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Haaland at the Helm

Tribes across the country hailed the appointment of Deb Haaland as the U.S. Department of the Interior's first Native American secretary. Haaland's rise is as remarkable as her appointment, and sparked pride and optimism throughout Indian Country.

By Patrick Roberts



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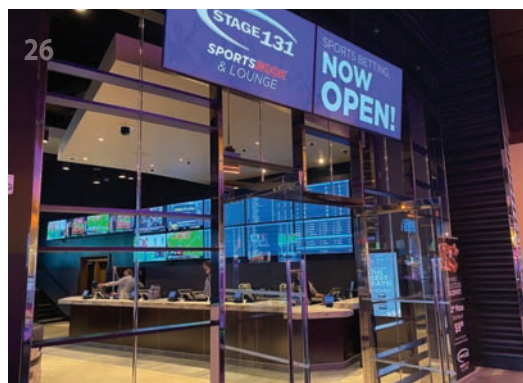
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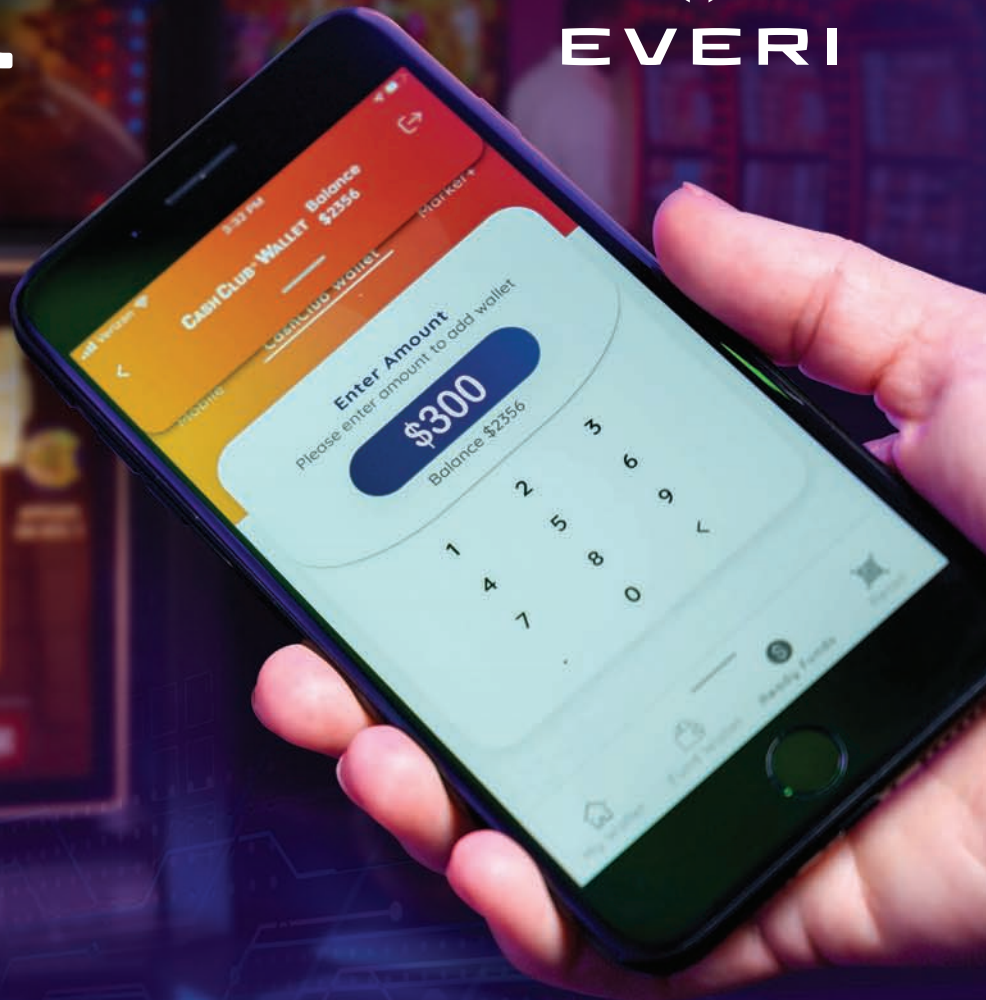
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Up Close & Personal

By Roger Gros



Is tribal gaming really indistinguishable from commercial gaming? Are tribal casinos simply redecorated versions of commercial casinos? Do people even perceive the blood, sweat and tears that have gone into tribal gaming enterprises?

Certainly the bottom line would convince any skeptic that tribal gaming is more than a matter of enriching shareholders—the *raison d'être* of commercial casinos.

The revenue that spills across the tables and cycles through the slot machines goes to much worthier goals: health care for tribal members, infrastructure developments on reservations, cultural education for children of tribal members, care for the elderly, and any other goals characteristic of an independent government. But do our customers realize that tribal gaming is the lifeblood of tribal members, and a proud enterprise that benefits all?

The answer became clear last year, when the Covid-19 pandemic hit. As with most health emergencies, it impacted the communities that are least prepared, and unfortunately, in some cases that included reservations. But in the beginning—the most terrifying part of the pandemic—tribal leaders responded. Even before governors ordered businesses to shut down—including commercial casinos—many tribal gaming enterprises had already reached that conclusion and closed to protect customers, employees and tribal members.

Tribes are sovereign nations, and don't have to follow the orders of the governors. They made decisions about closing independent of the state government. And those decisions made were for the good of the tribes.

These decisions weren't taken lightly. After all, when you turn off the spigot of revenue from tribal gaming, it affects every element of tribal government. The good things that come from casino revenues grind to a halt. The very social and financial stability of tribes are at risk.

But even with those very serious consequences, most tribal leaders responded positively. Lots of tribal gaming enterprises continued to pay their employees. Some offered food, extended medical benefits and even offered mental health assistance during this tough time. If the financial straits became too dire and layoffs were necessary, tribal leaders committed to bring back employees as soon as possible.

That quickly became the focus of every executive involved in tribal gaming. Reopening was essential, but it could only be done in the safest, most secure way. And it also could be done independently of any governor's orders.

Remember, the lockdown was only supposed to last a couple of weeks—a month at the most. But as weeks stretched into months, public governments seemed paralyzed. Their only reaction was to wait it out.

Not so with tribal governments. They immediately sprang into action, conferring with health and safety experts about what needed to be done to reopen their casinos. The first Plexiglas was erected in tribal casinos. The first temperature checks were conducted at the entrances to tribal casinos. And the first casinos to reopen were tribal casinos.

But those reopenings were well thought-out, with an abundance of caution (as much as that phrase grates on us today). After all, in the forefront of the minds of the tribal elders was the safety of their members, their employees and their guests.

That's not to say there weren't some glitches. The virus doesn't favor one group over another—everyone was equally vulnerable. Perhaps the hardest hit tribe was the Navajo Nation, which only recently reopened its gaming halls. But again, even Navajo elders were cautious when considering how and when to reopen. Some casinos opened and then closed again, learning how to handle the virus as a result.

In short, tribal gaming led the way when it came to reopening casinos safely and securely. Hard Rock's Jim Allen told me the Seminole Tribe completely revamped the way it does business as a result of the pandemic. Hard Rock's procedures were praised and copied in many jurisdictions around the world, and not just in casinos.

The enlightened response of tribal gaming has opened the eyes of many people, maybe shifting perceptions about the entire industry and opening up the realization that tribal gaming is indeed different than commercial gaming. This is not a criticism of commercial gaming, mind you. Most of the commercial casino companies have displayed the same compassion and care for their employees and customers. But the differences between the two have become very apparent. As sovereign nations, tribal governments made the decisions surrounding the pandemic in a rational and responsible manner. Well done.

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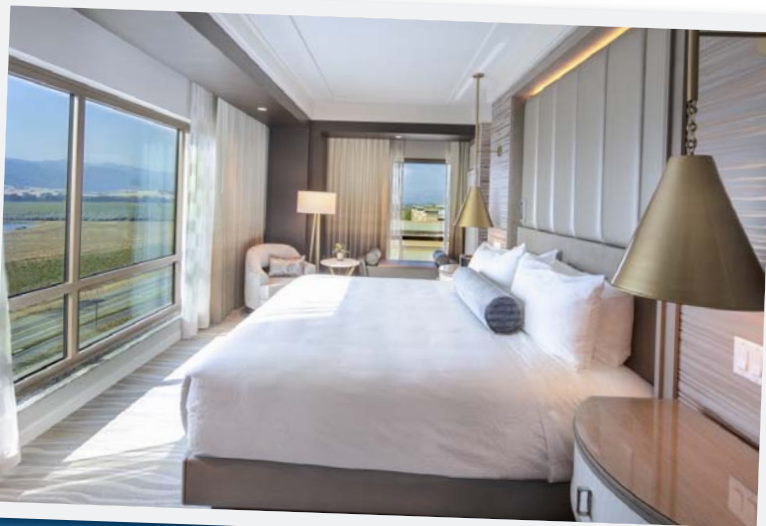
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► Top Tribal Treats

As tribal gaming matures and grows in sophistication, the collaboration among tribes, architects and designers has reached new levels.

Whether it's a simple renovation, a major addition or an entirely new facility, this is no longer just gaming-in-a-box. Through a collaboration of all stakeholders in the endeavor, tribal gaming has honed the cutting edge in gaming and hospitality.

On the following pages, you'll see six exciting new projects that debuted in 2020 or 2021. They exemplify the excellence that's raised the bar for gaming environments.



Idyllic Surroundings

Cache Creek Casino Resort, Yocha Dehe Wintun Nation, Brooks, California

Among gently rolling hills, continuous rows of leafy almond and olive orchards and elegant vineyards sits the stunning Cache Creek Casino Resort in Brooks, California, within the Capay Valley region.

Just 50 miles northwest of Sacramento, the rural area is well-known for its acres of farmland, ranches and the bustling Cache Creek River. One of the most diverse farming operations in the area is run by the owner/operator of the Cache Creek Casino Resort, the Yocha Dehe Wintun Nation.

It was this idyllic beauty surrounding the Cache Creek Casino Resort that inspired the design aesthetic for the resort's luxurious new \$180 million, 459-room hotel and casino expansion/renovation, designed by hospitality and entertainment designer HBG Design of Memphis and San Diego.

Opened in October 2020, the resort's guests will feel right at home in the design, which draws heavily from the region's agrarian landscape and the Yocha Dehe's agricultural ties. It maximizes scenic views at every turn to develop a tranquil and decidedly upscale resort experience.

Architecturally, the exterior design palette fits seamlessly against the natural backdrop of the surrounding valley and expands on the Cal-



ifornia Mission-style aesthetic originated with the existing four-diamond resort property.

Within the new hotel's guest rooms and suites, neutral colors and soft patterns and textures blend with minimal contrast to mimic nature at its most serene. To maximize connection to nature, all guest beds and relaxation areas are faced toward the large open windows to provide ideal views to the abundant landscape.

Influenced by Las Vegas-style "super suites," the two-story Presidential Suite will amaze guests with its high-quality amenities, including a private media/theater room, a private spa and personal fitness room. Custom wall covering was

hand-painted to mimic the grasses on the hills of the surrounding valley. Venetian plaster walls and silver-leaf and gold-painted sinks add sophisticated flourish. Inside the bathroom space, the tub fill pours from the ceiling and the tile pattern is custom-created from natural stone and mirrored glass crystal insets.

Sophisticated, inviting and cozy. Integrated technology and curated artwork. Elegant details and residential-inspired furnishings and textures. The design of the new hotel and casino expansion at the Cache Creek Casino Resort fits in beautifully as it makes itself at home in the picturesque Capay Valley.



Food & Fun at Morongo

Morongo Casino Resort & Spa, Morongo Band of Mission Indians, Cabazon, California

Bergman Walls & Associates (BWA) is the go-to designer when it comes to expansion projects at the Morongo Casino Resort & Spa in Cabazon, California, the birthplace of Indian gaming.

The global architecture and interior design firm specializes in destination design for the casino gaming, entertainment and hospitality industries. At Morongo, it previously completed a casino expansion and created bingo and high-limit gambling spaces, a cashier cage and a number of bars and restaurants. That project was completed in 2012-13.

BWA's latest Morongo renovations include a 65,000-square-foot casino gaming floor expansion that increased the size of the floor by 30 percent and added new slots and table games. The project also included a number of exciting new bars and restaurants to satisfy the tastes of a variety of guests. BWA completed them in conjunction with Kenneth Ussenko Design of Santa Ana, California.

The new bars and restaurants include Mozen Asian Kitchen, an indoor/outdoor-style environ-



Crystal Hearts

ment featuring finishes inspired by the Far East and a "street side" canopied bar; Pink Coffee, a bright, playful, Parisian café-inspired space; Crystal Hearts Bar, a high-style lounge featuring signature cocktails and rare liquors; Splash Bar, with color-changing LED lights and built-in video poker games; and the Good Times Café, a 24-hour bistro featuring ivory and taupe leather seating, high-top tables of rich woods, and a combination of open communal and private hideaway seating.

"BWA is proud to have assisted the Morongo Band of Mission Indians in realizing their project vision," says John Hinton, BWA's director of Native American projects. "Projects like the most recent Morongo renovations are helping to reimagine

and transform properties into destinations that deliver dynamic customer experiences and new revenue generation opportunities. These are the kinds of projects that will set the new standard for casino gaming and hospitality venues and give operators a competitive advantage for attracting new and return guests."

Leonard Bergman, BWA principal, says his company takes into account the tribe's culture and tradition whenever it gets involved with a tribal project.

"When addressing tribal culture, we meet with elders, research and carefully review all aspects of a project to ensure that our incorporation of cultural elements is appropriate, accurate and respectful of tribal traditions and sensibilities," Bergman says.



Quaking Aspens Lanes

Having a Bowl!

Wildhorse Resort & Casino, Confederated Tribes of the Umatilla Indian Reservation, Pendleton, Oregon

Renovations at Wildhorse Resort & Casino designed by Thalden Boyd Emery (TBE) Architects have created a new Brunswick bowling center, a food court and a state-of-the-art video-game arcade.

The crowning jewel of the Wildhorse expansion is Quaking Aspens Lanes, a 24-lane bowling center that provides a lively family-friendly activity for guests of all ages.

The Wildhorse is owned by the Confederated Tribes of the Umatilla Indian Reservation (CTUIR), and the bowling center's name is inspired by tribal history. "Nixyáawii" is what the Cayuse named the area where the tribe's winter encampment was located. Translated, the word refers to the groves of quaking aspen trees that grew around the springs. Equivalent to a large town, the encampment was the base for celebrations, games, root-digging and horse racing.

This upscale bowling center is divided by a completely custom tribally themed concourse with 16 lanes on one side and eight boutique lanes on the other. The larger area is targeted for open and league play, while the boutique lanes can be reserved for private parties and events.

Conveniently located next to the boutique lanes are two party rooms that can be opened up to a single larger space for bigger groups when needed. Event planners can opt for party packages or full catering service, depending on their preferences.

Quaking Aspens Lanes was designed with service and convenience in mind. Bowlers can choose from an all-inclusive food court menu, placing their orders with a lane server who will deliver their snacks, meals and beverages. Menus are available at the lane terminals, or they can be viewed online.

A full bar located in the bowling center provides beverages and seating. Meals and snacks can be or-

dered at the bar or carried from the food court, allowing guests to dine while watching the competition in the lanes.

The food court at Wildhorse features two independent vendors and two Wildhorse operations coupled with a 3,000-square-foot dining room with comfortable seating for up to 110 people. Three restaurants offer full menus, with one specializing in ice cream and sweet treats.

The new F&B vendors, Moe Pho and Brigham Fish 'n Chips, both have roots in Pendleton.

This will be Moe Pho's second location (the first is in downtown Pendleton). Owned by Whitney Minthorn and Moe Soeum, Moe Pho emphasizes popular cuisine from Thailand, Cambodia and Vietnam. Many ingredients are sourced from Thailand, and the eatery provides gluten-free and vegan/vegetarian options. In business since February 2018, Moe Pho Noodles & Cafe prepares its food fresh to order with high-quality ingredients and authentic recipes.

Also opening a second location is Brigham Fish Market. The Brigham family is well-known for harvesting and selling fresh, wild-caught fish along the Columbia River. In 2014, Kim Brigham-Campbell opened a full-service restaurant in Cascade Locks, selling both fresh fish and prepared meals including fish and chips, po'boy sandwiches and chowders. Brigham Fish 'n Chips will feature a selection of favorites from the market's menu.



The Wildhorse-run restaurant serves family favorites like pizza, burgers, salads and appetizers. The ice cream and pastry shop is right next door and features quality Tillamook ice cream along with an assortment of treats to satisfy a sweet tooth.

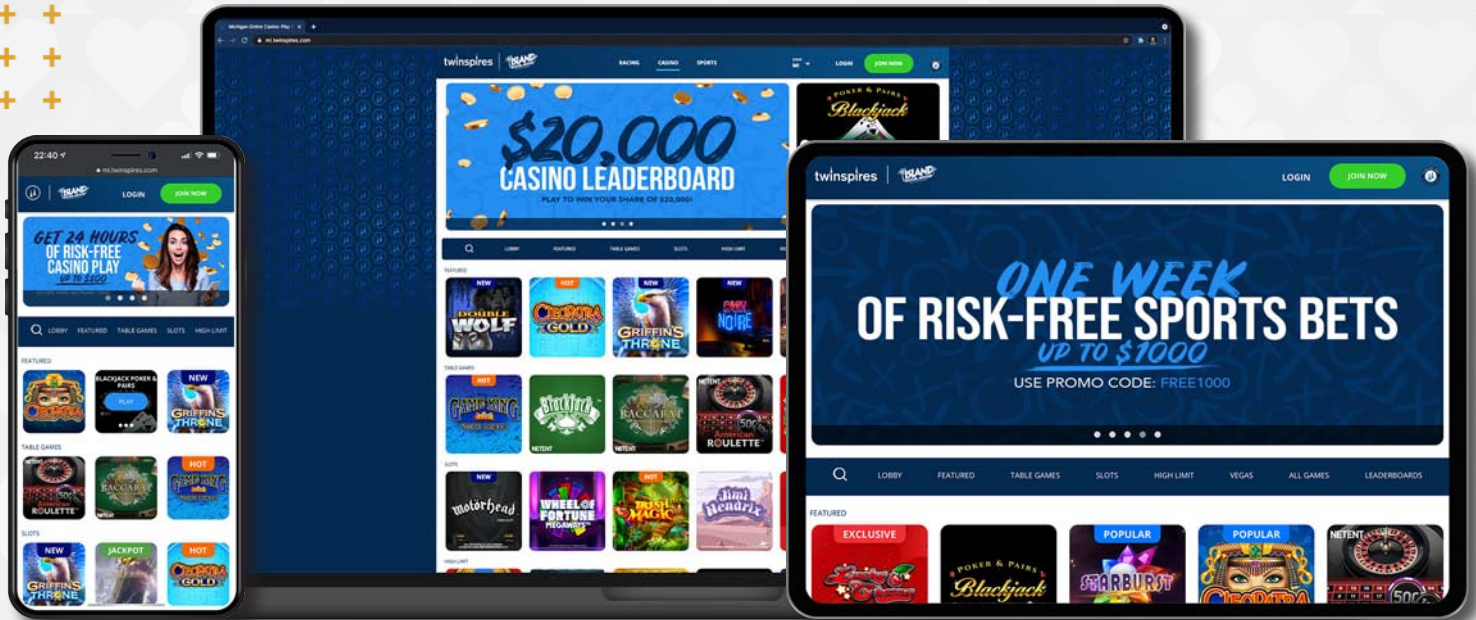
Minthorn and Brigham-Campbell are both members of the Confederated Tribes of the Umatilla Indian Reservation.

Between the food court and bowling center, visitors will find the new Wildhorse arcade, significantly larger than the old arcade with almost 2,500 square feet of play space. Young gamers can choose from more than 30 high-tech games and experiences in a single room, a luxury not often found in rural resorts.

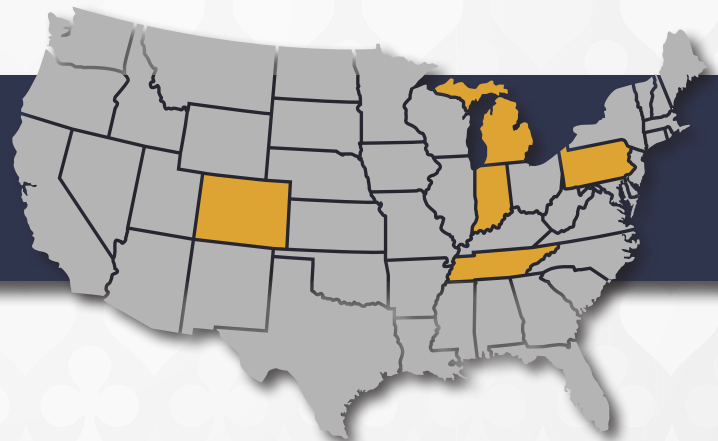
Arcade guests can use a "fun card" as currency at arcade machines. The card can be loaded with any amount and is rechargeable. It keeps track of points racked up by players, which they can then take to the redemption center for prizes.

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Dynamic Diamond

Desert Diamond Casino West Valley, Tohono O'odham Nation, Glendale, Arizona, HBG Design

The disruption of the Indian gaming industry caused by the Covid-19 pandemic led many tribal casino owners to reevaluate their development plans and even move forward optimistically in preparation for the post-pandemic world.

The master planners and architectural and interior designers at HBG Design are accustomed to helping tribal casino owners and operators strategically and proactively advance their development goals through challenging times.

Desert Diamond Casinos owner and operator the Tohono O'odham Nation could serve as a model for advancing a significant casino resort development through various challenges and opportunities, all the while making smart moves toward its ultimate project vision.

The nation's 1.2 million-square-foot Desert Diamond West Valley Casino in Glendale, Arizona took 13-plus years to develop. Factors in play included the economic circumstances of the 2008 recession and an extended approvals process. Both delayed plans for the large-scale casino resort located in the heart of the bustling West Gate entertainment and sports district outside Phoenix.

Planners and designers at HBG Design understood their client's challenges. They understood the need to progress building plans in phases to start establishing local brand recognition and their customer base and also generate revenues. The firm worked closely with the Tohono O'odham Nation to create a long-term master plan for the West Valley property, pivoting into a phased approach when the economic downturn occurred, while maintaining a solid focus on the end goal.

The master plan became the epitome of "start with the end in mind." As opposed to building a casino then figuring out the next steps afterward, Tohono O'odham and HBG Design created the vision of the large-scale resort and then determined an incremental phased path forward.

Phase 1 of the casino resort plan became the \$80 million interim casino, and this literal first piece of the puzzle allowed the Tohono O'odham to begin generating revenues that would finance future phases. Fast-tracked, designed and constructed in 16 months, the interim casino's Class II gaming experience was completed and opened in 2015. It offered 1,089 gaming machines, an edge bar and a 75-seat food court, with a design investment targeted to regional patrons visiting the surrounding



The casino floor at Desert Diamond West Valley stretches more than 75,000 square feet

upscale entertainment district.

During Phase 1, substantial infrastructure was wisely put in place to support the full resort build-out to come; and the interim casino became part of an approximately 150,000-square-foot building that housed equipment, furnishings, generators, office workers, heating and cooling towers, security systems and employee lockers and check-in stations.

To accommodate the future resort expansion, the interim casino was placed at an optimum location for reuse but not as a gaming venue; it would be the perfect future location to accommodate back-of-house operations. As planned from the beginning, the interim casino building would transition into warehouse support space once the larger casino resort experience opened.

On the exterior, the interim casino's architectural design set the tone for the overall resort's dynamic desert-inspired aesthetic, clad in a contemporary palette of cool, earthy blue and green tone tiles and natural stone that blend with the desert landscape.

Five years later, the highly anticipated \$400 million Desert Diamond West Valley Casino officially opened on February 19, 2020, creating a unique synergy with the surrounding entertainment district to deliver a truly unique experience for regional gaming patrons. The former interim casino building now flanks the dramatic circular entry drive and illuminated porte cochere as the east wing of the main casino resort property.

Easily visible from adjacent Interstate 101,

the new signature arching roofline creates a beautiful contrast against the light and shadow of the desert sky. Its curved architecture integrates LED technology that produces intricate lighting patterns mirroring the ever-changing drama of the desert's endless sky, beckoning guests within.

The new 1.2 million-square-foot main casino resort area—consisting of 638,000 square feet of gaming floor, multiple restaurants, a vibrant lounge/bar space and two parking structures—continues the exterior design palette. The design draws inspiration from HBG Design's concept of the "Dynamic Earth," specifically homing in on the life and breath of the desert, the solidity and sculptural elements of the Earth and the ever-changing light and shadow of the endless sky.

The main attraction is the 75,000-square-foot gaming floor, which recalls that panoramic sky. The arching canopy ceiling is animated with curving, cloud-like fins and illuminated by LED lighting that subtly changes the "sky" to mimic the desert light and color throughout the morning, afternoon and evening.

This amazing casino resort experience—alive with color and energy—is an investment the Tohono O'odham Nation can be truly proud of. The overall phasing plan and completed resort design are testaments to HBG Design's successful long-term master planning and design activities with the nation, with all team members fully understanding that progress sometimes comes in measured increments when strategically working toward your ultimate long-term vision.

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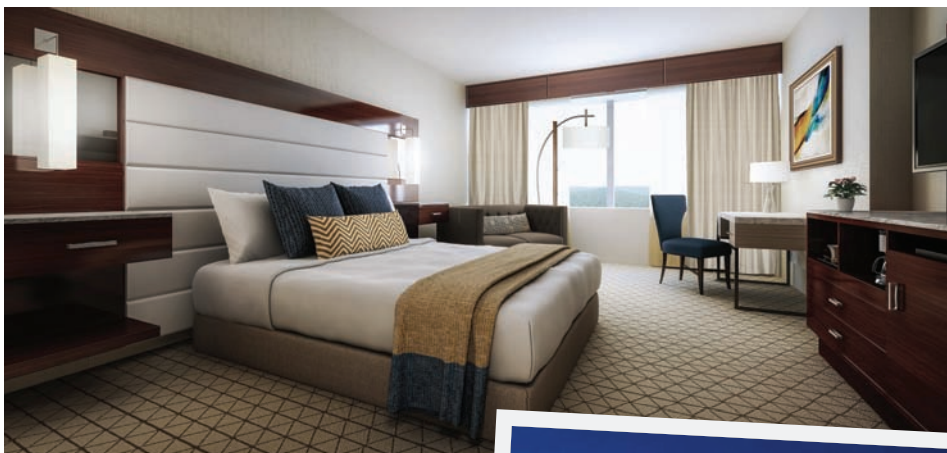
Mohegan Sun Aspire Rooms & Suites,
Mohegan Tribe, Uncasville, Connecticut

Mohegan Sun quickly became the preferred destination in New England when it opened, and has since built new towers and upgraded rooms on a regular basis.

But when Mohegan tribal members realized that they needed more suites and high-end rooms, the decision was made to create Aspire, a five-star luxury group of rooms located in the top five floors of the Sky Tower of the property.

Mohegan Sun turned to R2Architects to design the guest rooms and suites that would top off the 34-story tower. The project included typical guest rooms, suites, public corridors, main hotel lobby and tower floor lobbies totaling 1,150 rooms. The renovations called for the upgrading of all of the interior finishes, artwork, furniture and accessories as well as the upgrading of the guest room bathrooms.

R2A, based in Voorhees, New Jersey, produces signature projects, and that fit Mohegan Sun's goals. The group presented four concepts for room design, and two were chosen. Guests in



A king room at Aspire

the tower also have access to the Thirty-Three lounge, where they are treated to expert chefs, master bartenders and high-limit blackjack games and slots.

Accessed by a private elevator, the Aspire floors feature 20 suites including a massive 3,500-square-foot Royal Suite with a bathroom bigger than most people's living rooms. Daily rates for the rooms start at \$600 (depending upon the events and the guests' comp status) to \$10,000 a night for the Royal Suite.



From Gaming to Entertainment

Ojibwa Casino, Keweenaw Bay Indian Community, Marquette, Michigan

When the Keweenaw Bay Indian Community in Marquette, Michigan wanted a master plan and transformative design vision to turn its small, aging casino into a multi-functional modern entertainment destination, it turned to the Cuningham Group.

Cuningham collaborated with Gundlach Champion and the tribe to completely expand the casino's operations and amenities while staying within budget. Cuningham delivered a facility that rebranded the tribe's gaming identity, incorporating forward-thinking trends in resort and casino design. It relied not on stereotypical tribal design motifs but a contemporary vision of sophisticated tribal economic development and an atmosphere of entertainment.

The 67,000-square-foot renovation includes a 1,200-seat event center and a 400-seat convention center. It doubled the gaming floor with more than 500 slot machines and game tables. Other new amenities include a gift shop, a grill and lounge area and a 160-seat restaurant.

Throughout the design process, the design and construction team took the necessary steps to ensure that the site layout, utilities and building layout would allow for future construction of a hotel adjacent to the new casino and other long-term development opportunities..



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ESSENTIALLY RESPONSIBLE

The tribal response to the Covid-19 pandemic was nothing short of heroic, as many tribes shut down their casinos, continued to support their staffs and prepared for a safe and secure reopening ▶ By Bill Sokolic

When Covid-19 came to the U.S. in March 2020, states around the country ordered all but essential businesses to shut down to minimize the spread of the virus. Where possible, many companies let staff work from home.

Among the sectors hardest hit by the closures was hospitality, a service industry not considered essential to the public, an industry where most employees cannot work at home.

Casino resorts closed from Las Vegas to Mississippi to Atlantic City and to the far reaches of Indian Country. Gaming and non-gaming revenues tumbled for the two to three months the industry was dark. There were no casinos, no restaurants, no retail sportsbooks and no Luke Bryan singing in the showroom.

There was no money coming in, outside of those few properties with online sports betting and the even fewer offering online casinos.

Turning the Tide

Turning Stone Resort Casino, in upstate New York, wasn't authorized to offer either virtual option. The resort suspended operations from May 16 to June 10, 2020, a few days shy of three months. It could have ignored the order from Governor Andrew Cuomo to close down; Turning Stone lies on sovereign land owned by the Oneida Indian Nation, and thus is not subject to the edicts coming out of Albany.

The resort could have kept the slot machines humming, the hotel accommodating guests, the restaurants serving meals. But it didn't.

"It's worth noting we actually were the first casino in the state to announce we would be temporarily closing... before the commercial casinos," says Joel Barkin, vice president of communications for the Oneida Indian Nation. During that time, the lone tribal revenue source centered on the two

convenience store chains it owns, both classified as essential businesses.

Turning Stone was not unique.

"As recognized by the U.S. Constitution and multiple individual treaties with the federal government, tribal governments are separate sovereigns from state governments," says Matthew Morgan, chairman of the Oklahoma Indian Gaming Association. State governments have no authority, except that which is granted by the tribes, on reservation land.

Like Turning Stone, Oklahoma's tribal governments issued emergency health declarations and closed prior to state orders to do so, Morgan says. By March 23, every tribal casino in Oklahoma had shut down.

"While we were not required to follow the governor's executive orders, given the state of the pandemic at the time, we voluntarily closed on March 16," says Mike Bean, CEO of Saginaw Chippewa Gaming Enterprises, which operates Soaring Eagle Casino & Resort, Saganing Eagles Landing Casino & Hotel and the Slot Palace & Bingo Hall, all in Michigan. "We canceled our large-scale summer concert series that included Luke Bryan, Keith Urban and Miranda Lambert."

Tribal property after tribal property shut down, large and small.

Full Stop

The loss of casino revenue stood out, but income from ancillary activities also ground to a standstill.

"Other areas that saw challenges in 2020, with impacts still being felt



"Dipping into reserves puts a strain on any business, but tribal leaders' commitment to their employees and communities was their highest priority."

—Matthew Morgan, Chairman, Oklahoma Indian Gaming Association



“As vaccines continue to increase, coupled with continued guidance and vigilance from a health and safety standpoint, we expect the summer and fall to result in significant improvements in our gaming and non-gaming amenities.”

—Jeff Hamilton, President and General Manager, Mohegan Sun

today, were entertainment and meetings and conventions,” says Jeff Hamilton, president and general manager of Mohegan Sun in Connecticut, one of the country’s largest casino resorts. Mohegan Sun closed March 17, 2020, and reopened June 1.

Bean says the two-and-a-half month closure had about a 20 percent adverse impact on revenue for the year.

“We mitigated with expense reductions that unfortunately included furloughing most team members,” Bean says.

During the closures, many tribal casino properties in Oklahoma still paid employees to keep them solvent.

“This is just one more way tribes have shown their commitment and compassion for their citizens and their employees,” Morgan says. “Many tribes took on that responsibility by using tribal reserve funds to pay staff, and they did it before they knew if any federal assistance programs were going to be made available.

“While dipping into reserves puts a strain on any business, tribal leaders’ commitment to their employees and communities was their highest priority.”

From the end of May to the end of June, many tribal casinos reopened—with caveats. As with commercial gaming resorts, tribal properties installed a spate of precautions and capacity limitations, limits that were self-imposed.

“We opened up May 29 after putting the safety measures in place so that we could do so responsibly,” Bean says.

The Saginaw Chippewa casinos eliminated smoking. They hired teams dedicated to the continuous cleaning of slot machines and other high-touch surfaces. Every other slot machine was turned off and restaurant capacity was reduced, with social distancing markers installed in appropriate places. Additional hand-sanitization stations and wipe stations were installed.

The properties conducted contact tracing of staffers who tested positive for the coronavirus to determine if the transmission occurred outside of the casino hotels where masks and other protocols may have been ignored.

“A team member who is isolated and tested for coronavirus after having had close contact at work with another team member who tested positive often results in a negative test,” Bean says. “We believe this is due to our mask-wearing requirement and other safety protocols.”

The Michigan tribal casinos produced strong volume through the fall, when a second wave of the pandemic hit, Bean says. The new wave did nothing to dampen the optimism.

Health First

During the time off, Mohegan Sun created an extensive health plan that is still in place.

“Dining and gaming guidelines are able to be relaxed as conditions have improved, though they’re still in place for the health and safety of everyone,”

Hamilton says.

The tribe developed a comprehensive program with assistance from the Mohegan Tribal Health Department. The plan included what is now commonplace for all casino hotel properties in the pandemic era: mask mandates, temperature scans at all entrances, capacity limits at restaurants, upgrades to the air conditioning system, Plexiglas dividers and a sanitation plan with frequent sanitizer stations.

“We weathered the storm,” Bean says. “We’re cautiously optimistic about the coming summer and fall. With vaccines anticipated to be widely available by this summer we anticipate a gradual return to pre-pandemic business volumes.”

The Chippewa Casinos have set aside some banks of slot machines so guests can play together, while still maintaining banks with every other machine turned off, giving patrons a choice. The salon and spa reopened with appropriate safety protocols in place and valet service could return in mid-June.

“We plan to kick off our summer concert series with Luke Bryan on May 29 with a concert lineup similar to our 2020 schedule,” Bean says.

Pala Casino Spa & Resort near San Diego closed March 15, 2020, and reopened May 27. There was no revenue during the shutdown, CEO Fred Buro says. “Of course, pain was suffered,” he says. “But if the current gaming revenue and trajectory maintain themselves, Pala will continue to experience exceptional performance.”

In recent months, compared against the same months last year, revenue is up. “It’s been accelerated, in part, as a result of stimulus checks being issued,” Buro says.

By late June, Oklahoma tribal casinos had reopened, working in concert with the Centers for Disease Control and Prevention and the Indian Health Service.

“Nothing is of greater importance to the tribes than the health and well-being of the citizens of their nations and non-tribal citizens who live, work and travel within their borders,” Morgan says.

Rapid Rebound

For Turning Stone, being open meant the return of its sportsbook, hotel, restaurants and golf course. Visitation has increased this year, mostly with local and regional patrons.

“We noticed many of our guests who might normally fly someplace for vacations instead booked three to four day trips to Turning Stone and our other properties,” Barkin says. “As more and more people get vaccinated, we’re already seeing guests return in much larger numbers.”

In Oklahoma, tribal casinos also cater to local and regional populations, and don’t depend on a fly-in market, Morgan says. “The ones that are marketed as more of a regional market are drivable for their customers. Others are



“For us, it’s about leadership to show how a venue can reinvent itself even in a pandemic environment.”

—Tom Cantone, President of Sports and Entertainment,
Mohegan Gaming & Entertainment

located in rural Oklahoma, which means they’re the entertainment hubs for the people who live nearby.”

People go to these casinos for fine dining, concerts or to meet up for coffee or brunch, Morgan says. “When we were able to safely reopen and people were ready to get out, our customers were comfortable with enjoying our offerings.”

The initial return of entertainment at Mohegan Sun began in Comix Roadhouse and the luxury lounge, Novelle, both with limited seating capacities.

“The entertainment roster will expand in the coming weeks,” Hamilton says. “We’re really encouraged by recent trends and see a bright rebound on the horizon. We’re very encouraged about the future, and as 2021 progresses, we should see adjustments in the positive direction. As vaccines continue to increase, coupled with continued guidance and vigilance from a health and safety standpoint, we expect the summer and fall to result in significant improvements in key areas both in our gaming and non-gaming amenities, including hotel, dining, nightlife and entertainment.”

Live entertainment will be the last component to come back at Turning Stone, Barkin says. “Based on our guest feedback, we anticipate there will be a tremendous demand for live events.”

At Mohegan Sun, Tom Cantone, president of sports and entertainment for Mohegan Gaming & Entertainment, remembers the frustration of those early days in March 2020.

“I sat in my office surrounded by 8 million square feet of darkness, thinking of ways to stay relevant during this unprecedented time,” Cantone said back then.

He reached out to Viacom with an idea to use the resort’s arena to broadcast events for the company’s sports brands. The result was a residency partnership with Showtime Championship Boxing and Bellator MMA, with a series of fights broadcast live on Showtime and the Paramount Network.

“Tom Cantone and his team have been excellent partners and the venue has suited our unique needs to deliver both boxing and MMA sports,” says Stephen Espinoza, president of Showtime Sports.

While no fight fans crowded the stands, all combatants were still tested and quarantined before each fight, Cantone says; it was truly the first “bubble” to keep athletes safe and allow the matches to continue.

The first event almost brought Cantone to tears. “When I heard them say ‘Live from Mohegan Sun Arena,’ I got a little emotional as I saw my crew and people clapping. I remembered sitting in my office all alone, wishing for this day to come true. And like magic, it did.”

Mohegan Sun later hosted several college basketball tournaments late

in 2020, where teams were placed in the Mohegan bubble. They served as the blueprint used by the NCAA to conduct March Madness in Indiana in 2021.

The relationships with Viacom and the college leagues paid off for Mohegan. “It was a combination of a good relationship and a great team to back it up here at Mohegan Sun,” Cantone says. “It’s an incredible endorsement for our team. We found a way to beat the pandemic.”

“For us, it’s about leadership to show how a venue can reinvent itself even in a pandemic environment.”

Meeting Expectations

Turning Stone has also developed plans for the return of meetings and conferences, says Barkin. “We made significant investments in enhancing and expanding our meeting spaces, which includes technology upgrades that will allow for more advanced hybrid meetings and live-streaming functions.”

Along a similar line, meetings and conventions were foremost for Mohegan Sun.

“Entertainment and our meetings business become two areas that were unable to operate as normal, though gaming, dining, retail and hotel stays were all able to add to the revenue picture,” Hamilton says. “We were very innovative during the pandemic, however, and safe and successful events were gradually returned under the direction of Mohegan Sun’s vice president of exhibition and sales, John Washko.”

Turning Stone could add online sports betting and online casinos in the not-too-distant future, if the legislature acts. Both elements could soften the blow in similar emergencies in the future. Just ask New Jersey and Pennsylvania.

“Connecticut’s Governor Ned Lamont recently expressed optimism on sports betting and iGaming being possible by the start of football season,” Hamilton says.

Buro is less optimistic as to when the online components will kick in, mostly because of the long path necessary in California.

“As I understand it, the status of sports betting and iGaming in California is that everyone believes it’s going to happen; however, the when, who benefits in the short term, who benefits in the long term, along with regulations and taxes, all remain desperately elusive,” Buro says.

Still, he predicts that “California will have a bill passed within 18 months.”

In Michigan, sports betting is live, both in casinos and online, as is online gaming. Some tribal casinos already offer both options, and the Chippewa tribes should be functioning in that area sometime in 2021, according to Bean.

“We have a very nice venue that we further improved to soon add sports betting with online sports and online casino to follow. We will operate under our own brand to leverage, integrate and grow our existing customer base and retain the proceeds,” Bean says.

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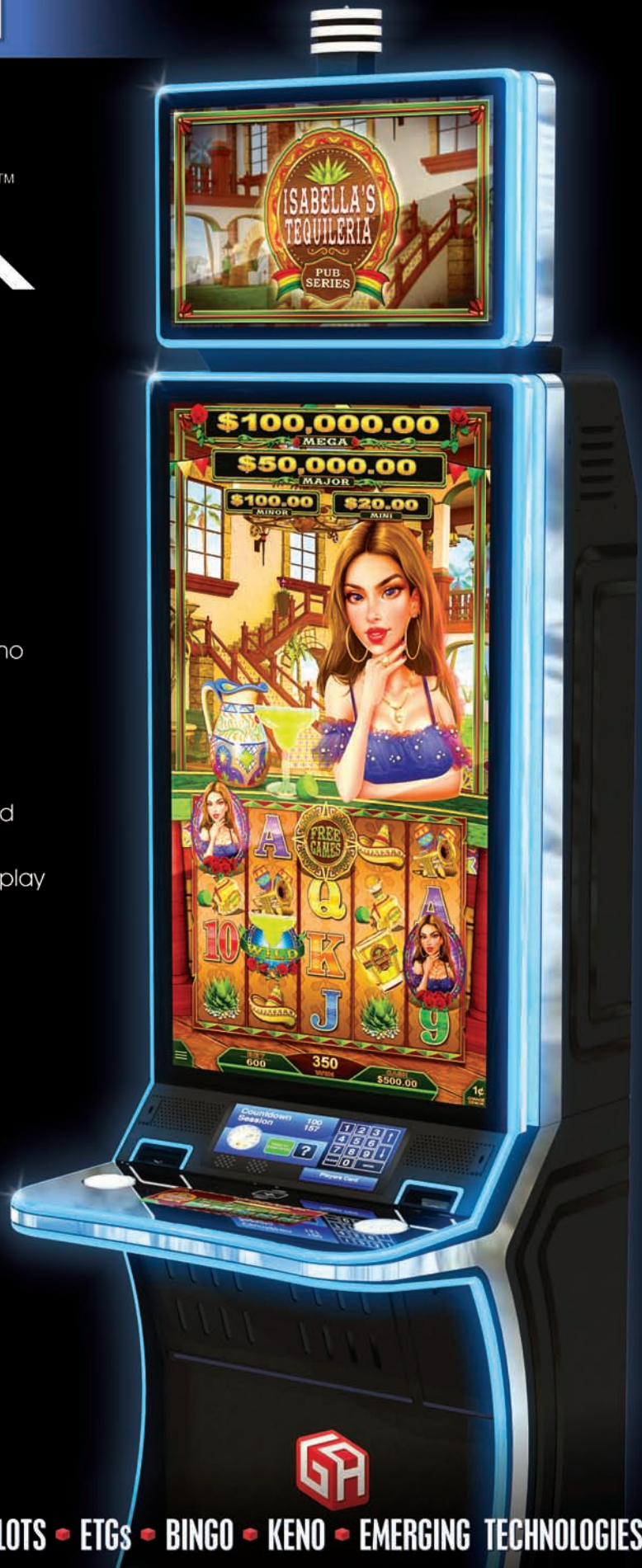
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Blazing the Trail



Deb Haaland is first Native American Interior Secretary

► By Patrick Roberts



On March 15, New Mexico Rep. Debra Haaland made history with her confirmation as secretary of the U.S. Department of the Interior, the first Native American in U.S. history to join a White House Cabinet. On March 19, as she was sworn in by Vice President Kamala Harris, Haaland wore a traditional ribbon skirt, an homage to her indigenous heritage.

“Rep. Haaland’s confirmation represents a gigantic step forward in creating a government that represents the full richness and diversity of this country,” Senate Majority Leader Chuck Schumer said before the 51-40 vote. “Native Americans were, for far too long, neglected at the Cabinet level and in so many other places.”

The new secretary will oversee some 500 million acres of land: almost one-fifth the collective mass of the United States, spanning 1.7 billion acres of coastlines and including national parks, wildlife refuges and natural resources such as gas, oil and water. She will also manage the Bureau of Indian Affairs and Bureau of Indian Education, lead a workforce of 70,000 and oversee government-to-government relations with tribes.

Haaland is the third woman to serve as interior secretary, and stands eighth in line from the presidency. Yet her origins are modest. Born in 1960 in Winslow, Arizona to a 30-year combat Marine veteran and his wife, a Navy veteran, Haaland is an enrolled member of the Laguna Pueblo of New Mexico. As a young single mother, she used food stamps to feed her family, and struggled to put herself through college. After earning degrees from the University of New Mexico and UNM Law School, she started a small business producing and canning salsa.

Her career in politics began when she volunteered to boost voter turnout among Native Americans. In 2012, she joined the Obama campaign, and in 2014, ran unsuccessfully for lieutenant governor of New Mexico.

Haaland was the also first chairwoman of the Laguna Development Corp., where she was in charge of business operations for the second-

largest tribal gaming enterprise in New Mexico. According to the Laguna Pueblo website, the organization now operates two casinos and a satellite facility: the Dancing Eagle Casino near Grants, New Mexico, the Route 66 Casino in Albuquerque, and the Casino Xpress, built as a temporary facility next to the Route 66 property, but kept in operation due to high demand.

She was the U.S. representative for New Mexico’s 1st Congressional District from 2019 to 2021; reelected in November, she vacated that seat to assume the new role at Interior.

She issued a statement following her appointment:

“At my confirmation hearing, I said that we all have a stake in the future of our country. No matter your political party or ZIP code, your ancestral heritage or income level, we all must take the formidable challenges that lie ahead seriously, and we will take them head-on, together.

“I am proud and humbled to lead the dedicated team at Interior as we seek to leave a livable planet for future generations. Together, we will work to advance President Biden’s vision to honor our nation-to-nation relationship with tribes, address the climate and nature crises, advance environmental justice and build a clean energy future that creates good-paying jobs and powers our nation.

“The change we need will take hard work and perseverance, but I know that together there is nothing we cannot accomplish.”

Native Reactions

News of Haaland’s appointment brought congratulations from across the Native American community.

“The confirmation of Deb Haaland as the United States’ first Native American secretary of the interior represents a remarkable moment for our nation,” said Ray Halbritter, CEO of Oneida Nation Enterprises, the business arm of the Oneida Indian Nation, which runs casinos in New York state. “Secretary Haaland has proven herself to be highly effective in



Vice President Kamala Harris swore in Deb Haaland as interior secretary in a White House ceremony

uniting people of all backgrounds around shared purposes. And now, as interior secretary, her leadership will make an even more meaningful impact.”

Halbritter said Haaland’s ascent “marks a historical and significant triumph for Native people—and Native children in particular—to see a Native person represented at the highest level of U.S. government.”

“Breaking barriers is nothing new for Deb Haaland,” agreed Kenneth Manuel, CEO of Arizona’s Gila River Hotels & Casinos. “Indian Country watched with pride when she became one of the first two Native American congresswomen appointed in 2019, and we were overjoyed to see her make history yet again with her recent appointment as the first Native American to hold a presidential Cabinet position.

“We’re optimistic about the future, knowing that, as secretary of the interior, she has roots in the Southwest and has an extensive gaming background. We look forward to supporting her, and we are grateful to have her as a fierce advocate for Indian Country.”

In California, home of 109 federally recognized tribes and the site of hundreds of Indian casinos, legislative leaders applauded Haaland’s confirmation, calling it “a bridge to a new era.” Assemblyman James C. Ramos, chairman of the California Native American Legislative Caucus, said, “The appointment of a Native American as interior secretary is a milestone I wasn’t sure would happen in my lifetime. Indian Country wishes her every success as we cheer her achievement with pride and hope.”

James Siva, chairman of the California Nations Indian Gaming Association, believes Haaland could change the culture at Interior. “Since the Interior Department’s inception 172 years ago, it has often been a tormentor to tribes in its worst periods, and even a somewhat problematic institution in its better years,” he said. “To have someone in there that has been on the receiving end of Interior’s policies has tremendous value for tribes and the nation as a whole.”

Ernie Stevens Jr., chairman of the National Indian Gaming Commission (NIGC), cheered Biden’s nomination of Haaland when it was first announced in December, calling Haaland “a fierce advocate for Indian Country” and “a trailblazer during her career in public office.”

“It is time that one of our own from Indian Country is at the head of the Department of the Interior,” he said. “As the stewards of this land from time immemorial, we are more than confident that she will lead the department into a future that protects our land and treaty rights as Native peoples.”

‘She Is the Bridge’

Tribal Chairman Jeff Grubbe of the Agua Caliente Band of Cahuilla Indians, one of California’s most prominent and successful gaming tribes, told the *Los Angeles Times*, “It’s good to have one of us in a position that represents the administration and the federal government, but also represents us. She is the bridge.

“She understands how diverse tribes are,” Grubbe said. “Gaming is important to one, fishing is important to another, then you have oil. Renewable energy is something she wants to push, and we look forward to working with her and seeing what opportunities there are. Tribes are starting to think that not everything should just be gaming—we need to diversify.”

Tribal Chairwoman Sara Dutschke of the Ione Band of Miwok Indians added, “Outside of the gaming context, it would be really nice to see some emphasis on economic development as well.” And Willa Powless, councilwoman for the Klamath Tribes of Oregon, said Haaland’s leadership skills are well-recognized.

“As a matriarch herself, Secretary Haaland understands the complex issues and decisions tribes make. For the first time, it feels like tribes will

"I am proud and humbled to lead the dedicated team at Interior as we seek to leave a livable planet for future generations. Together, we will work to advance President Biden's vision to honor our nation-to-nation relationship with tribes, address the climate and nature crises, advance environmental justice and build a clean energy future that creates good-paying jobs and powers our nation."

be understood and listened to when advocating for our people."

For Judith Shapiro, a Washington, D.C. attorney specializing in Indian law, there were "literally tears of joy because of the transfer of entirely white male power over the primary relationship between the federal government and Indian Country. And the fact that we don't have to start from scratch in educating a new interior secretary about the realities of tribal governments—that's huge."

Jana McKeag, a former NIGC commissioner and Interior official, now president of Lowry Strategies, believes Haaland's appointment will help bring attention to tribal issues.

"With the vast responsibilities of Interior," she explains, "tribes are often overlooked. They're usually at the bottom of the list when it comes to priorities. But with the staff she's brought on, all with very extensive experience with tribal issues and Indian gaming, there's no chance they'll be overlooked."

Siva says Haaland's experience with tribal gaming can only be positive.

"I obviously cannot speak for every position that she has on every issue as it relates to tribal government gaming, but I don't see how her own experience won't inform her actions as secretary," he says. "While it is impossible for Secretary Haaland to know offhand every tribe's needs when it comes to gaming, at least with her there is no significant knowledge gap and learning curve pertaining to the general issues facing tribal government gaming."

Valerie Spicer, the former executive director of the Arizona Indian Gaming Association and a co-founder of consulting firm the Trilogy Group, believes Haaland's gaming experience should help her understand the issues of even the smallest gaming tribes.

"I believe that her knowledge of the benefits of tribal gaming from a firsthand perspective, especially for that of a rural Pueblo, will lend great insight into the needs to protect the rights of tribes to conduct gaming and their unique relationship with the state, be it good or bad," says Spicer.

Shapiro says Haaland's gaming experience means she will be aware of the difference between commercial and tribal gaming enterprises.

"She knows that the funds derived from Indian gaming are used for tribal government purposes," she said. "She'll understand how vital that revenue is by her experience in her community. Most of those tribes in New Mexico, where she's from, experienced generations of poverty before gaming came along.

"She's seen that change firsthand. That's important."



Regulatory Response

The NIGC is an independent agency housed within the Interior Department that regulates tribal gaming at the federal level. Commission Chairman E. Sequoyah Simermeyer said he applauds Haaland's appointment.

"The Department of the Interior and NIGC have a shared role in matters related to gaming on Indian land laid out in the Indian Gaming Regulatory Act, and the regulations our respective agencies have implemented. The NIGC knows firsthand how the distinct roles the department and the NIGC play with regard to the implementation of the Indian Gaming Regulatory Act can improve lives in Indian Country and be a catalyst for local economies.

"The commission looks forward to working with Secretary Haaland on matters of shared interest and responsibility."

Jonadev Chaudhuri, the most recent past chairman of the NIGC, calls Haaland's appointment "historic."

"The mission of the Department of the Interior is as broad as any department in government," he says. "And to have somebody at the helm who not only understands the issues but also comes from Indian Country is entirely appropriate. Not to say that she's going to be solely Indian Country-focused. During her confirmation testimony, she made the point that she was there to serve as secretary for the entire department and for the nation. I firmly believe she's going to take an even-handed approach to advancing all of the various missions of the department."

Chaudhuri warns, however, that there are lessons for Haaland to learn.

"No matter how much experience anybody has, there's always a learning curve. It's hard to be prepared for the full gamut of issues that a federal official faces as they navigate gaming issues among diverse nations, who all have their own unique histories, unique geographies, unique cultural traditions. I think her background both in Indian Country and with gaming will serve her well, but first she's going to need support from the gaming community and Indian Country as she faces the massive learning curve that any official would undertake."

Tom Foley, a former member of the NIGC and now with the Foley Quigley law firm, explains the sometimes rocky relationship between the agencies.

"I think the relationship will be cooperative in terms of how Interior and NIGC collaborate," he says. "When I was with the NIGC along with (former chairman) Phil Hogen, we stressed it was an independent agency,



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Haaland was chairwoman of the Laguna Development Corp., which owns the Route 66 Casino Hotel, before becoming a member of Congress

and we took that responsibility seriously. But that has been deemphasized over the past 10 or 15 years because so many commissioners came from Interior and behaved like it was a department within Interior.

“I think the current commission will assert their independence a bit more and concentrate on their regulatory role. But they’ll be cooperative. Larry Roberts (Haaland’s chief of staff and former general counsel at NIGC) knows how it works, and I think they’ll be cooperative rather than confrontational.”

Chaudhuri believes each agency understands its role.

“NIGC is a regulatory body whose primary goal is to support tribal economic development and strong tribal governments through sound regulation, and as a result, their autonomy is important. They’re housed in Interior, but they’re an independent agency under the law. So in other words, finding the right balance, communication and respect for the boundaries is going to be critical.”

As Haaland said during her confirmation hearing before the Senate Energy Committee, “If an indigenous woman from humble beginnings can be confirmed as secretary of the interior, our country and its promise still holds true for everyone.”

Siva believes Haaland will be fair with the NIGC.

“Like other offices dealing directly with Indian Country within the Interior Department, such as the BIA, I would hope very much that she will seek to have the commission work to strengthen tribal sovereignty within the scope of its mission,” he says. “The commission and other tribal regulators serve a valuable role in ensuring that tribal government gaming runs as it should. Secretary Haaland no doubt knows that tribal government gaming is the most regulated form of gaming in the world, as it’s regulated at three levels of government.”

Shapiro believes the two agencies could work powerfully together.

“We now have a chairman and the two members of the NIGC who are all Native Americans,” she says. “I believe that’s the first time that happened. With the deep gaming expertise at Interior now, it’s a unique opportunity to work towards a truly cooperative relationship.”

Issue-Oriented

Hope for Haaland’s administration as it pertains to Native Americans runs high because of her experience and knowledge about Indian Country.

Siva would like to see a focus on “general government trust responsibilities with tribes, including a smooth process of taking acquired tribal lands into trust. Also, a proper distribution of federal stimulus disbursements to tribes, protecting tribal sacred sites.”

Spicer says communicating with tribes and addressing their issues is important, “ensuring that consultation is restored in a full and respectful way, where tribal governments are at the table and involved in anything that could impact or benefit their nation—not as an afterthought but throughout the process.

When tribes have a true seat at the table, the discourse and outcome could be invaluable for all.”

Foley points to one issue that requires Interior and the NIGC to work together.

“Land-into-trust issues for gaming purposes go before both agencies,” he explains. “Interior has its position and the NIGC has its position, and they work together to reach a common ground. I think that’s still going to be very cooperative.”

Shapiro agrees that land-into-trust issues are important “because it’s not just a gaming issue. Yes, there are gaming ramifications for it, but there are also deep justice ramifications. The Obama administration saw restoring tribal homelands as one of its prime missions. That has to accelerate and expand.”

Tribal recognition is also important to Shapiro, but it’s a process that can take decades.

“The department revised its regulations in 2015, but we still have not seen a decision made under those new regulations,” she says. “They were supposed to be fair and equitable, but as always the fairness and equity can only be judged by how they’re applied. Hopefully, (Haaland) will have some influence over that.”

McKeag says Haaland “has a reputation of working across the aisle. She had more bipartisan legislation passed than any other member of Congress during her career. As a woman, I think she’s more focused on getting the job done. If that means you’ve got to talk to Mitch McConnell or any Republican leader to get a result, I think she’ll do that. Congressman Tom Cole, who is a staunch Republican, praised her for reaching across the aisle. So I think this is more important to her than the politics involved. She’s going to do what’s best for the tribes and the nation as a whole, because I think that’s part of how women see the world.”

Shapiro agrees that Haaland’s record of collaboration will be an asset.

“At the confirmation hearing, it was clear that as a woman she’d be able to listen to concerns that might not agree with her own views. She said she wanted to work with people and leave the bruised egos behind. I think you’re more likely to hear that from a woman.”

Spicer thinks the Native American element of a female secretary makes Haaland uniquely suited for the challenges.

“In many matrilineal societies, women bear a special place, because they are the mothers who grow the families and teach the young. Women have in large part worked to bring structure to the family, along with compassion and caring. The balance of it all can be difficult, but a woman such as Deb Haaland seems to do it almost effortlessly, although you know it hasn’t been easy. I hope she’s given the respect she deserves as she works her way through her position.

“I feel especially proud not only as a woman, but a Native woman from New Mexico, to know that she’s in her position at the Interior.”

All Together Now

Secretary Deb Haaland brings Native American all stars to Interior team

▶▶ By Michael Anderson



Deb Haaland's confirmation as secretary of the interior has brought joy and heightened expectations across Indian Country as she assumes her historic leadership as the first Native American cabinet secretary. As her tenure begins, an old truism is at play—personnel is policy. By that standard, Haaland has begun assembling an all-star team of Native American legal scholars and advisers which sets the stage for bold and progressive Indian policy.

The Department of the Interior's Indian policy is framed by an extensive set of laws, regulations, precedent and internal procedures that sometimes hinder progress and other times allow great flexibility and discretion for positive action. The chief legal officer for the department, the solicitor, maintains vast oversight for decision-making by the secretary, assistant secretary for Indian Affairs, Bureau of Indian Affairs and the attorneys he oversees. The nominee for solicitor, Robert Anderson, a tribal member himself, brings stellar experience to the position as a former counselor to the secretary during the Clinton administration, a law professor and a former practitioner at the Native American Rights Fund. This bodes well for Indian policy since Obama administration Solicitor Hillary Tompkins, also a tribal member, issued landmark opinions in the fee-to-trust arena and oversaw large tribal natural resources settlements.

Secretary Haaland's chief of staff, Larry Roberts, also a tribal member, served in the Obama administration as a deputy assistant secretary for Indian Affairs and is also an attorney and law professor. Principal Deputy Assistant Secretary for Indian Affairs (ASIA) Bryan Newland may very well be the most qualified deputy ever appointed, having served as the

chairman of his Bay Mills Indian Community tribe, practicing as an attorney and law professor, as well as a counselor during the Obama administration. In addition to Newland, more appointments are being made, including the selection of Ann Marie Bledsoe Downes as principal deputy solicitor for Indian Affairs, who will have a major impact on Indian legal matters.

Already some reversal of prior Trump administration policies have taken place. A good harbinger of these changes is the department's decision in *Mashpee Wampanoag Tribe v. Bernhardt*. During the Obama administration, the Department of the Interior took land in trust for the Mashpee Tribe in Massachusetts, the purpose of which was for a casino. The Trump administration reversed this decision but in

2020 a federal district court in Washington, D.C. reversed that decision and remanded the case back to Interior. The Trump administration appealed that decision to the D.C. Circuit Court of Appeals, and while the appeal was pending, the Biden administration came into power. In February 2021, the United States reversed course once again and accepted the district court's decision that the Mashpee decision should be reviewed. While by no means certain, there is a high likelihood the department will affirm its earlier positive decision for Mashpee and the gaming development will move forward. Elections have consequences, and the Biden election has already led to positive consequences for the Mashpee tribe.

While Secretary Haaland is just beginning her tenure, she has already reversed 17 secretarial orders issued by Trump Secretaries Zinke and Bernhardt. Many of these deal with general environmental issues, but her willingness to reverse prior policy bodes well for Indian tribes.

While Secretary Haaland is just beginning her tenure, she has already reversed 17 secretarial orders issued by Trump Secretaries Zinke and Bernhardt.

For example, the Trump administration halted the acquisition of land into trust in Alaska, which the Obama administration had cleared. Secretary Haaland and her team are well positioned to reinstate the taking of land into trust in Alaska.

Likewise, the Trump department solicitor withdrew an earlier opinion issued by Obama department Solicitor Hillary Tompkins regarding how to interpret the Supreme Court's decision in *Carcieri v. Salazar*. That decision said a tribe must have been "under federal jurisdiction" in 1934 when the Indian Reorganization Act was passed in order to be eligible for trust land acquisitions. The Tompkins opinion created a very flexible standard that allowed things like census reports and tribal member school attendance to be considered in a *Carcieri* analysis. Even though that opinion had been confirmed in a number of court decisions, the Trump administration withdrew the opinion and narrowed its scope. While this seesaw approach is detrimental to predictability and credibility of Interior Department decisions, a return to the broader scope of the *Carcieri* interpretation seems to be ripe for a Biden department decision.

One additional opportunity which Secretary Haaland could enjoy as head of the department is all of the CARES Act Covid relief funding passed in 2020 and 2021. Over \$30 billion will go to tribes and cabinet agencies serving tribes, which presents massive opportunities for health care capacity building and general support for tribal government administration. These funds will also bolster the Bureau of Indian Affairs law enforcement, telecommunications capability, food security and infrastructure on reservations. The ability to direct these funds will present Secretary Haaland and Treasury Secretary Janet Yellen immense opportunities to improve living conditions in Indian Country.

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OPPORTUNITY ABOUNDS

Sports betting in Indian Country will evolve naturally and be profitable for the smartest operators

► By Brendan D. Bussmann

Since the repeal of PASPA (Professional and Amateur Sports Protection Act) in May 2018 through the Supreme Court decision in *Murphy v. NCAA*, United States markets have pushed forward to legalize sports betting.

Thirty U.S. jurisdictions have legalized sports betting and more than 22 of those are now operational. Many of the remaining states provide strong opportunities for tribal communities to take advantage of this expansion.

While opportunity abounds for tribes in sports betting, it's about getting it right, not speed to market. One of the main reasons PASPA was overturned was because of states' rights issues. Each state will take its own approach to how sports betting may fit into its existing gaming product. In some cases, sports betting might not be incorporated at all.

Just as each state is taking its own approach, so should tribal nations as they craft a market to meet the needs of their leadership and communities.

Many of the states still considering sports betting are dominated by tribal interests. These tribal communities and the states in which they operate are taking a thoughtful view to how sports betting will work best for their communities. It may be land-based only or also include mobile. But offering mobile wagering off-reservation brings different dynamics to the conversation. Commercial or government interests in the state add other dynamics on how to coordinate diverse interests.

Models to Road Maps

States that have already entered the sports betting arena can provide a potential blueprint to those in the middle of or starting those conversations.

New Mexico was the first state to move forward with tribal sports betting. Other states have since joined in, including Arizona, Iowa, Mississippi, New York, North Carolina, Oregon, South Dakota and Washington. As the first to market, the tribes of New Mexico relied on existing compact language, which allowed all forms of Class III gaming as its instant access point to the market.

One of the biggest issues facing tribes is to decide the method by which sports betting will work within their community and, to a larger



Washington's Tulalip Tribe will be the first tribe in that state to open a sportsbook after a united tribal effort kept sports betting in Indian Country

extent, throughout the state. This may include a land-based-only model, with or without on-reservation mobile wagering. Tribes may have an interest in statewide mobile wagering, but challenges may exist in the market before this can occur. In-between models have been and continue to be considered. In some cases, the state lottery may want to be a stakeholder, as seen in jurisdictions such as Oregon. Commercial interests may come into play, as in South Dakota or the existing market in Mississippi that offer land-based options through tribal entities.

Washington provides a strong model for other states to follow. It took a proactive plan early after PASPA was repealed. Getting one tribe on the page to push forward with a singular concept can be a feat in itself. The task of getting several tribes in the same state on the same page is even more daunting.

Washington set out early, proceeding collectively to educate legislators on sports betting and why a tribal model was ideal for the Evergreen State. In the first-year post PASPA, some outsiders felt that the legislature was not pushing forward. But it was an educational year, to talk about why the tribes' reservation-based model was the best one for the state and

The tribes in Washington educated themselves to get up to speed on the best model for them—a reservation-based focus—then proactively communicated that message to get sports betting across the finish line legislatively.



In Michigan, a combination of commercial and tribal casinos worked together to pass sports betting and online gaming legislation. Gun Lake Casino was able to open its book early.

the communities that tribes support, both on and off the reservation.

While sports betting passed in the second year, Washington tribes faced strong opposition from the card-room entities that wanted a seat at the table. The card rooms went in heavy-handed in their effort and lost ground quickly with legislators. This stemmed from a lack of understanding, not only of the power that the tribes had within the state and the communities in which they operate, but also how they dealt with the legislature. Rule one in lobbying any bill is never to insult, argue or heavy-hand a member of the body; the card rooms failed on all of those efforts.

Also, the regulatory structure for card rooms, like those in California, is not at the same level as that of the tribes and does not work with the state's Gambling Commission.

Sports betting is still getting ready to launch in Washington, demonstrating to tribes elsewhere that it may take a couple of years to get it across the finish line. Education is the key component from the start, and here tribes can both individually and collectively lead the conversation with stakeholders that, first and foremost, may not be familiar with their contributions to the community.

First, the tribes in Washington educated themselves to get up to speed on the best model for them—a reservation-based focus—then proactively communicated that message to get sports betting across the finish line legislatively.

Tribal-Commercial Combo

Michigan provides another strong example of tribes jumping into the sports-betting market. The combination of tribal and commercial casino interests caused an interesting dynamic on how sports betting could coexist between these two entities.

In what's viewed as model legislation, leaders in the Michigan legislature worked through the differences to offer mobile sports betting statewide to all stakeholders. This required tribes to work through issues with the Indian Gaming Regulatory Act (IGRA) for what can be approved on-reservation as well as how they would interact with the state for wagers being placed off-reservation and how payments would occur to the state.

Due to the leadership of the tribes, the commercial casinos and the sponsors of the bill, Michigan became a model that allows all parties to compete effectively. While the tribal communities had their own paths to determine their best solutions to operate sports betting, it allowed those regulated entities to work together to craft a sports betting market that continues to generate strong revenue for both the state and for the operators in the market.

Tribes have taken the approach of either partnering with a specific operator—such as DraftKings' partnership with Bay Mills Casino—or branding a sports-betting operation based on their casino brand, as seen with Firekeepers. Both provide examples to other tribes on how to either work with a partner or forge their own path.

Picking the Right Dance Partner

After tribal communities determine the best path forward, picking the best operational model is key. Any deal will have to go through approval with IGRA, which needs to be considered early in the process to work through the terms of any deal on sports betting. It's vital to ensure the deal that is struck is one that has the best terms for the long-term path for the tribe, the current and future market and the potential partner.

The three buckets that typically exist are the outside partnership, in which the operator of the sportsbook assumes all the risk; the tribe operating its own sportsbook; or a hybrid of these models.



Florida Governor Ron DeSantis signed a compact with Seminole Chairman Marcellus Osceola Jr. to bring sports betting controlled by the Seminoles to the Sunshine State



California tribes have put a measure on the 2022 ballot that would legalize retail sports betting at the state's tribal casinos and racetracks, but not at the 100-plus cardrooms across the Golden State

The table is set for a strong push for tribal sports betting in the next round of legal states. Tribes are looking out for their best interests, first agreeing within their own communities, then working with their partners to craft the best market for them.

The three buckets that typically exist are the outside partnership, in which the operator of the sportsbook assumes all the risk; the tribe operating its own sportsbook; or a hybrid of these models.

Many tribes are going through an RFP process to consider a wider range of options for the best opportunity to proceed forward, and this can help sway the decision into one of the three buckets above. This process allows the tribal community to determine its best partner, as well as compare different methods of operation.

Most importantly, it lets tribes craft the best opportunity for their communities to press forward with sports betting in terms of revenue, operations and, most importantly, the fit to their current framework and potential partnership. It's important in any partnership that an outside sports betting operator understand the dynamics of the tribal community and its current operations.

Other Tribal Scenarios

Two states provide other scenarios for tribes: California and Florida.

It's well-documented that any gaming decisions in Florida run through Hollywood (Florida), and to a lesser extent, Orlando (because of Disney), before they run through Tallahassee.

The same can be said in California, which has for years faced challenges when tribal communities are not on board with a concept or included prop-

erly in the discussion. This happened last year with the legislature, when some stakeholders tried to circumvent the tribes with their own version of a sports-betting draft. California's tribes have since come together with a ballot measure to go before voters for a tribal-controlled, reservation-based sports betting model. The lesson for outside groups is that tribal communities' political clout should not be underestimated. Online gaming in the California market also failed 10 years ago due to opposition from tribal communities.

Most of the remaining states continue to debate how to craft the ideal sports-betting market. As sports betting continues to evolve, other players in the market are trying to add to the conversation as well, including sports teams that believe they should be represented, as was the case with the recent passage of legislation in Arizona.

While this model still needs to be operationalized and brought to market, some stakeholders question why the tribes did not have equal standing in the number of licenses between sports teams and the number of tribes for statewide mobile access.

While major tribal states like Minnesota, Wisconsin, Oklahoma and others are still working their way into the sports betting space, the table is set for a strong push for tribal sports betting in the next round of legal states. Tribes are looking out for their best interests, first agreeing within their own communities, then working with their partners to craft the best market for them.

As has been said before, in any form of gaming expansion, there's one chance to do it right. Sports betting is the current push forward, and tribes have every right to develop the best opportunity to get it right out of the gate.

Brendan D. Bussmann is a partner and director of government affairs with Global Market Advisors (GMA).

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Resort Designs for Changing Times

Design principles aren't timeless, but evolutionary. These firms are reimagining the resort space in one of the most transitional eras of all, for post-pandemic safety, efficiency and prosperity

By Dave Bontempo

Pressure eases off the brake pedal. Slowly but surely, the pandemic that shut down gaming has less force.

Operators await business beyond Covid-19. And tribal properties, like their commercial colleagues, will benefit from those who innovate ahead of the post-pandemic curve.

Casinos are already placing social distances and guest separation into their plans to gain an edge for the future. Sharp vendors serving tribal gaming interests are both anticipating and reacting to market needs.

"The reality is that gaming is one of the most resilient industries on the planet," says Nick Schoenfeldt, vice president and principal of Thalden Boyd Emery Architects. "We've weathered social, economic and health crises for years and come out stronger and more profitable.

"The current pandemic will eventually come to an end, and many casinos will return as though 2020 never happened."

Building Outside the Box

HBG Design has a long, storied presence in tribal gaming. Principal Dike Bacon says the company has worked with more than 40 sovereign nations across the United States, bringing their strategic visions to life through the design of award-winning casino resorts.

Along that journey, the company took a game-changing side trip in the past couple of years. Its innovative SafeBet product allows properties to continue to operate amid Covid-19. The concept of SafeBet can also spread to other industries.

"As creative people and problem-solvers, it's in our DNA to design with the intention of making places and spaces better," says Bacon. "That's fueled the creation of our SafeBet slot pods, which HBG designed in 2020 and is patenting. We're now manufacturing SafeBet through our



HBG's SafeBet gaming pods offer social distancing and a patent-pending UVC Breathing Zone that kills 99.99 percent of airborne pathogens

partnership with KGM Gaming."

The pods offer social distancing "with additional layers of comfort and personal space," says Bacon. "SafeBet literally creates the safest seat on the gaming floor, with the only personalized ventilation system available in the market today." Its patent-pending UVC Breathing Zone kills 99.99 percent of airborne pathogens and bacteria.

"Think of it like this: As a guest in a casino, playing at a slot machine that has the SafeBet product, you essentially have a personal ventilation cleaning system working for you and killing pathogens in the air immediately around the you while you play," says Bacon. "It's a win-win for owners and their guest... What we're doing with SafeBet is providing a path for owners to maximize floor space and push revenues higher, while offering the kind of protection that provides guests with peace of mind."

The breakthrough product was part of HBG's multiple-faceted approach to the crippling pandemic.

"One of the biggest takeaways from Covid in our industry is the focus on making cleanliness, safety and wellness top priorities," Bacon says. "The perception of cleanliness is paramount in bolstering a positive feeling of safety and well-being among guests, but the measures operators



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—Dike Bacon, Principal, HBG Design

Completion of the Desert Diamond West Casino in Glendale, Arizona proceeded despite the Covid-19 pandemic

take have to work.”

Bacon says current design projects show better utilization of interior and exterior spaces, blurring the lines to bring the outdoors in and the indoors out. This is especially true in food and beverage, in which seating capacities can be increased with little to no new square footage. Designers are rethinking how to seat and serve guests to achieve social distancing, and compartmentalizing spaces in a natural, fluid manner.

“We’ve been analyzing and re-purposing existing space—often square footage that’s underutilized or, in some instances, unused, in the casino,” says Bacon. “We’re weaving design- and facility-planning principles with emerging technologies to develop responsive design solutions.”

Beyond safety breakthroughs, HBG retains a presence as an industry heavy-hitter, ranking among the Top 5 hospitality design firms in the country for more than a decade, according to Bacon.

“We’re one of only a handful of design firms working in the tribal sector that’s laser-focused on hospitality and entertainment design as the core of what we do, and that’s a real differentiator,” Bacon says.

Many of the firm’s Indian gaming clients continued to pursue projects during and despite Covid-19, both on the design side and in new construction. The prevailing attitude was that the calendar doesn’t stop, and lost time is lost revenue.

Two projects opened recently: the 1.2 million-square-foot Desert Diamond West Valley Resort in Glendale, Arizona, and the \$180 million, 459-room, Four Diamond hotel expansion at Cache Creek Casino Resort in Brooks, California, outside Sacramento.

In addition to gaming, both projects include a diverse range of non-gaming amenities targeted to each region’s specific market and guest demographic.

An Optimistic Outlook

Thalden Boyd Emery Architects views the pandemic as an obstacle to be overcome, and Schoenfeldt expresses one of the most optimistic viewpoints in the gaming industry.

“The Covid pandemic completely shook the casino gaming and hospitality industry,” he says. “Almost overnight, the global mindset became laser-focused

on sanitization and separation. And when the doors finally started to open, we noticed a lot of changes.”

Some of those changes will likely remain. TBE expects that many casinos will retain Plexiglas as a permanent, decorative/advertising element between machines and in other select areas. Hand-sanitizing stations will probably stick around, too.

“As for the amenities, the pandemic really opened the industry’s eyes to the reality of F&B,” Schoenfeldt says. “While it’s still an important amenity in maintaining a balanced offering, we see the food-hall concept taking on a more dominant position over the traditional buffet.”

With reduced capacity on casino floors, some operators have temporarily converted ballrooms, F&B areas and neutral spaces to gaming. “Going forward, we’re already seeing casinos looking to allocate more square footage to the game floor, creating a less crowded feel compared to the pre-Covid times, but not so much that players feel isolated,” says Schoenfeldt.

During the pandemic year, TBE continued to service three construction projects with three of its most loyal clients, and within the last eight months completed and opened three tribal projects. The most recent was a \$97 million project for the Tulalip Tribes in Tulalip, Washington.

The Quil Ceda Creek Casino spans more than 120,000 square feet with 1,500 gaming machines (an increase of 500 machines), 16 table games (with three new tables added), an expanded entertainment lounge, three full-service bars, a full-service restaurant, a food hall with multiple cooked-to-order food venues and a state-of-the-art smoke-management system.

A new six-story parking garage includes more than 1,000 parking stalls, along with elevators and enhanced accessibility for guests with disabilities. Additional surface parking and charging stations for electric vehicles are conveniently located near the casino entrances. The new Quil Ceda Creek Casino has approximately 700 more parking spaces than the previous location.

And last October, TBE unfurled the \$125 million We-Ko-Pa Casino Resort in Fort McDowell, Arizona for the Fort McDowell Yavapai Nation. The new resort raised the bar for gaming venues in the Northeast Valley. It offers a full complement of slot machines, tables, bingo and gaming amenities, along with a separate poker room and two blackjack pits.

The new casino also includes a wide variety of dining establishments, event venues, Native American design elements and other features designed to maximize the comfort, safety and enjoyment of all who visit the casino or stay at the adjoining 246-room AAA Four Diamond hotel.

All gaming areas, hotel rooms and public spaces, dining facilities and entertainment venues are 100 percent smoke-free (there are four outdoor



The 120,000-square-foot Quil Ceda Creek Casino in Tulalip, Washington includes more than with 1,500 gaming machines, 16 table games and a state-of-the-art smoke-management system



“Going forward, we’re already seeing casinos looking to allocate more square footage to the game floor, creating a less crowded feel compared to the pre-Covid times, but not so much that players feel isolated.”

—Nick Schoenfeldt, Vice President and Principal, Thalden Boyd Emery Architects



The new event center at the Apache Casino Hotel in Lawton, Oklahoma is easily divisible for large and small gatherings, with social distancing easily managed

lounges designated for smokers).

The facility also is in full compliance with Covid-19 mandates. The virus was unknown at the time construction began, but the Yavapai Nation has made “substantial” investment in integrating features that bring it into compliance with medical safety standards. The 166,341-square-foot casino, designed for 900 slot machines, opened with 700 divided by Plexiglas screens.

Last September, TBE completed a \$26.4 million project at the Wildhorse Resort & Casino for the Confederated Tribes of the Umatilla Indian Reservation in Pendleton, Oregon.

The new family entertainment center at Wildhorse Resort brings with it 24 lanes of bowling, a new three-venue food court, and a state-of-the-art arcade. The capstone of the addition, the bowling center, has room for open play and league play as well as eight “boutique” lanes that can be reserved for parties and private events.

These two areas are separated by a soaring clearstory space allowing an abundance of sunlight into the space. Custom light fixtures recall the thundering hooves of wild herds of horses that traversed these high plains centuries ago. Geometric patterns and colors represent the unique character of the history of the indigenous peoples and organic rolling hills of the region.

Out In Front of Change

“Even before Covid, the casino floor was changing, becoming less congested and more flexible,” says John Hinton, director of Native American projects for Bergman Walls Associates.

“This shift was catalyzed by the advent of interactive and alternative gaming that was already changing the gaming experience, and the way casino floor design was being approached.”

As a result, prior to the virus, some operators were already preparing to reconfigure their floors. They adapted to “the short-term pandemic reality,” says Hinton, “while at the same time thinking about post-pandemic renovations in an already-changing gaming landscape.

“The need for social distancing has helped our clients and us see possibilities in their existing venues,” he adds. “For example, to create more space on gaming floors, currently underutilized spaces such as event and conference rooms now contain slot machines and gaming tables. This has our clients thinking about how they can make spaces more flexible and scalable in the future.”

The approach is the same for both tribal and non-tribal casino operators. It’s about creating distance to keep customers safe, while maintaining

their connection to the guest experience.

Hinton says operators can't have Plexiglas dividers between patrons indefinitely, but can reimagine floor layouts for machines and game tables and move some to underutilized space elsewhere.

Reducing touchpoints is vital. Personal cellphones can be used for everything from room check-in and keyless entry to automated food ordering and even as a TV remote control in guest rooms. Buffets will be staffed with servers instead of being self-serve, or else be replaced with food halls with distanced communal dining.

Many of these changes were being considered or were already under way when the pandemic hit; the outbreak naturally hastened their implementation. Based on their locations, some tribal casinos have the flexibility to add more outdoor dining, entertainment and recreation opportunities, offering socially distanced options that attract a wider variety of audiences.

Here are some of BWA's recent noteworthy projects:

Morongo Casino Resort & Spa, Cabazon, California (Morongo Band of Cahuilla Mission Indians): This renovation project included a 65,000-square-foot expansion that increased the size of the gaming floor by 30 percent, added new slots and table games and included a number of new bars and restaurants. BWA completed the project in conjunction with Kenneth Ussenko Design of Santa Ana, California.

Swinomish Casino & Lodge, Anacortes, Washington (Swinomish Tribe): This project involved remodeling and expanding the existing hotel



"Casino gaming has always been challenged to find ways to attract different and younger patrons. Covid both gave facility operators the chance to step back and examine their long-term plans, and accelerated the process for putting plans into place."

—John Hinton, Director of Native American Projects, Bergman Walls Associates

tower as well as the casino floor to improve sightlines and gaming options. It added convention space and new retail and dining options. BWA also added a larger kitchen and increased back-of-house areas. In its design, BWA also took advantage of the breathtaking views of the Swinomish Channel to the east and Padilla Bay, San Juan Islands and Mount Baker to the north.

Apache Casino Hotel, Lawton, Oklahoma (Fort Sill Apache Tribe):

This renovation project involved enclosing the gaming tent with a permanent structure, adding restaurants and a players club, and creating a master plan in which the design team identified ways to improve the guest experience and define the phases of work. BWA also designed a new 53,000-square-foot event center that features themes inspired by tribal history and the local countryside. The center can be configured as a 1,200-seat showroom, ensuring no guest is more than 100 feet from the stage, and is easily divisible for smaller events. Four large VIP suites provide additional functionality.

Snoqualmie Casino, King County, Washington (Snoqualmie Tribe):

BWA worked with the tribe to realize its vision of creating a great lodge with



ESPN STUDIO AT THE LINQ HOTEL

Did you know that ESPN's sports betting show, *The Daily Wager*, comes to you from the network's studio at the LINQ Hotel + Experience in Las Vegas, in the heart of the Las Vegas Strip?

BWA designed the space, which serves as the epicenter of ESPN's sports betting-themed content for linear, digital, and social shows. The state-of-the-art multi-studio space plays an important role in Las Vegas major sporting and marquee events.

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Morongo Casino Resort & Spa in Cabazon, California added 30,000 square feet, which enabled the expansion of its gaming floor by 30 percent



a fun and exciting atmosphere. Along with 11,500 square feet of convention space, the property features a 50,000-square-foot casino and a 1,000-square-foot retail quarter with a Northwest flavor both inside and out.

Besides safety and innovation, BWA has an eye toward the next generation of customers, says Hinton.

“Casino gaming has always been challenged to find ways to attract different and younger patrons; Covid both gave facility operators the chance to step back and examine their long-term plans, and accelerated the process for putting plans into place,” he says.

For both tribal and non-tribal gaming clients, sports betting was already impacting facility design pre-Covid. The sports bettor is a different customer than the traditional casino patron, so there must be amenities that draw them to your venue.

Sports-betting lounges have interactive kiosks, wide screens for watching the game and communal spaces to gather with other bettors. Even though the wagers can be placed remotely, these are places guests want to be. It’s also a great mechanism for getting younger patrons to a venue, so they can see what else is on offer, plan a spa trip, see a show or have dinner.

In terms of entertainment spaces, tribal clients are looking to smaller performing arts venues that can attract more affordable regional and mid-level talent. Having to sell out a venue to cover the costs of big-name entertainers is more challenging now, and may stay that way for the foreseeable future.

Outdoor entertainment spaces such as bars, nightclubs and poolside activities are helping to mitigate short-term indoor gathering concerns, while creating some appealing long-term options at the same time.

Welcome to the Show

Forget about the inefficiencies of large firms and the constraints of small ones. It’s time for creativity on a grand scale.

That’s the theme emanating from Campbell House founder Beth Campbell, who launched her own design company in January.

As the former CEO of Wilson Associates, a top global interior design firm, Campbell has overseen the design of iconic projects for more than 30 years. Campbell House is a full-service interior design firm with studios in Las Vegas, Los Angeles, Dallas and New York.



“That’s what we lean on as designers—creating stronger connections with guests and the space through powerful design. It’s something the pandemic took away from us in 2020.”

— Joyce Lynn Lagula, Creative Director and Principal, Campbell House

“We’re a brand-new company, made up of experienced design veterans,” says Jennie Bowman, chief marketing officer. According to the company’s website, Campbell House is “focused on high-engagement design solutions for hospitality, gaming, entertainment, restaurants and corporate workplace,” Campbell House “openly and unapologetically puts their people and culture first. Bringing to bear the best talent to support their client’s needs, regardless of location, we deliver engagement design in an era of meaning and purpose.”

Creative Director and Principal Joyce Lynn Lagula says the company serves an industry that’s already flexible.

“Casinos typically work on the model of a flexible gaming floor anyway, so the pandemic hasn’t fundamentally changed or dictated any key aspect of how they’re designed,” she observes. “Safety measures that were put in place for them during the pandemic, such as acrylic dividers and every-other-slot-machine-on could be considered temporary and a setup in survival mode.”

“But there’s been some positive feedback on certain types of slot layouts from guests and operators alike, where appropriate distance can be achieved while maintaining a great gaming environment. For example, take a

three- or five-slot carousel setup, as opposed to four to six machines in a row.”

Lagula believes the major difference and advantage for tribal casinos over non-tribal properties is their reach and approachability for guests during a cautious time like the pandemic. Tribal casinos have more a more regional base; when trust is paramount, their direct connection to their communities comes into play. Design can help support that.

According to Lagula, some approaches that stemmed from the pandemic in the gaming industry overall are really focused on integrating technology into the experience, whether it’s through QR-code marketing as a draw for patrons or creating spaces that, while differently configured, still achieve connect with guests.

“That’s what we lean on as designers, creating stronger connections with guests and the space through powerful design,” says Lagula. “That’s something the pandemic took away from us in 2020.”

For some in the industry, the pandemic left a new mark. For others, it merely brought an existing mark into clear focus. Either way, the race is on to bring tribal communities and gaming as a whole back to full speed.



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BIG

DEALS

Thirty years after IGRA, it's make-or-break time for many tribal-state gaming compacts. Today, the deals are complicated by technologies that were unknown at the dawn of tribal gaming.

► By Marjorie Preston

In April, representatives of more than a dozen tribal nations stood with Arizona Governor Doug Ducey as he signed legislation to bring sports betting to the state.

The deal, years in the making, was inextricably tied to tribal-state gaming compacts, and each constituent got a piece of the action. In exchange for opening the door to commercial sportsbooks, tribes saw their compacts extended for 20 years. The plan allows at least four new tribal casinos and could add thousands of slots and other games in years to come. Of course, along with pro sports teams and racetracks, the tribes will get a slice of the sports betting pie.

The negotiations, while sometimes contentious, ended on a positive note. At the signing ceremony, Gila River Governor Stephen Roe Lew said, “We argued before we agreed. We fought before we found our middle ground. But here we are today, celebrating the most unique unicorn in political life: A genuine win for us all.”

Ducey went one further, calling the agreement “a win-win-win—for the tribes, for the state and for the taxpayers.”

There may be no better definition of a good deal, in which each side asserts its rights, concedes without capitulating and reaches a solution that benefits all parties.

Cards on the Table

Such negotiations don't always end well. Last year, gaming tribes in Oklahoma found themselves in a protracted battle with Governor Kevin Stitt over the terms of their own gaming agreements, originally signed in 2004 with then Governor Brad Henry.

According to the tribes, their 15-year compacts automatically renewed on January 1. According to Stitt, the compacts expired 24 hours earlier, and were in line to be ratcheted up to a “market rate” fee on Class III games.

Stitt's position sparked an outcry. Oklahoma Secretary of Native American Affairs Lisa J. Billy resigned, saying the governor was “breaking faith with the tribes.” Attorney General Mike Hunter said Stitt's position “undermined the credibility and honor of the state when engaging in these sensitive inter-sovereign relations.” Former Governor Brad Henry weighed in, telling *Tulsa World*, “I'm worried that the dispute may end



Damon R. Clarke (l.), chairman of Arizona's Hualapai Tribe, and Governor Doug Ducey shake hands on a new gaming compact

up in court. That won't be good at all for the state.”

When the state's legal fees topped \$1.5 million, House Minority Leader Emily Virgin told Stitt to drop it, calling the governor's compact negotiations “a stimulus package for trial lawyers.” At the height of the pandemic, she said, “The governor is wasting money that could be spent on resources that help our citizens.”

Finally, last July, a federal court ruled for the tribes, but the fight has left a residue of distrust and tension that may not bode well for future negotiations.

Come Together

Arizona and Oklahoma could serve as object lessons in how tribes and states make deals—and in some cases, try to break them.

These lessons are especially timely as scores of compact terms draw to a close and governments rework them in line with new business realities. The first gaming compacts were written in the early 1990s, after the enactment of the Indian Gaming Regulatory Act (IGRA). Back then, the internet wasn't yet widespread and online betting was unheard of, unimaginable to all but a few future-casters and techno-geeks. As for sports betting, it was limited to Nevada and a handful of jurisdictions grandfathered in before Professional and Amateur Sports Protection Act. Add new competition to new technologies and new ways of betting, and confusion about compacts may be inevitable.



Mashantucket Pequot Chairman Rodney Butler (r.) with Connecticut Governor Ned Lamont worked together on a new tribal-state gaming compact to bring iGaming and mobile sportsbooks to the state

To add to the complexity, though the compacts share certain provisions, each one is as distinct as a thumbprint. Some have low to no revenue-sharing, as in Minnesota, Washington, Wyoming, Oregon and Louisiana. Some are written in perpetuity, as for tribes in Colorado, Connecticut, Idaho, Kansas, Minnesota, Nebraska, Nevada, New York, Oregon, Washington and Wisconsin.

“And a lot depends on where you are in your relationship with the state and the administration,” says Sheila Morago, executive director of the Oklahoma Indian Gaming Association. “If it’s not a good relationship, you’re probably not going to have a good time of it.”

In the Beginning

According to IGRA, a compact is an “intergovernmental agreement... that establishes the terms and conditions for the operation and regulation of the tribe’s Class III gaming activities.”

As described by the Bureau of Indian Affairs (BIA), IGRA was enacted “to provide a statutory basis for the operation of gaming by Indian tribes as a means of promoting tribal economic development, self-sufficiency and strong tribal governments.”

But according to Harry Jackson, gaming attorney with the nationwide law firm Fox Rothschild, IGRA began as an almost patriarchal agency.

“As as a result of the (1987) *Cabazon* decision, Congress quickly passed IGRA. It was advertised as, ‘Well, we don’t want the Native Americans to be taken advantage of; we need to be there as a watchdog or guardian, because they can’t take care of themselves.’” Tribes were seen almost as wards of the U.S. government (“condescending,” says Jackson) and the feds assumed the

role of referee.

“If a state was dragging its feet on a compact or the two sides couldn’t reach an agreement, then the federal government could step in and say, ‘This is how it’s going to be.’”

Later, in the wake of *Seminole Tribe v. Florida* (1996), the federal government took a more hands-off approach.

“They left it to the states to negotiate in good faith according to language of IGRA,” says Jackson. “So we’re seeing a lot of back and forth—‘Let’s reopen the compact, let’s change some things.’ In Oklahoma, they asked the tribes to contribute more in gambling revenue, which caused a lot of friction between tribal leaders and the state.

“Any time you go to reopen a compact or change it, everybody’s got white knuckles on the dashboard. They’re asking, ‘What else are they going to change? What will they take away in order to give us something new?’

“It’s a very thorny issue,” says Jackson, “and a very personal one, because of the history. A lot of these tribes are on their original land, but they remember what happened when they were removed from that land—or put there.”

Big Business

While tribal gaming enterprises may be big businesses, they are also family businesses, says Morago.

“Gaming is the lifeblood of tribal economies. A lot of tribes have branched out into other industries, which is great, but some just don’t have the option, and this is how their governments run. The infrastructure, the scholarships, the health care—all of it resulted from money from tribal gaming.”

In many cases, gaming tribes make major investments for brief original compact terms, sometimes less than a decade, “and they need to have some certainty” about their standing, about exclusivity and renewals, “especially if they’re going to banks for loans.”

The tribes also wield great power, and bring it to bear at the bargaining



“IGRA isn’t a perfect piece of legislation by any means, but tribes are learning to work within the boundaries that gave them primacy. Some legislators may want to go through and take some of that primacy away.”

—Sheila Morago, Executive Director, Oklahoma Indian Gaming Association



Seminole officials gather with Florida Governor Ron DeSantis (center) and Hard Rock Chairman Jim Allen (far right) to celebrate the signing of a new tribal-state compact

“Any time you go to reopen a compact or change it, everybody’s got white knuckles on the dashboard. They’re asking, ‘What else are they going to change? What will they take away in order to give us something new?’”

—Harry Jackson, Gaming Attorney, Fox Rothschild



table. In 2018, the Seminole Tribe stopped its \$350 million annual payments to Florida in a dispute over banked card games at parimutuels. After a two-year stalemate, the tribe and Governor Ron DeSantis hammered out a new 30-year deal, signed in April and pending approval by the state and the Interior Department.

In exchange for dropping its claims against the parimutuels, the tribe can introduce craps and roulette at its seven casinos and offer sports betting. According to the website CardsChat.com, in a “technical win” for parimutuels, those venues can also offer sports bets, but must give a cut of revenues to the tribe. For the state, it guarantees payments of \$1 billion over the next five years, escalating from there.

It’s not a done deal yet. Confusion still reigns about mobile sports betting as it conforms to IGRA, and the Florida proposal is already under challenge.

“I don’t think it even passes the sniff test,” says John Sowinski, president of No Casinos and promoter of Amendment 3, which requires voter approval for any gaming expansion in Florida. “The file server being on tribal land does not make the gambling on tribal land. If you accept that premise, then the tribe could operate casinos all over the state as long as the random number generators in the slot machines were on tribal lands.”

Tribes in other states, like California, have resisted mobile sports betting until the question is settled.

Originally, says Jackson, “It was easy to define Class III gaming as the casino experience with table games, but even then, there were disputes as to what falls under Class III. That’s the argument we’re seeing now as tribes and states go to the negotiating table to talk sports betting. How are the states defining it? Where does Class III gaming stop under IGRA? It’s not a settled thing yet.

“It needs to be addressed, to put sports betting in a clean box. Right now, it doesn’t quite fit.”

One thing seems sure: tribes have no desire to reopen and amend IGRA itself, says Morago.

“Mobile, iGaming, esports—all these technologies are coming online, but it’s a matter of going in and making little surgical tweaks to compacts, because no one wants to renegotiate everything. There’s an overriding federal law we have to abide by. It has to be updated, but people are wary of opening up IGRA. It could turn into a Pandora’s box.

“IGRA isn’t a perfect piece of legislation by any means,” she says, “but tribes are learning to work within the boundaries that gave them primacy. Some legislators may want to go through and take some of that primacy away and add new restrictions.”

Let’s Make A Deal

In March, Connecticut Governor Ned Lamont and the Mashantucket Pequot and Mohegan tribes revised their gaming compacts for the next 10 years to include sports betting and online gaming, pending approval by the state and BIA.

The complex deal adds retail and mobile sportsbooks and iGaming, with a tax on GGR of 18 percent for five years that rises to 20 percent for the last five years. Sports betting will be taxed at 13.75 percent.

Discussing the deal later on a podcast with Victor Rocha of Pechanga.net, Chairman Rodney Butler of the Mashantucket Pequot Nation said he would “love to push back” on some parts of the compact deal, but was motivated to get the deal done.

“We could be at the table for five more years, but at end of day, we have to look at what’s best for our nation. We have 5,000 employees we’re concerned about, and whatever impacts them positively impacts us positively. We could have continued to haggle over the details get a few more points on the tax rate and revenue-share on sports betting, but all in all, it’s a good deal, and we’re pleased enough to come out and support it with the Mohegans.”

That’s the mark of a good deal, Butler said, “when nobody walks away completely happy.”

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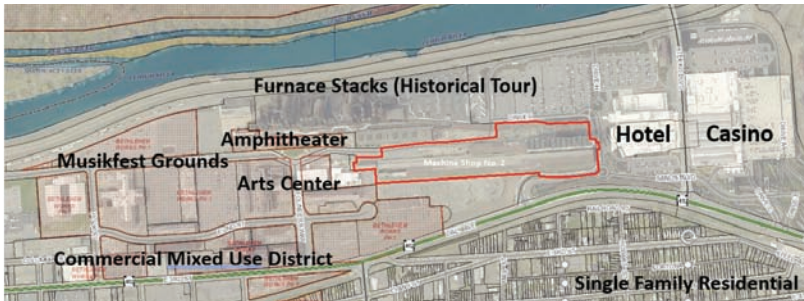
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Protecting Assets

Technology's role in navigating the pandemic



By E. Sequoyah Simermeyer

The Covid 19 pandemic required the National Indian Gaming Commission (NIGC) to recalibrate many of the tools we use to meet our regulatory mission. Technology's increased role in the regulatory community's work drove much of this change. The NIGC's attention to the Indian gaming industry's use of technology and the NIGC's own use of technology in its operations during the pandemic will continue to influence how the agency meets its mission well into the future.

Although this article focuses on technology's impact on the NIGC's approach to training events in light of the pandemic, the pandemic has amplified how technology impacts other aspects of the Indian gaming regulatory community's work, including the need to anticipate the adoption of new technology in game play, improvements in the regulatory community's focus on cybersecurity, and increases in the public's understanding of the regulatory community's role in supporting the Indian gaming industry's success. An extended discussion on these topics will soon be available on the NIGC website at NIGC.gov.

The NIGC's core mission focuses on the protection of tribal assets. This mission is guided by the Indian Gaming Regulatory Act (IGRA) and the act's framework for industry oversight, including the shared roles of the NIGC and tribal governments' gaming regulatory authorities. A unique federal responsibility under the act is the NIGC's mandate to provide technical assistance to tribal gaming operations. One of the ways in which the NIGC meets this mandate is through its training program. NIGC trainings—including large-group, one-on-one, and site-specific training events—are an important means to support tribal compliance with IGRA and commission regulations.

Throughout the pandemic, the NIGC has been dedicated to standing up remote methods to modify its work. The agency's transition included adjustments from live in-

person training events to virtual and on-demand recordings. By transitioning all of its large group training events to virtual formats, the NIGC has seen both increases in participation and improved experiences for attendees as well as reduced costs for both the NIGC and attendees.

The NIGC's refined approach to training events includes three types of large-group events:

- **National Virtual Training Conferences**—

Three-day virtual events covering nine courses on a broad range of timely topics based on regulatory and compliance needs and highlighting panel discussions with subject matter experts.

- **National Monthly Training Topics**—

A new virtual training event concept developed as a result of the pandemic. It responds to specific needs that tribes and operations are facing and includes discussions featuring best practices that are led by NIGC staff, industry experts and guest panelists from tribal, state and federal partners.

- **Boot Camps**—

An intensive and interactive training event aiming to increase capacity around key disciplines in the regulatory community. The two-day workshop format helps attendees develop core skills in areas such as internal auditing, licensing programs and information technology security, and focuses on the relevance of those skill sets to the NIGC's minimum internal control standards.

In addition, the NIGC has committed to growing its collection of online, on-demand training resources, including online recordings and summaries of training events. The NIGC records all training events and makes them available through online registration on our webpage. Further, the NIGC is working towards developing a robust video library to include event participants' comments and NIGC re-

sponses to questions. There has been a higher rate of virtual event comments and questions compared to in-person events because of the virtual presentation format's interactive comment tools. Participants' comments help the NIGC assess future training needs with greater accuracy and better ensure the NIGC remains accountable and consistent in its interpretations of regulations and policies.

And just as important, the NIGC is broadening attendance at its training events with its virtual formats. Technology, via virtual venue, has made training events more accessible to all stakeholders and eliminated participants' travel costs. As the graphic illustrates, a virtual platform has increased participation during the current fiscal year and is on track to rival the prior two years combined. This increase in participation has been accomplished with a frac-



The graphic above illustrates comparative data on NIGC training events and attendance from October 1, 2018 thru September, 30 2020 compared with October 1, 2021 to April 2021. With having completed just half of the training events for this fiscal year, the NIGC has reached almost 80 percent of the previous two years' totals.

tion of the events and presentations, meaning a substantial cost savings to the NIGC in the hundreds of thousands of dollars compared to past years' costs. These efficiencies brought about by the use of technology are an especially welcome outcome in light of the uncertainty and costs borne by the industry because of the pandemic.

As the NIGC assesses the success of virtual formats in its approach to training, the agency will remain focused on ensuring its training events contribute to improved agency performance. Reduced cost and greater capacity are positive indicators that can already be seen because of technology's impact on training. It will remain important for the agency to reevaluate and, where necessary, establish new indicators to assess outcome-oriented performance measures ensuring accountability to and progress toward achieving the compliance goals at the heart of the NIGC's mission.

The agency is anxious to return to its in-person work, which provides benefits that cannot be replaced by technology and virtual interactions. A continued focus on technology in the agency's training work will have its limitations; it will, however, offer significant potential in both the NIGC's response to the pandemic and a means to improve the NIGC's efficiencies and performance. Capitalizing on these opportunities will support the industry's ability to rebound and underscore the historically strong commitment by Indian gaming to integrity and the protection of tribal assets.

E. Sequoyah Simermeyer is a member of the Cocharie Tribe. He serves as the chairman of the National Indian Gaming Commission—the independent federal regulatory body for Indian gaming that is headquartered in Washington, D.C. Visit NIGC.gov to learn more about the government agency's role in implementing the Indian Gaming Regulatory Act.

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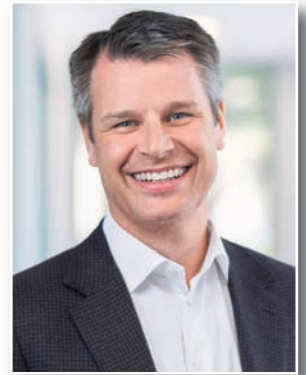
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Buying in a Pandemic

How has Covid-19 changed purchasing habits?



By Carl Long

As the industry emerges from an unprecedented slowdown, I'm reminded of an axiom one of the best developers I know used often: "Proper planning predicts project performance."

For tribal leaders in a post-Covid recovery, that statement is as true as ever. Smart buyers will have planned their activities well in advance, examined their supply chain, created line-item conceptual budgets, sourced products with the least delivery risk possible, and understood the pricing trends of the products they're buying.

The Covid-19 shutdown caused a shock to the worldwide supply chain. While we believe this shock will be relatively short, it has changed buying habits for casino and hospitality projects in several ways that, in the long term, will lead to better buying decisions. Those changes are important for any tribe considering dusting off a project that was shelved due to the pandemic or starting on a new project.

The worldwide shutdown did more than isolate people. It dispersed professional teams and caused project planning to take longer than it did in the past. Teams responsible for the development and execution of projects (owner's reps, architects, designers, contractors and purchasing agents) had to navigate remote working connections, layoffs and ways of collaborating that were in their infancy.

This made the coordination process more cumbersome and time-intensive. It increased the risk that items could be missed in the transmission of information from discipline to discipline. In terms of informed buying decisions, what took two weeks in a pre-pandemic project can take five weeks in the current marketplace.

In the long term, project teams will strengthen their planning processes. Some leading tribes have already started engaging qualified teams of project professionals, including purchasing companies, earlier in the project to help prioritize and expedite buying decisions. We've seen more owners utilize a conceptual FF&E budgeting process, like the one we use at

PMI, as part of the design development to guide their design and buying decisions.

Tribal buyers are also seeking more opportunities to source and purchase product domestically. Tribes want to reduce their delivery risk as much as possible, and sourcing from domestic manufacturers helps meet that goal. Domestic manufacturing is available in most product categories, and the value of local manufacturing sources is evident when imported product is stuck in a port, unable to be off-loaded, while domestic product can be easily delivered.

Smart project buyers have started digging deeply into their direct supply chain by evaluating the supply chains of their vendors. Buyers who gain visibility deep into their supply chain can mitigate their delivery risk and adjust their project schedules to keep projects moving forward. This includes both an understanding of the production capabilities and the financial strength of the vendors. Some vendors were so severely hurt but the slowdown of business that the financial risk of issuing large deposits forces using more financially sound alternate vendors.

There are still imbalances in the supply of raw materials. This imbalance has slowed the manufacture of components necessary to fulfill production orders on a timely basis. Taking the time early to understand where the bottlenecks exist in your project's supply chain will help identify challenges early.

In addition to material challenges, the inconsistent supply of labor makes timelines less reliable. Buyers who learn to expedite their projects early will stand a better chance of delivering their projects on time and under budget. This includes production expediting as well as delivery expediting.

On the operational side of tribal buying, Covid-19 has severely impacted large-scale distribution of operating supplies and equipment (OS&E). Property-level buyers were forced to seek multiple alternate suppliers for many of the products they previously sourced through a single large master distributor. The disruption to the supply chain highlighted how much some

properties relied on single vendors, and caused those property-level buyers to reevaluate their supplier relationships. They have started to spread the risk among more smaller distributors and manage their resupply purchases more closely than pre-Covid.

Finally, tribal buyers have realized that prices for FF&E and OS&E are not declining, and if they have the financial resources to initiate a purchase, the best time to buy is now. We've heard from some clients who are going to wait until prices come down. This may be a viable option for construction materials, but for FF&E and OS&E, prices have continued to rise due to shrinking supplier capacity and the growing demand both from new projects and shelved projects coming back online.

At PMI-Tribal Services, we've seen firsthand how tribes have benefited from the lessons of the past year. We've helped them navigate the challenges in the project supply chain. Their projects are poised for success as they welcome the traveling public back to their properties. We encourage tribal leaders, project managers and other project stakeholders to apply these five steps:

- Start project planning months early to allow for enough time for effective collaboration;
- Use FF&E and OS&E conceptual budgeting as part of the process;
- Source domestic product wherever possible to mitigate delivery risk;
- Understand your vendors, their supply chains and their financial health;
- Understand and act on market pricing trends.

Carl Long is president of PMI-Tribal Services, PMI-Tribal Services, the leading Native-owned FF&E and OS&E purchasing company, was formed specifically to serve tribal clients by providing the industry's best purchasing services with an understanding of the unique needs of tribal communities. Contact Long at clong@pmiconnect.com.

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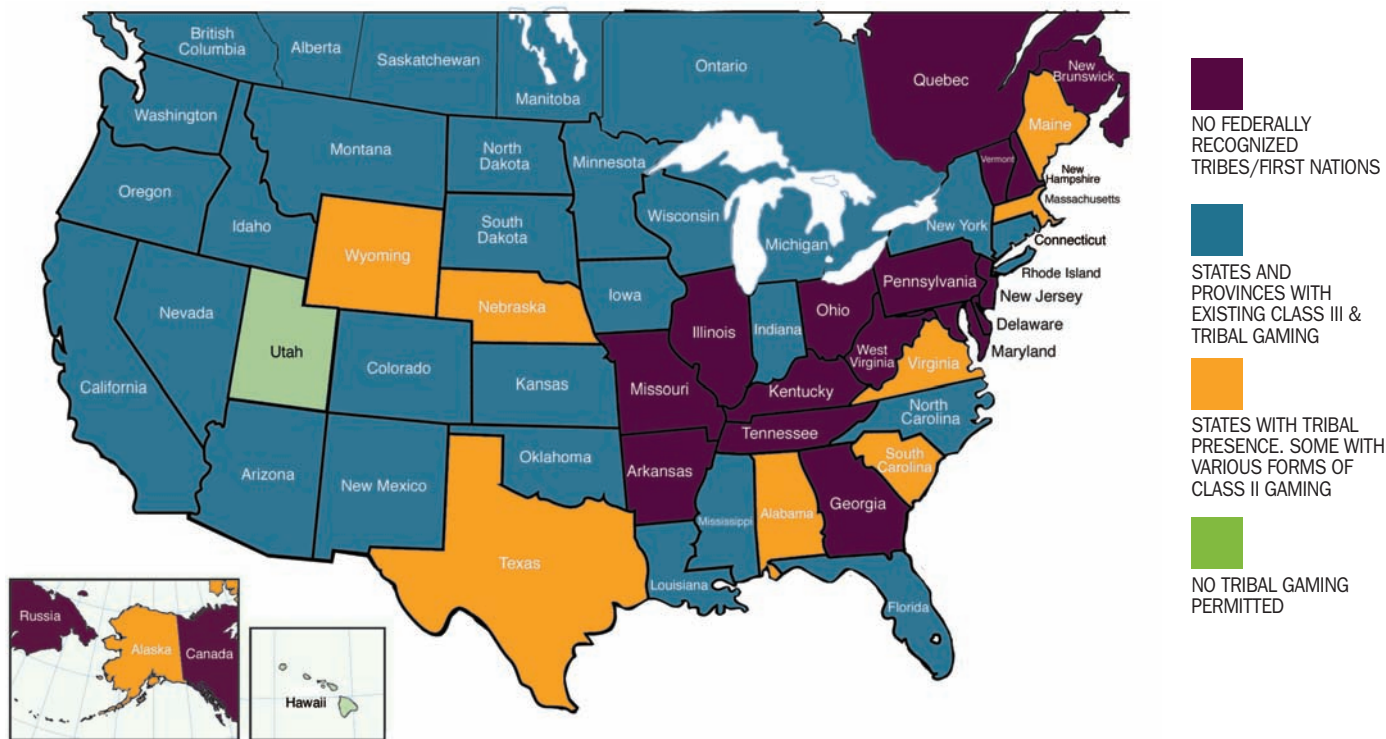
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STATES WITH TRIBAL PRESENCE. SOME WITH VARIOUS FORMS OF CLASS II GAMING

NO TRIBAL GAMING PERMITTED

Tribal Government Gaming

2021 Directory

The following is a list of tribal gaming facilities in the United States and Canada. For a full list of all the tribal casinos of any size in the U.S. and Canada, visit TribalGovernmentGaming.com.

ALABAMA

Class II
Poarch Band of Creek Indians
WIND CREEK CASINO WETUMPKA
 100 River Oaks Dr.
 Wetumpka, AL 36092
 Phone: 334-514-0469
 Toll Free: 866-946-3360
www.windcreekwetumpka.com
 Casino size: 85,000 sq. ft.
 Gaming Machines: 2,520
 Chief Operating Officer: Cody Williamson

Poarch Band of Creek Indians
WIND CREEK CASINO MONTGOMERY
 1801 Eddie L. Tullis Dr.
 Montgomery, AL 36117
 Phone: 334-273-9003
 Toll Free: 866-946-3360
www.windcreekmontgomery.com
 Casino size: 65,000 sq. ft.
 Gaming Machines: 2,200
 GM: Jake Carlton

Poarch Band of Creek Indians
WIND CREEK CASINO ATMORE
 303 Poarch Rd.
 Atmore, AL 36502
 Phone: 251-368-8007
 Toll Free: 866-946-3360
www.windcreekatmore.com
 Casino size: 57,000 sq. ft.
 Gaming Machines: 2,500
 VP of Business Development: Arthur Mothershed

ALASKA

Class II
Qagan Tayagungin Tribe of Sand Point
AGATE PULL TABS
 100 Municipal Building Room 7A
 Sand Point, AK 99661
 Phone: 907-383-5833
www.qtttribe.org
 Pull Tab Machines: 10
 GM: Carmen Holnberg

Klawock Cooperative Association
KLAWOCK BINGO
 310 Bayview Blvd.
 Klawock, AK 99925
 Phone: 907-755-4807
www.klawock.org/smoke-shop.html
 Bingo: 60 seats
 Manager: Keri Clark

Metlakatla Indian Community
METLAKATLA INDIAN COMMUNITY BINGO
 8th and Waterfront
 Metlakatla, AK 99926
 Phone: 907-886-4266
www.500nations.com/Bingo/ak-Metlakatla.asp
 Casino size: 6,000 sq. ft.
 Gaming Machines: 90
 Bingo: 120 seats
 GM: Joni Hudson

Native Village of Barrow
 Tribal Government
NATIVE VILLAGE OF BARROW PULL TABS
 1082 Kiogak St.
 Barrow, AK 99723
 Phone: 907-852-4411
 Toll Free: 800-478-4412
 Casino size: 550 sq. ft.
 Ground Director: Jennifer Okakok

Sitka Tribe of Alaska
SITKA TRIBAL BINGO
 235 Katlian St.
 Sitka, AK 99835
 Phone: 907-747-3207
www.sitkatribes.org
 Bingo: 100 seats
 Gaming Manager: Sarah Smith

Sun'aq Tribe of Kodiak
SUN'AQ TRIBAL BINGO
 312 West Marine Way
 Kodiak, AK 99615
 Phone: 907-486-6735
www.sunaq.org
 Bingo: 300 seats
 GM: Doreen Anderson

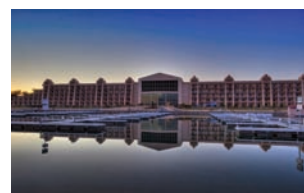
Tlingit and Haida Indians of CBJ
JUNEAU TLINGIT AND HAIDA COMMUNITY BINGO
 3235 Hospital Drive
 Juneau, AK 99801
 Phone: 907-463-5690
 Bingo: 312 Seats
 Pull Tabs Available during Bingo Sessions
 Bingo Manager: Stacey Bjerkeset

ARIZONA

Class II & III
San Carlos Apache Tribe
APACHE GOLD HOTEL CASINO RESORT
 Hwy. 70, Mile Post 258
 San Carlos, AZ 85501
 Phone: 928-475-7800
 Toll Free: 800-272-2438
www.apache-gold-casino.com
 Casino size: 60,000 sq. ft.
 Apache Gold Best Western Hotel (146 rooms)
 Slots: 544
 Table Games: 8
 Bingo: 200 seats
 GM: Linda Michaels

San Carlos Apache Tribe
APACHE SKY CASINO
 777 Apache Sky Blvd.
 Winkelman, AZ 85192
 Phone: 877-272-2433
 Toll Free: 877-APACHE-3
www.apacheskycasino.com
 Casino size: 15,000 sq. ft.
 Slots: 375
 Table Games: 4
 GM: Lee Randall

Colorado River Indian Tribes
BLUEWATER RESORT & CASINO



11300 Resort Dr.
 Parker, AZ 85344
 Phone: 928-669-7000
 Toll Free: 888-243-3360
www.bluewaterfun.com
 Casino size: 30,000 sq. ft.
 Bluewater Resort (200 rooms)
 Slots: 532
 Bingo: 400 seats
 GM: Michelle Eddy

Yavapai—Prescott Indian Tribe

BUCKY'S CASINO
1500 East Hwy. 69
Building B
Prescott, AZ 86301
Phone: 928-776-5695
Toll Free: 800-756-8744
www.buckyscasino.com
Casino size: 24,000 sq. ft.
Prescott Resort (160 rooms)
Slots: 321
Bingo: 150 seats
Table Games: 7
GM: John O'Neill

Salt River Pima—Maricopa Indian Community

CASINO ARIZONA
524 N. 92nd St.
Scottsdale, AZ 85256
Phone: 480-850-7777
Toll Free: 877-724-4687
www.casinoarizona.com
Casino size: 100,000 sq. ft.
Slots: 898
Bingo: 1,000 seats
President & CEO: Dennis Leong

Pascua Yaqui Tribe

CASINO DEL SOL
5655 W. Valencia Rd.
Tucson, AZ 85746
Phone: 520-838-6506
Toll Free: 800-344-9435
www.casinodelsol.com
Casino size: 160,000 sq. ft.
Slots: 997
Table Games: 18
Bingo: 600 seats
CEO: Kimberly Van Amburg

Pascua Yaqui Tribe

CASINO OF THE SUN
7406 S. Camino de Oeste Rd.
Tucson, AZ 85746
Phone: 520-883-1700
Toll Free: 800-344-9435
www.casinodelsol.com
Casino size: 50,000 sq. ft.
Slots: 250
Table Games: 4
CEO: Kimberly Van Amburg

Yavapai-Apache Nation

CLIFF CASTLE CASINO HOTEL
555 Middle Verde Rd.
Camp Verde, AZ 86322
Phone: 928-567-7900
Toll Free: 800-381-7568
www.cliffcastlecasinohotel.com
The Lodge at Cliff Castle (202 rooms)
Casino size: 114,000 sq. ft.
Slots: 650
Table Games: 7
GM: Aaron Moss

Cocopah Tribe

COCOPAH CASINO RESORT
15138 S. Ave. B
Somerton, AZ 85350
Phone: 928-726-8066
Toll Free: 800-237-5687
www.cocopahresort.com
Casino size: 24,000 sq. ft.
Slots: 503
Bingo: 350 seats
Table Games: 4
GM: Sheila Howe-Knapp

Tohono O'odham Nation

DESERT DIAMOND CASINO & ENTERTAINMENT—SAHUARITA
1100 West Pima Mine Rd.
Sahuarita, AZ 85629
Phone: 520-294-7777
Toll Free: 866-332-9467
www.ddcaz.com/sahuarita
Casino size: 185,000 sq. ft.
Slots: 563
Table Games: 6
GM: Daniele Chilton

Tohono O'odham Nation

DESERT DIAMOND CASINO & ENTERTAINMENT—TUCSON
7350 S Nogales Hwy.
Tucson, AZ 85634
Phone: 520-294-7777
Toll Free: 866-332-9467
www.ddcaz.com/tucson
Casino size: 55,000 sq. ft.
Lodging: 148 rooms
Slots: 1,016
Table Games: 19
Bingo: 300 seats
GM: Danielle Chilton

Tohono O'odham Nation

DESERT DIAMOND CASINO & ENTERTAINMENT—WHY
Hwy. 86 Mile Post 55
Why, Arizona 85321
Phone: 520-294-7777
www.ddcaz.com/why
Casino size: 5,000 sq. ft.
Slots: 58
OM: Victorina Patel

Tohono O'odham Nation

DESERT DIAMOND CASINO & ENTERTAINMENT—WEST VALLEY
9341 West Northern Ave.
Glendale, AZ 85305
Phone: 623-877-7777
www.ddcaz.com/west-valley
Casino size: 75,000 sq. ft.
Slots: 1,189
GM: Joseph Costello

Fort McDowell Yavapai Nation

WE-KO-PA CASINO RESORT
10424 We-Ko-Pa Way
Fort McDowell, AZ 85264
Phone: 480-789-4957
Toll Free: 855-957-9467
Casino size: 167,000 sq. ft.
Hotel: 246 Rooms
Slots: 821
Table Games: 22
Bingo: 450 seats
GM: Mary Ketterling

Ak-Chin Indian Community

HARRAH'S PHOENIX AK-CHIN CASINO
15406 N Maricopa Rd.
Maricopa, AZ 85239
Phone: 480-802-5000
Toll Free: 800-427-7247
www.caesars.com/harrahs-ak-chin.com
Casino size: 48,800 sq. ft.
Slots: 1,089
Bingo: 470 seats
GM: Michael Kinter

White Mountain Apache

HON-DAH RESORT CASINO
777 Hwy. 260
Pinetop, AZ 85935
Phone: 928-369-0299
Toll Free: 800-929-8744
www.hon-dah.com
Casino size: 18,600 sq. ft.
Hon-Dah Hotel (386 rooms)
Slots: 829
GM: Brent Kurth

Gila River Indian Community

LONE BUTTE CASINO
1077 S. Kyrene Rd.
Chandler, AZ 85226
Phone: 520-796-7777
Toll Free: 800-946-4452
<https://playatgila.com/>
Casino size: 120,000 sq. ft.
Slots: 828
Bingo: 750 seats
GM: Jaime Martinez

Tonto Apache Tribe

MAZATZAL HOTEL & CASINO
Hwy. 87, Mile Marker 251
Payson, AZ 85541
Phone: 928-474-6044
Toll Free: 800-777-7529
<http://www.mazatzalcasino.com>
Casino size: 38,000 sq. ft.
Slots: 406
Table Games: 5
Bingo: 280 seats
GM: Hubert Nanty

Quechan Indian Tribe

PARADISE CASINO ARIZONA
450 Quechan Dr.
Yuma, AZ 85366
Phone: 760-572-7777
Toll Free: 888-777-4946
www.paradise-casinos.com
Casino size: 11,613 sq. ft.
Slots: 270
Bingo: 300 seats
GM: Charles Montague

Fort Mojave Tribe

SPIRIT MOUNTAIN CASINO
MOHAVE VALLEY
8555 S. Hwy. 95
Mohave Valley, AZ 86440-9309
Phone: 928-346-2000
Toll Free: 888-837-4030
www.runtothemountain.com
Casino size: 9,000 sq. ft.
Slots: 250
GM: Jack Medrano

Salt River Pima—Maricopa Indian Community

TALKING STICK RESORT AND CASINO
9800 E. Indian Bend Rd.
Scottsdale, AZ 85256
Phone: 480-850-7777
Toll Free: 877-724-4687
www.talkingstickresort.com
Casino size: 240,000 sq. ft.
Slots: 765
Table Games: 49
CEO: Dennis Leong

Navajo Nation

TWIN ARROWS NAVAJO CASINO RESORT
22181 Resort Blvd.
Flagstaff, AZ 86004
Toll Free: 855-946-8946
www.twinarrows.com
Casino size: 267,000 sq. ft.
Slots: 1,084
Bingo: 100 seats
GM: Bryce Warren

Gila River Indian Community

VEE QUIVA HOTEL AND CASINO
15091 South Komatke Lane
Laveen, AZ 85339
Phone: 520-796-7777
Toll Free: 800-946-4452
www.playatgila.com
Casino size: 70,000 sq. ft.
Slots: 921
Bingo: 366 seats
GM: Richard Strafella

Gila River Indian Community

WILD HORSE PASS HOTEL & CASINO
5040 Wild Horse Pass Blvd.
Chandler, AZ 85226
Phone: 520-796-7777
Toll Free: 800-WIN-GILA
www.playatgila.com
Casino size: 100,000 sq. ft.
Wild Horse Pass Hotel (242 rooms)
Slots: 1,000
Table Games: 24
GM: Jeff Martin

Yavapai—Prescott Indian Tribe

YAVAPAI CASINO
1505 E. Hwy. 69
Prescott, AZ 86301
Phone: 928-445-5767
Toll Free: 800-756-8744
www.buckyscasino.com
Casino size: 6,000 sq. ft.
Slots: 245
GM: John O'Neill

ARKANSAS

Quapaw Tribe of Oklahoma

SARACEN CASINO RESORT
3512 Market St
Pine Bluff, AR 71601
Phone: 870-686-9001
www.saracenresort.com
Casino size: 80,000 sq. ft.
Slots: 2,000
Table Games: 50
GM: Matt Harkness

Quapaw Tribe of Oklahoma

SARACEN ANNEX
3513 Market St.
Pine Bluff, AR 71601
Phone: 870-686-9001
www.saracenresort.com
Casino size: 15,000 sq. ft.
Slots: 300
GM: Matt Harkness

CALIFORNIA

Class II & III

Agua Caliente Band of Cahuilla Indians

AGUA CALIENTE CASINO PALM SPRINGS
401 East Amado Rd.
Palm Springs, CA 92262
Toll Free: 888-999-1995
www.sparesortcasino.com
Casino size: 30,000 sq. ft.
Slots: 898
Table Games: 22
SVP & GM: Kato Moy

Agua Caliente Band of Cahuilla Indians

AGUA CALIENTE CASINO CATHEDRAL CITY
68960 East Palm Canyon Dr.
Cathedral City, CA 92234
Toll Free: 888-999-1995
www.aguacalientecasinos.com/cc
Slots: 500
Table Games: 8
GM: Michael Facenda

Agua Caliente Band of Cahuilla Indians

AGUA CALIENTE CASINO RESORT SPA RANCHO MIRAGE



32-250 Bob Hope Dr.
Rancho Mirage, CA 92270
Phone: 760-321-2000
Toll Free: 866-999-1995
www.hotwatercasino.com
Casino size: 130,000 sq. ft.
Agua Caliente Resort (340 rooms)
Slots: 1,450
Table Games: 60
SVP & GM: Kato Moy

Augustine Band of Mission Indians

AUGUSTINE CASINO
84-001 Ave. 54
Coachella, CA 92236
Phone: 760-391-9500
Toll Free: 888-PLAY2WIN
www.augustinecasino.com
Casino size: 42,000 sq. ft.
Slots: 745
Table Games: 8
GM: Jef Bauer

Barona Band of Mission Indians

BARONA RESORT & CASINO
1932 Wildcat Canyon Rd.
Lakeside, CA 92040
Phone: 619-443-2300
Toll Free: 888-7-BARONA (722-7662)
www.barona.com
Casino size: 310,000 sq. ft.
Barona Valley Ranch Resort (400 rooms)
Slots: 2,540
Table Games: 112
GM: Rick Salinas

Bear River Band of the Rohnerville Rancheria

BEAR RIVER CASINO RESORT
11 Bear Paws Way
Lolita, CA 95551
Phone: 707-733-9664
Toll Free: 800-761-2327
www.bearrivercasino.com
Casino size: 13,056 sq. ft.
Bear River Resort (104 rooms)
Slots: 364
Table Games: 15
GM: Matthew Shunkomolah

Tuolumne Me-Wuk Tribe

BLACK OAK CASINO RESORT
19400 Tuolumne Rd. N
Tuolumne, CA 95379-9724
Phone: 209-928-9300
Toll Free: 877-747-8777
www.blackoakcasino.com
Casino Size: 65,000 sq. ft.
Slots: 1,300
Table Games: 25
GM: Leif Kruger

Blue Lake Rancheria

BLUE LAKE CASINO & HOTEL
777 Casino Way
Blue Lake, CA 95525
Phone: 707-668-9770
Toll Free: 877-252-2946
www.bluelakecasino.com
Casino size: 44,500 sq. ft.
Blue Lake Hotel (102 rooms)
Slots: 611
Table Games: 16
GM: Mandi Kindred

Yocha Dehe Wintun Nation

CACHE CREEK CASINO RESORT
14455 Hwy. 16
Brooks, CA 95606
Phone: 530-796-3118
Toll Free: 800-992-8686
www.cachecreek.com
Casino size: 94,505 sq. ft.
Cache Creek Resort (659 rooms)
Slots: 2,300
Table Games: 100
GM: Kari Stout-Smith

Cahuilla Band of Mission Indians

CAHUILLA CASINO
52702 Hwy. 371
Anza, CA 92539
Phone: 951-763-1200
www.cahuillacasino.com
Casino size: 14,000 sq. ft.
Slots: 335
GM: John Straus

Morongo Band of Mission Indians

CASINO MORONGO
49750 Seminole Dr.
Cabazon, CA 92230
Phone: 888-667-6646
www.morongocasinosort.com/casinomorongo
Casino size: 11,000 sq. ft.
Slots: 300
Bingo: 400 seats
Dir of Bingo: Barry Connolly

Pauma Band of Mission Indians
CASINO PAUMA



777 Pauma Reservation Rd.
Pauma Valley, CA 92061
Phone: 760-742-2177
Toll Free: 877-687-2862
www.casinopauma.com

Casino size: 42,500 sq. ft.
Slots: 1,039
Table Games: 18
GM: Jim Thomason

Cher-Ae Heights Indian Community of Trinidad

CHER-AE HEIGHTS CASINO
27 Scenic Dr.
Trinidad, CA 95570
Phone: 707-677-3611
Toll Free: 800-684-2464
www.cheraeheightscasino.com

Casino size: 55,000 sq. ft.
Slots: 300
Table Games: 8
Bingo: 800 seats
GM: Ryan Sundberg

Chicken Ranch Band of Me-wuk Indians

CHICKEN RANCH BINGO & CASINO
16929 Chicken Ranch Rd.
Jamestown, CA 95327
Phone: 209-984-3000
Toll Free: 800-75-BINGO
www.chickenranchcasino.com
Casino size: 30,000 sq. ft.
Slots: 349
Bingo: 400 seats
GM: Lloyd Mathiesen

Picayune Rancheria of the Chukchansi Indians

CHUKCHANSI GOLD RESORT & CASINO
711 Lucky Lane
Coarsegold CA 93614
Phone: 559-692-5200
Toll Free: 1-866-7-WIN-WIN
www.chukchansigold.com
Casino size: 56,000 sq. ft.
Slots: 1,800
Table Games: 36
GM: Bryant Martin

Santa Ynez Band of Chumash Indians

CHUMASH CASINO RESORT
3400 E. Hwy. 246
Santa Ynez, CA 93460
Phone: 805-686-0855
Toll Free: 800-248-6274
www.chumashcasino.com
Casino size: 330,000 sq. ft.
Chumash Casino Resort Hotel (320 rooms)
Slots: 2,484
Table Games: 49
Bingo: 1,000 seats
GM: Bill Peters

Colusa Indian Community
COLUSA CASINO RESORT

3770 Hwy. 45
Colusa, CA 95932
Phone: 530-458-8844
Toll Free: 800-655-8946
www.colusacasino.com
Casino size: 66,000 sq. ft.
Slots: 1,085
Table Games: 9
Bingo: 700 seats
GM: Victor Fernandez

Coyote Valley Band of Pomo Indians

COYOTE VALLEY CASINO
455 Coyote Valley Blvd.
Redwood Valley, CA 95470
Phone: 707-485-0700
Toll Free: 800-332-9683
www.coyotevalleycasino.com
Casino size: 10,000 sq. ft.
Slots: 349
Tables Games: 10
GM: Marc Bilodeau

Alturas Rancheria

DESERT ROSE CASINO
901 County Rd. 56
Alturas, CA 96101
Phone: 530-233-3141
Casino size: 6,200 sq. ft.
Slots: 128
GM: Shawn Normington

Susanville Indian Rancheria

DIAMOND MOUNTAIN CASINO HOTEL & BREWERY
900 Skyline Dr.
Susanville, CA 96130
Phone: 530-252-1100
Toll Free: 877-319-8514
www.dmcah.com
Casino size: 26,000 sq. ft.
Slots: 200
Table Games: 2
Bingo: 60 seats
Casino Ops: Radley Shipes

Tule River Indian Tribe

EAGLE MOUNTAIN CASINO
681 S Reservation Rd.
Porterville, CA 93257
Phone: 559-788-6220
Toll Free: 800-903-3353
www.eaglemtncasino.com
Casino size: 70,000 sq. ft.
Slots: 1,220
Table Games: 10
GM: Matthew Mingrone

Elk Valley Rancheria

ELK VALLEY CASINO
2500 Howland Hill Rd.
Crescent City, CA 95531-9241
Phone: 707-464-1020
Toll Free: 888-574-2744
www.elkvalleycasino.com
Casino size: 23,000 sq. ft.
Slots: 300
Table Games: 11
Bingo: 250 seats
GM: Matthew Dodd

Cabazon Band of Mission Indians
FANTASY SPRINGS CASINO

84-245 Indio Springs Pkwy.
Indio, CA 92203-3499
Phone: 760-342-5000
Toll Free: 800-827-2946
www.fantasyspringsresort.com
Casino size: 100,000 sq. ft.
Slots: 2,000
Table Games: 40
Bingo: 750 seats
GM: Paul Ryan

Mooretown Rancheria of Maidu Indians

FEATHER FALLS CASINO
3 Alverda Dr.
Oroville, CA 95966
Phone: 530-533-3885
Toll Free: 877-652-4646
www.featherfallscasino.com
Casino size: 118,112 sq. ft.
Slots: 850
Table Games: 14
CEO: Ed Gilbert

Manchester Band of Pomo Indians

GARCIA RIVER CASINO
22215 Windy Hollow Rd.
Point Arena, CA 95468
Phone: 707-467-5300
www.thegaciarivercasino.com
Casino size: 9,000 sq. ft.
Slots: 130
GM: Stanley Spencer

Berry Creek Rancheria of the Tyme-Maidu Tribe

GOLD COUNTRY CASINO
4020 Olive Hwy.
Oroville, CA 95966
Phone: 530-534-9892
Toll Free: 800-334-9400
www.goldcountrycasino.com
Casino size: 60,000 sq. ft.
Slots: 950
Table Games: 15
Bingo: 300 seats
GM: Michael Massa

Campo Kumeyaay Nation

GOLDEN ACORN CASINO & TRAVEL CENTER
1800 Golden Acorn Way
Campo, CA 91906
Phone: 866-794-6244
Toll Free: 866-7-WINBIG
www.goldenacorncasino.com
Casino size: 40,000 sq. ft.
Slots: 750
Table Games: 4
Bingo: 150 seats
GM: Samantha McDonald

Federated Indians of Graton Rancheria

GRATON RESORT & CASINO
288 Golf Course Drive West
Rohnert Park, CA 94928
Phone: 707-588-7100
www.gratonresortcasino.com
Casino size: 320,000 sq. ft.
Slots: 2,911
Table Games: 100
GM: Lana Rivera

COMPANY PROFILE

AGEM

Advocates For
Gaming Equipment
Makers and Suppliers



The Association of Gaming Equipment Manufacturers in Las Vegas is a nonprofit international technology trade association representing manufacturers and suppliers of electronic gaming devices, lotteries, systems, iGaming, game content, table games, online technology, sports betting, key components and support products and services for the gaming industry.

With 190 member companies from 22 countries, AGEM works to further the interests of gaming equipment suppliers throughout the world. Through political action, regulatory influence, trade show partnerships, educational alliances, information dissemination and good corporate citizenship, the members of AGEM work together to create benefits for every company within the organization.

Together, AGEM has assisted regulatory agencies and participated in the legislative process to solve problems and create a business environment where AGEM members can prosper, while providing a strong level of support to educational and responsible gaming initiatives.

For more information, visit AGEM.org.

Enterprise Rancheria Estom
Yumeka Maidu Tribe
**HARD ROCK HOTEL & CASINO
SACRAMENTO AT FIRE
MOUNTAIN**



3317 Forty Mile Rd.
Wheatland, CA 95692
Phone: 833-337-3473
www.hardrockhotels.com/sacramento
Casino size: 50,000 sq. ft.
Slots: 1,650
Table Games: 55
President: Mark Birtha

Buena Vista Rancheria
of Me-Wuk Indians
**HARRAH'S NORTHERN
CALIFORNIA**
4640 Coal Mine Rd.
Ione, CA 92082
Phone: 209-790-4500
Toll Free: 866-915-0777
www.caesars.com/harrahs-north-ern-california
Casino size: 71,000 sq. ft.
Slots: 950
Table Games: 20
GM: JC Rieger

Rincon Band of Luiseno Indians
**HARRAH'S RESORT SOUTHERN
CALIFORNIA**
777 Harrah's Rincon Way
Valley Center, CA 92082
Phone: 760-751-3100
Toll Free: 877-777-2457
www.caesars.com/harrahs-socal
Casino size: 59,000 sq. ft.
Slots: 1,700
Table Games: 60
GM: Robert Livingston

Chemehuevi Indian Tribe
**HAVASU LANDING
RESORT & CASINO**
13145 Havasu Lake Road
Havasu Lake, CA 92363
Phone: 760-858-4593
www.havasulandingresort-casino.com
Casino size: 25,000 sq. ft.
Slots: 255
Table Games: 4
GM: Michael Moore

Round Valley Indian Tribes
HIDDEN OAKS CASINO
76700 Hwy. 162
Covelo, CA 95428
Phone: 707-983-6898
www.hiddenoakscasino.com
Slots: 104
GM: Randy Wolfen

Hopland Band of Pomo Indians
**HOPLAND SHO-KA-WAH
CASINO**
13101 Nokomis Rd.
Hopland, CA 95449
Phone: 707-744-1395
Toll Free: 888-SHOKAWAH
www.shokawah.com
Casino size: 70,000 sq. ft.
Slots: 320
Table Games: 5
GM: Vladimir Lopez

Jackson Rancheria of Me-Wuk Indians
**JACKSON RANCHERIA
CASINO RESORT**
12222 New York Ranch Rd.
Jackson, CA 95642
Phone: 209-223-1677
Toll Free: 800-822-9466
www.jacksoncasino.com
Casino size: 257,789 sq. ft.
Jackson Rancheria Hotel (146 rooms)
Slots: 1,740
Table Games: 32
GM: Michael Turngren

Jamul Indian Village
JAMUL CASINO
14145 Campo Rd.
Jamul, CA 91935
Phone: 619-315-2250
www.jamulcasinosd.com
Casino size: 68,262 sq. ft.
Slots: 1,635
Table Games: 39
President & GM: Mary Cheeks

Big Valley Band of Pomo Indians
**KONOCTI VISTA CASINO,
RESORT, MARINA & RV PARK**
2755 Mission Rancheria Rd.
Lakeport, CA 95453
Phone: 707-262-1900
Toll Free: 800-FUN-1950
www.konocti-vista-casino.com
Casino size: 12,000 sq. ft.
Slots: 350
Table Games: 6
GM: Jorge Garcia

Hoopa Valley Tribe
LUCKY BEAR CASINO
12510 Hwy. 96
Tsewenaldin Shopping Center
Hoopa, CA 95546
Phone: 530-625-5198
www.facebook.com/lucky-bearcasino
Casino Size: 5,000 sq. ft.
Gaming Machines: 84
GM: Norvin Hostler

Smith River Rancheria
LUCKY 7 CASINO & HOTEL
350 N. Indian Rd.
Smith River, CA 95567
Phone: 707-487-7777
Toll Free: 866-777-7170
www.lucky7casino.com
Casino size: 45,000 sq. ft.
Slots: 330
Table Games: 3
Bingo: 130 seats
GM: John Scott

Big Sandy Rancheria Band of
Western Mono Indians
MONO WIND CASINO
37302 Rancheria Lane
Auberry, CA 93602
Phone: 559-855-4350
www.monowind.com
Casino size: 10,000 sq. ft.
Slots: 349
GM: Kerry Smith

Morongo Band of Mission Indians
**MORONGO CASINO
RESORT & SPA**
49500 Seminole Dr.
Cabazon, CA 92230
Phone: 888-667-6646
Toll Free: 800-252-4499
www.morongocasinoresort.com
Casino size: 150,000 sq. ft.
Morongo Resort (310 rooms)
Slots: 4,000
Table Games: 80
GM: Richard St. Jean

Pala Band of Mission Indians
PALA CASINO SPA & RESORT
11154 Hwy. 76
Pala, CA 92059
Phone: 760-510-5100
Toll Free: 877-946-7252
www.palacasino.com
Casino size: 50,000 sq. ft.
Slots: 2,050
Table Games: 77
CEO: Fred Buro

Los Angeles

Las Vegas

Dallas

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Campbell House

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An interior design firm,
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way experiences are created.

Hospitality

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Courtyard Cafe at Angel of the Winds Casino Resort.

Pechanga Band of Luiseno Mission Indians

PECHANGA RESORT & CASINO
45000 Pechanga Parkway
Temecula, CA 92592
Phone: 951-693-1819
Toll Free: 877-711-2WIN
www.pechanga.com
Casino size: 300,000 sq. ft.
Slots: 5,057
Table Games: 161
Bingo: 700 seats
GM: Tjeerd Brink

Pit River Tribe

PIT RIVER CASINO
20265 Tamarack Ave.
Burney, CA 96013
Phone: 530-335-2334
Toll Free: 888-245-2992
www.pitrivercasino.com
Casino size: 9,000 sq. ft.
Slots: 154
GM: Dan Crites

Quechan Indian Nation

QUECHAN CASINO RESORT
525 Algodones Rd.
Winterhaven, CA 92283
Phone: 760-572-7777
Toll Free: 877-783-2426
www.playqcr.com
Casino size: 30,000 sq. ft.
Quechan Resort (166 rooms)
Slots: 990
Table Games: 16
GM: Charles Montague

Karuk Tribe of California

RAIN ROCK CASINO
777 Casino Way
Yreka, CA 96097
Phone: 530-777-7246
www.rainrockcasino.com
Casino size: 36,000 sq. ft.
Slots: 349
Table Games: 8
GM: Michael Rose

Torres-Martinez Desert Cahuilla Indians

RED EARTH CASINO
3089 Norm Niver Rd.
Thermal, CA 92274
Phone: 760-395-1200
www.redearthcasino.com
Casino size: 10,000 sq. ft.
Slots: 410
GM: Larry Droué

Cahto Tribe of the Laytonville Rancheria

RED FOX CASINO
200 Cahto Dr.
Laytonville, CA 95454
Phone: 707-984-6800
Toll Free: 888-473-3369 (RED FOX)
www.redfoxcasino.net
Casino size: 3,600 sq. ft.
Slots: 77
Casino Manager:
Michael Fitzgerald

Shingle Springs Band of Miwok Indians

RED HAWK CASINO
1 Red Hawk Parkway
Placerville, CA 95667
Phone: 530-677-2580
Toll Free: 888-573-3495
www.redhawkcasino.com
Casino size: 88,000 sq. ft.
Slots: 2,400
Table Games: 70
GM: Bryan deLugo

Yurok Tribe of the Yurok Reservation

REDWOOD HOTEL CASINO
171 Klamath Blvd
Klamath, CA 95548
Phone: 855-554-2946
www.redwoodhotelcasino.com
Casino size: 2,400 sq. ft.
Slots: 99
GM: Tanya Sangrey

Dry Creek Rancheria Band of Pomo Indians

RIVER ROCK CASINO
3250 Hwy. 128 East
Geyserville, CA 95441
Phone: 707-857-2777
Toll Free: 877-883-7777
www.riverrockcasino.com
Casino size: 35,500 sq. ft.
Slots: 1,100
Bingo: 130 seats
CEO: David Fendrick

Robinson Rancheria of Pomo Indians

ROBINSON RANCHERIA RESORT, CASINO & BINGO
1545 E. Hwy. 20
Nice, CA 95464
Phone: 707-262-4000
Toll Free: 800-809-3636
www.rrcc.com
Casino size: 93,000 sq. ft.
Slots: 349
Table Games: 8
Bingo: 530 seats
GM: Sam Cocharo

Paskenta Band of Nomlaki Indians

ROLLING HILLS CASINO
2655 Everett Freeman Way
Corning, CA 96021
Phone: 530-528-3500
Toll Free: 888-331-6400
www.rollinghillscasino.com
Casino size: 70,000 sq. ft.
Slots: 844
Table Games: 8
GM: Steve Neely

Habematolel Pomo of Upper Lake

RUNNING CREEK CASINO
635 East Hwy. 20
Upper Lake, CA 95485
Phone: 707-262-5500
www.runningcreekcasino.com
Casino size: 33,000 sq. ft.
Slots: 277
Table Games: 6
GM: Joseph Holstine

San Manuel Band of Mission Indians

SAN MANUEL CASINO
777 San Manuel Blvd.
Highland, CA 92346
Phone: 909-864-5050
Toll Free: 800-359-2464
www.sanmanuel.com
Casino size: 120,000 sq. ft.
Slots: 4,700
Table Games: 130
GM: Peter Arceo

Lytton Rancheria of California

SAN PABLO LYTTON CASINO
13255 San Pablo Ave.
San Pablo, CA 94806
Phone: 510-215-7888
www.sanpablolytton.com
Casino size: 31,419 sq. ft.
Slots: 1,526
Table Games: 7
GM: Michael Gorczynski

Sherwood Valley Band of Pomo Indians

SHERWOOD VALLEY RANCHERIA CASINO
100 Kawi Place
Willits, CA 95490
Phone: 707-459-7330
www.svrcasino.com
Casino size: 5,000 sq. ft.
Slots: 214
Chair: Melanie Rafanan

COMPANY PROFILE

AGS

Obsessed with the Game



AGS is focused on creating a diverse mix of entertaining gaming experiences for every player. Powered by high-performing Class II and Class III slot products, an expansive table products portfolio, real-money gaming platforms and content, highly rated social casino solutions and best-in-class service, AGS offers an unmatched value proposition for its casino partners.

In 2021, AGS continues to propel its new hardware form factors—the Orion Curve slot cabinet and the Starwall x Orion immersive video canvas, and launches the Orion Curve Premium platform.

The award-winning Starwall x Orion video merchandising masterpiece is a large-format freestanding video display for AGS' premium Orion Portrait games. The Starwall combines hundreds of LED tiles to create a seamless video display that is synchronized with game play to attract players from across the casino floor and immerse players in the game. AGS launched Starwall x Orion with enhanced versions of its classic and high-performing games Jade Wins and Golden Wins—Jade Wins Deluxe and Golden Wins Deluxe—and then rolled out Grand Ox Wins and Piggy Wins, with Tiki Shores and Tiki Jungle slated to come next.

The Orion Curve cabinet, with its 49-inch curved portrait monitor, offers an array of content to delight players, with three new families slated for launch in 2021—Bubble Mania, Wild Catch and More Wilds Extra Cash.

Also launching during the year is AGS' new Orion Curve Premium



platform, a stunning 10-foot-tall showcase designed to add attraction across the casino floor. Featuring an eye-catching 360-degree video display and theme-specific illuminated wedge spacers, the Orion Curve Premium is available in a four-pod or five-pod configuration, providing social distancing and an intimate, theater-like gaming experience. This deluxe package is launching with the Rakin' Bacon! Deluxe game library, an elevation of an AGS hit title featuring a cherubic golden pig who delivers free-spin bonuses, expanding reels, multipliers and a boosted pick bonus that increase progressive values.

In its table products portfolio, AGS launches its Pax S single-deck packet shuffler in 2021 for specialty games. Featuring sophisticated and secure card-recognition technology, the Pax S fits into existing table cutouts for ease of installation, and offers

casino operators a new choice for dealing all the most popular proprietary games available today.

AGS also introduces Bonus Spin Xtreme, its anticipated follow-on to the popular Bonus Spin progressive side-bet system, featuring three concentric wheels, the ability to link all table games within a casino and a single shared progressive jackpot.

For more information, visit playags.com.

Soboba Band of Luiseno Indians

SOBOBA CASINO

23333 Soboba Rd.
San Jacinto, CA 92581
Phone: 951-665-1000
Toll Free: 866-4-SOBOBA (76-2622)

www.soboba.com

Casino size: 83,500 sq. ft.
Slots: 2,000
Table Games: 38
GM: John James

Twenty-Nine Palms

Band of Mission Indians

SPOTLIGHT 29 CASINO

46-200 Harrison Place
Coachella, CA 92236
Phone: 760-775-5566
Toll Free: 866-377-6829

www.spotlight29.com

Casino size: 150,000 sq. ft.
Slots: 1,441
Table Games: 15
GM: Ryan Walker

Sycuan Band of Kumeyaay Nation

SYCUAN CASINO RESORT

5469 Casino Way
El Cajon, CA 92019
Phone: 619-445-6002
Toll Free: 800 2SY-CUAN (2826)

www.sycuan.com

Casino size: 150,000 sq. ft.
Slots: 2,800
Table Games: 56
Bingo: 1,246 seats
GM: Robert Cinelli

Table Mountain Rancheria

TABLE MOUNTAIN CASINO



8184 Table Mountain Rd.
Friant, CA 93626
Phone: 559-822-7777
Toll Free: 800-541-3637

www.tmcasino.com

Casino size: 70,000 sq. ft.
Slots: 2,000
Table Games: 33
CEO: John Dinius

Santa Rosa Rancheria

Tachi Yokut Tribe

TACHI PALACE

HOTEL & CASINO

17225 Jersey Ave.
Lemoore, CA 93245
Phone: 559-924-7751
Toll Free: 866-4-PALACE

www.tachipalace.net

Casino size: 140,000 sq. ft.
Slots: 2,104
Table Games: 28
Bingo: 1,200 seats
GM: Bill Davis

United Auburn Indian Community

THUNDER VALLEY CASINO

1200 Athens Ave
Lincoln, CA 95648
Phone: 916-408-7777
Toll Free: 877-468-8777

www.thundervalleyresort.com

Casino size: 144,000 sq. ft.
Slots: 3,430
Table Games: 106
Bingo: 800 seats
GM: Dawn Clayton

Twenty-Nine Palms

Band of Mission Indians

TORTOISE ROCK CASINO

73829 Base Line Rd.
Twentynine Palms, CA 92277
Phone: 877-945-2200

www.tortoiserockcasino.com

Casino size: 30,000 sq. ft.
Slots: 379
Table Games: 16
GM: Ryan Walker

Middletown Rancheria

of Pomo Indians

TWIN PINE CASINO & HOTEL

22223 Hwy. 29 @ Rancheria Rd.
Middletown, CA 95461
Phone: 707-987-0197
Toll Free: 800-564-4872

www.twinpine.com

Casino size: 49,410 sq. ft.
Slots: 523
Table Games: 7
Hotel Rooms: 59
Gaming Ops: James Petty

San Pasqual Band of Mission Indians

VALLEY VIEW CASINO

16300 Nyemii Pass Rd.
Valley Center, CA 92082
Phone: 760-291-5500
Toll Free: 866-843-9946

www.valleyviewcasino.com

Casino size: 113,000 sq. ft.
Slots: 2,000
Table Games: 18
GM: Bruce Howard

Viejas Band of Kumeyaay Indians

VIEJAS CASINO

5000 Willows Rd.
Alpine, CA 91901
Phone: 619-445-5400
Toll Free: 800-847-6537

www.viejas.com

Casino size: 125,000 sq. ft.
Slots: 2,374
Table Games: 50
Bingo: 400 seats
GM: James Wild

Bishop Paiute Tribe

WANAAHA CASINO

2742 N. Sierra Hwy.
Bishop, CA 93514
Phone: 760-873-4150
Toll Free: 888-372-4883 (PAIUTE)

www.paiutepalace.com

Casino size: 16,000 sq. ft.
Slots: 293
Table Games: 2
GM: Gary Murrey

Fort Independence Indian

Community of Paiute Indians

WINNEDUMAH WINN'S CASINO

135 Hwy. 395 North
Fort Independence, CA 93526
Phone: 760-878-2483

www.facebook.com/fortindependencetravelplaza

Casino size: 1,200 sq. ft.
Slots: 75
GM: Jose Duran

Redding Rancheria

WIN-RIVER RESORT & CASINO

2100 Redding Rancheria Rd.
Redding, CA 96001
Phone: 530-243-3377
Toll Free: 800-280-8946

www.winrivercasino.com

Casino size: 80,000 sq. ft.
Slots: 655
Table Games: 13
Bingo: 300 seats
GM: Chris Hart

Tradition meets transformation

For more than 100 years, Wipfli has delivered results that transform. Secure your today and innovate for your tomorrow with our solutions in:

- Casino audit
- Title 31/AML compliance
- CasinoEdge Sage Intacct implementation
- Financial accounting and outsourcing
- Software implementation and consulting
- Cybersecurity
- Casino and hotel construction monitoring

wipfli.com/tribal

WIPFLI

A Sage Intacct Preferred Partner

COLORADO

Class II & III

*Southern Ute Indian Tribe***SKY UTE CASINO RESORT**

14826 Hwy. 172
 Ignacio, CO 81137
 Phone: 970-563-7777
 Toll Free: 888-842-4180
www.skyutecasino.com
 Casino size: 35,000 sq. ft.
 Sky Ute Lodge (140 rooms)
 Slots: 600
 Table Games: 8
 Bingo: 190 seats
 GM: Charley Flagg

*Ute Mountain Ute Tribe***UTE MOUNTAIN CASINO HOTEL**

3 Weeminuche Dr.
 Towaoc, CO 81334
 Phone: 970-565-8800
 Toll Free: 800-258-8007
www.utemountaincasinohotel.com
 Casino size: 45,000 sq. ft.
 Slots: 779
 Table Games: 6
 Bingo: 400 seats
 GM: Rich Scheer

CONNECTICUT

Class II & III

*Mashantucket Pequot Tribal Nation***FOXWOODS RESORT CASINO**

350 Trolley Line Blvd.
 Mashantucket, CT 06338
 Toll Free: 800-369-9663 (FOX-WOODS)
www.foxwoods.com
 Casino size: 340,000 sq. ft.
 Slots: 3,420
 Table Games: 249
 Bingo: 3,600 seats
 President & CEO: Jason Guyot

*Mohegan Tribe of Connecticut***MOHEGAN SUN**

1 Mohegan Sun Blvd.
 Uncasville, CT 06382
 Phone: 860-862-8000
 Toll Free: 888-226-7711
www.mohegansun.com
 Casino size: 350,000 sq. ft.
 Mohegan Sun Hotel (1,600 rooms)
 Slots: 4,000
 Table Games: 275
 President & GM: Jeff Hamilton

FLORIDA

Class II & III

*Micosukee Tribe Indians of Florida***MICCOSUKEE RESORT & GAMING CENTER**

500 SW 177th. Ave.
 Miami, FL 33194
 Phone: 305-222-4600
 Toll Free: 800-741-4600
www.mrg.micosukee.com/gaming
 Casino size: 67,000 sq. ft.
 Micosukee Resort (302 rooms)
 Slots: 2,000
 Bingo: 800 seats
 GM: Karen Whiting

*Seminole Tribe of Florida***SEMINOLE CASINO BRIGHTON**

17735 Reservation Rd. NE
 Okeechobee, FL 34974
 Phone: 863-467-9998
 Toll Free: 800-360-9875
www.seminolebrightoncasino.com
 Casino size: 27,000 sq. ft.
 Slots: 433
 Table Games: 8
 Bingo: 480 seats
 GM: Marty Johns

*Seminole Tribe of Florida***SEMINOLE CASINO COCONUT CREEK**

5550 NW 40th. St.
 Coconut Creek, FL 33073
 Phone: 954-977-6700
 Toll Free: 866-222-2466
www.seminolecoconutcreek-casino.com
 Casino size: 100,000 sq. ft.
 Slots: 2,000
 Table Games: 70
 President: Larry Buck

*Seminole Tribe of Florida***SEMINOLE CLASSIC CASINO**

4150 North State Rd. 7
 Hollywood, FL 33021
 Phone: 954-961-3220
 Toll Free: 866-222-7466
www.seminoleclassiccasinom.com
 Casino size: 50,000 sq. ft.
 Slots: 1,000
 Table Games: 38
 Bingo: 298 Seats
 GM: Edward Aguilar

*Seminole Tribe of Florida***SEMINOLE CASINO HOTEL IMMOKALEE**

506 S. First St.
 Immokalee, FL 34142
 Phone: 941-657-1313
 Toll Free: 800-218-0007
www.seminoleimmokaleecasino.com
 Casino size: 75,600 sq. ft.
 Slots: 1,400
 Table Games: 38
 GM: Tony Alves

*Seminole Tribe of Florida***SEMINOLE HARD ROCK HOTEL & CASINO—HOLLYWOOD**

1 Seminole Way
 Fort Lauderdale, FL 33314
 Toll Free: 866-502-7529
www.seminolehardrockhollywood.com
 Casino size: 140,000 sq. ft.
 Slots: 3,100
 Table Games: 200
 President: Bo Guidry

*Seminole Tribe of Florida***SEMINOLE HARD ROCK HOTEL & CASINO—TAMPA**

5223 N. Orient Rd.
 Tampa, FL 33610
 Phone: 813-627-7625
 Toll Free: 866-762-5463
www.seminolehardrocktampam.com
 Casino size: 245,000 sq. ft.
 Slots: 4,868
 Table Games: 178
 President & GM: Steve Bonner

IDAHO

Class II & III

*Shoshone-Bannock Tribe***BANNOCK PEAK CASINO**

1707 W. County Rd.
 Fort Hall, ID 83204
 Phone: 208-235-1308
 Toll Free: 800-497-4231
www.shobangaming.com
 Casino size: 2,700 sq. ft.
 Slots: 105
 GM: Colista Eagle

*Nez Perce Tribe***CLEARWATER RIVER CASINO**

17500 Nez Perce Hwy.
 Lewiston, ID 83501
 Phone: 208-746-0723
www.crcasino.com
 Casino size: 81,000 sq. ft.
 Slots: 600
 Bingo: 300 seats
 GM: Steve Griffiths

*Coeur d'Alene Tribe***COEUR D'ALENE CASINO RESORT HOTEL**

37914 South Nukwalqw St.
 Worley, ID 83876
 Toll Free: 800-523-2464
www.cdacasino.com
 Casino size: 100,000 sq. ft.
 Video Gaming Machines: nearly 1,200
 Bingo: 800 seats
 CEO: Laura Penney

*Nez Perce Tribe***IT'SE YE-YE BINGO & CASINO**

419 Third St.
 Kamiah, ID 83536
 Phone: 208-935-7955
 Toll Free: 877-678-7423
www.crcasino.com/itse-ye-ye-casino
 Casino size: 5,868 sq. ft.
 Slots: 100
 GM: Steve Griffiths

*Kootenai Tribe***KOOTENAI RIVER INN & CASINO**

7169 Plaza St.
 Bonners Ferry, ID 83805
 Phone: 208-267-8511
 Toll Free: 800-346-5668
www.kootenairiverinn.com
 Casino size: 30,000 sq. ft.
 Slots: 460
 Bingo: 150 seats
 GM: Tom Turpin

*Shoshone Bannock Tribes***SAGE HILL CASINO**

West Hwy. 91
 Blackfoot, ID 83221
 Phone: 208-237-4998
www.shobangaming.com/casinos/sage-hill-bannock-peak
 Slots: 104
 Management: Colista Eagle

*Shoshone-Bannock Tribes***SHOSHONE-BANNOCK CASINO HOTEL**

777 Bannock Trail
 Fort Hall, ID 83203
 Phone: 208-237-8778
 Toll Free: 800-497-4231
www.shobangaming.com
 Casino size: 85,463 sq. ft.
 Slots: 856
 Hotel rooms: 156
 CEO: Colista Eagle

INDIANA

Class I & II

*Pokagon Band of Potawatomi Indians***FOUR WINDS SOUTH BEND CASINO**

3000 Prairie Ave.
 South Bend, IN 46614
 866-494-6371
www.fourwindscasino.com/south-bend
 Casino Size: 140,000 sq. ft.
 Slots: 1,425
 GM: Scott Rice

IOWA

Class II & III

*Omaha Tribe of Nebraska***BLACKBIRD BEND CASINO**

17214 210th St.
 Onawa, IA 51040
 Phone: 712-423-9646
www.blackbirdbend.com
 Casino size: 6,800 sq. ft.
 Slots: 347
 COO: Brad Appleton

*Sac & Fox Tribe of Mississippi in Iowa***MESKWAKI BINGO CASINO HOTEL**

1504 305th St.
 Tama, IA 52339
 Phone: 641-484-2108
 Toll Free: 800-728-4263
www.meskwaki.com
 Casino size: 127,669 sq. ft.
 Meskwaki Hotel (402 rooms)
 Slots: 1,364
 Table Games: 25
 Bingo: 750 seats
 GM: Dirk Whitebreast

*Ponca Tribe of Nebraska***PRAIRIE FLOWER CASINO**

Physical Address: 1031 Ave H,
 Carter Lake IA 51510
 Mailing Address: 1101 Ave H,
 Suite H, Carter Lake IA 51510
 Phone: 888-WIN-MORE (888) 946-6673
www.prairieflowercasino.com
 Casino size: 9,500 sq. ft.
 Slots: 200

*Winnebago Tribe of Nebraska***WINNAVEGAS CASINO RESORT**

1500 330th St.
 Sloan, IA 51055
 Phone: 712-428-9466
 Toll Free: 800-468-9466
www.winnavegas.com
 Casino size: 45,000 sq. ft.
 Slots: 800
 Table Games: 10
 Bingo: 400 seats
 GM: Mayan Beltran

KANSAS

Class II & III

*Wyandotte Tribe of Oklahoma***7TH STREET CASINO**

777 North 7th St. Trafficway
 Kansas City, KS 66101
 Phone: 913-371-3500
www.7th-st.casino.com
 Casino size: 20,000 sq. ft.
 Slots: 587
 GM: Kevin Lein

*Iowa Tribe of Kansas & Nebraska***CASINO WHITE CLOUD**

777 Jackpot Dr.
 White Cloud, KS 66094
 Phone: 785-595-3430
 Toll Free: 877-652-6115
www.casinowhitecloud.org
 Casino size: 21,000 sq. ft.
 Slots: 380
 Bingo: 500 seats
 GM: Mike Frederic

*Wyandotte Tribe of Oklahoma***CROSSWINDS CASINO**

777 Jackpot Way
 Park City, KS 67147
 Phone: 316-347-3429
www.crosswindscasino.com
 Casino size: 20,000 sq. ft.
 Slots: 700
 GM: Kevin Lien

*Kickapoo Tribe in Kansas***GOLDEN EAGLE CASINO**

1121 Goldfinch Dr.
 Horton, KS 66439
 Phone: 785-486-6601
 Toll Free: 888-464-5825
www.goldeneaglecasino.com
 Casino size: 45,000 sq. ft.
 Slots: 590
 Table Games: 8
 Bingo: 368 seats
 GM: Chris Williams

*Prairie Band Potawatomi Nation***PRAIRIE BAND CASINO & RESORT**

12305 150th Rd.
 Mayetta, KS 66509
 Phone: 785-966-7777
 Toll Free: 888-727-4946
www.prairieband.com
 Casino size: 35,000 sq. ft.
 Slots: 1,194
 Table Games: 25
 Bingo: 400 seats
 GM: William Marsh

Sac & Fox Nation of Missouri

SAC & FOX CASINO

1322 US Hwy. 75
Powhattan, KS 66527
Phone: 785-467-8000
Toll Free: 800-990-2946
www.sacandfoxcasino.com
Casino size: 106,000 sq. ft.
Slots: 620
Table Games: 6
GM: Bruce McClure

LOUISIANA

Class II & III

Coushatta Tribe of Louisiana

COUSHATTA CASINO RESORT

777 Coushatta Dr.
Kinder, LA 70648
Phone: 337-738-1370
Toll Free: 800-58-GRAND
www.coushattacasinoresort.com
Casino size: 107,600 sq. ft.
Slots: 2,000
Table Games: 65
Bingo: 350 seats
GM: Scott Sirois

Chitimacha Tribe of Louisiana

CYPRESS BAYOU CASINO

832 Martin Luther King Rd.
Charenton, LA 70523
Phone: 337-923-7284
Toll Free: 800-284-4386
www.cypressbayou.casino
Casino size: 65,000 sq. ft.
Slots: 930
Table Games: 34
Hotel rooms: 102
CEO & GM: Michael Howard

Jena Band of Choctaw Indians

JENA CHOCTAW PINES CASINO

149 Chahta Trail
Dry Prong, LA 71423
Phone: 318-648-7773
Toll Free: 855-638-LUCK
www.choctawpines.com
Casino size: 46,000 sq. ft.
Slots: 710
Table Games: 5
GM: Ray Spera

Tunica-Biloxi Tribe of Louisiana

PARAGON CASINO RESORT

711 Paragon Place
Marksville, LA 71351
Phone: 318-253-1946
Toll Free: 800-946-1946
www.paragoncasinoresort.com
Casino size: 72,120 sq. ft.
Hotel rooms: 531
Slots: 1,095
Table Games: 32
GM: Jody Madigan

MICHIGAN

Class II & III

Bay Mills Indian Community

BAY MILLS RESORT & CASINO

11386 W. Lakeshore Dr.
Brimley, MI 49715
Phone: 906-248-3715
www.baymillscasinos.com
Casino size: 17,000 sq. ft.
Hotel rooms: 143
Slots: 669
Table Games: 10
GM: Richard LeBlanc

Nottawaseppi Huron Band of the Potawatomi

FIREKEEPERS CASINO HOTEL

11177 East Michigan Ave.
Battle Creek, MI 49014
Phone: 269-962-0000
Toll Free: 877-FKC-8777
www.firekeeperscasino.com
Casino size: 107,000 sq. ft.
Slots: 2,900
Table Games: 70
Bingo: 250 seats
CEO: Kathy George

Pokagon Band of Potawatomi Indians

FOUR WINDS DOWAGIAC

587000 M-51 South
Dowagiac, MI 49047
Phone: 866-494-6371
www.fourwindscasino.com/dowagiac
Casino size: 12,000 sq. ft.
Slots: 381
Table Games: 7
GM: Kenneth Antisdell

Pokagon Band of Potawatomi Indians

FOUR WINDS HARTFORD

68600 Red Arrow Hwy.
Hartford, MI 49057
Toll Free: 866-494-6371
www.fourwindscasino.com/hartford
Casino size: 52,000 sq. ft.
Slots: 497
Table Games: 8
GM: Lori White

Pokagon Band of Potawatomi Indians

FOUR WINDS NEW BUFFALO

11111 Wilson Rd.
New Buffalo, MI 49117
Toll Free: 866-494-6371
www.fourwindscasino.com/newbuffalo
Casino size: 130,000 sq. ft.
Hotel rooms: 415
Slots: 2,477
Table Games: 47
COO: Frank Freedman

Gun Lake Band of Potawatomi Indians

GUN LAKE CASINO

1123-129th Ave.
Wayland, MI 49348
Phone: 269-792-7777
www.gunlakecasino.com
Casino size: 156,000 sq. ft.
Slots: 2,200
Table Games: 47
GM: Jose Flores

Hannahville Tribe of Potawatomi Indians

ISLAND RESORT & CASINO

399 Highway 2 West
Harris, MI 49845
Phone: 906-466-2941
Toll Free: 800-682-6040
www.islandresortandcasino.com
Casino size: 50,000 sq. ft.
Slots: 1,145
Table Games: 13
Bingo seats: 200
GM: Tony Mancilla

Sault Ste. Marie Tribe of Chippewa Indians

KEWADIN CASINO—CHRISTMAS



N. 7761 Candy Cane Lane
Christmas, MI 49862
Phone: 906-387-5475
Toll Free: 800-539-2346
www.kewadinchristmas.com
Casino size: 8,416 sq. ft.
Slots: 250
Table Games: 4
CM: Karen Heyrman

Sault Ste. Marie Tribe of Chippewa Indians

KEWADIN CASINO—HESSEL

33995 Three Mile Rd.
Hessel, MI 49745
Phone: 906-484-2903
Toll Free: 800-539-2346
www.kewadin.com/hessel
Casino size: 3,800 sq. ft.
Slots: 130
GM: Tel Fox

Sault Ste. Marie Tribe of Chippewa Indians

KEWADIN CASINO—MANISTIQUE

5630 West US Hwy 2
Manistique, MI 49854
Phone: 906-341-5510
Toll Free: 800-539-2346
www.kewadin.com/manistique
Casino size: 9,900 sq. ft.
Slots: 250
GM: Lisa Fisher

Sault Ste. Marie Tribe of Chippewa Indians

KEWADIN CASINO—SAULT STE. MARIE

2186 Shunk Rd.
Sault Ste. Marie, MI 49783
Phone: 906-632-0530
Toll Free: 800-539-2346
www.kewadinsault.com
Casino size: 39,000 sq. ft.
Slots: 800
Table Games: 13
Bingo: 200 seats
GM: Allen Kerridge

COMPANY PROFILE



Bluberi
An Energetic World of Winning

Backed by more than 25 years of industry experience, Bluberi is an inventive company dedicated to developing and delivering the highest-quality casino gaming experience to players and operators.

The Bluberi team is comprised of seasoned, multi-talented innovators who are focused on bringing gaming to life with entertaining games and high-performing cabinets. Bluberi products are designed to add vitality to gambling and transport players to an energetic world of winning. Bluberi represents the risk-taking spirit of gambling, adding imagination and innovation to everything the company creates.

New ideas are the lifeblood of Bluberi. The company produces, designs, creates and executes gaming experiences that are electric and efficient. Bluberi's research and development acumen is born from decades of experience within the casino industry and in-depth knowledge of multiple gaming environments. The Bluberi team strives to create procedures and processes that will make everything easier for customers, while consistently elevating the level of technology and vibrancy in games and cabinets.

In 2021, Bluberi will introduce a number of new cabinets to house its growing library of high-performing games. The experienced team is building upon the success of recent titles such as Waves of Fortune and Mammoth Legend. In addition, Bluberi has partnered with the team at bZillions to create something truly unique and establish a new niche on the casino floor.

In addition to new slot products, Bluberi is focused on pursuing licenses and partnering with tribes in new jurisdictions across the country. The company is committed to creating unique titles for both Class II and Class III casinos, ensuring operators in both markets will have a complete library of Bluberi titles, designed specifically for their players.

For more information, visit bluberi.com,



Sault Ste. Marie Tribe of Chippewa Indians
KEWADIN CASINO—ST. IGNACE



3015 Mackinac Trail
St. Ignace, MI 49781
Phone: 906-643-7071
Toll Free: 800-539-2346
www.kewadin.com/st.ignace
Casino size: 40,000 sq. ft.
Slots: 700
Table Games: 14
GM: Steve Sprecker

Bay Mills Indian Community
KINGS CLUB CASINO
12140 W. Lakeshore Dr.
Brimley, MI 49715
Phone: 906-248-3715
Toll Free: 888-422-9645
www.baymillscasinos.com
Casino size: 7,400 sq. ft.
Slots: 210
GM: Richard Leblanc

Grand Traverse Band of Ottawa/Chippewa Indians
LEELANAU SANDS CASINO & LODGE
2521 NW Bayshore Dr.
Peshawbestown, MI 49682
Phone: 231-534-8100
Toll Free: 800-922-2WIN
www.leelanausandscasino.com
Casino size: 25,980 sq. ft.
Slots: 330
Table Games: 8
Bingo: 200 seats
GM: Jesse Ward

Little River Band of Ottawa Indians
LITTLE RIVER CASINO RESORT



2700 Orchard Hwy.
Manistee, MI 49660
Phone: 231-723-1535
Toll Free: 888-568-2244
www.lrcr.com
Casino size: 44,000 sq. ft.
Slots: 1,350
Table Games: 28
Hotel rooms: 292
GM: Andrew Gentile

Lac Vieux Desert Band of Lake Superior Chippewa
NORTHERN WATERS CASINO RESORT
5384 Hwy. 45 North
Watersmeet, MI 49969
Phone: 906-358-4226
Toll Free: 800-583-4785
www.northernwaterscasino.com
Casino size: 25,000 sq. ft.
Slots: 502
Table Games: 3
GM: Michael Broderick

Little Traverse Bay Band of Odawa Indians
ODAWA CASINO MACKINAW
1080 South Nicolet St.
Mackinaw City, MI 49701
Phone: 231-439-6100
www.odawacasino.com
Casino size: 5,000 sq. ft.
Slots: 240
GM: Eric McLester

Little Traverse Bay Band of Odawa Indians
ODAWA CASINO RESORT
1760 Lears Rd.
Petoskey, MI 49770
Phone: 231-439-6100
Toll Free: 877-442-6464
www.odawacasino.com
Casino size: 33,000 sq. ft.
Slots: 1,100
Table Games: 23
Hotel rooms: 137
GM: Eric McLester

Saginaw Chippewa Indian Tribe
SOARING EAGLE CASINO & RESORT
6800 Soaring Eagle Blvd.
Mt. Pleasant, MI 48858
Phone: 989-775-7777
Toll Free: 888-732-4537
www.soaringeaglecasino.com
Casino size: 210,000 sq. ft.
Hotel rooms: 759
Slots: 3,000
Table Games: 50
Bingo: 500 seats
CEO: Mike Bean

Saginaw Chippewa Indian Tribe
SOARING EAGLE SLOT PALACE
7566 Ogemaw Dr.
Mt. Pleasant, MI 48858
Phone: 989-775-7777
Toll Free: 888-732-4537
www.soaringeaglecasino.com
Slots: 581
CEO: Mike Bean

Grand Traverse Band of Ottawa/Chippewa Indians
TURTLE CREEK CASINO & HOTEL
7741 M-72 East
Williamsburg, MI 49690
Phone: 231-534-8888
Toll Free: 800-777-8946
www.turtlecreekcasinomn.com
Casino size: 74,000 sq. ft.
Slots: 1,112
Table Games: 24
Hotel rooms: 137
GM: Johnny Barrientoz

MINNESOTA
Class II & III
Fond Du Lac Band of Lake Superior Chippewa
BLACK BEAR CASINO RESORT
1785 Hwy. 210
Carlton, MN 55718
Phone: 218-878-2327
Toll Free: 888-771-0777
www.blackbearcasinoresort.com
Casino size: 88,000 sq. ft.
Hotel rooms: 408
Slots: 1,800
Table Games: 16
Bingo: 550 seats
GM: Dan LaPrairie

Leech Lake Band of Ojibwe
CEDAR LAKES CASINO HOTEL
6268 Upper Cass Frontage Rd.
NW
Cass Lake, MN 56633
Phone: 844-554-2646
www.cedarlakescasino.com
Slots: 650
Table Games: 4
GM: Richard Jones

Keweenaw Bay Indian Community
OJIBWA CASINO—BARAGA
16449 Michigan Ave.
Baraga, MI 49908
Phone: 906-353-6333
Toll Free: 800-323-8045
www.ojibwacasino.com
Casino size: 17,000 sq. ft.
Ojibwa Hotel (92 rooms)
Slots: 340
Table Games: 6
GM: Don Wren

Keweenaw Bay Indian Community
OJIBWA CASINO—MARQUETTE
200 Zhooniya MiiKana Trail
Marquette, MI 49855
Phone: 906-249-4200
Toll Free: 888-560-9905
www.ojibwacasino.com
Casino size: 13,500 sq. ft.
Gaming Machines: 500
Table Games: 8
GM: Don Wren

Saginaw Chippewa Indian Tribe
SAGANING EAGLES LANDING CASINO
2690 Worth Rd.
Standish, MI 48658
Toll Free: 888-732-4537
www.saganing-eagleslanding.com
Casino size: 39,000 sq. ft.
Slots: 889
GM: Bob Van Wert

Fond Du Lac Band of Lake Superior Chippewa
FOND-DU-LUTH CASINO
129 E. Superior St.
Duluth, MN 55802
Phone: 218-720-5100
Toll Free: 800-873-0280
www.fondduluthcasino.com
Casino size: 20,000 sq. ft.
Slots: 692
Table Games: 4
GM: Maurice Ojibway

Bois Forte Band of Chippewa
FORTUNE BAY RESORT CASINO
1430 Bois Forte Rd.
Tower, MN 55790
Phone: 218-753-6400
Toll Free: 800-992-PLAY
www.fortunebay.com
Casino size: 50,000 sq. ft.
Slots: 550
Table Games: 10
Hotel rooms: 173
GM: Jenna Lehti

Mille Lacs Band of Ojibwe
GRAND CASINO HINCKLEY
777 Lady Luck Dr. Hwy. 48
Hinckley, MN 55037
Phone: 320-384-7777
Toll Free: 800-472-6321
www.grandcasinosmn.com
Casino size: 68,000 sq. ft.
Slots: 2,200
Table Games: 30
Bingo: 330 seats
Hotel rooms: 868
GM: Brad Kauk

Mille Lacs Band of Ojibwe
GRAND CASINO MILLE LACS
777 Grand Ave.
Onamia, MN 56359
Toll Free: 800-626-LUCK
www.grandcasinosmn.com
Casino size: 68,000 sq. ft.
Slots: 1,770
Table Games: 22
Bingo: 288 seats
Hotel rooms: 563
GM: Tracy Sam

Grand Portage Band of Lake Superior Chippewa
GRAND PORTAGE LODGE & CASINO



70 Casino Dr.
Grand Portage, MN 55605
Phone: 218-475-2401
Toll Free: 800-543-1384
www.grandportage.com
Casino size: 15,268 sq. ft.
Slots: 450
Table Games: 4
Hotel rooms: 95
GM: Brian Sherburne

COMPANY PROFILE

EVERI

Reimagining the Gaming Experience

Everi's mission is to be the industry leader by reimagining the gaming experience.

Focused on player engagement and assisting casino customers to operate more efficiently, the company develops entertaining game content and gaming machines, gaming systems and services for land-based and iGaming operators.

Everi also is the preeminent provider of trusted financial technology solutions that power the casino floor while improving operational efficiencies and fulfilling regulatory compliance requirements. This includes products and services that facilitate convenient and secure cash and cashless financial transactions, self-service player loyalty tools and applications, and regulatory and intelligence software.

For more information, visit everi.com, which is updated regularly with financial and other information about the company.



Lower Sioux Indian Community

JACKPOT JUNCTION CASINO HOTEL
39375 County Hwy. 24
Morton, MN 56270
Phone: 507-697-8000
Toll Free: 800-946-2274
www.jackpotjunction.com
Casino size: 46,520 sq. ft.
Slots: 1,200
Table Games: 24
Bingo: 225 seats
Hotel rooms: 367
GM: Brian Pendleton

Shakopee Mdewakanton Sioux
LITTLE SIX CASINO



2354 Sioux Trail Northwest
Prior Lake, MN 55372
Phone: 952-445-6000
Toll Free: 800-LITTLE6
www.littlesixcasino.com
Casino size: 25,000 sq. ft.
Slots: 760
Table Games: 8
GM: Don Damond

Shakopee Mdewakanton Sioux
MYSTIC LAKE CASINO HOTEL
2400 Mystic Lake Blvd.
Prior Lake, MN 55372
Toll-Free: 800-262-7799
www.mysticlake.com
Casino size: 320,000 sq. ft.
Slots: 3,750
Table Games: 78
Bingo: 490 seats
Hotel rooms: 766
President & CEO: Angela Heikes
VP of Operations/GM:
Tom Polusny

Leech Lake Band of Ojibwe
NORTHERN LIGHTS CASINO HOTEL
6800 Y Frontage Rd. NW
Walker, MN 56484
Phone: 218-547-2744
Toll Free: 800-252-PLAY
www.northernlightscasino.com
Casino size: 40,000 sq. ft.
Slots: 900
Table Games: 7
Hotel rooms: 105
GM: Joe Jackson

Upper Sioux Tribe
PRAIRIES EDGE CASINO RESORT
5616 Prairies Edge Ln.
Granite Falls, MN 56241
Phone: 320-564-2121
www.prairiedgecasino.com
Casino size: 52,000 sq. ft.
Slots: 1,014
Table Games: 8
Hotel rooms: 166
GM: Barry Joannides

Red Lake Band of Chippewa Indians
SEVEN CLANS CASINO RED LAKE
10200 Hwy. 89
Red Lake, MN 56671
Phone: 218-679-2500
Toll Free: 888-679-2501
www.sevenclanscasino.com
Slots: 311
GM: Roxanne Brun

Red Lake Band of Chippewa Indians
SEVEN CLANS CASINO THIEF RIVER FALLS
20595 Center St. E
Thief River Falls, MN 56701
Phone: 218-681-4062
Toll Free: 800-881-0712
www.sevenclanscasino.com
Casino size: 19,222 sq. ft.
Slots: 665
Table Games: 4
GM: Frank Cornelius

Red Lake Band of Chippewa Indians
SEVEN CLANS CASINO WARROAD



34966 605th Ave
Warroad, MN 56763
Phone: 218-386-3381
Toll Free: 800-815-8293
www.sevenclanscasino.com
Slots: 588
Table Games: 4
GM: Tammy Cloud

White Earth of Chippewa Indians
SHOOTING STAR CASINO - BAGLEY
13325 340th St.
Bagley, MN 56621
Toll Free: 800-453-7827
www.starcasino.com/bagley-home
Casino size: 21,227 sq. ft.
Slots: 174
GM: William Marsh

White Earth of Chippewa Indians
SHOOTING STAR CASINO HOTEL
777 SE Casino Rd.
Mahnomon, MN 56557
Phone: 218-935-2711
Toll Free: 800-453-7827
www.starcasino.com
Casino size: 72,000 sq. ft.
Slots: 975
Bingo: 365 seats
GM: William Marsh

Prairie Island Indian Community
TREASURE ISLAND RESORT & CASINO
5734 Sturgeon Lake Rd.
Welch, MN 55089
Phone: 651-388-6300
Toll Free: 800-222-7077
www.ticasino.com
Casino size: 150,000 sq. ft.
Slots: 2,200
Table Games: 44
Bingo: 500 seats
GM: Mike Heavner

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Leech Lake Band of Ojibwe

WHITE OAK CASINO
45830 US Hwy. 2
Deer River, MN 56636
Phone: 218-246-9600
Toll Free: 800-653-2412
www.whiteoakcasino.com
Casino size: 15,480 sq. ft.
Slots: 360
Table Games: 4
GM: Derek Jackson

MISSISSIPPI

Class II & III
Mississippi Band of Choctaw Indians
BOK HOMA CASINO
1 Choctaw Rd.
Heidelberg, MS 39350
Toll Free: 866-447-3275
www.bokhomacasinom.com
Casino size: 27,000 sq. ft.
Slots: 719
Table Games: 12
President & CEO:
William Johnson

Mississippi Band of Choctaw Indians

GOLDEN MOON HOTEL & CASINO
13541 Hwy. 16 West
Philadelphia, MS 39350
Phone: 601-650-1234
Toll Free: 866-447-3275
www.pearlriverresort.com/our-resort/silver-star-en.html
Casino size: 70,000 sq. ft.
Slots: 1,145
Table Games: 25
Hotel rooms: 595
President & CEO:
William Johnson

Mississippi Band of Choctaw Indians

SILVER STAR HOTEL & CASINO
13541 Hwy. 16 West
Philadelphia, MS 39350
Phone: 601-650-1234
Toll Free: 866-44-PEARL
www.pearlriverresort.com
Casino size: 90,000 sq. ft.
Slots: 1,298
Table Games: 44
President & CEO:
William Johnson

MONTANA

Class II & III
Northern Cheyenne Tribe
CHARGING HORSE CASINO & BINGO
Hwy. 212
Lame Deer, MT 59043
Phone: 406-477-6677
Casino size: 19,000 sq. ft.
Slots: 133
Bingo: 500 seats
GM: Curtis Elkshoulder

Fort Belknap Indian Community

FORT BELKNAP CASINO
104 Assiniboine Ave.
Harlem, MT 59526
Phone: 406-353-2235
www.fortbelknappcasino.com
Slots: 150
GM: Robert Williams Jr.

Blackfeet Tribe, Siyeh Development Corporation

GLACIER PEAKS HOTEL & CASINO
46 Museum Loop
Browning, MT 59417
Phone: 406-338-CASH
Toll Free: 877-238-9946
www.glacierpeakscasino.com
Casino Size: 33,000 sq. ft.
Slots: 302
Bingo: 150 seats
CEO & GM: Dennis Fitzpatrick

Confederated Salish & Kootenai Tribes

GRAY WOLF PEAK CASINO
20819 Hwy. 93 North
Missoula, MT 59808
Phone: 406-726-3778
www.graywolfpeakcasino.com
Casino Size: 10,000 sq. ft.
Slots: 325
CEO: Bryon Miller

Confederated Salish & Kootenai Tribes

KWATAQNUK RESORT & CASINO
49708 US Hwy. 93 East
Polson, MT 59860
Phone: 406-883-3636
www.kwataqnuq.com
Casino size: 10,650 sq. ft.
Slots: 227
CEO: Byron Miller

Chippewa-Cree Indians of the Rocky Boy's Reservation

NORTHERN WINZ HOTEL & CASINO
11275 US Hwy. 87
Box Elder, MT 59521
Phone: 406-395-5420
Toll Free: 866-910-9469
www.northernwinzcasino.com
Casino size: 20,000 sq. ft.
Slots: 202
Bingo: 100 seats
GM: Raymond Parker

Assiniboine and Sioux Tribes of the Fort Peck Indian Reservation

SILVER WOLF CASINO
300 Hwy. 25 East
Wolf Point, MT 59201
Phone: 406-653-3476
www.facebook.com/SilverWolf-Casino
Casino size: 12,000 sq. ft.
Slots: 110
Bingo: 200 seats
GM: Gary Clark

NEBRASKA

Class II
Winnebago Tribe of Nebraska
IRON HORSE BAR & CASINO
1106 S. Main St.
Emerson, NE 68733
Phone: 402-695-0180
www.winnebago casinos.com
Casino size: 2,000 sq. ft.
Gaming Machines: 98
CEO: Brian Chamberlain

Santee Sioux Nation of Nebraska

OHIYA CASINO
52946 Hwy. 12, Suite #2
Niobrara, NE 68760
Phone: 402-857-3860
www.ohiyacasino.com
Casino size: 35,000 sq. ft.
Slots: 368
GM: Thelma Thomas

Rosebud Sioux Tribe

ROSEBUD CASINO
30421 US Hwy. 83
Valentine, NE 69201
Phone: 605-378-3800
Toll Free: 800-786-7673
www.rosebudcasino.com
Casino size: 10,500 sq. ft.
Slots: 250
Table Games: 4
Bingo: 300 seats
GM: Kelly Turney

NEVADA

Class II & III
Fort Mojave Indian Tribe
AVI RESORT & CASINO



10000 Aha Macav Pkwy.
Laughlin, NV 89029
Phone: 702-535-5555
Toll Free: 800-430-0721
www.avicasino.com
Casino size: 65,000 sq. ft.
Slots: 780
Table Games: 14
Bingo: 200 seats
Hotel rooms: 253
GM: Brian Cook

Moapa Band of Paiute

MOAPA TRAVEL PLAZA
I-15, Exit 75 Valley of Fire
Moapa, NV 89025
Phone: 702-864-2600
www.moapatravelplaza.com
Casino size: 2,500 sq. ft.
Slots: 88
GM: Shirley Anderson

Poarch Band of Creek Indians, Washoe Tribe of Nevada and California

WA SHE SHU CASINO
1003 U.S. Hwy. 395 N
Gardnerville, NV 89410
Phone: 775-499-1260
www.washeshucasino.com
Casino Size: 4,600 sq. ft.
Slots: 130
GM: Amy Wasilewski

COMPANY PROFILE**GAN****Universal Platform + Patented Process = Results**

GAN leverages its experience and expertise developed online with leading global and U.S. internet gambling operators. GAN's universal platform and patented process deliver a competitive advantage, resulting in higher conversion rates, better payment processing success rates, flexible choice of integrated sports betting modules, mature and fully featured internet casino (simulated or real money) and the proven ability to deliver truly integrated convergence to leverage casino operators' on-property rewards programs.



GAN is the leading platform with major clients of real-money internet gambling, including FanDuel, Ocean Casino & Resort, JACK Entertainment, Wynn and Churchill Downs Inc. GAN also offers a U.S. market-leading B2B social casino solution branded as Simulated Gaming, which leverages existing casino reward programs to offer casino patrons a social casino experience, designed to generate incremental online revenue and drive visits to on-property venues. Native American operator clients of Simulated Gaming include San Manuel, Chickasaw Nation, Agua Caliente, Snoqualmie, Oneida Nation and most recently Seneca Gaming Corp.

GAN's proprietary compliance program and continuous global monitoring system ensure an operator can move online with a trusted and proven technology platform, U.S.-patented framework and reputable specialist teams.

Additionally, GAN provides first-class managed services for marketing (customer acquisition and retention) and customer service. Operators seeking a fully managed online gambling solution or looking to augment existing customer service and marketing programs can rely on GAN's dedicated operational services teams, which have the local and global experience to support those needs. GAN has a best-in-breed platform with a demonstrable track record of operating across multiple states, designed to ensure success of casino operator partners.

With live operations in New Jersey, Pennsylvania, Nevada, California, Michigan, Tennessee and coming soon to Ohio, Colorado and Virginia, GAN is poised to bring many of America's casinos online utilizing the enterprise technology system deployed in 2002.

To support the company mission, GAN publicly listed its shares on the NASDAQ stock exchange in May 2020 (NASDAQ: GAN), raising more than \$60 million in expansion capital to cement GAN's market position as a leading player in the fast-growing U.S. internet gambling market. More recently, GAN acquired Vincent Group PLC (Coolbet), a European B2C gambling provider, on January 4, 2021. GAN also is bringing Coolbet's sports engine technology to the U.S. to complement GAN's B2B platform suite of services.

For more information, visit gan.com.



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NEW MEXICO

Class II & III

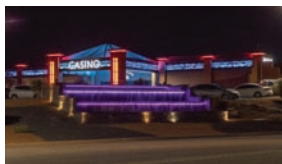
Jicarilla Apache Nation

APACHE NUGGET CASINO

US Hwy. 550 & US Hwy. 537
Cuba, NM 87013
Phone: 505-289-2484
www.apachenugget.com
Casino size: 5,000 sq. ft.
Slots: 110
GM: Baltazar Madrid

Pueblo of San Felipe

BLACK MESA CASINO



25 Hagen Rd.
San Felipe Pueblo, NM 87001
Phone: 505-867-6700
Toll Free: 1-833-867-6700
www.blackmesacasino.com
Casino size: 22,000 sq. ft.
Slots: 650
GM: Steven Penhall

Pueblo of Pojoaque

BUFFALO THUNDER RESORT AND CASINO

30 Buffalo Thunder Trail
Santa Fe, NM 87506
Phone: 877-848-6337
www.hiltonbuffalothunder.com
Casino size: 61,000 sq. ft.
Slots: 1,200
Table Games: 11
Hotel rooms: 393
GM: Rick Newman

Mescalero Apache Tribe

CASINO APACHE
25845 US Hwy. 70
Mescalero, NM 88340
Phone: 575-464-7059
Toll Free: 800-545-9011
www.casinoapachetravelcenter.com
Casino size: 34,700 sq. ft.
Slots: 440
Table Games: 7
COO: Frizzell Frizzell, Jr.

Navajo Nation

NORTHERN EDGE CASINO
2752 Navajo Route 36
Fruitland, NM 87416
Phone: 505-960-7000
Toll Free: 877-241-7777
www.northernedgecasino.com
Casino size: 86,000 sq. ft.
Gaming Machines: 749
Table Games: 10
Interim GM: Clifford Ehrlich

Pueblo of San Juan

OHKAY CASINO RESORT HOTEL
68 New Mexico 291 Ohkay
Owinge, NM 87566
Phone: 505-747-1668
Toll Free: 877-747-1668
www.ohkay.com
Casino size: 30,000 sq. ft.
Slots: 549
Hotel rooms: 101
GM: Peter Trujillo

Pueblo of Laguna

ROUTE 66 CASINO
14500 Central Ave. SW
Albuquerque, NM 87121
Phone: 505-352-7866
Toll Free: 866-352-7866
www.rt66casino.com
Casino Size: 50,000 sq. ft.
Slots: 1,124
Table Games: 24
Bingo: 600 seats
Hotel rooms: 154
GM: Adrian Fox

Pueblo of Sandia

SANDIA RESORT & CASINO
30 Rainbow Rd. NE
Albuquerque, NM 87113
Phone: 505-796-7500
Toll Free: 800-526-9366
www.sandiacasino.com
Casino size: 140,000 sq. ft.
Slots: 1,774
Table Games: 29
Bingo: 450 seats
Hotel rooms: 228
GM: Lyn Baxter

Pueblo of Santa Ana

SANTA ANA STAR CASINO
54 Jemez Canyon Dam Rd.
Santa Ana Pueblo, NM 87004
Phone: 505-867-0000
www.santaanastar.com
Casino size: 70,390 sq. ft.
Slots: 1,600
Table Games: 15
Hotel rooms: 204
GM: John Cirrione

Santa Clara Pueblo

SANTA CLARA HOTEL CASINO
460 N. Riverside Dr.
Española, NM 87532
Phone: 505-367-4500
Toll Free: 866-BIG-ROCK
www.santaclaran.com
Casino size: 36,000 sq. ft.
Slots: 659
Table Games: 5
Hotel rooms: 122
CEO: Elijah Baca

Pueblo of Pojoaque

CITIES OF GOLD CASINO
10-B Cities of Gold Rd.
Santa Fe, NM 87506
Phone: 505-455-3313
Toll Free: 800-455-3313
www.citiesofgold.com
Casino size: 40,000 sq. ft.
Slots: 506
Bingo: 300 seats
Hotel rooms: 124
GM: Rick Newman

Navajo Nation

FIRE ROCK NAVAJO CASINO
249 Route 118 East
Church Rock, NM 87311
Phone: 505-905-7100
Toll Free: 866-941-2444
www.firerockcasino.com
Casino size 64,000 sq. ft.
Slots: 898
Table Games: 7
Bingo: 400 seats
GM: Gloria West

Navajo Nation

FLOWING WATER NAVAJO CASINO
2710 US Hwy. 64
Waterflow, NM 87421
Phone: 505-368-2300
www.flowingwaternavajocasino.com
Casino size: 11,000 sq. ft.
Gaming Machines: 136
GM: Patrick Browne

Mescalero Apache Tribe

INN OF THE MOUNTAIN GODS RESORT & CASINO
287 Carrizo Canyon Rd.
Route 4,
Mescalero, NM 88340
Phone: 575-464-7059
www.innofthemountaingods.com
Inn of the Mountain Gods (273 rooms)
Casino size: 38,000 sq. ft.
Slots: 640
Table Games: 24
GM & COO: Frizzell Frizzell, Jr.

Pueblo of Isleta

ISLETA RESORT & CASINO
11000 Broadway Blvd. South-east
Albuquerque, NM 87105
Phone: 505-724-3800
www.isleta.com
Casino size: 100,000 sq. ft.
Slots: 1,799
Table Games: 24
Bingo: 128 seats
Hotel rooms: 201
CEO: Harold Baugus

COMPANY PROFILE

Gaming Arts

Reinventing The Casino Floor

Gaming Arts LLC is a privately owned end-to-end gaming technology provider of electronic gaming machines, bingo, keno and interactive casino promotional systems.

Long known as the world leader in bingo and keno games and technologies, Gaming Arts has expanded its focus to reinventing the casino floor with an extensive library of groundbreaking video reels. Its tireless commitment to innovation and performance and its "Fun for the Gambler" attitude is the driving force behind Gaming Arts' unrivaled creativity, resulting in the fastest and largest-scale slot launch by a newcomer in the history of gaming.

In the EGM space, Gaming Arts continues to build a powerful portfolio of slot games that are far from ordinary. Its inaugural collection of video reels, including the Pop'N Pays and Da Fa Ba series, the patented Dice Seeker series and the Casino Wizard suite of video table games, are being enjoyed by players across the country.

The company also successfully launched Inferno Wheel and Hamster Libre, the first patent-pending persistent wheel games featuring the HaloTop Wheel Topper. Gaming Arts' new vertical cabinet, the VertX Grand, will launch in summer 2021. This exciting and sleek new cabinet with a beautiful 49-inch crystal-clear portrait display will have an amazing library all its own.

Gaming Arts' investment in the game development and design space is a testament to its commitment to providing an exceptional library of innovative slots for tribal and commercial customers that players love and that help increase an operator's bottom line.

On the bingo and keno side, the company boasts an incredible portfolio of games with fully customizable pay tables designed to support life-changing jackpots by assuming all of the risks and responsibilities associated with jackpot payouts.

For bingo operations, Gaming Arts has developed an enormous suite of bingo SuperGames including Bingo Millions. These games, coupled with technological advances such as the proprietary Super Win Bingo computerized game system, are changing the future of bingo.

For keno operations, the company is the leader in the design and production of keno games and technology, including the industry-leading Optima Keno System, installed across the U.S. and Asia, and KenoCloud.com, which gives players online, on-the-go access to view keno game results at their leisure.

Gaming Arts holds gaming licenses in nearly 130 jurisdictions, including North America, Latin America, the Pacific Rim and South Africa.

For more information, visit GamingArts.com or call (702) 818-8943.



Pueblo of Acoma

SKY CITY CASINO HOTEL
I-140 Exit 102
Acoma, NM 87034
Phone: 505-552-6017
Toll Free: 888-759-2489
www.skycity.com
Casino size: 64,000 sq. ft.
Slots: 629
Table Games: 7
Bingo: 500 seats
Hotel rooms: 132
GM: David Baumgartner

Taos Pueblo

TAOS MOUNTAIN CASINO
700 Veterans Hwy.
Taos, NM 87571
Phone: 575-737-0777
Toll Free: 888-WIN-TAOS
www.taosmountaincasino.com
Casino size: 10,000 sq. ft.
Slots: 218
GM: Jennifer Welty

Pueblo of Tesuque

TESUQUE CASINO
7 Tesuque Rd.
Santa Fe, NM 87506
Phone: 505-984-8414
Toll Free: 800-462-2635
www.tesuquecasino.com
Casino size: 70,000 sq. ft.
Slots: 800
Table Games: 10
GM: Richard Williams

Jicarilla Apache Nation

WILDHORSE CASINO & HOTEL
13603 US Hwy. 64
Dulce, NM 87529
Phone: 505-759-3663
www.wildhorsecasinoandhotel.com
Casino size: 8,872 sq. ft.
Slots: 159
GM: Baltazar Madrid

NEW YORK

Class II & III
St. Regis Mohawk Nation
AKWESASNE MOHAWK CASINO
873 State Route 37
Hogansburg, NY 13655
Phone: 518-358-2222
Toll Free: 888-622-1155
www.mohawkcasino.com
Casino Size: 52,500 sq. ft.
Slots: 1,548
Table Games: 28
Bingo: 450 seats
GM: Todd Papineau

Oneida Indian Nation of New York

POINT PLACE CASINO
Route 31
Bridgeport, NY 13030
www.pointplacecasino.com
Casino Size: 65,000 sq. ft.
Slots: 571
Table Games: 20
GM: Lynn Segars

Seneca Nation

SENECA ALLEGANY CASINO & HOTEL
777 Seneca Allegany Blvd.
Salamanca, NY 14779
Phone: 716-945-3200
Toll Free: 877-553-9500
www.senecaalleganycasino.com
Casino size: 68,300 sq. ft.
Slots: 1,700
Table Games: 31
GM: Linda Hitchcock

Seneca Nation

SENECA BUFFALO CREEK CASINO
1 Fulton St.
Buffalo, NY 14201
www.senecabuffalocreekcasino.com
Phone: 716-299-1100
Toll Free: 877-873-6322
Casino size: 67,000 sq. ft.
Slots: 1,100
Table Games: 30
GM: Patrick Bassney

Seneca Nation

SENECA GAMING AND ENTERTAINMENT-IRVING
11099 Erie St.
Irving, NY 14081
Phone: 716-549-4389
Toll Free: 800-421-2464
www.senecagames.com/irving.html
Casino size: 40,000 sq. ft.
Slots: 666
Bingo: 650 seats
GM: Steve Schindler

Seneca Nation

SENECA GAMING AND ENTERTAINMENT-OIL SPRING
5374 West Shore Rd.
Cuba, NY 14727
Phone: 716-780-8787
www.senecagames.com/oil-spring
Casino size: 4,950 sq. ft.
Slots: 116
Interim GM: Jamie Pierce

Seneca Nation

SENECA GAMING AND ENTERTAINMENT—SALAMANCA
768 Broad St.
Salamanca, NY 14779
Phone: 716-945-4080
Toll Free: 877-860-5130
www.senecagames.com/salamanca.html
Casino size: 15,000 sq. ft.
Slots: 361
Bingo: 455 seats
Interim GM: Jamie Pierce

Seneca Nation

SENECA NIAGARA RESORT & CASINO
310 Fourth St.
Niagara Falls, NY 14303
Phone: 716-299-1099
Toll Free: 877-873-6322
www.senecaniagaracasino.com
Casino size: 147,000 sq. ft.
Slots: 3,500
Table Games: 100
Hotel rooms: 604
GM: Patrick Basney

Oneida Indian Nation

TURNING STONE RESORT CASINO
5218 Patrick Rd.
Verona, NY 13478
Phone: 315-361-7711
Toll Free: 800-771-7711
www.turningstone.com
Casino size: 125,000 sq. ft.
Slots: 2,000
Table Games: 98
Bingo: 1,400 seats
Hotel rooms: 790
GM: Ray Halbritter

Oneida Indian Nation

YELLOW BRICK RD. CASINO
800 Genesee St.
Chittenango, NY 13037
Phone: 315-366-9400
www.yellowbrickroadcasino.com
Casino Size: 67,000 sq. ft.
Slots: 494
Table Games: 14
GM: Lynn Segars

NORTH CAROLINA

Class II & III
Eastern Band of Cherokee Indians
HARRAH'S CHEROKEE CASINO & HOTEL



777 Casino Dr.
Cherokee, NC 28719
Phone: 828-497-7777
Toll Free: 800-427-7247
www.caesars.com/harrahs-chokeke.com
Slots: 3,100
Table Games: 100
Hotel rooms: 1,108
SVP & GM: Brooks Robinson

Eastern Band of Cherokee Indians

HARRAH'S CHEROKEE VALLEY RIVER CASINO & HOTEL
777 Casino Parkway
Murphy, NC 28906
Phone: 828-422-7777
www.caesars.com/harrahs-chokeke-valley-river
Casino Size: 50,000 sq. ft.
Slots: 1,050
Table Games: 64
Hotel rooms: 300
GM: Lumpy Lambert

NORTH DAKOTA

Class II & III
Mandan, Hidatsa & Arikara Nation
4 BEARS CASINO & LODGE
202 Frontage Rd.
New Town, ND 58763
Phone: 701-627-4018
Toll Free: 800-294-5454
www.4bearscasino.com
Casino size: 120,000 sq. ft.
Slots: 750
Table Games: 10
Hotel rooms: 220
COO: Scott Wilson

Sisseton-Wahpeton Oyate

DAKOTA MAGIC CASINO & HOTEL
16849 102nd St. SE
Hankinson, ND 58041
Phone: 701-634-3201
Toll Free: 800-325-6825
www.dakotamagic.com
Casino size: 95,175 sq. ft.
Slots: 847
Table Games: 9
Hotel rooms: 160
GM: Wanda Varns

Turtle Mountain Band of Chippewa Indians

GRAND TREASURE CASINO
4418 147th Ave. NW
Trenton, ND 58553
Phone: 701-572-2690
Casino size: 5,000 sq. ft.
Slots: 419
GM: Ray Trotter

Standing Rock Sioux Tribe

PRAIRIE KNIGHTS CASINO & RESORT
7932 Hwy. 24
Fort Yates, ND 58538
Phone: 701-854-7777
Toll Free: 800-425-8277
www.prairieknights.com
Casino size: 46,500 sq. ft.
Slots: 729
Table Games: 7
Hotel rooms: 200
GM: Everett Iron Eyes Jr.

Turtle Mountain Band of Chippewa

SKY DANCER CASINO & RESORT
3965 Sky Dancer Way North East
Belcourt, ND 58316
Phone: 701-244-2412
Toll Free: 866-244-9467
www.skydancercasino.com
Casino size: 37,000 sq. ft.
Slots: 730
Table Games: 8
Bingo: 500 seats
Hotel rooms: 194
GM: Randy Burnel

Spirit Lake Sioux Tribe

SPIRIT LAKE CASINO & RESORT
7889 Hwy. 57 South
St. Michael, ND 58370
Phone: 701-766-4747
Toll Free: 800-946-8238
www.spiritlakecasino.com
Casino size: 49,000 sq. ft.
Slots: 641
Table Games: 7
Bingo: 500 seats
Hotel rooms: 124
GM: Paul Matheny

OKLAHOMA

Class II & III
Otoe-Missouria Tribe of Oklahoma
7 CLANS FIRST COUNCIL CASINO HOTEL
12875 North Hwy. 77
Newkirk, OK 74647
Phone: 580-448-3015
www.sevenclans.com/first-council-casino-hotel
Slots: 1,160
GM: Jim Grant

Otoe Missouria Tribe of Oklahoma

7 CLANS PARADISE CASINO
7500 Hwy. 177
Red Rock, OK 74651
Phone: 866-723-4005
Toll Free: 866-723-4005
www.sevenclans.com/paradise-casino
Casino size: 30,000 sq. ft.
Slots: 432
Table Games: 6
GM: Brian Gooden

Otoe Missouria Tribe of Oklahoma

7 CLANS PERRY CASINO
511 Kaw St.
Perry, OK 73077
Phone: 580-336-7260
www.sevenclans.com/perry-casino
Casino size: 4,500 sq. ft.
Slots: 240
GM: Curtis Burgess

Chickasaw Nation

ADA GAMING CENTER
1500 N. Country Club Rd.
Ada, OK 74820
Phone: 580-436-3740
www.adagaming.com
Casino size: 7,361 sq. ft.
Slots: 355
Table Games: 2
GM: Joshua Jennings

Fort Sill Apache Tribe of Oklahoma

APACHE CASINO HOTEL
2315 East Gore Blvd.
Lawton, OK 73501
Phone: 580-248-5905
www.apachecasinohotel.com
Casino size: 23,500 sq. ft.
Slots: 890
Table Games: 9
Hotel rooms: 132
GM: Lori Gooday Ware

Chickasaw Nation

THE ARTESIAN HOTEL CASINO
1001 West First St.
Sulphur, OK 73086
Phone: 580-622-2156
www.artesianhotel.com
Casino size: 15,318 sq. ft.
Slots: 312
Table Games: 3
GM: Justin Williams

Chickasaw Nation

BLACK GOLD CASINO
288 Mulberry Lane
Wilson, OK 73463
Phone: 580-668-4415
www.myblackgoldcasino.com
Casino size: 3,744 sq. ft.
Slots: 289
GM: Charlotte Flanagan

Sac & Fox Nation

THE BLACK HAWK CASINO
42008 Westech Rd.
Shawnee, OK 74804
Phone: 405-275-4700
www.theblackhawkcasino.com
Casino size: 35,000 sq. ft.
Slots: 624
GM: Peter Riverso

*Chickasaw Nation***BORDER CASINO**

22953 Brown Springs Rd.
Thackerville, OK 73459
Phone: 580-276-1727
www.mybordercasino.com
Casino size: 88,000 sq. ft.
Slots: 2,300
GM: John DeMoss

*Peoria Tribe of Indians of Oklahoma***BUFFALO RUN CASINO**

1000 Buffalo Run Blvd.
Miami, OK 74354
Phone: 918-542-7140
www.buffalorun.com
Casino size: 70,000 sq. ft.
Slots: 802
Table Games: 16
GM: Patrick Browne

*Delaware Nation***CASINO OKLAHOMA**

220 East Cummins Rd.
Hinton, OK 73047
Phone: 405-542-4200
www.casinooklahoma.com
Slots: 663
GM: Joseph Gragg

*Cherokee Nation***CHEROKEE CASINO—FORT GIBSON**

103 N. Georgetown Rd.
Fort Gibson, OK 74434
Phone: 918-684-5507
www.cherokeecasino.com/fort-gibson
Casino size: 27,500 sq. ft.
Slots: 500
GM: Rodney Fourkiller

*Cherokee Nation***CHEROKEE CASINO—GROVE**

24979 Hwy. 59
Grove, OK 74061
Phone: 918-786-1300
www.cherokeecasino.com/grove
Casino Size: 39,000 sq. ft.
Slots: 400
GM: Willie Whitekiller

*Cherokee Nation***CHEROKEE CASINO—RAMONA**

31501 Route 75
Ramona, OK 74061
Toll Free 918-535-3800
www.cherokeecasino.com/ramona
Casino Size: 31,000 sq. ft.
Slots: 450
GM: Rusty Stamps

*Cherokee Nation***CHEROKEE CASINO—ROLAND**

109 Cherokee Blvd.
Roland, OK 74954
Phone: 918-427-7491
www.cherokeecasino.com/roland
Casino Size: 70,000 sq. ft.
Slots: 900
Table Games: 9
Hotel rooms: 120
GM: Chad McReynolds

*Cherokee Nation***CHEROKEE CASINO—SALLISAW**

1621 W. Ruth St.
Sallisaw, OK 74955
Toll Free: 800-256-2338
www.cherokeecasino.com/sallisaw
Casino size: 22,000 sq. ft.
Slots: 250
GM: Tiffany Johnson

*Cherokee Nation***CHEROKEE CASINO—SOUTH**

COFFEYVILLE
1506 N. Hwy. 169
South Coffeyville, OK 74072
Phone: 918-255-4221
www.cherokeecasino.com/south-coffeyville
Casino size: 17,000 sq. ft.
Slots: 300
GM: Lerrell Blair

*Cherokee Nation***CHEROKEE CASINO—TAHLEQUAH**

3307 Seven Clans Ave.
Tahlequah, OK 74464
Phone: 918-207-3600
www.cherokeecasino.com/tahlequah
Casino size: 33,000 sq. ft.
Slots: 500
GM: Tara Vest

*Cherokee Nation***CHEROKEE CASINO—WEST SILOAM SPRINGS**

2416 Hwy. 412
West Siloam Springs, OK 74338
Toll Free: 800-754-4111
www.cherokeecasino.com/west-siloam-springs
Casino size: 50,000 sq. ft.
Slots: 1,600
Table Games: 18
Hotel rooms: 140
GM: Tony Magey

*Cherokee Nation***CHEROKEE CASINO—WILL ROGERS DOWNS**

20900 S. 4200 Rd.
Claremore, OK 74017
Phone: 918-283-8800
www.cherokeecasino.com/will-rogersdowns
Casino size: 27,126 sq. ft.
Slots: 250
GM: Rusty Stamps

*Chickasaw Nation***THACKERVILLE TRAVEL GAMING**

22983 Brown Springs Rd.
Thackerville, OK 73459
Phone: 580-276-4706
Casino size: 1,189 sq. ft.
Slots: 34
GM: John DeMoss

*Chickasaw Nation***CHISHOLM TRAIL CASINO**

7807 North Hwy. 81
Duncan, OK 73534
Phone: 580-255-1668
www.chisholmtrailcasino.com
Casino size: 22,000 sq. ft.
Slots: 608
GM: Donna Hutchins

COMPANY PROFILE

HBG Design

Transformative Design Experiences

Top 5 U.S. hospitality and entertainment design firm HBG Design has been creating memorable and transformative guest experiences for more than 41 years. With deep roots in tribal gaming, the firm has proudly worked with more than 40 sovereign nations across the United States, as well as commercial clients such as Caesars Entertainment, Oaklawn Racing Casino Resort, Hyatt and Hilton, helping bring their clients' strategic visions to life through the design of acclaimed casino resorts and flagged hotels.

HBG Design recently announced the opening of a third office location in Dallas, Texas, joining its Memphis, Tennessee-based headquarters and West Coast office in San Diego, California.

HBG's Dallas-based team brings a portfolio of world-class gaming and hospitality projects, including the interior design of Seminole Hard Rock Casino Hotel in Hollywood, Florida, Sands Macao and Atlantis, the Palm, Dubai. This experience adds to an already deep bench of industry talent at HBG Design, representing 100 architects, planners and interior designers specializing in gaming and entertainment design, hotel design and resort destinations.

HBG Design's dynamic creative team brings a holistic approach to design, integrating interior design and architecture to strategically deliver cohesive experiences that delight and engage guests. Recent examples of



completed casino resort projects include the luxurious new \$180 million, 459-room, four-diamond hotel expansion at Cache Creek Casino Resort in Brooks, California, for the Yoche Dehe Wintun Nation. The property's design is brimming with contextual influences inspired by the region's agrarian landscape.

Project highlights include five unique food and beverage venues, a 12,000-square-foot full-service spa and a sophisticated two-story Presidential Suite featuring hand-painted custom wall coverings.

Early 2020 marked the opening of the Tohono O'odham Nation's \$400 million Desert Diamond West Valley Casino Resort in Glendale, Arizona, a project uniquely inspired by the dynamic Sonoran Desert landscape. HBG's design of the casino weaves together bold lighting concepts, dramatic shapes, and colors that highlight the juxtaposition of forms inspired by the surrounding geography.

The firm also recently celebrated the opening of the \$100 million Oaklawn Racing and Gaming Hotel and Casino expansion in Hot Springs, Arkansas. With the expansion of the casino, more square footage and natural light were added along with non-gaming amenities that include high-end food and beverage venues, an event center, a luxury fitness center and spa and a new 198-room hotel.

For more information, visit hbg.design.com.



Enlightened Casino Marketing

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Choctaw Nation of Oklahoma

**CHOCTAW CASINO—
BROKEN BOW**

1790 S. Park Dr.
US Hwy. 259
Broken Bow, OK 74728
Phone: 580-584-5450
www.choctawcasinos.com/broken-bow
Casino size: 27,000 sq. ft.
Slots: 475
Table Games: 5
GM: Amy Davis

Choctaw Nation of Oklahoma

**CHOCTAW CASINO RESORT—
DURANT**

4215 S. Hwy. 69/75
Durant, OK 74701
Phone: 580-920-0160
Toll Free: 888-652-4628
www.choctawcasinos.com/durant
Casino size: 120,000 sq. ft.
Slots: 4,300
Table Games: 59
GM: Jeff Penz

Choctaw Nation of Oklahoma

**CHOCTAW CASINO RESORT—
GRANT**

Route 271 South
Grant, OK 74738
Phone: 580-326-8397
www.choctawcasinos.com/grant
Casino size: 68,235 sq. ft.
Slots: 1,198
Table Games: 11
Hotel rooms: 156
GM: Shanis Goodson

Choctaw Nation of Oklahoma

CHOCTAW CASINO—IDABEL

1425 SE Washington
Idabel, OK 74745
Phone: 580-286-5710
Toll Free: 800-634-2582
www.choctawcasinos.com/idabel
Casino size: 35,000 sq. ft.
Slots: 410
GM: Amy Davis

Choctaw Nation of Oklahoma

**CHOCTAW CASINO—
MCALESTER**

1638 S. George Nigh Expressway
McAlester, OK 74501
Phone: 918-423-8161
www.choctawcasinos.com/McAlester
Casino size: 30,000 sq. ft.
Slots: 418
GM: Lila Tucker

Choctaw Nation of Oklahoma

**CHOCTAW CASINO RESORT—
POCOLA**

3400 Choctaw Rd.
Pocola, OK 74902-0429
Phone: 918-436-7761
Toll Free: 800-590-5825
www.choctawcasinos.com/pocola
Casino size: 87,000 sq. ft.
Slots: 1,860
Table Games: 13
Hotel rooms: 118
GM: Christy Chaser

Choctaw Nation of Oklahoma

CHOCTAW CASINO—STIGLER

1801 East Main St.
Stigler, OK 74462
Phone: 918-967-8364
www.choctawcasinos.com/locations
Casino size: 7,800 sq. ft.
Slots: 175
GM: Ashley Simpson

Choctaw Nation of Oklahoma

**CHOCTAW CASINO—
STRINGTOWN**



895 N. Hwy. 69
Stringtown, OK 74569
Phone: 580-346-7862
www.choctawcasinos.com/stringtown
Casino size: 14,000 sq. ft.
Slots: 175
GM: Shelly Lance

Iowa Tribe of Oklahoma

CIMARRON CASINO

821 W. Freeman Ave.
Perkins, OK 74059
Phone: 405-547-5352
Casino size: 25,000 sq. ft.
Slots: 600
Table Games: 6
GM: Stephan Burris

Comanche Nation

COMANCHE NATION CASINO

402 Interstate Drive 44 South-east
Lawton, OK 73501
Phone: 580-350-3030
Toll Free: 877-900-7594
www.comanchenationcasino.com
Casino size: 36,000 sq. ft.
Slots: 700
Table Games: 6
GM: Jonathan Ramirez

Comanche Nation

COMANCHE RED RIVER CASINO

196747 Hwy. 36
Devol, OK 73531
Phone: 580-250-3060
Toll Free: 866-280-3261
www.comancheredrivercasino.com
Casino size: 52,500 sq. ft.
Slots: 1,000
Table Games: 6
GM: Kenneth Gooden

Comanche Nation

COMANCHE SPUR CASINO

9047 US Hwy. 62
Elgin, OK 73538
Phone: 580-250-3090
Toll Free: 877-806-1177
www.comanchespurcasino.com
Casino size: 2,400 sq. ft.
Slots: 176
GM: Mia Tahdoohannah

Comanche Nation

COMANCHE STAR CASINO

263171 Hwy. 53
Walters, OK 73572
Phone: 580-250-3100
www.comanchestarcasino.com
Casino size: 33,000 sq. ft.
Slots: 132
GM: Trish Murphy

Muscogee Creek Nation

**CREEK NATION CASINO—
BRISTOW**

121 W. Lincoln Ave.
Bristow, OK 74010
Phone: 918-367-9168
www.creeknationcasinobristow.com
Casino size: 8,500 sq. ft.
Slots: 221
GM: David Warrior

Muscogee Creek Nation

**CREEK NATION CASINO
CHECOTAH**

830 N. Broadway St.
Checotah, OK 74426
www.creeknationcasinochecotah.com
Phone: 918-473-5200
Casino size: 12,000 sq. ft.
Slots: 292
GM: LaChrista Lawless

Muscogee Creek Nation

DUCK CREEK CASINO

10085 Ferguson Rd.
Beggs, OK 74421
Phone: 918-267-3468
www.creeknationcasinoduckcreek.com
Casino size: 20,000 sq. ft.
Slots: 522
GM: Lorinda Driskill

Muscogee Creek Nation

**CREEK NATION CASINO—
EUFULA**

806 Forest Ave.
Eufaula, OK 74432
Phone: 918-689-9191
Casino size: 7,400 sq. ft.
Slots: 241
GM: Derek Fife

Muscogee Creek Nation

**CREEK NATION CASINO—
HOLDENVILLE**

211 East Willow St.
Holdenville, Oklahoma 74848
Phone: 405-379-3321
www.creeknationcasinoholdenville.com
Slots: 135
GM: Joel Chassin

Muscogee Creek Nation

**CREEK NATION CASINO—
MUSCOGEE**

3420 W. Peak Blvd
Muskogee, OK 74401
Phone: 918-683-1825
Casino size: 30,000 sq. ft.
www.creeknationcasinomuscookee.com
Slots: 507
GM: Farrell Kaaihue

COMPANY PROFILE

The Innovation Group
From Vision to Fruition

The Innovation Group (TIG) is the premier provider of consulting and management services for the gaming, hospitality, leisure and entertainment industries.

For decades, TIG has worked with private and public clients in operations, development and finance, including more than 100 Native American Indian and First Nations tribes from states and provinces across North America.

TIG's core services include feasibility studies, market assessments and economic impact studies, as well as operational assessments, sports betting advisory, digital marketing, customer surveys and data analytics. TIG's inventive team is known to its partner-tribes and throughout the industry for the accuracy of its market forecasts and timely response to client needs, as well as its longstanding relationships with tribal nations.

The Innovation Group also organizes the Emerging



Leaders of Gaming program (ELG), the go-to network for young professionals assuming the next generation of leadership in gaming, entertainment, hospitality, food and beverage, tourism and leisure. It supports the growth and development of these rising stars on their path to success and future senior-level and C-suite positions. ELG and its partner, *Global Gaming Business* magazine, will accept nominations for their annual "40 Under 40" list through August 13.

The Innovation Group is proud to be an associate member of the National Indian Gaming Association.

For more information, visit theinnovationgroup.com.

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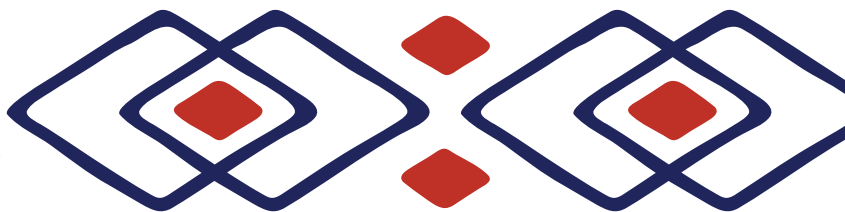
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Muscogee Creek Nation

**CREEK NATION CASINO—
OKEMAH**

1100 S. Woody Guthrie Blvd.
Okemah, OK 74859
Phone: 918-623-0051
www.creeknationcasinookemah.com
Casino size: 10,800 sq. ft.
Slots: 295
GM: Casey Jones

Quapaw Tribe of Oklahoma

DOWNSTREAM CASINO RESORT

69300 East Nee Rd.
Quapaw, OK 74363
Phone: 918-919-6000
Toll Free: 888-396-7876
www.downstreamcasino.com
Casino size: 70,000 sq. ft.
Slots: 2,000
Table Games: 25
Hotel rooms: 374
GM: Stuart Grayson

Chickasaw Nation

FANCY DANCE CASINO

8651 Quail
Perry, OK 73077
Phone: 580-713-4400
www.fancydancecasino.net
Casino size: 10,000 sq. ft.
Slots: 290
GM: Dan Crites

Citizen Potawatomi Nation

FIRELAKE CASINO



41207 Hardesty Rd.
Shawnee, OK 74801
Phone: 405-878-4862
www.firelakecasino.com
Casino size: 50,000 sq. ft.
Slots: 750
Bingo: 500 seats
GM: Linda Canada

Chickasaw Nation

GOLD MOUNTAIN CASINO

1410 Sam Noble Parkway
Ardmore, OK 73401
Phone: 580-223-3301
www.mygoldmountaincasino.com
Casino Size: 8,324 sq. ft.
Slots: 310
GM: Johnny C. Wilson

Chickasaw Nation

GOLDEN MESA CASINO

2469 Mile 28 Rd.
Guymon, OK 73942
Phone: 580-754-2777
www.goldenmesa.com
Casino size: 42,309 sq. ft.
Slots: 600
Table Games: 8
GM: Scott Parks

Delaware Tribe of Western Oklahoma

GOLD RIVER CASINO

31064 South Hwy. 281
Anadarko, OK 73005
Phone: 405-247-4700
www.goldriverok.com
Casino size: 21,000 sq. ft.
Slots: 453
GM: Joseph Gragg

Thlopthlocco Tribal Town

GOLDEN PONY CASINO

South Clearview Rd.
Clearview, OK 74859
Phone: 918-560-6199
Toll Free: 877-623-0072
www.goldenponycasino.com
Casino size: 10,000 sq. ft.
Slots: 320
GM: Jason Larney

Chickasaw Nation

GOLDSBY GAMING CENTER

1038 W Sycamore Rd
Norman, OK 73072
Phone: 405-329-5447
www.goldsbycasino.com
Casino size: 23,000 sq. ft.
Slots: 364
Bingo: 300 seats
CM: Paula Kappes

Citizen Potawatomi Nation

GRAND CASINO HOTEL RESORT

777 Grand Casino Blvd.
Shawnee, OK 74804
Phone: 405-96-GRAND
www.grandresortok.com
Casino size: 125,000 sq. ft.
Slots: 1,750
Table Games: 18
Hotel rooms: 262
GM: Joe Garcia

Seneca-Cayuga Tribe of Oklahoma

GRAND LAKE CASINO

24701 S. 655th Rd.
Grove, OK 74344
Phone: 918-786-8528
Toll Free: 800-426-4640
www.grandlakecasino.com
Casino size: 45,000 sq. ft.
Slots: 575
GM: Nick Birdsong

Cherokee Nation

HARD ROCK HOTEL & CASINO

TULSA
777 W. Cherokee St.
Catoosa, OK 74015
Phone: 918-384-7800
Toll Free: 800-760-6700
www.hardrockcasinotulsa.com
Casino size: 125,000 sq. ft.
Slots: 2,500
Table Games: 40
Hotel rooms: 454
GM: Martin Madewell

Ottawa Tribe of Oklahoma

HIGH WINDS CASINO

61475 E. 100 Rd.
Miami, OK 74354
Phone: 918-541-9463
www.highwindscasino.com
Casino size: 35,000 sq. ft.
Slots: 450
GM: Kirk Myrick

Eastern Shawnee Tribe of Oklahoma

INDIGO SKY CASINO

70220 East Hwy. 60
Wyandotte, OK 74370
Phone: 918-666-9200
www.indigoskycasino.com
Casino size: 45,000 sq. ft.
Slots: 1,475
Table Games: 14
Hotel rooms: 244
GM: Rick Smith

Chickasaw Nation

JET STREAM CASINO

2001 W. Airline Rd.
Pauls Valley, OK 73075
Phone: 405-331-2500
www.jetstreamcasino.com
Casino size: 1,910 sq. ft.
Slots: 90
GM: Jacqueline Hall

COMPANY PROFILE

J CARCAMO & ASSOCIATES

Created By Casino Marketers
For Casino Marketers

J Carcamo & Associates is a marketing consulting firm comprised of experienced marketing and branding professionals offering decades of executive-level operational experience at some of the world's top casino companies plus extensive consulting experience as the practice leaders of key firms supporting the casino industry for more than 40 years. The firm provides complete project management with both strategic and tactical support, partnering with clients to build and position their brand, helping them reach potential customers.

Creative services need to scale for clients' needs—not for J Carcamo & Associates. The company understands that there are times when an extra set of strategic or creative minds or a fresh point of view may be needed. That's what makes the company a casino marketer's best friend as specialists in projects offering remarkable creative and quick turnaround, all on budget.

Casino Marketing Boot Camp was a natural evolution of the firm's desire to help casino marketers become key members of any operations team. J Carcamo & Associates provides the kind of specific training needed in the field of casino marketing. Virtual or in-person, groups are kept small to provide as close to one-on-one focus as possible. Custom-tailored for a client's market demands, Casino Marketing Boot Camp helps clients create some of the most vital marketers around.



The company believes marketing is the heart that beats energy throughout the organization. Developing this lifeblood requires thinking beyond the logo to each limb, nerve and sense. Brands are more than colors and strokes of a pen that create a logo. The company works with a client's team to understand its vision and customers (or targets) to develop the tools—creative or team development—needed to bring a brand to life.

J Carcamo & Associates knows there may come a time when even the most successful brand may need a jump-start. It may need minor cosmetic surgery, a bit of physical therapy or major surgery. The firm can help rebuild and rejuvenate brands to be the life of the party once again.

To change a view of marketing, build an identity that resonates with consumers and a team that produces a tangible ROI, J Carcamo & Associates is prepared for the challenge.

For more information, visit jcarcamoassociates.com.

Kickapoo Tribe of Oklahoma
KICKAPOO CASINO—HARRAH[®]
 25230 E. Hwy. 62
 Harrah, OK 73045
 Phone: 405-964-4444
www.kickapoo-casino.com/harrah
 Casino size: 18,000 sq. ft.
 Slots: 635
 Table Games: 6
 GM: Patrick Watson

Kickapoo Tribe of Oklahoma
KICKAPOO CASINO—SHAWNEE
 38900 W. MacArthur Dr.
 Shawnee, OK 74804
 Phone: 405-395-0900
www.kickapoo-casino.com/shawnee
 Slots: 299
 GM: Patrick Watson

Kiowa Tribe of Oklahoma
KIOWA CASINO—CARNEGIE
 514 State Hwy. 9
 Carnegie, OK 73015
 Phone: 580-299-3333
 Toll Free: 866-370-4077
www.kiowacasino.com/carnegie
 Slots: 117
 GM: Missy Hickman

Kiowa Tribe of Oklahoma
KIOWA CASINO—RED RIVER
 198131 Hwy. 36
 Devol, OK 73531
 Phone: 580-299-3333
 Toll Free: 866-370-4077
www.kiowacasino.com
 Casino size: 64,000 sq. ft.
 Slots: 700
 Table Games: 9
 Interim GM/COO Steve Abangan

Kiowa Tribe of Oklahoma
KIOWA CASINO—VERDEN
 33165 County St. 2740
 Verden, OK 73092
 Phone: 580-299-3333
 Toll Free: 866-370-4077
www.kiowacasino.com/verden
 Casino size: 3,600 sq. ft.
 Slots: 100
 GM: Missy Hickman

Cheyenne & Arapaho Tribes of Oklahoma
LUCKY STAR CASINO—CANTON
 301 NW Lake Rd.
 Canton, OK 73724
 Phone: 580-886-2490
www.luckystarcasino.org
 Slots: 500
 CEO: Elwin Welbourne

Cheyenne & Arapaho Tribes of Oklahoma
LUCKY STAR CASINO—CLINTON
 10347 North 2274 Rd.
 Clinton, OK 73601
 Phone: 580-323-6599
www.luckystarcasino.org
 Casino size: 13,000 sq. ft.
 Slots: 1,300
 Table Games: 6
 CEO: Elwin Welbourne

Cheyenne & Arapaho Tribes of Oklahoma
LUCKY STAR CASINO—CONCHO
 7777 N. Hwy. 81
 Concho, OK 73022
 Phone: 405-422-6500
www.luckystarcasino.org
 Casino size: 40,000 sq. ft.
 Slots: 1,414
 Table Games: 10
 CEO: Elwin Welbourne

Cheyenne & Arapaho Tribes of Oklahoma
LUCKY STAR CASINO—HAMMON
 20413 HWY 33
 Hammon, OK 73650
 Phone: 580-473-2010
www.luckystarcasino.org/locations
 Slots: 327
 CEO: Elwin Welbourne

Cheyenne & Arapaho Tribes of Oklahoma
LUCKY STAR CASINO—WATONGA
 1407 S. Clarence Nash Blvd.
 Watonga, OK 73772
 Phone: 580-623-7333
www.luckystarcasino.org
 Casino size: 2,200 sq. ft.
 Slots: 195
 CEO: Elwin Welbourne

Wyandotte Tribe of Oklahoma
LUCKY TURTLE CASINO
 64499 E. Hwy. 60
 Wyandotte, OK 74370
 Phone: 918-678-6450
www.luckyturtlecasino.com
 Casino size: 3,000 sq. ft.
 Slots: 104
 GM: Gary Johnson

Chickasaw Nation
MADILL GAMING CENTER
 902 S. First St
 Madill, OK 73446
 Phone: 580-795-7301
www.madillgaming.com
 Casino size: 2,071 sq. ft.
 Slots: 98
 GM: Angie Perry

Chickasaw Nation
MEGASTAR CASINO



4350 US Highway 377
 Kingston, OK 73439
 Phone: 844-634-2787
www.megastarcasino.com
 Slots: 606

Tonkawa Tribe of Oklahoma
NATIVE LIGHTS CASINO
 12375 N. Hwy. 77
 Newkirk, OK 74647
 Phone: 580-448-3100
 Toll Free: 877-468-3100
www.tonkawacasinos.com/native-lights-casino
 Casino size: 22,500 sq. ft.
 Slots: 484
 Table Games: 3
 GM: Phil Glass

Chickasaw Nation
NEWCASTLE CASINO
 2457 S. Hwy. 62 Service Rd.
 Newcastle, OK 73065
 Phone: 405-387-6013
www.newcastlecasino.com
 Casino size: 64,708 sq. ft.
 Slots: 3,013
 Table Games: 14
 GM: Ryan Sykes

COMPANY PROFILE

Kambi Trusted Sportsbook Partner

With a range of partners including Four Winds Casinos, Mohegan Gaming & Entertainment, Penn National Gaming, Rush Street Interactive and Seneca Gaming Corp., Kambi is the trusted sportsbook partner to the regulated U.S. betting and gaming industry.

Kambi has an unrivaled track record of expertise in online and on-property delivery in the U.S. Services encompass a broad offering, from odds-compiling and compliance provision to customer intelligence and risk management, built on and delivered through a sophisticated, in-house developed software platform.

Now live and generating revenue in 14 states, the success of Kambi's delivery is underpinned by an assured approach to compliance and regulation. Combined with unmatched deployment speed, Kambi has delivered a number of market firsts in the U.S., taking the first legal wagers in states including New York, Illinois and Michigan. Furthermore, all three of Four Winds Casinos' Michigan properties were live with sports betting just two weeks after they signed a partnership with Kambi in July 2020.

For tribal gaming operators who want to harness the strength of their brand, partnering with a B2B provider to launch online and on-property sports betting under that brand can be the first step toward sports betting success—rather than handing over control of the sportsbook to a B2C operator.

Sports betting can act as a conduit for driving revenues not just from the sportsbook but across the entire casino floor, while also attracting new customer demo-



www.kambi.com

Kambi

graphics with provably higher long-term value.

As the Kambi network grows, so too does the value it offers to partners. The success Kambi delivers is anchored in the company's ability to leverage network data from a global player base, creating network advantages that increase as each new partner is added and existing partners grow.

Every player interaction or bet benefits each of Kambi's partners, whether they took the informative bet themselves or not. For example, a greater volume of data will lead to a more accurate understanding of player behavioral habits, aiding Kambi in providing a more frictionless user experience. When tribal partners launch sports betting with Kambi, they do not do so from a standing start. They are not competing alone, but with the benefit of Kambi's 20 years of trading experience and actionable analytics from its deep global network data behind them. A partnership with Kambi offers a platform on which they can thrive.

For more information, visit kambi.com.

Muscogee Creek Nation

ONE FIRE CASINO
1901 N. Wood Dr.
Okmulgee, OK 74447
Phone: 918-756-8400
www.creeknationcasinonefire.com
Casino size: 11,000 sq. ft.
Slots: 317
GM: Roger Birdcreek

Osage Nation

OSAGE CASINO—BARTLESVILLE
222 Allen Rd.
Bartlesville, OK 76003
Phone: 918-335-7519
www.osagecasino.com
Casino size: 42,000 sq. ft.
Slots: 460
Table Games: 4
GM: John Shaw

Osage Nation

OSAGE CASINO—HOMINY
39 Deer Creek
Hominy, OK 74035
Phone: 918-885-2990
Toll Free: 877-246-8777
www.osagecasino.com
Slots: 213
GM: Eli RedEagle

Osage Nation

OSAGE CASINO—PAWHUSKA
2017 E. 15th St.
Highway 99 & 15th St.
Pawhuska, OK 74056
Phone: 918-287-1072
Toll Free: 877-246-8777
www.osagecasino.com
Slots: 192
GM: Eli Red Eagle

Osage Nation

OSAGE CASINO—PONCA CITY



64464 State Hwy. 60
Ponca City, OK 74604
Phone: 877-246-8777
www.osagecasino.com
Casino size: 7,700 sq. ft.
Slots: 380
GM: Jennifer Sword

Osage Nation

OSAGE CASINO—SAND SPRINGS
301 N. Blackjack Dr.
Sand Springs, OK 74063
Phone: 918-699-7777
Toll Free: 877-246-8777
www.osagecasino.com
Casino size: 25,000 sq. ft.
Slots: 531
GM: Joseph Standingbear

Osage Nation

OSAGE CASINO—SKIATOOK
5591 W. Rogers Blvd.
Skiatook, OK 74070
Toll Free: 877-246-8777
www.osagecasino.com
Slots: 387
Table Games: 6
GM: Edward Grey

Osage Nation

OSAGE CASINO—TULSA
951 W. 36th St. North
Tulsa, OK 74127
Phone: 918-669-7600
Toll Free: 877-246-8777
www.osagecasino.com
Casino size: 47,000 sq. ft.
Slots: 983
Table Games: 10
Hotel rooms: 141
GM: Matthew Shunkamolah

Eastern Shawnee Tribe of Oklahoma

OUTPOST CASINO
69701 E. 100 Rd.
Wyandotte, OK 74370
Phone: 918-666 6770
www.theoutpostcasino.com
Casino size: 3,000 sq. ft.
Slots: 275
GM: Rick Smith

Miami Tribe of Oklahoma

PRAIRIE MOON CASINO
202 South 8 Tribes Trail
Miami, OK 74354
Phone: 918-541-1455
www.miaminationcasinos.com/moon/
Slots: 200
GM: Ben Barnes

Miami Tribe of Oklahoma

PRAIRIE SUN CASINO
3411 P St. Northwest
Miami, OK 74354
Phone: 918-541-2150
www.miaminationcasinos.com/sun/
Casino size: 11,000 sq. ft.
Slots: 200
GM: Ben Barnes

Quapaw Tribe

QUAPAW CASINO
58100 E. 64th Rd.
Miami, OK 74354
Phone: 918-540-9100
www.quapawcasino.com
Casino size: 27,000 sq. ft.
Slots: 500
GM: Kenny Anderson

Wyandotte Tribe of Oklahoma

RIVER BEND CASINO HOTEL



100 Jackpot Pl.
Wyandotte, OK 74370
Phone: 918-678-4946
Toll Free: 866-447-4946
www.riverbendcasino.com
Casino size: 30,000 sq. ft.
Slots: 760
Table Games: 6
GM: Gary Stella

Muscogee Creek Nation

RIVER SPIRIT CASINO RESORT
8330 Riverside Pkwy.
Tulsa, OK 74137
Phone: 918-995-8518
Toll Free: 800-299-2738
www.riverspirittulsa.com
Casino size: 200,000 sq. ft.
Slots: 3,100
Table Games: 33
Hotel rooms: 483
GM: Jerry Floyd

COMPANY PROFILE

Novomatic Americas

Winning Technology – Winning Together

Headquartered outside of Chicago, Illinois and founded in 2012, Novomatic Americas Sales LLC continues to bring dynamic gaming products to the North American market in 2021.

Leveraging its Austrian parent company’s global design, market research and customer performance data, Novomatic Americas has spent the past eight years creating market-specific gaming products for the North American and Caribbean jurisdictions. Products range from slot machines for Class III and VLT/VGT markets to electronic table games, management systems, tournament systems, sports betting systems and ancillary services.

The Novomatic product line is a diverse mix of gaming entertainment solutions that continue to move onto casino floors across North America.

Novomatic Americas presents a new Thunder Cash link brand Voodoo Magic that offers a witchy, wild look, familiar feel and captivating player experience to enhance the popular Thunder Cash jackpot offering. Voodoo Magic provides operators a mystical new way to merchandise this exciting version of the Thunder Cash link.

The Money Party link, with Fruity and Juicy models, continues to be a sweet success for Novomatic Americas. Ranked No. 1 in Eilers’ small supplier category since July, it is a staple on every gaming floor. Novomatic also



is releasing multiple stand-alone progressive titles to join the popular Asian Aviaris family of games: Eternal Mandarin Ducks, Royal Crane and Noble Peacock. These new stand-alone progressive families, including the Mythical Creature series of Mighty Minotaur and Enchanted Pegasus, the Dancing Gold series of Dancing Tiger Gold and Dancing Lantern Gold, are sure to attract a wide range of players.

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

Rick Meitzler, president and chief executive officer of North America, says, “We look forward to showcasing our latest product at NIGA in July. We’re focused on innovation and what the next year will bring. The success that we have had over the past nine months has been due to our commitment to ‘Winning Together,’ working with our customers to help them get through these tough times and giving them games that perform. Going into July’s trade show, we are well-positioned and committed to helping our customers succeed over the long term.”

For more information, visit novomaticamericas.com.

Chickasaw Nation
RIVERSTAR CASINO
11801 East 2160 Rd.
Terral, OK 73569
Phone: 855-748-3778
www.riverstarcasino.com
Casino Size: 36,000 sq. ft.
Slots: 644
GM: Justin Marris

Chickasaw Nation
RIVERWIND CASINO
1544 West State Hwy. 9
Norman, OK 73072
Phone: 405-322-6000
www.riverwind.com
Casino Size: 200,000 sq. ft.
Slots: 2,891
Table Games: 19
Hotel rooms: 100
GM: Justin Yahola

Sac and Fox Nation of Oklahoma
**SAC & FOX NATION
STROUD CASINO**
356120 East 926 Rd.
Stroud, OK 74079
Phone: 918-968-2540
www.snfcasino.com
Casino size: 825 sq. ft.
Slots: 142
GM: Deanna Larney

Chickasaw Nation
SALT CREEK CASINO
1600 Hwy. 81
Pocasset, OK 73079
Phone: 405-459-4000
www.saltcreekcasino.com
Casino size: 33,800 sq. ft.
Slots: 603
Table Games: 4
GM: Cole Meeks

Seminole Nation of Oklahoma
SEMINOLE NATION CASINO I-40
11277 N Hwy. 99
Seminole, OK 74868
Phone: 405-703-5272
www.seminolenation.casino/seminole-nation-casino
Slots: 460
GM: Billie Dann

Seminole Nation of Oklahoma
**SEMINOLE NATION CASINO
KONAWA**
14313 Hwy. 99
Seminole, OK 74868
Phone: 580-925-3994
www.seminolenation.casino/rivermist
Casino size: 5,500 sq. ft.
Slots: 154
GM: Billie Dann

Seminole Nation of Oklahoma
**SEMINOLE NATION CASINO
WEWOKA**
36625 Hwy. 270
Wewoka, OK 74884
Phone: 405-257-3737
www.seminolenation.casino/trading-post
Casino size: 3,424 sq. ft.
Slots: 116
GM: Billie Dann

Kaw Nation of Oklahoma
**SOUTHWIND CASINO—
BRAMAN**
9525 N Hwy. 177
Braman, OK 74632
Phone: 580-385-2440
www.southwindcasino.com
Gaming Machines: 286
GM: Pam Shaw

Kaw Nation of Oklahoma
**SOUTHWIND CASINO—
NEWKIRK**
5640 N. La Cann Rd.
Newkirk, OK 74647
Phone: 580-362-2578
Toll Free: 866-529-2464
www.southwindcasino.com
Casino size: 55,000 sq. ft.
Slots: 300
Bingo: 700 seats
GM: Mark Smith

Miami Nation of Oklahoma
THE STABLES CASINO
530 H St. SE
Miami, OK 74354
Phone: 918-542-7884
Toll Free: 877-774-7884
www.thestablescasino.com
Casino size: 25,000 sq. ft.
Slots: 486
GM: Mike Reynolds

Pawnee Nation of Oklahoma
STONEWOLF CASINO
54251 South 349th Rd.
Pawnee OK 74058
Phone: 918-454-7777
www.stonewolfcasino.com
Casino size: 10,000 sq. ft.
Slots: 318
GM: Tammy Nichols

Wichita & Affiliated Tribes
SUGAR CREEK CASINO
Interstate 40 Exit 101
5304 North Broadway Ave.
Hinton, OK 73047
Phone 405-542-2946
www.sugarcreekcasinonet.com
Casino size: 23,634 sq. ft.
Slots: 700
Table Games: 4
GM: Glen Coleman

Chickasaw Nation
TEXOMA CASINO
1795 Hwy. 70 East
Kingston, Ok 73439
Phone: 580-564-6000
www.mytexomacasino.com
Casino size: 5,440 sq. ft.
Slots: 365
GM: Tiffany Brown

*Absentee Shawnee
Tribe of Oklahoma*
**THUNDERBIRD CASINO -
NORMAN**
15700 E. State Hwy. 9
Norman, OK 73026
Phone: 405-360-9270
Toll Free: 800-259-5825
www.playthunderbird.com
Casino size: 40,000 sq. ft.
Slots: 580
Table Games: 6
GM: Sam Caruso

*Absentee Shawnee
Tribe of Oklahoma*
**THUNDERBIRD CASINO -
SHAWNEE**
2051 Gordon Cooper Dr.
Shawnee, OK 74801
Phone: 405-273-2679
www.playthunderbird.com
Slots: 277
GM: Sam Caruso

Tonkawa Tribe of Oklahoma
TONKAWA HOTEL & CASINO
16601 West South Ave.
Tonkawa, OK 74653
Phone: 580-628-2624
Toll Free: 877-648-2624
www.tonkawacasinos.com/tonkawa-hotel-casino
Slots: 608
Table Games: 7
CEO: Phil Glass

Chickasaw Nation
TREASURE VALLEY CASINO
12252 Ruppe Rd.
Davis, OK 73030
Phone: 580-369-2895
www.treasurevalleycasino.com
Casino size: 9,440 sq. ft.
Slots: 391
Table Games: 4
GM: Christina DeMoss

Chickasaw Nation
WASHITA CASINO
30639 Highway 145
Paoli, OK 73074
Phone: 405-484-7778
www.washitacasino.com
Casino Size: 9,600 sq. ft.
Slots: 276
GM: Jacqueline Helm

Chickasaw Nation
**WINSTAR WORLD
CASINO & RESORT**
777 Casino Ave. Interstate 35
Thackerville, OK 73459
Phone: 580-276-4229
Toll Free: 800-622-6317
www.winstar.com
Casino size: 390,000 sq. ft.
Slots: 8,500
Table Games: 100
Bingo: 800 seats
GM: Jack Parkinson

OREGON
Class II & III
Confederated Tribes of Siletz Indians
**CHINOOK WINDS
CASINO RESORT**
1777 NW 44th St.
Lincoln City, OR 97367-5094
Toll Free: 888-244-6665
www.chinookwindscasino.com
Casino size: 48,978 sq. ft.
Slots: 1,105
Table Games: 16
Bingo: 300 seats
Hotel rooms: 243
GM: Mike Fisher

Procopio[®]

Legal Counsel to Tribal Governments and Businesses

**Congratulations to Procopio's
Glenn Feldman on his sixth Best
Lawyers[®] Arizona Lawyer of the
Year[®] award, a repeat honoree
for both Gaming Law and
Native American Law!**



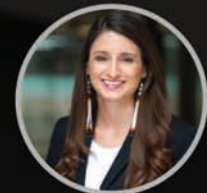
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Of Counsel



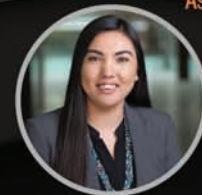
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Confederated Tribes of the Warm Springs
INDIAN HEAD CASINO
 3236 US Hwy. 26
 Warm Springs, OR 97761
 Phone: 541-460-7777
www.indianheadcasino.com
 Casino size: 40,000 sq. ft.
 Gaming Machines: 490
 Table Games: 6
 CEO: Jeffrey Cartensen

Klamath Tribe
KLA-MO-YA CASINO
 34333 Hwy. 97 North
 Chiloquin, OR 97624
 Phone: 541-783-7529
 Toll Free: 888-552-6692
www.klamoyacasino.com
 Casino size: 18,000 sq. ft.
 Slots: 346
 Table Games: 3
 GM: Joseph Quiroli

Coquille Indian Tribe
THE MILL CASINO HOTEL
 3201 N. Tremont Ave.
 North Bend, OR 97459
 Phone: 541-756-8800
 Toll Free: 800-953-4800
www.themillcasino.com
 Casino size: 40,000 sq. ft.
 Slots: 692
 Table Games: 8
 Hotel rooms: 203
 GM: Terri Porcuro

Cow Creek Band of Umpqua Tribe of Indians
SEVEN FEATHERS CASINO RESORT
 146 Chief Miwaleta Ln.
 Canyonville, OR 97417
 Phone: 541-839-1111
 Toll Free: 800-548-8461
www.sevenfeathers.com
 Casino size: 68,441 sq. ft.
 Slots: 950
 Table Games: 19
 Bingo: 324 seats
 Hotel rooms: 300
 GM: Shawn McDaniel

Confederated Tribes of Grand Ronde
SPIRIT MOUNTAIN CASINO
 27100 SW Salmon River Hwy.
 Grand Ronde, OR 97347
 Phone: 503-879-2350
www.spiritmountain.com
 Casino size: 90,000 sq. ft.
 Slots: 1,707
 Table Games: 28
 Bingo: 400 seats
 Hotel rooms: 254
 GM: Stan Dillon

Confederated Tribes of the Coos, Lower Umpqua and Siuslaw Indians
THREE RIVERS CASINO COOS BAY
 1297 Ocean Blvd. NW
 Coos Bay, OR 97420
 Phone: 877-374-8377
www.threeriverscasino.com
 Casino size: 15,000 sq. ft.
 Slots: 260
 CEO: Dan Condy

Confederated Tribes of the Coos, Lower Umpqua and Siuslaw Indians
THREE RIVERS CASINO RESORT
 5647 Hwy. 126
 Florence, OR 97439
 Phone: 541-997-7529
 Toll Free: 877-3-RIVERS
www.threeriverscasino.com
 Casino size: 90,000 sq. ft.
 Slots: 600
 Table Games: 12
 Bingo: 500 seats
 CEO: Dan Condy

Confederated Tribes of the Umatilla Reservation
WILDHORSE RESORT & CASINO
 46510 Wildhorse Blvd.
 Pendleton, OR 97801
 Phone: 541-278-2274
 Toll Free: 800-654-9453
www.wildhorseresort.com
 Casino size: 113,000 sq. ft.
 Slots: 1,200
 Table Games: 14
 Bingo: 400 seats
 Hotel rooms: 202
 GM: Allen Tovey

PENNSYLVANIA

Class II & III
Mohegan Tribe
MOHEGAN SUN POCONO



1280 Hwy. 315 Blvd.
 Wilkes-Barre, PA 18702
 Phone: 570-831-2100
 Toll Free: 888-946-4672
www.mohegansunpocono.com
 Casino size: 82,000 sq. ft.
 Slots: 1,920
 Table Games: 56
 Hotel rooms: 238
 GM: Tony Carlucci

Poarch Band of Creek Indians
WIND CREEK BETHLEHEM
 77 Sands Blvd.
 Bethlehem, PA 18015
 Phone: 877-726-3777
www.windcreekbethlehem.com
 Casino size: 150,709 sq. ft.
 Slots: 3,000
 Table Games: 150
 Hotel rooms: 282
 GM: Lysa Yarko

SOUTH DAKOTA

Class II & III
Sisseton Wahpeton Oyate
DAKOTA CONNECTION CASINO
 46102 SD Hwy. 10
 Sisseton, SD 57262
 Phone: 605-698-4273
 Toll Free: 800-542-2876
www.dakotaconnection.com
 Casino size: 20,000 sq. ft.
 Slots: 185
 Bingo: 300 seats
 GM: Chris Seaboy

Sisseton Wahpeton Oyate
DAKOTA SIOUX CASINO & HOTEL
 16415 Sioux Conifer Rd.
 Watertown, SD 57201
 Phone: 605-882-2051
 Toll Free: 800-658-4717
www.dakotasioux.com
 Casino size: 8,730 sq. ft.
 Slots: 430
 Table Games: 6
 GM: Dean Price

Yankton Sioux Tribe
FORT RANDALL CASINO
 38538 E. Hwy. 46
 Pickstown, SD 57367
 Phone: 605-487-7871
 Toll Free: 800-362-6333
www.fortrandallcasino.com
 Casino size: 38,092 sq. ft.
 Slots: 350
 Table Games: 6
 Bingo: 250 seats
 GM: James Stone

Lower Brule Sioux Tribe
GOLDEN BUFFALO CASINO RESORT
 321 Sitting Bull St.
 Lower Brule, SD 57548
 Phone: 605-473-5577
www.thegoldenbuffalocasino.com
 Casino size: 9,000 sq. ft.
 Slots: 188
 Bingo: 100 seats

Standing Rock Sioux Tribe
GRAND RIVER CASINO & RESORT
 27903 Hwy. 12
 Mobridge, SD 57601
 Phone: 605-845-7104
 Toll Free: 800-475-3321
www.grandrivercasino.com
 Casino size: 40,000 sq. ft.
 Slots: 250
 Table Games: 4
 GM: Ivan White Mountain

Crow Creek Sioux Tribe
LODE STAR CASINO & HOTEL
 Hwy. 34 and Hwy. 47
 Fort Thompson, SD 57339
 Phone: 605-245-6000
www.lodestarcasino.com
 Casino size: 27,500 sq. ft.
 Slots: 220
 GM: Quentin McGhee

Oglala Sioux Tribe
PRAIRIE WIND CASINO & HOTEL
 26 Casino Drive
 Pine Ridge, SD 57770
 Phone: 605-867-6300
 Toll Free: 800-705-WIND
www.prairiewindcasino.com
 Casino size: 30,000 sq. ft.
 Slots: 324
 Bingo: 150 seats
 GM: Bill Pourier

COMPANY PROFILE



PMI Tribal Services

Proven Purchasing, Renovation and Technical Expertise

PMI Tribal Services LLC, a Native American-owned company, was formed specifically to serve tribal clients by providing the industry's best purchasing services with an understanding of the unique needs of tribal communities.

As an affiliate of Purchasing Management International L.P., the company's experience is built upon more than 30 years of hospitality, construction, management and purchasing experience.

PMI has purchased and installed more than \$3 billion in hotel, resort and casino furnishings, operating equipment and systems worldwide, and continues to be one of the leading independent contract purchasing companies nationally and internationally. Its services include FF&E purchasing for hospitality renovation and new construction, operating supplies purchasing and advisory services for capital budgeting, inventories and due diligence for acquisitions and valuations. PMI also is the No. 1 purchasing agent in the gaming purchasing industry.

PMI is the leading FF&E and OS&E purchasing company for tribal gaming projects across the country. For years, PMI has worked with key voices in tribal gaming to deliver buying power, integrity and reliability to its tribal gaming clients, such as:

- San Manuel Band of Mission Indians
- Mohegan Gaming
- Poarch Band of Creek Indians
- Choctaw Nation of Oklahoma
- Pokagon Band of Potawatomi
- Comanche Nation
- Mississippi Band of Choctaw Indians
- Gila River Indian Community
- Prairie Band of Potawatomi
- Sycuan Band of Kumeyaay Nation
- Yavapi Nation
- Eastern Band of Cherokee Indians
- Pueblo of Sandia

The mission of PMI Tribal Services and Purchasing Management International is to provide a select number of clients worldwide with its proven purchasing, renovation and technical expertise, at the best quality and pricing obtainable in the industry.

For more information, visit pmiconnect.com.

Rosebud Sioux Tribe

ROSEBUD CASINO
30421 US Highway 83
Valentine, SD 69201
Phone: 605-378-3800
Toll Free: 800-786-7673
www.rosebudcasino.com
Casino size: 10,500
Slots: 250
Table Games: 4
Bingo: 300 seats
GM: Kelly Turney

Flandreau Santee Sioux Tribe

ROYAL RIVER CASINO & HOTEL
607 S. Veterans St.
Flandreau, SD 57028
Phone: 605-997-3746
Toll Free: 800-833-8666
www.royalrivercasino.com
Casino size: 17,000 sq. ft.
Slots: 405
Table Games: 12
Hotel rooms: 120
GM: James McDermott

TEXAS

Class II
Kickapoo Traditional Tribe of Texas

KICKAPOO LUCKY EAGLE CASINO HOTEL

794 Lucky Eagle Drive
Eagle Pass, TX 78852
Phone: 830-758-1936
Toll Free: 888-255-8259
www.luckyeagletexas.com
Casino Size: 136,000 sq. ft.
Slots: 3,290
Bingo: Seats: 230
Hotel rooms: 248
GM: Christopher McClain

Alabama-Coushatta Tribe of Texas

NASKILA GAMING
540 State Park Rd. 56
Livingston, TX 77351
Phone: 936-5632-WINN
www.naskila.com
Casino Size: 30,000 sq. ft.
Slots: approximately 800
GM: Douglas Searle

WASHINGTON

Class II & III
Jamestown S'Klallam Tribe

7 CEDARS CASINO
270756 Hwy. 101
Sequim, WA 98382
Phone: 360-683-7777
Toll Free: 800-458-2597
www.7cedars.com
Casino size: 16,000 sq. ft.
Slots: 625
Table Games: 10
Bingo: 250 seats
GM: Glenn Smithson

Confederated Tribes of the Colville Reservation

12 TRIBES RESORT CASINO
28968 US Hwy. 97
Omak, WA 98841
Phone: 509-422-4646
Toll Free: 800-559-4643
www.colvillecasinos.com
Casino size: 56,000 sq. ft.
Slots: 543
Table Games: 8
GM: Michael Miller

Stillaguamish Tribe

ANGEL OF THE WINDS CASINO RESORT



3438 Stoluckquamish Ln.
Arlington, WA 98223
Phone: 360-474-9740
Toll Free: 877-394-8210
www.angelofthewinds.com
Casino size: 52,626 sq. ft.
Slots: 1,438
Table Games: 24
Hotel rooms: 125
GM: Travis O'Neil

Puyallup Tribe of Indians

BJ'S BINGO
4411 Pacific Hwy. East
Fife, WA 98424
Phone: 253-922-0430
www.bjs-bingo.com
Slots: 400
Bingo: 500 seats
GM: Jenynne DeNoble

Spokane Tribe of Indians

CHEWELAH CASINO
2555 Smith Rd.
Hwy. 395 South
Chewelah, WA 99109
Phone: 509-258-9845
Toll Free: 800-322-2788
www.chewelahcasino.com
Casino size: 15,000 sq. ft.
Slots: 297
Table Games: 5
GM: Dwayne Fitzgerald

Confederated Tribes of the Colville Reservations

COULEE DAM CASINO
515 Birch St.
Coulee Dam, WA 99116
Phone: 509-633-0766
Toll Free: 800-556-7492
colvillecasinos.com/coulee-dam-casino
Casino size: 5,000 sq. ft.
Slots: 192
CM: Tony Posey

Lower Elwha Klallam Tribe

ELWHA RIVER CASINO
631 Stratton Rd.
Port Angeles, WA 98363
Phone: 360-452-3005
www.elwharivercasino.com
Casino size: 7,000 sq. ft.
Slots: 146
Interim GM: Mike Watson

Puyallup Tribe of Indians

EMERALD QUEEN CASINO I-5
2024 E. 29th St.
Tacoma, WA 98404
Phone: 253-594-7777
Toll Free 888-831-7655
www.emeraldqueen.com
Casino size: 50,000 sq. ft.
Slots: 1,633
Table Games: 56
GM: Frank Wright

Puyallup Tribe of Indians

EMERALD QUEEN HOTEL & CASINO
5700 Pacific Hwy. East
Fife, WA 98424
Phone: 253-922-2000
Toll Free: 888-820-3555
www.emeraldqueen.com
Casino size: 33,000 sq. ft.
Slots: 2,367
Hotel rooms: 110
GM: Frank Wright

Mohegan Tribe, Cowlitz Tribe

ILANI CASINO RESORT
3710 North West 319th St.
Ridgefield, WA 98642
Toll Free: 877-464-5264
www.ilaniresort.com
Casino Size: 100,000 sq. ft.
Slots: 2,500
Table Games: 75
President and GM:
Kara Fox-LaRose

Kalispel Tribe of Indians

KALISPEL CASINO
420 Qlispe River Way
Cusick, WA 99119
Phone: 833-881-7492
www.kalispelcasino.com
Casino size: 20,000 sq. ft.
Slots: 120

Sauk Suiattle Tribe

LAST CHANCE CASINO AND BINGO
5318 Chief Brown Lane
Darrington, WA 98421
Phone: 360-436-2252
www.lastchancecasinoandbingo.com
Casino size: 9,000 sq. ft.
Slots: 187
GM: Nino Maltos

Confederated Tribes and Bands of the Yakama Nation

LEGENDS CASINO HOTEL
580 Fort Rd.
Toppenish, WA 98948
Phone: 509-865-8800
Toll Free: 877-7COME11
www.legendscasino.com
Casino size: 70,000 sq. ft.
Slots: 1,400
Table Games: 18
Hotel rooms: 200
GM: Letisha Peterson

Squaxin Island Tribe

LITTLE CREEK CASINO
91 W. State Route 108
Shelton, WA 98584
Phone: 360-427-7711
Toll Free: 800-667-7711
www.little-creek.com
Casino size: 21,000 sq. ft.
Slots: 1,025
Table Games: 16
Bingo: 300 seats
Hotel rooms: 198
GM: Ramone Nunez

Skokomish Tribe

LUCKY DOG CASINO
19330 N. Hwy. 101
Shelton, WA 98584
Phone: 360-877-5656
Toll Free: 877-582-5948
www.myluckydogcasino.com
Casino size: 50,000 sq. ft.
Slots: 190
CEO & GM: David Owens

Confederated Tribes of the Chehalis Reservation

LUCKY EAGLE CASINO & HOTEL
12888 188th Ave. Southwest
Rochester, WA 98579
Phone: 360-273-2000
Toll Free: 800-720-1788
www.luckyeagle.com
Casino size: 30,000 sq. ft.
Slots: 1,267
Table Games: 15
Bingo: 600 seats
Hotel rooms: 170
CEO: JaNessa Bumgarner

Colville Confederated Tribes

MILL BAY CASINO
455 Wapato Lake Rd.
Manson, WA 98831
Phone: 509-687-2102
Toll Free: 800-648-2946
www.colvillecasinos.com/mill-bay-casino
Casino size: 35,000 sq. ft.
Slots: 500
Table Games: 7
GM: James James

Muckleshoot Indian Tribe

MUCKLESHOOT CASINO
2402 Auburn Way South
Auburn, WA 98002
Phone: 253-939-7702
www.muckleshootcasino.com
Casino size: 126,136 sq. ft.
Slots: 3,400
Table Games: 40
GM: Conrad Granito

Nisqually Tribe

NISQUALLY RED WIND CASINO
12819 Yelm Hwy. Southeast
Olympia, WA 98513
Phone: 360-412-5000
Toll Free: 866-946-2444
www.redwindcasino.com
Casino size: 95,000 sq. ft.
Slots: 1,678
Table Games: 20
GM: Cheebo Frazier

Nooksack Indian Tribe

NOOKSACK NORTHWOOD CASINO
9750 Northwood Rd.
Lynden, WA 98264
Phone: 360-734-5101
Toll Free: 877-777-9847
www.northwoodcasino.com
Casino size: 30,000 sq. ft.
Slots: 359
Table Games: 8
GM: Leonard Habig

Kalispel Tribe

NORTHERN QUEST RESORT & CASINO
100 N. Hayford Rd.
Airway Heights, WA 99001
Phone: 509-242-7000
Toll Free: 877-871-6772
www.northernquest.com
Casino size: 85,000 sq. ft.
Slots: 1,651
Table Games: 37
Hotel rooms: 250
GM: Nick Pierre

Port Gamble S'Klallam Tribe

THE POINT CASINO & HOTEL
7989 NE Salish Ln.
Kingston, WA 98346
Phone: 360-297-0070
Toll Free: 866-547-6468
www.thepointcasinoandhotel.com
Casino size: 52,000 sq. ft.
Slots: 758
Table Games: 8
GM: Sam Cocharo

Tulalip Tribes

QUIL CEDA CREEK CASINO
10200 Quil Ceda Blvd.
Tulalip, WA 98292
Phone: 360-716-1700
Toll Free: 888-272-1111
www.quilcedacreekcasino.com
Casino size: 55,000 sq. ft.
Slots: 1,500
Table Games: 16
President & COO: Ken Kettler

Quinalt Tribe

QUINALT BEACH RESORT & CASINO
78 State Route 115
Ocean Shores, WA 98569
Phone: 360-289-WINN (9466)
Toll Free: 888-461-2214
www.quinaltbeachresort.com
Casino size: 16,000 sq. ft.
Slots: 700
Table Games: 10
Hotel rooms: 159
COO & GM: Don Kajans

Shoalwater Bay Tribe

SHOALWATER BAY CASINO
4112 Hwy.105
Tokeland, WA 98590
Phone: 360-267-2048
Toll Free: 866-834-7312
www.swbcasino.com
Casino size: 12,000 sq. ft.
Slots: 291
GM: Johnny Winokur

Lummi Nation

SILVER REEF CASINO
4876 Haxton Way
Ferndale, WA 98248
Phone: 360-383-0777
Toll Free: 866-383-0777
www.silverreefcasino.com
Casino size: 50,000 sq. ft.
Slots: 1,094
Table Games: 16
Hotel rooms: 206
GM: Marty Sauvage

Upper Skagit Indian Tribe
SKAGIT CASINO RESORT
 5984 N. Darrk Lane
 Bow, WA 98232
 Phone: 360-724-7777
 Toll Free: 877-275-2448
www.theskagit.com
 Casino size: 64,000 sq. ft.
 Slots: 910
 Table Games: 9
 Hotel rooms: 144
 GM: Don Guglielmino

Snoqualmie Tribe
SNOQUALMIE CASINO



37500 SE North Bend Way
 Snoqualmie, WA 98065
 Phone: 425-888-1234
www.snocasino.com
 Casino size: 51,000 sq. ft.
 Slots: 1,700
 Table Games: 54
 Interim CEO & President:
 Stanford Le

Spokane Tribe of Indians
SPOKANE TRIBE CASINO
 14300 W SR-2 Hwy.
 Airway Heights, WA 99001
 Phone: 1-877-786-9467
www.spokanetribecasino.com
 Casino size: 38,000 sq. ft.
 Slots: 450
 Table Games: 12
 GM: Javier De La Rosa

Suquamish Tribe
SUQUAMISH CLEARWATER CASINO RESORT
 15347 Suquamish Way NE
 Suquamish, WA 98392
 Phone: 360-598-8700
 Toll Free: 800-375-6073
www.clearwatercasino.com
 Casino size: 33,000 sq. ft.
 Slots: 1,200
 Table Games: 30
 Hotel rooms: 183
 GM: Rich Purser

Swinomish Indian Tribal Community
SWINOMISH CASINO & LODGE
 12885 Casino Dr.
 Anacortes, WA 98221
 Phone: 360-293-2691
 Toll Free: 888-288-8883
www.swinomishcasinoandlodge.com
 Casino size: 27,000 sq. ft.
 Slots: 900
 Table Games: 11
 GM: Brock Hochsprung

Tulalip Tribe
TULALIP BINGO & SLOTS
 10200 Quil Ceda Blvd.
 Tulalip, WA 98292
 Toll Free: 888-272-1111
www.tulalipbingo.com
 Casino size: 22,000 sq. ft.
 Slots: 221
 Bingo: 850 seats
 Bingo Director: Tammy Taylor

Tulalip Tribe
TULALIP RESORT CASINO
 10200 Quil Ceda Blvd.
 Tulalip, WA 98292
 Phone: 360-716-6000
 Toll Free: 888-272-1111
www.tulalipresortcasino.com
 Casino size: 200,000 sq. ft.
 Gaming Machines 2,432
 Table Games: 37
 Bingo seats: 870
 Hotel rooms: 370
 President & COO: Ken Kettler

WISCONSIN
 Class II & III
Bad River Band of Lake Superior Chippewa
BAD RIVER LODGE & CASINO
 73370 US Hwy. 2
 Odanah, WI 54861
 Phone: 715-682-7121
 Toll Free: 800-777-7449
www.badriver.com
 Casino size: 74,000 sq. ft.
 Slots: 400
 Table Games: 4
 GM: Mitch Corbine

Ho-Chunk Nation
HO-CHUNK GAMING BLACK RIVER FALLS
 W9010 Hwy. 54 East
 Black River Falls, WI 54615
 Phone: 715-284-9098
 Toll Free: 800-657-4621
www.ho-chunggaming.com/black-riverfalls
 Casino size: 38,000
 Gaming Machines 750
 Table Games: 8
 Bingo seats: 480
 EM: Greg Garvin

Ho-Chunk Nation
HO-CHUNK GAMING MADISON
 4002 Evan Acres Rd.
 Madison, WI 53718
 Phone: 608-223-9576
 Toll Free: 888-248-1777
www.ho-chunggaming.com/madison
 Casino size: 60,000 sq. ft.
 Slots: 1,283
 EM: Daniel Brown

Ho-Chunk Nation
HO-CHUNK GAMING NEKOOSA
 949 County Rd. G
 Nekoosa, WI 54457
 Phone: 715-886-4560
 Toll Free: 800-782-4560
www.ho-chunggaming.com/nekoosa
 Casino size: 16,650 sq. ft.
 Slots: 627
 Table Games: 8
 EM: Michael Rave

Ho-Chunk Nation
HO-CHUNK GAMING TOMAH
 27867 State Hwy. 21
 Tomah, WI 54660
 Phone: 866-880-9822
www.ho-chunggaming.com/tomah
 Casino size: 1,890 sq. ft.
 Slots: 98
 GM: Greg Garvin

Ho-Chunk Nation
HO-CHUNK GAMING WISCONSIN DELLS
 S3214 County Rd. BD
 Baraboo, WI 53913
 Phone: 608-356-6210
 Toll Free: 800-746-2486
www.ho-chunggaming.com/wisconsin-dells/
 Casino size: 94,480 sq. ft.
 Slots: 1,541
 Table Games: 36
 Bingo: 600 seats
 Hotel rooms: 302
 Casino Administrator: Michael Rynearson

Ho-Chunk Nation
HO-CHUNK GAMING WITTENBERG
 N7198 US Hwy. 45
 Wittenberg, WI 54499
 Phone: 715-253-4400
 Toll Free: 866-910-0150
www.ho-chung.com/wittenberg
 Casino size: 18,977 sq. ft.
 Slots: 786
 EM: Fletcher Collins

Lac du Flambeau Band of Lake Superior Chippewa
LAKE OF THE TORCHES BINGO
 424 Little Pines Rd.
 Lac du Flambeau, WI 54538
 Phone: 800-258-6724
www.lakeofthetorches.com
 Bingo: 450 seats

COMPANY PROFILE

R2 ARCHITECTS

Transforming Clients' Vision Into Great Design

R2Architects LLC and R2Interiors LLC (MBE-certified) provide architecture, interior design, graphic design and planning services for hotel casino clients across the nation. The firm has successfully completed projects for tribal properties from Connecticut to California to Louisiana and locations in between.

R2A and R2i offer an energetic and creative collaboration of multicultural individuals rich in design experience and "deep" in hospitality and gaming experience. The firm designs signature projects nationwide for the most recognizable names in the gaming and hotel industries, focusing on consistently delivering exceptional client service and respecting clients' schedules, budgets and bottom line.

The DNA of the company's work is unique and specific to each client's project; they are the source of the design inspiration—no matter the scope or scale of the project.

The origin of the company can be traced back more than 30 years, when one of the founders, David J. Rudzenski, was the on-site architect for the built-from-the-ground-up Showboat Hotel Casino in Atlantic City. Rudzenski and co-founder John P. Ruiz began working together, and since then have



been responsible for the design of countless renovations and new projects in the entertainment sector, specifically gaming, resort, horse racing facilities and hotels as well as other building types, including medical, research, corporate workplace and higher education.

Commissions have included other exciting ground-up projects as well as designs that reimagine existing spaces, creating a "wow" experience for guests and patrons. They are functional to support efficient and safe workflow and use. They are durable and easy to maintain. And they are respectful of budgets and timelines. R2Architects and R2Interiors innovate, create and transform clients' vision into great design.

For more information, visit r2architects.com.

CASINO *Style*



DON'T MISS THIS SPECIAL ANNUAL SUPPLEMENT

Casino Style is the go-to guide for trends that shape the future of the casino resort experience.

AD DEADLINE:
OCTOBER 21, 2021

Casino Style is the only magazine dedicated to **non-gaming amenities** in today's casino industry. Highlighting every aspect of the guest experience, *Casino Style* focuses on revenue streams of the non-gaming customer—from architecture to analytics, nightlife to restaurants, shopping to spas, and everything in between. *Casino Style's* editorial focus encompasses:

Casino Style magazine will cover important topics:

- Design & Construction
- Food & Beverage
- Hotel Operations
- Nightlife & Entertainment
- Renovations & Redesigns
- Meetings & Conventions
- Pools & Spas
- Retail & Shopping

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CASINOSTYLEMAGAZINE.COM

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Tbrady@ggbmagazine.com

Lac du Flambeau Band of
Lake Superior Chippewa
**LAKE OF THE TORCHES
RESORT CASINO**
510 Old Abe Rd.
Lac du Flambeau, WI 54538
Phone: 715-588-7070
Toll Free: 800-258-6724
www.lakeofthetorches.com
Casino size: 56,000 sq. ft.
Slots: 837
Table Games: 7
Hotel rooms: 101
CEO: William Guelcher

Red Cliff Band of Lake Superior
Chippewa
**LEGENDARY WATERS
RESORT & CASINO**
37600 Onigaming Dr.
Bayfield, WI 54814
Phone: 715-779-3712
Toll Free: 800-226-8478
www.legendarywaters.com
Casino size: 15,000 sq. ft.
Slots: 250
GM: Kurt Schmidt

Menominee Indian Tribe
of Wisconsin
MENOMINEE CASINO RESORT
277 Hwy. 47N
Keshena, WI 54135
Phone: 715-799-3600
Toll Free: 800-343-7778
www.menomineecasinoresort.com
Casino size: 33,000 sq. ft.
Slots: 710
Table Games: 12
Bingo: 220 seats
Hotel rooms: 103
GM: Daniel Hansen

Sakaogon Chippewa Community
MOLE LAKE CASINO LODGE
3084 State Hwy. 55
Crandon, WI 54520
www.molelakecasino.com
Casino size: 35,000 sq. ft.
Slots: 330
Table Games: 4
Bingo: 300 seats
GM: Bryan Tate

Stockbridge-Munsee Community
**NORTH STAR MOHICAN
CASINO RESORT**
12180 County Rd. A West
Bowler, WI 54416
Phone: 715-787-3110
www.northstarcasinoresort.com
Casino size: 70,100 sq. ft.
Slots: 1,200
Table Games: 14
Bingo: 360 seats
Hotel rooms: 129
GM: Michael Bonakdar

Oneida Nation
ONEIDA CASINOIMAC
2100 Airport Dr. Hwy. 72
Green Bay, WI 54313
Phone: 920-494-4500
Toll Free: 800-238-4263
www.oneidacasino.net/locations/imac
Casino size: 76,578 sq. ft.
Slots: 413
Bingo: 738 seats
GM: Louise Cornelius

Oneida Nation
ONEIDA CASINOMAIN AIRPORT
2020 Airport Dr. Hwy 172
Green Bay, WI 54313
Phone: 920-494-4500
Toll Free: 800-238-4263
www.oneidacasino.net/locations/main-airport
Casino size: 115,288 sq. ft.
Slots: 943
Table Games: 23
Bingo: 738 seats
Hotel rooms: 353
GM: Louise Cornelius

Oneida Nation
ONEIDA CASINOONE-STOP
3120 S Packerland Dr.
Green Bay, WI 54313
Phone: 920-496-5601
www.oneidacasino.net/locations/one-stops
Casino size: 14,905 sq. ft.
Gaming Machines: 93
GM: Louise Cornelius

Oneida Nation
ONEIDA ONETRAVEL CENTER
5939 Old 29 Dr.
Pulaski, WI 54162
Phone: 920-865-7919
www.oneidacasino.net/locations/one-stops
Casino size: 23,060 sq. ft.
Slots: 110
GM: Louise Cornelius

Oneida Nation
ONEIDA CASINOWEST MASON
2522 W. Mason St.
Green Bay, WI 54303
Phone: 920-494-4500
Toll Free: 800-238-4263
www.oneidacasino.net/locations/w-mason
Casino size: 41,798 sq. ft.
Slots: 740
GM: Louise Cornelius

Forest County Potawatomi
Community
**POTAWATOMI CARTER
CASINO & HOTEL**
618 State Hwy. 32
Wabeno, WI 54566
Phone: 715-473-2021
Toll Free: 800-487-9522
www.cartercasino.com
Casino size: 16,500 sq. ft.
Slots: 470
Table Games: 7
Bingo: 250 seats
GM: Stacey White

Forest County Potawatomi Nation
POTAWATOMI HOTEL & CASINO
1721 W Canal St.
Milwaukee, WI 53233
Phone: 414-645-6888
Toll Free: 800-729-7244
www.paysbig.com
Casino size: 150,000 sq. ft.
Slots: 2,000
Table Games: 98
Bingo: 1,350 seats
Hotel rooms: 500
Interim CEO/GM:
Sheryl Schnering

Lac Courte Oreilles Band of
Lake Superior Chippewa
**SEVENWINDS CASINO,
LODGE & CONFERENCE CENTER**



13767 W. County Rd. B
Hayward, WI 54843
Phone: 715-634-5643
Toll Free: 833-4-7WINDS
www.sevenwindscasino.com
Casino size: 35,000 sq. ft.
Slots: 492
Table Games: 10
GM: Kim Martinson

St. Croix Chippewa Indians of
Wisconsin
ST. CROIX CASINO DANBURY
30222 Hwy. 35
Danbury, WI 54830
Phone: 715-656-3444
Toll Free: 800-238-4946
www.stcroix-casinos.com/hotels/danbury
Casino size: 22,500 sq. ft.
Slots: 480
Table Games: 10
GM: Wanda Matrious

St. Croix Chippewa Indians of
Wisconsin
ST. CROIX CASINO HERTEL
4348 State Rd. 70
Webster, WI 54893
Phone: 715-349-5658
www.stcroix-casinos.com/hotels/hertel
Slots: 244
GM: Loren Benjamin

St. Croix Chippewa Indians of
Wisconsin
ST. CROIX CASINO TURTLE LAKE
777 US Hwy. 8 & 63
Turtle Lake, WI 54889
Phone: 715-986-4777
Toll Free: 800-846-8946
www.stcroix-casinos.com/hotels/turtlelake
Casino size: 95,000 sq. ft.
Slots: 1,083
Table Games: 22
Hotel rooms: 161
GM: Drew Skeen

WYOMING

Class II
Northern Arapaho Tribe
789 SMOKE SHOP & CASINO
10369 Hwy. 789
Riverton, WY 82501
Phone: 307-856-9940
www.789smokeshopcasino.com
Casino size: 45,000 sq. ft.
Gaming Machines: 257
CEO: Brian Van Enkenvoort

Northern Arapaho Tribe
LITTLE WIND CASINO
800 Blue Sky Hwy.
Ethete, WY 82520
Phone: 307-438-7000
www.littlewindcasino.com
Casino size: 1,920 sq. ft.
Slots: 168
CEO: Brian Van Enkenvoort

Eastern Shoshone Tribe
**SHOSHONE ROSE
CASINO & HOTEL**
5690 Hwy. 287
Lander, WY 82520
Phone: 307-206-7000
www.shoshoneroserose.com
Casino size: 16,000 sq. ft.
Slots: 320
GM: Sheila Matt

Northern Arapaho Tribe
WIND RIVER HOTEL & CASINO
180 Red Wolf Pl.
Riverton, WY 82501
Phone: 307-856-3964
www.windriverhotelcasino.com
Casino size: 46,000 sq. ft.
Slots: 783
Table Games: 9
CEO: Brian Van Enkenvoort

CANADA ALBERTA

Cold Lake First Nation
CASINO DENE
Rte. 28 and Hwy. 897
Cold Lake, Alberta T9M 1P4
Phone: 780-594-7900
Toll Free: 888-594-7228
www.casinodene.com
Casino size: 20,000 sq. ft.
Slots: 252
Table Games: 9
CEO: Christina Radiff

Tsui T'ina First Nation
GREY EAGLE RESORT & CASINO
3777 Grey Eagle Dr.
Calgary, Alberta T3E 3X8
Phone: 403-385-3777
Toll Free: 844-719-8777
www.greyeagleresortandcasino.ca
Casino size: 84,000 sq. ft.
Slots: 867
Tables Games: 40
Bingo: 550 seats
GM: Martin Brickstock

Enoch Cree Nation
RIVER CREE RESORT & CASINO
300 East Lapotac Blvd.
Whitemud Drive & Winterburn Rd.
Enoch, Alberta T7X 3Y3
Phone: 780-484-2121
Toll Free: 877-377-7774
www.rivercreeresort.com
Casino size: 62,600 sq. ft.
Slots: 1,000
Table Games: 39
Hotel rooms: 255
COO: Vik Mahajan

Stoney Nakoda First Nation
**STONEY NAKODA RESORT
& CASINO**
888 Nakoda Way
Kananaskis, Alberta T0L 1N0
Phone: 403-881-2830
www.stoneynakodaresort.com
Casino size: 70,000 sq. ft.
Slots: 250
Table Games: 15
Hotel rooms: 111
CFO: Tom Dimitriou

MANITOBA First Nations in Manitoba SAND HILLS CASINO



21-9-14 Hwy. 5 South
Carberry, Manitoba R0K 0H0
Phone: 855-370-7263
www.sandhillscasino.com
Slots: 350
Operations: Jeff Melcosky

Brokenhead Ojibway Nation
**SOUTH BEACH
CASINO & RESORT**
One Ocean Drive
Scatterbury, Manitoba R0E 1W0
Phone: 204-766-2100
Toll Free: 877-77-LUCKY
www.southbeachcasino.ca
Casino size: 40,000 sq. ft.
Slots: 600
Table Games: 11
GM: Faysal Tur

NEW BRUNSWICK
Madawaska Maliseet First Nation
**GREY ROCK ENTERTAINMENT
CENTRE**
100 Chief Joanna Blvd.
Edmundston, New Brunswick
E7C 0C1
Phone: 506-735-2820
www.greystackcasino.com
Slots: 100
GM: Jacques Couturier

ONTARIO

Anishinabe of Wauzhushk Onigum

GOLDEN EAGLE

ENTERTAINMENT FACILITY

49 Devils Gap Rd.
Kenora, Ontario P9N 3X8
Phone: 807-548-1332
www.bingokenora.com
Bingo: 450 seats
GM: Patrick Brett

Mississaugas of Scugog

Island First Nation

GREAT BLUE HERON

CHARITY CASINO

21777 Island Rd.
Port Perry, Ontario L9L 1B6
Phone: 905-985-4888
Toll Free: 888-294-3766
www.gbhcasinocom
Slots: 545
Table Games: 50
GM: Robert Katsavelos

QUEBEC

Mohawk Council of Kahnawake

MAGIC PALACE

Route 132
Kahnawake, Quebec J0L 1B0
Phone: 450-635-9765
www.magicpalace.ca
Slots: 420
Owner: Stan Myiow

Mohawk Council of Kahnawake

PLAYGROUND POKER CLUB

1500 Route 138, Unit C
Kahnawake, Quebec J0L 1B0
Phone: 450-635-7653
www.playground.ca
Slots: 400
GM: Phil Sabbah

SASKATCHEWAN

White Bear Indian Community

BEAR CLAW CASINO

Hwy. 9, White Bear First Nation
Carlyle, Saskatchewan S0C 0R0
Phone: 306-577-4577
www.bearclawcasino.ca
Casino size: 15,000 sq. ft.
Slots: 142
Table Games: 3
GM: Johnathan Pasap

Whitecap Dakota First Nation

DAKOTA DUNES CASINO

204 Dakota Dunes Way
Whitecap, Saskatchewan S7K 2L2
Phone: 306-667-6400
www.dakotadunescasino.com
Casino size: 84,000 sq. ft.
Slots: 620
Table Games: 25
GM: Gary Daniels

Federation of Saskatchewan

Indian Nations

GOLD EAGLE CASINO



11902 Railway Ave. East
North Battleford, Saskatchewan
S9A 3K7
Phone: 306-446-3833
Toll Free: 877-446-3833
www.goldeaglecasino.ca
Casino size: 39,000 sq. ft.
Slots: 335
Table Games: 6
GM: Kelly Atcheynum

File Hills Qu'Appelle Tribal Council

LIVING SKY CASINO

1401 N. Service Rd. East
Swift Current, Saskatchewan
S9H 3X6
Phone: 306-778-5759
www.livingskycasino.ca
Casino size: 50,000 sq. ft.
Slots: 150
Table Games: 6
GM: Trevor Marion

Federation of Saskatchewan

Indian Nations

NORTHERN LIGHTS CASINO

44 Marquis Rd. West
Prince Albert, Saskatchewan S6V 7Y5
Phone: 306-764-4777
www.northernlightscasino.ca
Casino size: 40,000 sq. ft.
Slots: 520
Table Games: 9
GM: Richard Ahenakew

Federation of Saskatchewan

Indian Nations

PAINTED HAND CASINO

Federation of Saskatchewan

Indian Nations

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PAINTED HAND CASINO

Federation of Saskatchewan

Indian Nations



510 Broadway St. West
Yorkton, Saskatchewan S3N 0P3
Phone: 306-786-6777
www.paintedhandcasino.ca
Casino size: 18,000 sq. ft.
Slots: 225
Table Games: 7
GM: Charles Ryder

SAFE BET

Personal Gaming Space, Reimagined

As casinos across the country relaunch full operations, they have an opportunity to provide customers with “the safest seat on the gaming floor” through the SafeBet slot pod system. The patent-pending system is designed by noted casino and hospitality design firm HBG Design, and manufactured in the United States by KGM Gaming.

SafeBet features the only personalized ventilation system available in the gaming industry that supplies disinfected, pathogen-free air directly to the breathing area of customers during slot play. Engineered to solve human health and safety challenges, the SafeBet slot pod also provides enhanced aesthetics that improve the casino customer experience, while maximizing space on the gaming floor.

Working with KGM Gaming and a diverse team of engineers and manufacturers, HBG Design’s team developed an integrated, patent-pending UVC Breathing Zone feature, which is a custom-designed, self-contained and fully shielded UVC filtration system. SafeBet’s UVC Breathing Zone technology is proven over 99 percent effective in neutralizing Covid-19 and other pathogens. Testing confirms that the presence of Covid-19 was reduced by 99.99 percent per air pass in the SafeBet pod.

SafeBet delivers a VIP-level experience emphasizing permanence, protection and peace of mind. Casinos can inspire customer confidence through SafeBet’s cased partition fins that provide guest privacy while optimizing flexibility in slot configuration. Lightweight and easily movable, partition fins can transform readily from single play to communal play. Ergonomically designed, the 36-inch-plus spacing delivers optimum separation and ease of accessibility, while enabling casino customers to be in the action while staying protected in their own personal spaces.

Multiple configurations including three- and four-game pods as well as back-to-back and wall footprints make the SafeBet product a convenient, ready-to-install option that is a clear differentiator in the marketplace. The HBG team’s manufacturing abilities through KGM Gaming allow the company to create SafeBet in any configuration, all with superior internal access to make best use of floor space.

The high visibility of SafeBet draws attention to a casino’s commitment to health-conscious technology and a superior guest experience. End caps also provide high-visibility real estate for static and digital signage opportunities, game launches, in-house promotions and safety and sanitizing stations.

Covid-19 has changed how people interact inside public spaces and has affected how customers perceive personal health, safety and well-being. Demonstrate a long-term commitment to safety and comfort while protecting the highest revenue-generating assets from Covid-19 and whatever comes next, with SafeBet.

For more information, visit safebetslots.com.



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COMPANY PROFILE

TBE Architects All Hospitality, All the Time

With 50 years of integrated architecture and interior design experience, TBE Architects has become one of the most well-known firms working exclusively within the hospitality and gaming market.

Having designed more than 400 unique hotel projects and 300 casino projects, “All Hospitality, All the Time” is much more than the firm’s tagline—it’s the very foundation of TBE’s client base, and an integral part of defining the firm’s relationship-centered team culture.

As a Native American-owned firm, the keystone to TBE Architects’ success in working with 116 Native American tribes and First Nations is the firm’s commitment to fully comprehend and meet each client’s unique needs.

TBE Architects has worked up and down the Las Vegas Strip, but its strongest position is with the “locals” market, designing innovative spaces that people choose to visit multiple times a week instead of multiple times a year.

TBE Architects’ highly experienced design teams work tirelessly to create bold and iconic designs that are delivered on time and on budget. Much of the firm’s “adaptive theming style” is a direct reflection of the design team’s ability to interpret the unique demands of diverse clients. No two TBE casinos or hotels are exactly alike.

TBE Architects recently completed the following three gaming projects:

At Wildhorse Resort & Casino in Pendleton, Oregon, TBE Architects expanded the resort offering with a new Family FunPlex that features 24 lanes of Brunswick bowling, a state-of-the-art video game



arcade and new F&B options.

In Fort McDowell, Arizona, TBE Architects was honored to work with the Fort McDowell Yavapai Nation to design a completely new casino at the We-Ko-Pa Resort. This new casino property features space for 1,200 slots, a 750-seat bingo hall, multiple F&B options, a 620-stall parking structure and a garden court atrium that honors tribal heritage through contemporary symbols.

The recently opened Quil Ceda Creek Casino in Tulalip, Washington more than doubles the size of the tribe’s previous casino, spanning an impressive 126,000 square feet. It includes space for up to 1,500 slots, a multi-level 1,000-stall parking structure, three full-service bars and a food hall that utilizes energy-saving wind speed and induction cooking technologies.

TBE Architects is an active associate member of the National Indian Gaming Association, led by Principals Rich Emery, Nick Schoenfeldt and David Nejski and Chairman Emeritus “Chief” Boyd.

For more information, stop by NIGA Booth No. 1212 or visit TBEarchitects.com.

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Weathering the Storm

Foxwoods' first Native CEO: says appointment "means everything"

By David Ross

On March 21, Jason Guyot, a nearly two-decade veteran of Connecticut's Foxwoods Resort Casino, was officially installed as the resort's president and CEO. He had held the position on an interim basis for nearly a year.

The historic appointment made Guyot the first member of the Mashantucket Pequot Tribal Nation to be elevated to the job. He replaced former CEO John James, who resigned in April 2020, shortly after Covid-19 forced the resort to close and left thousands furloughed. James, in turn, had replaced 65-year-old Felix Rappaport, who died unexpectedly of a heart attack in 2018, after four years in the job.

Speaking of his new role, Guyot says, "It means everything to me."

Though he took the reins at the start of the shutdown, Guyot says, "The timing was right. It was something I'd been working for my entire career. And it holds extra weight, because I don't just head this tremendous enterprise, but the future of the tribe. It's of the utmost importance because it's all about the future of the tribal nation."

One Road, Many Paths

Despite Guyot's longevity with the tribal enterprise, it wasn't always his goal to occupy the CEO's chair.

"It was not. My first exposure to the enterprise was in the mid-1990s, as a bellhop. Then I started out my career at Foxwoods in 2003, as a manager of employment and diversity after graduating from college. I thought I was going to be in social services, but ended up in employment services and worked my way up from there."

Guyot benefited from exposure to many aspects of the business. "I ended up in human resources and behavioral science, and continued to move my way up the organization. In 2007, I was offered the opportunity to move to operations and to oversee the opening of Fox Tower. I fell in love with operations."

His position as senior VP of resort operations gave him "a wealth of experience," he says. "I tried to take advantage of everything that came my way, from overseeing property management to resort sales and development."

"I've had a well-rounded experience in hospitality thanks to the opportunity."

Comeback Trail

As the U.S. gaming industry reopens, Guyot is charting a path for Foxwoods to come back strong. "The pandemic in general has really been a challenging time for all businesses and all people, and coming out of it has been a lot of learning—learning what's more efficient, what's best for the guest."

"I took over in April 2020, in some of the most difficult times for this operation. We looked at every aspect to be more profitable and engage the workforce. We learned there were different ways to do things, and I think we'll all benefit as we move into the future."

That future includes sports betting and online gaming, thanks to a deal struck last spring between Connecticut's gaming tribes and Governor Ned Lamont.

"We're thrilled to have that landmark agreement; it's a historical moment for us as an organization and as a tribal nation," says Guyot. "A lot of things need to

"I don't just head this tremendous enterprise, but the future of the tribe. It is of the utmost importance, because it's all about the future of the tribal nation."

—Jason Guyot, CEO, Foxwoods Resort Casino



happen to get it through the legislature, but we want to get sports betting up by fall, in time for the NFL season. That would be the goal."

While some people believe the onset of iGaming could siphon business from the brick-and-mortar operation, Guyot isn't unduly concerned.

"What we've seen from other jurisdictions is that it's an incremental thing; individuals still want to experience live entertainment and stay at hotels."

New Frontiers

Other frontiers for the Mashantucket Pequot Tribal Nation lie outside the continental U.S. In January, the Pequots announced a partnership with LionGrove LLC, a private equity firm, to reopen the El San Juan Casino in Puerto Rico at the old Fairmont Hotel. The tribe will invest \$12.5 million in the venture and re-brand the property as the Foxwoods El San Juan.

"That's expected to open in November of this year," says Guyot. "We have a team down there working hard to get it up and running. The hotel is already open; the casino will be open later this year."

"We want to expand the brand," he continues. "We were the first tribal casino in the U.S. There was Las Vegas and Atlantic City and then Foxwoods. That still resonates. That's still important to us and speaks to the iconic brand of Foxwoods."

'Right Leader, Right Vision'

Commenting on Guyot's appointment, Mashantucket Pequot Tribal Chairman Rodney Butler praised the new CEO for steering the company through one of its most turbulent periods.

Butler calls the appointment "a special milestone for Foxwoods as well as our tribal family. What Jason has done over the past 12 months has been remarkable, taking the helm of Foxwoods at the onset of the pandemic, building safety guidelines from the ground up to ensure guests feel safe, and championing a new kind of culture for our team members."

"Jason Guyot is the right leader with the right vision to drive Foxwoods through its next phase of evolution," Butler says, "and we are equally proud that Jason is our first Pequot CEO."

Meanwhile, business at the resort in Ledyard, Connecticut has rebounded, safely and steadily. "We've proven this is one of the safest places you can visit," says Guyot. "We're excited to get back to the new normal."

Guyot adds that his new position is not "a pit stop" in his career.

"I've been here for over 18 years. I live here. This is my home, and I'm completely invested in the success of this tribe."



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For product inquiries or to schedule an exclusive product preview contact
Jason Cohen Executive Vice President, KGM Gaming, jcohen@kgmgaming.com

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