLake Golf Course

Shawnee, OK

FireLake Casino (.5 miles away), Grand Casino Hotel Resort (10 miles away)

firelakegolf.com

According to the National Golf Foundation, more people played rounds of golf in 2020 than the year before, despite the coronavirus pandemic and the initial decrease it caused in the spring. FireLake Golf Course saw its numbers increase and celebrated its best year ever since opening in 1983. Many new patrons have added FireLake to their list of favorite courses for the value and location near the Grand Casino Hotel & Resort, FireLake Entertainment Center, convenience stores and more.



Compared to 2019, FireLake saw an increase of 4,000 rounds in fiscal year 2020. Following a multiyear renovation in 2015-17 under the direction of Superintendent Derron Day and Course Director Chris Chesser, FireLake's 6,335 yards in length are ready for golfers of all skill levels and experience on its 18-hole public course. Returning customers have commented on the changes and called it a "hidden gem," located 45-minutes from the Oklahoma City metro.



Its tight fairways are lined by native grass and old growth pecan orchards, while water hazards come into play on 14 of the 18 holes. There are eight beautiful lakes and a natural creek that run through the middle of the course, while the Champion Bermuda makes for competitive hole placements on greens that are an average of 5,000 sq. ft. Originally built in 1983, FireLake maintains a 71.1 course rating.

FireLake also boasts a driving range, putting and chipping greens, a fully equipped pro shop, and banquet and dining facilities for customers and events. With plenty of to-go options such as hot dogs, hamburgers and daily lunch specials, patrons can grab a bite to eat at the clubhouse grill before hitting the back nine. The kitchen also hosted several carryout-only dinners for two throughout 2020, serving Italian, German, comfort food and other cuisines, which will continue throughout 2021.

FireLake Golf Course is not only about golf though. The pecan orchards and clubhouse event space are often used for weddings and other large events, such as high school reunions, graduations and even work conferences.

The golf course's website offers the daily weather, contact information to book a tee time, a downloadable course map, digital course tour, grill menu, and directions.

Peoria Tribe of Indians of Oklahoma
Peoria Ridge Golf Course

Miami, OK

Buffalo Run Casino (2.5 miles away)

peoriaridge.com

Peoria Ridge Golf Course is an 18-hole championship golf course owned by the Peoria Tribe of Indians of Oklahoma. The course was designed by Bland Pittman who also designed Battle Creek Golf Club and Bailey Ranch Golf Club, both located in the Tulsa Metro area. Construction began in September of 1998, and the course opened all 18 holes in the





spring of 2000. The course features five sets of tee boxes ranging from 7,000 yards to 5,000 yards, which accommodates the skill level of any golfer. Course Superintendent, Milton Hale, is appreciated by all guests when they tee it high on Bermuda teeing grounds and look out over Bermuda fairways outlined with Native Fescue grass and approach Bent grass greens.

Austin Shipman the Golf Course Manager and the Pro Shop staff are able to provide each guest with all of the essential equipment, apparel, and knowledge to not only play the part, but look the part as well. Peoria Ridge has a first-class practice facility with a driving range, putting and chipping greens.

The golf course hosts over 100 events, tournaments, and banquets each year, as well as accommodate the needs of nearly 300 members. Large groups enjoy the 2,500 sq. ft. banquet room where 125 guests can comfortably be seated while they enjoy scoring, birthday parties, weddings, and much more. Meals are prepped for this event by the top of the line Buffalo Run Casino culinary staff. Smaller groups will enjoy the Bar and Grill area where 25 guests can be seated while they wait for the last group to finish. The Bar and Grill is just a step away from the 150 ft. long patio, which overlooks a beautiful sunset view of the 18th green. Peoria Ridge Golf Course is truly a hidden gem of Northeast Oklahoma.

Prairie Band Potawatomi Nation
Firekeeper Golf Course

Mayetta, KS

Prairie Band Casino & Resort (.7 miles away)

firekeepergolf.com

The Firekeeper Golf Course at Prairie Band Casino & Resort, which opened in 2011, was named Kansas' #1 course you can play by *Golfweek*, and for good reason – 18 holes sprawl across acres of beautiful, rolling plains, with fescue rough and firm, fast greens. There's little doubt that course designers appreciate the land they were given, as they pay homage to it at every turn, with one of the most scenic layouts on the Great Plains.

The signature architect on the venture was Notah Begay III, himself a Native American. But, it was his co-designer, industry veteran Jeff Brauer, who did much of the preliminary work and day-to-day observation and execution. Brauer and Begay allowed the site to speak for itself.





While designing, Brauer found a notch of a tree clearing, which he later learned had been done in 1947, and which had been regretted ever since. Brauer proposed a short par-4 using that notch as a hazard, in an effort to use every natural feature available. The designers moved very little earth and used the surrounding landforms as guides in their shaping, trying to match the rolling hills of Kansas.

The appeal of Firekeeper is that unlike golf courses that are designed to build with houses, it is free of residential bustle. Tees are close to the last green, and the routing is easy to follow. At Firekeeper you hear and see all that nature has to offer. Firekeeper opens with seven holes in the prairie and finishes with eleven holes of natural Kansas creeks, rolling hills, and trees. Firekeeper has no weak holes, and you can comfortably hit a driver off almost every tee. Potential signature holes include the long 5-par fourth hole, which measures six hundred and twenty-five yards and has a huge fairway bunker you must avoid off the tee and a massive mounded green bordered by sand. Hole number nine is a long par-4, which resembles the eighteenth at Augusta National and will play uphill into a south breeze. It's usually easy to pick a signature hole, but there are many candidates at Firekeeper. The eighteenth is a fabulous par-4 that boasts a double fairway and offers a shortcut for the gambler. But players can choose their favorite and debate the topic over a cold beer in a rocking chair on the patio. The clubhouse patio boasts a fire pit and western view, the perfect place to watch a Kansas sunset.

In building the Firekeeper Golf team, the General Manager, Head Professional, Randy Towner has put together one of the most diverse golf staffs. In a sport that largely lacks minority presence, his staff ranges from a military veteran, a Native American PGA Professional from the Osage Tribe, a Korean LPGA woman and an associate golf professional of Native and African American descent. In building his staff, his main objective in mind was to hire happy people.

Firekeeper Golf course is well worth your drive. Firekeeper is the only resort course in the Heartland ranked in the top 100 resort courses in America. Located across the street is the newly remodeled Prairie Band Hotel and Casino, which offers great stay and play packages.

On your next trip to Kansas, be sure to stop by Firekeeper and play the perfect course no matter your skill level. Play 7,500 yards from the longest tees or as short as 4,500 yards from the forward tees. The natural bentgrass, scenic fairways and greens with fescue rough will ignite your spirit.



Quapaw Nation of Oklahoma
Eagle Creek Golf Club

Joplin, MO
Downstream Casino & Resort (2.8 miles away)
downstreamcasino.com/golf

Eagle Creek Golf Club is a public golf course featuring an 18-hole championship course filled with luscious Bermuda fairways, pristine greens and is surrounded by tall trees that give each player the relaxing and peaceful environment to truly enjoy the game. With over 6,700 yards, the par-71 course opened in 1980 and was designed by Donald Sechrest. It is located in the heart of the beautiful community of Loma Linda, right off of Interstate 44. The full pro-shop allows players to rent carts, clubs, purchase apparel and chat with golf professionals to ensure they are getting the most from their game. After enjoying a round of golf, players can have drinks and lunch at the Bar & Grill.

There are shuttle services available from Downstream Casino & Resort, which is conveniently located 7 minutes away. Players can also enjoy "stay and play" packages booked through the resort, which allow for a unique experience for every player. Downstream Casino & Resort "Q-Club" members receive a discounted rate based on their card level, and



Quapaw Nation members always receive a discounted rate.

As quoted in *Missouri Golf Tour,* "Overall, Eagle Creek Golf Club is a resort style and quality course. It is so nice, it could be considered a destination course."

Make Northeast Oklahoma a destination stop and plan a weekend at Downstream Casino & Resort and see the numerous amenities that Eagle Creek Golf Club has to offer and play a round of golf on this sensational course. It's a golf experience like no other. ♣



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Northwest Indian Gaming Conference & Expo

August 30–September 1, 2021
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The Washington Indian Gaming Association is pleased to announce a change to the format of the Northwest Indian Gaming Conference & Expo, originally planned virtual experience June 22 – 23 to a live, IN-PERSON SHOW in August.

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Tachi-Yokut Tribe Unveils Newly Renovated Sequoia Inn



The Tachi-Yokut Tribe recently held a ribbon cutting ceremony to unveil the newly renovated Sequoia Inn. Tribal Chairman Leo Sisco and Tachi Palace General Manager Micheal Olujic had the honor of cutting the ribbon, along with other Tribal Council members and Sequoia Inn associates.

The Sequoia Inn was first opened in 1997 and was purchased by the Tachi-Yokut Tribe in 2005. It is conveniently located off CA-198, and about 15 minutes north of Tachi Palace Casino Resort.

These improvements mark the first full renovation of the hotel since 2011. Each of the 56 rooms have been redecorated with fresh carpet, paint and new, stylish wood furniture. Flat screen 56-inch televisions, as well as state-of-the-art alarm clocks with USB charging ports have also been added to every room. Other in-room amenities include refrigerators, microwaves and coffee makers. Lighting has been added inside and outside of the property, and the front desk reception area has also been revamped.

"We are proud to celebrate the renewal of The Sequoia Inn," said Tribal Chairman Sisco. "The timing of this reopening is perfect – as travel resumes, we know our patrons and other guests will thoroughly enjoy their stay at this beautiful property."

The pet-friendly, non-smoking Sequoia Inn offers free parking, free internet, as well as complimentary coffee to all guests. The hotel also features an outdoor pool and spa, exercise room, conference room, and coin operated laundry facilities.

Catawba Nation Celebrates Opening of Catawba Two Kings Casino Pre-Launch Facility



The Catawba Two Kings Casino pre-launch facility in Kings Mountain recently opened to the public after Catawba Nation Chief Bill Harris cut a ceremonial ribbon with tribal, local and state government leaders. The 500-slot temporary facility was built in only four months using prefabricated modular structures on part of a 17-acre site just off Interstate 85, about 35 miles west of Charlotte. The facility, which will be open 24 hours daily, is providing an initial opportunity for patrons in the Charlotte region and beyond to game with limited food and beverage services and other guest amenities.

For the Catawba Nation, the opening represented the culmination of three decades of seeking to finally benefit from the federal service area of six North Carolina counties, including Cleveland County, that it was assigned by Congress in 1993 to recognize the tribe's aboriginal and historical ties to the state.

"Catawba Two Kings Casino represents the righting of a historical wrong for the Catawba Nation," said Chief Bill Harris. "But it is also so much more. It represents a prosperous future and renewed kinship between the Catawba Nation and the many communities that now occupy Catawba ancestral lands, including Kings Mountain, Cleveland County, and the State of North Carolina."

"For many of us, it represents a bright future – a future with more jobs and educational opportunities," said Chief Harris. We are thankful for the relationships that have been created in each community, for our partnerships with Delaware North and SkyBoat Gaming, and for the invaluable leadership that came from local officials in making this project a reality."

Harris was joined at the ribbon cutting by Catawba Assistant Chief Jason Harris, Catawba Council members and Catawba Gaming Commission officials, state and local government officials and representatives of Delaware North, the Catawba's consultant on the casino project, and SkyBoat Gaming, its developer.

"What an exciting day it is to finally get this entertainment complex open," Scott Neisler, Mayor of Kings Mountain. "It brings so many positive aspects to our community – job creation, new housing opportunities, support for the Catawba Nation, and a significant economic impact to our community for years to come."

About 250 people, including a significant number of Catawba Nation members, are employed at the pre-launch facility. It also created construction jobs in the region, with more to come when construction begins on an introductory phase of the $273 million full casino resort.

"This new entertainment facility is another step in creating jobs and economic benefits by making Cleveland County a destination for people throughout the Charlotte region and beyond," said Johnny Hutchins, Cleveland County Commissioner. "We thank the Catawba Nation and its partners for seeing this through and look forward to the casino resort's continued development."

Construction on the introductory phase, which will be part of the permanent casino and feature an additional 1,300 slot machines, restaurants and other amenities, is expected to begin by year's end and will take about a year to complete. The full casino resort project is expected to create 2,600 permanent jobs at full build-out and thousands of construction jobs in the region.

"Delaware North is incredibly proud of our partnership with the Catawba Nation," said Lou Jacobs, CEO of Delaware North, the project consultant. "Two Kings will be a world-class destination for hospitality and entertainment, as well as an enduring driver of economic opportunity for the region. We are grateful to everyone in Kings Mountain, Cleveland County and the State of North Carolina who helped to make this ribbon cutting possible."

The Catawba Nation's Tribal-State Compact with the State of North Carolina will allow the state to share in revenues generated by the new casino. The U.S. Department of the Interior's approval of the compact earlier this year allows the Catawba to conduct Class III gaming, including operating slot machines and table games.

In March 2020, the U.S. Department of the Interior, following a thorough, years-long review, took 17 acres of land into trust status in Cleveland County, NC for the Catawba Nation. The action recognized the Catawba Nation's historical and ancestral ties to its aboriginal lands throughout North Carolina, as evidenced by names such as Catawba County and Catawba College, as well as in the six counties, including Cleveland County, specifically identified by Congress as part of the Catawba's service area. The compact with North Carolina acknowledges this connection to North Carolina as well.

In addition to creating revenue for the State of North Carolina, the casino will help support an education fund that will benefit environmental conservation, provide educational support for members of federal and state-recognized tribes, support local communities on economic development initiatives and foster employment opportunities on or near Catawba lands.

Osage Casinos Breaks Ground on Two New Properties

Osage Casinos recently broke ground on two new casino and hotel properties in Pawhuska and Bartlesville. Plans have been underway for nearly eight years. The Osage Nation applied with the U.S. Interior Department in 2014 to transfer the Bartlesville property into a federal trust for use in gaming, followed by Pawhuska.



"We received approval for both applications last summer and immediately got to work on adjusting the scope of the properties to accommodate today's construction costs," said Byron Bighorse, CEO of Osage Casinos. "Demand in both markets continues to rise, and I am proud that we worked together as an enterprise to see this come to fruition."

Details of the Pawhuska casino include: 60 acres with 250 electronic games; 3,675 sq. ft. of meeting space; 47-room hotel; pool and hot tub area, and a fitness center.

Details of the Bartlesville casino include: 125 acres with 500 electronic games; 10,560 sq. ft. of meeting space; full service catering; 86 luxury hotel rooms with 15 suites; pool and hot tub area, patio and fitness Center

Expected completion of both locations is Fall 2022.

Harrah's Cherokee to Complete $250 Million Expansion Project Fall 2021



Harrah's Cherokee Casino Resort in Cherokee, NC is set to complete its four-year expansion project this fall. The $250 million development, which broke ground June 2018, includes a brand new 725-room hotel tower, 83,000 sq. ft. convention space, new food and beverage offerings, and more.

"We are thrilled to see this project come to completion and to be able to offer our guests new amenities and offerings," said Brooks Robinson, Regional Senior Vice President & General Manger of Harrah's Cherokee Casinos. "This expansion has been an integral component to our property and community's growth and helps us further show that Harrah's Cherokee Casino Resort is truly a destination that is unlike any other in the Carolinas. We look forward to welcoming both new and returning visitors to see the results of this project."

The Cherokee at Harrah's Cherokee Resort will become the resort's fourth hotel tower. The Cherokee will begin welcoming guests this fall. Located adjacent to the brand-new convention center, the 19-story tower will feature 725 rooms and seven suites with a design concept rooted in earth tones with accents of burnt sienna, golden hues and charcoal gray along with a mix of eucalyptus and walnut woods.

Setting a new standard of luxury, the dramatic aesthetic begins upon arrival in the two-story, open-air lobby. Guests are welcomed by a 30 ft. registration desk made of onyx stone that sits in front of a custom walnut slatted wood design, lit to create an abstract representation of the Smoky Mountains. A 50-seat lobby bar and lounge is highlighted by a sky blue marble wall lined with cascading bottles of wine.

Located on the second floor is the tower's terrace pool, which features sweeping views of the mountains as well as the fitness center. Offering a private entrance to the pool are two exclusive 800 sq. ft. hospitality suites complete with full kitchens.

The resort will also open a brand new 83,000 sq. ft. meetings and conventions space this fall, more than tripling the current rentable convention space at Harrah's Cherokee. The three-level expansion offers a variety of meeting spaces for both small and large groups, all with a one-of-a-kind mountain backdrop. Highlighted by a 32,000 sq. ft. ballroom, the Cherokee Convention Center also features a pre-function ballroom, 26 meeting spaces, exhibition hall, and more.

In addition to the expansion project, several new gaming amenities and food and beverage offerings have already debuted earlier this year, with additional openings to come over the following months.

Morongo Casino Resort & Spa To Open New Wahlburgers Location



Morongo Casino Resort & Spa recently announced that it will open a new Wahlburgers casual dining restaurant location to the general public on July 23, 2021.

"We are thrilled to welcome Wahlburgers, which will make Morongo the only tribal casino in the nation to be offering the Wahlburgers amazing menu and hospitality to our guests," said Richard St. Jean, Morongo's Chief Operating Officer. "The Wahlburgers name is synonymous with good times, exceptional food and unparalleled service and that's what we here at Morongo strive for every single day."

Exclusive to this venue, the restaurant will feature an expansive 30-ft. LED video wall for guests to cheer on their favorite sports teams while enjoying their meals along with a dedicated stage for hosting live music.

"My goal for Wahlburgers has always been to have simple and delicious food inspired by my upbringing complemented by top-notch hospitality. We're proud to bring our restaurant experience to Morongo Casino Resort & Spa," said Chef Paul Wahlberg.

The popular casual dining concept founded by brothers Mark, Donnie, and Executive Chef Paul Wahlberg will feature a chef-inspired menu that emphasizes made-to-order, high-quality, delicious food inspired by family favorite recipes. It will be open daily for lunch and dinner.

Red Hawk Casino Breaks Ground on 150-Room Hotel



The Shingle Springs Band of Miwok Indians and Red Hawk Casino recently held a groundbreaking ceremony that kicked off construction on the Red Hawk Casino hotel. The hotel groundbreaking launches the first physical expansion of Red Hawk Casino since its opening in December 2008.

The Shingle Springs Band of Miwok Indians Chairwoman Regina Cuellar was joined by the Tribal Council, the Gaming Authority Board, along with the Gaming Commissioners and executive team at Red Hawk Casino.

"Today marks a long-awaited day for the tribe, as we break ground on our highly anticipated hotel," said Chairwoman Cuellar. "This expansion brings additional economic benefits to the tribe and the community of El Dorado County. It has been the tribe's mission to honor the past and celebrate the future, and the Red Hawk Casino hotel will be sure to do both."

The Red Hawk Casino hotel was developed and designed by Williams and Paddon Architects and Planners, and is being constructed by Level 10 Construction and Avanti Builders Inc. The nearly 120,000 sq. ft. hotel will feature five stories with 150 guest rooms, including 25 suites. Additionally, the Red Hawk Casino hotel will offer guests a stunning outdoor terrace with a pool, along with a fitness center. The hotel project is slated for completion by the fall of 2022 and will include modern designs with traditional tribal elements. The hotel will be joined to the casino and will offer sweeping views of the surrounding Sierra Nevada foothills.

"Casino guests and community members have inquired for years about a hotel at Red Hawk Casino," said Bryan deLugo, Red Hawk Casino CEO. "We are beyond thrilled to finally bring this project to fruition and look forward to offering additional first-class amenities to our guests and community members."

Tachi Palace Casino Resort's Coyote Entertainment Center Announces Grand Reopening

The Tachi-Yokut Tribe recently announced that the newly renovated Coyote Entertainment Center reopened to the public on July 2. The state-of-the-art entertainment center, located adjacent to Tachi Palace Casino Resort, first opened in November 2018 and features nearly 90,000 sq. ft. of family-friendly activities and fun including movie theaters, bowling, arcade and game stations, plus food and refreshment options.

"We took the time during the COVID shutdown to re-evaluate our offerings and made numerous improvements to the Coyote Entertainment Center," said Michael Olujic, General Manager of Tachi Palace Casino Resort. "We opened up the walls for better views, made greater use of the space, and added amenities that appeal to all ages including a new e-gaming area."

The newest addition to the Entertainment Center is the e-gaming area in the Ch'ox'l Eagle Lounge. Guests will have the opportunity to rent 20 types of various electronic devices and gaming consoles such as Xbox and more. The popular arcade also has been enlarged with the addition of the latest games and updated prizes.

The Red Bud Bar, formerly the billiards bar, has been refreshed with broader views and incorporates more than 10 big-screen televisions and other bar games, including darts and shuffleboard. Along with food and refreshment services, there



also is a dedicated area for a DJ or live acoustic band. The Tachi Lanes bowling alley featuring 30 lanes, six of which are semi-private, has been reconfigured to include an innovative, open snack bar area from which spectators can watch all the action.

The venue also is home to eight movie theaters at Palace Cinemas, with nearly 1,000 luxury seats, Christie Pure laser cinema projectors, and QSC Theater and Dolby Atmos cinema sound systems screening the latest releases. The concessions will include traditional offerings such as freshly popped popcorn, assorted candies, and beverages. ♣

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Based on the popular Maneki-neko, or Lucky Cat, Meow Meow Madness® Imperial 88 is a light-hearted and humorous theme designed for AGS' Orion Slant™ or Orion Upright™ slot cabinets. With four bonuses, including free games, hold and win, jackpot feature and cash bonus, there is plenty to delight and excite players. Six or more prize symbols initiate the hold and win feature and five initial spins are awarded. During the spins, players collect additional prize symbols including 2x, 10 and instant win. Three or more scatter bonus symbols trigger six free games. During the free games, all royal symbols are removed, leaving only major and bonus symbols. Other features may be triggered during free games.

This 4x5, 1,024 ways to win Asian-themed game is sure to keep your players entertained and in their seats.

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This 4x5, 1,024 ways to win will engage your players with non-stop excitement and numerous ways to win.

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The unmistakable fun of Buffalo combines with a new and exclusive instant hit feature in the all-new Buffalo Instant Hit!™ from Aristocrat Gaming™. This exciting Class III stepper game is available now and is only on the new Relm™ 5-reel cabinet.

Buffalo Instant Hit! has four exciting features that Buffalo fans and stepper players alike will enjoy. The new instant hit feature awards either cash-on-reel credits or wheel bonus. In the wheel feature, wheel spin awards credits or progressive jackpot. Wild multipliers give random multipliers, and the free games feature is true to Classic Buffalo with free spins and unlimited retriggers.

An SSP/SAP grand jackpot resets at $5,000, and an SAP major jackpot resets at $500, both based on 1-cent denomination play. Player-selectable denomination ranges are 1, 2, 5, and 10 cents. There is a 60-credit entry bet, and a 300-credit max bet.

Building on the success of the original Relm cabinet, the new Relm 5-reel is the perfect blend of nostalgic flare and next generation game play. Relm 5-reel was intricately designed with features that both attract and entertain, including a mechanical bell, high-def top glass and meter display, feature-driven edge lighting, protruding reel glass, retro chrome handle, denomination touch capability, and a mechanical button deck.



Instantly increase the excitement on your floor with Buffalo Instant Hit!

GAME OF THRONES KING'S LANDING™

In a world where dragons rule the reels, the epic slot story of Game of Thrones™ towers to larger-than-life heights in the heroic, new Game of Thrones King's Landing™ from Aristocrat Gaming™.

Aristocrat's Game of Thrones franchise is among the industry's most legendary, and this latest installment stands taller, ready to crown players with new thrills in an all-new game with an



easy-to-understand jackpot structure and intuitive game play.

Game of Thrones King's Landing is available exclusively on Aristocrat's industry-leading Neptune Double™ cabinet, and players will cheer as dragons soar up and down the stacked, curved 49-inch monitors in 4K visual splendor. State-of-the-art sound and a custom-designed, adjustable sound throne combine to create a game experience unlike any other.

Game of Thrones King's Landing is medium volatility with average feature frequency. Denominations range from 1-10 cents. Bonus features include Drogon High Fire Reels, a randomly triggered base game feature with wilds, credit prizes, and growing reels. The free games feature includes credit prize collection with growing reels, plus wild spin may randomly trigger growing reels between 7 and 14 positions high.

The new Red Keep Bonus gives players hold and spin with random dragon enhancements and jackpot opportunity, and Red Keep Jackpots offer four jackpot levels, with a SSP grand jackpot that starts at $10,000.

Bring the crowning achievement of Game of Thrones King's Landing to your kingdom.

Bluberi

Phone: (866) 843-4263
bluberi.com

COLLOSAL DRAGONS™

Bluberi makes a splash with Collosal Dragons™, the brand new and exciting 576-ways game, built entirely around the pure joy of playing. These larger-than-life fiery dragons are destined to become superstars as they spit out bonus after bonus. Glowing colors, exhilarating animations and impressive sounds will entertain players throughout exciting bonuses and free spins.



Wild symbols are the main attraction as they can lead to winning huge prizes, jackpots and the entrance ticket to the Dragon bonus. The screen could end up being loaded with prizes and jackpots and with luck, a grand wheel coin on reel 4 that could award the grand jackpot. Free spins are played with the first reel entirely wild, providing tons of winning opportunities. And on top of this, reels could suddenly expand to reach colossal heights and trigger stunning awards with up to 4,608 ways to win.

Enormous you say? No, they're even bigger. These are Colossal Dragons.

Everi

Phone: (512) 334-7500
everi.com
NIGA Booth #1041

MONSTERVERSE™

MonsterVerse™ is the newest series on the Empire DCX™ premium cabinet featuring Kong and Godzilla™ in earth



shattering 4K game play. Based on the shared fictional blockbuster, cinematic universe from Legendary Entertainment, MonsterVerse™ showcases the Monster Bet feature that dares players to bet big and play four arrays at once. The unique Godzilla lock-and-respin mechanic will keep players engaged as reels expand up to eight reels wide when landing a red Godzilla and all locked symbols are upgraded based on the player's bet when landing a blue Godzilla.

Gaming Arts

Phone: (702) 818-8943
gamingarts.com
NIGA Booth #941

LET'S SPIN™ SERIES

Gaming Arts will be launching its new Let's Spin™ games, including Let's Spin Vegas™ and Let's Spin™ at NIGA 2021. These games, along with many new 2021 releases, have been designed for the new Gaming Arts 49" portrait platform, the VertX™ Grand.

Let's Spin are fast-paced innovative new games that will bring out the true gambler in any player. Players are in for a thrilling ride coupled with exceptional entertainment and exciting wheel animations. These VertX games feature four levels of multipliers that are sure to thrill players as their winnings grow, spin by

spin. Additionally, Let's Spin games also provide a four-level progressive to further enhance the player experience along with many other exciting features.



Let's Spin features beautiful 4K artwork, theater quality sound and truly innovative new game mechanics where the player's win can be multiplied, over and over again, via the multi-step wheel feature. Sure to be a player favorite from coast-to-coast.

CYBER DRAGON™

Gaming Arts will be premiering its new Cyber Dragon™ game at NIGA 2021. This unique Class III game offers tremendous excitement as the player encounters the four Shijin Guardians as the free games progress. Cyber Dragon™ is a high volatility persistent style game with numerous features to entertain and retain players as they make their journey through the game. Cyber Dragon™ includes new innovative math models to entertain players while awarding players a multitude of features including a 4-level progressive, numerous free game opportunities, a fascinating wheel feature along with ever-increasing challenges for the player in their quest for the big win.



Perhaps the biggest eyecatcher for players is the truly unique art featuring exciting animations and incredible detail not only for its reel sets but it's incredible representation of the four Shijin Guardians. Cyber Dragon™ will be a unique and inspiring addition to any casino floor.

IGT

Phone: (702) 669-7777
igt.com
NIGA Booth #1341

BUBBLE BLAST LINK™

It's all about the bubbles with IGT's Bubble Blast Link™ video slots. Bubble Blast Link is an extension to IGT's multi-level progressive (MLP) product line and combines one of IGT's greatest waterfall mechanics with exciting opportunities to win prizes.

With each spin, credit prizes or mini or maxi bonus bubbles move up the screen. If a bubble lands on a "catcher," a player instantly wins that prize with repeat win options as it moves through the screen. A higher bet increases the chance of seeing the bonus while the credit prizes increase proportionally. Three or more coins trigger the MLP playoff feature, in which the player chooses bubbles to reveal credits, a mini or maxi bonus, or a coin. If the coin is revealed, the feature ends, but will spin to give the player one more chance to win a credit prize, mini or maxi bonus, or the major or grand jackpot. Two supporting Bubble Blast titles are available – Trials of Atlantis and Spells 'n Whistles – each with attractive themes that stand out with bright, colorful, and entertaining graphics and bonuses, special features, and game combinations.



This 4x5 game is available on IGT's impressive PeakSlant49™ and CrystalCurve™ cabinets.

FU TAO PEACH OF RICHES™

IGT's Fu Tao Peach of Riches™ video slots are ripe for player appeal with an intense focus on peach symbols in the base game, lucrative free games, and blackout pays at all bet levels.



An exciting feature is the gold peach respins where any full stack of peaches in the base game triggers all peaches and wilds on the screen to turn into gold peaches and the player is awarded a respin. The respins continue until no more gold peaches land and, at the end, every peach on the screen pays out. Other features include free games with frequent gold peach respin triggers, and jackpot and blackout pays awarded for a full screen of peaches at any point in the game (base game, free games, or during gold peach respins).

This 80-credit cost to cover game is available on IGT's CrystalCurve™, CrystalDual® 27, and CrystalSlant™ 32 cabinets.

Konami Gaming

Phone: (702) 616-1400
gaming.konami.com

MYSTICAL PEARL™



Shiny, coveted, and an instant classic, Konami Gaming, Inc.'s Mystical Pearl™ series is made for slot treasure seekers.

Featured on the all-new Dimension 27™ core cabinet, this undersea-themed linked progressive is focused on collecting simmering Pearl symbols, for a stay and spin bonus with grand jackpot potential. Any time throughout primary play or the free games, the hero character can randomly deliver additional Pearl symbols to the reels, increasing the odds of triggering the stay and spin feature. Any six or more Pearls will trigger the feature, where players have the chance to win random credit prizes, fixed minor or mini bonuses, the standalone major progressive, or the large, linked grand. Mystical Pearl has two compatible base game options: Mystical Pearl Mermaid™ and Mystical Pearl Neptune™.

Filled with an ocean of excitement and sounds that make a splash, Mystical Pearl is a perfect slot showcase across Dimension 27's three 27-inch monitors in ultra high-definition.

CHINA SHORES BOOSTED GREAT STACKS™



Players' favorite panda character has moved to a fresh new format on the award-winning Portrait cabinet. China Shores Boosted Great Stacks™ on Konami's flat-screen Dimension 49™ is made for flexibility, with customizable progressive resets and the option to configure as an integrated linked or standalone progressive series. For over a decade, players have seen China Shores™ brand extensions with two symbols in one across the center reel strip. Now Konami Gaming, Inc. is bringing that same feature to a tall 6x5 reel format, plus a mystery 2-level progressive jackpot. Like other China Shores games, this series features Balance of Fortune, presenting three options when players win the free games: random credit prize, standard free games with 2x wins, and super free games with a combination of large, random multipliers.

China Shores Boosted Great Stacks can be compatibly combined with Mayan Chief Boosted Great Stacks™, for exceptional Dimension 49 bank and pod configurations. Custom merchandising and sign display options are also available, for even more visual impact.

Novomatic Americas

Phone: (224) 802-2974
novomaticamericas.com
NIGA Booth #1523

JI DENG GAO ZHAO - LUCKY PATH™

Find fortune and prosperity upon the Lucky Path™ as you light as many wild lanterns as you can find in this Asian-themed Novomatic Americas game.

Wild golden lantern substitutes for all symbols except scatter, and wild lantern substitutes for all symbols except scatter and wild golden lantern. Wilds may only appear in the expanded reel area above reels 2-4 in combination with the three in a row feature, which is triggered by three identical symbols in a horizontal, vertical or diagonal row on reels 2/3/4. Wild (golden) lanterns are added at those positions that correspond to the appearing three in a row combination(s) in the regular reel area. Golden wilds are counted separately in each feature in the rising lanterns jackpot meter – it takes six to win the rising lanterns jackpot, which can be won multiple times during a feature.

Higher bets have golden wilds pre-collected toward the rising lanterns jackpot. Three scatters (on reels 1, 3 and 5 only) trigger six free spins. During the free spins feature, any wild symbols remain in their position until the end of the feature and receive or increase a multiplier when three in a row combinations of subsequent free spins trigger the appearance of further wilds at the same positions. Wild symbols and their respective multipliers are included when evaluating winning combinations. Free games are played at trigger bet and cannot be retriggered.



At the end of each three in a row feature, the pick and win feature for the Ji Deng Gao Zhao jackpot may be

randomly triggered: three matching cats out of 12 will grant the corresponding jackpot – grand, major, minor or mini.

VOODOO MAGIC™



Down in the bayou, where the mangroves grow, there is talk of jackpot voodoo and the enchanting priestess, Marie Noveau. This swamp witch is legend in this Voodoo Magic™ game and unleashes her puppets, wilds and coins upon you in an all-new Novomatic Americas linked progressive Thunder Cash™ feature "plus" game. Black magic and jackpot spells await.

The beautiful wild priestess appears on reels 2, 3 and 4 only and substitutes for all symbols except coin. Six or more scattered coins trigger the lock and spin feature – all coins are held in position while remaining reel positions turn into individual reels for three initial respins. Respins are reset to three as long as additional coins appear. The feature ends when either no free spins remain or the grand jackpot is won (full screen of coins). Prizes are grand and major jackpots as well as minor and mini awards.

With tales of jackpot noises that echo in the dark, feel her jackpot magic. Beware as she casts her spell and alters your fate. Earn these Thunder Cash™ link jackpot prizes without falling under the priestess' beguiling charm.

Scientific Games

Phone: (702) 532-7700
sggaming.com
NIGA Booth #1023

THE WIZARD OF OZ™ – OVER THE RAINBOW™



The Wizard of Oz™ – Over the Rainbow™ features a surreal, dreamlike appearance and builds on the legacy of the most popular The Wizard of Oz slot game, Ruby Slippers, and its player-favorite free spin bonus that changes based on which of the four characters is included in the triggering combination. Over the Rainbow now has seven unique character features, and players can win any combination, including the elusive yet lucrative "all seven" features, which include additional free spins, additional rows, added wilds, heart prize symbols, random multipliers, ungraded reels, and random jackpot wins.

The game also features a Glinda the Good Witch wild reels feature, where randomly, 2 to 5 reels may turn wild, and select character features may activate for one spin. There is also a heart feature, where if heart prize symbols land on at least three scattered reels, the credit prizes displayed are awarded, as well as a balloon jackpot feature, where the balloon progressive jackpot may be randomly awarded on any balloon symbol win. For a truly dreamy jackpot win, line up five Over the Rainbow jackpot symbols and be awarded a life changing, single-level wide area progressive jackpot, part of Scientific Games' Cash Connection® or Reel Adventures™ links.

ULTIMATE FIRE LINK® POWER 4

The fiery thrills of the scorching hot Ultimate Fire Link® series are multiplied by the power of four in the new game Ultimate Fire Link Power 4. Now players have the option of playing up to four different Ultimate Fire Link themes at once, including China Street®, Olvera Street®, By the Bay®, and Glacier Gold®. There is also a new ultimate jackpot, a single level near area progressive jackpot that is awarded when an ultimate jackpot symbol lands



on the reels of each of the four games on the same base game spin.

All of the player-favorite features are showcased, including each game's unique free games bonus and the hugely popular Fire Link feature. If one of the four fireballs that triggers the Fire Link feature is an Ultimate Fire link fireball, the Super Fire Link feature is awarded, where an unlock row fireball symbol can unlock a row at any time, and the grid can expand up to 12 rows high, really firing up the thrills.

CLASS II

AGS

Phone: (702) 722-6700
playags.com

GORILLA HITS®



AGS introduces Gorilla Hits®, the second title in its Dollar Blast™ family designed exclusively for the Orion Rise™ platform. This three-reel jungle-themed game features stunning graphics, game interaction between upper and lower screens, and big-win potential on the wheel.

Keep an eye out for the Dollar Blast feature with the proven player mechanic, Cash on Reels. During the Dollar Blast feature, all prizes appearing with the bonus symbol are awarded during each spin. Prizes available include up to 20,000 credits and all credit awards are multiplied by bet multiplier. Gorilla Hits all features a wheel bonus, which is triggered randomly with one to four bonus symbols landing on the reels and triggered automatically with five bonus symbols. The wheel bonus awards jackpots, free games, and Dollar Blast spins.

LEOPARD HITS®



Leopard Hits® is the exciting launch title for AGS' Dollar Blast family designed exclusively for the Orion Rise® platform. Featuring stunning graphics, game interaction between upper and lower screens, and big win potential on the wheel, this three-reel jungle-themed game promises to excite with a thrilling Dollar Blast feature that offers the proven player mechanic, Cash on Reels.

During the Dollar Blast feature, all prizes appearing with the bonus symbol are awarded during each spin. Prizes available include up to 20,000 credits and all credit awards are multiplied by bet multiplier for added win potential. The proven player favorite wheel feature is triggered randomly with one to four bonus symbols landing on the game reels, and automatically with five bonus symbols. The wheel feature awards jackpots, free games, and the Dollar Blast feature.

Bluberi

Phone: (866) 843-4263
bluberi.com

WAVES OF FORTUNE™



Meet the most prolific fisherman in Bluberi's Waves of Fortune™ game. From sunrise to sunset, this productive man pulls fish out of the water at unprecedented speed. Just hang around with him and players will also learn all the tricks to succeed.

Showcasing attractive and fun features, this game stands out with its eye-catching designs and dazzling colors. Play with stacked symbols, mystery wilds that could fill your entire reels and win up to 100 free spins. All ingredients that make a game unforgettable and enjoyable. Waves of Fortune attracts special attention amongst players with the new Insta Hit™ bonus granting prizes and jackpots, all in one round. The fisherman can also randomly send his catches to players' reels and watch the winnings get totally wild. Players should be ready to reel in as many treasures as they can.

Entirely designed to provide a fascinating gaming experience, Waves of Fortune and it's amazing moneymaking features has everything players look for in a game – wilds, tons of free spins and last but not least, brand new Insta Hit bonus. Let yourself be carried away by these magical waters.

Everi

Phone: (512) 334-7500
everi.com
NIGA Booth #1041

SUPER BUFFALO™ / SUPER DRAGON™



Both 243 Ways™ games, Super Buffalo™ and Super Dragon™ are Everi's latest buffalo and Asian themed bankable games with innovative, easy-to-learn wheel bonuses on the Empire Flex™ cabinet.

Collect six or more bonus symbols to trigger the wheel bonus and unlock the opportunity for even bigger wins – up to 10x the wheel prize in Super Buffalo or up to 10 wheel prizes in Super Dragon – by landing additional bonus symbols. Both themes have a progressive bonus similar to the progressive bonus in the award-winning Smokin' Hot Stuff Wicked Wheel™ game, but in a wheel format. Lock in a progressive then spin the inner wheel to either win that progressive or 'upgrade' for a shot at an even bigger progressive eliminating locked tier and all lower tiers.

IGT

Phone: (702) 669-7777
igt.com
NIGA Booth #1341

MAGIC OF THE NILE™

Unleash the power of Egypt in IGT's Magic of the Nile™ game, filled with big-win features and stunning graphics. This theme is based on Pure Recharge™ Electromax™, which is an IGT Proven Performer.

Scarab symbols are collected on reels two and four. Each symbol collected awards up to three gems, with each gem filling one section of a Pure Recharge™ feature meter. When all three sections are filled in a meter, one feature spin is awarded with the respective power up activated. Multiple power ups can combine on a single spin. The number of sections in each meter is saved separately for each bet level, even after players cash out. The meter collection mechanic enhances players' engagement as they progress toward features. Players can shop meter levels at different bet levels. The free games bonus awards up to 12 free games depending on the number of initiating bonus symbols.



This 75-credit cost to cover game is available on IGT's CrystalCurve™ cabinet.

Scientific Games

Phone: (702) 532-7700
sggaming.com
NIGA Booth #1023

HOT SHOT PROGRESSIVE®



The player-favorite classic, Hot Shot Progressive®, returns, showcasing the iconic Hot Shot® game-in-game feature, where players get one spin of a mini 3x3 reel set for every Game-in-Game symbol in a winning combination. The game-in-games include Triple Blazing 7s, Triple Blazing 7s Diamond Line, Triple Blazing 7s Double Jackpot, and Triple Blazing 7s Seven Times Pay, and each game has a different paytable and top progressive jackpot.

There is also a thrilling free games bonus that begins with a spin of a double wheel where the outer wheel can award up to 50 free games, and the inner wheel can award up to a 10x multiplier, as well as a credit wheel bonus that can award credit prizes or at max bet, can award a life-changing single-level wide area progressive jackpot, part of the 1,000,000 Degrees® WAP link. Hot Shot Progressive is also available in a near area progressive version.

For more Hot New Games visit the all new site – indiangaming.com

JAMES BOND – GOLDENEYE

James Bond – GoldenEye is the latest game in the successful James Bond series and is a Class II exclusive.

James Bond – GoldenEye features action-packed film clips from the popular 1995 film, as well as thrilling features. The central game feature is a captivating wheel bonus that can award credit prizes, the grand progressive jackpot, a respin feature, free games bonus with added 007 wilds, or a lucrative pick bonus. At the beginning of the pick bonus, players are awarded five picks at level one. There are three levels – each has 15 pick options to choose from, and the prizes increase as you achieve a new level. The prizes include credit prizes ranging from 50 to 3,500x bet, additional picks, or a tank symbol, which randomly awards three pick options at the current level. The bonus ends when no picks are remaining.



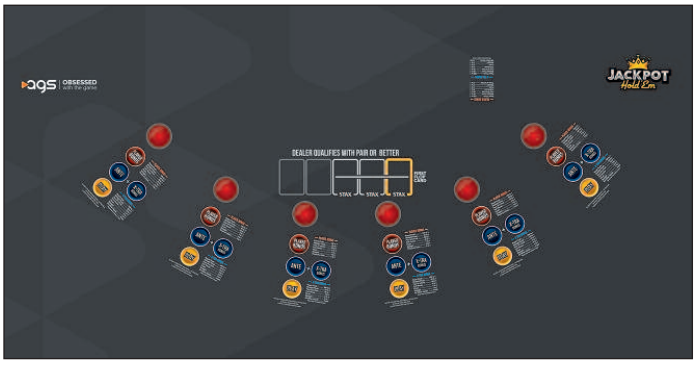
GoldenEye is available in both near area progressive and wide area progressive versions. In the wide area progressive version, the wheel bonus at max bet can award a life-changing wide area progressive grand jackpot, part of the 1,000,000 Degrees® WAP link.

TABLE GAMES

AGS

Phone: (702) 722-6700
playags.com

JACKPOT HOLD'EM™



AGS' newest hold'em poker variant, Jackpot Hold'em™, engages players because players get to see the first community card before they have to make their initial raise decision. It's player versus dealer for the best five-card poker hand. Play begins with each player making an equal ante and X-Tra bonus wager, as well as the optional player bonus side bet. After seeing their hole cards and the first community card, the player must choose to bet 3x the ante or check (play bet). Two more community cards are revealed. The player must be 2x the ante or check (play bet). The dealer reveals the final two community cards. The player must bet 1x the ante (play bet). The dealer then reveals the final two community cards. The player must be 1x the ante (play bet) or fold. Jackpot Hold'em is available with AGS' award-winning STAX multi-level, must-hit-by progressive, which is sure to add more excitement and life-changing wins. And it links with other five-card poker games to award huge top jackpots.



BONUS SPIN XTREME®

Drive excitement, player engagement, and incremental revenue with AGS' Bonus Spin Xtreme™ innovative and award-winning new progressive side bet system. Each table game features a unique community-based triggering event, which initiates the spin of three eye-catching concentric wheels. The inner wheel displays the community prize, which every participating player wins. The middle wheel selects the hot spot player position. If the hot spot player made the wager, their bet sensor lights up and blinks, activating the outer wheel spin. The outer wheel selects the hot spot prize, which includes the progressive awards. With its groundbreaking proprietary technology, Bonus Spin Xtreme enables casino operators to link all table games on the casino floor to the same jackpot pool (including community games), requiring only one seed amount and providing faster-incrementing and larger jackpot awards. ♣

Check out these new product releases...

Picturall™ Mark II Media Servers



Engineered around a new, extremely robust and powerful professional hardware platform, the new Picturall™ Mark II series delivers outstanding performance for supporting large-scale events and installations from a single server unit while offering ease of use and rock-solid reliability at affordable prices.

The new line replaces the current Picturall media servers and includes four products: Picturall Pro Mark II, Picturall Quad Mark II, Picturall Quad Compact Mark II and Picturall Twin Compact Mark II.

With the ability to drive up to sixteen 4K@60Hz LED videowall controllers or video projectors from a single server unit and enough power to play back media up to 16K@60Hz or uncompressed image sequences up to 8K@60Hz, the Picturall Mark II series is the obvious solution for challenging video playback for fixed installations, museums, broadcast, video rentals and live events.

The Picturall Mark II media servers have been designed with high-grade hardware components to provide a robust, heavy-duty platform and deliver optimized uptimes and durability for any mission-critical applications. The Picturall Mark II media servers are based on the rock-solid Linux software engine by Picturall renowned for its extreme reliability, which is a result of 15 years of R&D and field experience. Additionally, the Picturall Mark II media servers feature a redundant, hot-swappable power supplies option to achieve high fault-tolerance capability.

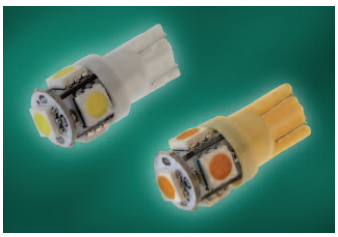
The Picturall Mark II media servers can receive up to six low-latency input cards to capture either up to 24x 1080p@60Hz or 6x 4K@60Hz sources. A wide selection of input interfaces is available supporting one or more channels of 3G-SDI, HDMI 1.4 or HDMI 2.0. The Picturall Mark II media servers can also receive several network video streams and are compatible with NDI™ live video streaming. They can also display HTML-based web content with full Java script support.

The Picturall Mark II media servers come standard with read-intensive professional drives offering consistent performance and reliability for demanding 24/7 environments. Several storage options are available to store hours of high-quality uncompressed video content. The Picturall Mark II media servers also offer high network bandwidth with two standard 10Gb/s Ethernet connectors for faster transmission of massive media files and for more networked video streams.

The Picturall Mark II media servers offer synchronized multi-channel audio playback and support real-time audio de-embedding and routing from HDMI or SDI sources, network streams and web sources. The Picturall Mark II media servers feature several optional audio interfaces and are also compatible with a wide variety of third-party multi-channel USB audio interfaces.

Contact: **Analog Way**
(678) 487-6644
analogway.com

Ultra-Bright LED Miniature Wedge Base Bulbs



Continuing to expand on a product category that it has been manufacturing for over 38 years, LEDtronics® introduces its latest LED Machine Status Indicator Bulbs that directly replace incandescents in critical instrument status indication applications. These bulbs are particularly ideal for slot machine candles, casino gaming and maker lamps.

The W305SM series of omnidirectional miniature-based bulbs illuminate colored lenses with a much brighter light intensity, while remaining energy-efficient and tolerant of higher temperatures. Having an ultra-bright machine status light is a necessity in casino gaming applications for quick identification of the status of slot machine candles and other machines in a typically bright and high-traffic casino environment.

This newest line of industry-leading LED bulbs features a T3¼ (9mm) wedge base with bipolar terminals. The compact design of these indicator bulbs makes them ideal for easy installation into tight spaces in enclosed fixtures. They can be directly installed, requiring no modifications to the socket or to the circuit that supplies power.

Depending on the voltage and LED light color, power consumption ranges from only 0.6 to 1.8 watts, offering luminous intensity from 25 to 85 lumens and efficacy values of 36 to 54 lumens per watt. The series also has a maximum candela brightness value that ranges from 2399 mcd to 8661 mcd. They have lumen maintenance of over 70% at 15,000 hours. Unlike incandescents, they generate minimal heat, produce virtually no UV radiation, and do not emit RF interference. ♣

Contact: **LEDtronics**
(800) 579-4875
ledtronics.com



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Talk to your loved ones about how you are going to be ready in an emergency.

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Calendar of Events

JULY

July 9, 2021
Little River Casino Resort
Little River Charity Golf Classic
Manistee National Golf and Resort
Manistee, MI
Call 231-398-3821
Email: chad@lrcr.com
www.manisteenational.com

July 19-21, 2021
NCAIED
RES 2021
Paris Las Vegas
Las Vegas, NV
Call 480-545-1298
www.res.ncaied.org

July 19-22, 2021
National Indian Gaming Association
2021 Indian Gaming Tradeshow and Convention
Caesar's Forum Convention Center
Las Vegas, NV
Call 202-546-7711
www.indiangamingtradeshow.com

July 20-22, 2021
National Indian Gaming Association
Indian Gaming 2021 Level III Commissioner Training
Caesar's Forum Convention Center
Las Vegas, NV
Call 202-546-7711
www.indiangamingtradeshow.com

July 20-22, 2021
National Indian Gaming Association
Indian Gaming 2021 Master Class on the Cheats & Scams
Caesar's Forum Convention Center
Las Vegas, NV
Call 202-546-7711
www.indiangamingtradeshow.com

AUGUST

August 16-18, 2021
Oklahoma Indian Gaming Association
OIGA 2021
Oklahoma City Convention Center
Oklahoma City, OK
Call 405-818-7462
www.oiga.org

August 20-22, 2021
Poeh Cultural Center
Pathways Native Arts Festival
Buffalo Thunder Resort & Casino
Santa Fe, NM
Call 505-455-5054 or call 505-629-9439 for artist inquiries
www.hiltonbuffalothunder.com
www.poehcenter.org

August 25-27, 2021
FireKeepers Casino Hotel
Native American Risk Management Conference
FireKeepers Casino Hotel
Battle Creek, MI
Email: rperez@firekc.com
www.firekeepercasinohotel.com

August 30 - September 1, 2021
Washington Indian Gaming Association
Northwest Indian Gaming Conference & Expo
Little Creek Casino Resort
Shelton, WA
Email: deputy@washingtonindiangaming.org
Call 360-352-3248
www.washingtonindiangaming.org

OCTOBER

October 4-7, 2021
American Gaming Association
2021 G2E
Sands Expo & Convention Center
Las Vegas, NV
Call 888-314-1378
www.globalgamingexpo.com

NOVEMBER

November 8-11, 2021
TribalNet
TribalNet 2021
Gaylord Texan Resort and Convention Center
Grapevine, TX
Email: info@tribalnetonline.com
Call 269-459-9890
www.tribalnetonline.com

SAVE THE DATE – 2022

FEBRUARY

February 1-3, 2022
Clarion Gaming
ICE London
ExCel London
Royal Victoria Dock
One Western Gateway, London
www.icelondon.uk

MAY

May 25-26, 2022
The Suquamish Tribe
15th Annual Cultural Resource Protection Summit
House of Awakened Culture
Suquamish, WA (anticipated) and online (hybrid)
www.theleadershipseries.info

Send event information to editor@indiangaming.com

#INDIANGAMING







INDIAN GAMING
TRADESHOW & CONVENTION

NATIONAL INDIAN GAMING ASSOCIATION

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Morongo Tribal Chairman Robert Martin Retires After 30 Years of Leadership

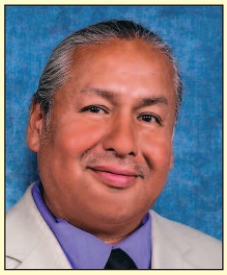

Robert Martin

Tribal Chairman Robert Martin, who has guided the Morongo Band of Mission Indians near Palm Springs, CA for three decades, retired from tribal government on July 1.

"I have thoroughly enjoyed my journey as I worked with our Tribal Council, our membership and leaders in all branches of governments to advance self-reliance and tribal sovereignty," said Martin, who decided not to seek reelection in June after six consecutive terms as chairman.

"I'm proud of the great progress our tribe and our Tribal Council have made together during my tenure as we created new economic and educational opportunities for our members, our region, and all of Indian Country," Martin said. "I am confident that the next generation of tribal leaders will continue the important work of advancing tribal sovereignty."

Elected to his first term as chairman in 1983, Martin served 18 years as chairman and another 11 years on the Morongo Tribal Council over the next four decades.


Charles Martin

Charles Martin, no relation to Robert Martin, was elected as the new Morongo Tribal Chairman and was seated July 1. He has served 12 years on the Morongo Tribal Council. Born and raised on the Morongo Reservation, Charles Martin is committed to service and leadership within the tribe. His career in both tribal leadership and business development has been characterized by a strong work ethic leading to career experience in numerous fields including public safety, entertainment and organizational management.

"Hardworking, engaging, and entrepreneurial, Chairman Robert Martin's leadership transcended generations and cultures," said Charles Martin. "He is an inspiration and a role model for tribal leaders everywhere, and we look forward to benefiting from his continuing wisdom and counsel for many years to come."

During his time in tribal leadership, Robert Martin helped lift Morongo from generations of crushing poverty and neglect into the economic and cultural powerhouse it is today. A consummate diplomat, Robert Martin's warm nature, deep insights and calming demeanor in the face of challenges were the hallmarks of his steady leadership. "Chairman Robert Martin has – and will continue to be a pillar in Indian Country," said California State Assembly member James Ramos. "Chairman Martin serves as a role model for so many of us and I thank him for his teachings."

Osage Nation Hires Tyler L. McIntosh as New Accounting Controller


Tyler L. McIntosh

The Osage Nation recently hired Tyler L. McIntosh to be Accounting Controller. McIntosh, a Muscogee (Creek) citizen, brings 15 years of financial work experience consisting of positions in tribal government, healthcare and private sector settings.

"I'm looking forward to this opportunity to serve as the Controller for the Osage Nation," said McIntosh. "To me, there is no more fulfilling financial role than assisting a tribal nation in delivering services to its citizens, members and people."

The Controller is responsible for all accounting functions of the Nation, including financial reports, supervising accounting staff, assistance in budget development, maintaining accounting systems, review and implementation of internal controls, among other accounting duties.

"We are really looking forward to working with Tyler McIntosh," said Christian Johnson, Osage Nation Director of Operations. "He comes to us with a lot of experience and knowledge. I'm sure he will make the accounting department flourish under his leadership."

Mohegan Digital Names Rich Roberts President and Aviram Alroy VP Product


Rich Roberts

Mohegan Gaming & Entertainment (MGE) recently launched Mohegan Digital – the iGaming division of the brand. MGE has appointed Rich Roberts as President and Aviram Alroy as Vice President Product to lead these efforts and oversee digital operations.

"We've consistently seen strong growth in digital gaming across our properties, especially in this past year, and as legal sports betting continues to expand in the U.S., the timing was right for us to launch Mohegan Digital," said Ray Pineault, President and CEO of Mohegan Gaming & Entertainment. "With Rich Roberts and Aviram Alroy at the helm, we are excited for what's to come for Mohegan Digital."

Roberts brings a wealth of experience to his newly appointed role as President of Mohegan Digital. He will oversee the successful operations of a best-in-class iGaming and sports betting digital experience for Mohegan. In his role, Roberts will work closely with the executive team to create and bring industry leading and premium IP into the digital world to Mohegan's passionate audience of current


Aviram Alroy

gaming and future iGaming customers around the globe.

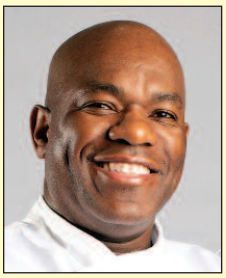
Roberts joins MGE from his most recent position as executive business consultant for RSD Consulting, a consulting firm focused on helping organizations enter the U.S. sports digital media, regulated digital gaming, and eSports markets. Prior, Rich was the CEO of FaceOff, a peer-to-peer social/ skill sports gaming platform in the U.S.

Alroy has been a part of the Mohegan Gaming & Entertainment team since 2014 as the Vice President of Interactive Gaming, a division that Mohegan Digital now absorbs. As the driving force behind the company's iGaming efforts, Alroy's contributions and leadership helped set the foundation for what Mohegan Digital aims to capture across many states and jurisdictions.

In his new role as Vice President Product, Alroy will be accountable for product strategy and developing and launching online sports betting, iGaming solutions, websites, and mobile apps on behalf of MGE and its branded partners.

San Manuel Casino Recruits Executive Chefs Everton Clarke and Matthew Smith

San Manuel Casino has announced the hiring of two best-in-class culinary and hospitality leaders, naming Everton Clarke and Matthew Smith as Executive Chefs. San Manuel Casino is in the midst of a large-scale expansion project adding the property's first ever resort featuring 432 rooms including 127 suites, new entertainment venue, pool deck featuring its own bar and private cabanas, full-service spa, expanded gaming space, new fine dining options, luxury retail stores and more. With each bringing over 25 years of international culinary experience, under the leadership of Chef Oliver Wolf, Vice President of Culinary Operations, Clarke and Smith will be responsible for leading San Manuel Casino's award-winning dining experiences and ensuring that all culinary services and operations are at the highest standard for guests.


Everton Clarke

"Innovation of experience is at the core of everything we do at San Manuel Casino," said Peter Arceo, General Manager at San Manuel Casino. "With the casino resort expansion, it was necessary to bring in talented Executive Chefs like Everton and Matthew who can take our culinary experiences to new heights."

Everton Clarke previously worked in executive culinary roles at JW Marriott properties – most recently as the Opening Executive Chef at JW Marriott Minneapolis and opening Chef at JW Marriott Dubai. He will lead all San Manuel Casino culinary staff toward preparing and presenting food with best-in-class service. In his role, Clarke will create and implement menus across the casino's various dining choices based on current food trends and regional tastes, seasonality, and concepts.


Matthew Smith

As a former "Chef of the Year" recipient for Hyatt Hotels and Best-in-Show culinary award winner, Matthew Smith joins San Manuel Casino with experience managing luxury hospitality properties and opening multiple restaurants with various concepts. He will oversee culinary operations at San Manuel Casino – specifically leading menu concepts, recipe standardization, labor and food cost control, production and waste control, and purchasing and inventory control. Prior to joining San Manuel Casino, the Northern California native was the Opening Executive Chef for Westin Anaheim Resort, the Executive Chef and Food and Beverage Director at the Grand Hyatt Resort and Spa in Koloa, Kauai, HI, and the Executive Chef at Hyatt Regency Resort and Spa in Lahaina, Maui, HI.

"We are excited to have Everton and Matthew leading our culinary teams as we expand onsite offerings and continue to provide an award-winning culinary experience," said David Kopasz, Chief Operating Officer of Hospitality at San Manuel Casino. "They will set the tone as we continue to build a best-in-class culinary team for our resort expansion."

HBG Design Promotes Emily Marshall to Principal

HBG Design has announced the promotion of Emily Marshall, IIDA, NCIDQ, to the role of Principal.

"Emily has been leading our interior design discipline for 10 years and has been a steadfast proponent and trailblazer in blending our design specialties into a truly integrated architecture and interior design practice," said Rick Gardner, AIA, Practice Leader at HBG Design. "I am excited to formally recognize Emily's leadership, talent, commitment to her team and dedication to HBG through her elevation to Principal."

When Marshall joined HBG Design in 2010, there were four interior designers in the firm. Today, the firm's interior design group has grown to 25-strong across three offices in Memphis, TN, San Diego, CA, and Dallas, TX. Marshall is credited for leading the growth and development


Emily Marshall

of HBG Design's interior design team, focusing much of her energies over the last decade on nurturing, mentoring, and advocating for this energetic and talented group of professionals.

"Emily's design leadership and ability to foster meaningful client relationships are also signature qualities of her professional approach," said Gardner. "The passion she brings to engaging in the process of understanding and expressing our clients' visions through thoughtful, compelling design experiences is nothing short of inspiring."

Recent projects Marshall has led include: the 227-room Hyatt Centric Beale Street Hotel, a key component of the high-profile One Beale development in Memphis, TN; the $180M, 459-room Cache Creek Casino Hotel in Brooks, CA; the $400M Desert Diamond West Valley Casino in Glendale, AZ; as well as several new national project commissions, which launched in late 2020 – all of which involved a collaborative team process with Marshall serving in a pivotal leadership role.

Translating her 15+ years of design experience into notable industry thought leadership, Marshall and her distinctive projects have been featured in *Indian Gaming* magazine, *Boutique Design* magazine, *InspireDesign* magazine, and other industry publications. Her work has and continues to shape the evolution and emphasize the importance of interior design in the hospitality and entertainment industry.

Marshall was the recipient of two high profile industry honors: *Boutique Design* magazine's "Boutique 18" annual roster of the industry's up-and-coming interior designers, and *Global Gaming Business* magazine's "Emerging Leaders of Gaming Top 40 Under 40." She is an NCIDQ licensed interior designer and active member of the International Interior Design Association (IIDA).

GLI Names Rudy Stevenson New Client Services Representative

Gaming Laboratories International (GLI) has named Rudy Stevenson as a new Client Services Representative. He will work closely with GLI's tribal gaming clients in the Mountain Region.

Stevenson brings a wealth of commercial and tribal gaming experience to GLI's clients. His deep background in technology includes cash automation, electronics distribution, display solutions, control devices, and game operation components.

"This is an exciting time in the gaming industry," said Kevin Mullally, GLI's Senior VP of Government Relations and General Counsel. "Technology is advancing quickly in numerous areas in land-based and online gaming, giving consumers more options, presenting regulators and operators with a growing array of opportunities and issues to address. Rudy brings extensive technological experience and insights to GLI, which will be incredibly valuable as our clients navigate the future of gaming. He also brings tremendous energy, experience and technical ability to our team, and we are looking forward to see that translate into tangible benefits for our clients."


Rudy Stevenson

Most recently Stevenson served as Account Manager for DiTronics Financial Services. His experience also includes terms at Sysco and Glory.

"I have a strong appreciation for the talented GLI team resulting from my many years in the gaming industry," said Stevenson. "I am proud to be a part of such a great company and am eager to contribute to our clients' success."

Lisa Jensen Joins Quick Custom Intelligence as Business Development Director


Lisa Jensen

Quick Custom Intelligence (QCI) recently announced that casino industry veteran Lisa Jensen has joined the company as Business Development Director. As an advocate for data-based decision making, Jensen will focus on furthering QCI's growing market share.

"I am thrilled to be joining the talented team at QCI as their Business Development Director," Jensen said. "I'm excited to represent this leading edge software and partner with operators to realize tangible growth when leveraging the marketing, player development and slot analytic tools. This product is scalable, quick, easy to use and innovative in form and function."

"We are excited to have Lisa join our team," said Ralph Thomas, CEO of QCI. "Adding a seasoned Business Development Director like Lisa, with her extensive casino knowledge and contacts in the gaming industry, was a wonderful opportunity to get our proven products in front of the right people who know how to take full advantage of this platform and grow their business."

Jensen is an accomplished business development leader with over 16 years' experience partnering with casinos to uncover key insights and gain operational efficiencies for increased market share and revenue. ♣

Eagle Mountain Celebrates 25th Anniversary With Recognition of Long Time Team Members

Eagle Mountain Casino celebrated 25 years by recognizing team members that have been with the casino since its opening in June of 1996. More than 100 team members attended the event held at the Eagle Mountain Casino event center where they were treated to a catered lunch by Juicy Burger, a local favorite in Porterville. Throughout the anniversary month, team members have been entered into an ongoing raffle to win prizes including HD TV's, Beats headphones, and bluetooth speakers to name a few. Team members heard from speakers General Manager Matthew Mingrone, Chairman Willie Garfield, and Vice Chairman Neil Peyron, detailing the importance of the work that they do, and how greatly they are appreciated.

"At Eagle Mountain Casino, team members are appreciated and we want to make sure they know how valued they are," said Matthew Mingrone, Casino General Manager. "They are a big part of why Eagle Mountain is known as 'the people's casino' and recognized as the place guests enjoy because of how great our guest experience is."

Eight team members who are still with the casino since day one were honored from different departments. These honored team members received a commemorative clock and a certificate to honor the work that they have done over the years and their commitment to the casino and Tule River Tribe.

"It's been a fun ride these first 25 years, and I'm looking forward to the next 25 years with this great team," said Dennis Hunter, Director of Casino Operations and one of the eight team members that was honored. "I look forward to helping the casino grow in the new property."

"The hard work that our team has provided for this community and for our people, I want to thank everyone for hanging in there through the tough times," said Chairman Garfield. "The Council sees all the hard work that the team has put in and, on behalf of my family and our tribe, we appreciate everything you do for Eagle Mountain Casino," added Vice Chairman Neil Peyron.

Angel of the Winds Casino Resort Becomes Exclusive Casino Partner of the Seattle Storm

Angel of the Winds Casino Resort in Arlington, WA has become the exclusive casino partner of the Seattle Storm. This is the first partnership of its kind in the Seattle Storm's history. The Seattle Storm is a four-time WNBA championship team committed to bringing a premium professional basketball and entertainment experience to a fan base rich in tradition and support. The organization places high value on community and building platforms to positively impact the overall entertainment, attraction, and economy of the Puget Sound region. In addition, the Storm is dedicated to local youth development in the areas of fitness and wellness, with a special emphasis on inspiring leadership, motivation, and the empowerment of girls and women.

"This opportunity is a great example of the kind of partnership the Stillaguamish Tribe and Angel of the Winds Casino Resort is looking for to support the region," said Travis O'Neil, General Manager of Angel of the Winds Casino Resort. "From the opening of Angel of the Winds 16 years ago, the Stillaguamish Tribe has committed to reinvesting in the local community and strengthening our area. Plus, who wouldn't turn down an opportunity to partner with a four-time champion?"

For the 2021 season, the Storm will be playing at the Angel of the Winds Arena in Everett, WA. Starting in 2022, games will be played at the Climate Pledge Arena in Seattle. Whether in person or on TV, fans will able to see Angel of the Winds Casino Resort branding underneath both the home and visitor benches, on both sides of the scorekeeper's table between both team benches, on the base of the basketball hoops, and on center court. Additionally, Angel of the Winds Casino Resort will present the "Player of the Game" promotion on Storm social media channels after each game.

Sycuan Casino Resort Awarded AAA Four Diamond Rating for Third Consecutive Year

Sycuan Casino Resort has been awarded the AAA Four Diamond Rating for the third consecutive year. Sycuan has held this prestigious award since the opening of its first hotel in 2019.

Hotel properties must pass AAA's rigorous in-person professional inspection to be awarded a Diamond Designation. According to AAA, to receive a Four Diamond Rating an establishment must be upscale in all areas. This includes more refined and stylish accommodations, upscale décor style, full-service restaurants, impressive architectural features, extensive amenities and a high degree of hospitality, service and attention to detail.

"We are honored to once again receive the AAA Four Diamond Rating and be ranked among the top hotels in the nation," said Rob Cinelli, General Manager of Sycuan Casino Resort. "Despite the many challenges our industry has faced this past year, this award demonstrates our entire team's ability to overcome all obstacles, while continuing to provide world-class experiences and a superior level of guest service. We couldn't be prouder of our team and we look forward to maintaining our coveted Diamond status year after year."

Seneca Resorts & Casinos Launches Updated iPlay Seneca Gaming Platform

Seneca Resorts & Casinos recently announced that it has launched a new, updated and dynamic version of iPlay-Seneca – its free, play-for-fun simulated gaming platform. The site features dozens of virtual slot machine games, including popular titles like China Shores, Carnival in Rio and Starry Night, as well as video poker, blackjack, roulette, keno, bingo and other games – all for fun and for free. Adding to the games themselves, iPlaySeneca has special features, including hourly, daily, weekly and monthly leaderboards highlighting players with top scores and custom promotions.

"Our new iPlaySeneca site brings the experience and variety of our gaming floors right to our patrons, wherever they are, in a free, convenient and fun way," said Kevin Nephew, Seneca Gaming Corporation President & CEO. "It has never been easier for people to enjoy the world-class gaming options we offer even when they can't make it to one of our properties.'"

iPlaySeneca is free to join and users receive 10,000 free credits when they register. They will receive additional credits each day they log in and are able to earn additional credits through game play and by spinning the Fortune Wheel every four hours. Credits are used only for game play on iPlaySeneca and have no monetary value and cannot be redeemed or exchanged for money at any time.

Pechanga Resort Casino Thanks Vaccinated Team Members with $100 Gift Cards

Pechanga Resort Casino is thanking team members who have received the COVID-19 vaccine by rewarding them each with a $100 gift card. Pechanga's leadership landed on the incentive after considering a variety of ways to encourage its workforce to take the protective measure.

"In coordination with our governmental partners, team members eligible for the vaccine were able to be vaccinated on-site for their convenience," said Andrew Masiel, Sr., President of the Pechanga Development Corporation Board of Directors. "In addition to on-site opportunities, many of our team members went out on their own and received the vaccine. We wanted to express our sincere gratitude for doing their part and helping keep themselves, their loved ones, fellow team members, and guests safe. As the experts have noted, this is the most important tool to end the pandemic."

The wish was to thank staff members who had already been vaccinated and to encourage others who were considering receiving the vaccine. "We considered a very large raffle of sorts, but ultimately decided we wanted all of our fully vaccinated team members to be winners," said Masiel.

Pechanga coordinated a series of vaccination clinics on-site to make access as convenient as possible for eligible employees. The Vaccination Gratitude Gift Cards, valued at $100 after taxes, have helped encourage hundreds more team members to take this important step toward ending the pandemic. Team members are providing proof of their completed vaccinations to Pechanga's Human Resources Department.

Pechanga anticipates spending about $250,000 on the thank you gift cards.

California Nations Indian Gaming Association Membership Grows

Since late 2019, the California Nations Indian Gaming Association (CNIGA) has grown from 34 member tribes to 39, representing over one-third of all tribes in the state of California. Joining the Pechanga Band of Luiseno Indians, who re-joined CNIGA in late 2019, the following year saw the Tachi Yokut Tribe, Twenty-Nine Palms Band of Mission Indians, Berry Creek Rancheria of Tyme Maidu and the Agua Caliente Band of Cahuilla Indians come back into the CNIGA fold.

The Viejas Band of Kumeyaay Indians and the Augustine Band of Cahuilla Indians recently re-joined CNIGA, while the Tejon Indian Tribe have become members for the first time.

"We are incredibly pleased and honored to bring more tribal governments into this great organization," said James Siva, CNIGA Chairman. "Tribal governments need a strong, unified voice on gaming issues, and CNIGA provides a forum for tribal voices to be heard in the halls of power. Each tribe brings a unique perspective, therefore bringing greater knowledge to the whole."

Osage Nation Gaming Enterprise Board Distributes Additional $9 Million to the Osage Nation

The Osage Nation Gaming Enterprise announced it has distributed an additional $9,029,588.21 to the Osage Nation as a result of its continued growth post-pandemic. The distribution is a true-up to the Nation above and beyond its monthly contributions.

"We have truly been honored by the phenomenal growth of our properties since reopening our doors," said Byron Bighorse, CEO of Osage Casinos. "Because of our leadership's fiscal responsibility and commitment to Osage Casinos, we are grateful to be able to support the Nation with distributions that far surpassed our expectations."

The announcement comes on the heels of two groundbreakings for new casinos in Bartlesville and Pawhuska. Both projects were approved by the Bureau of Indian Affairs amid the pandemic and are eight years in the making.

Osage Casinos also recently completed construction of a second hotel tower at their Tulsa location.

"These funds from Osage Casinos are critical to the services the Osage Nation provides our members, and I am pleased we are able to make this financial distribution," said Mark J. Simms, Chair of the Osage Nation Gaming Enterprise Board. "There was a time when we were unsure how the lost revenues from closing our casinos could ever be made up. I commend Byron Bighorse, CEO Osage Casinos, and the entire staff for working hard to make up for lost time."

Seneca Gaming Corporation Announces Appointment of Board Officers

Seneca Gaming Corporation announced that the company's Board of Directors selected officers for 2021 at its recent annual meeting. The following members will serve as officers:

Lori V. Quigley was re-appointed as Chairwoman. In addition to her role with the Seneca Gaming Corporation Board of Directors, she also serves on the Board of Directors for the National Indian Education Association, and on the board of the YWCA of Western New York. A longtime higher education professional, Quigley provides professional training seminars on social justice, critical race theory from a Native American lens, and multi-generational trauma resulting from the Native American residential school era.

Terry L. Nephew, Vice Chairwoman, is serving her second three-year term on the Seneca Gaming Corporation Board of Directors. Vice Chairwoman Nephew has worked in the gaming industry for over ten years, including as Assistant Director with the Seneca Nation's Class II gaming operations, and as an Inspector with the Seneca Gaming Authority. A member of the Turtle Clan, Vice Chairwoman Nephew resides on the Seneca Nation's Cattaraugus Territory.

John Y. Waterman, Jr., Treasurer, served as Chairman of the Seneca Gaming Authority from 2017-2018 and previously worked within the casino regulatory operation from 2002-2007. He resides with his family on the Seneca Nation's Cattaraugus Territory.

Geneva A. Locke, Corporate Secretary, is serving her first term on the Corporation's Board of Directors. With over



ten years of gaming and marketing experience, Secretary Locke has previously worked with both the Seneca Nation's Class II gaming operations and Seneca Gaming Corporation, cultivating numerous business relationships within the gaming industry. She serves on the Patron Governance Board for the Iroquois Nationals Development Group. An active leader and champion of various causes in her community, Secretary Locke resides on the Seneca Nation's Cattaraugus Territory with her family and is a member of the Wolf Clan.

The full membership of the Seneca Gaming Corporation Board of Directors is: Lori V. Quigley, Chairwoman; Terry L. Nephew, Vice Chairwoman; John Y. Waterman, Jr., Treasurer; Geneva A. Locke, Corporate Secretary; Allie R. George, Director; Jay B. John, Director; and Natalie N. Stahlman, Director.

"We want to congratulate our new Board officers on being selected by their colleagues for their leadership positions, and thank all of our Board members for their dedication and service," said Kevin Nephew, Seneca Gaming Corporation President & CEO. "The leadership and support of our Board members has been especially impactful as we continue to successfully navigate the challenges presented by the global pandemic. We look forward to their continued partnership."

Arizona Department of Gaming Reports $33.8 Million Tribal Gaming Contributions to State for Fourth Quarter of Fiscal Year 2021

The Arizona Department of Gaming (ADG) recently announced $33,792,312 in tribal gaming contributions to the Arizona Benefits Fund for the state's fourth quarter of Fiscal Year (FY) 2021. This amount represents a 32 percent increase when compared to same quarter of FY2020.

"It is exciting to see this significant increase in tribal contributions when compared to the fourth quarter of FY2020," said Ted Vogt, Director of ADG. "Not only is it clear that Arizona tribal gaming has had a strong rebound, each of these additional gaming dollars will help support vital programs throughout the state like schools, trauma centers, wildlife conservation and more."

Tribal gaming contributions to the Arizona Benefits Fund for the fourth quarter of State FY2021 are as follows: Instructional Improvement Fund/Education – $17,012,363; Trauma and Emergency Services Fund – $8,506,181; Arizona Department of Gaming Operating Costs – $2,737,248; Arizona Wildlife Conservation Fund – $2,430,337; Tourism Fund – $2,430,337; and Problem Gambling Education, reatment and Prevention – $675,846.

FY2021 Qtr 4 Total: Tribal Gaming Contributions to the Arizona Benefits Fund – $33,792,312. Per the Arizona Tribal-State Gaming Compact, tribes with casinos contribute a percentage of their Class III gross gaming revenue to the state, cities, towns and counties. Currently, there are 24 Class III casinos in Arizona, which ADG regulates with Arizona tribes.

IGT PlaySports to Power Sports Betting at Coushatta Casino Resort

International Game Technology (IGT) recently announced that the company will power sports betting at Coushatta Casino Resort in Kinder, LA. As part of this agreement, IGT will deliver its proven PlaySports turnkey solution, including its trading advisory services.

"We're very excited to be one of the first casinos in Louisiana to secure a sports betting agreement, allowing us to offer our patrons new types of gaming experiences backed by IGT's reliable sports betting solution," said Jonathan Cernek, Chairman of the Coushatta Tribe of Louisiana. "IGT's bundled solution, consisting of its leading sports betting platform and products will allow us to quickly and easily deploy an exceptional localized sports betting program."

"Coushatta Casino Resort is Louisiana's largest casino resort and represents another significant milestone for IGT as we continue to drive our U.S. sports betting momentum," said Enrico Drago, IGT PlayDigital Senior Vice President. "We look forward to helping the casino establish a best-in-class sports betting program, leveraging IGT's proven technology and services to expand gaming experiences for its patrons."

Scientific Games Announces Intent to Divest Sports Betting and Lottery Businesses

Scientific Games recently announced that the company intends to divest its lottery and sports betting businesses. The company is currently evaluating strategic alternatives to execute the divestitures for each business, respectively, including an initial public offering, or a combination with a special purpose acquisition company, or a sale or a strategic combination with another business.

"When I joined the board in September 2020, I told stakeholders that we were focused on rapidly de-leveraging the balance sheet, unlocking the value of the company's products and technologies and creating a flexible, nimble company positioned to deliver above-market returns to investors," said Jamie Odell, Executive Chair of Scientific Games. "[The] announced major initiatives are aimed at achieving each of these key objectives, recognizing significant value in each of the businesses and positioning the company for sustainable growth, all as a result of the dedicated work of our teams."

"[This] announcement reflects key steps to optimize our portfolio and strengthen our balance sheet by significantly de-levering while also targeting investments in our largest growth opportunities," said Barry Cottle, President and CEO of Scientific Games. "These steps will accelerate our path to become a content-led growth company focused on leading in both land-based and digital markets. Our company will be positioned to build great games that define the future of gaming, supported by platforms that power the best operators in the world. We believe these steps will enable us to capitalize on the high growth potential of each of our businesses, including their expanding digital content offerings and platforms, unlocking value for shareholders, customers, and employees. Each of our businesses will be better positioned to partner with their respective customers and to deliver long-term growth and profitability."

"At the conclusion of this process, the new company will consist of leading gaming, iGaming and SciPlay businesses, all of which have great momentum and will collectively deliver great value," said Cottle. "We will capitalize on the increasing convergence of these businesses, as players look to play their favorite games wherever and whenever they want to play. As the leading cross-platform global game company, we are uniquely positioned to take advantage of the incredible industry transition that is underway. Given this significant opportunity, we are targeting our digital businesses to be comparable in size to the land-based gaming business within three years. I'm confident that, with these steps, we are well positioned for future growth prospects."

Danny Wimmer Presents Acquires Billy Alan Productions Booking Agency

U.S. independent festival promoter and producer Danny Wimmer Presents (DWP) has acquired Billy Alan Productions, a talent booking agency for Native American casinos.

Billy Alan Productions has been rebranded as Billy Alan 2 and will be led by President Billy Brill, an industry executive and consultant with more than 40 years working in the entertainment, interactive media and casino booking industries. Brill has been booking national talent for Native American casinos since 1999, and currently represents various casinos in California, Oregon and Mississippi. Joe Moallempour serves as Billy Alan 2's National Casino Coordinator and both Brill and Moallempour are now fully integrated into all departments and talent booking services at DWP.

Billy Alan 2's services include talent booking, media buying, and branding with new and established Native American casinos to develop entertainment, marketing and promotional strategies. The company has booked a wide range of Native American bands, as well as Duran Duran, Ringo Starr, Chicago, ZZ Top, Snoop Dogg, Gabriel Iglesias, The Beach Boys and Wynonna, along with comedians such as Jay Leno, Jo Koy, Sebastian Maniscalco, Don Rickles and Paul Rodriguez.

"I love being the advocate and talent buyer for Native Americans casinos," said Brill. "My goal is to collaborate with DWP and utilize their resources to bring in top level talent to the casinos, offer better ticket prices, and ultimately bring in wider audiences – including more VIPs – to the casino shows."

"We love the business that Billy has built and feel that our resources will help him grow and develop the platform," said Danny Hayes, CEO of Danny Wimmer Presents. "Native American properties are becoming a larger part of every artist's routing and it makes sense for DWP to expand into this space."

Route 66 Hotel Casino Announces Successful Upgrade to Quick Custom Intelligence's Version 3.0

Quick Custom Intelligence (QCI) recently announced the upgrade of all 600 installation sites to version 3.0 of their Unified Gaming Platform. Version 3.0 demonstrates a strong commitment to research and development and a continued investment in the core technology. The software update was released using a "Cloud-Enabled" process that allows for a non-disruptive, version-controlled database deployment that occurs in hours instead of days while maintaining the custom-configured solution.

"Route 66 had a very successful upgrade to Version 3.0," said Kamrin Aragon, Guest Services Manager at Route 66 Casino Hotel. "The recent upgrades to QCI Host have further streamlined managing a team of Executive Casino Hosts through the task feature, player reporting and their ability to quickly customize the tool to fit our business needs."

"This is a big day for QCI," said Dr. Ralph Thomas, CEO of QCI. "The customer-driven upgrades in the 3.0 Release provide features and functionality that enhance the user experience while delivering real value in this turbulent time. This major release represents a real maturity of our software platform, but what excites us more is that we continue to release updates based on a strong roadmap and customer feedback at the rate of once every six weeks."

The QCI Platform aligns player development, marketing and gaming with powerful real-time operational tools developed for the gaming and hospitality industries. QCI has installed their ground-breaking, highly configured software in over 600 locations across four continents. ♣

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Wisconsin Governor and Oneida Nation Chairman Sign Compact Amendment Permitting Event Wagering

Wisconsin Governor Tony Evers and Oneida Chairman Tehassi Hill have signed a historic compact amendment that expands allowable gaming at Oneida Nation casinos and affiliate locations in the State of Wisconsin to include event wagering. This compact amendment will be the first to allow event wagering, including sports betting, to occur in Wisconsin. Following the signing, the compact amendment will be sent to the U.S. Department of Interior, Bureau of Indian Affairs for a 45-day review.

"I'm grateful to Chairman Hill and the Oneida General Tribal Council for their partnership on this historic compact amendment," said Governor Evers. "The Oneida Casino is a critical source of revenue and employment for Oneida Nation and this expansion will bring new opportunities for employment and revenue growth to the tribe."

"This collaboration has been a great testament to intergovernmental agencies working together," said Chairman Hill. "When Oneida engaged with the State of Wisconsin by signing our first gaming compact in 1991, 30 years ago, we were a reservation with a struggling but growing economy. Since that time, we have grown tremendously and can provide a better quality of life for our Oneida people and those who live on and around our reservation. We have been fortunate to be working toward recovery in our economy and move toward keeping a safe, professional gaming entertainment facility for Wisconsin travelers. Tourism is an important component of Wisconsin economy."

The compact amendment follows months of negotiations between the Oneida Nation and the Wisconsin Department of Administration's (DOA) Division of Gaming. The compact amendment was voted on by the Oneida Nation Business Committee on Wednesday, July 29, 2020. Following the signing of the compact amendment by Governor Evers and Chairman Hill, the agreement will be sent to the federal Bureau of Indian Affairs (BIA). BIA will have 45 days to review and approve the compact amendment. If approved, the Oneida Nation can begin expanding operations to allow event wagering at Oneida Casino. The compact amendment also allows for remote event wagering on land owned by the Nation or held in trust for the Nation by the federal government that contains a commercial building owned or leased by the Nation. The Nation hopes to begin offering event wagering in time for the upcoming football season.

"We are grateful to be able to work closely with the Oneida Nation leadership on this historic agreement," said DOA Secretary Joel Brennan. "We also appreciate the thoughtful work from the team within the Division of Gaming that helped make this agreement possible.

"Event wagering," as defined by the compact amendment, can include sports and events betting, such as wagering on nationally televised award shows, professional sports league drafts, and professional sporting events, including the National Football League, the National Basketball Association, and Major League Baseball. Event wagering has expanded in states throughout the Midwest in recent years, including Iowa, Indiana, Illinois, and Michigan. The current compact amendment does not allow for wagering on Wisconsin college athletics. Wagering is also prohibited on the outcomes of elections for public office and for events with participants under the age of 19.

Maine Governor Janet Mills Vetoes Tribal Gaming Bill

In a recent four page letter to the 130th Legislature of the State of Maine, Governor Mills outlined her rational for vetoing L.D. 544, An Act to Create Gaming Equity and Fairness for the Native American Tribes in Maine.

In her letter, Mills describes what she perceives as problems with the bill, including, "no predictability or meaningful limitations on where tribal gaming may occur, or on the size of each facility ... no provisions to mitigate the bill's substantial fiscal impact on the State budget ... the workability of the language that exempts tribal gaming facilities, wherever located, from all state laws relating to health and safety, including 'food safety, sanitation, building construction standards and inspections, fire safety and environmental protection,' unless the individual tribe has laws or ordinances similar to state laws that apply to gaming operations generally."

Additionally, Mills argues in her letter that an expansion of tribal gaming could reduce state revenue generated from the two commercially run casinos currently operating by $17 million based on estimates of the Gambling Control Board.

Tribal leaders responded swiftly in a joint press release, according to the Portland Press Herald, quoting Chief Maggie Dana of Passamaquoddy Tribe at Pleasant Point as saying, "Governor Mills provides lip service to wanting to engage on tribal issues. However, if she thought they were important she would meet with tribal leaders to discuss updating the (1980) Settlement Act more than two times over the last two years. Governor Mills missed a great opportunity to catch up with the other states that work with the other 570 federally recognized tribes."

Senators Schatz, Murkowski, Tester, Hoeven Introduce Bipartisan Bill To Advance Native American Housing Programs

U.S. Senator Brian Schatz (D-HI), Chairman of the Senate Committee on Indian Affairs, U.S. Senator Lisa Murkowski (R-AK), Vice Chairman of the Committee, and

U.S. Senators Jon Tester (D-MT) and John Hoeven (R-ND), former Chairmen of the Committee, introduced the Native American Housing Assistance and Self-Determination Reauthorization Act of 2021. U.S. Senators Tina Smith (D-MN), Catherine Cortez Masto (D-NV), Ben Ray Luján (D-NM), and Mike Rounds (R-SD) joined as original cosponsors.

This bipartisan legislation builds on successful Native American housing programs at the Department of Housing and Urban Development (HUD) authorized by the Native American Housing Assistance and Self-Determination Act (NAHASDA), including the Indian Housing Block Grant and Native Hawaiian Housing Block Grant programs. Bills that would reauthorize NAHASDA have been introduced in every successive Congress since 2013.

"Since it was first signed into law in 1996, NAHASDA has provided billions in federal dollars to tribes and Native communities in Hawaii and across the country," said Chairman Schatz. "Our bill continues this bipartisan tradition and extends NAHASDA for another decade, giving Native communities the resources they need to help more Native families find safe, affordable housing."

"The United States must live up to its trust and treaty responsibilities to tribal communities when it comes to housing," said Vice Chairman Murkowski. "Our NAHASDA legislation reauthorizes and enacts much needed reforms to streamline housing and related infrastructure projects in Native communities. As our country moves forward from the COVID-19 pandemic, we must ensure that Native communities, including tribes in Alaska, are part of the recovery and passage of this bipartisan legislation will ensure that."

"Every family deserves a safe, comfortable place to call home, but the lack of affordable housing is currently at a crisis level across Montana – and Native American communities are no exception," said Senator Tester. "This critical bill will boost opportunities for folks living in Indian Country by expanding access to housing Montanans can afford and ensuring that more families across our state have a safe place to live."

"This legislation reauthorizes critical housing programs for Native Americans, helping to provide certainty and greater flexibility for tribes," said Senator Hoeven. "This is about updating these important programs and further empowering tribes to make the best decisions that will benefit their communities."

The bill is supported by the National American Indian Housing Council (NAIHC) and the Department of Hawaiian Home Lands.

"The National American Indian Housing Council is pleased to see Senators Schatz and Murkowski continue the Committee's bipartisan support of tribal housing programs by re-introducing a NAHASDA reauthorization," said NAIHC Chair Adrian Stevens. "This bill would help native communities by including vital improvements to NAHASDA, providing 10-year authorizations for tribal housing programs, and establish an Assistant Secretary of Indian Housing at HUD to give tribes a greater voice in important policy and budget discussions. NAIHC looks forward to working with the sponsors of this bill and all members of Congress to get NAHASDA reauthorized this Congress."

"We welcome the reauthorization of NAHASDA at a time where the Hawaiian community is commemorating the 100th centennial of the signing of Hawaiian Homes Commission Act this coming July," said Hawaiian Homes Commission Chair William J. Ailā Jr. "I would like to acknowledge Senator Schatz, Hawaii's congressional delegation, and Senator Murkowski for their diligent efforts to bring this legislation forward and we send aloha to our American Indian and Alaska Native cousins for their continued support of Title VIII. The proposed improvements to the program will provide much needed stability and assist DHHL with the creation of more housing units and additional housing services." ♣



BIA Announces $6.5 Million in Energy and Mineral Development Grants

The Bureau of Indian Affairs (BIA) recently announced that it has awarded more than $6.5 million in Energy and Mineral Development Program (EMDP) grants to 27 federally recognized tribes and seven Alaska Native corporations in 15 states. The funding will aid their efforts to identify, study, design and/or develop projects using energy, mineral and natural resources, which, in turn, will help them achieve economic self-sufficiency by developing and controlling their own energy production capabilities.

"Having direct access to a reliable energy source is often taken for granted in the United States, but due to their remote locations, it can be a real challenge for American Indian and Alaska Native communities to achieve that standard," said Principal Deputy Assistance Secretary – Indian Affairs Bryan T. Newland. "The BIA's Energy and Mineral Development Program grants seek to close this gap by supporting efforts to develop tribally and Alaska Native corporation-owned energy resources to benefit tribal members and ANC shareholders while contributing to Indian Country's economic progress."

The Bureau's EMDP grants help eligible applicants obtain technical assistance funding to hire consultants to identify, evaluate or assess the market for energy or mineral resources that a tribe will process, use, or develop. The grants provide funding that allow the tribe to conduct resource inventories and assessments, feasibility studies, or other pre-development studies necessary to process, use and develop energy and mineral resources.

The BIA Office of Trust Services' Division of Energy and Mineral Development (DEMD) assists tribal governments and American Indian Allottees with evaluating energy and mineral resource potential on their lands. Recipients use this information to determine whether or not they wish to develop energy projects, or extract and market commercially, or strategically, valuable minerals.

DEMD solicits proposals on an annual basis from tribes and through a competitive review process, then selects qualified projects for funding. The program's grant amounts are dependent upon annual congressional appropriations. The projects announced were selected from among 53 proposals submitted during the FY 2020 funding cycle. The grant awardees are:

Absentee Shawnee Tribe of Oklahoma, Oklahoma ($75,000) – To identify and evaluate different options for developing a solar project for a tribally owned property that is technically and environmentally applicable for implementation and to identify the logistical and financial feasibility of the project development effort.

Ahtna Incorporated, Alaska ($312,000) – To determine if a commercial wind farm is feasible in the Willow Mountain Area. The objectives this project proposes are to: 1) install two 50-meter meteorological towers in the Willow Mountain Area and collect 12 months of data (with an option to extend an additional 12 months); 2) conduct a marketing and economic evaluation of the potential wind farm development; 3) review project-specific technical issues; 4) review site-specific environmental conditions; and 5) review regulatory requirements.

Bay Mills Indian Community, Michigan ($115,000) – To determine whether installing a combined heat and power (CHP) system within their casino and hotel would be feasible and profitable over time.

Bear River Band of the Rohnerville Rancheria, California ($283,270) – To allow the tribe to hire Schatz Energy Research Center to assess the economic and technical feasibility of nine solar projects on its rancheria.

Bristol Bay Native Corporation, Alaska ($89,650) – To fund aerial and ground surveys of the volcanic formation (Tuya) near the communities of Togiak and Twin Hills. The purpose of these surveys would be to locate and begin to assess heat sources as potential geothermal energy sources.

Calista Corporation, Alaska ($721,510) – Consists of a port site development, a nominally 4-mile port access road, a 1-mile quarry access road, and development of a quarry at the identified mineral source. The Pilcher Quarry project consists of design and construction of infrastructure necessary to allow rock extraction from a proposed quarry located on Pilcher Mountain in Marshall, AK.

Chemehuevi Indian Tribe, California ($350,000) – Proposes to analyze and follow up on findings from the Phase 2 Chemehuevi Mineral Assessment Project, with TechSource, Inc. (TSI) of Los Alamos, NM, to determine potential deposits of minerals, with a focus on manganese, on Chemehuevi tribal lands.

Cheyenne and Arapaho Tribes, Oklahoma ($125,000) – To address the tribes' next phase of energy development: to purchase or drill future wells in high output areas, construct a natural gas to electricity conversion plant , and develop a phased Tribe Electrical Microgird.

Chitina Native Corporation, Alaska ($166,650) – To conduct an assessment of residential and commercial heating demands in the Chitina community, which is currently met by imported diesel heating fuel.

Coeur d'Alene Tribe, Idaho ($69,353) – This project will result in a thorough assessment of the economic and technological viability of solar development for a minimum of ten tribal facilities within the tribe's reservation (Benewah Market, Benewah Auto, Housing Authority building and shop, tribal rental homes in Plummer, ID, the Gathering Place apartment complex, Food Distribution Warehouse, Felix Aripa building and shop, tribal school).

Cook Inlet Region Inc., Alaska ($98,140) – To complete a pre-development study necessary to facilitate the use and development of mineral resources, including a full-season exploration program and in-depth evaluation of the Farewell district's precious, base and critical metal resources.

Cow Creek Band of Umpqua Tribe of Indians, Oregon ($120,000) – To gain support for taking the first step in developing a suitable revenue source: completion of a feasibility

study that will address a combination of elements found in both conceptual and feasibility studies as described in the EMPD Grant Writing Guide for Small Scale Biomass Projects and be comprised of the guide's 11 tasks.

Elk Valley Rancheria, California ($88,008) – Will help the tribe's leadership to evaluate several renewable energy project concepts and identify the most attractive alternative to meet their goals of reducing the tribe's environmental impact, reducing energy expenditures, and enhancing tribal sovereignty.

Fond du Lac Band of Lake Superior Chippewa, Minnesota ($96,000) – To assess, evaluate and promote Biomass Fuel Utilization through the Office of Indian Economic Development. Funding will be used to design a wood bio-fuel district heat operation for 54 homes and a community center. The Band is interested in installing district heat at Brookston Community Center and housing district.

Iñupiat Community of the Artic Slope, Alaska ($280,393) – To explore and characterize sand and gravel resources across the eight villages of the North Slope.

Little River Band of Ottawa Indians, Michigan ($94,954) – To develop a renewable energy microgrid that accomplishes the tribal council's desire to increase the tribe's sovereignty, enhance its resilience, increase economic development, and reduce its carbon footprint.

Lummi Indian Tribe, Washington ($105,000) – To conduct a feasibility study in order to assess the financial and technical requirements of a microgrid designed to: 1) improve economic and energy self-sufficiency and 2) reduce emissions from energy production and use that contribute to global climate change, air quality degradation, and other adverse environmental and human health impacts.

Metlakatla Indian Community, Alaska ($170,387) – To explore developing wind energy and evaluate electrical control and distribution system improvements to increase the energy resilience and security of its members and residents of the Annette Islands Reserve.

Middletown Rancheria, California ($86,390) – To understand the feasibility of generating solar power to support a potential future housing development, which will be built with an "Eco-Village" concept on newly purchased tribal lands.

Native Village of Port Heiden, Alaska ($192,000) – To assess the value, benefits and configuration of a potential hybrid renewable energy+battery storage and diesel system.

Nunakauiak Yupik Corporation, Alaska ($57,350) – To provide sufficient examination of solid minerals and aggregate with feasibility and economic studies to promote the use and development of energy and mineral resources on tribal lands.

Osage Nation, Oklahoma ($96,420) – To enhance and expand the design and flexibility of the existing OsageMinerals.org so that all records, maps, production, leasehold and other pertinent information can be easily accessed by quarter section in a user-friendly format.

Osage Nation, Oklahoma ($299,645) – To define and evaluate the sand and gravel assets on the Osage Reservation and conduct an economic evaluation of the promising sites based on geology, grades, production and potential markets where aggregate supplies from the Nation can be marketed and sold.

Passamaquoddy Tribe – Indian Township, Maine ($80,000) – Specific to the small-scale pellet mill proposed at Passamaquoddy – Indian Township and related to assessing the market potential and evaluating market capacity to sustain the project.

Pawnee Nation of Oklahoma, Oklahoma ($ 71,475) – Seeks to conduct a comprehensive solar feasibility study to reduce tribal dependence upon costly, nonrenewable electricity.

Peoria Tribe of Indians of Oklahoma, Oklahoma ($73,218) – To determine the viability of a solar power plant on existing land.

Pueblo of San Ildefonso, New Mexico ($169,000) – To assess the feasibility of solar photovoltaic (PV) opportunities on tribal lands.

Pueblo of Santa Ana, New Mexico ($93,645.45) – Will give the Santa Ana Pueblo's leadership a firm understanding of the potential solar PV development projects the Pueblo could pursue and create an implementation plan for a project selected by them.

Sac and Fox Tribe of the Mississippi in Iowa (Meskwaki), Iowa ($84,969.33) – To evaluate the feasibility of harnessing the tribe's renewable energy resources to power a microgrid system for its facilities.

Southern Ute Indian Tribe, Colorado ($545,000) – To study and identify practical and viable strategies to implement an Enhanced Outcrop Methane Capture (EOMC) project at the Fruitland Formation outcrop, inside the Southern Ute Indian Tribe reservation.

Navajo Nation, Arizona ($475,609.50) – To mature and identify new, previously untested, potential helium-bearing prospects on Navajo lands and put the Nation in a position to develop its helium resources and/or attract partners and investors to pay for exploration and development expenses.

Tikigaq Corporation, Alaska ($100,000) – To assess, plan and develop a gravel quarry at site PHRK07, Phase I of a potential III-phase project. Phase I assessment results will determine whether Phases II and III go forward.

Ute Indian Tribe, Utah ($600,000) – To be used for geologic characterization and engineering analysis of oil and gas potential on the Uintah and Ouray Reservation.

White Earth Band of Chippewa Indians, Minnesota ($86,930) – Will allow the Band to identify and explore all possible economic development options as part of their economic growth. To qualify and quantify the aggregate deposit with a comprehensive field mapping and sampling program that includes: 1) detailed field mapping; 2) surface sampling; and 3) subsurface sampling.

Winnebago Tribe of Nebraska, Nebraska ($29,300) – To support its continued efforts to develop and utilize renewable solar energy resources. The objective of this project is to complete a feasibility study, over the course of 12 months, to assess the viability of 11 tribal building rooftops and two tribal land locations as potential sites for solar panel installation. ♣

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