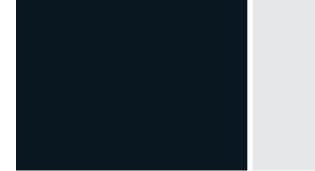


## INTERIM STRATEGIC BUSINESS PLAN JULY 2022 – JUNE 2024

PILLARS OF SUCCESS	<b>GOALS &amp; OBJECTIVES</b>	INITIATIVES	SUCCESS MEASURES
Champion BENEFICIARIES	Goal Ensure our commitment to our beneficiaries is at the center of what we doObjective 1 	<ul> <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> <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>
Enhance PLAY	Goal Create the best possible gaming experience for players <i>Objective 1</i> Foster creative innovation for greater player engagement within our constraints <i>Objective 2</i> Increase responsiveness to the changing expectations of players	<ul> <li>Introduce Cash Pop into our draw portfolio</li> <li>Implement Mega Millions 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> <li>Increased playership in all appropriate demographics</li> <li>Percent of customer loyalty and retention</li> </ul>
Build PEOPLE & CULTURE	GoalBe a high-performing organization where open communication is a priority and employees have opportunities to learn, grow and developObjective 1Build and support an inclusive, respectful, and collaborative workplaceObjective 2Expand opportunities for meaningful engagement and a sense of belonging for employees	<ul> <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> <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>
Drive OPERATIONAL EXCELLENCE	Goal Ensure public trust in Lottery systems and operations <i>Objective 1</i> Enhance organizational performance through governance, continuous improvement, and efficient use of resources <i>Objective 2</i> Promote social responsibility	<ul> <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> </ul>	<ul> <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>



- Implement PEAR Investment #1 supplier diversity plan to reduce disparities in contracting
- Implement PEAR Investment #2 input from impacted communities to inform decision-making
- Implement PEAR Investment #3 language access plan to improve equity in information access for customers



To be a lottery industry leader in creating fun gaming experiences that benefit the people of Washington. To offer games of chance with integrity and imagination to maximize beneficiary contributions. Integrity Respect Collaboration Customer-focus Responsibility Creativity