



# INTERIM STRATEGIC BUSINESS PLAN

## JULY 2022 – JUNE 2024

PILLARS OF SUCCESS	GOALS & OBJECTIVES	INITIATIVES	SUCCESS MEASURES
<b>Champion BENEFICIARIES</b>	<p><b>Goal</b> Ensure our commitment to our beneficiaries is at the center of what we do</p> <p><b>Objective 1</b> Responsibly optimize and expand retail opportunities</p> <p><b>Objective 2</b> Provide public awareness and education about our beneficiaries and contributions</p>	<ul style="list-style-type: none"> <li>Transition Federal Way Regional Office to Department of Imagination retail store at Southcenter Mall</li> <li>Relocate Yakima Regional Office to Tri-cities</li> </ul>	<ul style="list-style-type: none"> <li>Performance to sales targets</li> <li>Percent of advertising dollars spent on beneficiary messaging</li> <li>Results from research surveys on beneficiary knowledge</li> </ul>
<b>Enhance PLAY</b>	<p><b>Goal</b> Create the best possible gaming experience for players</p> <p><b>Objective 1</b> Foster creative innovation for greater player engagement within our constraints</p> <p><b>Objective 2</b> Increase responsiveness to the changing expectations of players</p>	<ul style="list-style-type: none"> <li>Introduce <i>Cash Pop</i> into our draw portfolio</li> <li>Implement <i>Mega Millions</i> game changes</li> <li>Develop a plan to expand debit payments for DOI, office, kiosk, and event sales</li> <li>Conduct legal feasibility analysis of digital prize payments</li> <li>Propose legislation to enhance winner privacy</li> <li>Perform feasibility study of debit card prize payments at retail</li> </ul>	<ul style="list-style-type: none"> <li>Increased playship in all appropriate demographics</li> <li>Percent of customer loyalty and retention</li> </ul>
<b>Build PEOPLE &amp; CULTURE</b>	<p><b>Goal</b> Be a high-performing organization where open communication is a priority and employees have opportunities to learn, grow and develop</p> <p><b>Objective 1</b> Build and support an inclusive, respectful, and collaborative workplace</p> <p><b>Objective 2</b> Expand opportunities for meaningful engagement and a sense of belonging for employees</p>	<ul style="list-style-type: none"> <li>Develop and implement comprehensive DEI training strategy</li> <li>Implement framework for Lottery Learning Academy</li> <li>Develop and provide best practices for meaningful engagement in a hybrid work environment</li> <li>Implement LEAD Team self-governance structure</li> </ul>	<ul style="list-style-type: none"> <li>Increased applicant diversity throughout the recruitment process</li> <li>Improved diversity statistics throughout all organizational levels</li> <li>Voluntary non-retirement turnover rate</li> <li>Improved Employee Satisfaction Survey positive responses</li> </ul>
<b>Drive OPERATIONAL EXCELLENCE</b>	<p><b>Goal</b> Ensure public trust in Lottery systems and operations</p> <p><b>Objective 1</b> Enhance organizational performance through governance, continuous improvement, and efficient use of resources</p> <p><b>Objective 2</b> Promote social responsibility</p>	<ul style="list-style-type: none"> <li>Research and recommend point of sale system for Lottery direct sales</li> <li>Evaluate digital solutions from the RFI and recommend next steps</li> <li>Develop a policy and training on the use of digital signatures</li> <li>Implement Cash Handling module for Lottery Learning Academy</li> <li>Develop a plan to implement WAC changes regarding retailer credits for stolen tickets</li> <li>Prepare and submit application for NASPL/NCPG responsible gambling verification level 3 - sustaining</li> <li>Refresh and deploy retailer RG training for ongoing sustainability</li> <li>Develop a social responsibility plan</li> <li>Implement PEAR Investment #1 – supplier diversity plan to reduce disparities in contracting</li> <li>Implement PEAR Investment #2 – input from impacted communities to inform decision-making</li> <li>Implement PEAR Investment #3 - language access plan to improve equity in information access for customers</li> </ul>	<ul style="list-style-type: none"> <li>Percent of projects within scope, schedule, and budget</li> <li>Internal and external audit findings</li> <li>Incidents in lottery drawings</li> <li>Beneficiary contributions as a percent of sales</li> <li>Agency budget managed to targets (actuals to budget)</li> <li>Participation in responsible gaming activities</li> <li>Contracts training</li> <li>Internal and external safety incidents</li> <li>Lean activities completed</li> <li>Retailer compliance</li> </ul>



### VISION

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



### MISSION

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



### VALUES

Integrity  
Respect  
Collaboration  
Customer-focus  
Responsibility  
Creativity