



STRATEGIC BUSINESS PLAN

JULY 2024 – JUNE 2026



*USING
TODAY'S
IMAGINATION
FOR
TOMORROW'S
SUCCESS*

It's often said that the only constant in life is change, and this past year, Washington's Lottery has gone through a lot of it.

We added three new individuals to our Management Team, moved a Regional Office to a different city, launched a new mobile app, changed some key vendor relationships, added our first new draw game in 15 years, and surpassed \$1 billion in sales for the first time.

What better time to ask, "Should we think about altering our mission, vision, values, and objectives while we're at it?"

In truth, it was the perfect time to ask, because the simple act of looking can be good even if you don't change a thing.

While we did not throw out the old, we did realize that important updates needed to be made because the world, our brand, our retailers, and our players have changed since we first established these key markers many years ago.

Today, as we step into our next chapter with this Strategic Business Plan for 2024-2026, it's truly exhilarating to reflect on how far we have come and the journey that lies ahead. Building on a solid foundation from our previous plans and successes, this plan not only honors our rich four-decade history but also propels us forward, embracing the changes in how our players, retailers, and the Lottery itself interact in a changing world.

This document outlines our mission, vision, and values, which remain our guiding light, alongside robust goals and forward-thinking initiatives that ensure we continue to generate significant revenue to help fund critical educational programs and other key initiatives in Washington State. With more than \$2.4 billion contributed to education over four decades, our commitment remains unwavering.

This plan represents a collective effort from a diverse and dynamic team of public servants whose creativity and dedication are unmatched. In these pages, you'll find detailed objectives and strategic initiatives that reflect our legislative mandate to maximize revenues for beneficiaries, while also providing engaging, fun, and responsible gaming experiences for our players. We also paid particular attention to ensuring the foundation from which we deliver our products remains strong and forward thinking. I am particularly proud of how this plan came together, combining new perspectives and ideas that emerged as we reconnected in person, renewing our commitment to teamwork and shared success.

It is my honor to introduce this plan, one that's not only focused on building a bright future for our great state, but also one that's adaptable to whatever exciting changes lie ahead.



Joshua Johnston
Director



STRATEGIC FRAMEWORK

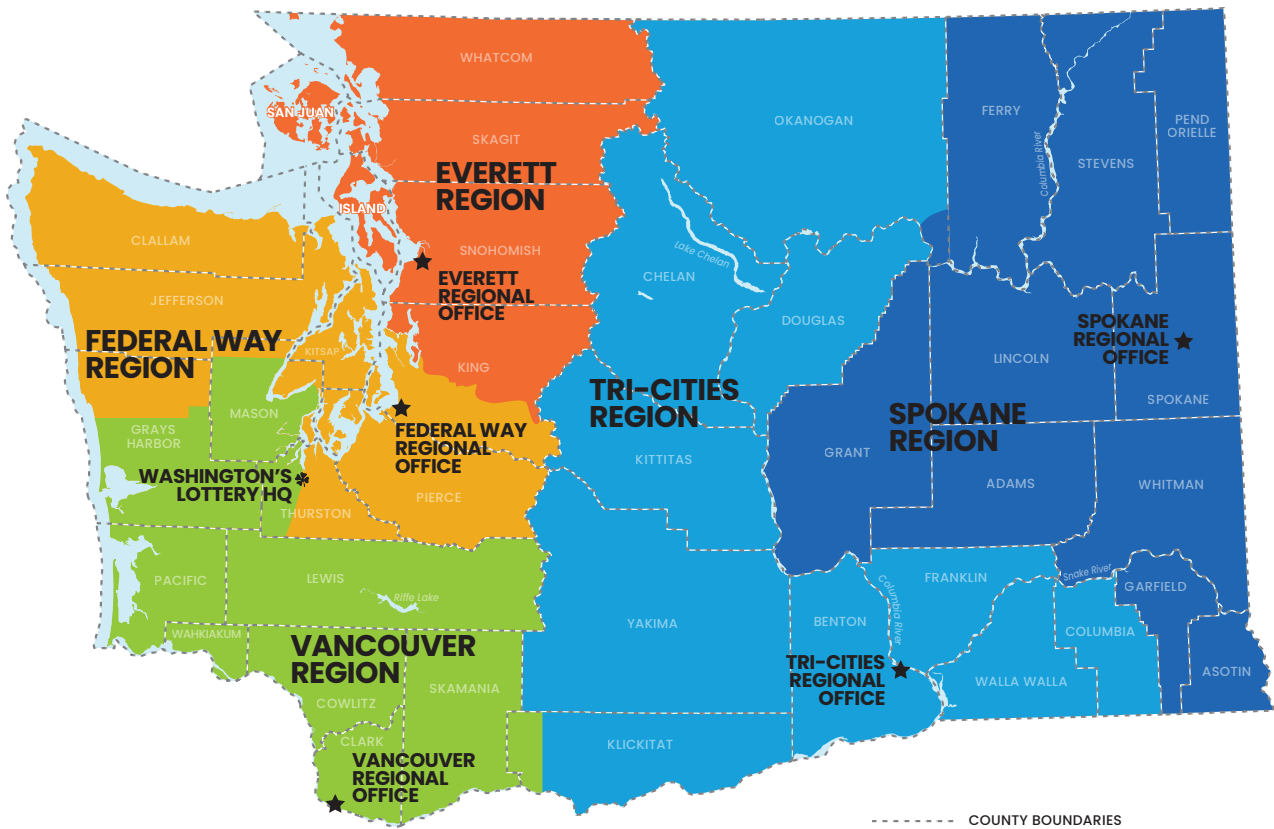


PILLARS	GOALS & OBJECTIVES	INITIATIVES	KEY MEASURES
Champion BENEFICIARIES	<p>Goal We ensure our commitment to the people and entities Lottery benefits is at the center of what we do</p> <p>Objective 1 Maximize profitable and predictable beneficiary contributions</p> <p>Objective 2 Increase awareness of beneficiaries to further their causes</p>	<ul style="list-style-type: none"> Expand regional Department of Imagination retail stores Design beneficiary communication to raise awareness of their cause Develop a plan to engage chambers of commerce and economic development councils Conduct research to identify opportunities to align sales increase % to contributions 	<ul style="list-style-type: none"> Beneficiary contributions as a percentage of sales Performance to sales targets Results from research surveys on beneficiary knowledge
Enhance PLAY	<p>Goal We create the best possible player experience</p> <p>Objective 1 Make the entire player journey more satisfying</p> <p>Objective 2 Provide innovative products & solutions that are responsive to the diverse expectations & interests of our current and potential players and retailers</p>	<ul style="list-style-type: none"> Define and map the complete player experience Implement Mega Millions game changes Evaluate the costs, benefits, and risks of implementing electronic payments Research in-state draw game optimization Research adding a multi-state draw game Explore transition from Lottery Service Portal (LSP) to Retailer Wizard 	<ul style="list-style-type: none"> Results from research surveys
Foster PEOPLE & CULTURE	<p>Goal We are a collaborative, high-performing organization where employees have opportunities for engagement and growth</p> <p>Objective 1 Build and support an inclusive, diverse, and collaborative workplace to cultivate a sense of belonging</p> <p>Objective 2 Invest in a dynamic workforce</p>	<ul style="list-style-type: none"> Develop and implement a comprehensive Diversity Equity Inclusion & Belonging (DEIB) strategy Identify and formalize employee growth and development processes, tools, and guidelines 	<ul style="list-style-type: none"> Increased applicant diversity throughout the recruitment process Improved diversity statistics throughout all organizational levels Voluntary non-retirement turnover rate Employee Satisfaction Survey positive responses Number of employees attending and completing training
Drive OPERATIONAL EXCELLENCE	<p>Goal Our operations are innovative, efficient, ethical, and socially responsible</p> <p>Objective 1 Optimize our supply chain to meet business needs</p> <p>Objective 2 Support a modern, agile and flexible work environment</p> <p>Objective 3 Increase access and use of information, data, and analysis</p>	<ul style="list-style-type: none"> Create a proposal for warehouse and distribution optimization Implement debit card payments and further optimize POS system on Lottery owned GT1200s Conduct feasibility analysis for ticket-by-ticket activation Define a proposed roadmap for modernization Implement One Washington Statewide modernization project Implement recommendations for the social responsibility plan Identify and implement an enterprise performance management system 	<ul style="list-style-type: none"> Cost of inventory Number of unique users accessing information, data, and analysis CSR strategies implemented Incidents in lottery drawings Agency budget managed to targets Number of improvements implemented Retailer compliance Employee Satisfaction Survey positive responses



DEPT OF IMAGINATION®

REGIONAL MAP



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