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Record Sales

Under the Leadership of Executive Director,  
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**ON THE COVER:**

D.C. Lottery's, Jeanette A. Michael

Photo by Sharon Farmer

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## Avoiding the “Yips”

*In golf it's known as the "yips," that feeling of uncertainty that arises when you stand over a putt, pondering what needs to happen in order to roll the ball into the center of the cup. You think you know how to hit the shot, but just as you're about to make contact, a little voice in your head screams, "No, it breaks the other way!" You stab at the ball, leave it 12 inches from the cup and walk to the next tee asking yourself, "Why do I play this game?"*

Lottery professionals struggle with the same kind of fits and starts as they work to develop strategies that will generate the greatest amount of profits for state government. We're challenged because we have one foot in the public sector and the other in private enterprise. We're an industry established to generate profits through an ongoing relationship with a customer base, but unlike private business, we don't always deliver what they're buying.

We work in an industry founded on chance. We create products that, by their very definition, do not always meet the expectations of our customers, as not everyone wins. Some of our players are naturally quite pleased with our products and view lottery games as life-altering events. But there are many others who don't share in this experience. Knowing how to balance those competing player experiences is what makes a lottery professional lose sleep at night.

Every one of us is employed today because the citizens of our respective jurisdictions have said, "Yes" to a state-sponsored lottery. In many of our jurisdictions, our legislative representatives meet annually to determine our financial objectives, and to give us the necessary tools that are critical to achieving their expectations. Our profits are taken by state government to support programs that the legislature has deemed important to the welfare of our citizens. Our status as a state agency requires us to operate in accordance with state bureaucratic standards, but we must also feed the beast that is the bottom line.

What that beast is, and how it's fed, is what contributes to a kind of "no-win" situation for lotteries. Members of NASPL have supported, or are currently supporting some of our country's most deserving organizations and institutions. The list includes education, with profits going to support pre-kindergarten programs, Literary Funds, HOPE Scholarships and Teacher Retirement Funds. Lottery profits have contributed to environmental issues such as the Clean Air Fund and the Conservation Fund. They've provided local transportation assistance, contributed to mass transit improvements, and have provided the resources necessary for upgrades to our public parks and outdoor recreation facilities. Such deserving organizations as the Vietnam Veterans Fund and the Police and Fire Pension Funds have also been aided by lottery profits.

That's pretty impressive company and can make us pretty darn proud of the work that we do every day. Industry experts usually

refer to this as "cause-related marketing," and cite case history on its effectiveness at moving products or services.

But here's where the lottery industry confronts a dilemma and struggles with its own case of the "yips." NASPL Advertising Standards state that "lotteries should provide information regarding the use of lottery proceeds...it should clearly denote where lottery proceeds go, avoiding statements that could be confusing or misinterpreted."

What's unsaid and could be tempting is the tendency to use lottery beneficiaries as leverage in the sale of lottery tickets. "Buy this online ticket and you'll make a contribution to our state Education Fund or play XYZ instant game and help us build a new park." Those are pretty compelling reasons to buy a lottery ticket, and they should be resisted at all costs.

In Vermont, we say that Vermont Lottery games are "Good. Clean. Fun." We position our games as a low-cost way of adding a touch of anticipation and excitement to any day and we reference our support of the Vermont Education Fund. That's it. You'll never see anything as overt as footage of Vermont schools in our commercials, nor is it likely that we'll ever draw comparisons between our contribution to the Education Fund and the number of books that could be purchased with those dollars.

Vermonters will make their decision to play our games based upon their attitudes towards games of chance and their willingness to spend their entertainment dollars on something that may fall short of their desired outcome. A player looking to contribute to the Vermont Education Fund should do so without having the lottery serve as an intermediary.

Guilt can be a powerful tool in the marketing of worthwhile causes. Its value to our industry, as we know however, is suspect at best and should continue to be resisted despite state government's ever-present call for higher profits.

Oh, and about that putting problem? Keep your mind on the stroke. Not on the importance of the putt. They'll drop everytime.

Alan Yandow  
NASPL President

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## Hart Scott Rodino Waiting Period is Terminated for Scientific Games' Merger with IGT-OES

Scientific Games Corporation announced that the Federal Trade Commission has granted early termination of the Hart Scott Rodino waiting period, thereby enabling Scientific Games to proceed with the acquisition of IGT OnLine Entertainment Systems, Inc., the on-line lottery subsidiary of International Game Technology. Scientific Games now expects the merger to be completed within thirty days.

## The Price is Right for Maryland and Virginia

The Maryland and Virginia Lotteries, in a concerted marketing effort, simultaneously launched a Price is Right™ instant scratch game using OGT's newest licensed property. The lotteries are the first in the U.S. to launch The Price is Right instant game, and are taking advantage of this famous brand's key elements, including its most popular games, music and phraseology "Come on Down!"

## IGT and Acres to Merge

Acres Gaming Incorporated stockholders have approved the merger between Acres, IGT and NWAC Corp., a subsidiary of IGT. Sixty-four percent of the outstanding shares of common stock voted for the merger and two percent voted against the merger. Under the terms of the merger agreement, IGT will pay \$11.50 per share in cash for each outstanding share of Acres common stock, representing an aggregate purchase price of approximately \$130 million on a fully diluted share basis, and Acres will merge with NWAC.

## Michigan Extends Pollard

Pollard Banknote received a two-year contract extension to continue producing instant tickets for the Michigan Lottery. The company has also been awarded a contract for the production, warehousing and distribution of the Lottery's new line of pull-tab tickets. The launch date is October 27th. The original instant ticket contract was signed in 2001, and options remain for three additional years. Pollard Banknote also supplies instant ticket vending machines to the Lottery under separate contract.

## Texas Signs OGT

Oberthur Gaming has been selected by the Texas Lottery as a secondary vendor to provide instant tickets and related services. The contract term is six months and may be extended for an additional six months in the Texas Lottery Commission's sole discretion.

## MLBA Selects American Games PTVMs

American Games, a Pollard Banknote company, has partnered with the Michigan Licensed Beverage Association (MLBA) to provide their membership with pull tab ticket vending machines (PTVMs). With this endorsement, the MLBA fully expects many of its 2500 members to look to American Games to supply their PTVMs.

## Norsk Tipping Selects EssNet

EssNet Interactive has been selected by Norsk Tipping as the preferred supplier of a VLT system with 10,000 terminals, a central system and games. The decision follows an extensive evaluation process, following the Norwegian rules for public procurement. The project to implement the new system is expected to be finalized in December 2005. Further details will be released upon the Company's signing of a formal agreement with Norsk Tipping in November.

## CGI Uses Captain Morgan Artist for Tickets

If you've seen the recent TV ad campaign for Captain Morgan's Spiced Rum®, the fantasy illustrations on a current series of \$5 New Hampshire Lottery tickets may seem familiar. Don Maitz, a Florida artist who has been drawing Captain Morgan for the last 20 years, provided the illustrations for three different tickets now being marketed in New Hampshire through a special arrangement with Creative Games International, Inc.

A Captain-like swashbuckler graces the first of New Hampshire's themed tickets, "Treasure Island," introduced in June. Two new tickets scheduled for introduction in the fall feature Maitz illustrations from an earlier time—the golden days of King Arthur and his Round Table. These games are called "Magic Money" and "Riches of Camelot"

## Sande Stewart Signed for Chinese Game Show

Win Win Gaming Inc. entered into an exclusive agreement outside North America with Sande Stewart Television Inc. to produce lottery TV game shows in jurisdictions around the world with particular emphasis on China. No further details on the signing have been offered.

## PartnerTech Teams with EssNet

PartnerTech has signed a collaboration agreement with EssNet, which involves the production and distribution of PC-based gaming terminals. The agreement consists of three different orders worth a total of around SEK 65 million. Initial deliveries will begin in 2003. Most of the agreement is related to the large order for gaming terminals that EssNet has received from Norsk Tipping, the Norwegian state lottery with sales of some 9.7 billion Norwegian kroner per year.

## Spacenet Signs with Scientific Games

Gilat Satellite Networks Ltd. announced its U.S. subsidiary, Spacenet Inc., has signed a 5-year contract with Scientific Games for a broadband satellite communications network for the Iowa Lottery Authority. Including Spacenet's initial deployment of more than 100 VSAT terminals for Scientific Games at Iowa Lottery locations earlier this year, Scientific Games has submitted purchase orders for a total of 650 VSATs. Gilat's VSAT technology has become widely recognized as a leading solution for affordable, reliable, easily deployable connectivity for virtually any lottery location. ■

## Merchandising Coordinator

The Washington Lottery is seeking a Merchandising Coordinator to implement merchandising program to increase visibility of Lottery products at retail level. Bachelor's Degree in marketing, business, or allied field and four years of applicable experience. \$43,344 – \$54,744 annually, DOQ, plus excellent benefits package. For further information, visit [http://walottery.com/a\\_employment.asp](http://walottery.com/a_employment.asp) or call (360) 664-4814.

To apply, send letter of interest and resume to the Washington Lottery, PO Box 43005, Olympia, WA 98504-3005, or email to [Applications@walottery.com](mailto:Applications@walottery.com) no later than October 24, 2003. AA/EOE.

# How Do You Recognize a Lottery Pioneer?

By the Arrows in His Back *By Duane V. Burke, CEO/Publisher*

## A Tribute to the Tennessee Education Lottery's Board of Directors

Ralph Batch, the U.S. lottery leader and pioneer liked to joke, "He wouldn't mind being a pioneer so long as he didn't have to go first". Another of his favorite sayings was, "you can always tell a pioneer by the arrows in his back".

In reality, Ralph was the leading lottery pioneer of his time, responsible for many of the most important innovations upon which secure and successful lotteries are based. Ralph started the New Jersey Lottery, which quickly became the most successful lottery in North America. He subsequently started the Illinois Lottery, made that lottery successful and in the process put the illegal numbers games out of business in Illinois. He completed his pioneering career as a lottery director by rejuvenating and making successful the Delaware Lottery\*.

In Tennessee, we have a new set of lottery pioneers, the members of the Board of Directors of the Tennessee Education Lottery. To ensure that the Tennessee Lottery gets off to the most successful possible start, the members of this Lottery Board had the leadership-courage to offer the highest salaries and bonus programs among lotteries in the country in order to attract the best lottery start-up director in the world, Rebecca Paul - and a staff of experts that she could attract - despite the storm of criticism that they knew this action would draw. With Rebecca Paul, the board has chosen well.

Rebecca started her lottery career as director of the Illinois Lottery and immediately excelled. When Florida approved a lottery and needed an outstanding leader, they recruited Rebecca Paul. She and her start-up team then made the Florida Lottery the most successful lottery start-up, to that time. When Georgia approved a lottery, the gov-

ernor of Georgia sent a team to Florida to recruit Rebecca to be CEO and start the Georgia Lottery. Her Georgia Lottery start-up eclipsed the Florida start to become the most successful lottery start-up in history. Her subsequent, exemplary management made the Georgia Lottery the great success that it has become.

The Board of Directors of the Tennessee Lottery has a huge, serious challenge - to see that the state's new lottery lives up to the great expectations of the people of Tennessee and fulfills the education-funding goals of the Tennessee lottery legislation. As new lottery leaders, these Board members quickly learned that the successful start-up and early, growth years of a lottery are absolutely critical to the lottery's long-term revenue success. Based upon that knowledge, they committed to pay the premiums necessary to get the most experienced lottery start-up leader in the world, Rebecca Paul, and a talented staff to start the Tennessee Lottery.

The Board of the Tennessee lottery is now experiencing what every lottery pioneer experiences, arrows in the back from second guessers and detractors with their own agendas. It is a regrettable but historically, predictable scenario. I am sure that the Board will remain confident of its course and will remain resolute in pressing on to success.

Public Gaming Research Institute congratulates and commends the members of the Tennessee Lottery Board of Directors for their wisdom, foresight, courage and pioneering spirit on behalf of their constituents, the people of Tennessee.. ■

\* Ralph Batch then became a consultant to Public Gaming Research Institute and was a member of its Board of Directors until he passed away. His name still appears on the masthead of Public Gaming International magazine. He is honored annually at the NASPL awards program by advertising awards presented in his name.

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## “It Seemed Like a Good Idea at the Time”

by Guy Simonis



**T**hat's what we say when we realize that in retrospect, this was a really dumb decision and we ought to have known that it was so.

But I am sitting here reminiscing not about things we as lottery directors might have done wrong - and those were many - but about the dumb decisions forced on us by appointed or elected politicians. I mean the kind of policies that even those who had only a mere inkling of marketing sense would know were stupid decisions. Or perhaps, to put the kindest face on it, ignorant and uninformed.

In replaying some of these lottery nightmares, I cannot help naming places and personalities but I will try to be as considerate as possible in the hope that someone who reads this will have the courage to say 'hang on a minute' when the next inane directive comes down the pike.

Advertising has always been the chafing point for politicians who are not overly fond of lotteries. Badgered by their like-minded friends, they wonder why a popular evil scheme such as a lottery "where people waste their hard earned money on a non-existing chance" needs advertising.

(If you are going to quote me, notice the tongue in my cheek!)

They know the reason why lottery directors advertise. It is to press for that final last nickel and inflame the passions of greed. If the right thinking people were to cancel the advertising budget, the money spent on it would go directly to the bottom line, where it does what it was supposed to do and that is to raise money for Good Causes.

So, quite a few years ago, Newfoundland ordered the Atlantic Lottery to cease all advertising in that province. After a reported \$13 million dollar drop in net revenue the order was repealed. To provide some context: If a comparable per capita loss had occurred in California the loss would have been over half a billion dollars for education programs.

Next on my list, another surprising twist. If what I read in the trade papers is correct, legislators in Nebraska are considering a directive to the Lottery, that profits must be constant in terms of net dollars to the Cause. Now you and I know that the only financial lever to assure level profits when sales are declining is to reduce the percentage flowing to the prize fund. Strange reasoning isn't it? When sales go down reduce the quality of the product. If the dollar stream flowing to the Good Cause is threatened, then, screw the player! I hope that pro-

posal never goes anywhere but the waste basket.

Tying the operator in knots is another dumb move. There is always paranoia on the part of the legislative geni that the lottery will squander gross lottery revenue on "giving money away to the player" and "costly wastes" in administrative costs. OFFLOT, the regulator of the UK National Lottery at start up, tried to tie up its operator by embedding the percentage of profits, taxes and expenses in the license. This deprived the operator of any flexibility in using the prize fund to stimulate sales. In other words the intent was to insure maximum returns to the Good Causes and in doing so took away the most valuable tool to achieve it. I was there, they didn't listen. Have heart; enlightenment has struck since.

Upon occasion the lottery is contemplated as a productive milch cow that can perhaps be milked at two teats simultaneously. Quite a few years ago now - with the guilty having likely gone on to their well deserved rest - the policy makers in the Saskatchewan legislature thought that in addition to dedicating the lottery profits to sport, the state treasury could make a bucket full of money by imposing a special 10% sales tax on lotteries and casino spending. None of this 10% money would be flowing to the lottery, no, it was an outright tax. The resentment wasn't long in coming. The players honestly believed that when they paid a dollar for a ticket and got fifty percent in prizes back, they were already paying a heap of taxes. The situation at casinos was even more laughable. If you bought, say, one-hundred dollar worth of chips paying \$110.00 and you received a call on your cell phone saying your presence was urgently required at home or work, the cashier - minutes later - would redeem them for \$100. This put a whole new emphasis on having fun at the casino.

I don't have time to tell you about the Western Canada Lottery that decided to be operated from Toronto by the Ontario lottery. Upon that decision they told all their employees that their job would be gone soon but promised a bonus for those few who would stay until the end and severance pay for those who chose to leave now. They carried on with a skeleton crew until it was decided the idea of being operated from Ontario was all wrong and started hiring back.

There are many more such stories, perhaps some day... ■

*Please respond to Guy Simonis at [gsimonis@telus.net](mailto:gsimonis@telus.net).*



# Executive Director Jeanette A. Michael

## Leading the D.C. Lottery to Record Sales

Written by Vanessa E. Newton - Writer/Editor for the D.C. Lottery and Charitable Games Control Board

*Change! That's what happened when Jeanette A. Michael was appointed the D.C. Lottery and Charitable Games Control Board's Executive Director on May 29, 2002. She joined the agency as the Lottery was celebrating its 20th Anniversary. "After 20 years of success, I knew that for the D.C. Lottery to grow it had to change the way it conducted business," Michael said. I told my staff, "We are going to have to do better than we have ever done before."*

For the past 10 years, D.C. Lottery sales have been averaging \$213 million and the transfer to the District of Columbia's General Fund has only surpassed \$70 million four times prior to Fiscal Year 2003 - unacceptable to Michael. "We decided that we were going to have to look at new games and ways to sell our games to reach a new audience, while maintaining our existing player base," Michael noted. "We also decided to focus on our agents. That was my formula."

And Michael's formula of new games (instant and on-line), new players, and strengthening the agent base along with recruiting new agents worked. The end result? A record-breaking \$237.6 million in total sales for Fiscal Year 2003, October 1, 2002 - September 30, 2003. And according to the initial tally, the D.C. Lottery transferred an estimated \$72 million to the General Fund, exceeding its budgeted transfer by \$3.4 million.

However, the agency struggled through Fiscal Year 2002. Sales totaled \$211.0 million and the Lottery's transfer was \$63.0 million. In spite of the economic challenges, Michael said, "We were able to reverse a downward trend in sales for our core games." For example, instant ticket sales increased 12 percent from Fiscal Year 2001 to Fiscal Year 2002. "The action steps taken in FY 2002 were of paramount importance in making the turnaround in FY 2003 a reality."

Remarkably, Michael has led the D.C. Lottery to record sales, while fighting breast cancer.

In August of 2002, she was diagnosed with stage-three breast cancer. "Within a week I sat down with senior management and explained to them what I would be going through during the next several months, and what they had to do to keep this place running." Michael also sent an e-mail to the entire staff explaining her condition and her expectations during her absence.

On September 17, two weeks shy of the beginning of FY 2003, Michael had a radical mastectomy. Then, in October, she started chemotherapy treatments - six of them spaced apart in three-week intervals. She also returned to work. "Fortunately, I was able to work part-time during my chemotherapy treatments." For Michael, part-time was a four to six hour day instead of 10 plus.

By March she was undergoing daily radiation treatments five days a week at 9 a.m. and, most of the time, was at work by 10:30 a.m. She did this for seven weeks. "It wasn't an easy time for me because I



*The D.C. Lottery registered record sales under the leadership of Executive Director, Jeanette A. Michael*

reached points where I was very tired physically and mentally. Yet, my message was clear. We had to do record sales. It was in our budget. The staff had the plans and tools they needed to get it done and they did," Michael said with a smile.

The D.C. Lottery set the tone for Fiscal Year 2003 during the fourth quarter of FY 2002 by adding EXTRA as a bonus feature to its numbers games D.C. Lucky Numbers™ and DC-4™. Since the three- and four-digit games make up 70 percent of the agency's sales, it made sense to enhance games that appeal to the numbers players. The EXTRA launch on August 12, 2002 was televised live on a local broadcast station, which helped generate interest and excitement about the game that carried over into the next fiscal year.

Then, the Lottery launched D.C. Keno in May of 2003. Again, the launch was televised live. In addition to generating revenue, Michael is looking to

Keno to attract a new audience - one that is interested in a four minute, rapid draw game. Although it is too early to state that Keno accomplished these goals, it is thriving and Michael will be able to evaluate the game's impact next October.

Keenly aware that in order to flourish, the D.C. Lottery needs to entice a younger generation to play, particularly Generation Xers, Michael supported her staff's on-going efforts to increase the agency's visibility among that audience.

As a marketing tool to reach different groups of people, the Lottery traveled around the city sponsoring events hosted by various organizations such as the Black Cinema Café in Northwest, Washington, D.C. The BCC shows screenings of independent Black films and is an alternative to the typical movie-going experience. At each monthly screening, the D.C. Lottery gave away 200 Instant tickets. Survey results showed that the Lottery achieved its goals of impacting the target audience, as six out of 20 attendees were 25-34 years old, and 56 percent of the first-time players said they would play again.

"We see ourselves as part of the entertainment industry," Michael exclaimed. "When the new Convention Center was completed, we were there for the Grand Opening showing how playing the lottery is a fun and exciting way for people to spend their discretionary money." The D.C. Lottery will have a permanent presence at the Convention Center with an agent on-site. The new building covers six city blocks, has 725,000 square feet of exhibit space, and 150,000 square feet of meet-



*L to R: D.C. Lottery Marketing Director, Kevin Johnson, Recording Artist, Chuck Brown, D.C. Lottery Executive Director, Jeanette A. Michael, D.C. Lottery Communications Director, Bob Hainey, Life-Size Chuck Brown cutout, and Radio Personality, Mike Chase.*

*Photo taken at a Lottery agent location in Southeast, Washington during a D.C. Lottery 20th Anniversary celebration.*

in Reynolds Maps, which included a map of downtown D.C. that identified agent locations with the agency's logo.

In addition to tourists, commuters represent a significant portion of lottery players. "We are a small lottery in terms of population," Michael said. "There are about a half a million people who reside in the District. However, approximately 1.26 million people commute to the District for work." So, D.C. Lottery advertisements are strategically placed on the side of Metrobuses, transit shelters, and at major entryways to the city. With so many visitors and commuters, mostly from Virginia and Maryland, entering and departing D.C. on a daily basis, it is essential for the D.C. Lottery to have agents in high traffic locations.

"We see the agents as partners," Michael said. "As the public face of the Lottery, agents' daily interaction with players is a vital part of the D.C. Lottery's success." Recognizing the agents' role in the lottery, Michael increased the agent commission to five percent midway through Fiscal Year 2002. "When I arrived at the Lottery, the agent commission was four percent - the lowest in the country."

After increasing the agent commission, Michael refocused the Trade Development (sales) staff on providing the agents with more support. "Five salespeople have the responsibility of ensuring that all 460 of our agents have the tools and materials they need to sell more lottery products, as well as understand the game promotions," Michael said. Furthermore, to encourage the agents to sell more lottery products, Michael and her staff created agent incentive programs and contests to provide them with rewarding opportunities involving cash and prizes. The trade representatives also reinforced Michael's message to the agents - "Sell, sell, sell! Sell more, make more."

Once she established programs to strengthen the relationship between the current agents and the D.C. Lottery, Michael set out to recruit agents situated in unique locations. Case in point, agents located in social settings are ideal for targeting Keno players who spend their leisure time in bars and restaurants.

Although new games, new players, and agents are the key ingredients in Michael's formula, there are two additives that have helped the D.C. Lottery to achieve its goals: increasing its visibility in the community and changing the culture of the agency.

Well-known for its annual Black History Calendar/Poster, which it distributes free of charge to D.C. Public schools, government agencies, community centers, and the public, Michael wanted people to know that the D.C. Lottery also sponsors nearly 100 community activities yearly. "We became much more visible and more

ing space. It is expected to attract three million visitors, and tourists are important to the D.C. Lottery's business.

Twenty million people visit the District each year. To ensure that visitors are aware of the Lottery's games as well as where they can purchase them, the agency advertised in popular tourist magazines - Washington Flyer and Where. The Lottery also advertised

stories about the Lottery were covered by the local media and national publications."

For the past five years, the D.C. Lottery has participated in Project Harvest, an annual non-profit, tax-exempt food drive that feeds people during the Thanksgiving holiday season. Since 1998, the agency has sponsored the television promotions to help garner support for and increase the visibility of Project Harvest in the Washington, D.C. Metropolitan Area. In Fiscal Year 2003, D.C. Lottery employees raised more than \$1,000 and donated two baskets of non-perishable food during the live broadcast in downtown D.C. Through Project Harvest's efforts, 16,000 people were fed.

Media coverage of its charitable games activities also increased. As the regulatory agency for charitable gaming in the District, the D.C. Lottery licenses non-profit organizations to hold raffles, bingo, and Monte Carlo Night Party events to raise money for education, housing, health care, and other basic needs and services for less fortunate District residents.

In an economic climate where charitable organizations are receiving less funding, finding alternative sources of revenue is critical to maintaining services. To increase awareness among non-profit organizations about how they can raise money through charitable gaming, the Lottery holds an annual workshop, "Putting Fun Into Fundraising." In FY 2003, the Charitable Games Department was able to teach 100 people representing 70 non-profit organizations how to obtain a charitable gaming license and hold a financially successful event. These organizations and many more were able to raise an estimated \$5 million through charitable gaming.

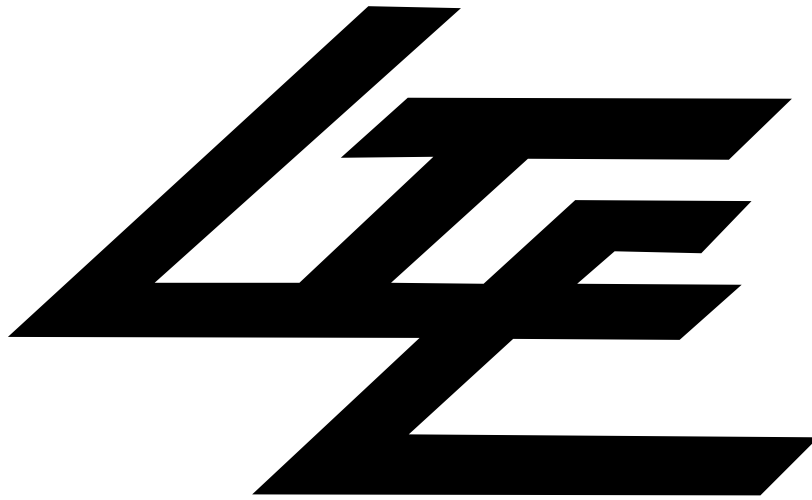
Internally, Michael saw that the culture needed to change in order to fulfill the Lottery's mission of providing District residents with financial benefits by generating revenue to supplement the District's General Fund through the operation of a lottery and by regulating charitable gaming. "People were satisfied with the status quo," Michael said. With a staff steeped in longevity, Michael was aware of the challenges before her. Of the D.C. Lottery's 97 employees, one-third have been at the agency for 15 years or longer and another third between 5 and 10 years. "By any measure we have been successful. Yet, when you try and take an organization in a new direction, it is rare that the long-term employees see a need for change."

However, Michael's commitment to her staff is evident. "I made it very clear that we had to learn that we could be better. I believe that we have a good staff that can be great."

To that end, Michael embarked upon a strategic planning process. "Investing in the human resources of the agency is very important to me," Michael said. She hired a consultant to assess the organization and identify issues that must be addressed. After meeting with the entire staff, including a two-day work session with senior managers, the consultant assisted the Lottery in developing a five-year strategic plan with the goals of: 1) growing the transfer by increasing sales and improving efficiencies, 2) strengthening the ability of the employees to be highly trained, motivated, and effective, and 3) improving the quality of relationships with key constituents and the community.

She also made it known that everyone's recommendations mattered regardless of their position at the Lottery. "Everybody was and is responsible for increasing sales. I always try and emphasize that without the work we do, there are essential social services in the city that would go unmet."

Furthermore, Michael made important organizational changes, which included filling key management positions. In FY 2003, she hired



## **Lottery Technology Enterprises**

Leonard Manning  
Chief Executive Officer

George Walker  
Chief of Operations

Leonard Manning, George Walker and all of the employees of Lottery Technology Enterprises would like to congratulate the D.C. Lottery for achieving record sales in the amount of 237.3 Million and record transfer in the amount of 72 Million, in Fiscal Year 2003.

Lottery Technology Enterprises and The D.C. Lottery, together making a difference in the District of Columbia.



## D.C. LOTTERY

a Chief Operating Officer, Security Chief, and Sales Manager. During their time at the Lottery, they have improved the agency's productivity, established a new direction for the security of the agency with an emphasis on Information Technology security, and increased support for the agents, respectively.

All of these ingredients led to a record-setting year. "We had a great comeback in one year," Michael said. "It was based on planning, implementation, keeping our eye on the prize, and remaining focused."

Michael has always focused her eye on the prize. Born in Brooklyn, New York and raised in the Bronx, she decided at age 12 that she wanted to be a lawyer. Reflecting back, she said, "In 1962, it was rare for a little Black girl to decide that she was going to go to school to become a lawyer. I was fortunate to be in a family and educational environment that made sure that I got there."

Michael attended Mother Cabrini High School in Manhattan, where she was vice president of her freshman class and president of her sophomore and junior classes. She was planning on running for president of her senior class until one of her classmates suggested that she not run for the newly created officer position of student body president. Naturally, Michael had to run. She managed a successful campaign and was elected president of the school's first Student Body Association. Her peers referred to her as "our fearless leader."

While at Mother Cabrini, Michael was active in a variety of extracurricular activities, including the award winning Drum Corps, for which she was the section leader of the drums.

After graduating from Mother Cabrini, Michael went to Manhattanville College of the Sacred Heart, which is now Manhattanville College, in Purchase, New York. "I let my guidance counselor, Sister Patricia, talk me into going to Manhattanville. She said it would be a perfect fit." It was, and at the all womens school Michael said she became "a revolutionary."

At Manhattanville, Michael continued to participate in many activities. She volunteered to tutor economically disadvantaged children in Rye, New York, and when the director left and asked her to run the program, she accepted. For two years, Michael ran the program.

She was also a member of the National Black Student Association and president of the college's Black Student Organization. After graduating, she went on to earn her law degree from George Washington University in Washington, D.C., where once again she was active in different organizations, particularly the Black Law Student Association (BLSA). In fact, after graduating, she continued to work with the BLSA and the Black graduates and went on to found and become the first president of the school's Black Law Alumni Association.

Although Michael is no longer president of the association, she is still a very active alumnus. So much so, she was asked to serve on the school's Law School Alumni board. She accepted and is a current board member.

Once Michael graduated from law school, she worked for the Consumer Safety Product Commission before going into private practice. "That's when I became politically active in the D.C. community." She served on various communi-



*L to R: (foreground) Executive Director, Jeanette A. Michael converses with Charitable Games Director, Vivien Cunningham at luncheon for Lottery staff celebrating record sales for FY 2003.*

*Photo taken at D.C. Lottery headquarters by Photographer Russell Davis.*

ty organizations and committees and worked on former Washington, D.C. Mayor Marion Barry's first mayoral campaign in 1978. Barry won and Michael began her career in District government, "A whole world opens up for you when you work for the winner," she said.

In addition to serving as the D.C. Lottery's first General Counsel, Michael's career with the District government includes serving as the Deputy Director for Legislative and Legal Affairs at the Department of Human Services, Supervisory Attorney Advisor for the Office of the Corporation Counsel/Special Litigation, Special Assistant to the Director at the Department of Human Services, and Chief of Staff for Marion Barry.

Throughout her life, Michael has been honored with many awards for the work she has done. She continues to maintain an active role in the community, while moving the D.C. Lottery forward. In Fiscal Year 2004, Michael is challenged to grow sales to a new record of \$241.5 million and transfer \$70.6 million to the General Fund. Yet, as she looks beyond this fiscal year and the ever-present objectives of continuously increasing the sales and transfer, she is striving to create an atmosphere in which the D.C. Lottery is viewed as a business. "We want to get information from other businesses on how to best operate as a business," Michael said. To that end, the D.C. Lottery has joined the D.C. Chamber of Commerce and D.C. Board of Trade and is looking to partner with those organizations to help expand the D.C. Lottery's operation.

Michael also wants to continue strengthening the D.C. Lottery's partnership with the community. "I want to show how a government agency can be a legitimate community partner, so that when we go out into the community and make the hard sell, people will feel better about what we do."

Michael is confident about the Lottery's future. "After all," she said, "I'm still a revolutionary." ■



*L to R: Ihsan Kahn, \$55.2 Million D.C. Lottery POWERBALL\* winner and D.C. Lottery Executive Director, Jeanette A. Michael. Mr. Kahn captured the largest single ticket POWERBALL jackpot in the D.C. Lottery's history.*

*Photo taken at D.C. Lottery Claim Center by Gregory H. Evans*

# Where the Money Goes

## Lottery Beneficiary Programs

### Arizona

**Beneficiaries:** The Arizona Lottery sends proceeds to: the Local Transportation Assistance Fund (LTAF) - up to \$23 million annually; the County Assistance Fund (CAF) - up to \$7.65 million annually; the Heritage Fund (HF) - up to \$20 million annually (\$10 million each to state departments of Game and Fish and Parks); Mass Transit - up to \$18 million annually; the General Fund - up to \$31 million annually; the Commerce & Economic Development Fund - 21.5% of two designated Scratchers games; and the Court Appointed Special Advocate Fund - 30% of unclaimed prizes

Since inception the Lottery has sent a total of more than \$1.5 billion to its beneficiaries.

**Highlights:** The Court Appointed Special Advocate (CASA) program receives its sole funding from the Arizona Lottery's unclaimed prizes, for a total of more than \$21 million to date.

CASA helps protect abandoned, abused, and neglected children by training volunteers to serve as their independent advocates in the court system. CASA's community-based volunteers are certified by the Supreme Court. They are appointed to specific children by the presiding juvenile court judge and provide quality advocacy to help assure each child a safe, permanent, nurturing home.

The Arizona Lottery is proud to contribute to this important program and commends the CASA staff and volunteers for their dedication to help Arizona's abused, abandoned and neglected children have a much brighter future.

**Changes:** The Legislature mandated that when Arizona joined Powerball, all revenues from the multi-state game would go to the General Fund. After the General Fund cap had been met, any overflow would go to Mass Transit. Had this mandate not occurred, other Lottery beneficiaries (LTAF, CAF, and HF) would have received a percentage of the revenues.

As a result of Powerball negatively impacting sales of the state lotto game, the Heritage Fund failed to receive its full allocation for several consecutive years.

### Atlantic Lottery Corporation

**Beneficiaries:** ALC's beneficiaries are the four Atlantic Canadian provinces of New Brunswick, Nova Scotia, Prince Edward Island and Newfoundland & Labrador.

Since 1976 the Lottery has returned \$3.9 billion to all provincial shareholders: New Brunswick - \$1.1 billion; Prince Edward Island - \$183.7 million; Nova Scotia - \$1.6 billion; Newfoundland & Labrador - \$1 billion.

### California Lottery

**Beneficiary:** To date, the California Lottery has sent over \$14 billion to its beneficiary - education.

**Highlights:** Over the past four years, the Newark Unified School District has earmarked Lottery funds for new computers. They have spent over \$1.2 million to purchase 3,000 new computers for teachers and students, using Lottery dollars as matching funds to further maximize tech-

nology money. According to Superintendent Ken Sherer, "The district has cut its overall workload by one-fourth and has become a pilot program for Sun Microsystems. This allows staff to update the district's entire software package through a centralized system." Sherer adds, "This would not have been possible without the supplemental Lottery funds."

### Colorado Lottery

**Beneficiaries:** The Colorado Lottery provides proceeds to the Conservation Trust Fund (40 percent), the Colorado Division of State Parks and Outdoor Recreation (10 percent) and Great Outdoors Colorado - GOCO (50 percent). If Lottery proceeds reach a predetermined cap for GOCO, the spillover goes to public schools to help address health and safety issues.

In the Colorado Lottery's 20 year history, approximately \$1.4 billion has been returned to proceeds recipients.

**Highlights:** The Referendum allowing Colorado to join Powerball changed the proceeds distribution formula. In the past spillover from Great Outdoors Colorado went into the General Fund. Now that spillover is used to address health and safety issues in public schools.



Mr. Alain Cousineau  
Chairman of the Board,  
President and Chief  
Executive Officer

#### APPOINTMENT NOTICE

Government of Québec has recently announced the appointment of Mr. Alain Cousineau as Chairman of the Board, President and Chief Executive Officer of the Société des loteries du Québec (Loto-Québec). The appointment took effect September 29, 2003.

A Business Science graduate of Université Laval, Mr. Cousineau also pursued doctoral studies in Marketing at the University of Illinois and, over the course of his professional career, has occupied numerous senior-level positions within the academic and business sectors. After serving as Dean of the Faculty of Administration at the University of Sherbrooke, he entered the private sector, becoming President and Chief Executive Officer of Groupe SECOR, a Canadian firm specialized in analysis and strategic consulting. Mr. Cousineau has also served as Chairman of the Board and of the Executive Committee at the Société des alcools du Québec.

Created in 1969, Loto-Québec is entrusted with the mandate to operate games of chance via a State lottery, as well as three casinos and a video lottery system. During the 2002-2003 fiscal year, the public corporation posted consolidated earnings of \$3.7 billion and \$1.4 billion in net income. Together with its subsidiaries, the organization has a total workforce of some 6,800 individuals.



# BENEFICIARIES

Since Colorado joined Powerball in August 2000, more than \$12.2 million has been generated for this cause. Children in the towns of Sanford, Las Animas, Aguilar and Fowler have new schools thanks to proceeds generated through the Colorado Lottery.

## Connecticut Lottery Corporation

**Beneficiary:** The Connecticut Lottery sends all profits to the State's General Fund.

Since inception, the Lottery has sent \$5,059,203,105 to this fund.

## DC

**Beneficiaries:** The beneficiaries of the DC Lottery are the residents and visitors to the District of Columbia via the millions of dollars transferred to the District of Columbia General Fund. Since August 1982 through August 2003, \$1,191,290,500 has been transferred into that fund by the Lottery.

## Illinois Lottery

**Beneficiary:** The Illinois Lottery sends all proceeds to the Illinois Common School Fund.

To date, the Lottery has transferred over \$11.5 billion to this fund.

## Kentucky Lottery Corporation

**Beneficiaries:** The Kentucky Lottery Corporation sends proceeds to the Kentucky Educational Excellence Scholarship, the College Access Program, the Kentucky Tuition Grant, the Collaborative Center for Literacy Development, the Early Reading Fund, and the state's General Fund.

Since inception, the KLC has sent over \$1.9 billion to its beneficiaries.

**Changes:** In FY '06, 100% of KLC proceeds will go towards education and will no longer be allocated to the General Fund. The Lottery sees this as a good thing, since they will be able to tell those who ask that 100% of lottery dividends go towards education.

## Louisiana Lottery Corporation

**Beneficiary:** Currently, the Lottery's charter directs Lottery proceeds (at least 35% of revenue) to the state treasury. Exactly \$500,000 of the LLC's annual proceeds transferred to the state is earmarked for problem gambling programs. The rest is to be used at the discretion of the Legislature. Since the Lottery began making transfers to the state treasury in 1990, the legislature has opted to use these funds for the Minimum Foundation Program (MFP) that funds public education. The rest of the Lottery's revenue is used as follows: at least 50% goes to prize winners, at least 5% goes to retailers in the form of commissions, and less than 10% is retained for lottery operating costs.

Since its inception in 1990 through the end of fiscal year 2003 (6/30/03) the Lottery has transferred \$1.38 billion to the state treasury.

**Changes:** House Bill 583 that was passed during the 2003 session of the Louisiana Legislature would statutorily dedicate Lottery funds to the MFP while still earmarking \$500,000 for problem gambling. The constitutional amendment now goes before voters this fall. If passed, the measure would not take effect until the legislature passes additional enabling legislation, perhaps in the 2004 session.

It is too early to tell if this will have any impact on the Lottery's business, although it might help clear up the confusion of those who thought Lottery proceeds were already dedicated to funding public education when the original amendment creating the Lottery was passed. In summary, whereas the 35 percent of sales has always gone to the state's general fund and then was allocated to education, there was no legal requirement that the funds be dedicated to education. If

the proposed amendment is approved, the funds will then be legally committed to education.

## Maine

**Beneficiaries:** Since inception, the Maine Lottery has transferred \$641,914,978 to its beneficiary, the General Fund

**Changes:** There has been one beneficiary change for the Maine Lottery – the Outdoor Heritage Fund. Since 1996, the Outdoor Heritage Fund has had an instant ticket and all proceeds from that ticket go to the Outdoor Heritage Fund.

## Michigan

**Beneficiary:** All Lottery proceeds are directed to the state School Aid Fund which supports K-12 public education in the state of Michigan. The Lottery has transferred over \$11 billion into this fund since inception.

## Minnesota

**Beneficiaries:** The Minnesota Lottery beneficiaries are the Environment and Natural Resources Trust Fund; Game and Fish Fund; Natural Resources Fund; and General Fund.

The Lottery has transferred \$1.1 billion to these funds since 1990.

**Changes:** For the first two fiscal years (1990 and 1991), lottery funds were directed to the Environment and Natural Resources Trust Fund, General Fund, Greater Minnesota Corporation, Higher Education Bond Fund, Natural Resources Bond Fund, Capital Improvements for Higher Education and Capital Improvement for Natural Resources.

In 1992 legislation changed to make the Environment and Natural Resources Trust Fund and the General Fund the sole lottery beneficiaries. It stayed like that until 2001, when legislation drew up the current beneficiary configuration.

## Missouri Lottery

**Beneficiaries:** When the Missouri Lottery started in January 1986, proceeds went to the General Revenue Fund. In 1992, voters approved an amendment to send all proceeds to public education, and since July 1993 (FY94), all proceeds have gone to public elementary, secondary and higher education programs.

To date, the Missouri Lottery has sent more than \$2 billion to its beneficiaries: \$542,540,033.63 to the General Revenue Fund, and \$1,466,740,642.37 to education.

**Highlights:** One education program that is funded by the Missouri Lottery is SCOPE (South County Opportunities for the Purpose of Education). The program was created for students who have been suspended for disruptive behavior. Without this program, many suspended students might wind up on the streets.

Ultimately, the program aspires to send students back to their regular schools. Students who walk into the SCOPE program have six months to prove they are worthy to go back to regular school.

A measure of success can be found in the fact that only two percent of SCOPE students return to the program.

## New Jersey

**Beneficiary:** The New Jersey Lottery benefits the Dept. of Agriculture, the Dept of Education, Higher Educational Services, the Dept of Human Services and Dept of Military and Veterans Affairs. Since 1970, the NJ Lottery has transferred \$12.3 billion to these funds

**Highlights:** The Mega Millions press conference when Sonny Judsen was announced as the \$165 million winner in July 2002 was held at Union County College, a beneficiary of the NJ Lottery. The NJ Lottery also announced the release of the Beetle Bailey instant game at a

*continued on page 26...*



## Australia

Australia's largest dairy manufacturer has printed Lotto tickets on about 25 million milk cartons (2 and 3-liter bottles) in an attempt to get people to drink more milk. The promotion includes all Saturday Lotto draws between Oct. 18 and Dec. 20.

Gaming firms UNITAB and TAB Ltd have agreed to a \$2.4bn merger that will result in the formation of one of the largest wagering firms in Australia. The new company will have control of NSW, South Australia, Queensland and the Northern Territory. The merged entity will have a betting turnover of \$7.2bn, which is about three-quarters of Australia's total.

## Bangladesh

Bangladesh Finance Minister M. Saifur Rahman is considering implementing a receipt lottery. Plans include issuing store owners coupons which must be given to paying customers. The coupons would then be used in a traditional lottery setting.

## India

DhanDhanaDhan Infotainment launched two new online lotteries - Dhan Chowka, a four-digit game selling for Rs. 5 and offering a top prize of Rs. 25,000; and Dhan Keno, 2-10 spots out of 80 with a top prize of Rs. 20 lacs. The two new online lotteries have been launched in the four Indian states of Maharashtra, Kerala, Karnataka and West Bengal.

Modi Enterprises, part of the Rs 2,200 crore (Rs 22 billion) KK Modi group, announced the launch of its Sunshine India Online Lottery in Kerala. The group has a ten-year exclusive license from the Manipur state government to market, promote and distribute the state's lotteries.

## Ireland

Ireland's first Internet lottery games were launched by Rehab in August. Earnings from the new games, available at [www.rehablotteries.com](http://www.rehablotteries.com) will go specifically towards the development of Rehab's home-based and residential respite care programs for people with disabilities. Jackpots of up to 10,000 euros are on offer from nine different games, including scratch cards, bingo and keno. Stakes range from 25 cents to two euro per play and payment is by means of credit card.

## Japan

Japan's UFJ Bank is planning to sell four kinds of lottery tickets for local governments through its ATMs. The program is expected to start in mid-November, and will offer tickets at 1,700 ATMs in six prefectures in Japan's Kinki region.

## Latvia

Latvia's Latvijas Loto generated sales of 2 million lats (3.08 million euros) during the first eight months of 2003, 26% higher than the same period last year. Sales are expected to reach 3 million lats by the end of the year. That would be an increase of 600,000 lats over 2002.

## Malta

Malta is one of several European nations that are either considering licensing online casinos or have already done so. However, Malta still has an opportunity to be one of the early adapters of online gaming legislation, providing a potentially significant increase in foreign investment in the Mediterranean island.

## Marianas Islands

On Monday, October 20, the Marianas Lottery conducted the first draw of its newest game, the Marianas Pick 3, with weekly drawings on Mondays and Wednesday. Top prize for the \$1 game is \$600. The Marianas Lottery anticipates that 60% of sales will be distributed in prize money.

## Moldova

Loteria Moldovei will be one of the sponsors of Moldova's Olympic team for the upcoming Olympic Games of 2004.

## New Zealand

The New Zealand Lotteries Commission had its best sales ever in the first quarter of FY 03/04. Sales of Lotto, Instant Kiwi and Daily Keno totaled \$175.4 million for the three months to the end of September 2003, leaving the Lottery \$42.6 million (32%) up on budget and \$44.4 million (34%) ahead of the same time last year. The key drivers of sales were a successful Holden Monaro promotion which fuelled Powerball which then jackpotted to a record \$19 million.

## Russia

Russia will soon have a new state lottery, Lotereya Onlayn. It will be similar to the old Sportloto, and all profits will be used to promote mass sports.

Also, the country is making its first attempt at federally regulating its lottery industry. Legislation passing through appropriate channels would specify types and standards of lotteries, rules for organizing the games, would create a system for controlling lotteries and more. The legislation creates a unified state register of lottery operators, and would implement a mandatory annual audit of their accounting systems. The legislation also states that at least 10% of lottery revenues should be spent on social causes.

## Spain

Due to the size of prizes being offered, some countries have expressed interest in selling Organismo Nacional de Loterías y Apuestas del Estado (Spanish National Lottery) tickets in the future. Spanish law prohibits the export of lottery tickets, but an official state lottery may be allowed to adopt the tickets. According to the report, interest has come from Argentina, Venezuela and Andorra.

## Sweden

Svenska Spel has launched its latest venture into the digital gaming market. Swedes can now turn to the Internet to play the instant scratch card games popularly known in Sweden as Triss, Tia, Skrap-Bingo and Skrap-Pyramid. Three new bingo games, including classic bingo and pattern bingo have also been launched.

## UK

Camelot has launched the U.K.'s first high-priced instant ticket - the £30 Million Spectacular! The ticket, which sells for £5, offers a top prize of £2 million, and will be giving away a total of £30 Million in prizes. The game will be promoted through a TV advertising campaign.

Camelot also announced that sales for the new National Lottery daily draw game, Daily Play, were £2.3 million in its first week. The figures are 40% higher than predicted. Camelot estimates that there was only £200,000 in cannibalization. ■

# The Tennessee Education Lottery Corporation The Start-up is on Track

**T**he Tennessee Lottery is ready to roll! Well, okay, it isn't quite ready - but it's getting ready, and it's ahead of schedule. Staff is being hired; vendors and retailers are being sought out, all in an attempt to meet a February 10, 2004 deadline for launching ticket sales.

In September, 2003, Tennessee's lottery board voted to reject a proposal to partner with Georgia's lottery, citing fears that lottery vendors that would have been shut out from the possibility of bidding on Tennessee Lottery contracts might file suit. So, after saying no to sharing operations with one of the most successful lotteries in the world, the board did the next best thing - they hired away the GLC's President and CEO, Rebecca Paul.

## Rebecca Paul

The Tennessee Education Lottery Corporation (TELC) is counting on Rebecca Paul's experience in Lottery start-ups (she presided over lottery launches in Illinois, Florida and Georgia) to ensure a successful launch. Most industry experts would agree that a start-up lottery would be hard-pressed to find someone more qualified to get the job done than Paul. To further ensure that goals are met, the Tennessee Lottery Board offered Ms. Paul a bonus-heavy contract. The original contract required her to have instant sales launched by February 17, online sales by April 15, and \$122 million in sales by June 30. The contract was based on a starting date of October 1.

Ultimately, circumstances allowed Ms. Paul to start a week earlier (September 22), so the Board revisited the details pertaining to her bonus, requiring her to have instant sales launched by February 10, online sales by April 8, and \$128 million in sales by June 30. The reason for increasing the goals related to her bonus stems from projections stating that the Lottery is expected to attain at least \$1 million in sales every day that it is in operation. While Tennessee newspapers are filled with stories from editors and politicians who are aghast at the amount of money the Lottery will be paying Ms. Paul, having a veteran like her running the show shaves several days off the projected launch date of the Lottery, and taken individually, every one of those days will more than pay for her salary.

## Beating the Deadline

Since Paul's hiring, the TELC has been moving ahead at a startling pace. The hiring of staff started immediately (see sidebar on page 15). While much grumbling about the size of Lottery salaries (\$19,750 a year for a warehouse clerk to \$150,000 a year for a senior vice president - not including bonuses) and the number of out-of-state hires has found its way into the Tennessee press, Paul felt it was important to hire individuals that have Lottery experience and to maximize sales by hiring achievement-driven rather than security-driven individuals.

The bid process is also moving along quite nicely. The bid

solicitation was sent out five days ahead of schedule, and at the time of the writing of this article, three companies had requested RFPs for instant tickets (Creative Games, OGT, and Pollard), four requested RFPs for online (GTECH, IGT-OES, Intralot and Spielo), and one vendor, Scientific Games, request RFPs for both contracts. These vendors had until 3pm on October 27 to submit a bid.

Paul is hoping that contracts can be awarded by November 24, and there is a chance that they can be awarded even sooner than that. However, the length of time needed to go over all the RFPs depends on the number of RFPs that are sent in. Winning vendors are expected to begin execution of the contract by December 2.

Vendors are competing for a seven-year contract that will begin when instant tickets are launched on February 10. While online games won't start until April 10, the online terminals must be installed and operational by February 10 so that winning instants can be validated.

As many as ten members of the evaluation committee will examine each proposal, and when that process is complete, the committee will send a written recommendation to Paul, who may then meet with the committee to ask questions and possibly change some recommendations. Paul will then send the recommendation to the Tennessee Lottery Board, who must approve of any contract that is awarded.

Proposals will be judged on: cost; experience (including startup experience); marketing plan; operations plan; security plan; technical solutions; company background and financial viability; and plans to achieve maximum minority-owned business participation. Also, an elaborate plan for plant security, game ticket construction security, anti-counterfeiting and validation security, redemption security and game design security must be in place.

## PR Help

One TELC contract has already been awarded. Nashville public relations firm Dye Van Mol & Lawrence (DVML) has been appointed the Tennessee Education Lottery Corporation's marketing and public relations contractor. The three month contract, worth \$67,500, could be extended for an additional six-months.

DVML's task is to help in logo and brand development, manage the lottery Web site, draft information releases, respond to media inquiries, provide outreach to minority vendors and press and plan statewide events and meetings.

DVML will be getting help from several Tennessee firms, including Kinnard & Associates, who will be lending expertise in dealing with minority issues, Caliente Consulting, who will help in outreach to the Hispanic communities, and Moxley Carmichael of Knoxville and Young Sanford in Memphis, both of which will help lend a statewide presence.

## The Search for Retailers

The TELC expects to eventually have 5,000 retail outlets selling tickets, and, with over 3,000 interested parties, they are well on their way towards reaching that goal. While, like most Lotteries, convenience stores will likely end up being the selling place for the majority of tickets, the TELC has already piqued the interest of some potentially unorthodox outlets.

On her first official day on the job, Rebecca Paul was talking to a Nashville civic group about running a successful game. After Paul's speech, Steven Greil, the Tennessee Performing Arts Center president and CEO, told her he plans to pursue selling lottery tickets from his organization's box office. While he would have to get approval from the TPAC board, he felt they could make new money within existing infrastructure, and he liked the idea of the 6.5 percent commission paid to TELC vendors.

Inquiries have also been made by barber shops, restaurants, and the Country Music Hall of Fame. If these establishments want to sell tickets, and can pass a criminal background check and credit check, and if they don't owe any back taxes to Tennessee, they are eligible to become retailers. On the other hand, Pawnshops and check-cashing (or other cash advance outlets) are not eligible. Neither would any business that was set up simply to sell Lottery tickets.

For those who wish to apply, a \$95 application fee is required.

## Office Space

The TELC is also on the hunt for its Nashville headquarters, and issued an RFP for 55,000 to 90,000 square feet of office space in a unit that guarantees 150-180 parking spaces, 10,000 square feet of data center space and 7,000 square feet of unfinished storage space. Also required is a 30,000-40,000 square foot temporary office, located within two-miles of the permanent space, for use while the permanent space is being prepared. The Lottery wants to sign a 10 year lease with four five-year options, and believes that such a long-term commitment warrants discounted rent. As a result, the TELC is seeking a rate that's 15 percent lower than the average rate for other tenants.

In addition to Lottery headquarters, the TELC will open five district offices that will serve as prize claim centers. The offices, which also will house regional sales teams, will be in Memphis, Nashville, Chattanooga, Knoxville and the Tri-Cities in Upper East Tennessee. The locations ensure that no one within the state is more than two-hours from a claim center. Winners of prizes of more than \$600 will have to get the money from a district office. Headquarters and the Nashville claim center may be housed in the same building. ■

## TELC Staff

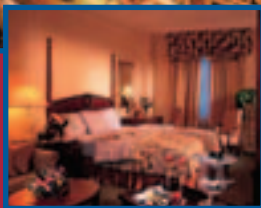
**Agenia Clark, VP of human resources:** Ms. Clark was hired away from Vanderbilt University, where she was director of human resources.

**Wanda Young Wilson, executive vice president and general counsel:** Wilson served as senior vice president and general counsel at the Georgia Lottery Corp. from the lottery's inception in 1993.

**Will Pinkston, senior vice president for corporate affairs:** Pinkston, who will oversee community and media relations, legislative affairs and lottery publications, had been on loan from Gov. Phil Bredesens communications office, serving as lottery spokesman since the Legislature approved the games in May. Pinkston had been the governor's special projects director and is a former reporter for the Wall Street Journal and The Tennessean newspapers.

**Steve Adams, chief administrative officer:** Adams, who served as the state of Tennessee's treasurer, will handle day-to-day administrative functions and will be responsible for internal audits to monitor the corporation's financial accounting practices.

**Sidney Chambers, executive vice president for sales and marketing:** Chambers, a 15-year lottery industry veteran, most recently held the title of senior vice president of sales and marketing at the Georgia Lottery Corp. ■



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# Directory of Latin and Caribbean Lotteries and Suppliers

## Argentina

### (AJALAR) Lotería de la Rioja

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### (ENJASA) Entretenimientos y Juegos de Azar, S.A.

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Alvarado 621; Salta; CP 4400; Argentina  
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mfigueroa@enjasa.com

### A.L.E.A. Asoc. Quinielas, Loterías, Casinos

Oscar Donayo, President  
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alea@satlink.com

### Adm. General de Juegos y Seguros

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### Banco de Acción Social, Lotería Jujeña

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### Caja Pop. de Ahorros de Tucumán

Carlos Cisneros, President  
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### Caja Social de San Luis

Julio de la Motta, Gerente  
Lavalle 840/42; San Luis; CP 5700; Argentina  
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### Inst. de Asistencia Social de Formosa

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iasfsa@satlink.com

### Inst. de Lotería y Casino de Corrientes

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### Inst. de Seg. Social-DAFAS

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### Inst. Prov. Regulación de Apuestas de Tierra del Fuego, Antartida e Islas del Atlántico Sur

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### Lotería Chaqueña

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### Lotería de San Juan

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### Lotería de Santa Cruz

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### Lotería de Cundinamarca

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## Lotería la Vallenata

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# Directory of Latin and Caribbean Lotteries and Suppliers

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### Lotería Nacional de Ecuador

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### Lotería de Santa Lucía

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## Honduras

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## Lottery Suppliers

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*American Games, Inc. (a Pollard Banknote Company) is a quality manufacturer of Lottery and charitable gaming products, including: Pull-Tabs, Bingo Paper and Electronics, Pull-Tab Vending Machines (PTVM's), Instant Ticket Vending Machines (ITVM's) and AccuCounter ticket counters.*

### Appleton

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Creative Games International, Inc., is among the world leaders in providing lottery jurisdictions with instant (scratch-off) tickets. A wholly-owned subsidiary of Canadian Bank Note Company, Ltd., of Ottawa, Canada, CGI was established in 1993 and has produced nearly 4 billion secure tickets for clients in the United States and internationally. In 2001, all operational functions were consolidated in a new, state-of-the-art headquarters facility in Florida. CGI's largest domestic customer is the Connecticut Lottery Corp., for which it has produced more than 1 billion tickets. The largest international customer is Venezuela, for whom nearly a half-billion tickets have been produced.

CGI is fully staffed with lottery professionals that have many years of lottery experience, both as employees of state-operated lotteries or other vendors. CGI has the capability to produce a variety of instant ticket products, and has earned a reputation in the industry for innovative products (such as our new "Progressive®" line of games) and for excellent customer service and rapid response to customer needs.

## EDITEC SA

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Established in 1994, EDITEC SA, European Lottery Technology, has specialized in Lottery Industry. We are present in more than 60 countries throughout the world. Since this date, our main purpose has been help Governmental or Private Lottery Operators by offering adapted high-tech equipment and services. Editec has also developed a strong operations and consulting capacity based on experience lottery experts.

EDITEC provides secure, unique and high-quality products: Full Function On-line/Off-line Lottery Terminals (TPM); Drawing Equipment and Associated Services; Instant Ticket Vending Machine (ITVM).

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ELSYM Consulting provides a complete range of lottery technology software and products including on-line lottery systems, facility management and terminals, instant ticket administration and terminals, lottery administrative systems and Internal Control Systems of existing systems.

## Evaluations, Inc.

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Evaluations, Inc. (EVAL) has been providing technical expertise in the evaluation of instant lottery ticket security/quality since 1995. Experienced staff (up to 18 years) have gained an international reputation in instant game security and integrity, security audits relevant to drawing procedures, ball set/drawing equipment certification, and RFP preparation assistance.

## Garron Lottery Products Inc.

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Manufacturer of number drawing equipment, calibrated ball sets raffle drums, prize wheels.

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## Hazen Paper Company

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Hazen Paper Company is a global paper converter specializing in the manufacturing of security foilboard and holographic laminations for instant scratch-off lottery tickets. Hazen supplies product around the world.

## HCL Technologies

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HCL Technologies is a global Software Led IT Services company offering a range of services to global IT companies, software product companies and large/medium end user organizations. Strategically, HCL Technologies has developed its core strengths to address specific market needs and offers a complete repertoire of services. These include: Technology Development Services, Application Engineering Services, and Networking Services.

## IGT Online Entertainment Systems, Inc.

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IGT Online Entertainment Systems, Inc., (IGT OES) is a subsidiary of International Game Technology, a world leader in the design and manufacture of gaming products. IGT OES is an established leader in the Lottery Industry's technology and services sector with over thirty years experience. The company develops, installs and operates online, instant and video lottery systems for customers worldwide.

IGT OES commits significant resources to the design and development of new game concepts. We can provide you with alternatives to slow-

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## Ingenio, filiale de Loto-Quebec Inc.

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INGENIO, a subsidiary of Loto-Quebec, creates and develops games for lottery corporations to captivate and amaze lottery players who are attuned to the fascinating world of multimedia technology: CD-ROMs, the Internet, terminals, etc. INGENIO's entertaining, interactive multimedia instants will fit your game offer like a glove!

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IGT is the world's leading designer and manufacturer of electric gaming devices.

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Interlott is the leading manufacturer of instant ticket vending machines (ITVMs) and other lottery ticket dispensing systems. Interlott's product line consists of ITVMs with 16, 20 and 24 bin capacity, pulltab vending machines, countertop dispensing systems and wall mount dispensing units.

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Ipsos-Reid Corporation is an international public marketing research organization with a specialized lotteries and gaming division in Canada and the U.S. Custom qualitative and quantitative research is conducted on behalf of both lottery vendors and numerous lotteries worldwide. Customized lottery market segmentation is conducted in a range of jurisdictions, including Louisiana, Maryland, Nebraska, Oregon, Texas and Connecticut. As well, numerous focus groups, mini-labs, and market simulations have been conducted to test new game concepts and communications-promotions strategies.

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Jonathan Goodson Productions has distinguished itself as the 'Tiffany' of television program production companies. Its personnel has produced such classics as *The Price is Right*, *To Tell the Truth*, *What's My Line*, *Password*, *Concentration*, *Match Game* and *Family Feud*. Jonathan Goodson Productions has actively formed groundbreaking associations with government lotteries throughout the United States and individual countries worldwide. Its television game shows are proven to drive sales of lottery tickets. Jonathan Goodson Productions has worked with more than 25 lotteries worldwide, including *Powerball: The Game Show*, *California's Big Spin*, *Illinois' Luckiest*, *New York Wired*, *Pennsylvania's 25th Anniversary Special*, *Win CEN Spin* and *Zama Zama* in South Africa, and shows for the countries of Brazil, Estonia, Hungary and Lithuania.

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Mirabella Smith & McKinnon, Inc. is a full-service public and governmental relations consulting firm based in Tallahassee, Florida. Areas of specialty include lobbying before the legislature, the executive branch, and administrative and regulatory agencies, as well as strategic planning and support for political campaigns, and strong public relations support and counseling.

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*Nter Technologies is totally dedicated to the gaming industry and operates on a global scale providing value-added services ranging from e design and implementation of technological solutions to total business process outsourcing.*

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## Oberthur Gaming Technologies

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*Public Gaming Research Institute, Inc. publishes Public Gaming International magazine and the Morning Report, both being professional guides to the worldwide lottery industry, as well as several industry reference publications: PGRI also organizes annual lottery industry conferences and trade shows: PGRI's International Lottery Expo and Trade Show, SMART-TECH and ILAC Congress & Trade Show.*

*Drawing on PGRI's experience from nearly three decades in the lottery*

*industry, the International Association of Lottery Suppliers (IALS) is specifically equipped to address the needs of the lottery industry).*

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*QLot Consulting AB provides independent lottery consulting world wide to Lotteries, Lottery Suppliers, Governments and Investors in all technical and commercial areas, especially where computerized systems and/or agent networks are used. The Group consists of European and U.S.-based principal consultants coming directly from managerial positions with leading lotteries and lottery suppliers. QLot's services include business development, on-line or instant ticket product development, on-line system procurement, marketing and sales, quality reviews, system tests, lottery operations, etc.*

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*RedSiren's Lottery Consulting Practice was acquired from SRI International, an internationally known not-for-profit corporation performing technology and management consulting and research for industry and government. We have multiple resources from which to draw for our practice, including RedSiren's International Information Integrity Institute (I-4), which is dedicated to promoting and advancing information security and has numerous Fortune 500 and international multinational companies as members.*

*RedSiren's lottery security and consulting team has been providing independent management and technical expertise to lottery and gaming jurisdictions since 1975. Our team draws on its in-depth and current knowledge of the lottery industry to provide management, technical, and security consulting services for the domestic and international lotteries. RedSiren's team offers RFP preparation, systems and proposal evaluation, online systems and readiness review, telecommunications, lottery security, acceptance testing, business recovery planning, and game strategy consulting. RedSiren's staff are leaders in installing the safeguards for lottery security, instant games, and on-line operations.*

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Ales Husák, Chairman and General Director

## Schafer Systems Inc.

1000 Flag Road; Adair, IA 50002  
Ph: 641-742-3226 / 800-222-4489 Fax: 641-742-3624  
www.ssi-ia.com

Teresa Immel timmel@ssi-ia.com  
John Krogman johnk@ssi-ia.com

*Schafer Systems Inc. was founded in 1986 and manufactures point of purchase displays including dispensers for scratch-off tickets and Play Centers® to display gaming information for the lottery industry. We currently sell to 39 U.S. states, 47 foreign countries and 10 territories.*

*Our company's mission statement is: To identify, develop, manufacture and market innovative quality plastic products that create win/win relationships for our employee owners, clients, key suppliers and the community.*

*Our company vision statement is: Customer Focused....Employee Powered.*



# Directory of Latin and Caribbean Lotteries and Suppliers

## Scientific Games

1500 Bluegrass Lakes Parkway; Alpharetta, GA 30004  
Ph: 770-664-3700 Fax: 770-343-8798  
www.scigames.com marketing@scigames.com

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*Scientific Games - a global technology leader in the pari-mutuel and lottery industries - provides customers with an unparalleled range of products, technologies and capabilities for comprehensive, end-to-end gaming solutions.*

*Lottery products include instant tickets and on-line games; licensed property games and promotions; high-performance game management and transaction processing systems; POS terminals for retailers and players, including a revolutionary, self-service ticket kiosk; a cutting-edge video lottery control system; a new line of monitor games; start-of-the-art communications; and extensive marketing and research expertise plus a full array of game management and operational services.*

*Pari-mutuel products include wagering terminals, central systems, simulating, telecom services, and phone and Internet account betting. Scientific Games' systems power 10 of the top 15 thoroughbred racetracks and 10 of the 12 largest off-track betting networks.*

*The breadth of Scientific Games' product offering is matched only by the depth of its skilled, experienced staff across all disciplines. The resultant synergy of resources is what sets Scientific Games apart and is a key reason why more and more companies are partnering with Scientific Games to optimize sales and net revenue.*

*Scientific Games...the one supplier with a full line of solutions to develop, deliver and enhance the products and services that lotteries will demand in the years ahead.*

## Smartplay International, Inc.

One Linda Lane, Suite B; Southampton, NJ 08088  
Ph: 609 859-1133 Fax: 609 859-1885  
www.smartplay.com

David Michaud, President david@smartplay.com  
Linda Turner, Vice President, Sales linda@smartplay.com  
Thomas Markert, Exec. Vice President tom@smartplay.com

*President David Michaud has been designing, and engineering drawing equipment since 1978. As former chief engineer of Beitel Lottery Products, he developed the well-known Beitel product line.*

*In 1993, Mr. Michaud founded Smartplay International Inc. Four years later, Smartplay expanded their offerings by acquiring manufacturing rights to the Beitel line.*

*Along with the Beitel products, Linda Turner joined Smartplay as Vice President Sales. She had served as Sales Director of Beitel Lottery Products for the previous four years. Experienced in the area of client relations, Ms. Turner will ensure your satisfaction with Smartplay's product and service; she has handled over \$21,000,000 in lottery contracts.*

*Executive Vice President, Thomas Markert also hails from Beitel Lottery Products, and has served the industry since 1987. Mr. Markert oversees the manufacturing operation, and serves as the main technical contact for the client base.*

*In addition, Smartplay employs twelve full-time employees to support its core business of traditional drawing equipment and new products, the Solution™ number recognition and Origin™ random number generation systems.*

## Spielo

328 Urquhart Ave; Moncton, New Brunswick; E1H 2R6 Canada  
Ph: 506-859-7598 Fax: 506-852-7640  
www.spielo.com infodesk@spielo.com

Jon Manship, CEO  
Brian MacPhee, President  
Susan Hicks, CFO  
Carol Holmes, Director of Marketing

*With headquarters in New Brunswick, Canada, Spielo produces a full line of gaming products, including central, online and video gaming systems*

*that are sold in jurisdictions around the world. As a world-class provider of lottery gaming solutions, Spielo has built a reputation for delivering preference-driven products, outstanding customer service and innovation. Over the last 13 years the company has grown rapidly and now services customers throughout Canada, the U.S. and Europe.*

## Sunshine Electronic Display Corp.

501 Sylvania Street; St Joseph, MO 64501 USA  
Ph: 816-232-4224 / 800-821-9013 Fax: 816-232-5915  
www.sunshineelectronicdisplay.com

Kendall L. Randolph, President/CEO kermit@talldigit.com  
Joe Tewell, Director of Sales & Marketing jjtewell@talldigit.com  
Bonnie Fussell, Director of Lottery Relations bofuz@cox.net

*Sunshine manufactures, installs and maintains electronically-controlled numeric jackpot displays for use on billboards and point-of-sale. We use state-of-the-art secure, wireless (satellite) control and other control methods. The signs are changed via a toll-free number from any touch-tone telephone.*

## Take-A-Ticket Inc. (TAT)

130 NE Montgomery St.; Albany, OR 97321 USA  
Ph: 541.967.0433/800.253.4295 Fax: 541.967.8415  
www.tatinc.com tat@bcsor.com

Calvin K. Tigner grizz@proaxis.com  
Donald Tigner tat@bcsor.com  
Cal Tigner, CEO tat@bcsor.com  
Lynette Schehen tat@bcsor.com

*Leading manufacturer of plastic lottery ticket dispensers, including: in-counter, on-counter, modular, stacking, overhead, wall-mounted, over-the-terminal and other P.O.S. merchandise.*

## Wilhelm Wehmeier

Schildescher Str. 55-59; 33611 Bielefeld, Germany 33531  
P.O. Box 10 31 11; Bielefeld, Germany  
Ph: (49) 521-98206-0 Fax: (49) 521-98206-86  
wehmeier@wehmeier.de

Klaus Honsel, Chief Executive Officer  
Dr. Jan Honsel, Chief Executive Officer  
Michael Brodführer, Sales & Marketing

*Wehmeier provides all types of lottery and betting coupons, suitable for all common online-systems, with OCR-numbering, and barcode-numbering, as single, double, triple coupons, perforated and folded, crossed and personalized with ink-jets on option. On-line tickets, paper rolls for lotto on-line terminals and special machinery for lotto/toto coupons complete our range of products. All machines are specially designed to meet individual customer specifications.*

## Win TV

70-74 rue du Maréchal de Lattre de Tassigny  
Maisons-Alfort (France) - 94700  
Ph: 331.5629.1188 Fax: 331.5629.1189  
www.editec-lotteries.com

Ms. Pascale Legendre, Sales and Mktng Dir. p.legendre@editec-lotteries.com

*WinTV, the Drawing Division of Editec SA, builds, sells and services a full range of lottery drawing equipment throughout four continents. All WinTV drawing machines include the specifications required for attractive, fully secure and reliable drawing operations. A unique feature of WinTV's pneumatic machines is the use of proprietary, solid construction, light-weight drawing balls and the integration of software latest technologies.*

*WinTV also benefits of the operational and logistical capacities of Editec (with over 20 people used to conducting lottery operations all over the world, with an operations Department made of 15 technical people and a 7 days per week hot-line.).*

*For all those reasons, WinTV is an extremely and uniquely high-level supplier providing not only esthetically advanced and spectacular machines, but also machines providing security and operational convenience to Drawing departments and drawing processes. For that as well, WinTV goes beyond supplying equipment and accompany its customers by providing them tailored solution and advanced services for making their drawing operations secured, convenient, transparent and efficient. ■*

# BENEFICIARIES

...continued from page 12

Veterans Home that is also a beneficiary. Under the terms of an agreement with OGT, they donate one percent of the Beetle Bailey licensing fee (\$6,000) to an organization of the Lottery's choice. The Lottery chose to direct the funds to the Veterans Memorial Home in Edison.

## New Mexico

**Beneficiary:** The New Mexico Lottery has returned more than \$187 million to public education programs since its inception April 27, 1996, through September 30, 2003.

To date, the Lottery has earmarked more than \$120.5 million for the Lottery Success Scholarship program. More than 25,000 students have received Lottery Success Scholarships through the Spring 2003 semester. Another \$66.5 million was previously used for school construction and repairs in 61 school districts.

**Highlights:** The Lottery has initiated several print and broadcast advertising campaigns highlighting students and schools that have benefited from lottery profits. A new campaign was recently launched, focusing on Lottery Success Scholarships graduates who have remained in New Mexico as working professionals.

**Changes:** At the time of inception, the Legislature and the Governor authorized Lottery profits to be divided 60 percent for the Public School Capital Outlay Fund (school construction and repairs) in grades K-12, and 40 percent for the Lottery Tuition Fund, better known as the Lottery Success Scholarship, providing financial aid for thousands of New Mexico college and university students.

The 2000 Legislature changed the formula to a 50/50 on July 1, 2000. The following year, the 2001 Legislature earmarked all Lottery profits for the Lottery Tuition Fund effective June 15, 2001.

## Ontario Lottery and Gaming Corporation

**Beneficiary:** All profits are paid into the Consolidated Revenue Fund for the Province of Ontario. The Ontario Lottery and Gaming Corporation (OLGC) Act directs proceeds from lotteries, charity casinos and slots at racetracks to: provincial hospitals, sport, recreational and cultural activities, and to charitable organizations and non-profit corporations through the Ontario Trillium Foundation.

Since 1975, provincial gaming activities managed by the OLGC have generated more than \$17.1 billion in profits for thousands of worthwhile causes throughout Ontario (through March 31, 2002).

## Oregon

**Beneficiaries:** Since inception, the Oregon Lottery has transferred \$1.96 billion to K-12 public education, \$1.35 billion to economic development, and \$200 million to natural resource programs

**Changes:** For the first 10 years (1985-1995) of the Oregon Lottery, all profits went to economic development. The beneficiary situation changed dramatically when voters approved another Constitutional Amendment in 1995 allowing for Lottery funds to be used to fund public education. Since then, the vast majority of Lottery profits have gone to public education. In 1998, voters once again approved another Constitutional Amendment this time dedicating 15% of Lottery profits for natural resource programs such as parks and watershed enhancement programs.

## Pennsylvania

**Beneficiaries:** Thirty-one years ago the Pennsylvania Lottery was created for the purpose of funding services for the state's elderly population, and since inception, the Lottery has dedicated more than \$13.8 billion to such services. The Pennsylvania Lottery is the only lottery in the nation that dedicates 100 percent of its pro-

ceeds to programs that benefit senior citizens.

Programs funded by the Pennsylvania Lottery include property tax and rent rebates; free and reduced-fare transit rides; the co-pay prescription drug programs PACE and PACENET; and the 52 Area Agencies on Aging, including 650 full- and part-time senior centers throughout Pennsylvania which provide daily hot meals.

**Highlights:** Every day last year, on average, the following services were made available to seniors by the Pennsylvania Lottery: \$335,000 was returned to seniors in the form of property tax and rent rebates; 135,000 free- and reduced-fare transit rides were provided; 28,000 prescriptions were filled; and 32,750 hot meals were served at senior centers and delivered to shut-ins.

By law, the Pennsylvania Lottery is required to dedicate a minimum of 30 cents per dollar to programs for the elderly. For the past five years the Lottery has surpassed this requirement - in the most recent fiscal year the Pennsylvania Lottery provided 38.7 cents per dollar to programs benefiting older Pennsylvanians.

## Texas

**Beneficiaries:** Proceeds from the Texas Lottery Commission benefit the Foundations School Fund, the General Revenue Fund, the Multi-categorical Teaching Hospital, and the Tertiary Care Facility.

Since 1992, the Lottery has transferred \$10.8 billion to these funds: Foundation School Fund - \$5.61 billion; General Revenue Fund - \$4.96 billion; Multi-categorical Teaching Hospital - \$80 million (unclaimed prizes); Tertiary Care Facility - \$131.10 million (unclaimed prizes).

**Changes:** During the Texas 78th legislative regular session, HB 2292 was passed, which reallocated unclaimed prizes. Although monies are still directed to the multi-categorical teaching hospital, the amount has been decreased to \$10 million per year with the balance going to the General Revenue Fund.

## Virginia

**Beneficiary:** All Virginia Lottery proceeds are dedicated solely to public education (K-12). Since 1988, the Virginia Lottery has transferred net proceeds of over \$4.5 billion to the Commonwealth of Virginia.

**Highlights:** Shortly after the end of the 2003 fiscal year, the Virginia Lottery received an e-mail from the Assistant Superintendent for Finance of Henrico County Public Schools, a large school district in the metro Richmond area. The message said, in part: "Over the past five years, Henrico County Public Schools has received more than \$20 million in Lottery funding. Every year those dollars have directly funded needed improvements to our schools. Fiscal year 2003 is no exception. The Lottery dollars from last year have allowed us to begin renovations and expansions of two elementary schools and one high school. Projects that will help support new student growth, as well as, provide safe and modern learning environments for our children."

**Changes:** The use of Lottery proceeds in Virginia has changed over time. In 1989, Lottery proceeds were dedicated to capital construction projects. From 1990 to 1998, Lottery proceeds were transferred to the state's general fund. Starting in 1999, Lottery proceeds were appropriated directly to local public education. In the year 2000, voters approved a constitutional amendment requiring that all Lottery profits be used solely for the purposes of local public education.

## Washington State Lottery

**Beneficiaries:** The Washington Lottery provides funding for education through the Student Achievement Fund and the Education Construction Fund with its state lottery games and for stadium fund-

ing commitments for SAFECO Field and the King County Exhibition Center and Football and Soccer stadium.

Once stadium commitments are met (currently about \$10.5 million per year), revenues support education. If revenues from these games alone do not reach or exceed \$102 million, then revenues from the multi-state lottery game Mega Millions are also directed to the education funds. If revenues from state lottery games do reach or exceed \$102 million, then Mega Millions revenues are transferred to the State General Fund, which also supports education, human services, natural resources programs, and more.

Since the Lottery sold its first ticket on November 15, 1982, it has paid more than \$2 billion to fund Washington state education, human services, natural resources programs, and more.

**Highlights:** Through the Student Achievement Fund, Lottery dollars help schools reduce class sizes and offer enhanced learning opportunities. Trout Lake Middle School added a math specialist to help students. White River School District reduced class size by five students in kindergarten and first-grade classrooms.

Education Construction funds support physical improvements, renovations, or new construction, such as Evergreen Elementary School, dedicated September 9, 2003. The 53,000-square-foot school cost more than \$10 million (\$2 million from Education Construction Fund). Governor Gary Locke called this school, "...a partnership of parents, teachers, community members, students, administrators and local government. Our state pitched in to help, providing \$2 million toward construction... This is more than just a great new elementary school. It represents a promise...to give children a quality education. This community is keeping that important promise, and conferring a lasting legacy of opportunity for future generations"

**Changes:** Legislation creating the Washington Lottery was approved by the House on June 30, 1982, during a special session called to deal with a projected \$253 million budget deficit. The bill required that the State General Fund receive the state's share of the revenue.

In Fiscal Year 1996, the State General Fund remained the main beneficiary of Lottery revenues, and the Lottery made its first contributions to the Mariners' Stadium.

In Fiscal Year 1999, stadium commitments increased to include the King County Exhibition Center and Football and Soccer Stadium.

When Washington voters approved Initiative Measure 728 in November 2000, they effectively redirected Lottery revenue contributions from the State General Fund to the Student Achievement and Education Construction funds beginning July 1, 2001.

With the addition of the multi-state lottery game Mega Millions to the Lottery's game mix, the opportunity for revenues to again support the State General Fund was renewed. Today, education receives the greatest share of Lottery revenues, while stadium commitments continue to grow.

How have these changes affected the Washington Lottery? While the Lottery is proud to support vital programs that benefit all Washingtonians, the variety of revenue commitments makes its beneficiary message very hard to communicate. The public tells the Lottery over and over that they believe Lottery funds should (and were meant to) support education. The Lottery admits that a single beneficiary with strong support from the public would increase its ability to promote its business through clear beneficiary messages.

## West Virginia

**Beneficiaries:** The West Virginia Lottery's primary beneficiaries from traditional lottery game sales include education, senior citizens

and tourism. Under Racetrack Video Lottery, beneficiaries from net terminal income include funds for the above-mentioned budget allocations, as well as percentages for each racetrack, purse fund subsidies, the counties in which each racetrack is located, the state's Tourism Promotion Fund, horse and dog breeders' funds, the West Virginia Veterans' Memorial Fund, racetrack employee pension plans and the WV Breeders Classic, an historic race at Charles Town Races. Limited Video Lottery profits fund Promise Scholarships, economic development programs and other General Fund obligations.

From start-up in 1986 through the fiscal year ending June 30, 2003, beneficiary dollars totaled approximately \$1.6 billion.

**Highlights:** The West Virginia PROMISE (Providing Real Opportunities for Maximizing In-state Student Excellence) Scholarship Program, approved by the Legislature in 1999, offers each West Virginia high school graduate who completes school in West Virginia with a 3.0 grade point average in the core and overall coursework as well as a composite ACT score of at least 21, or a combined SAT score of 1000, a full tuition scholarship to a state college or university or an equivalent dollar scholarship (\$2800) to an in-state private college.

The PROMISE Scholarship is based on the student's achievements, and is critical to the state's future as only 16.3 percent of West Virginians over the age of 25 have a college degree (compared to 21.7% in the southeastern states and 24.4% in the United States as a whole). That is a hindrance to economic development. Other states have found that the quickest and most effective way to motivate students to study harder and to achieve in school is to offer good students the opportunity to attend college tuition free. By putting forth a reward for achievement, West Virginia is saying to students that working hard and playing by the rules and meeting tough expectations will earn them the opportunity to attend college.

Since the first year of the PROMISE Scholarship, over 8000 students have been awarded. And, for the first time since 1998, the number of students leaving West Virginia to pursue their education elsewhere has declined. The program is funded through proceeds from the West Virginia lottery (video lottery). \$17 million was appropriated for fiscal year beginning 2003 and \$27 million will be appropriated in the next fiscal year. ■

### Texas Lottery Commission (TLC) Marketing Director (Posting No. 100403)

\$65,352 – \$105,348/yr. Closing date: 11/6/03, 5:00pm. Bachelor's degree in Business Administration, Marketing, or related field from an accredited four-year college or university is required. (Relevant marketing or senior-level management experience may be substituted for college on a year-for-year basis.) Senior level marketing experience is preferred. Senior level management experience is preferred. Experience in the lottery or gaming industry is preferred. Willingness to work irregular hours including weekends, holidays, and nights as required. Willingness to travel for job-related purposes as needed is required. For specific information, contact TLC at (512) 344-5333 or 1-800-395-JOBS (5627) or [www.txlottery.org](http://www.txlottery.org). State of TX application required. Applicants requesting special accommodations should call (512) 344-5143 three (3) days in advance for appropriate arrangements. EOE



## British Columbia

The BCLC and the Vancouver Canucks are teaming up in a marketing partnership that is designed to increase revenue for both organizations. The first element of the marketing partnership is a new Canucks Scratch & Win ticket that launched provincewide Sept. 29. The launch was so popular that by Oct. 1, more than 400 retail locations had called to report a sellout and request more tickets. The \$10 ticket has over \$2.2 million in cash prizes, top prizes of \$100,000, as well as Canucks prizes such as road trips, tickets and jerseys. There is also a separate Bonus Internet contest where the prize is Trevor Linden's 2004 Chevrolet TrailBlazer®.

The second element is a joint marketing program for Sports Action lottery games where the Canucks stand to gain 15 percent of all wagering on BCLC's Sports Action professional hockey games exceeding the existing base of \$11 million. The third element is a media package of TV and radio, as well as General Motors Place signage and an on-site profile for both the Scratch & Win ticket and the Sports Action brand. Projections are that the agreement could deliver an estimated \$6 million in incremental revenue to BCLC in the first year.

## California

The California Lottery marked its 18th Anniversary in October. Since its inception, the Lottery has contributed more than \$15 billion to California's public schools through the sales of more than \$41 billion in Lottery tickets, this includes the revenues that are contributed to schools from unclaimed prizes. FY03 marked the third consecutive year that the Lottery raised more than \$1 billion for California's public schools. Besides producing more than 1,727 millionaires, the Lottery holds the record for the largest single state jackpot in U.S. lottery history for its \$193 million jackpot on February 16, 2002. Most of all, the California Lottery's Commission, staff and retailers are proud of fulfilling its mission to provide millions with a chance to fulfill a dream while enriching public education.

To help celebrate its 18th Anniversary, the popular game show, "The Big Spin®" marked the anniversary with a Hollywood flair! The game show, the longest running lottery show in television history, recently underwent some changes designed to play up the "Hollywood Feel." With its new and exciting night time atmosphere, the games feature dramatic lighting and a new set. Contestants for "The Big Spin" Show are now housed at the Renaissance Hollywood Hotel, centrally located at the new Hollywood & Highland complex. Players have the opportunity to enjoy some of Hollywood's best restaurants, entertainment and shopping facilities giving players the feeling of "star treatment" and a sense for the glitz and glamour of Hollywood. Just steps away are exciting sight-seeing locations including the famous Walk of Fame, Grauman's Chinese Theatre and the Hollywood Entertainment Museum. Further, the contestants are transformed to a different place in time by staying at the same hotel which also houses the Kodak Theatre where the Academy Awards take place. This once in a lifetime experience offers the California Lottery's players an opportunity to share in the experience of the stars that have high hopes of winning on Oscar Night. Only instead of a statue, California Lottery players have a chance at winning \$3 million.

## Florida

The Florida Lottery is partnering with Visit Florida in a scratch-off game that includes 50 Florida vacation packages. The \$2 game, Vacation Cash, allows for non-winning tickets to be entered in a sec-

ond-chance drawing for 40 more vacations. The game also offers a top cash prize of \$10,000. Vacation packages include: PGA National and Hilton Singer Island resorts in Palm Beach County; the Boca Raton Resort & Club, and more.

## Iowa

The Iowa Lottery's Dog-Gone Lucky scratch tickets, which feature pictures of six dogs selected through a state-wide contest, are selling faster than the average ticket. The typical scratch-run sells out in six months, but so far, 1.1 million of the 2.7 million Dog-Gone Lucky tickets have been distributed to retailers within the first month.

## Kansas

The Kansas Lottery reached a historic milestone when the Lottery's Keno game reached the millionth drawing on October 8. To highlight the milestone, the Lottery sponsored a weeklong promotion (10/5-10/11) giving players who purchase a minimum \$10 single Keno ticket a FREE 10-spot Keno ticket with the Bull's-eye option ( a \$2 value featuring a chance to win up to \$300,000).

## Kentucky

The Kentucky Lottery Corporation sales for the first quarter of FY04 are up, producing another record-breaking quarter. Total sales for July through September were \$181.5 million, which is \$25.1 million or 16% higher than the same period last year. The state has received \$40 million in revenue from the lottery so far this fiscal year.

## Massachusetts

Before the end of 2003 the Massachusetts Lottery will be launching its first advertising campaign in almost a decade. The \$5 million ad campaign is seeking to increase revenues from higher income and casual players by encouraging them to buy Mega Millions and Megabucks tickets. The Lottery recently ran a two day radio ad test that saw sales increase by 82 percent over the previous week. The Lottery is aiming to increase sales by \$25 million with the campaign.

## Michigan

On October 27, 2003, tickets for the Michigan Lottery's new Club Games - Club Keno and Pull Tabs - went on sale at bars and restaurants that have been licensed to sell these Lottery products. The first Club Keno drawing took place on October 27, 2003 at 6:05 a.m. Club Keno drawings take place seven days a week, every five minutes, from 6:05 a.m. to 1:45 a.m.

## Missouri

Missouri Lottery daily numbers players won't have to wait to see if their numbers are winners by using the Lottery's new "Xtra" feature, which began on Oct. 12. For an extra 50 cents per play, players get a chance to win cash instantly with their daily game numbers. With the Xtra feature, players will receive three Xtra numbers on Pick 3 tickets, four Xtra numbers on Pick 4 tickets, or five Xtra numbers on SHOW ME 5 Paydown tickets. If any of the Xtra numbers match any of the numbers selected for the daily game, the player wins the prize amount printed next to the matched number. If a "\$\$" symbol appears on the ticket, the player will automatically win the corresponding cash prize.

## Minnesota

On October 7 the Minnesota State Lottery launched its newest daily all-cash lotto game called Northstar Cash. The \$1 game operates on a 5:31 matrix and offers a \$25,000 starting jackpot that will grow

until it is won. Players can purchase up to 14 draws at one time. Odds of winning a prize are approximately 1-in-6. The Lottery is running a Northstar Cash Player promotion to help launch the game. Players who make a \$5 Northstar Cash purchase (on one ticket) will receive an entry for a drawing to win one of three Ford Ranger XLTs.

**Ontario**

All through the month of October, Ontario's LOTTO 6/49 held a series of bonus draws with new GM vehicles. After each regular LOTTO 6/49 draw during the month of October, the OLG drew five bonus sets of six numbers ranging from 1 to 49. Players that matched any bonus set of six numbers won the GM vehicles. Bonus draw winners could choose from a GMC Envoy, Buick Rainier, Cadillac CTS, Chevy Avalanche or a Saab 9-5 sedan. (Bonus winners could also accept a cash option of \$45,000 instead of a vehicle.)

**Oregon**

An audit of the Oregon Lottery revealed that the agency has implemented 19 of 21 recommended money-saving measures, and the results have added up to \$500,000 in savings. Two other money-saving measures are currently under way.

**Pennsylvania**

The Pennsylvania Lottery finished the first quarter of FY 03/04 with total sales of \$551,508,387 -12.02 percent or \$59 million above first quarter sales for the previous fiscal year. New marketing strategies and growing jackpots have been cited as a major reason for the rise. Sales increased most significantly for the multi-million dollar jackpot

games, Super 6 (49.66 percent) and Powerball (48.64 percent). Instant game sales increased considerably as well, as eight of the Lottery's 30 best weeks for instant-game sales occurred during the first fiscal quarter of 2003-04, July 1 to September 30, 2003.

**Québec**

The Québec Cabinet appointed Alain Cousineau as Loto-Québec's new Chairman of the Board and President and CEO. Mr. Cousineau, who began his mandate on September 29, 2003, is an associate at Group Secor, as well as Chairman of its Board of Directors.

On Saturday, September 20th, Loto Quebec extended the time for purchasing Lotto 6/49 and Québec 49 tickets, as the closing time for wagering on all draws became 9:00 P.M. on Wednesdays and Saturdays instead of the former time of 8:00 P.M.

**Texas**

The date has been set for Mega Millions sales in Texas. The Texas Lottery will start selling tickets on Dec. 3, making players eligible for the drawing on Dec. 5. Texans will be able to see Mega Millions billboards by the time the game is launched, as the first 40 billboards will be converted from Lotto Texas™ billboards by December. By the time the conversion is finished in mid-2004, there will be approximately 59 Mega Millions billboards and 53 Lotto billboards."

**West Virginia**

In August, the West Virginia Lottery experienced another record month for sales. Overall sales for the month were more than \$113.3 million, 4 percent higher than the old record, achieved in July 2003. ■

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