

# TRIBAL Government Gaming

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**TOP TRIBAL EXPANSION PROJECTS**  
**STAYING COMPETITIVE VIA DESIGN**

Annual Industry Report 2022 • \$10

A **GGB** Publication

## Ball & Stick

How sports betting works in Indian Country

## Responsible Response

How to deal with problem gambling in a tribal casino

## Two Becoming One

Tribal gaming enterprises in a commercial market



Association of Gaming Equipment Manufacturers

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# The Next Generation

►► By Roger Gros



In this year, the 35th anniversary of the landmark Supreme Court ruling brought by the Cabazon Band in California, *Tribal Government Gaming* takes a look back to what really happened at that time.

When tribal gaming kicked off in the late 1980s and early '90s, I had the honor to meet several pioneers in the field. Many had stories like the ones I heard from the Pascua Yaqui tribe near Tucson, Arizona. I sat down with several tribal elders and asked about their path to gaming, which at that time was culminating in the grand opening of the Casino del Sol. They told me about growing up in lean-tos with no electricity or running water. They explained how cold they were each winter, and how every summer they had to gather in the shade of the lean-tos to beat the heat. All year long, they struggled to find enough to eat to stay strong.

As a kid from Brooklyn, I thought I had a tough upbringing. But these people made me feel I lived in the lap of luxury.

I had heard many stories like this, so I completely understood the dedication these leaders had to tribal government gaming, and why tribal sovereignty was a keystone to that new industry. Even after tribes graduated to heated and cooled homesteads and had plenty to eat, their dedication to keeping their new business free from interference from other governments never waned.

And like my parents, who grew up during the Depression and protected everything they achieved after that with frugal wariness, tribal leaders of the early days of Indian gaming were always diligent when considering threats to their industry.

Now, for many of them, their tenure is up. Some, unfortunately, have died. Others have retired. New leadership has taken over, and for the most part, these new leaders understand the struggles their fathers and mothers endured to give them the opportunities available to them today.

Many of the leaders I met from those times

talked about the seven generations. I came to understand this concept as the key difference between commercial and tribal gaming. In commercial gaming, stakeholders generally only worry about the quarterly reports and how the business is doing in that moment. In tribal gaming, leaders are looking seven generations into the future, considering how the actions and decisions of today may impact their progeny for decades to come.

When I think of people I met, such as Richard "Skip" Hayward of the Mashantucket Pequot, Richard Milanovich of Agua Caliente, Danny Tucker from Sycuan, several members of the Billie family from the Seminole Tribe, Philip Martin of the Mississippi Choctaws, Marge Anderson from the Mille Lacs Band, Stanley Crooks of the Shakopee Mdewakanton Sioux, Anthony Pico from the Viejas Band, Keller George of the Oneida Nation in New York, and the legacy they've left, it's awe-inspiring. These are just a few of the amazing tribal leaders who laid the bedrock upon which tribal gaming is built.

What sets them apart is that they recognized they needed experts in the gaming field to get up to speed. Mickey Brown changed history for two tribes, the Mashantucket Pequot and the Senecas. Lyle Berman and Marlon Torguson elevated Minnesota tribes before they went commercial in Mississippi. And the Seminoles were lucky to snag Jim Allen, who built their gaming and hospitality business into the global powerhouse it is today.

The sons and daughters of these tribal gaming pioneers are now taking over—sometimes literally, as in the case of Reid Milanovich, recently elected to the same post his father held with the Agua Caliente Band in California. Many of this second generation of leaders are as dynamic and even more professional than their forebears. But they had the benefit of education, wisdom and now, hindsight. We've seen what works and what doesn't work in many tribal situations.

So let's remember the past, reflect on the opportunities of the present, and prepare for a bright future, because tribal gaming is just getting started.

# TRIBAL Government Gaming 2022

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# Creativity & Innovation

## ► The Top Tribal Projects for 2022

The maturation of tribal gaming means constant change. Sometimes it's a move of location, other times it's enhancing what you already have. The tribal casinos that qualified this year are indicative of the changes in gaming overall. The legalization of sports betting and its introduction to existing tribal casinos have meant some creative use of existing spaces. The addition of amenities like hotel rooms and suites, high-class restaurants, spas and pools and more have given tribal casinos more of a resort feel, allowing them to compete for new customers whose entertainment wallets are ever-evolving. Congratulations to all the designers, thought leaders and tribal gaming operators who envisioned these amazing changes.



Center Bar, Eagle Mountain Casino, Porterville, California

Taphouse Sports Bar and Grill,  
Eagle Mountain Casino



## Right Place, Right Time

Eagle Mountain Casino, Porterville, California

“Location, location, location,” says Joe Baruffaldi, LAIA, principal/project manager at HBG Design, and leader of HBG Design’s San Diego Office.

“HBG Design’s client, the Tule River Tribe in California, is relying on their relocation to a high-visibility property in order to up their game and cement their reputation as a significant competitor in their regional gaming market just southeast of Fresno.”

The relocation of the casino from the reservation to a higher-traffic, higher-visibility area in Porterville, California creates a more conveniently accessible entertainment experience for their local customers, he says. It also opens new opportunities to capture destination traffic and overnight guests traveling between Fresno and Bakersfield.

The new 105,000-square-foot casino property will offer 1,750 slots, 20 table games and a choice of four dining options, including a steakhouse, diner, café and sports bar and grill. A 2,000-seat event center and a 125-room hotel also will be added.

According to Baruffaldi, designers merged storytelling concepts based on significant Tule River tribal cultural elements with amenities and distinctive venues designed specifically for the Porterville gaming customer.

Key design concepts are rooted in the land and agrarian context of Tulare County and central California. The design is heavily influenced by a lodge aesthetic with wood and stone structural expressions. Inside, guests will experience an abstract depiction of the Tule River Tribe’s native traditions through art, patterns and imagery.

Soaring vertical features will recall the majesty of the giant sequoia and the golden eagle, each important representations of tribal culture. Flowing forms will recall the winding Tule River and organic curves of nature.

HBG’s design of the Eagle Mountain Casino feels connected to the woodland. Natural materials and colors help bring a sense of comfort for guests arriving at the property, for an overall relaxed and welcoming experience.



## Green Cuisine

Quil Ceda Creek Casino  
Tulalip, Washington

The new Quil Ceda Creek Casino in Tulalip, Washington opened its doors February 3, 2021. The property spans an impressive 126,000 square feet, more than doubling the size of the Tulalip Tribes’ previous casino across the street.

Quil Ceda Creek Casino features a beautifully designed and greatly expanded main casino floor, a new food hall, additional dining options, an innovative entertainment venue and a six-story parking garage with over 1,000 stalls.

The unveiling of The Kitchen, The Landing and other new food and beverage venues supports the tribe’s goal of providing guests with a healthier, safer experience through the use of environmentally conscious “green kitchen” technology, which completely revolutionizes the way food is prepared.

The Kitchen spotlights a new food-hall dining experience where guests may visit one or multiple stations and choose from a variety of made-to-order menu items. Selections are recorded on a single card, and guests pay one bill for all orders when they’re finished, as opposed to “food court” experiences at most other casinos, where patrons pay at each and every station or restaurant they visit.

To prepare food efficiently in a high-output kitchen—without sacrificing flavor and character—the new Q culinary team introduced windspeed ovens and other innovations to the food preparation process. It’s a no-fry, greaseless kitchen with no vents, and the integration of new kitchen technologies has greatly reduced waste output and energy consumption. Even to-go containers have a short life of 90 days and are completely compostable.

The Landing provides a more formal dining experience, with a quieter ambiance and design inspired by the rhythm of the ocean and traditional canoe craftsmanship.

“From the front door to the back door and beyond, the restaurants at the new Quil Ceda Creek Casino will be the ‘greenest’ in the Northwest when they open,” said Belinda Hegnes, interim executive vice president of Quil Ceda Creek Casino. “It’s a tribute to forward thinking by the Tulalip Tribes.”





## Washington Gem

### Emerald Queen Casino Tacoma

The Puyallup Tribe of Indians opened the new Emerald Queen Casino in late 2020, with design assistance from the Cuningham Group.

The property totals 310,000 square feet and includes a 110,000-square-foot gaming floor, a 21,000-square-foot event center with 2,000 seats, and a 200-room hotel with spa and conference rooms. The property replaces the tribe's original casino, which opened more than 20 years ago.

The Emerald Queen also recently opened a BetMGM Sportsbook that features a 500-square-foot video wall, more than a dozen 86-inch high-definition televisions, 70 large leather armchairs, six ticket windows, and 30 betting kiosks. Bets can be made on all sports—pro baseball, basketball, boxing, football, golf, hockey, MMA, motorsports, soccer, tennis, and NCAA baseball, basketball and football. Bets cannot be placed on college teams based in Washington state.

The Emerald Queen Casino balances the eye-catching flash of a Las Vegas-style resort with memorable references to Puyallup tribal culture. Interior elements subtly weave in and draw influence from the textures, shapes and colors of the mountain, river, forests and sounds that define Puyallup tribal land.

The Puyallup Tribe of Indians also owns the Emerald Queen Casino in Fife and BJ's Bingo & Gaming in Fife.



## Hail Caesars... in Washington!

### Caesars Sportsbook at the Spokane Tribe Casino

Four days before the Super Bowl, the Spokane Tribe Casino opened its sportsbook. Designed by the Cuningham Group as a part of a larger casino expansion master plan, the Caesars Sportsbook adds a best-in-class sportsbook to the property. The expansion added nearly 40,000 additional square feet to the casino floor, including a large non-smoking gaming area, plus a poker room and the Grill, a quick-service restaurant.

The sportsbook is part of Phase II of an aggressive \$400 million economic development plan that calls for a hotel, convention center, dining, retail stores, an entertainment center and a cultural center on the 145-acre site in Airway Heights, Washington.

The partnership with Caesars Sports is an important element of the project, according to Javier De La Rosa, general manager of the Spokane Tribe Casino.

"We wanted to be part of a larger partnership in the sports betting world," he says. "We're excited to partner with Caesars Sportsbook to offer in-person sports betting in our new state-of-the-art sportsbook utilizing Caesars' betting platforms that offer hundreds of ways to wager on sports. This partnership also allows us to bring a new type of guest to the property while offering expanded gaming options for all players."

"As we look toward the completion of our first phase of expansion, this partnership is an important component for us as a growing casino," Carol Evans, chairwoman of the Spokane Tribe, added.

For Caesars, it's part of an effort to build the brand in the tribal casinos of Washington state. Caesars Sportsbooks will also be featured at the Muckleshoot Casino in Auburn and the Chewelah Casino, which is also owned and operated by the Spokane Tribe. All these operations are tied to the company's Caesars Rewards program and betting on sports will earn points for all players.



# Best of Both Worlds

Is tribal commercial gaming development a trend or phenomenon?

► **By Michael Soll and Jeff Hartmann**

**T**he increasing commercial gaming development opportunities taken on by Native American Indian tribes and First Nations today is obvious. More than a handful of tribes now have gaming operations located outside their tribal lands, financed by their own private equity funds.

In the following analysis, we explore the history and context of commercialization within Indian gaming and its potential future direction, reveal the composition of current tribal commercial properties and portfolios, explore the advantages tribes rely on in commercial environments and consider how commercial tribal assets might fit into the future of the gaming industry.

## Background: Tribal Gaming in Commercial Markets

Tribes with investment resources stemming from gaming cash flow initially were focused more on diversification outside of gaming—many had ownership positions in a variety of businesses, but investment capital was limited and risk was quite measured.

More recently, tribes have recognized the disproportionate value they bring to gaming and hospitality developments, and are increasingly comfortable investing in an industry they know well. This has redirected much of that investment back into the gaming industry.

Tribes involved in commercial enterprises have several things in common: (a) highly successful trust land-based operations yielding substantial free cash flow; (b) entrepreneurial and risk-tolerant enterprise structures; (c) communities willing to put otherwise distributable funds to work as investments; (d) long-term views on economic development; and, (e) the desire to be licensed by commercial gaming regulators. Of course, they also must have communities open to commercialization at all. Some, if not all, tribes



The former Sands Bethlehem was bought by Alabama's Poarch Creek Band, and is now Wind Creek Bethlehem

Caesars Southern Indiana hasn't changed names, but it has changed owners. The Eastern Band of Cherokee Indians, owners of Harrah's Cherokee in North Carolina, bought it last year and now operates it.





Hard Rock International, owned by Florida's Seminole Tribe, has many commercial casinos and hotels, including Hard Rock Atlantic City

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## The road to commercial gaming investment by tribes dates back more than 15 years, having gained momentum following the Mohegan Tribe's entry to the Poconos market in 2005, followed closely by the Seminole Tribe's acquisition of Hard Rock International in 2006.

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involved in commercial gaming share these characteristics.

The road to commercial gaming investment by tribes dates back more than 15 years, having gained momentum following the Mohegan Tribe's entry to the Poconos market in 2005, followed closely by the Seminole Tribe's acquisition of Hard Rock International in 2006. Mohegan Chairman James Gessner reflects on the tribe's past in gaming existentially in the emergence of commercial tribal gaming operations:

"We have always challenged ourselves to break barriers, not just for our own tribal members but for natives throughout Indian Country," says Gessner. "For nearly 30 years, starting in the 1990s, we were the first Native American tribe to go to Wall Street and access public financing. We continued to charter new territories going off-reservation into commercial gaming in Pennsylvania in 2006, and more recently became the first Native American tribe to operate a casino in Las Vegas—all while expanding into international waters with properties in Canada and properties under development in South Korea.

"Our successes have given us the unique opportunity to help fellow tribal nations looking to diversify, offering expert advice and services that enable them to provide critical services to their citizens. And through these successes, we can contribute to the communities in which our tribal members live and in which we operate our businesses."

### Recent Developments and the Future Role of Tribal Commercial Development

Given this context, how do moves by tribes into commercial gaming fit into the overall direction of the gaming industry? The answer is found, in part, in the general direction of gaming.

In late 2019, The Innovation Group reported on the palpable introspection surrounding organizational and structural changes among casino operators, and legitimate confusion regarding the strategic direction of the online and traditional casino gaming industries. Uncertainty was the result of several converging influences.

First, traditional growth opportunities through market expansion had diminished. If this was a hinderance for commercial operators, it applied more so to tribes that had typically operated on limited tribal trust land.

Second, generational change combined with the rise of new and disruptive technologies was and still is making it difficult to understand what gaming products and amenities will be most desirable in the future. Since that time, sports betting and online gaming have become potentially even more significant in tribal markets than in commercial ones.

The key trends we highlighted in 2019 included portfolio consolidation, real estate disaggregation (into REITs) and new business combinations. Tribal acquisitions (versus greenfield development) of more prominent gaming assets in commercial markets could have been mentioned as an accelerating trend. If the \$300 million investment by Seminole Hard Rock Gaming in 2017 seemed impressive at the time, the more than \$1 billion acquisition of the Sands Bethlehem property in Pennsylvania (now Wind Creek Bethlehem) by the Poarch Band of Creek Indians in 2019 set a new bar.

Arthur Mothershed, Poarch Creek tribal member and executive vice president of business development and government relations for Wind Creek Hospitality, commented, "Identifying and taking on projects outside of the tribe's backyard has been a great way to leverage Wind Creek's development and operating experience, and unleash tribal investment capacity. These growth opportunities will contribute critically to the long-term economic viability of our community."

Last year, the Eastern Band of Cherokee Indians (EBCI) acquired Caesars Southern Indiana. "EBCI's entrance into commercial gaming was calculated and methodical, a maneuver that had been under consideration for some time. All in the spirit of economic diversification for the tribe," said Scott Barber, CEO of EBCCI Holdings, LLC. "EBCI studied the pioneer work of the Mohegan, Seminole and Poarch Creek tribes and determined the best organizational structure and corporate strategy to enter the commercial gaming space.

"The conclusion of the ERI & CZR merger accelerated EBCCI's plans and created the opportunity to pursue Caesars Southern Indiana as our first acquisition. Hopefully, the first of many to come as EBCCI's commercial entity focuses on growth over the next decade."

Las Vegas, the worldwide capital of commercial gaming, now also has become a part of the story with the acquisitions of the Palms by the San Manuel Band of Mission Indians and most recently, the Mirage by the Seminole Tribe of Florida.

## Status of Commercial Casinos Owned and/or Managed by Tribes

By our count, there are now more than 25 properties in commercial gaming markets owned and/or operated by Native American tribes. The table at right demonstrates the geographic reach of tribal commercial portfolios.

The map below lays out the chart transactions geographically. Below, each dot represents a tribal or commercial casino. Each tribe is colored differently, with properties on sovereign land appearing in a light shade and properties in commercial markets in a darker shade. The size of the dot reflects the relative difference in the physical size of the properties measured by gaming positions.

## Potential Strategic Advantages for Tribes in Commercial Markets

There are several strategic advantages enjoyed by tribes in the contest of outside investment. First, tribes entering the space have substantial cash availability. While there is a short-term opportunity cost to internal tribal investment or distributions, gaming tribes thinking in the longer term can dedicate significant capital to these projects. In fact, longer-term investments by tribes are a natural fit. Where commercial companies may seek an exit, tribes are investing for multiple generations.

Second, tribes can enjoy very low cost of capital in states with favorable gaming compacts, where EBITDA margins can be in the 50 percent-plus range. Finally, the drive for profitable off-site developments by tribes is, in a way, more personal. Growth to serve shareholders in commercial enterprises is obviously an existential goal; however, investing in assets for the equivalent of a large, extended family can be an even more powerful motivator.

## Trend or Phenomenon?

Will tribal expansion into commercial gaming markets be a major factor in the future of the industry? We believe so. We see the expanding enterprise as equally attractive to large tribal operators and large commercial operators. While we have focused on strategic advantages enjoyed by tribes, large-cap commercial operators have their own. Included are scalability, a diverse cross-market customer base, and the ability to shift to an opco/propro, REIT-driven model with relative ease. (REITs are an unproven model for tribes on tribal land and otherwise rare in practice by tribes with the notable exception of the Eastern Band of Cherokee REIT deal

## Tribal Casinos w/ Mixed Portfolios (Tribal Casinos, Commercial Casinos, and/or Management/License Agreements)

As of March 2022

Tribal Casino	Location	Commercial Casino	Location	Mgmt and/or Lic. Agreement	Location
<b>Seminole Tribe of Florida</b>					
Hard Rock	Hollywood, FL				
Hard Rock	Tampa, FL				
Seminole Coconut Creek	Coconut Creek, FL				
Seminole Slots	South Florida				
		Hard Rock	Atlantic City, NJ		
		Hard Rock	Cincinnati, OH		
		Hard Rock	Lake Tahoe, CA		
		Hard Rock	Gary, IN		
		Hard Rock	Ottawa, OND		
		Hard Rock	Rockford, IL		
		Hard Rock	Bristol, VA		
		Hard Rock	Punta Cana, DR		
		Mirage/Hard Rock	Las Vegas, NV		
				Hard Rock	Sioux City, IA
				Hard Rock	Wheatland, CA
				Hard Rock	Tulsa, OK
				Hard Rock	Vancouver, OND
<b>Cherokee Nation OK</b>					
Cherokee Casino	Fort Gibson, OK				
Cherokee Casino	Grove, OK				
Cherokee Casino	Roland, OK				
Cherokee Casino	West Siloam Springs, OK				
Cherokee Casino	Ramona, OK				
Cherokee Casino	Salisaw, OK				
Cherokee Casino	South Coffeyville, OK				
Cherokee Casino	Talequah, OK				
Cherokee Casino	Tulsa, OK				
		Will Rogers Downs	Claremore, OK		
<b>Chickasaw Nation OK</b>					
WinStar	Thackerville, OK				
Riverwind	Norman, OK				
Saltcreek	Pocasset, OK				
Texoma	Kingston, OK				
Tishomingo	Tishomingo, OK				
Treasure Valley	David, OK				
Washita	Paoli, OK				
		Remington Park	Oklahoma City, OK		
<b>Mohegan Tribe</b>					
Mohegan Sun	Uncasville, CT				
		Mohegan Sun Poconos	Wilke-Barre, PA		
		Fallsview	Niagara Falls, OND		
		Casino Niagara	Niagara Falls, OND		
		Resorts Casino Hotel	Atlantic City, NJ		
		Project Inspire	South Korea		
				Itani	Ridgefield, WA
				Mohegan Sun Virgin	Las Vegas, NV
<b>Poarch Band of Creek Indians</b>					
Wind Creek	Atmore, AL				
Wind Creek	Montgomery, AL				
Wind Creek	Wetumpka, AL				
		Wind Creek	Bethlehem, PA		
		Wind Creek	Chicago Southland		
		Wind Creek	Aruba		
		Wind Creek	Curacao		
				Wa She Shu	Carson Valley, NV
<b>Eastern Band of Cherokee Indians</b>					
Harrah's Cherokee Casino	Cherokee, NC				
Harrah's Cherokee Casino	Murphy, NC				
					Harrison CO, IN
<b>San Manuel Band of Mission Indians</b>					
Yaamava'	Highland, CA				
		Palms Casino	Las Vegas, NV		
<b>Mashantucket (Western) Pequot Tribal Nation</b>					
Foxwoods	Mashantucket, CT				
		Foxwoods El San Juan Casino	Puerto Rico		
<b>Pamunkey Indian Tribe</b>					
		Pamunkey Casino	Norfolk, VA		



with VICI Properties in Southern Indiana.) That said, tribes should continue to have an edge on cost of capital and benefit from the longevity of their enterprises, powerful differentiators that should help shape a successful future for tribes investing in commercial gaming.

*Michael Soll is president of The Innovation Group and Jeff Hartmann is president of the Hartmann Group.*

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# Sports of All Sorts

When it comes to sports betting, tribal gaming enterprises all have different goals

► **By Roger Gros**

**W**hen the Supreme Court struck down the Professional and Amateur Sports Protection Act (PASPA) in 2018, it was a seminal moment for the gaming industry. Suddenly there was a new and dynamic wagering product that would attract an entirely new demographic to the business.

New Jersey casinos and racetracks were the first to introduce sports betting outside Nevada, and today more than 30 states and jurisdictions now permit the wagers.

For tribal gaming, however, it isn't that simple. In general, tribes can only offer games that are included in the compact struck between tribe and state. So adding sports betting often requires reopening the compact—something tribes are reluctant to do, because it gives the state the opportunity to add or subtract other things from the agreement. Even so, some tribes went forward.

In New Mexico, there was no prohibition against sports betting. The compact there allows any and all Class III gaming on tribal lands. PASPA was the only overriding law that prevented New Mexico tribes from taking sports wagers. Once that law was overturned, the Pueblo of Santa Ana decided to test the waters, and the state attorney general raised no objections. The Santa Ana Star Hotel Casino hired US Bookmaking, the company controlled by venerable Las Vegas bookmaker and Gaming Hall of Fame member Vic Salerno, to run its sportsbook. The reasons for offering sports betting in Indian Country are no different than those cited by commercial casinos.

"Sports betting has a very small house advantage and is quite labor-intensive," says Santa Ana Star Casino Hotel CEO John Cirrincione. "Since we won't be taking the big bets you'd see in Las Vegas, our net profit projections are between a small profit and a small loss. Our intent of adding the sportsbook is to add another amenity for guests, but not necessarily as a significant profit center."

John Salerno is director of operations for US Bookmaking, which



Sportsbook at Seneca Buffalo Creek

was recently acquired by Elys Game Technology. He says he knew Cirrincione from the Sands in Reno, where the predecessor to US Bookmaking, Leroy's Sports, ran the book.

"He wanted to be first, and knew we could deliver on an accelerated time frame," says Salerno. "He basically told me, 'Just put a Leroy's book in.' We opened the sportsbook 45 days after signing the agreement."

US Bookmaking ran several sportsbooks in commercial casinos, and Salerno says there was only one difference in opening a tribal sportsbook.

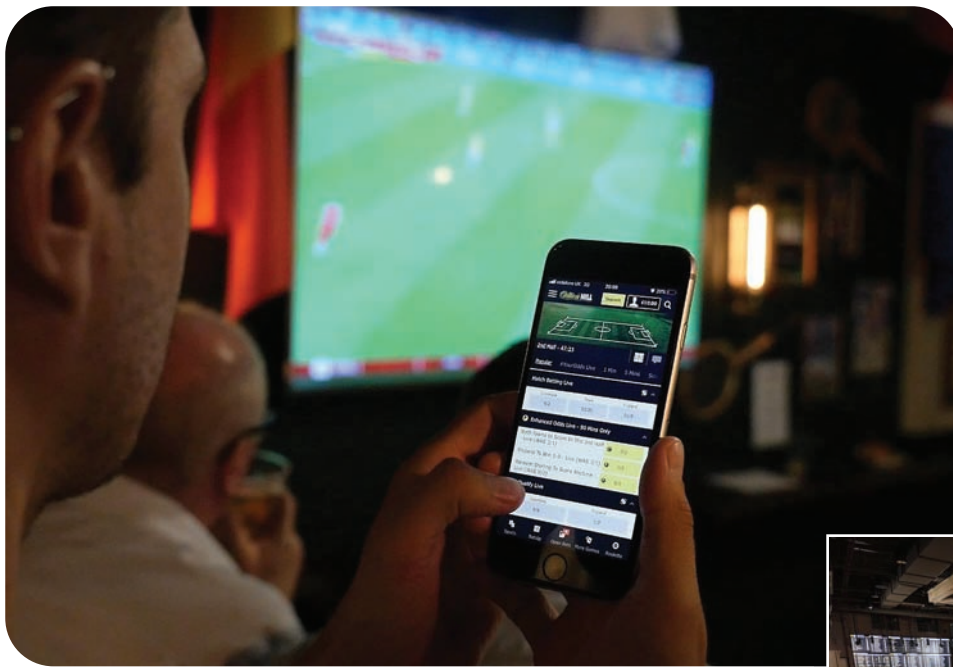
"The one major difference is that tribal casinos are regulated by their own tribal gaming divisions, versus commercial casinos being regulated by state gaming divisions," he says. "We had to work with the tribe's gaming division and the casino management to develop the sportsbook regulations, internal controls and procedures."

"From an operations standpoint, it's very similar to a commercial casino sportsbook."

## Nuts & Bolts

The decision to open a sportsbook can be agonizing for tribal officials. Many tribal casinos are off the beaten path, and traveling to them takes some time and effort. So a sportsbook can be a great way to attract new visitors. Yes, the sportsbook by itself isn't a huge financial windfall, but it can bring in new customers who will spend significant time at the property, betting on and viewing sporting events.

On the other hand, mobile sports betting can be extremely lucrative, because it takes bets from players who aren't necessarily at the casino. While mo-



Many tribes resist mobile sports betting because they want players on-property



The Oneida Nation's sportsbook in Wisconsin

mobile may decrease casino visitation, it will produce more frequent bets, therefore more frequent revenue.

Joe Asher is president of sports betting for IGT, and formerly ran William Hill US, one of the first mobile sportsbooks in North America. He says the technology required to run both retail and mobile sports betting can be intimidating, one of the reasons his company has been so successful in deploying the IGT sports betting packages.

"Tribes already have a relationship with IGT both through the games and the IGT Advantage system," Asher explains. "That gives us a big advantage when it comes to the trust that's necessary when a tribe joins with a sports betting technology partner."

"The IGT Advantage system is very modular and many tribes already have it in-house. There's a big focus on payment processing, a very important aspect of sports betting whether you're talking about retail or mobile."

IGT recently opened a sportsbook at an Oneida casino in Wisconsin, where at least a dozen sports betting kiosks were installed.

"Kiosks are very popular with customers," Asher explains. "They're not unlike the ATMs people use these days when they go to the actual bank. We're able to keep the infrastructure costs relatively low and serve their customers on a cost-efficient basis."

Kambi is a technology provider based in Sweden that was an early entrant into the U.S. market.

"With the repeal of PASPA opening the doors to legalized sports betting in the U.S., Kambi was an early mover, accepting the first sports wager outside of Nevada in August 2018," says David Bretznitz, senior director of U.S. sales.

"Tribal casinos were faced with the opportunity of launching a completely new vertical for the first time. Kambi's rich sports betting heritage as well as industry experience allowed us to engage tribes from the very beginning."

"Tribes understand that a sports betting operation can help drive significant returns for their communities—not just through the sportsbook itself, but across gaming and hospitality as a whole. In the years following PASPA's repeal, Kambi has formed partnerships with several premier tribal operators, including Four Winds Casinos, Desert Diamond Casinos, Soaring Eagle Casino and Resort and Seneca Gaming Corp."

Rob Lekites, vice president of sports and operations for the innovative technology provider GAN, says it's never too early to consider installing a sportsbook.

"As tribes consider the regulations, sitting down with each tribe to understand their goals, objectives, and most importantly, internal processes is key to always being a step ahead of pending regulation," he says. "Usually a tribe needs anywhere from 18 to 24 months of planning from visualization to anticipated launch of their sportsbook."

Lekites says there are lots of differences between commercial and tribal sportsbooks.

"First, which is the most obvious, is branding," he says. "Bringing a commercial book onto your property breaks up the existing brand your players know and love, and introduces a new competitor within your casino walls. Second, the size of the book. Usually, commercial books bring large budgets, which requires a good chunk of space and high-end look and feel. Tribal sportsbooks can very easily integrate within a casino's existing floor and infrastructure, which offers cost savings."

"Finally, localization of lines and events. Commercial books are standardized across the board with a cookie-cutter approach, where a stand-alone tribal sportsbook allows you to truly localize to your specific market, while incorporating the book within your day-to-day on-property marketing strategy."

Asher references the Oneida Casino near Green Bay, the home of the NFL Packers.

"The Packers have a pretty rabid fan base, and they're an official partner with the Oneidas," he says. "There's actually an Oneida gate at Lambeau Field. Throughout the season on a Sunday, everybody's betting the Packers, so the obvious question is, if the Packers are winning or covering, we're going to lose money. But I've been around this long enough to understand how it works. Everybody knows what the point spread is, and you want to offer a fair point spread. You don't want to jack up the line and

Tribes can only offer games that are included in the compact struck between tribe and state. So adding sports betting often requires reopening the compact—something tribes are reluctant to do, because it gives the state the opportunity to add or subtract other things from the agreement. Even so, some tribes went forward.

upset customers. When they win, great, give them the money, and they'll come back the next week. We're not worried about one game."

Kambi's Bretnitz says tribes are in a unique position when it comes to operating their own sportsbooks.

"There are many similarities between commercial and tribal sportsbooks, but also unique challenges and opportunities for each," he says. "The main consideration is which commercial model to deploy. The first option is a B2C approach, or a market-access deal, which allows them to leverage a household brand to attract customers.

"However, if a tribal operator already believes in the strength of their brand and customer database, they may choose to work with a B2B sportsbook provider such as Kambi, launching sports betting under their own brand and taking full ownership of the relationship with their customers.

"While both routes are viable and come with their own benefits depending on an operator's particular approach, a B2B partnership may also allow the tribe to return more profits to their community."

## Retail or Mobile

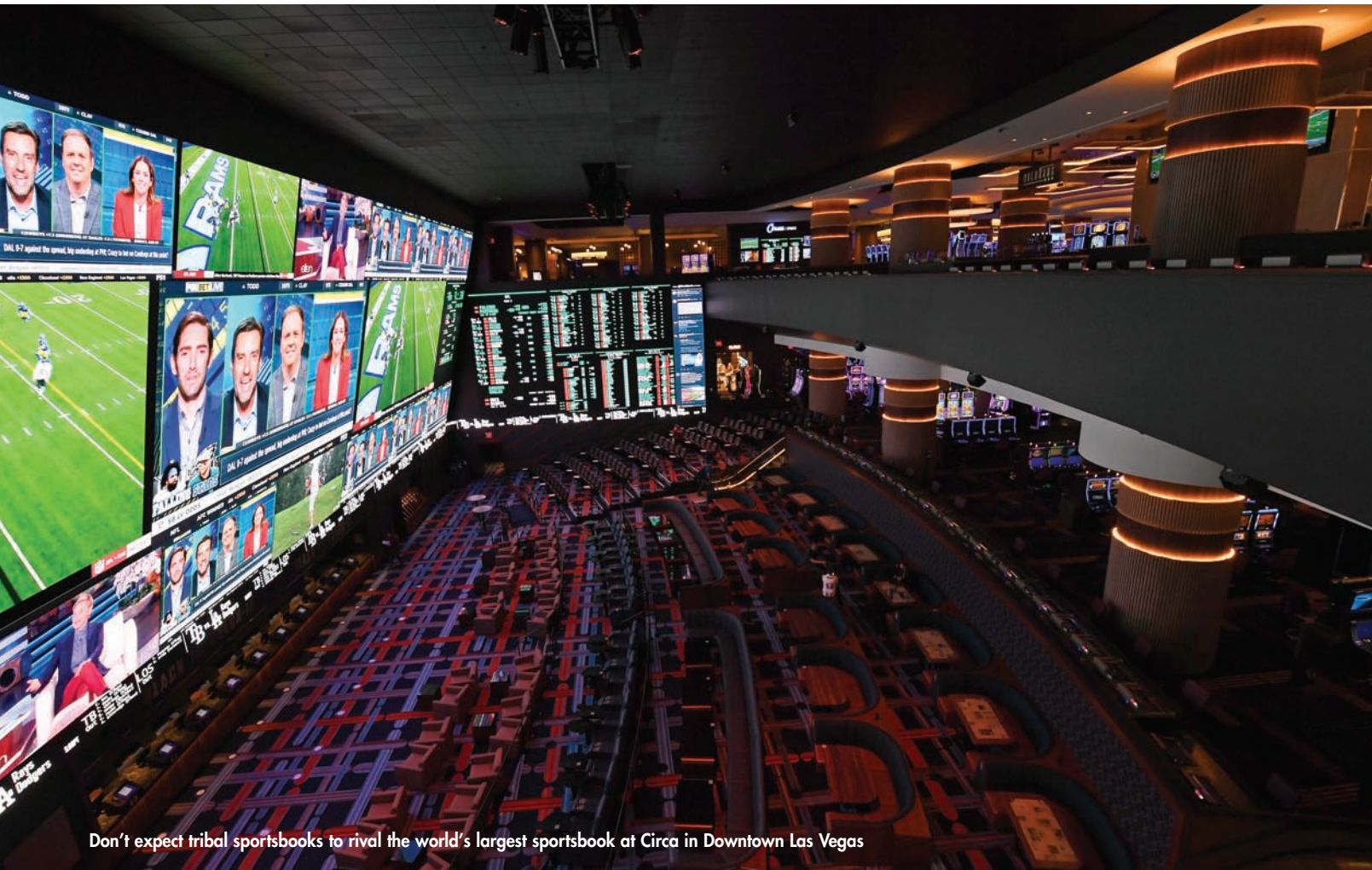
A retail book will soon become a staple for tribal casinos as sports betting continues to grow across North America. There's really nothing like the ex-

citement of an NFL Sunday or March Madness inside your casino when players can bet money on the games.

Most tribal sportsbooks won't look anything like the Superbook at the Westgate in Las Vegas or the world's largest sportsbook at the Circa in Downtown Las Vegas. But that doesn't mean the excitement level will be anything less.

When HBG created the sportsbook at the Four Winds casino in New Buffalo, Michigan, it was designed for comfort. The Sportsbook Lounge is adjacent to the casino floor to take advantage of the surrounding gaming excitement. It's designed to be a comfortable yet active retreat where guests can watch football, basketball, baseball and hockey action, while never having to leave the gaming floor environment.

The lounge's custom layout and design provide sports fans with a



Don't expect tribal sportsbooks to rival the world's largest sportsbook at Circa in Downtown Las Vegas

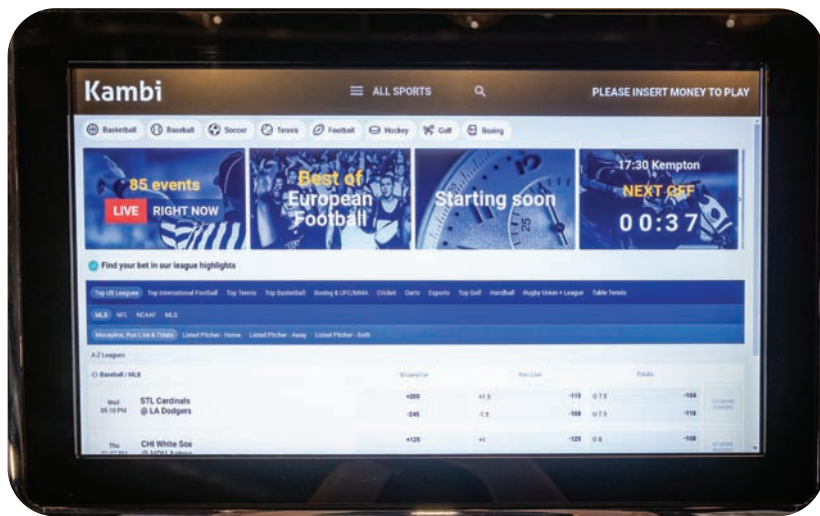
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**“There are more than 900 Kambi kiosks in operation throughout the U.S., which provide a great alternative to over-the-counter services and provide a pressure-free environment in which customers new to sports betting can familiarize themselves with our offering.”**

—David Bretnitz, Senior Director of U.S. Sales, Kambi

comfortable ambiance to enjoy a beer while cheering on their favorite teams on any of the venue’s 22 televisions. Above the bar and on a large-scale central column are eight 85-inch, six 65-inch and eight 43-inch screens for ideal viewing from sectional sofas and lounge chairs, casual dining tables with chairs, and bar stool seating at the large sports bar.

Frank Freedman, chief operating officer of Four Winds Casinos, says the response of the customers has been very positive.

“We feel the layout, design and finishes will provide guests with the right ambiance, comfortable seating options and splendid views of multiple screens to enjoy a refreshing beverage or cocktail while cheering for their favorite teams,” he says. “Every addition we’ve made to our Four Winds Casinos locations has been for the sole purpose of enhancing the guest experience, and we’re thrilled to be able to offer this new amenity at Four Winds New Buffalo.”

Bretnitz believes that collaboration is an important part of tribal sports betting.

“Kambi takes on a consultative and collaborative approach, working closely with tribal operators to effectively develop their on-property retail strategy,” he says. “This includes sportsbook design, kiosk layout and seating arrangements that provide the best wagering experience. Some of the most successful sportsbooks are retrofitted from existing on-property venues, such as sports bars.

“Kambi will also provide strategic support in selecting your hardware provider. Our company works with three different kiosk providers. Of course, there are factors to consider, such as which states the providers are licensed to operate in, as well as logistical issues like supply-chain demands. For those reasons, working with different kiosk providers eases our partners’ concerns about getting up and running as soon as possible.

“It’s entirely up to the operator how they want to utilize their space, and they can choose between a traditional freestanding kiosk or a countertop terminal that’s great for sports bars within the casino. There are more than 900 Kambi kiosks in operation throughout the U.S., which provide a great alternative to over-the-counter services and provide a pressure-free environment in which customers new to sports betting can familiarize themselves with our offering.”

In Michigan, most tribes have opted to also offer mobile gaming, most likely because the state’s three commercial casinos in Detroit offer mobile, as do the racetracks.

For Wisconsin’s Oneida tribe, however, mobile is only offered on-property. Asher says that’s the choice the tribe made.

“At IGT, we can give them the tools to compete in the mobile market or just limit the betting to a retail location,” he says. “Oneida decided to offer mobile but geofence it to the property location. Either way, it’s working out for them.”

Bretnitz says much of a tribe’s decision to offer mobile sports betting on-property is due to state regulations.

“If legislation permits, some casinos may seek to encourage wider use of mobile devices on their premises, which is why Kambi has seen success with its Bring-Your-Own-Device functionality that can be leveraged to allow for an easy and exciting on-property sports betting experience,” he says.

“BYOD is conducted in a contactless manner, creating a more user-friendly experience. The technology enables bettors to view lines and construct bets anywhere, before confirming them at the casino. A significant proportion of over-the-counter wagers at our partners’ casinos are placed using this technology, significantly reducing wait times during busy periods. In turn, it can help to familiarize customers with a tribe’s online identity, paving the way for an expanded offering as regulation permits.”

GAN believes it’s a question of what the tribe wants out of sports betting when deciding whether to allow mobile betting.

“This depends on a property’s long-range strategy, as well as where online regulation currently sits within their state,” says Lekites. “Either way, a property will need a player account management (PAM) system to implement mobile sports betting whether it’s on-property (mobile on premise) or statewide mobile.

“Mobile On-Premise allows a property to stand up their iGaming infrastructure to be ready for statewide mobile, but it also allows a property to



Sportsbook Lounge at Four Winds New Buffalo in Michigan

start building its online sports database, which will reduce a property's online customer acquisition cost which is averaging around \$700 across the U.S."

But tribes want customers to travel to the casinos, giving the property multiple chances at the customer's wallet. Some believe mobile will actually decrease that ability.

"It's easy to understand that tribes may fear that could happen; in actuality, on-property and mobile players are two different types of players," says Lekites. "Retail players (males 49 -65) will want to come on-property to place bets in person for various reasons (e.g., anonymous wagering), but a majority of sports bettors (males 18-49) want the ability to bet anywhere, at any time, on any device. This allows tribes to tap into a new segment of player whose personal habits are not coming to a casino as a daily activity, which taps into a large audience for your database.

"In addition, this enhances a property's cross-sell marketing strategy to drive more and new players to the floor. Multiple industries from music to newspapers to television have gone through this type of digital distribution, and brands that are prepared to extend their omnichannel marketing strategy to digital will be able to use their strong local brand and enter into this new digital age of iGaming."

## Sporting Chance

It's clear that sports betting can mean as much to tribal casinos it does to commercial casinos. IGT's Asher says the opportunities are endless.

"Folks realize sports spending brings people into the property," he says. "There's no doubt about it. And then once you've got them in the property, you've got a shot to get them to do something else, whether it's play the tables or slot machines, eat in a restaurant, enjoy the spa or whatever. I think sports betting is the single greatest customer acquisition tool in the history of the U.S. casino industry."

Bretnitz is optimistic about the possibilities.

"The future for tribal sports betting has never looked brighter as we head into 2022," he says. "Tribal gaming enterprises are leading the way in new forms of gaming and technology, and the Indian gaming community's goal remains to provide best-in-class entertainment experiences for the benefit of their patrons and communities alike. They're constantly looking for new ways to differentiate and innovate, and the advancement of technology will continue to influence the industry. For tribes looking to offer sports betting, investment in market-leading technology should be at the top of their list.

"For years, tribes have not only invested heavily in their properties, but also their people. As they move forward with sports betting, wherever they are in the process, they're in a strong position to build on their progress in 2022 and beyond. Having the right partnerships in place can be the first step on the road to long-term success."

With the growing popularity of sports betting, Lekites believes Indian Country will play a big role.

"Sports bettors will always want the ability to place sports wagers at any time and any place," he says. "I think we're going to get a lot more data from tribes that have implemented online sports betting in Michigan and Arizona in the next several months that will help expand the conversation. Overall, GAN stands with Indian Country to support whatever regulation protects their interests, players and competition in the marketplace today, as well continue to serve and educate each tribe's specific strategy for sports based on their own day-one regulation."

Salerno says the acquisition of US Bookmaking by Elys will enhance his company's ability to serve its tribal clients.

"We were looking for the right technology partner for three years before the acquisition," he says. "That transaction brings US Bookmaking into a company that now can offer a complete turnkey sportsbook in-house. By having the technology and bookmaking operations under one roof we can enhance the platform and accelerate the deployments with new clients."

# Tribal Sharing & Caring

How can the industry amplify responsible gaming messages while working to resolve a tribal-state dispute?

► **By Dr. Kate Spilde**

**A**s sports betting and other legal forms of gambling continue to expand across the United States, new stakeholders are aware of the potential backlash against expansion if it's perceived to increase disordered gambling behavior.

Because gambling expansion always involves government action, the important decisions around responsible gaming programs are often made by policymakers involved in legalization or regulation—not scientists or clinicians who understand the complexities of disordered gambling as a public health issue, entangled with an underlying addiction syndrome.

Ultimately, public policy debates around the perceived relationship between gambling expansion and disordered gambling can be boiled down to two questions: “Is the gambling industry to blame for disordered gambling?” and “Who should pay for the costs of prevention and treatment of disordered gambling?”

These two questions are at the heart of a contemporary legal dispute between the Rincon Band of Luiseño Indians and the state of California. The parties disagree on two important questions related to legal gambling and responsible gaming costs: First, what are the actual costs of disordered gambling that the Rincon tribe is responsible for, if any? Second, are current allocations of disordered gambling costs assigned by California to the Rincon tribe reasonable? While arising from a specific dispute in California, the main finding is of importance to all gambling industry stakeholders.

After years of analysis, the tribe's heavy investment in responsible gaming has demonstrated that the highest and best use of tribal government responsible gaming funds is at the property level, not through payments to a third party such as a state government. In order to support other tribes that may be tempted to “overpay” for their right to offer or expand their legal gambling activities, the Rincon tribe has offered to amplify the success of its current responsible gaming program, which was created in partnership with its management company, Caesars Entertainment, and to share it with other tribes across the United States.



Since 2016, the Rincon Band has been working to resolve a dispute with the state of California regarding the meaning of the language set forth in Section 5.0 of the tribe's Secretarial Procedures, which govern the tribe's Class III gaming facility in lieu of an approved tribal-state compact.

Section 5.0 reads: “The tribe shall pay to the state on a pro rata basis the actual and reasonable 25 U.S.C. § 2710(d)(3)(C) costs the state incurs for the performance of all its duties under these Secretarial Procedures (Costs) as established by the monies appropriated in the annual Budget Act for the performance of their duties under these Secretarial Procedures each fiscal year for the California Gambling Control Commission, the California Department of Justice, the Office of the Governor and the California Department of Alcohol and Drug Programs, Office of Problem Gambling, or any agency or agencies the State designates as a successor to them.”

## State & Tribal Cooperation

The Rincon tribe interprets Section 5.0 as a requirement by the state to demonstrate that the amounts invoiced to the tribe are actual and reasonable through documentation, not through an appropriations process whereby costs are assigned to the tribe on a pro-rata basis.

This distinction in assigning costs is critical for implementation of the Secretarial Procedures, since any costs beyond what is actual, reasonable and directly related to the regulation of the tribe's Class III facility constitutes a “tax, fee, charge, or other assessment” prohibited by the



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In the years since this dispute began, the Rincon tribe has worked tirelessly with the state to encourage tribal negotiators to reveal the state's calculation of responsible gaming costs and to demonstrate that these costs are both actual and reasonable. To date, the discussion is ongoing.

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1988 Indian Gaming Regulatory Act (IGRA).

At the heart of the issue is the assignment of regulatory costs that create a tribal obligation to pay for programs designed to address gambling addiction funded by the state of California's Office of Problem Gambling (OPG).

The procedures require the tribe, not the state, to establish and operate a program to provide education and prevention services to guests who experience problems with gambling while visiting the tribe's gaming facility. In the years since this dispute began, the Rincon tribe has worked tirelessly with the state to encourage tribal negotiators to reveal the state's calculation of responsible gaming costs and to demonstrate that these costs are both actual and reasonable. To date, the discussion is ongoing. However, this article provides a research-based framework for demonstrating why it may be impossible to determine the actual costs of disordered gambling in a way that translates into a reasonable assignment of those costs to the operator of a land-based casino.

Assignment of problem gambling costs to a single property becomes even more dicey when there are more than 60 other casinos in the state, the property is within driving distance to casinos in Nevada and Arizona, and there are multiple legal forms of gambling available to casino guests in the state.

This article encourages all tribal governments to systematically review the relevant academic literature on responsible gaming and disordered gambling to help the industry understand why any gambling expansion, especially land-based tribal casino expansion, would be expected to have a negligible effect on problem gambling treatment needs and costs.

In particular, this article highlights the fact that academic research fails to link disordered gambling rates to gambling expansion. The rationale behind the state's demand for a "pro rata" payment from the Rincon tribe (and all tribes) relies upon the assumption that each tribal gaming facility (or each new game type added) incrementally increases the amount of problem gambling that the state must address or regulate. However, this assumption rests on fundamental errors which affect both the state's estimate of total costs and their requirement that the any or all tribes pay an assigned percentage of those costs.

## Assigning Blame, Costs Is Imprecise, Unreasonable

In addition to assigning blame for a statewide public health issue solely to tribal casinos across California, the assignment of costs exclusively to tribal gaming properties is unreasonable. There are several reasons why tribal governments should not be blamed for "causing" disordered gambling in California. The most obvious reason is found in the state's own research on the prevalence of disordered gambling, which shows that the overall prevalence

rate declined after tribal governments opened 61 casino properties across the state.

The first study of the prevalence of problem and pathological gambling in California was a National Institute of Health (NIH)-funded study conducted in 1990. At that time, the combined prevalence rate in California was estimated at Problem (level 2) of 2.9 percent and Pathological (level 3) of 1.2 percent for a combined figure of 4.1 percent.

While there were no tribal casinos in California at that time, the state's pathological gambling rate already mirrored the national average of approximately 1 percent for pathological gambling. The level of disordered gambling in the state in 1990 likely reflects the underlying addiction syndrome identified by Dr. Howard Shaffer at Harvard University, and results from the fact that California residents had access to many forms of legal gambling before 1990, including a robust card room industry, parimutuel horse racing and the state lottery. Of course, casino gamblers could easily drive to Nevada to gamble as well.

When California commissioned a follow-up study in 2006, researchers found that the combined rate of problem and pathological gambling in California had declined as tribal gaming flourished. The 2006 study revealed rates of Problem (level 2) at 2.2 percent and Pathological (level 3) at 1.5 percent for a reported combined figure of 3.7 percent. This reduction in the prevalence rate suggests that tribal responsible gaming education and prevention efforts are working and should be encouraged.

Instead, the state of California continued to push for tribal-state compact terms that divert tribal funds to Sacramento rather than continue to refine responsible gaming education and prevention where it matters most: in tribal properties.

## Investing in Prevention

It seems counterintuitive that the rates of disordered gambling would decrease as gambling expands, until we consider that tribal casinos invest heavily in onsite prevention and education efforts for both employees and guests.

The Rincon tribe's program, for example, created in partnership with Caesars, is recognized as one of the leading programs in the industry. The tribes' collective efforts across California seem to be paying dividends, amplifying the message that there is "hope and help" available to those who seek it.

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For example, California’s 2006 study revealed that casinos were the No. 1 way customers learned about the state’s problem gambling helpline, so it follows that more casinos actually provide more access to solutions, not more problems. California Helpline statistics in 2017 show that a majority of callers to the CalGETS helpline learned about this resource from tribal casino signage. These helpline statistics are a critical piece of the puzzle, since problem gamblers seeking no-cost treatment through CalGETS were referred most often by the helpline. Redirecting tribal funds away from onsite investments into general state coffers undermines these successful results.

When we consider the assignment of “blame” and treatment costs for disordered gambling, it’s impossible to determine “actual” costs since disordered gambling is almost always linked with other disorders. The high rate of comorbidity for gambling disorder makes it impossible to accurately measure problem gambling costs in isolation.

For example, most social and economic cost studies fail to account for the high rate of co-occurring disorders among disordered gamblers. In 2008, Kessler determined that 95 percent of people with gambling disorder in the United States had a co-occurring psychiatric problem sometime in their lifetime. Furthermore, Petry and Stinson found that 75 percent had the co-occurring disorder before the gambling problem developed. This high rate of comorbidity raises the question, is the gambling problem to blame or is the preceding psychiatric disorder responsible?

Research by the Public Sector Gaming Study Commission demonstrated that while more Americans had been exposed to gambling, they gamble no more than they used to. Between the two national commission reviews—1975 and 1998—the proportion of Americans who had gambled at least once in their lives jumped from 68 percent to 86 percent. However, the number of those surveyed who had gambled in the previous year only increased from 61 percent to 63 percent, in spite of the 1,600 percent increase in the availability of gambling opportunities.

Researchers at the Harvard Division on Addictions have suggested that the availability of gambling has little or no impact on problem or pathological gambling prevalence rates because the origins of gambling addiction are tangled with other addictive behaviors unrelated to gaming. Research on addiction as a syndrome suggests that those who seek treatment for pathological gambling often have a variety of social problems.

The pertinent question remains: are these social problems the cause or consequence of disordered gambling?

## Social Investment & RG Industry Practices: A Net Gain for Tribes, Regions and States

While most state compact cost estimates assume that tribal gaming has economic benefits and social costs, these figures ignore the social benefits that derive from tribal government ownership of casinos. Academic evidence from UCLA, the University of California, Riverside and San Diego State University suggests that social and economic gains to the economy of California are significant and enduring, especially in the context of the below-average economic conditions found in Indian Country prior to gaming.

Decades of research by Harvard and the University of Arizona show that tribal gaming has brought income and employment benefits to tribal and non-tribal communities. Economic and social indicators reveal improvements in education and family income. Poverty and unemployment decrease with the introduction of tribal government gaming in a region. All these quality-of-life improvements are protective factors against addiction and ease state burdens rather than contribute to them. Research also demonstrates that new or

increased employment has positive impacts on health, crime and mental health.

Certainly states and other local governments should consider these gains in any assessment of whether tribes should be required to pay a so-called “fair share” contribution for responsible gaming. When net impacts are properly documented, many tribes in California might reasonably request state funding for Indian Country rather than the reverse. Asking tribal governments to divert funds from these efforts undercuts innovation and significant progress.

## Looking to the Future

Future agreements should recognize tribal commitments to work together on research and refining industry practices rather than attempting to quantify social costs or assign blame.

The Rincon tribe has a robust evidence-based responsible gaming program in place. It has also offered to share the program with any other tribe that wants to replicate it. Considered the “gold standard” in the industry, the Rincon program includes responsible gaming training during new-hire orientation and additional training on an annual basis for all supervisors and designated Responsible Gaming Ambassadors (32 spread out across three shifts). The tribe’s Responsible Gaming Committee meets quarterly to review policies and actions taken during the quarter and to perform collateral audits. The tribe also participates in Responsible Gaming Education Week and does ongoing evaluations of training, education and responsible gaming activities.

The Responsible Gaming Ambassador (RGA) program was subjected to an independent academic evaluation by Laval Université, which found that the training significantly increased the knowledge of the RGAs and the understanding of their new roles and duties and that these gains were maintained at the three-month follow-up. Three months after the training, almost all RGAs said that being a RGA is an important part of their job. The evaluation found that being a source of help for the guests, the moral value that the Responsible Gaming Policy brings to the company, and the fact that they can make a difference are the three components RGAs appreciated the most about being an Ambassador.

RGAs mentioned that 62 percent of the guests and/or third parties they met were very receptive to their interaction. With a track record like this, the Rincon tribe and others should be encouraged to maintain or increase their efforts, not to divert funds in another direction.

The debate about who is to blame for disordered gambling is now a global conversation driven by opinions, power and politics. Rather than simply assign blame or costs, the Rincon Band provides an excellent example of how to invest precious funds at the local level to maximize the return on our scientific and clinical knowledge about addiction, responsible gaming and the best ways to both share and care.



*Dr. Kate Spilde is a professor and endowed chair of the Sycuan Institute on Tribal Gaming at San Diego State University. She has worked with tribal governments on economic development and gaming for more than 20 years and serves on the Board of Directors for the International Center for Responsible Gaming.*

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# NIGC

## In the Beginning

Today, tribal gaming is a multibillion-dollar industry with a global reach. But the road to success was long and full of obstacles, especially early on.

► **By Marjorie Preston**

**T**he establishment of the Indian Gaming Regulatory Act (IGRA) and the National Indian Gaming Commission (NIGC) set the stage for widespread tribal gaming across the U.S. More than three decades in, that industry has transformed a number of indigenous nations, in some cases lifting them from poverty to the halls of power and even global influence.

Looking back, the triumph of tribal gaming seems almost preordained. But it wasn't a sure thing, especially in the early days. The road was strewn with obstacles: opposition from states and lawmakers, resistance from commercial operators, pushback from tribes themselves, and the dauntingly slow march of legislation at the federal level and in dozens of jurisdictions.

The NIGC was the hub around which it all turned.

### Pre-IGRA

In the early days, tribal gaming in California consisted of bingo halls and poker rooms that generated money for reservation services.

"It didn't take a lot of capital to get it going," says attorney George Forman, who would later represent the Morongo Band in the landmark *Cabazon v. California* case. "You could get a steel Butler building for \$100,000 or so, buy a bunch of cheap chairs and tables and have a high-stakes bingo game. The business was relatively low-risk, but also quite profitable. And with it came a measure of economic self-sufficiency and the resource with which to diversify the tribal economy."

As tribal gaming grew—from a handful of operations in 1980 to more than 100 by the middle of the decade—California lawmakers began to take notice. "The facts on the ground changed," recalls Glenn Feldman, who argued the *Cabazon* case before the Supreme Court. "Tribal gaming wasn't going away. On the contrary, it was expanding dramatically."

In Riverside County, home of both the *Cabazon* and *Morongo* Bands of Mission Indians, police and SWAT teams raided tribal operations, sometimes masquerading as customers before drawing their guns. They shut down gaming halls, arrested tribal members and seized their cash. Together, the tribes sued, and a federal district court ruled in their favor, holding that



**"Indian gaming is not a cure-all. However, because of Indian gaming, tribal governments are stronger, our people are healthier and an entire generation of Indian youth has hope for a better future."**

—Ernie Stevens Jr., Chairman, National Indian Gaming Association, in 2011 Senate testimony on internet gaming

neither the state nor the county had the authority to impose or enforce their gambling laws on the reservation.

Later that year, when the Supreme Court reviewed the case, "the conventional wisdom in Indian Country was that the high court would overturn the lower-court decision," says Feldman.

In his argument, he impressed upon the justices the urgency of the case. "Until there's a commercial market for sand and sagebrush, these two tribes don't have anything to offer," he said. "And gaming is the way in which they can begin to provide for their own economic needs."

The court considered a longstanding argument against tribal gaming—that it would be infiltrated by organized crime—but the claim didn't hold water, says Feldman, and "the tone of the argument gave me considerable hope that maybe we could win this thing."



The original members of the National Indian Gaming Commission (left to right): Commissioners Joel M. Frank and Jana McKeag and Commission Chairman Tony Hope



**“In meetings with everybody from AGs, Nevada resort owners and senators like Harry Reid, the NIGC was being asked to use the regulations as a weapon to suppress Indian gaming—limit it to bingo.”**

—Jana McKeag, former NIGC commissioner

And win they did, in a groundbreaking, game-changing decision that opened the doors to economic self-sufficiency for tribes across the U.S. The Cabazon decision directly led to the formation of IGRA, and in turn to the NIGC.

Not everyone was happy—including some tribes. Ojibwe leader Roger Jourdain of Minnesota’s Red Lake Band of Chippewa, along with “red capitalist” Wendall Chino of New Mexico’s Mescalero Apache Nation, considered IGRA an affront to the concept of tribal sovereignty, because it gave states a say in tribal gaming. As proof, they cited the commerce clause of the U.S. Constitution, which said Congress had “no power to regulate commerce with foreign nations... and the Indian tribes.”

They had a point, and they took it to court. But ultimately, they lost the challenge.

“IGRA did not come from Indian Country,” noted Ernie Stevens, Jr., chairman of the National Indian Gaming Association, in remarks made in 2018. “The act was a compromise that sought to balance tribal, federal and state government interests.

“While Indian Country never appreciated the compromise, we’ve made it work for our governments, our communities and our people.”

## Logjams, Bottlenecks & Legal Snafus

Though IGRA became law in October 1988, the first NIGC commissioners—Jana McKeag, Joel Frank, and Chairman Tony Hope, a former Mutual of Omaha vice president and son of entertainer Bob Hope—were not installed until 1990 and 1991. As McKeag remembers, “It was not a priority at the time, for the Congress or the Department of the Interior,” the federal government body charged with overseeing the commission.

The initial commission staff, about 12 strong, was shoehorned into offices at Interior, near the General Accounting Office. (The space was so cramped, McKeag remembers, Hope jokingly posted a sign in the window with the plea, “GAO, help us!” The staff later found roomier accommodations on M Street.)

Meanwhile, the forces that would fight the growth of tribal gaming were gathering. Nevada Senator Harry Reid faced pressure from constituents in Reno and Lake Tahoe to keep California gaming at bay. Richard Blumenthal, then Connecticut attorney general, “did all he could to suppress the growth of tribal gaming” in that state, says McKeag; later, as senator, he would fight a proposal to simplify federal recognition for other tribes.

Underlying it all was a prevailing, patronizing view of Indians: that they were incapable of managing their own affairs, and that any cash-rich tribal business would be easily overtaken by criminal elements.

“As day follows night,” says Feldman, “organized crime would be there, and the tribes would be incapable of running it. That was the thinking.”

In 2000, when New York state considered expanding tribal casinos in the Catskills, an ad campaign openly accused the St. Regis Mohawk Tribe of mob ties. Those ads, complete with images of drug syringes, asked: “Are these the new neighbors we want?” The campaign was funded by Atlantic City casino owner Donald Trump.

The Mashantucket Pequot’s compact negotiations with Connecticut was a fits-and-starts process that took years. Trump again weighed in, telling a congressional committee that Foxwoods would be “a disaster,” and “the biggest scandal since Al Capone.”

“At the end of his testimony, all our mouths were dropping,” recalls McKeag. “He ranted and raved about how (the Pequot) weren’t ‘real’ Indi-



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**“States were against gaming until they were for it. ... If tribes were going to get gambling, they figured they might as well be a partner of some sort, work with the tribes rather than fight against them.”**

—James Maida, Founder and President, Gaming Laboratories International

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ans, that they were going to bring in prostitutes, that the mafia was running the show. Trump was petrified that the Connecticut tribes would take business from his New Jersey casinos. Which they did.”

While Chairman Hope was not beloved by the tribes, behind closed doors, he was a champion for their rights and for the letter of the law as laid down in IGRA.

“In meetings with everybody from AGs to Nevada resort owners and senators like Harry Reid, the NIGC was being asked to use the regulations as a weapon to suppress Indian gaming—limit it to bingo,” McKeag remembers. “To this day I can see Tony’s face as he said, ‘But that’s not what the law says.’”

At one highly charged meeting at the Hart Senate Office Building, New Jersey Senator Robert Torricelli argued against tribal gaming on the grounds that it would destroy Indian culture and bring an unsavory element to the reservation. Also in the room: Arizona Senator John McCain and Hawaii Senator Daniel Inouye, both longtime advocates for tribes.

When Torricelli left, an outraged McCain exploded, shouting expletives that reportedly were heard up and down the hallways, until Inouye managed to calm him down.

The tenor of the times may have best been captured in a 2013 speech from Rick Hill, chairman emeritus of the National Indian Gaming Association. Hill said federal and state governments weren’t afraid of organized crime, “they were afraid of organized Indians.”

## Class Wars

As tribal gaming grew, there were endless debates about the definition of Class II and Class III casino games. The distinction was critical: per IGRA, tribes needed to negotiate compacts with the states before they could offer Class III, Vegas-style games.

Decisions on classifications depended “on where you were in the country and what judge you got,” says James Maida, founder and president of Gaming Laboratories International (GLI). The testing lab worked with tribes in a number of states, starting with Minnesota, then Wisconsin, South Dakota, Louisiana, Oklahoma and so on across the country, testing and reviewing the games, based on the jurisdiction. Maida, who is also an attorney, consulted with tribal attorneys “to bridge the gap between technology and the law, so everybody kind of knew what they were getting into as they navigated their new compacts.

“The lawyers did the lawyering, and I talked them through the technology—what the state was proposing and what the tribes were trying to propose.”

IGRA included the requirement that states enter into “good faith” compact negotiations with tribes that wanted to offer Vegas-style gaming. But in the ongoing fight against the industry, some states simply ignored that mandate.

In 1991, the Seminole Tribe sued the state of Florida for its refusal to bargain. The tribe won in district court, but a court of appeals tossed the decision, citing Florida’s immunity from legal actions under the 11th Amendment. That ruling, according to one tribal attorney, effectively “neutered” IGRA’s good-faith clause, gave the advantage back to the states, and stymied the tribes.

Frustrated, many tribes decided to do an end run around the resistant state governments. “They basically said, ‘If you don’t want to negotiate, we’re going to just use Class II games, so we don’t have to split any money or revenue-share,’” says Maida. This was a language state lawmakers understood.

Florida and other states were “against gaming until they were for it,” Maida adds. “They became pragmatic. If tribes were going to get gambling, they figured they might as well be a partner of some sort, work with the tribes rather than fight against them.”

## NIGC Now

Starting in the 1990s and over the past three decades, the NIGC has gone from an understaffed, overworked and sometimes overlooked agency to a mature body presiding over a powerhouse industry. It now employs some 100 legal staff, compliance officers, auditors, accountants, IT and security experts, occupying eight regional offices and the headquarters in Washington, D.C.

Collectively, they monitor and support an industry that generated overall revenues of \$34.6 billion in 2019. While 2020 was a different story—due to Covid-19, tribal casinos generated \$27.8 billion, on par



**“Until there’s a commercial market for sand and sagebrush, these two tribes don’t have anything to offer. And gaming is the way in which they can begin to provide for their own economic needs.”**

—Glenn Feldman, attorney who argued the Cabazon case before the U.S. Supreme Court

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with 2012—things apparently rebounded in 2021; according to American Gaming Association research director David Forman, tribal gaming likely brought in \$35 billion to \$40 billion last year, and “there’s every indication” the industry has “had a strong recovery.”

Through the ups and downs, the NIGC, in keeping with its statutory responsibility and mission, “has made our training and our outreach broader, using virtual formats to make it more efficient,” says current Chairman Sequoyah Simermeyer. It worked with other federal agencies, including the Centers for Disease Control and Prevention and the U.S. Department of Health and Human Services, on its pandemic response, working on a peer-to-peer basis to protect tribal operations and communities.

“Today, we have a strong focus in four areas,” says Simermeyer. According to the website, they include:

- Industry integrity. Protecting the valuable tool of Indian gaming that in many communities creates jobs, is the lifeblood for tribal programs, and creates opportunities for tribes to explore and strengthen relationships with neighbors.
- Agency accountability. Meeting the public’s expectation for administrative processes that uphold good governance practices and support efficient and effective decision-making to protect tribal assets.
- Preparedness. Promoting tribes’ capacity to plan for risks to tribal gaming assets including natural disaster threats, the need to modernize and enhance regulatory and gaming operation workforces, or public health and safety emergencies.
- Outreach. Cultivating opportunities for outreach to ensure well-informed Indian gaming policy development through diverse relationships, accessible resources, and government-to-government consultation.

“We’ve learned a lot over the last two years about the strength of tribal regulatory bodies, tribal lawmakers and operators working together, and the NIGC providing support and participating in that conversation,” says Simermeyer. “Today there are 500-plus operations and 248 licenses on Indian lands in 29 U.S. states.”

Tribal gaming has grown beyond the reservation to markets including Las Vegas, Atlantic City, and even Europe and Asia.

“The tribes are taking the expertise they’ve developed on the reservation and the resources they’ve been able to generate from on-reservation gaming,” says Feldman.

George Forman concurs. “Tribal gaming is the singular economic development approach in Indian Country that has truly worked. More than anything else, it’s made tribes an important part of our country’s fabric in ways they weren’t before. If not for the *Cabazon v. California* decision, there would not have been the Indian Gaming Regulatory Act. And without IGRA and the NIGC, you wouldn’t see what you see today in Indian Country—but not just in Indian Country. In California alone, tribes probably employ 50,000 or 60,000 people,” including many non-tribal members. “In their casinos, they generate billions of dollars in economic activity that extends far beyond the reservation boundaries.”

Building an economic pipeline “was a real challenge for tribes,” agrees McKeag. “If we hadn’t done what was intended under the act, gaming tribes would still be doing bingo.”

Simermeyer adds, “It’s important to note that not all tribal communities have had the same level of success” as the Shakopee Mdewakanton, the Seminoles, the Mashantucket Pequots, the Mohegans and other industry leaders. “Some operations are modest. They are really focused on creating jobs and building the local regional economy”—just as they did at the dawn of tribal gaming.



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# Regulating for the Future

The National Indian Gaming Commission's 3 for 35 Project advocates for tribal self-sufficiency and greater self-governance

By Sequoya Simermeyer



**T**hirty-five years ago on February 25, 1987, the Supreme Court of the United States affirmed tribal governments' distinct authority over gaming on Indian land. Among the compelling interests considered in the court's analysis were the shared tribal and federal interests in self-sufficient tribal communities and federal policies of tribal self-governance.

The court's decision considered the important federal obligations created by the inherent tribal sovereignty at the core of tribal governments' relationships to the U.S. The court's decision also considered a tribe's "strong incentive" to cultivate a sustainable economic enterprise.

The subsequent enactment of the Indian Gaming Regulatory Act (IGRA) in 1988 continued to recognize those governmental interests. While the act established the regulatory framework that governs Indian gaming today, IGRA's overarching objectives continue to emphasize the need for strong tribal economies and the value of a tribe's distinct regulatory capacity to protect those economies and the patrons who make those economies possible.

After 35 years of Indian gaming success, these governmental interests not only remain, they make Indian gaming unique when compared to other parts of the gaming industry. Today, Indian gaming represents more than 500 gaming enterprises licensed by over 240 tribal governments on Indian land in 29 states. Indian gaming is often the lifeblood to strengthen and revitalize necessary tribal programs and services. It continues to create opportunities for tribes to foster intergovernmental relationships across all jurisdictions in order to build diplomatic ties and regional economies. And Indian gaming continues to provide an effective means for a tribal government to execute the vision a tribal community has for protecting its institutions and values.

The regulatory community plays a critical role in supporting these interests. Planning for a healthy regulatory workforce is one of those roles.

The current focus of the National Indian

Gaming Commission (NIGC), which promotes preparedness in the regulatory community, encourages all Indian gaming regulatory bodies to assess risk and anticipate opportunities. By including regulatory workforce needs in this assessment, regulators will help better support the industry's next 35 years of Indian gaming.

The NIGC invites tribal gaming regulatory bodies to consider committing to the NIGC 3 for 35 Project. The commitment calls on Indian gaming regulatory bodies to prioritize conversations within their organizations and engage with other regulators, tribal lawmakers and operators to assess the following three aspects of Indian gaming's regulatory workforce: Strategic Recruitment, Knowledge Retention, and Skills Planning.

### Strategic Recruitment

Regulatory bodies benefit from a strategic approach to recruitment. A large but competitive regional workforce pool, the small workforce pools typically found in rurally located communities, and a tribe's education and career goals for its citizens are some factors informing those strategies. Strategic recruitment can help reduce the threat to a regulatory body's continuity of operations from an unstable workforce.

### Knowledge Retention

Many regulatory programs are approaching 20-year and 30-year anniversaries. As valuable team members retire, a threat arises to the knowledge retention critical for meeting a regulatory body's mission. Cross-training, internal policy reviews and data retention efforts are some of the measures organizations are using to mitigate the impact of losing key subject matter experts.

### Skills Planning

Innovations require regulators to bolster and realign their regulatory expertise. Assessing the tools

available in areas such as surveillance, cybersecurity, licensing and auditing as well as environment, public health and safety present an opportunity to evaluate how training and resources can most efficiently meet stated public policy

objectives. The more precise a regulatory body's approach to its skill development, the more it can prepare for new threats and emerging technologies.

Across Indian Country, discussions are already under way to prepare the future regulatory workforce. These conversations are leading to effective solutions as diverse as Indian gaming's regulatory bodies. By highlighting the value of these conversations, the NIGC 3 for 35 Project is another effort to help reduce the risk of lapses in continuity of operations, as well as the impact of losing expertise and institutional knowledge. In addition, it addresses the need to readjust resources to regulate emerging innovation and to regulate with more efficiency.

As each tribal regulatory body assesses its regulatory workforce's unique needs, please consider committing to the NIGC 3 for 35 Project and its goals as a tool to support that assessment.

*Sequoya Simermeyer is chairman of the National Indian Gaming Commission.*

*The NIGC 3 for 35 Project is a campaign to promote preparedness in the regulatory workforce. The project aims to bring attention to preparedness across the regulatory community while supporting a 35-year-old affirmation of governmental interests in tribal self-sufficiency and greater self-governance through Indian gaming. A commitment to assess and plan for the next generation of regulators will mitigate future risks to the regulatory mission. To learn more and follow the NIGC 3 for 35 Project, visit [NIGC.gov](http://NIGC.gov).*

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# Bouncing Back

Tribal projects and gaming revenues rebound in the post-pandemic world

► **By Dave Bontempo**

**B**ring back the aggressive gaming approach. Tribal leaders and design firms say the “be-safe” phrase is morphing into “go-big” for the new post-pandemic world. Pent-up demand meets the resumption of competition, requiring tribal leaders to perform a balancing act. Operators seek the sweet spot incorporating must-see attractions, comfortable environments and realistic budgets.

As the American market emerges from Covid-19, projects become more forward-looking, far-reaching and sophisticated. Some of the nation’s most prominent companies help tribal leaders step forward.

## Project Optimism

HBG Design unveils several operations with tribal leaders positioning themselves both for near-term and long-term success. Dike Bacon, principal, notes that U.S. commercial gaming revenues set an all-time record in gross revenue of \$53 billion in 2021.

If this is any indication of the health and vitality of the Indian gaming industry (NIGC has not released 2021 figures), business is booming, he says. “Visit any casino in almost any domestic market and customer traffic is extraordinarily strong—inflation notwithstanding—and you see that demand is there,” he says.

Drivable trips are answering the call of most travelers’ curiosity, which

has fueled the need to create fresh and exciting offerings in regional markets where many tribal casinos are located, he adds.

“Competition and location are often the driving forces behind whether a property needs a ‘must-see attraction’ as a differentiator and a draw, but any such ‘wow factor’ has to align with the property’s brand and target audience,” Bacon says.

“I’ll give you an example—we’re designing a distinctive feature attraction for events, music, daytime leisure and active nightlife, as part of a tribal casino resort expansion. The property has a formidable reputation as a leading entertainment and gaming destination, located within 30 miles of a metro feeder market of over 1 million people.

“Properties like this are able to support large-scale, high-impact, must-see attractions when their location combines a vibrant, diverse local population base *and* access to an equally strong destination customer who is willing to drive farther and stay longer to experience a distinctive amenity that is unmatched in the regional market.”

Bacon says HBG seeks innovative ways to help clients do more with less.

“This challenge covers a lot of ground, from designing public spaces and guest rooms that are easier and faster to clean and service to moving to-



Four Winds South Bend, South Bend, Indiana, hotel tower and sportsbook

wards automation in concierge and casino hotel check-in,” he says. “Clearly, one of the biggest challenges for operators is to capitalize on current demand while still offering a great entertainment and hospitality experience with impressive customer service. Staffing in the entire hospitality industry (not just gaming) has been incredibly challenging.”

HBG designers work alongside owners to address these pressing issues. This includes creating more efficiently designed spaces that are exciting and entertaining but can also be operated with less staff.

“We’re creating more efficient kitchens and more diverse means of providing F&B to customers, including self-service and take-out venues. Valet parking is another key service area affected by staffing shortages,” says Bacon.

“More customers may be encouraged to self-park instead of valet, which means designing and locating parking garages that are more convenient, secure and customer-friendly. It also gives rise to designing more elevated and exclusive VIP entrance experiences reserved for a property’s best players, creating a smaller staffing pool to focus service on the largest contributors to the casino’s bottom line.”

Nathan Peak, AIA, LEED GA, practice leader/principal of HBG Design, says pent-up demand for entertainment and hospitality experiences motivate tribes to upgrade underperforming areas of their facilities.

“Given the performance of the industry and how it is bouncing back from the pandemic, we are confident that owners will remain in expansion and renovation mode for a while,” Peak says. “A client recently told us that their gaming resort property will likely be in a continuous state of evolution, renovation and building over the next several years to stay fresh for guests and maintain relevancy in the market.”

Another major influencer of the “continuous state of evolution” mindset is the continued passing of new legislation that drives change in tribal—and commercial—gaming properties, says Peak. As more states pass sportsbook legaliza-

tion, that sets up new priorities for gaming properties who need “must-have” amenities to compete.

## Tribes Take Assertive Stance

“Tribal gaming is definitely staying aggressive in terms of maintaining market share, especially in areas of the country where commercial gaming is growing and evolving,” adds Joe Baruffaldi, AIA, principal/project manager at HBG Design, and leader of HBG Design’s San Diego office.

“Tribes realize that knowledge is power; it’s what fuels a competitive edge,” he says. “There’s a greater need today for tribal casino owners to understand the nature of their customer base and harness the power of that knowledge—appreciating and leveraging not only where guests are coming from, but who they are as consumers.

“We partner with tribal gaming clients by helping them envision what the ‘tomorrow of their market’ looks like. When we’re able to anticipate changes in the marketplace, we can proactively respond by leading our clients to more competitively positioned design solutions.”

One of the highlights for HBG over the last few years has been its involvement in the Four Winds South Bend casino in Indiana. The property is owned by the Pokagon Band of Potawatomi Indians, which operates three other casinos in Michigan.

Four Winds Casino embarks on a large-scale expansion of its South Bend property, designed by HBG, offering approachable luxury within a new 23-story, 317-key, 83-suite hotel tower.

The project includes a mix of vibrant amenities, to include a spa, convention area, meeting space, a ballroom, lounge, bar and grill, an outdoor rooftop swimming pool, and terraces with spectacular views.

The design incorporates regional elements and warm, rustic details with special attention and references to tribal influences and symbolism.



Emerald Queen Casino



Tachi Palace Casino, Lemoore, California



Spokane Tribe Casino, Spokane, Washington

## Combining Finance and Intelligence

“To remain competitive, tribes must make sure their facilities are an attractive destination as well as a local favorite,” says Brett Ewing, AIA, principal and executive director at Cuningham Group.

“Tribes should invest in dynamic spaces that allow for flexibility during changing times. Fantastic must-see attractions are compelling (and can be expensive). However, they must also have long-term benefits that entice guests to return time and time again. To achieve this, tribes should consider working with well-known entertainment brands that offer multi-event experiences.”

Leveraging new technology that is exciting for younger customers is another approach, he adds. Comfort and excitement can also be combined to help tribal gaming facilities remain competitive. Spaces should incorporate lasting materials and engaging services that make sense for customers to visit for years to come.

“Cuningham’s tribal gaming clients are not afraid of upgrading their spaces to create innovative and exciting spaces for customers,” he says. “Yet, we never encourage clients to create environments out of fear of not being able to compete. Rather, we ask them to consider what resonates with them and what experiences they want to share with their customers.”

“For instance, we are designing the largest Gordon Ramsay Hell’s Kitchen restaurant to date for the Rincon Band of Luiseño Indians (in San Diego County), because the tribe had closed their buffet during the pandemic and they had the perfect opportunity to reimagine the space into an amazing restaurant. The project is scheduled to open this summer.”

The Emerald Queen Casino Resort in suburban Tacoma, Washington balances the eye-catching flash of a Las Vegas-style resort with memorable references to Puyallup tribal culture, he says.

Cuningham worked closely with the Puyallup Tribe to relocate the tribe’s existing gaming operations to a highly visible site along Interstate 5 near downtown Tacoma.

“Together, we found an innovative solution to fitting a large gaming facility gracefully into the urban city fabric,” Ewing says. “Due to site and infrastructure constraints, the gaming floor and amenities are strategically placed four levels above the ground floor, spanning over the city streets and supported structurally by two parking garages.

“This approach creates a breathtaking building that is visible from the highway and provides panoramic views to downtown and to the culturally significant Mt. Rainier and Puget Sound. The destination totals 310,000 square feet and includes approximately 100,000 square feet of slots and table games, a 2,000-seat event center, five food and beverage venues, two parking garages, and a 12-story, 155-room hotel.”

Cuningham’s work on the expansion of the Spokane Tribe Casino in Airway Heights, Washington is part of a larger, multimillion-dollar economic development plan that incorporates a hotel, convention center, dining, retail stores, entertainment venue, and a cultural center on the 145-acre site on U.S. Highway 2.

The casino expansion, which is currently under construction, will double the size of the casino floor. With 20,000 square feet of additional gaming space, the casino will be able to add more than 300 new slot machines and six table games. It also brings a large area for nonsmokers, a dedicated poker room, a sportsbook area, and new dining options.

In Lemoore, California, Cuningham collaborates with the Tachi-Yokut Tribe on an estimated \$90 million, 24,000-square-foot expansion and remodel of the existing Tachi Palace Casino. The overall design goal is to modernize the entire gaming floor and give the property a fresh look.

After completion, it will include an expansive sports bar with the flexibility of both indoor and outdoor dining options, an expanded food market, and a new high-limit room. The layout will feature a more open plan, and symmetrical space with a new sculptural porte cochère that provides a sense of entry. The design is reflective of the Tachi tribe and their historic landscapes.

The guest arrival experience and flow into the building are inspired by the sloughs that run through the tribe’s native lands. This provides a strong connection to the nature of the landscape and the conceptual design developed by the Cuningham team.

The renovations also enhance improvements necessitated by the pandemic, including new HVAC and air purification systems, contactless technology, sanitizing stations, and additional space between gaming machines and tables. The buffet space has been replaced with a high-limit room and a grab-and-go market.



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Swinomish Casino and Lodge, Anacortes, Washington



## Boom Time

“The outlook for casino gaming resort properties is more exciting than ever,” says John Hinton, the director of Native American projects for Bergman Walls & Associates (BWA).

“While changing consumer tastes and the pressure to attract new and different types of customers have always and will continue to drive casino facility design decisions, it also presents a world of possibility. Today’s properties can feature both fantastic must-see attractions and exciting amenities that attract new patrons, as well as environments that are comfortable and familiar for existing patrons.

“If there is anything we have learned in recent years, particularly since the pandemic, it’s that flexibility, both in design and being open to new offerings, is key.”

Many of Bergman Walls’ recent and current projects have included designing flexible casino floors, as well as conference, event and entertainment spaces that can be easily be adapted or modified to meet ever-changing needs and demands.

The BWA design team has extensive experience conceptualizing, master-planning and designing gaming, entertainment, hospitality and mixed-use projects for both commercial and tribal gaming clients, he says.

One of BWA’s recent projects, Swinomish Casino and Lodge in Anacortes, Washington, added flexible event and entertainment spaces, along with a casino floor expansion that can easily accommodate future updates, a hotel tower renovation, and dynamic new dining and retail options.

For the Apache Casino Hotel in Lawton, Oklahoma, BWA remodeled portions of the existing casino and designed a major new event center that can be divided into smaller rooms for conferences or special events.

“As trusted advisers to our tribal gaming clients, what is essential now and in the future is being able to effectively identify trends they may not be aware of, or where we see opportunities at their properties,” Hinton says. “Can a simple renovation or refresh project create renewed interest? Can a fast-casual or upscale food hall and food trucks be a more cost-effective alternate to the traditional buffet, while creating new dining excitement?”

“Can other buffets be updated with high-end finishes and upscale food offerings that transform tired spaces into destinations that keep diners and their dollars on site? Is their property prime for incorporating family-friendly or non-gaming amenities that make it a regional destination, while creating new revenue generation opportunities?”

BWA, in conjunction with Kenneth-Ussenko Design, completed an ex-



Event Center, Apache Casino, Lawton, Oklahoma

pansion at Morongo Casino Resort & Spa in Cabazon, California. It included a 65,000-square-foot casino gaming floor expansion that increased the size of the gaming floor by 30 percent, with new slots and table games, and a number of new bars and restaurants.

BWA also is currently working on tribal gaming projects in California and Washington that include master planning, sportsbook lounges and sports bars, hotels, a variety of dining and entertainment options, and other new amenities.

“What is also exciting for both BWA and our clients is that even though engagement in today’s sports betting and esports games can take place from virtually anywhere, sports fans and younger patrons are showing they want the experience of being engaged in a more communal setting with like-minded fans and players, with digital and virtual, interactive experiences,” Hinton says.

“And while these demographics are coming for the sportsbooks and esports lounges, they are enjoying other amenities on the properties, including live entertainment, spa experiences, and even traditional table games (albeit electronic ones) and slot machines that will continue to bring in the traditional casino customer who expects the familiar, but elevated offerings.”

This is a game-changer, he asserts, because it shows that today’s casino resort environment can offer something for everyone, with careful thought, strategic master planning and design execution, and effective marketing.

Throughout the industry, an awareness has returned that it’s time to compete. The pandemic left a huge financial and emotional footprint on all businesses, but the spirit of renewal has arrived. The sun has come up again.

Time to be aggressive.

# A Healthy House is a Full House

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# 35 & Counting

The Cabazon decision was the seminal moment for tribal gaming in 1987

► By Glenn M. Feldman

February 25, 2022 marked the 35th anniversary of an important event in the history of tribal government gaming. On that day in 1987, the U.S. Supreme Court issued its opinion in *California v. Cabazon Band of Mission Indians*, 480 U.S. 202 (1987), a ruling that has come to be known as the “Cabazon decision.”

In that 18-page opinion, a 6-3 majority of the court upheld the right of the Morongo and Cabazon Bands of Mission Indians to conduct poker and high-stakes bingo games on their reservations, and denied the state of California any authority to regulate or prohibit those tribal activities.

The Cabazon decision marked an important tribal victory in what had been a long and contentious legal battle between tribes and states over which government had the power to authorize and regulate tribal gaming. Today we have a large, mature and profitable Indian gaming industry in this country. But 35 years ago, the future of tribal gaming was not at all clear.

From the very beginning, states vigorously opposed any efforts by Indian tribes to offer gaming activities to non-members. While tribes argued that, as governments, they had the right to establish laws, including gaming laws, on their reservations, the first Indian gaming cases from the early 1970s generally favored the states’ position of opposition to tribal gaming activities. These early tribal defeats were bolstered by the strong political opposition to tribal gaming by the Nevada gaming industry and national horse racing organizations.

But in 1976, the Supreme Court issued a ruling in an Indian tax case from Minnesota that offered a new and different method of analysis for

certain tribal-state jurisdictional disputes. That analysis, *Bryan v. Itasca County*, 426 U.S. 373 (1976), proved to be pivotal as later tribal gaming cases made their way through the federal courts.

Cabazon was not the first Indian gaming case, but it was the first to reach the U.S. Supreme Court. The court had been asked to review other tribal gaming disputes in 1981 and 1982, but had declined to do so. By 1985, however, Indian gaming had exploded across the country, with more than 100 tribal gaming facilities nationally, with 25 of those in California alone. So in April 1986, when the state of California asked the court to review the Cabazon Band’s lower court victory, it was not a complete surprise that the court agreed to hear the case.

While the Cabazon case involved only two small tribes from California, both sides clearly understood that the decision would have national implications. As a result, 27 states filed four amicus (“friend of the court”) briefs supporting California’s position. Indian Country responded in kind, with 66 tribes filing eight briefs supporting the Morongo and Cabazon Bands.

## Legal Arguments

The Cabazon case was argued before the Supreme Court on December 9, 1986 and decided on February 25, 1987. While the decision of the court addressed many legal issues, two in particular are worthy of note.

The first was the organized crime issue. Looking at it 35 years later, it seems hard to believe that a major element of the states’ opposition to tribal gaming was the argument that tribes would be powerless to prevent “organized crime” from infiltrating their gaming operations. According to the state of California, “the possibility that the (tribal) bingo operations may be taken over by organized crime is a very serious concern . . . .”

But when asked by one of the justices at oral argument whether there was any ev-

The Cabazon decision, coupled with IGRA, has dramatically improved the economies of much of Indian Country in the U.S.

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The author with Brenda Soulliere at the Cabazon Band's Fantasy Springs Casino Hotel. Soulliere was a cashier in the tribe's bingo hall when it was raided by California authorities, which eventually led to U.S. Supreme Court's landmark Cabazon decision.



idence that organized crime had infiltrated the bingo operations of the tribes, the attorney for the state had to concede there was not. Further, the same issue had been argued to the lower courts in the Cabazon litigation and the Ninth Circuit Court of Appeals had earlier found that “there is no evidence whatsoever that organized crime exists on these Indian reservations.”

So, despite the strong efforts of the state to interject the organized crime threat into the case, the Supreme Court rejected that effort by noting that this theoretical concern by the state, while “legitimate,” was supported by no evidence and therefore could not overcome the strong tribal and federal interests it found in promoting Indian gaming.

The second important legal issue addressed by the court in the Cabazon decision was the applicability of the 1976 *Bryan v. Itasca County* tax decision to tribal gaming activities. In *Bryan*, the court had analyzed a 1953 federal law that was applicable in Minnesota, California and several other states. The court concluded that this federal law authorized those states to apply their criminal laws (i.e., those laws that prohibited certain conduct) to tribal activities on reservations in those states, but did not give the states the jurisdiction to enforce their civil laws (i.e., those laws that allowed but regulated conduct) against tribes. The issue in the Cabazon case was whether California's bingo and poker laws should be characterized, to use *Bryan's* terminology, as “civil-regulatory” or “criminal-prohibitory.”

At oral argument, this distinction was the subject of much discussion. Justice Antonin Scalia, in his first year on the high court, was particularly interested in this question and eventually made it quite clear that, in his view, California's \$250/game limit on charitable bingo games was “criminal-prohibitory” in nature and, therefore, enforceable by the state against the tribes.

And Chief Justice William Rehnquist—no friend to Indian tribes during his tenure on the court—seemed to want to limit *Bryan* to its particular facts when he stated that “all *Bryan* held was that a tax statute couldn't be applied in *Itasca County*.”

In the end, however, a majority of the court (including the chief justice) reaffirmed the validity of the *Bryan* analysis and found the state's bingo and poker laws to be civil-regulatory. As the court put it: “In light of the fact that California permits a substantial amount of gambling activity, including bingo, and actually promotes gambling through its state lottery, we must conclude that California regulates rather than prohibits gambling in general and bingo in particular. As a result, the court found that the state of California could not enforce its state laws against the tribes' gaming activities, handing tribes nationally a major victory.”

## Still Relevant

So, what is the legacy of the Cabazon decision? Why is it still relevant 35 years later?

First, the Cabazon decision led directly to the enactment of the Indian Gaming Regulatory Act. The three dissenting justices in the Cabazon case made much of the fact that Congress had not expressly authorized tribal gaming through legislation. Congress filled that void the following year. While Congress had considered Indian gaming legislation as early as 1983, no agreement could be reached until Cabazon was decided in 1987. That decision

gave renewed impetus to those efforts, and in the fall of 1988, IGRA was passed by both houses of Congress and signed by President Ronald Reagan.

While IGRA was far from perfect and did, in fact, cut back some of the rights that the tribes had won in Cabazon, 35 years of experience has proven that IGRA provided a regulatory framework that has worked reasonably well for most tribes and has allowed tribal gaming to expand exponentially since its modest beginnings in the late 1970s.

Second, the Cabazon decision, coupled with IGRA, has dramatically improved the economies of much of Indian Country in the U.S. While the economic benefits of Indian gaming are not spread evenly among the tribes, the fact is that 250 tribes in 29 states are now operating more than 500 gaming facilities, many of them as large and luxurious as any in the world. Those facilities employ more than 350,000 people nationally and are pumping tens of billions of dollars of revenue into Indian Country annually, revenues that are allowing tribes to provide unprecedented numbers of programs, services and benefits to their members, and in many cases to their neighboring communities as well.

Finally, in addition to their direct benefits, tribal gaming revenues have provided much of Indian Country with the economic and political means to broaden and strengthen their sovereign powers. A number of major gaming tribes have taken their management expertise and financial resources and expanded into off-reservation gaming activities in Nevada, New Jersey, Pennsylvania and even overseas markets. Additionally, in many parts of the country, tribes have become important political players. In addition to campaign contributions, tribal votes can determine close elections in states like Arizona, California and Oklahoma—and politicians know that.

Tribes are also asserting their rights to surface and groundwater resources in ways and places not seen before. And many tribes, recognizing that gaming need not be an end to itself, are actively diversifying their tribal economies in important and creative ways, including clean energy projects, expanded agricultural efforts and the retail/commercial development of reservation lands.

Thirty-five years ago, no one could have predicted the dramatic impact the Cabazon decision would have on Indian Country. February 25, 2022: an important anniversary in the history of tribal government gaming.

*This article is dedicated to the citizens of the Cabazon Band: a small tribe that made a big difference.*

*Glenn M. Feldman is of counsel to Procopio, Cory, Hargreaves & Savitch LLP in Scottsdale, Arizona. He has practiced federal Indian law, and served as general counsel to the Cabazon Band, for more than 40 years.*

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# Bouncing Back

The 2022 Indian Gaming Tradeshow & Convention demonstrates the resilience of tribal gaming

► By Ernest L. Stevens, Jr.



Over the past two years, people worldwide have faced the impacts of the Covid-19 pandemic.

Covid compelled all of us to assess and adjust to a new way of life, embrace a new normal, and work to defeat the devastating implications of a global pandemic.

Our world came to a sudden halt in March 2020. In Indian Country, the path back was due to the continued commitment of tribal leaders. They continue to stand firm to make the health and welfare of our tribal citizens and communities a top priority, with everyone doing their part to lessen the spread of Covid.

This pandemic will be forever ingrained in our stories. Like our ancestors before us, we will share the lessons learned with future generations, so they're prepared to protect their communities. At the same time, we continue our work to strengthen our communities to guarantee that we're even more resilient to deal with future threats.

Indian Country has set the example of successful vaccination efforts, and more and more, we see tribal communities safely coming together. Now, we confidently return to the workplace and conduct business in person after two years of working remotely, where virtual meetings were the norm.

This month, tribal leaders and industry experts will do just that as our National Indian Gaming Association once again brings the Indian Gaming Tradeshow & Convention to the Anaheim Convention Center, April 19 – 22.

The Indian Gaming Tradeshow & Convention has long established itself as the premier event for the Indian gaming industry, and is the figurative heartbeat of Native American economic success. Our mission is to protect and preserve the general welfare of tribes striving for self-sufficiency through gaming enterprises in Indian Country.

Since the inception of tribal government gaming, tribes have successfully prioritized economic diversification: building beyond gaming to further economic self-sufficiency. They have established a

diverse portfolio of economic initiatives, always focusing on balancing out revenue opportunities and the future of tribal citizens.

As we gather for Indian Gaming 2022, our successes will undoubtedly be center stage at the gathering. We have much to celebrate—and new challenges and opportunities to address—to ensure that Indian gaming continues to build through the new normal, while protecting and strengthening Native communities.

The past two years have affirmed our resilience and shown what's possible when Indian Country unites behind a common purpose: working together to build a better place for all generations to come.

The success of Indian gaming through the worst of this pandemic is a credit to the creativity and flexibility of so many experts on the ground, who have constantly adjusted to protect the health and safety of our people while maintaining the highest quality gaming experience. Everyone from gaming industry executives and staff to gaming regulators and commissioners to front-line staff everywhere did their part to keep the doors open to patrons.

Thanks to their work, Indian gaming operations far surpassed early projections. We limited the pandemic's economic impacts in 2020, generating \$28 billion in revenue for tribal governments, exceeding the forecasts.

While we have much to be proud of, we must be committed to building on that success. Our membership agenda will set the path towards this effort, with discussions centered around the legislative and industry order of business. I look forward to coming together, united in our vision for tribal communities, rolling up our sleeves, ready to do the work to bring our industry back to its fullest potential.

We will also pay tribute and honor those who led before us. At the Chairman's Leadership Luncheon on Wednesday, April 20, we will honor Chief Oren Lyons, Faith Keeper of the Turtle Clan of the Onondaga Nation in New York, with the Indian Gaming Lifetime Achievement Award. Also

on Wednesday evening, we will present the Rick Hill/Tim Wapato Sovereign Warrior Award to former Viejas Band of Kumeyaay Indians Chairman Anthony Pico during the annual cultural event.

The Indian Gaming Tradeshow & Conference will also include all essential aspects of the trade show that attendees expect, including access to gaming's leading manufacturers and service providers and the newest products on the market on the trade show floor, with 350-plus exhibitors.

As the largest gathering of tribal leaders and casino executives in the country, the Indian Gaming Tradeshow & Convention is where tribal and commercial gaming leaders come together to conduct business, learn and network. Our workshops and tracks focus on critical topics that will help operators and vendors succeed in today's ever-changing gaming landscape. The 2022 program will offer a comprehensive learning experience, featuring hot topics in Indian gaming.

Of course, conference highlights also include the Chairman's Welcome Reception, the Chairman's Leadership Awards Luncheon featuring this year's special honoree, the Tribal Membership Annual Meeting, our always-popular ribbon-cutting event, and an array of exciting options on the trade show floor, including the Chairman's Lounge Presentations and Showcase Education Sessions, a show floor reception, the Chairman's Lounge Tradeshow Floor Giveaway, and a whole lot more.

It seems the pandemic may be closer to being behind us, but we must continue in our resolve to do our part to defeat it. We're committed to ensuring the safety of all exhibitors, attendees and staff at the Indian Gaming Tradeshow & Convention by following the guidelines issued by the CDC, state and local officials.

We look forward to seeing you in Anaheim. For more information about the Indian Gaming Tradeshow & Convention and our Covid-19 health and safety protocols, please visit [indiangaming.org](http://indiangaming.org).

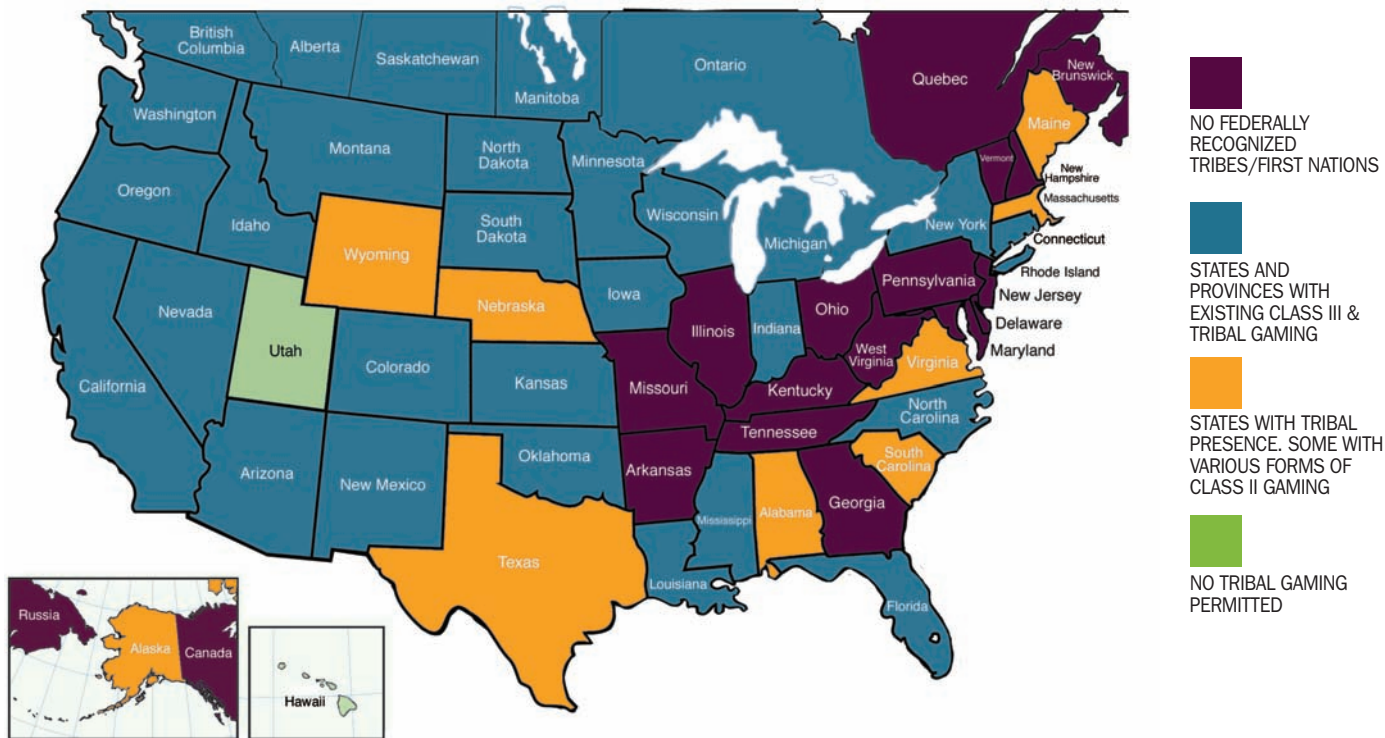
*Ernest L. Stevens, Jr. is chairman of the National Indian Gaming Association.*

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Tribal Government Gaming

# 2022 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](http://TribalGovernmentGaming.com).

**ALABAMA**

**Class II**  
*Poarch Band of Creek Indians*  
**WIND CREEK CASINO WETUMPKA**  
 100 River Oaks Dr.  
 Wetumpka, AL 36092-3084  
 Phone: 334-514-0469  
 Toll Free: 866-946-3360  
[www.windcreekwetumpka.com](http://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](http://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](http://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 99661-0447  
 Mailing: PO Box 447  
 Sand Point, AK 99661-0447  
 Phone: 907-383-5833  
[www.qtribe.org](http://www.qtribe.org)  
 Pull Tab Machines: 10  
 GM: Carmen Holnberg

*Klawock Cooperative Association*  
**KLAWOCK IRA SMOKE SHOP**  
 310 Bayview Blvd.  
 Klawock, AK 99925  
 Phone: 907-755-4807  
 Bingo: 60 seats  
 Manager: Keri Clark

*Metlakatla Indian Community*  
**METLAKATLA INDIAN COMMUNITY BINGO**  
 8th and Waterfront  
 Metlakatla, AK 99926-0008  
 Phone: 907-886-4266  
[www.500nations.com/bingo/ak-Metlakatla.asp](http://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 Street  
 Barrow, AK 99723-1149  
 Phone: 907-852-4411  
 Toll Free: 800-478-4412  
<https://nvb-nsn.gov/department/gaming>  
 Casino size: 550 sq. ft.  
 Ground Director: Jennifer Okakoy

*Sitka Tribe of Alaska*  
**SITKA TRIBAL BINGO**  
 235 Katlian St.  
 Sitka, AK 99835  
 Phone: 907-747-3207  
[www.sitkatrbe.org](http://www.sitkatrbe.org)  
 Bingo: 100 seats  
 GM: Sarah Smith

*Sun'aaq Tribe of Kodiak*  
**SUN'AAQ TRIBAL BINGO**  
 312 West Marine Way  
 Kodiak, AK 99615  
 Phone: 907-486-6735  
[www.500nations.com/bingo/ak-Sunaaq.asp](http://www.500nations.com/bingo/ak-Sunaaq.asp)  
 Bingo: 300 seats  
 GM: Doreen Anderson

*Tlingit and Haida Indians of CBJ*  
**JUNEAU TLINGIT & HAIDA COMMUNITY COUNCIL**  
 3235 Hospital Dr.  
 Juneau, AK 99801  
 Phone: 907-463-5680  
[www.500nations.com/bingo/ak-TlingitHaida.asp](http://www.500nations.com/bingo/ak-TlingitHaida.asp)  
 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**  
 Highway 70-Mile Post 258  
 San Carlos, AZ 85501  
 Mailing: PO Box 1210  
 San Carlos, AZ 85550-0357  
 Phone: 928-475-7800  
 Toll Free: 800-272-2438  
[www.apache-gold-casino.com](http://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

*Colorado River Indian Tribes*  
**BLUEWATER RESORT & CASINO**  
 11300 Resort Dr.  
 Parker, AZ 85344-7549  
 Phone: 928-669-7000  
 Toll Free: 888-243-3360  
[www.blewaterfun.com](http://www.blewaterfun.com)  
 Casino size: 30,000 sq. ft.  
 Bluewater Resort (200 rooms)  
 Slots: 528  
 Bingo: 400 seats  
 GM: Robert Brooker

*Yavapai—Prescott Indian Tribe*  
**BUCKY'S CASINO**  
 1500 East Highway 69, Building B  
 Prescott, AZ 86301-5640  
 Phone: 928-776-5695  
 Toll Free: 800-756-8744  
[www.buckyscasino.com](http://www.buckyscasino.com)  
 Casino size: 24,000 sq. ft.  
 Prescott Resort (160 rooms)  
 Slots: 328  
 Bingo: 150 seats  
 Table Games: 7  
 GM: John O'Neill

*Salt River Pima—Maricopa Indian Community*  
**CASINO ARIZONA**  
 524 N. 92nd St.  
 Scottsdale, AZ 85256-5402  
 Phone: 480-850-7777  
 Toll Free: 877-724-4687  
[www.casinoarizona.com](http://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](http://www.casinodelsol.com)  
Casino size: 160,000 sq. ft.  
Slots: 997  
Table Games: 19  
Bingo: 600 seats  
CEO: Kimberly Van Amburg

*Pascua Yaqui Tribe*  
**CASINO OF THE SUN**  
7406 S. Camino de Oeste Rd.  
Tucson, AZ 85746-9308  
Phone: 520-883-1700  
Toll Free: 800-344-9435  
[www.casinodelsol.com](http://www.casinodelsol.com)  
Casino size: 50,000 sq. ft.  
Slots: 1,300  
Table Games: 22  
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](http://www.cliffcastlecasinohotel.com)  
The Lodge at Cliff Castle (202 rooms)  
Casino size: 114,000 sq. ft.  
Slots: 656  
Table Games: 7  
GM: Danny Gutierrez

*Cocopah Tribe*  
**COCOPAH CASINO RESORT**  
15138 S. Avenue B  
Somerton, AZ 85350-7648  
Phone: 928-726-8066  
Toll Free: 800-237-5687  
[www.cocopahresort.com](http://www.cocopahresort.com)  
Casino size: 24,000 sq. ft.  
Slots: 512  
Bingo: 350 seats  
Table Games: 8  
GM: Sheila Howe-Knapp

*Tohono O'odham Nation*  
**DESERT DIAMOND CASINO & ENTERTAINMENT—SAHUARITA**  
1100 West Pima Mine Rd.  
Sahuarita, AZ 85629-9624  
Phone: 520-294-7777  
Toll Free: 866-332-9467  
[www.ddcaz.com/sahuarita](http://www.ddcaz.com/sahuarita)  
Casino size: 185,000 sq. ft.  
Slots: 563  
GM: Daniele Chilton

*Tohono O'odham Nation*  
**DESERT DIAMOND CASINO & ENTERTAINMENT—TUCSON**  
7350 S Nogales Hwy.  
Tucson, AZ 85634  
Mailing: PO Box 22230  
Tucson, AZ 85734-2230  
Phone: 520-294-7777  
Toll Free: 866-332-9467  
[www.ddcaz.com/tucson](http://www.ddcaz.com/tucson)  
Casino size: 55,000 sq. ft.  
Lodging (148 rooms)  
Slots: 1,016  
Table Games: 19  
Bingo: 300 seats  
GM: Henry Childs

*Tohono O'odham Nation*  
**DESERT DIAMOND CASINO & ENTERTAINMENT—WHY**  
Highway 86 Mile Post 55  
Why, AZ 85321  
Mailing: PO Box 22230  
Tucson, AZ 85734  
Phone: 520-294-7777  
[www.ddcaz.com/why](http://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, Arizona 85305  
Phone: 623-877-7777  
[www.ddcaz.com/west-valley](http://www.ddcaz.com/west-valley)  
Casino size: 75,000 sq. ft.  
Slots: 1,136  
GM: Henry Childs

*Fort McDowell Yavapai Nation*  
**WE-KO-PA CASINO RESORT**  
10438 N Fort McDowell Rd  
Scottsdale, AZ 85264  
Phone: 480-789-4957  
Toll Free: 855-957-9467  
[www.wekopacasinoresort.com](http://www.wekopacasinoresort.com)  
Casino size: 150,000 sq. ft.  
Radisson Hotel (247 Rooms)  
Slots: 937  
Table Games: 28  
Bingo: 1,200 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  
<https://www.caesars.com/harrahs-ak-chin>  
Casino size: 408,0800 sq. ft.  
Slots: 1,089  
Bingo: 470 seats  
GM: Robert Livingston

*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](http://www.hon-dah.com)  
Casino size: 18,600 sq. ft.  
Hon-Dah Hotel (386 rooms)  
Slots: 824  
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**  
Beeline Hwy. 87, Mile Post 251  
Payson, AZ 85541  
Mailing: PO Box 1820  
Payson, AZ 85547-1820  
Phone: 928-474-6044  
Toll Free: 800-777-7529  
<http://www.mazatzalcasino.com/>  
Casino size: 38,000 sq. ft.  
Slots: 412  
Table Games: 7  
Bingo: 280 seats  
GM: Hubert Nanty

*Quechan Indian Tribe*  
**PARADISE CASINO ARIZONA**  
450 Quechan Drive  
Yuma, AZ 85366  
Phone: 760-572-7777  
Toll Free: 888-777-4946  
[www.paradise-casinos.com](http://www.paradise-casinos.com)  
Casino size: 11,613 sq. ft.  
Slots: 480  
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  
<https://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](http://www.talkingstickresort.com)  
Casino size: 240,000 sq. ft.  
Slots: 765  
Table Games: 94  
CEO: Dennis Leong

*Navajo Nation*  
**TWIN ARROWS NAVAJO CASINO RESORT**  
22181 Resort Blvd.  
Flagstaff, AZ 86004  
Toll Free: 855-946-8946  
[www.twinarrows.com](http://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.winglariver.com/index.php/v-ee-quiva-hotel-casino](http://www.winglariver.com/index.php/v-ee-quiva-hotel-casino)  
Casino size: 70,000 sq. ft.  
Slots: 907  
Bingo: 366 seats  
GM: Carolyn Thompson

*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  
<https://wildhorsepass.com>  
Casino size: 100,000 sq. ft.  
Wild Horse Pass Hotel (242 rooms)  
Slots: 951  
Table Games: 32  
GM: Jeff Martin

*Yavapai—Prescott Indian Tribe*  
**YAVAPAI CASINO**  
1505 E. Hwy. 69  
Prescott, AZ 86301-5641  
Phone: 928-445-5767  
Toll Free: 800-756-8744  
[www.buckyscasino.com](http://www.buckyscasino.com)  
Casino size: 6,000 sq. ft.  
Slots: 238  
GM: John O'Neill

**CALIFORNIA Class II & III**  
*Agua Caliente Band of Cahuilla Indians*  
**AGUA CALIENTE CASINO PALM SPRINGS**  
401 East Amado Road  
Palm Springs, CA 92262-6403  
Toll Free: 888-999-1995  
[www.sparesortcasino.com](http://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 RESORT SPA**  
32-250 Bob Hope Drive  
Rancho Mirage, CA 92270-2704  
Phone: 760-321-2000  
Toll Free: 866-999-1995  
[www.hotwatercasino.com](http://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 92236-9780  
Phone: 760-391-9500  
Toll Free: 888-PLAY2WIN  
[www.augustinecasino.com](http://www.augustinecasino.com)  
Casino size: 42,000 sq. ft.  
Slots: 740  
GM: Jef Bauer

*Barona Band of Mission Indians*  
**BARONA RESORT & CASINO**  
1932 Wildcat Canyon Rd.  
Lakeside, CA 92040-1546  
Phone: 619-443-2300  
Toll Free: 888-7-BARONA (722-7662)  
[www.barona.com](http://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](http://www.bearrivercasino.com)  
Casino size: 15,000 sq. ft.  
Bear River Resort (104 rooms)  
Slots: 350  
Table Games: 15

*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](http://www.blackoakcasino.com)  
Casino size: 65,000 sq. ft.  
Slots: 1170  
Table Games: 22  
GM: Aaron Moss

*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](http://www.bluelakecasino.com)  
Casino size: 44,500 sq. ft.  
Blue Lake Hotel (102 rooms)  
Slots: 604  
Table Games: 18  
GM: Mandi Kindred

*Yocha Dehe Wintun Nation*  
**CACHE CREEK CASINO RESORT**  
14455 Hwy. 16  
Brooks, CA 95606-0065  
Mailing: PO Box 65  
Brooks, CA 95606-0065  
Phone: 530-796-3118  
Toll Free: 800-992-8686  
[www.cachecreek.com](http://www.cachecreek.com)  
Casino size: 94,505 sq. ft.  
Cache Creek Resort (200 rooms)  
Slots: 2,700  
Table Games: 120  
GM: Kari Stout-Smith

*Cahuilla Band of Mission Indians*  
**CAHUILLA CASINO**  
52702 Hwy. 371  
Anza, CA 92539  
Phone: 951-763-1200  
[www.cahuillacasino.com](http://www.cahuillacasino.com)  
Casino size: 14,000 sq. ft.  
Slots: 337  
GM: John Straus

*Morongo Band of Mission Indians*  
**CASINO MORONGO**



49750 Seminole Dr.  
Cabazon, CA 92230-2200  
Phone: 888-667-6646  
[www.morongocasinosort.com/casinomorongo](http://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](http://www.casinopauma.com)  
 Casino size: 42,500 sq. ft.  
 Slots: 1,050  
 Table Games: 18  
 GM: Jim Thomason

*Cher-Ae Heights Indian Community of Trinidad*  
**THE HEIGHTS CASINO**  
 27 Scenic Drive  
 Trinidad, CA 95570-9767  
 Mailing: PO Box 610  
 Trinidad, CA 95570-0630  
 Phone: 707-677-3611  
 Toll Free: 800-684-2464  
[www.cheraeheightscasino.com](http://www.cheraeheightscasino.com)  
 Casino size: 50,000 sq. ft.  
 Slots: 329  
 Table Games: 7  
 Bingo: 600 seats  
 GM: Ryan Sundbert

*Chicken Ranch Band of Me-wuk Indians*  
**CHICKEN RANCH BINGO & CASINO**  
 16929 Chicken Ranch Rd.  
 Jamestown, CA 95327-9779  
 Phone: 209-984-3000  
 Toll Free: 800-75-BINGO  
[www.chickenranchcasino.com](http://www.chickenranchcasino.com)  
 Casino size: 30,000 sq. ft.  
 Slots: 349  
 Bingo: 400 seats  
 CFO: Alan Brown

*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  
<https://chukchansigold.com/>  
 Casino size: 487,195 sq. ft.  
 Chukchansi Gold Resort (402 rooms); Serenity Springs Spa  
 Slots: 2,000  
 Table Games: 39  
 GM: Bryant J. Martin  
 Tribal Chairwoman:  
 Claudia Gonzales

*Santa Ynez Band of Chumash Indians*  
**CHUMASH CASINO RESORT**



3400 E. Hwy. 246  
 Santa Ynez, CA 93460-9405  
 Mailing: PO Box 607  
 Santa Ynez, CA 93460  
 Phone: 805-686-0855  
 Toll Free: 800-248-6274  
[www.chumashcasino.com](http://www.chumashcasino.com)  
 Casino size: 330,000 sq. ft.  
 Chumash Casino Resort Hotel (320 rooms)  
 Slots: 2,400  
 Table Games: 48  
 Bingo: 1,000 seats  
 GM: Bill Peters

*Colusa Indian Community*  
**COLUSA CASINO RESORT**  
 3770 Hwy.45  
 Colusa, CA 95932-1267  
 Phone: 530-458-8844  
 Toll Free: 800-655-8946  
[www.colusacasino.com](http://www.colusacasino.com)  
 Colusa Casino Hotel (55 rooms)  
 Casino size: 66,000 sq. ft.  
 Slots: 1,085  
 Table Games: 12  
 Bingo: 700 seats  
 GM: Victor Fernandez

*Coyote Valley Band of Pomo Indians*  
**COYOTE VALLEY CASINO**  
 77 Coyote Valley Blvd  
 Redwood Valley, CA 95470-9663  
 Phone: 707-485-0700  
 Toll Free: 800-332-9683  
[www.coyotevalleycasino.com](http://www.coyotevalleycasino.com)  
 Casino size: 10,000 sq. ft.  
 Slots: 399  
 Tables Games: 12  
 GM: Gary Murrey

*Alturas Rancheria*  
**DESERT ROSE CASINO**  
 901 County Rd. 56  
 Alturas, CA 96101  
 Phone: 530-233-3141  
<https://www.facebook.com/DesertRoseCasino>  
 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](http://www.dmcah.com)  
 Casino size: 26,000 sq. ft.  
 Slots: 200  
 Table Games: 3  
 Bingo: 60 seats  
 GM: Campbell Jamieson

*Tule River Indian Tribe*  
**EAGLE MOUNTAIN CASINO**  
 681 S Tule Rd.  
 Porterville, CA 93257  
 Phone: 559-788-6220  
 Toll Free: 800-903-3353  
[www.eaglemtncasino.com](http://www.eaglemtncasino.com)  
 Casino size: 70,000 sq. ft.  
 Slots: 1,200  
 Table Games: 11  
 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](http://www.elkvalleycasino.com)  
 Casino size: 23,000 sq. ft.  
 Slots: 298  
 Table Games: 9  
 Bingo: 250 seats  
 GM: Michael White

*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](http://www.fantasyspringsresort.com)  
 Casino size: 100,000 sq. ft.  
 Palm Spring Hotel (250 rooms)  
 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 95966-9379  
 Phone: 530-533-3885  
 Toll Free: 877-652-4646  
[www.featherfallscasino.com](http://www.featherfallscasino.com)  
 Casino size: 118,112 sq. ft.  
 Slots: 850  
 Table Games: 19  
 CEO: Ed Gilbert

*Manchester Band of Pomo Indians*  
**GARCIA RIVER CASINO**  
 22215 Windy Hollow Road  
 Point Arena, CA 95468  
 Phone: 707-467-5300  
[www.thegaciarivercasino.com](http://www.thegaciarivercasino.com)  
 Casino size: 9,000 sq. ft.  
 Slots: 130  
 GM: Stanley Spencer

**COMPANY PROFILE**

**ACRES MANUFACTURING**

**Optimize Relationships, Maximize Profitability**

Acres Manufacturing Company is a leading casino loyalty and technology expert and the creator of Foundation, a first-of-its-kind casino management system. Armed with massive amounts of real-time data, an adaptable credit meter on any game and bonuses deployable to a player's mobile device, casinos can use it to optimize every customer relationship and maximize long-term profitability.

Foundation delivers real-time data from every slot machine to a transaction engine that can interface with any other data source, allowing a new dynamic between real-world and in-game events. The adaptable credit meter empowers casinos to change the player experience by changing the credit meter balance on any game, for any reason, at any time. With Foundation, funds can be sent from a player's bank account to any machine. An NFL touchdown can trigger a bonus. And an unruly losing streak can be instantly mitigated in the interest of long-term loyalty.

Foundation enables players to intuitively fund slots and tables via their mobile devices. Casinos can easily interface non-gaming payment terminals,



allowing a single-wallet solution across the entire operation. Layered with the real-time data and bonusing capability, Foundation makes the mobile device an integral component of the player experience. This best-of-breed solution is also the quickest and easiest path to cashless gaming for virtually any casino.

Big things are happening at Acres. Flexible bonusing that can be adjusted on the fly may sound like a pipe dream, but Acres is making it real. Visit Booth 262 at NIGA to learn more and see the newest solution in action: Precision Bonusing. And be sure to join the Survivor Blackjack tournament to earn more chances to win in the Orange Blast game.

Acres recently announced the debut of the Foundation App Store, an open-to-all environment that allows any developer to provide applications for any slot machine or table game deploying Acres' Foundation. The Foundation App Store enables casino operators to seamlessly add the newest content from developers through an open API in an effort to quickly address evolving consumer interests.

For more information on Acres, Foundation, and the newest releases, visit [AcresManufacturing.com](http://AcresManufacturing.com).



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[markertrax.com](http://markertrax.com)



*Berry Creek Rancheria of the Tymer Maidu Tribe*  
**GOLD COUNTRY CASINO**  
 4020 Olive Hwy.  
 Oroville, CA 95966-5527  
 Phone: 530-534-9892  
 Toll Free: 800-334-9400  
[www.goldcountrycasino.com](http://www.goldcountrycasino.com)  
 Casino size: 60,000 sq. ft.  
 Slots: 950  
 Table Games: 22  
 Bingo: 300 seats  
 GM: John Lind

*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](http://www.goldenacorncasino.com)  
 Casino size: 40,000 sq. ft.  
 Slots: 750  
 Table Games: 8  
 Bingo: 150 seats  
 GM: Samantha McDonald

*Federated Indians of Graton Rancheria*  
**GRATON RESORT & CASINO**  
 288 Golf Course Dr. West  
 Rohnert Park, CA 94928  
 Phone: 707-588-7100  
[www.gratonresortcasino.com](http://www.gratonresortcasino.com)  
 Casino size: 320,000 sq. ft.  
 Slots: 3,000  
 Table Games: 144  
 GM: Kord Nichols

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



3317 Forty Mile Road  
 Wheatland, CA 95692  
 Phone: 833-337-3473  
[www.hardrockhotels.com/sacramento](http://www.hardrockhotels.com/sacramento)  
 Casino size: 50,000 sq. ft.  
 Slots: 1,300  
 Table Games: 55  
 President: Mark Birtha

*Buena Vista Rancheria of Me-Wuk Indians*  
**HARRAH'S NORTHERN CALIFORNIA**  
 4640 Coal Mine Road  
 Lone, CA 95640  
 Toll Free: 866-915-0777  
[www.caesars.com/harrahs-northern-california](http://www.caesars.com/harrahs-northern-california)  
 Casino size: 71,000 sq. ft.  
 Slots: 850  
 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](http://www.caesars.com/harrahs-socal)  
 Casino size: 59,000 sq. ft.  
 Slots: 1,700  
 Table Games: 59  
 GM: Darrell Pilant

*Chemehuevi Indian Tribe*  
**HAVASU LANDING RESORT & CASINO**  
 13145 Havasu Lake Rd  
 Havasu Lake, CA 92363  
 Phone: 760-858-4593  
[www.havasulandingresortcasino.com](http://www.havasulandingresortcasino.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  
 Mailing: PO Box 95  
 Covelo, CA 95428  
 Phone: 707-983-6898  
<https://hiddenoakscasino.com/>  
 Slots: 104  
 GM: Randy Wolfen

*Hopland Band of Pomo Indians*  
**HOPLAND SHO-KA-WAH CASINO**  
 13101 Nokonis Rd.  
 Hopland, CA 95449-9725  
 Phone: 707-744-1395  
 Toll Free: 888-SHOKAWAH  
[www.shokawah.com](http://www.shokawah.com)  
 Casino size: 70,000 sq. ft.  
 Slots: 320  
 Table Games: 5  
 GM: Vladimir Lopez

*Jamul Indian Village*  
**JAMUL CASINO**  
 14191 Highway 94  
 Jamul, CA 91935  
 Phone: 619-315-2250  
[www.jamulcasinosd.com](http://www.jamulcasinosd.com)  
 Casino size: 203,000 sq. ft.  
 Slots: 1,630  
 Table Games: 37  
 President & GM: Mary Cheeks

*Jackson Rancheria of Me-Wuk Indians*  
**JACKSON RANCHERIA CASINO RESORT**  
 12222 New York Ranch Rd.  
 Jackson, CA 95642-9407  
 Phone: 209-223-1677  
 Toll Free: 800-822-9466  
[www.jacksoncasino.com](http://www.jacksoncasino.com)  
 Casino size: 257,789 sq. ft.  
 Jackson Rancheria Hotel (146 rooms)  
 Slots: 1,740  
 Table Games: 48  
 GM: Michael Turngren

*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](http://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 Highway 96  
 Tsewenaldin Shopping Center  
 Hoopa, CA 95546  
 Phone: 530-625-5198  
[www.facebook.com/lucky-bearcasino](http://www.facebook.com/lucky-bearcasino)  
 Casino Size: 5000 sq. ft.  
 Gaming Machines: 89  
 GM: Norvin Hostler

*Smith River Rancheria*  
**LUCKY 7 CASINO & HOTEL**  
 350 N. Indian Rd.  
 Smith River, CA 95567-9525  
 Phone: 707-487-7777  
 Toll Free: 866-777-7170  
[www.lucky7casino.com](http://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 93602-1060  
 Phone: 559-855-4350  
[www.monowind.com](http://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 92230-2200  
 Phone: 888-667-6646  
 Toll Free: 800-252-4499  
[www.morongocasinoresort.com](http://www.morongocasinoresort.com)  
 Casino size: 150,000 sq. ft.  
 Morongo Resort (310 rooms)  
 Slots: 3,073  
 Table Games: 76  
 AGM: Jeff Martin

*Bishop Paiute Tribe*  
**PAIUTE PALACE CASINO**  
 2742 N. Sierra Hwy.  
 Bishop, CA 93514  
 Phone: 760-873-4150  
 Toll Free: 888-372-4883 (PAIUTE)  
[www.paiutepalace.com](http://www.paiutepalace.com)  
 Casino size: 16,000 sq. ft.  
 Slots: 344  
 Table Games: 3  
 GM: Chad Delgado

*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.palacasinoc.com](http://www.palacasinoc.com)  
 Casino size: 50,000 sq. ft.  
 Slots: 2,000+  
 Table Games: 70+  
 CEO: Fred Buro

*Pechanga Band of Luiseno Mission Indians*  
**PECHANGA RESORT & CASINO**  
 45000 Pechanga Parkway  
 Temecula, CA 92592-5810  
 Phone: 951-693-1819  
 Toll Free: 877-711-2WIN  
[www.pechanga.com](http://www.pechanga.com)  
 Casino size 200,000 sq. ft.  
 Slots: 4,500  
 Table Games: 175  
 Bingo: 700 seats  
 GM: Tjeerd Brink

*Pit River Tribe*  
**PIT RIVER CASINO**  
 20265 Tamarack Ave.  
 Burney, CA 96013-4064  
 Phone: 530-335-2334  
 Toll Free: 888-245-2992  
[www.pitrivercasino.com](http://www.pitrivercasino.com)  
 Casino size: 9,000 sq. ft.  
 Slots: 158  
 Table Games: 4  
 GM: Dan Crites

COMPANY PROFILE

AMERICANCHECKED

Reputable, Customized Background Screening

AmericanChecked is a nationally accredited background screening company with deep roots in service to Indian Country. For nearly 20 years, the AmericanChecked team has been proud to help protect tribes and those they serve.

The company knows it is vital for tribal gaming clients to partner with a company they can rely on to conduct critical background investigations. AmericanChecked has provided background screening services to more than 150 tribal entities. The company is immersed in listening, sharing and understanding the intricate needs of tribal gaming enterprises. From compliance to protecting children, AmericanChecked speaks from a place of understanding, achievement and reputation.

Not all background searches are created equal, and neither are AmericanChecked's customers. Its team of experts works with each client to create the perfect screening program from a robust menu of services. The menu includes comprehensive criminal background checks, drug screening, vendor screening, employment and license history verifications, fingerprinting services, continuous monitoring, credit history, references and more. Every report goes through a nine-touchpoint verification process to ensure it is delivered with the most accurate information.

However, expert customer care is what sets AmericanChecked apart from others in the background screening industry. AmericanChecked believes in the power of customer service provided by an FCRA-certified staff. With a customer satisfaction rate that exceeds the industry standard, AmericanChecked's culture is centered around providing over-the-top service and prompt solutions to customers' questions.

The AmericanChecked team has been honored to receive numerous awards and recognition, including the Better Business Bureau Torch Award and the *Fortune* Magazine Inner City Award. It was nominated as one of the Tulsa Fast 40, a list of the fastest growing companies compiled by the *Tulsa Journal-Record*, and was also named one of *Oklahoma Magazine's* Best Places to Work.

For more information, visit [americanchecked.com](http://americanchecked.com).



**AmericanChecked INC.**  
 Background Screening Solutions®

*Quechan Indian Nation*  
**QUECHAN CASINO RESORT**  
 525 Algodones Rd.  
 Winterhaven, CA 92283  
 Phone: 760-572-7777  
 Toll Free: 877-783-2426  
[www.playqcr.com](http://www.playqcr.com)  
 Casino size: 297,000 sq. ft.  
 Quechan Resort (166 rooms)  
 Slots: 990  
 Table Games: 24  
 GM: Charles Montague

*Karuk Tribe of California*  
**RAIN ROCK CASINO**  
 777 Casino Way  
 Yreka, CA 96097  
 Phone: 530-777-7246  
[www.rainrockcasino.com](http://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.  
 Salton City, CA 92274  
 Phone: 760-395-1200  
[www.redearthcasino.com](http://www.redearthcasino.com)  
 Casino size: 10,000 sq. ft.  
 Slots: 403  
 GM: Larry Drouse

*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](http://www.redfoxcasino.net)  
 Casino size: 3,600 sq. ft.  
 Slots: 75  
 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](http://www.redhawkcasino.com)  
 Casino size: 88,000 sq. ft.  
 Slots: 2,500  
 Table Games: 66  
 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](http://www.redwoodhotelcasino.com)  
 Casino size: 2,400 sq. ft.  
 Slots: 100  
 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](http://www.riverrockcasino.com)  
 Casino size: 35,500 sq. ft.  
 Slots: 1,103  
 Bingo: 130 seats  
 CEO: David Fendrick

*Robinson Rancheria of Pomo Indians*  
**ROBINSON RANCHERIA RESORT, CASINO & BINGO**  
 1545 E. Highway 20  
 Nice, CA 95464-8619  
 Phone: 707-262-4000  
 Toll Free: 800-809-3636  
[www.rrrc.com](http://www.rrrc.com)  
 Casino size: 93,000 sq. ft.  
 Slots: 350  
 Table Games: 13  
 Bingo: 530 seats  
 GM: Sam Cocharo

*Paskenta Band of Nomlaki Indians*  
**ROLLING HILLS CASINO**  
 2655 Everett Freeman Way  
 Corning, CA 96021-9000  
 Phone: 530-528-3500  
 Toll Free: 888-331-6400  
[www.rollinghillscasino.com](http://www.rollinghillscasino.com)  
 Casino size: 70,000 sq. ft.  
 Slots: 840  
 Table Games: 12  
 GM: Steve Neely

*Habematolel Pomo of Upper Lake*  
**RUNNING CREEK CASINO**  
 635 East Highway 20  
 Upper Lake, CA 95485  
 Phone: 707-262-5500  
[www.runningcreekcasino.com](http://www.runningcreekcasino.com)  
 Casino size: 33,000 sq. ft.  
 Slots: 295  
 Table Games: 6  
 GM: Joseph Holstine

*San Manuel Band of Mission Indians*  
**SAN MANUEL CASINO**  
 777 San Manuel Blvd.  
 Highland, CA 92346-1763  
 Phone: 909-864-5050  
 Toll Free: 800-359-2464  
[www.sanmanuel.com](http://www.sanmanuel.com)  
 Casino size: 480,000 sq. ft.  
 Slots: 4,800  
 Table Games: 146  
 GM: Peter Arceo

*Lytton Rancheria of California*  
**SAN PABLO LYTTON CASINO**  
 13255 San Pablo Ave.  
 San Pablo, CA 94806-3907  
 Phone: 510-215-7888  
[www.sanpablolytton.com](http://www.sanpablolytton.com)  
 Casino size: 31,419 sq. ft.  
 Bingo Machines: 1,513  
 Table Games: 7  
 GM: Michael Gorzycynski

*Sherwood Valley Band of Pomo Indians*  
**SHERWOOD VALLEY RANCHERIA CASINO**  
 100 Kawi Place  
 Willits, CA 95490-4674  
 Phone: 707-459-7330  
[www.svrcasino.com](http://www.svrcasino.com)  
 Casino size: 5,000 sq. ft.  
 Slots: 215  
 GM: Michael Broderick

*Soboba Band of Luiseno Indians*  
**SOBOBA CASINO**  
 22777 Soboba Rd.  
 San Jacinto, CA 92581  
 Phone: 951-665-1000  
 Toll Free: 1-866-476-2622  
[www.soboba.com](http://www.soboba.com)  
 Casino size: 74,000 sq. ft.  
 Slots: 1,999  
 Table Games: 20  
 GM: Michael Starr

*Agua Caliente Band of Cahuilla Indians*  
**SPA RESORT CASINO**  
 401 E. Amado Rd.  
 Palm Springs, CA 92262-6414  
 Phone: 760-883-1000  
 Toll Free: 888-999-1995  
[www.sparesortcasino.com](http://www.sparesortcasino.com)  
 Casino size: 30,000 sq. ft.  
 Spa Hotel (228 rooms)  
 Slots: 750  
 Table Games: 23  
 SVP & GM: Roy Corby

COMPANY PROFILE

**AGS**  
 Unmatched Value for Casino Partners

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 2022, AGS continues to propel its hardware form factors—the Orion Curve slot cabinet, the Starwall x Orion immersive video canvas, and most recently, the Orion Curve Premium platform.

Making a splash 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 multiple configurations, offering an intimate, theater-like gaming experience. This deluxe package will feature an array of new titles, as well as two new titles inspired by the wildly popular Rakin' Bacon! game: Rakin' Bacon! Deluxe Pirate Plunder and Golden Blessings.

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 Deluxe and



Golden Wins Deluxe. A plethora of new game content, including the anticipated Golden Dragon and Golden Guardian, also will be released.

The Orion Curve cabinet, with its 49-inch curved portrait monitor, offers an array of content to delight players, with multiple proprietary game families expanding in 2022: Coin Bonanza, Ultimate Choice Jackpots and

Money Charge Jackpots.

In its table products portfolio, AGS recently launched the Pax S single-deck packet shuffler 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 expands on the award-winning Bonus Spin Xtreme, the anticipated progressive side-bet system, featuring three concentric wheels and the ability to link all table games within a casino to a single shared progressive jackpot.

For more information, visit [playags.com](http://playags.com).

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](http://www.spotlight29.com)  
Casino size: 250,000 sq. ft.  
Slots: 1,598  
Table Games: 41  
GM: Michael Frawley

Sycuan Band of Kumeyaay Nation

**SYCUAN CASINO RESORT**

5469 Casino Way  
El Cajon, CA 92019-1810  
Phone: 619-445-6002  
Toll Free: 800 2SY-CUAN (2826)  
[www.sycuan.com](http://www.sycuan.com)  
Casino size: 150,000 sq. ft.  
Slots: 2,800  
Table Games: 55  
Bingo: 1,246 seats  
VP Casino Ops:  
Rick Rothenberger

Table Mountain Rancheria

**TABLE MOUNTAIN CASINO**

8184 Table Mountain Rd.  
Friant, CA 93626  
Mailing: PO Box 445  
Friant, CA 93626-0445  
Phone: 559-822-7777  
Toll Free: 800-541-3637  
[www.tmcasino.com](http://www.tmcasino.com)  
Casino size: 70,000 sq. ft.  
Slots: 2,000  
Table Games: 50  
CEO: John Dinius

Santa Rosa Rancheria

Tachi Yokut Tribe

**TACHI PALACE HOTEL & CASINO**

17225 Jersey Ave.  
Lemoore, CA 93245-9760  
Phone: 559-924-7751  
Toll Free: 866-4-PALACE  
[www.tachipalace.net](http://www.tachipalace.net)  
Casino size: 195,000 sq. ft.  
Slots: 2,000  
Table Games: 31  
Bingo: 1,200 seats  
GM: Willie Barrios

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](http://www.thundervalleyresort.com)  
Casino size: 144,500 sq. ft.  
Slots: 3,191  
Table Games: 134  
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](http://www.tortoiserockcasino.com)  
Casino size: 30,000 sq. ft.  
Slots: 404  
Table Games: 7  
GM: Michael Frawley

Middletown Rancheria

of Pomo Indians

**TWIN PINE CASINO & HOTEL**

22223 Hwy. 29  
Middletown, CA 95461-9754  
Phone: 707-987-0197  
Toll Free: 800-564-4872  
[www.twinpine.com](http://www.twinpine.com)  
Casino size: 49,410 sq. ft.  
Slots: 500  
Table Games: 12

San Pasqual Band of Mission Indians

**VALLEY VIEW CASINO**

16300 Nyemii Pass Rd.  
Valley Center, CA 92082-2379  
Phone: 760-291-5500  
Toll Free: 866-843-9946  
[www.valleyviewcasino.com](http://www.valleyviewcasino.com)  
Casino size: 70,000 sq. ft.  
Slots: 2,000  
Table Games: 16  
GM: Bruce Howard

Viejas Band of Kumeyaay Indians

**VIEJAS CASINO**

5000 Willows Rd.  
Alpine, CA 91901-1656  
Phone: 619-445-5400  
Toll Free: 800-847-6537  
[www.viejas.com](http://www.viejas.com)  
Casino size: 327,000 sq. ft.  
Slots: 1,900  
Table Games: 40  
Bingo: 400 seats  
GM: James Wild

Fort Independence Indian

Community of Paiute Indians

**WINNEDUMAH WINN'S CASINO**

135 Hwy. 395 North  
Fort Independence, CA 93526  
Phone: 760-878-2483  
[www.fortindependence.com](http://www.fortindependence.com)  
Casino size: 1,200 sq. ft.  
Slots: 100  
GM: Jose Duran

Redding Rancheria

**WIN-RIVER RESORT & CASINO**

2100 Redding Rancheria Rd.  
Redding, CA 96001-5530  
Phone: 530-243-3377  
Toll Free: 800-280-8946  
[www.winrivercasino.com](http://www.winrivercasino.com)  
Casino size: 80,000 sq. ft.  
Slots: 700  
Table Games: 10  
Bingo 300 seats  
GM: Gary Hayward

**COLORADO**

**Class II & III**

Southern Ute Tribe

**SKY UTE CASINO RESORT**

14826 Hwy. 172 N.  
Ignacio, CO 81137-0340  
Phone: 970-563-3000  
Toll Free: 888-842-4180  
[www.skyutecasino.com](http://www.skyutecasino.com)  
Casino size: 35,000 sq. ft.  
Sky Ute Lodge (140 rooms)  
Slots: 600  
Table Games: 15  
Bingo: 190 seats  
GM: Charley Flagg

Ute Mountain Ute Tribe

**UTE MOUNTAIN CASINO**

**HOTEL & RESORT**  
3 Weeminuche Dr.  
Towaoc, CO 81334-9999  
Phone: 970-565-8800  
Toll Free: 800-258-8007  
[www.utemountaincasino.com](http://www.utemountaincasino.com)  
Casino size: 45,000 sq. ft.  
Slots: 779  
Table Games: 15  
Bingo: 400 seats  
GM: John Maskovich

**CONNECTICUT**

**Class II & III**

Mashantucket Pequot Tribal Nation



**FOXWOODS RESORT CASINO**

39 Norwich Westerly Rd.  
Mashantucket, CT 06338  
Phone: 860-312-3000  
Toll Free: 800-FOXWOODS  
[www.foxwoods.com](http://www.foxwoods.com)  
Casino size: 340,000 sq. ft.  
Slots: 3,420  
Table Games: 249  
Bingo: 3,600 seats  
GM: Jason Guyot

Mohegan Tribe of Connecticut

**MOHEGAN SUN**

1 Mohegan Sun Blvd.  
Uncasville, CT 06382-1355  
Phone: 860-862-8000  
Toll Free: 888-226-7711  
[www.mohegansun.com](http://www.mohegansun.com)  
Casino size: 350,000 sq. ft.  
Mohegan Sun Hotel (1,176 rooms)  
Slots: 5,072  
Table Games: 280  
GM: Jeff Hamilton

**FLORIDA**

**Class II & III**

Miccosukee Tribe of Indians of Florida

**MICCOSUKEE RESORT & GAMING CENTER**

500 SW 177th. Ave.  
Miami, FL 33194-2800  
Phone: 305-222-4600  
Toll Free: 800-741-4600  
[www.miccosukee.com](http://www.miccosukee.com)  
Casino size: 67,000 sq. ft.  
Miccosukee Resort (292 rooms)  
Slots: 1,700  
Table Games: 30  
Bingo: 800 seats  
GM: Karen Whiting

Seminole Tribe of Florida

**SEMINOLE CASINO BRIGHTON**

Highway 721 Brighton Indian  
Reservation  
17735 Reservation Rd.  
Okeechobee, FL 34974-8908  
Phone: 863-467-9998  
Toll Free: 866-2-CASINO  
[www.seminolebrightoncasino.com](http://www.seminolebrightoncasino.com)  
Casino size: 27,000 sq. ft.  
Slots: 400  
Table Games: 6  
Bingo: 480 seats  
GM: Marty Johns

Seminole Tribe of Florida

**SEMINOLE CASINO**

**COCONUT CREEK**

5550 NW 40th. St.  
Coconut Creek, FL 33073-3815  
Phone: 954-977-6700  
Toll Free: 866-222-2466  
[www.seminolecoconutcreek-casino.com](http://www.seminolecoconutcreek-casino.com)  
Casino size: 100,000 sq. ft.  
Slots: 4,000  
Table Games: 70  
President: Larry Buck

**COMPANY PROFILE**

**BETCONSTRUCT**

**BETCONSTRUCT**  
**Dare to Be Different**

The developing U.S. market needs providers who can follow all the rules and requirements to protect both players and operators. Who dare to be different? Who offer unique and creative sets of products?

Providers like BetConstruct.

BetConstruct is a global technology provider for the online and land-based gaming industry. The company's knowledge and experience can help potential U.S. operators succeed in their operations and avoid any unforeseen hitches in running their businesses.

BetConstruct's offerings include online and retail sportsbook, RNG and live casinos, esports, poker, skill games, social gaming platforms, sports data solutions, land-based solutions and more. All partners benefit from the company's Spring Platform, with its powerful back-office tools and all-inclusive services. From stand-alone setup to turnkey and white label solutions, BetConstruct offers its partners an unparalleled opportunity to succeed.

Taking into consideration the needs and priorities of local operators and their players, BetConstruct has a special offer for the U.S. region. The company distinguishes three major profiles—tribes, casinos and lottery—and delivers comprehensive software packages with dedicated trading, risk management, dedicated support, land-based operation setup and marketing services. Custom packages and requests also are available.

With its offerings, BetConstruct can contribute to the success of any business—online, land-based or both.

For more information, visit [betconstruct.com](http://betconstruct.com).

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- Our signature 360-degree multi-day event.

*Seminole Tribe of Florida*

**SEMINOLE CLASSIC CASINO**  
4150 North State Road 7  
Hollywood, FL 33021  
Phone: 954-961-3220  
Toll Free: 866-222-7466  
[www.seminoleclassiccasino.com](http://www.seminoleclassiccasino.com)  
Casino size: 50,000 sq. ft.  
Gaming Machines 1,000  
Table Games: 32  
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.seminoleimmokaleecasinom.com](http://www.seminoleimmokaleecasinom.com)  
Casino size: 75,600 sq. ft.  
Gaming Machines 1,300  
Table Games: 34  
GM: Tony Alves

*Seminole Tribe of Florida*

**SEMINOLE HARD ROCK HOTEL  
& CASINO—HOLLYWOOD**  
1 Seminole Way  
Hollywood, FL 33314  
Phone: 954-327-7625  
Toll Free: 800-937-0010  
[www.seminolehardrockhollywood.com](http://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 33610-4139  
Phone: 813-627-7625  
Toll Free: 866-762-5463  
[www.seminolehardrocktampa.com](http://www.seminolehardrocktampa.com)  
Casino size: 245,000 sq. ft.  
Slots: 4,000  
Table Games: 121  
President & GM: Steve Bonner

**IDAHO****Class II & III**

*Shoshone-Bannock Tribe*  
**BANNOCK PEAK CASINO**  
1707 W. County Rd.  
Fort Hall, ID 83204  
Phone: 208-237-8778  
Toll Free: 800-497-4231  
[www.shobangaming.com](http://www.shobangaming.com)  
Casino size: 2,700 sq. ft.  
Slots: 66

*Nez Perce Tribe*

**CLEARWATER RIVER CASINO**  
17500 Nez Perce Hwy.  
Lewiston, ID 83501-7947  
Mailing: PO Box 365  
Lewiston, ID 83501-7947  
Phone: 208-746-0723  
[www.crcasino.com](http://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 S Nukwalqw  
Worley, ID 83876-0236  
Phone: 800-523-2464  
Toll Free: 800-523-2464  
[www.cdacasinom.com](http://www.cdacasinom.com)  
Casino size: 100,000 sq. ft.  
Slots: 1100  
Bingo: 800 seats  
CEO: Laura Stensgar

*Nez Perce Tribe*

**IT'SE YE-YE BINGO & CASINO**  
419 Third Street  
Kamiah, ID 83536-0253  
Phone: 208-935-7860  
Toll Free: 877-678-7423  
[www.crcasino.com](http://www.crcasino.com)  
Casino size: 5,868 sq. ft.  
Slots: 103  
GM: Steve Griffiths

*Kootenai Tribe*

**KOOTENAI RIVER INN & CASINO**  
7169 Plaza St.  
Bonners Ferry, ID 83805-8598  
Phone: 208-267-8511  
Toll Free: 800-346-5668  
[www.kootenairiverinn.com](http://www.kootenairiverinn.com)  
Casino size: 30,000 sq. ft.  
Kootenai River Inn (65 rooms)  
Slots: 454  
Bingo: 150 seats  
GM: Tom Turpin

*Shoshone Bannock Tribe*

**SAGE HILL CASINO**  
West Highway 91  
Fort Hall, ID 83203  
Phone: 208-237-4998  
[www.shobangaming.com/casinos/sage-hill-bannock-peak](http://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](http://www.shobangaming.com)  
Casino size: 20,000 sq. ft.  
Slots: 900+  
Bingo: 300 seats  
CEO: Pamela Gallegos

**INDIANA****Class I & II**

*Pokagon Band of Potawatomi Indians*  
**FOUR WINDS SOUTH BEND  
CASINO**  
3000 Prairie Ave.  
South Bend, IN 46614  
Phone: 866-494-6371  
[www.fourwindscasino.com/south-bend](http://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](http://www.blackbirdbend.com)  
Casino size: 6,800 sq. ft.  
Slots: 335  
COO: Brad Appleton

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

1504 305th St.  
Tama, IA 52339-9697  
Phone: 641-484-2108  
Toll Free: 800-728-4263  
[www.meskwaki.com](http://www.meskwaki.com)  
Casino size: 127,669 sq. ft.  
Meskwaki Hotel (408 rooms)  
Slots: 1,400  
Table Games: 21  
Bingo: 750 seats  
GM: Dirk Whitebreast

*Ponca Tribe of Nebraska*

**PRAIRIE FLOWER CASINO**  
1031 Avenue H  
Carter Lake, IA 51510  
Phone: 888-946-6673  
[www.prairieflowercasino.com](http://www.prairieflowercasino.com)  
Casino size: 9,500 sq. ft.  
Slots: 200

*Winnebago Tribe of Nebraska*

**WINNAVEGAS CASINO RESORT**  
1500 330th St.  
Sloan, IA 51055-8056  
Phone: 712-428-9466  
Toll Free: 800-468-9466  
[www.winnavegas.com](http://www.winnavegas.com)  
Casino size: 45,000 sq. ft.  
Winna Vegas Inn (78 rooms)  
Slots: 850  
Table Games: 10  
Bingo: 400 seats  
GM: Mayan Beltran

**KANSAS****Class II & III**

*Wyandotte Tribe of Oklahoma*  
**7th STREET CASINO**  
777 North 7th Street Trafficway  
Kansas City, KS 66101-3036  
Phone: 913-371-3500  
[www.7th-streetcasino.com](http://www.7th-streetcasino.com)  
Casino size: 20,000 sq. ft.  
Slots: 583  
GM: Kevin Lein

*Iowa Tribe of Kansas & Nebraskas*

**CASINO WHITE CLOUD**  
777 Jackpot Dr.  
White Cloud, KS 66094-4002  
Phone: 785-595-3430  
Toll Free: 877-652-6115  
[www.casinowhitecloud.org](http://www.casinowhitecloud.org)  
Casino size: 21,000 sq. ft.  
Slots: 378  
Table Games: 3  
Bingo: 500 seats  
GM: Mike Frederick

*Kickapoo Tribe in Kansas*

**GOLDEN EAGLE CASINO**  
1121 Goldfinch Drive  
Horton, KS 66439-9537  
Phone: 785-486-6601  
Toll Free: 888-464-5825  
[www.goldeneaglecasino.com](http://www.goldeneaglecasino.com)  
Casino size: 45,000 sq. ft.  
Slots: 600  
Table Games: 9  
Bingo: 300 seats  
GM: Joseph Magbitang

*Prairie Band Potawatomi Nation*

**PRAIRIE BAND CASINO  
& RESORT**  
12305 150th Rd.  
Mayetta, KS 66509-8815  
Phone: 785-966-7777  
Toll Free: 888-727-4946  
[www.prairieband.com](http://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 Mississippi*

**SAC & FOX CASINO**  
1322 US Hwy. 75  
Powhattan, KS 66527-9624  
Phone: 785-467-8000  
Toll Free: 800-990-2946  
[www.sacandfoxcasino.com](http://www.sacandfoxcasino.com)  
Casino size: 106,000 sq. ft.  
Slots: 600  
Table Games: 13  
GM: Eric Wright

**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](http://www.coushattacasinoresort.com)  
Casino size: 107,600 sq. ft.  
Slots: 2,800  
Table Games: 65  
Bingo: 350 seats  
GM: Todd Stewart

*Chitimacha Tribe of Louisiana*

**CYPRESS BAYOU CASINO**  
832 Martin Luther King Rd.  
Charenton, LA 70523-0519  
Mailing: PO Box 519  
Charenton, LA 70523-0519  
Phone: 337-923-7284  
Toll Free: 800-284-4386  
[www.cypressbayou.com](http://www.cypressbayou.com)  
Casino size: 232,000 sq. ft.  
Slots: 1,000  
Table Games: 36  
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](http://www.choctawpines.com)  
Casino size: 46,000 sq. ft.  
Slots: 702  
Table Games: 5  
GM: Norman Runyan

*Tunica Biloxi Tribe of Louisiana*

**PARAGON CASINO RESORT**  
711 Paragon Place  
Marksville, LA 71351-6004  
Phone: 318-253-1946  
Toll Free: 800-946-1946  
[www.paragoncasinoresort.com](http://www.paragoncasinoresort.com)  
Casino size: 72,120 sq. ft.  
Paragon Casino Resort (615 rooms)  
Slots: 1,230  
Table Games: 48  
GM: Chris J. Barbry Sr.

**MICHIGAN****Class II & III***Bay Mills Indian Community*  
**BAY MILLS RESORT & CASINO**

11386 W. Lakeshore Dr.  
Brimley, MI 49715-9308  
Phone: 906-248-3715  
Toll Free: 888-422-9645  
[www.baymillsresort.com](http://www.baymillsresort.com)  
Casino size: 17,000 sq. ft.  
Bay Mills Resort (218 rooms)  
Slots: 677  
Table Games: 15  
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](http://www.firekeeperscasino.com)  
Casino size: 107,000 sq. ft.  
Slots: 2,700  
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](http://www.fourwindscasino.com/dowagiac)  
Casino size: 12,000 sq. ft.  
Slots: 404  
Table Games: 4  
GM: Kenneth Antisdell

*Pokagon Band of*

*Potawatomi Indians*  
**FOUR WINDS HARTFORD**  
68600 Red Arrow Highway  
Hartford, MI 49057  
Toll Free: 866-494-6371  
[www.fourwindscasino.com/hartford](http://www.fourwindscasino.com/hartford)  
Casino size: 52,000 sq. ft.  
Slots: 569  
Table Games: 9  
GM: Frank Freedman

*Pokagon Band of*

*Potawatomi Indians*  
**FOUR WINDS NEW BUFFALO**  
11111 Wilson Rd.  
New Buffalo, MI 49117  
Toll Free: 866-494-6371  
[www.fourwindscasino.com](http://www.fourwindscasino.com)  
Casino size: 130,000 sq. ft.  
Four Winds Resort (165 rooms)  
Slots: 2,600  
Table Games: 49  
COO: Frank Freedman

Gun Lake Band of  
Potawatomi Indians  
**GUN LAKE CASINO**  
1123-129th Avenue  
Wayland, MI 49348  
Phone: 269-792-7777  
[www.gunlakecasino.com](http://www.gunlakecasino.com)  
Casino size: 106,000 sq. ft.  
Slots: 2,000  
Table Games: 57  
President & COO:  
Salvatore Semola

Hannahville Tribe of  
Potawatomi Indians  
**ISLAND RESORT & CASINO**  
W399 Hwy. 2 & 41  
Harris, MI 49845-0351  
Mailing: PO Box 351  
Harris, MI 49845-0351  
Phone: 906-466-2941  
Toll Free: 800-682-6040  
[www.islandresortandcasino.com](http://www.islandresortandcasino.com)  
Casino size: 50,000 sq. ft.  
Slots: 1,141  
Table Games: 13  
Bingo: 264 seats  
GM: Tony Mancilla

Sault Ste. Marie Tribe of  
Chippewa Indians  
**KEWADIN CASINO—CHRISTMAS**  
N. 7761 Candy Cane Lane  
Christmas, MI 49862-8946  
Phone: 906-387-5475  
Toll Free: 800-539-2346  
[www.kewadinchristmas.com](http://www.kewadinchristmas.com)  
Casino size: 8,416 sq. ft.  
Slots: 250  
Table Games: 5  
CM: Dana Schlenhuber

Sault Ste. Marie Tribe of  
Chippewa Indians  
**KEWADIN CASINO—HESSEL**  
33995 Three Mile Rd.  
Hessel, MI 49745  
Mailing: PO Box 189  
Hessel, MI 49745-0789  
Phone: 906-484-2903  
Toll Free: 800-539-2346  
[www.kewadin.com/hessel](http://www.kewadin.com/hessel)  
Casino size: 3,800 sq. ft.  
Slots: 130  
CM: Tel Fox

Sault Ste. Marie Tribe of  
Chippewa Indians  
**KEWADIN CASINO—MANISTIQUE**  
5630 West US Hwy 2  
Manistique, MI 49854-9738  
Phone: 906-341-5510  
Toll Free: 800-539-2346  
[www.kewadin.com/manistique](http://www.kewadin.com/manistique)  
Casino size: 9,900 sq. ft.  
Slots: 260  
Table Games: 6  
CM: Lisa Fisher

Sault Ste. Marie Tribe of  
Chippewa Indians  
**KEWADIN CASINO—SAULT STE. MARIE**  
2186 Shunk Rd.  
Sault Ste. Marie, MI 49783-9398  
Phone: 906-632-0530  
Toll Free: 800-539-2346  
[www.kewadinsault.com](http://www.kewadinsault.com)  
Casino size: 39,000 sq. ft.  
Slots: 800  
Bingo: 200 seats  
CEO: Ron Olson

Sault Ste. Marie Tribe of  
Chippewa Indians  
**KEWADIN SHORES CASINO—ST. IGNACE**  
3015 Mackinac Trail  
St. Ignace, MI 49781-9758  
Phone: 906-643-7071  
Toll Free: 800-539-2346  
[www.kewadin.com/st.ignace](http://www.kewadin.com/st.ignace)  
Casino size: 40,000 sq. ft.  
Slots: 700  
Table Games: 15  
GM: Steve Sprecker

Bay Mills Indian Community  
**BAY MILLS RESORT & CASINO**  
11386 West Lakeshore Dr.  
Brimley, MI 49715-9319  
Phone: 906-248-3715  
Toll Free: 888-422-9645  
[www.baymillscasinos.com/casino/kings-club](http://www.baymillscasinos.com/casino/kings-club)  
Casino size: 7,400 sq. ft.  
Slots: 242  
GM: Richard Leblanc

Grand Traverse Band of  
Ottawa/Chippewa Indians  
**LEELANAU SANDS CASINO & LODGE**  
2521 NW Bayshore Dr.  
Peshawbestown, MI 49682-9366  
Phone: 231-534-8100  
Toll Free: 800-922-2WIN  
[www.leelanausandscasino.com](http://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 49660-9752  
Phone: 231-723-1535  
Toll Free: 888-568-2244  
[www.lrcr.com](http://www.lrcr.com)  
Casino size: 44,000 sq. ft.  
Slots: 1,350  
Table Games: 22  
GM: Andrew Gentile

Lac Vieux Desert Band of Lake  
Superior Chippewa  
**NORTHERN WATERS CASINO RESORT**  
5384 Highway 45 N  
Watersmeet, MI 49969-0129  
Phone: 906-358-4226  
Toll Free: 800-583-4785  
[www.northernwaterscasino.com](http://www.northernwaterscasino.com)  
Casino size: 25,000 sq. ft.  
Slots: 508  
Table Games: 4  
GM: Michael J. Broderick

Little Traverse Bay Band of  
Odawa Indians  
**ODAWA CASINO MACKINAW**  
1080 South Nicolet Street  
Mackinaw City, MI 49701-9215  
Phone: 231-439-6100  
[www.odawacasino.com](http://www.odawacasino.com)  
Casino size: 5,000 sq. ft.  
Slots: 120  
GM: Mark Phillips

Little Traverse Bay Band of  
Odawa Indians  
**ODAWA CASINO RESORT**  
1760 Lears Rd.  
Petoskey, MI 49770-9215  
Phone: 231-439-6100  
Toll Free: 877-442-6464  
[www.odawacasino.com](http://www.odawacasino.com)  
Casino size: 33,000 sq. ft.  
Slots: 1,100  
GM: Ron Olson

Keweenaw Bay Indian Community  
**OJIBWA CASINO—BARAGA**  
16449 Michigan Ave.  
Baraga, MI 49908-9664  
Phone: 906-353-6333  
Toll Free: 800-323-8045  
[www.ojibwacasino.com](http://www.ojibwacasino.com)  
Casino size: 17,000 sq. ft.  
Ojibwa Hotel (92 rooms)  
Slots: 340  
Table Games: 8  
GM: Robert Mudd

Keweenaw Bay Indian Community  
**OJIBWA CASINO—MARQUETTE**  
200 Zhooniyaa MiiKana Trail  
Marquette, MI 49855-2000  
Phone: 906-249-4200  
Toll Free: 888-560-9905  
[www.ojibwacasino.com](http://www.ojibwacasino.com)  
Casino size: 13,500 sq. ft.  
Gaming Machines: 300  
GM: Davd Haataja

Saginaw Chippewa Indian Tribe  
**SAGANING EAGLES LANDING CASINO**  
2690 Worth Rd.  
Standish, MI 48658  
Toll Free: 888-732-4537  
[www.saganing-eagleslanding.com](http://www.saganing-eagleslanding.com)  
Casino size: 39,000 sq. ft.  
Slots: 890  
GM: Tony Federico

Saginaw Chippewa Indian Tribe  
**SOARING EAGLE CASINO & RESORT**  
6800 Soaring Eagle Blvd.  
Mt. Pleasant, MI 48858-8432  
Phone: 989-775-7777  
Toll Free: 888-732-4537  
[www.soaringeaglecasino.com](http://www.soaringeaglecasino.com)  
Casino size: 210,000 sq. ft.  
Soaring Eagle Resort (516 rooms)  
Slots: 3,000 +  
Table Games: 55  
Bingo: 500 seats  
CEO: Melinda Coffin

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](http://www.soaringeaglecasino.com)  
Slots: 580  
CEO: Melinda Coffin

## COMPANY PROFILE

### BLUBERI

## The Risk-Taking Spirit of Gambling

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.

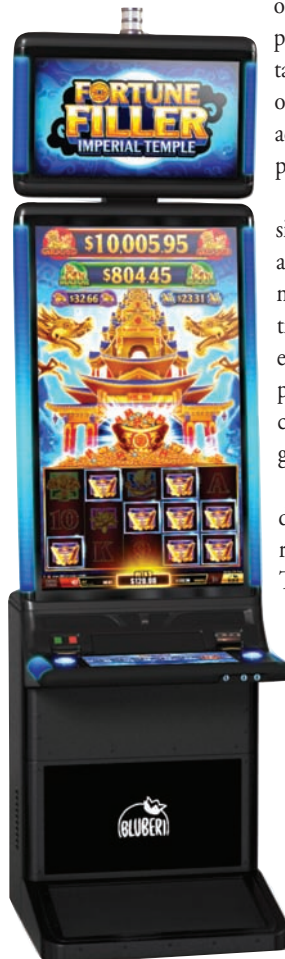
The Bluberi team is comprised of seasoned, multi-talented innovators who are focused on bringing gaming to life with entertaining games and high-performing cabinets. Bluberi products are designed to add vitality to gambling and transport players to an energetic world of winning. Bluberi is the risk-taking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

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

In 2022, Bluberi will continue to grow as a company, introducing several new game titles to bolster its library. The experienced team is building on the success of recent titles such as Treasure Hunter and Fortune Filler, and also plans to continue to build upon unique offerings such as Reels of Steel, created in partnership with bZillions.

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 that operators in both markets will have a complete library of Bluberi titles, designed specifically for their players.

For more information, visit [bluberi.com](http://bluberi.com).



*Grand Traverse Band of Ottawa/Chippewa Indians*  
**TURTLE CREEK CASINO & HOTEL**  
 7741 M-72 East  
 Williamsburg, MI 49690-9395  
 Phone: 231-534-0000  
 Toll Free: 800-922-2WIN  
[www.turtlecreekcasinocom](http://www.turtlecreekcasinocom)  
 Casino size: 74,000 sq. ft.  
 Slots: 1,112  
 Table Games: 24  
 CEO: Johnny Barrientoz

**MINNESOTA**  
**Class II & III**

*Fond Du Lac Band of Lake Superior Chippewa*  
**BLACK BEAR CASINO & HOTEL**  
 1785 Hwy. 210  
 Carlton, MN 55718-8161  
 Phone: 218-878-2327  
 Toll Free: 888-771-0777  
[www.blackbearcasinoresort.com](http://www.blackbearcasinoresort.com)  
 Casino size: 88,000 sq. ft.  
 Slots: 1,800  
 Table Games: 20  
 Bingo: 550 seats  
 GM: Dan LaPairie

*Leech Lake Band of Ojibwe*  
**CEDAR LAKES CASINO HOTEL**  
 6268 Upper Cass Frontage Rd.  
 NW  
 Cass Lake, MN 56633-3058  
 Phone: 844-554-2646  
[www.cedarlakescasinocom](http://www.cedarlakescasinocom)  
 Slots: 550  
 Table Games: 4  
 GM: Richard Jones

*Fond Du Lac Band of Lake Superior Chippewa*  
**FOND-DU-LUTH CASINO**  
 129 E. Superior St.  
 Duluth, MN 55802-2127  
 Phone: 218-722-0280  
 Toll Free: 800-873-0280  
[www.fondduluthcasinocom](http://www.fondduluthcasinocom)  
 Casino size: 20,000 sq. ft.  
 Slots: 690  
 Table Games: 4  
 GM: Maurice Ojibway

*Bois Forte Band of Chippewa*  
**FORTUNE BAY RESORT CASINO**  
 1430 Bois Forte Rd.  
 Tower, MN 55790-3111  
 Phone: 218-753-6400  
 Toll Free: 800-992-PLAY  
[www.fortunebay.com](http://www.fortunebay.com)  
 Casino size: 50,000 sq. ft.  
 Fortune Bay Resort (173 rooms)  
 Slots: 810  
 Table Games: 12  
 CEO: Mayan Beltran

*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](http://www.grandcasinosmn.com)  
 Casino size: 68,000 sq. ft.  
 Slots: 2,175  
 Table Games: 38  
 Bingo: 330 seats  
 GM: Ryan O'Brien

*Mille Lacs Band of Ojibwe*  
**GRAND CASINO MILLE LACS**  
 777 Grand Ave.  
 Onamia, MN 56359-4500  
 Phone: 320-532-7777  
 Toll Free: 800-626-LUCK  
[www.grandcasinosmn.com](http://www.grandcasinosmn.com)  
 Casino size: 68,000 sq. ft.  
 Slots: 1,612  
 Table Games: 24  
 Bingo: 288 seats  
 GM: Tracy Sam

*Grand Portage Band of Lake Superior Chippewa*  
**GRAND PORTAGE LODGE & CASINO**  
 70 Casino Dr.  
 Grand Portage, MN 55605-0233  
 Phone: 218-475-2401  
 Toll Free: 800-543-1384  
[www.grandportage.com](http://www.grandportage.com)  
 Casino size: 15,268 sq. ft.  
 Grand Portage Lodge (100 rooms)  
 Slots: 440  
 GM: Brian Sherburne

*Lower Sioux Indian Community*  
**JACKPOT JUNCTION CASINO HOTEL**  
 39375 County Hwy. 24  
 Morton, MN 56270  
 Phone: 507-644-8000  
 Toll Free: 800-946-2274  
[www.jackpotjunction.com](http://www.jackpotjunction.com)  
 Casino size: 46,520 sq. ft.  
 Slots: 1,200  
 Table Games: 24  
 Bingo: 224 seats  
 Asst. GM: Gabe Prescott

*Shakopee Mdewakanton Sioux*  
**LITTLE SIX CASINO**  
 2354 Sioux Trail Northwest  
 Prior Lake, MN 55372-9004  
 Phone: 952-445-6000  
 Toll Free: 800-LITTLE6  
[www.littlesixcasinocom](http://www.littlesixcasinocom)  
 Casino size: 25,000 sq. ft.  
 Slots: 770  
 Table Games: 8  
 President & CEO: Angela Heikes

*Shakopee Mdewakanton Sioux*  
**MYSTIC LAKE CASINO HOTEL**  
 2400 Mystic Lake Blvd.  
 Prior Lake, MN 55372-9004  
 Toll Free: 800-262-7799  
[www.mysticlake.com](http://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.northernlightscasinocom](http://www.northernlightscasinocom)  
 Casino size: 40,000 sq. ft.  
 Hotel (105 rooms)  
 Slots: 850  
 Table Games: 16  
 GM: Robert Bedreau

*White Earth Band of Chippewa Indians*  
**PINEHURST RESORT**  
 27345 County Road 4  
 Naytahwaush, MN 56566  
 Phone: 218-935-5745  
[www.pinehurst.com](http://www.pinehurst.com)  
 Casino size: 1,440 sq. ft.  
 Slots: 13  
 Bingo: 340 seats  
 GMs: Greg LaVoy

*Upper Sioux Tribe*  
**PRAIRIES EDGE CASINO RESORT**  
 5616 Prairies Edge Lane  
 Granite Falls, MN 56241-0096  
 Phone: 320-564-2121  
 Toll Free: 866-293-2121  
[www.prairiesedgecasinocom](http://www.prairiesedgecasinocom)  
 Casino size: 52,000 sq. ft.  
 Slots: 1,000  
 Table Games: 8  
 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.sevenclanscasinocom/redlake](http://www.sevenclanscasinocom/redlake)  
 Casino size: 65,840 sq. ft.  
 Slots: 305  
 GM: Roxanne Brun

**COMPANY PROFILE**



**BERGMAN WALLS & ASSOCIATES**  
**Turning Properties into Exceptional Destinations**

Bergman Walls & Associates is a global architecture and interior design firm specializing in destination design for the casino gaming, entertainment and hospitality industries.

For more than 25 years, BWA's mission has been to provide the highest level of individualized design services while realizing owners' visions and business objectives, delivering inviting spaces that delight and engage guests.

BWA's portfolio includes wide-ranging work for commercial and Indian gaming hospitality clients. The BWA design team has extensive experience conceptualizing, master-planning and designing entertainment, hospitality, mixed-use and gaming projects, ranging from intimate boutique restaurants to entire mega-resorts.

BWA recently completed projects at the Morongo Casino Resort & Spa in Cabazon, California; the Apache Casino Hotel in Lawton, Oklahoma; and the Swinomish Casino and Lodge in Anacortes, Washington, which included adding flexible event and entertainment spaces, casino floor expansions, hotel tower renovations and dynamic new dining and retail options.

BWA also applies its extensive hospitality experience to other entertainment-based projects, raising the bar on business-as-usual. Recently completed projects include FlyOver Las Vegas, a new augmented-reality, family-friendly immersive



The Book at the LINQ Hotel & Experience in Las Vegas

experience; and ESPN's studio at the LINQ Hotel + Experience, home to the network's sports betting show, the *Daily Wager*; as well as sports betting lounges for commercial and tribal gaming properties.

Designing for the gaming, entertainment and hospitality industries requires in-depth understanding of the functional, operational, economic and aesthetic considerations behind each facility and each client's needs. Along with BWA's architecture and interior design services, the firm also offers master planning to help address today's facility operational and safety protocol needs and accommodate future customer tastes and trends—from flexible casino floor designs to sportsbook lounges, interactive gaming spaces and other non-gaming entertainment options that attract new patrons and new demographics.

BWA helps turn properties into destinations that exceed client business and patron experience expectations. For more information, contact John Hinton, director of Native American projects, at [jhinton@bwaltd.com](mailto:jhinton@bwaltd.com).

# CASINO *Style*



## DON'T MISS THIS SPECIAL GGB ANNUAL SUPPLEMENT

*Casino Style* is the go-to guide for trends that shape the future of the casino resort experience.

AD DEADLINE:  
OCTOBER 26, 2022

*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* magazine will cover important topics:

- Design & Construction
- Renovations & Redesigns
- Food & Beverage
- Meetings & Conventions
- Hotel Operations
- Pools & Spas
- Nightlife & Entertainment
- Retail & Shopping

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CASINOSTYLEMAGAZINE.COM

For Advertising Contact:

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702-493-6964

Tbrady@ggbmagazine.com

*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](http://www.sevenclanscasino.com)  
 Casino size: 19,222 sq. ft.  
 Slots: 638  
 Table Games: 4  
 GM: Frank Cornelius

*Red Lake Band of Chippewa Indians*  
**SEVEN CLANS CASINO WARROD**  
 34966 605th Ave.  
 Warrod, MN 56763-9022  
 Phone: 218-386-3381  
 Toll Free: 800-815-8293  
[www.sevenclanscasino.com](http://www.sevenclanscasino.com)  
 Casino size: 19,000 sq. ft.  
 Slots: 600  
 Table Games: 4  
 GM: Donna Perkins

*White Earth of Chippewa Indians*  
**SHOOTING STAR CASINO—BAGLEY**  
 13325 340th street  
 Bagley, MN 56621  
 Toll Free: 800-453-7827  
[www.starcasino.com/bagley-home](http://www.starcasino.com/bagley-home)  
 Casino size: 21,227 sq. ft.  
 Slots: 170  
 GM: Scott Stevens

*White Earth of Chippewa Indians*  
**SHOOTING STAR CASINO HOTEL**  
 777 SE Casino Rd.  
 Mahanomen, MN 56557  
 Phone: 218-935-2711  
 Toll Free: 800-453-7827  
[www.starcasino.com](http://www.starcasino.com)  
 Casino size: 72,000 sq. ft.  
 Slots: 996  
 Table Games: 23  
 Bingo: 365 seats  
 GM: Scott Stevens

*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](http://www.ticasino.com)  
 Casino size: 150,000 sq. ft.  
 Slots: 2,200  
 Table Games: 44  
 Bingo: 550 seats  
 GM: Mike Heavner

*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](http://www.whiteoakcasino.com)  
 Casino size: 15,480 sq. ft.  
 Slots: 350  
 Table Games: 4  
 GM: Derek Jackson

**MISSISSIPPI Class II & III**  
*Mississippi Band of Choctaw Indians*  
**BOK HOMA CASINO**  
 1 Choctaw Road  
 Heidelberg, Mississippi 39439  
 Phone: 601-656-5251  
 Toll Free: 866-447-3275  
[www.bokhomacasinom.com](http://www.bokhomacasinom.com)  
 Casino size: 27,000 sq. ft.  
 Slots: 773  
 Table Games: 10  
 President & CEO: William Johnson

*Mississippi Band of Choctaw Indians*  
**GOLDEN MOON HOTEL & CASINO**



13541 Highway 16 West  
 Philadelphia, MS 39350  
 Phone: 601-650-1234  
 Toll Free: 866-447-3275  
[www.pearlriverresort.com/our-resort/silver-star-en.html](http://www.pearlriverresort.com/our-resort/silver-star-en.html)  
 Casino size: 70,000 sq. ft.  
 Slots: 1,146  
 Table Games: 25  
 Poker Tables: 14  
 President & CEO: William Johnson

*Mississippi Band of Choctaw Indians*  
**SILVER STAR HOTEL & CASINO**  
 13541 Hwy. 16 West  
 Choctaw, MS 39350  
 Phone: 601-650-1234  
 Toll Free: 866-44-PEARL  
[www.pearlriverresort.com](http://www.pearlriverresort.com)  
 Casino size: 90,000 sq. ft.  
 Slots: 1,281  
 Table Games: 44  
 President & CEO: William Johnson

**MONTANA Class II & III**  
*Northern Cheyenne Tribe*  
**CHARGING HORSE CASINO & BINGO**  
 Highway 212  
 Lame Deer, MT 59043-1259  
 Phone: 406-477-8188  
<https://charginghorse.com/>  
 Casino size: 19,000 sq. ft.  
 Slots: 127  
 Bingo: 500 seats  
 GM: Lori LaFever Limberhand

*Fort Belknap Indian Community*  
**FORT BELKNAP CASINO**  
 104 Assiniboine Avenue  
 Harlem, MT 59526  
 Phone: 406-353-2205  
[www.fortbelknappcasino.com](http://www.fortbelknappcasino.com)  
 Slots: 165  
 GM: Robert Williams

*Blackfeet Tribe, Siyeh Development Corporation*  
**GLACIER PEAKS HOTEL & CASINO**  
 Highway 2 and Highway 89  
 Browning, MT 59417-1450  
 Phone: 406-338-2274  
 Toll Free: 877-238-9946  
[www.glacierpeakscasino.com](http://www.glacierpeakscasino.com)  
 Casino Size: 33,000 sq. ft.  
 Slots: 300  
 Table Games: 3  
 Bingo: 150 seats

*Confederated Salish & Kootenai Tribes*  
**GRAY WOLF PEAK CASINO**  
 Highway 212  
 Missoula, MT 59808  
 Phone: 406-726-3778  
[www.graywolfpeakcasino.com](http://www.graywolfpeakcasino.com)  
 Casino Size: 10,000 sq. ft.  
 Slots: 309  
 CEO: Daniel Hansen

*Confederated Salish & Kootenai Tribes*  
**KWATAQNUK RESORT & CASINO**  
 49708 US Hwy. 93 East  
 Polson, MT 59860  
 Phone: 406-883-3636  
 Toll Free: 800-882-6363  
[www.kwataqnu.com](http://www.kwataqnu.com)  
 Casino size: 10,650 sq. ft.  
 Slots: 227  
 GM: DeeAnn Cates

**COMPANY PROFILE**

**EVERI**  
 The Power of People, Imagination and Technology

Everi's mission is to lead the gaming industry through the power of people, imagination and technology.

As a premier provider of land-based and digital casino gaming content and products, financial technology and player loyalty solutions, Everi's core focus is on player engagement and helping casino customers operate more efficiently.

The company develops entertaining game content, gaming machines, gaming systems and services for land-based and iGaming operators. Rooted in tribal gaming, Everi remains committed to partnering with casino operators to deliver novel entertainment experiences to their players while ensuring they generate high returns on their investment in its products.

Known for high-performing standards across the gaming space, Everi continues to develop engaging player experiences and award-worthy products. According to the March 2022 Eilers-Fantini Game Performance Report, Everi is responsible for 21 of the Top 25 games in the high-denomination mechanical-reel segment.

Everi also prides itself on a unique online library of award-winning stepper, video slot and progressive jackpots content. The compelling



and distinct Everi digital gaming catalogue is delivered through the proprietary Spark Remote Game Server. It now consists of more than 50 unique titles, with more on the way.

Everi helped tribal operator partners meet the emerging mobile ecosystem with its "Digital Neighborhood," a complete suite of financial, casino loyalty and compliance products and services that bring commonality and continuity to operator workflows. The growth of this suite of solutions demonstrates the company's leadership position and highlights Everi's ability to develop solutions that incorporate customer-centric features across loyalty, payments and casino operations.

As the preeminent provider of trusted financial technology solutions that power the casino floor, Everi has positioned itself as the industry's fintech leader and a strategic partner for forward-thinking customers. The collective goal: improving operational efficiencies and fulfilling regulatory compliance requirements. Everi's robust collection of integrated products, services and kiosks facilitates convenient and secure cash and cashless financial transactions while providing self-service player loyalty tools and applications, as well as regulatory and intelligence software.

For more information, visit [everi.com](http://everi.com), which is updated regularly with financial and other information about the company.



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.facebook.com/NorthernWinzHotelCasino](https://www.facebook.com/NorthernWinzHotelCasino)  
Casino size: 20,000 sq. ft.  
Slots: 198  
Bingo: 100 seats  
GM: Calvin Jilot

Assiniboine and Sioux Tribes of the Fort Peck Indian Reservation

**SILVER WOLF CASINO**

300 Highway 25 East  
Wolf Point, MT 59201  
Phone: 406-653-3476  
[www.facebook.com/SilverWolfCasino](https://www.facebook.com/SilverWolfCasino)  
Casino size: 12,000 sq. ft.  
Slots: 108  
Bingo: 200 seats  
GM: Gary Clark

**NEBRASKA**

**Class II**

Winnebago Tribe of Nebraska

**IRON HORSE BAR & CASINO**

1010 S. Main St.  
Emerson, NE 68733-3654  
Phone: 402-695-0180  
[www.winnebagocasinos.com](https://www.winnebagocasinos.com)  
Casino size: 2,000 sq. ft.  
Gaming Machines: 89  
CEO: Brian Chamberlain

Omaha Tribe of Nebraska

**LUCKY 77 CASINO**

200 Main St.  
Walthill, NE 68067  
Phone: 402-846-5545  
Casino size: 280 sq. ft.  
<https://www.500nations.com/casinos/neLucky77Casino.asp>  
Gaming Machines: 64  
GM: Norman Grant

Winnebago Tribe of Nebraska

**NATIVE STAR CASINO**

1500 Industrial Pkwy.  
Winnebago, NE 68071  
Phone: 402-878-2901  
[www.nativestarcasinowinnebagocom](https://www.nativestarcasinowinnebagocom)  
Casino size: 600 sq. ft.  
Gaming Machines: 85  
GM: Sandra Oliveres

Santee Sioux Nation of Nebraska

**OHIYA CASINO**

52946 Hwy. 12, Suite 2  
Niobrara, NE 68760  
Phone: 402-857-3860  
[www.ohiyacasino.com](https://www.ohiyacasino.com)  
Casino size: 35,000 sq. ft.  
Slots: 408  
Bingo: 100 seats  
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](https://www.rosebudcasino.com)  
Casino size: 10,500 sq. ft.  
Slots: 250  
Table Games: 5  
Bingo: 300 seats  
GM: Robert Mudd

**NEVADA**

**Class II & III**

Fort Mojave Indian Tribe

**AVI RESORT & CASINO**

10000 Aha Macav Pkwy.  
Laughlin, NV 89029  
Mailing: PO Box 77011  
Laughlin, NV 89028-7011  
Phone: 702-535-5555  
Toll Free: 800-284-2946  
[www.avicasino.com](https://www.avicasino.com)  
Casino size: 65,000 sq. ft.  
Avi Resort (455 rooms)  
Slots: 892  
Table Games: 18  
Bingo: 200 seats  
President & CEO: Peter Savage

Moapa Band of Paiute

**MOAPA TRIBAL CASINO**

I-15, Exit 75 Valley of Fire  
Moapa, NV 89025-0340  
Phone: 702-864-2601  
[www.moapatravelplaza.com](https://www.moapatravelplaza.com)  
Casino size: 2,500 sq. ft.  
Slots: 80  
GM: Shirley Anderson

Moapa Band of Paiute

**MOAPA TRIBAL STORE**

1 Lincoln Street  
Moapa, Nevada 89025  
Phone: 702-865-2787  
Slots: 6  
GM: Shana Tom

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: 702-865-2787  
[www.washeshucasino.com](https://www.washeshucasino.com)  
Casino Size: 4,600 sq. ft.  
Slots: 130  
GM: Kevin Helfgott

**NEW MEXICO**

**Class II & III**

Jicarilla Apache Nation

**APACHE NUGGET CASINO**

US Highway 550 & US Highway 537  
Cuba, NM 87013  
Phone: 505-289-2486  
[www.apachenugget.com](https://www.apachenugget.com)  
Casino size: 5,000 sq. ft.  
Slots: 110  
Tables: 4  
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](https://www.blackmesacasino.com)  
Casino size: 22,000 sq. ft.  
Slots: 680  
Table Games: 7  
GM: Steven Penhall

Pueblo of Pojoaque

**BUFFALO THUNDER RESORT AND CASINO**

30 Buffalo Thunder Trail  
Santa Fe, NM 87506  
Phone: 505-455-5555  
[www.hiltonbuffalothunder.com](https://www.hiltonbuffalothunder.com)  
Casino size: 61,000 sq. ft.  
Slots: 1,012  
Table Games: 10  
GM: Robert Swenson

Mescalero Apache Tribe

**CASINO APACHE TRAVEL CENTER**

225845 US Highway 70  
Mescalero, NM 88340  
Phone: 575-464-7059  
Toll Free: 800-545-9011  
[www.casinoapachetravel-center.com](https://www.casinoapachetravel-center.com)  
Casino size: 34,700 sq. ft.  
Slots: 444  
Table Games: 7  
COO: Frizzell Frizzell, Jr.

Pueblo of Laguna

**CASINO EXPRESS**

14500 Central Ave. SW  
I-40, Exit 108  
Albuquerque, NM 87121  
Phone: 505-352-7835  
[www.rt66casino.com](https://www.rt66casino.com)  
Slots: 121  
GM: Don Billbrough

Pueblo of Pojoaque

**CITIES OF GOLD CASINO**



10-B Cities of Gold Rd.  
Sante Fe, NM 87506-0938  
Phone: 505-455-3313  
Toll Free: 800-455-3313  
[www.citiesofgold.com](https://www.citiesofgold.com)  
Casino size: 40,000 sq. ft.  
Cities of Gold Hotel (208 rooms)  
Slots: 487  
Bingo: 300 seats  
GM: Pat Doherty

Pueblo of Laguna

**DANCING EAGLE CASINO**



I-40, Exit 108, 166 Casa Blanca Rd.  
Albuquerque, NM 87121  
Mailing: PO Box 550  
Casa Blanca, NM 87007-0520  
Phone: 505-552-7777  
Toll Free: 877-440-9969  
[www.dancingeaglecasino.com](https://www.dancingeaglecasino.com)  
Casino size: 25,000 sq. ft.  
Slots: 498  
GM: Don Billbrough

**COMPANY PROFILE**

**ECLIPSE GAMING SYSTEMS**  
**Going Beyond the Game**

Eclipse Gaming creates entertaining and memorable gaming experiences that connect with the player.

With a focus on the Native American gaming market as well as select commercial markets, Eclipse Gaming develops top-performing games and innovative solutions that engage the audience and deliver measurable results for its casino, social and casual gaming partners.

The company offers a growing library of video slot games to its customers in tribal gaming, along with its IMPACT family of slot cabinets that include the IMPACT 49 premium portrait, the IMPACT 43 portrait platform and the IMPACT 27 dual-screen cabinet.

Based in Duluth, Georgia, a suburb of Metro Atlanta, where the company has a 40,000-square-foot campus and manufacturing center, Eclipse has employees across the U.S. Over the past several years, the company has doubled its employee base and continues to recruit heavily for STEM professionals to help continue to propel Eclipse's game development growth and expertise.

Eclipse's No. 1 mission is to generate powerful results that benefit its partners and directly impact the needs and objectives of the communities where the company does business and has customers—with an overriding focus on "Going Beyond the Game."

In addition to launching a host of new game content at NIGA 2022, Eclipse will spotlight its new IMPACT 49 portrait cabinet, the newest platform in its IMPACT family. With its sleek lines, crystal clear 49-inch 4K floating portrait display, dynamic LED lighting and library of entertaining 4K game content, the IMPACT 49 is a striking attraction designed to maximize floor performance.

For more information, stop by NIGA Booth 1456 and visit [eclipsegamingsystems.com](https://eclipsegamingsystems.com).



*Navajo Nation***FIRE ROCK NAVAJO CASINO**

249 Route 118 East  
Church Rock, NM 87311  
Mailing: PO Box 1800  
Church Rock, NM 87311  
Phone: 505-905-7100  
Toll Free: 866-941-2444  
[www.firerocknavajocasino.com](http://www.firerocknavajocasino.com)  
Casino size: 64,000 sq. ft.  
Slots: 898  
Table Games: 8  
Bingo: 400 seats  
GM: Gloria West

*Navajo Nation***FLOWING WATER NAVAJO CASINO**

2710 US Highway 64  
Waterflow, NM 87421  
Phone: 505-368-2300  
[www.floatingwaternavajocasino.com](http://www.floatingwaternavajocasino.com)  
Casino size: 11,000 sq. ft.  
Gaming Machines: 130  
GM: Cliff Ehrlich

*Mescalero Apache Tribe***INN OF THE MOUNTAIN GODS RESORT & CASINO**

287 Carrizo Canyon Rd.  
Route 4, Mescalero, NM 88340-9759  
Phone: 575-464-7059  
Toll Free: 800-545-9011  
[www.innofthemountaingods.com](http://www.innofthemountaingods.com)  
Inn of the Mountain Gods (273 rooms)  
Casino size: 38,000 sq. ft.  
Slots: 723  
Table Games: 20  
GM & COO: Frizzell Frizzell, Jr.

*Pueblo of Isleta***ISLETA PALACE WEST**

2 State Road 45 Southwest  
Albuquerque, NM 87105  
Phone: 505-869-4102  
[www.isleta.com/palacewest](http://www.isleta.com/palacewest)  
Slots: 261  
Interim GM: Adrianna Jiron

*Pueblo of Isleta***ISLETA RESORT & CASINO**

11000 Broadway Southeast  
Albuquerque, NM 87105  
Phone: 505-724-3800  
Toll Free: 877-747-5382  
[www.isleta.com](http://www.isleta.com)  
Casino size: 100,000 sq. ft.  
Slots: 1,732  
Table Games: 25  
Bingo: 2,500 seats  
CEO: Adrianna Jiron

*Santa Clara Pueblo***SANTA CLARAN HOTEL CASINO**

460 N. Riverside Dr.  
Española, NM 87532-3470  
Phone: 505-747-0059  
Toll Free: 866-BIG-ROCK  
[www.santaclaran.com](http://www.santaclaran.com)  
Casino size: 36,000 sq. ft.  
Slots: 680  
Table Games: 5  
COO: Brian Zanazanian

*Pueblo of Acoma***SKY CITY CASINO HOTEL**

I-140 Exit 102  
Acoma, NM 87034-0310  
Phone: 505-552-6017  
Toll Free: 888-759-2489  
[www.skycity.com](http://www.skycity.com)  
Casino size: 64,000 sq. ft.  
Sky City Hotel (133 rooms)  
Slots: 655  
Table Games: 10  
Bingo: 500 seats  
GM: David Baumgartner

*Taos Pueblo***TAOS MOUNTAIN CASINO**

700 Veterans Hwy.  
Taos, NM 87571-0777  
Phone: 575-737-0777  
Toll Free: 888-WIN-TAOS  
[www.taosmountaincasino.com](http://www.taosmountaincasino.com)  
Casino size: 10,000 sq. ft.  
Slots: 200  
Table Games: 4  
GM: Jennifer Welty

*Pueblo of Tesuque***TESUQUE CASINO**

7 Tesuque Road  
Sante Fe, NM 87506  
Phone: 505-984-8414  
Toll Free: 800-462-2635  
[www.tesuquecasino.com](http://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.wildhorse-casino.new-mexico-hotels.com/en/](http://www.wildhorse-casino.new-mexico-hotels.com/en/)  
Casino size: 4,436 sq. ft.  
Hotel (42 rooms)  
Slots: 160  
GM: Al Toyey

**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](http://www.mohawkcasino.com)  
Casino Size: 52,500 sq. ft.  
Slots: 1,548  
Table Games: 28  
Bingo: 450 seats  
GM: Emily Lauzon

## COMPANY PROFILE

## GAN

**Universal Platform, Patented Process Deliver a Competitive Advantage**

GAN is a technology company widely recognized for its innovative, award-winning platform, GameSTACK, which allows operators to extend their brand to their on-property players at any time, in any place and on any device.

When a player leaves a property, GAN activates its proprietary digital platform to extend an operator's brand by immersing the player in play-for-fun simulated gaming, real-money iCasino and sportsbook experiences wherever they go, to establish a 360-degree view of the player.

GAN's universal platform and patented process deliver a competitive advantage, resulting in higher conversion rates, better payment processing success rates, cutting-edge sports betting modules, mature and fully featured simulated and real-money internet casino, and the proven ability to deliver genuinely integrated convergence to leverage casino operators' on-property rewards programs.

GAN is the leading platform with major real-money internet gambling clients, including FanDuel, Ocean Casino & Resort, Soaring Eagle Casino & Resort, Wynn, and Churchill Downs Inc.

GAN also offers a U.S. market-leading B2B social casino solution, branded "Simulated Gaming." It leverages existing casino reward programs to offer 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 the San Manuel, Chickasaw Nation, Agua Caliente, Snoqualmie, the Oneida Nation, Seneca Gaming Corp. and Gila River.

GAN's proprietary compliance program and continuous global monitoring system ensure that its operator partners can move online with its 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.

Whether a client is interested in a fully managed online gambling solution or looking to augment existing customer service and marketing programs, GAN's dedicated operational services teams 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 the success of its casino operator partners.

With live operations in Washington, California, Nevada, Arizona, New Mexico, Colorado, Oklahoma, Kansas, Iowa, Missouri, Louisiana, Michigan, Illinois, Indiana, Ohio, Tennessee, Mississippi, Alabama, West Virginia, Maryland, Pennsylvania, New Jersey, New York, Massachusetts, Rhode Island and Maine, GAN is poised to bring many of America's casinos online, utilizing the enterprise technology system first deployed in 2002.

For more information, visit [GAN.com](http://GAN.com).



**SBC | SUMMIT  
NORTH AMERICA**

**JULY 12-14, 2022**

**MEADOWLANDS EXPOSITION  
CENTER, NEW JERSEY**

# THE LEADING

**SPORTS BETTING  
AND IGAMING  
EVENT IN  
NORTH AMERICA**



**3,000**  
DELEGATES



**250**  
SPEAKERS



**50**  
EXHIBITORS

**#SBCSUMMITNORTHAMERICA**

Oneida Indian Nation of New York

**POINT PLACE CASINO**

Route 31  
Bridgeport, NY 13030  
[www.pointplacecasino.com](http://www.pointplacecasino.com)  
Casino Size: 65,000 sq. ft.  
Slots: 571  
Table Games: 20  
GM: Jerry Marrello

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](http://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](http://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](http://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](http://www.senecagames.com/oil-spring)  
Casino size: 4,950 sq. ft.  
Slots: 116  
Acting 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](http://www.senecagames.com/salamanca.html)  
Casino size: 15,000 sq. ft.  
Slots: 361  
Bingo: 455 seats  
Acting 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.senecaniagaracasinom.com](http://www.senecaniagaracasinom.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](http://www.turningstone.com)  
Casino size: 125,000 sq. ft.  
Slots: 2,000  
Table Games: 98  
Bingo: 1,400 seats  
Hotel rooms: 790  
CEO: Ray Halbritter

Oneida Indian Nation of New York

**YELLOW BRICK ROAD CASINO**

800 Genesee St.  
Chittenango, NY 13037  
Phone: 315-366-9400  
[www.yellowbrickroadcasino.com](http://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](http://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](http://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](http://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](http://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](http://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](http://www.skydancercasino.com)  
Casino size: 37,000 sq. ft.  
Slots: 730  
Table Games: 8  
Bingo: 500 seats  
Hotel rooms: 194  
GM: Randy Burnel

**COMPANY PROFILE**

**GIG**

**Full End-to-End Platform and Sportsbook Solution**

GiG is a leading platform and sportsbook provider for land-based and online operators worldwide.

GiG provides its partners full end-to-end solutions and service—from its award-winning iGaming platform and leading sportsbook solution to its tailored managed services and media affiliate business. GiG's platform is at the core of its business: built for regulated markets, adaptable to change, and providing a top-class customer experience and user journey.

**Specialists in Taking Land-Based Operators Online**

GiG specializes in taking land-based operators online for the first time via its omnichannel solution, which seamlessly delivers a single wallet, registration and loyalty system across operators' retail and online sites, giving players the power to choose where they play at their convenience.

**Regulated Markets Partner**

GiG has a dedicated team of experts offering significant experience in building iGaming solutions that comply with regulatory requirements around the globe. GiG promises to guide partners and ensure they are fully informed on the requirements for a speedy and successful launch in new markets.

**Shaping a Safer, More Responsible Gaming Industry**

As a continued effort to build on and improve its technology to meet customer demands, GiG has added responsible gaming, risk and fraud, and anti-money laundering features to its data

platform—all in one place—helping operators build a more sustainable future for their players and their business.

**Harnessing the Power of Automation to Drive Sustainable Performance**

The power of automation can remarkably transform the way any business works, particularly when it comes to improving the player experience, entering new markets, creating a safer playing environment and improving customer lifetime value. GiG's automated features help improve the customer experience by allowing operators to create real-time actioned events, helping to drive a strong competitive advantage.

**GiG's Managed Services Solution Has You Covered**

GiG's turnkey managed services are available from pre-launch throughout its partners' business lifecycle, providing operators with the support they need to help manage and grow their gaming business. Whether seeking to improve conversion rates, grow customer lifetime value or reduce the self-exclusion rate, GiG has you covered.

**Choosing the Right Relationship**

GiG believes in being selective about its partner relationships, so it can focus on long-term growth and ensure brand loyalty and the highest quality of tailored services for its players.

Find our more at [gig.com](http://gig.com) or book a demo at [sales@gig.com](mailto:sales@gig.com).



*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](http://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 CHILOCCO GASINO**

12901 North Highway 77  
Newkirk, OK 74647  
Phone: 580-448-3210  
[www.sevenc clans.com/chilocco-gasino](http://www.sevenc clans.com/chilocco-gasino)  
Slots: 303  
GM: Laura Rosas

*Otoe Missouria Tribe of Oklahoma*

**7 CLANS FIRST COUNCIL CASINO HOTEL**

12875 North Highway 77  
Newkirk, OK 74647  
Phone: 580-448-3015  
Toll Free: 877-725-2670  
[www.sevenc clans.com/first-council-casino-hotel](http://www.sevenc clans.com/first-council-casino-hotel)  
Casino size: 30,000 sq. ft.  
Lodging: 86 rooms  
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  
[www.sevenc clans.com/paradise-casino](http://www.sevenc clans.com/paradise-casino)  
Slots: 432  
GM: Brian Gooden

*Otoe Missouria Tribe of Oklahoma*

**7 CLANS PERRY CASINO**

511 Kaw Street  
Perry, OK 73077  
Phone: 580-336-7260  
[www.sevenc clans.com/perry-casino](http://www.sevenc clans.com/perry-casino)  
Casino size: 4,500 sq. ft.  
Slots: 240  
GM: Curtis Burgess

*Otoe Missouria Tribe of Oklahoma*

**7 CLANS RED ROCK GASINO**

8401 Highway 177  
Red Rock, OK 74651  
Phone: 580-723-4005  
[www.sevenc clans.com](http://www.sevenc clans.com)  
Slots: 95

*Chickasaw Nation*

**ADA GAMING CENTER**

1500 N. Country Club Rd.  
Ada, OK 74820-1862  
Phone: 580-436-3740  
[www.adagaming.com](http://www.adagaming.com)  
Casino size: 7,890 sq. ft.  
Slots: 351  
Table Games: 2  
GM: Joshua Jennings

*Chickasaw Nation*

**ADA TRAVEL STOP**

14565 County Road 3544  
Ada, OK 74820  
Phone: 580-310-0900  
<https://chickasawtravelstop.com>  
Casino size: 2,518 sq. ft.  
Slots: 132  
GM: John Thomas

*Fort Sill Apache Tribe of Oklahoma*

**APACHE CASINO HOTEL**

2323 East Gore Boulevard  
Lawton, OK 73501  
Phone: 580-248-5905  
[www.apachecasinohotel.com](http://www.apachecasinohotel.com)  
Casino size: 23,500 sq. ft.  
Slots: 890  
Table Games: 9  
GM: Lori Gooday Ware

*Chickasaw Nation*

**THE ARTESIAN HOTEL CASINO**

23 W. Vinita  
Sulphur, OK 73086  
Phone: 855-455-5255  
[www.artesianhotel.com](http://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](http://www.myblackgoldcasino.com)  
Casino size: 3,744 sq. ft.  
Slots: 289  
GM: Johnny C. Wilson

*Sac & Fox Nation*

**THE BLACK HAWK CASINO**

42008 Westech Road  
Shawnee, OK 74804  
Phone: 405-275-4700  
[www.theblackhawkcasino.com](http://www.theblackhawkcasino.com)  
Casino size: 35,000 sq. ft.  
Slots: 624  
Table Games: 6  
GM: Deanna Larney

*Chickasaw Nation*

**BORDER CASINO**

22953 Brown Springs Rd.  
Thackerville, OK 73459  
Phone: 580-276-1727  
[www.mybordercasino.com](http://www.mybordercasino.com)  
Casino size: 22,000 sq. ft.  
Slots: 2,300  
GM: John DeMoss

*Choctaw Nation of Oklahoma*

**BROKEN BOW TRAVEL PLAZA**

1800 South Park Drive  
Broken Bow, OK 74728  
Phone: 580-584-2516  
[www.choctawcasinos.com](http://www.choctawcasinos.com)  
Slots: 40  
GM: Amy Ward

*Peoria Tribe of Indians of Oklahoma*

**BUFFALO RUN CASINO**

1000 Buffalo Run Blvd.  
Miami, OK 74354  
Phone: 918-542-7140  
[www.buffalorun.com](http://www.buffalorun.com)  
Casino size: 70,000 sq. ft.  
Slots: 802  
Table Games: 13  
GM: Steve Bashore

*Delaware Nation*

**CASINO OKLAHOMA**

220 East Cummins Road  
Hinton, OK 73047  
Phone: 405-542-4200  
[www.casinooklahoma.com](http://www.casinooklahoma.com)  
Slots: 663  
GM: Doug Sweeney

*Muscogee Creek Nation*

**CREEK NATION CASINO CHECOTAH**

830 N. Broadway  
Checotah, OK 74426-1103  
Phone: 918-473-5200  
[www.creeknationcasinochecotah.com/](http://www.creeknationcasinochecotah.com/)  
Casino size: 12,000 sq. ft.  
Slots: 292  
GM: JaChrista Lawless

*Cherokee Nation*

**CHEROKEE CASINO—FORT GIBSON**

103 N. Georgetown Rd.  
Fort Gibson, OK 74434  
Phone: 918-207-3593  
[www.cherokeecasino.com/fort-gibson](http://www.cherokeecasino.com/fort-gibson)  
Casino size: 27,500 sq. ft.  
Slots: 480  
GM: Rodney Fourkiller

**COMPANY PROFILE**

**HBG DESIGN**

**Designing Transformative Experiences**

Spanning 43 years, HBG Design has built a focused specialty that encompasses gaming and entertainment design, hotel design, and resort destinations across the U.S.

A premier provider of professional services in the Indian and commercial gaming/resort industry, the firm recently was recognized as a Top 5 Casino Design firm by *Building Design & Construction Magazine* and a Top 10 Hotel Design firm by *BD&C and Hotel Business Magazine*.

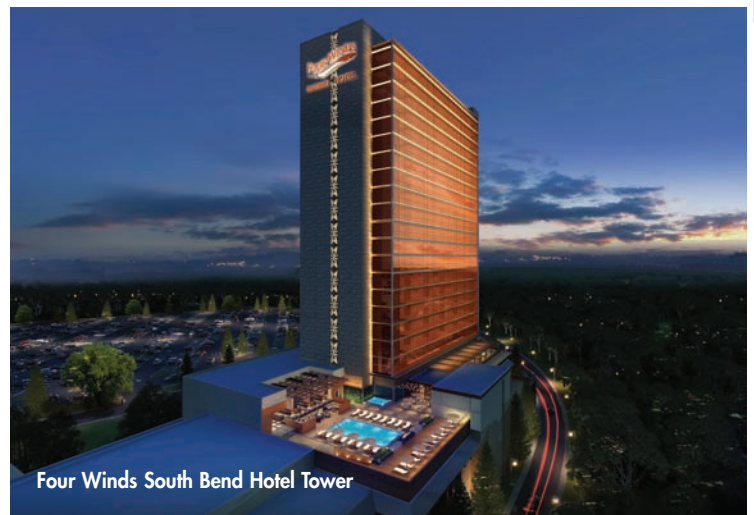
HBG Design's dynamic 100-person creative team in Memphis, San Diego and Dallas integrates architecture and interior design to deliver vibrant, engaging guest experiences. The firm has designed more than 35 million square feet of casinos, hotels, F&B venues and related resort amenities for clients such as Caesars Entertainment, Oaklawn Racing Casino Resort in Hot Springs, Arkansas, and more than 40 sovereign nations across the U.S.

Recently completed projects include the Desert Diamond West Valley Casino for the Tohono O'odham Nation and the AAA 4-Diamond Sycuan Casino Resort for the Sycuan Band of the Kumeyaay Nation.

The firm contributes significant thought leadership to inform the national casino design conversation, engaging with operators, tribal leadership, the financial community and customer groups to develop ideas that are ahead of the curve and drive advances in the industry.

HBG's designs are in tune to changing market conditions and new branding opportunities.

An entirely new brand experience is set to open in fall 2022 at the new 105,000-square-foot Eagle Mountain Casino in Porterville, California. Rooted in the land of central California, the original design is heavily influ-



Four Winds South Bend Hotel Tower

enced by soaring vertical features which recall the majesty of the giant sequoia and the golden eagle, each important representations of tribal culture.

Freshly tailored amenity designs recently enhanced the guest offerings at the Pokagon Band of Potawatomi's Four Winds Casino Resort in New Buffalo, Michigan. The new Kankakee Grille offers multi-level dining and views to "Kankakee Live" performances, and the Sportsbook Lounge is an exciting, immersive sporting experience with 22 high-definition TVs surrounded by comfortable seating options.

Four Winds Casino and HBG Design currently are embarking on a large-scale expansion of the South Bend property, offering approachable luxury within a new 23-story, 317-key, 83-suite hotel tower and a mix of vibrant amenities with spectacular views of the region.

For more information, visit [www.hbg.design](http://www.hbg.design).

*Cherokee Nation*

**CHEROKEE CASINO—GROVE**  
Hwy. 59 & East 250 Rd.  
Grove, OK 74061  
Phone: 918-786-1300  
[www.cherokeecasino.com/grove](http://www.cherokeecasino.com/grove)  
Casino Size: 28,500 sq. ft.  
Slots: 397  
GM: Willie Whitekiller

*Cherokee Nation*

**CHEROKEE CASINO—RAMONA**  
31501 Route 75  
Ramona, OK 74061  
Toll Free 918-535-3800  
[www.cherokeecasino.com/ramona](http://www.cherokeecasino.com/ramona)  
Casino Size: 31,000 sq. ft.  
Slots: 455  
GM: Rusty Stamps

*Cherokee Nation*

**CHEROKEE CASINO—ROLAND**  
109 Cherokee Blvd.  
Roland, OK 74954-1000  
Phone: 918-427-7491  
Toll Free: 800-256-2338  
[www.cherokeecasino.com/roland](http://www.cherokeecasino.com/roland)  
Casino Size: 70,000 sq. ft.  
Lodging 120 rooms  
Slots: 913  
Table Games: 9  
GM: Chad McReynolds

*Cherokee Nation*

**CHEROKEE CASINO—SALLISAW**  
1621 W. Ruth St.  
Sallisaw, OK 74955  
Phone: 918-776-1600  
Toll Free: 800-256-2338  
[www.cherokeecasino.com/sallisaw](http://www.cherokeecasino.com/sallisaw)  
Casino size: 27,500 sq. ft.  
Slots: 255  
GM: Chad McReynolds

*Cherokee Nation*

**CHEROKEE CASINO—SOUTH COFFEYVILLE**  
1506 N. Hwy. 169  
South Coffeyville, OK 74072  
Phone: 918-255-4221  
[www.cherokeecasino.com/south-coffeyville](http://www.cherokeecasino.com/south-coffeyville)  
Casino size: 17,000 sq. ft.  
Slots: 300  
OM: Lerrell Blair

*Cherokee Nation*

**CHEROKEE CASINO—TAHLEQUAH**  
16489 Hwy. 62  
Tahlequah, OK 74464  
Mailing: PO Box 179  
Tahlequah, OK 74465  
Phone: 918-207-3600  
[www.cherokeecasino.com/tahlequah](http://www.cherokeecasino.com/tahlequah)  
Casino size: 20,000 sq. ft.  
Slots: 500  
GM: Rodney Fourkiller

*Cherokee Nation*

**CHEROKEE CASINO—WEST SILOAM SPRINGS**  
2416 Hwy. 412  
West Siloam Springs, OK 74338  
Phone: 918-422-5100  
Toll Free: 800-754-4111  
[www.cherokeecasino.com/west-siloam-springs](http://www.cherokeecasino.com/west-siloam-springs)  
Casino size: 50,000 sq. ft.  
Slots: 1,600  
Table Games: 18  
Poker Tables: 8  
GM: Tony Magey

*Cherokee Nation*

**CHEROKEE CASINO—WILL ROGERS DOWNS**  
20900 S. 4200 Rd.  
Claremore, OK 74017-4295  
Phone: 918-283-8800  
[www.cherokeecasino.com/will-rogers-downs](http://www.cherokeecasino.com/will-rogers-downs)  
Casino size: 27,126 sq. ft.  
Slots: 250  
GM: Rusty Stamps

*Chickasaw Nation*

**CHISHOLM TRAIL CASINO**  
7807 North Highway 81  
Duncan, OK 73533  
Phone: 580-255-1668  
[www.chisholmtrailcasino.com](http://www.chisholmtrailcasino.com)  
Casino size: 2,200 sq. ft.  
Slots: 608  
GM: Donna Hutchins

*Choctaw Nation of Oklahoma*

**CHOCTAW CASINO—BROKEN BOW**  
1790 S. Park Dr.  
US Highway 259  
Broken Bow, OK 74728  
Phone: 580-584-5450  
[www.choctawcasinos.com/choctaw-broken-bow](http://www.choctawcasinos.com/choctaw-broken-bow)  
Casino size: 27,000 sq. ft.  
Slots: 475  
GM: Amy Davis

*Choctaw Nation of Oklahoma*

**CHOCTAW CASINO RESORT—DURANT**  
4215 S. Hwy. 69/75  
Durant, OK 74701-1987  
Phone: 580-920-0160  
Toll Free: 888-652-4628  
[www.choctawcasinos.com/choctaw-durant](http://www.choctawcasinos.com/choctaw-durant)  
Casino size: 120,000 sq. ft.  
Slots: 4,314  
Table Games: :50  
GM: Jeff Penz

*Choctaw Nation of Oklahoma*

**CHOCTAW CASINO—GRANT**  
US Highway 271 South  
Duncan, OK 74738-9802  
Mailing: Route 1 PO Box 17  
Grant, OK 74378-0017  
Phone: 580-326-8397  
[www.choctawcasinos.com/choctaw-grant](http://www.choctawcasinos.com/choctaw-grant)  
Casino size: 68,235 sq. ft.  
Slots: 1,198  
Table Games: 10  
GM: Shanis Goodson

*Choctaw Nation of Oklahoma*

**CHOCTAW CASINO—IDABEL**  
1425 SE Washington  
Idabel, OK 74745-3447  
Phone: 580-286-5710  
Toll Free: 800-634-2582  
[www.choctawcasinos.com/idabel](http://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 74501-7411  
Phone: 918-423-8161  
[www.choctawcasinos.com/McAlester.aspx](http://www.choctawcasinos.com/McAlester.aspx)  
Casino size: 30,000 sq. ft.  
Slots: 418  
GM: Lila Tucker

*Choctaw Nation of Oklahoma*

**CHOCTAW CASINO—POCOLA**  
3400 Choctaw Rd.  
Pocola, OK 74902-0429  
Phone: 918-436-7761  
Toll Free: 800-590-5825  
[www.choctawcasinos.com/choctaw-pocola](http://www.choctawcasinos.com/choctaw-pocola)  
Casino size: 87,000 sq. ft.  
Slots: 1,860  
Table Games: 13  
GM: Christy Chaser

## COMPANY PROFILE

## KAMBI

## First-Class Sports Betting Experience

With a range of partners including Desert Diamond Casinos, Churchill Downs, Four Winds Casinos, Rush Street Interactive and Seneca Gaming Corp., Kambi is the trusted sportsbook partner of the regulated betting and gaming industry.

Kambi not only provides a first-class sports betting experience, but acts as an incubator for operator innovation and differentiation, thanks to its data-driven sportsbook core and flexible technology.

Empowered by Kambi's range of differentiation tools, operators can control crucial player-facing elements of the sportsbook, including front-end and odds, helping Kambi establish an impressive track record of springboarding visionary sportsbooks to success across the globe.

Kambi's services encompass a broad offering, from compliance provision and odds-compiling to customer intelligence and risk management, built on and delivered through a sophisticated, in-house-developed software platform.

Kambi harnesses the extensive real-time data generated across its network to continually enhance its algorithmic trading models, leveraging this analysis to deliver actionable insights that benefit all partners.

Now live and generating revenue in 17 states and counting, Kambi's value to its partners continues to grow as the network grows. The success Kambi delivers is anchored in its ability to leverage 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 vol-

Kambi



ume of data will lead to a more accurate understanding of player behavioral habits, aiding Kambi in providing a more frictionless user experience.

When partners launch sports betting with Kambi, they don't do so from a standing start. They do not compete alone, but with the benefit of Kambi's 20 years of trading experience and actionable analytics with the support of a deep global data network. As a result, a partnership with Kambi offers a platform on which partners can thrive.

Supporting this is Kambi's long history in sports trading, and its dedication to the highest levels of corporate probity and sports integrity. Kambi operates in an ethical manner, ensuring it only conducts business in markets where gambling isn't prohibited, while employing sophisticated risk processes to detect signs of sports manipulation at the earliest of stages.

As a member of the International Betting Integrity Association, Kambi's 24/7 sportsbook control team ensures all matters concerning sports integrity are handled proactively and swiftly, protecting partners, their players and the sports everyone loves.

For more information, visit [kambi.com](http://kambi.com).

*Choctaw Nation of Oklahoma*  
**CHOCTAW CASINO—STIGLER**  
 1801 East Main St.  
 Stigler, OK 74462  
 Phone: 918967-8364  
[www.choctawcasinos.com/stigler.aspx](http://www.choctawcasinos.com/stigler.aspx)  
 Casino size: 7,800 sq. ft.  
 Slots: 200  
 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](http://www.choctawcasinos.com/stringtown)  
 Casino size: 14,000 sq. ft.  
 Slots: 200  
 GM: Shelly Lance

*Iowa Tribe of Oklahoma*  
**CIMARRON CASINO**  
 821 W. Freeman Ave.  
 Perkins, OK 74059  
 Phone: 405-547-5352  
[www.cimarroncasino.com](http://www.cimarroncasino.com)  
 Casino size: 25,000 sq. ft.  
 Slots: 600  
 Table Games: 6  
 GM: Stephan Burris

*Comanche Nation*  
**COMANCHE NATION CASINO**  
 402 SE Interstate Dr.  
 Lawton, OK 73501  
 Phone: 580-350-3030  
 Toll Free: 877-900-7594  
[www.comanchenationcasino.com](http://www.comanchenationcasino.com)  
 Casino size: 36,000 sq. ft.  
 Slots: 700  
 Table Games: 6  
 GM: Forney Beaver

*Comanche Nation*  
**COMANCHE RED RIVER CASINO**  
 196747 Highway 36  
 Devol, OK 73531  
 Phone: 580-250-3060  
 Toll Free: 866-299-3261  
[www.comancheredrivercasino.com](http://www.comancheredrivercasino.com)  
 Casino size: 52,500 sq. ft.  
 Slots: 1,000  
 Table Games: 8  
 GM: Brian Weryavah

*Comanche Nation*  
**COMANCHE SPUR CASINO**  
 9047 US Highway 62  
 Elgin, OK 73538-9748  
 Phone: 877-806-1177  
[www.comanchespur.com](http://www.comanchespur.com)  
 Casino size: 2,400 sq. ft.  
 Slots: 180  
 GM: Mia Tahdoohannippah

*Comanche Nation*  
**COMANCHE STAR CASINO**  
 263171 Highway 53 Walters, OK 73572  
 Phone: 580-250-3100  
[www.comanchestarcasino.com](http://www.comanchestarcasino.com)  
 Casino size: 33,000 sq. ft.  
 Slots: 135  
 GM: Trish Murphy

*Muscogee Creek Nation*  
**CREEK NATION CASINO—BRISTOW**  
 121 W. Lincoln  
 Bristow, OK 74010-3428  
 Phone: 918-367-9168  
[creeknationcasinobristow.com](http://creeknationcasinobristow.com)  
 Casino size: 8,500 sq. ft.  
 Slots: 211  
 GM: David Warrior

*Muscogee Creek Nation*  
**CREEK NATION CASINO—EUFAULA**  
 806 Forest Ave.  
 Eufaula, OK 74432  
 Phone: 918-689-9191  
[www.creeknationcasinoeufaula.com](http://www.creeknationcasinoeufaula.com)  
 Casino size: 7,400 sq. ft.  
 Slots: 241  
 GM: Derek Fife

*Muscogee Creek Nation*  
**CREEK NATION CASINO—HOLDENVILLE**  
 211 East Willow Street  
 Holdenville, OK 74848  
 Phone: 405-379-3321  
[www.creeknationcasinoholdenville.com](http://www.creeknationcasinoholdenville.com)  
 Casino size: 6,000 sq. ft.  
 Slots: 135  
 GM: Joel Chassin

*Muscogee Creek Nation*  
**CREEK NATION CASINO—MUSCOGEE**  
 3420 W. Peak Blvd  
 Muskogee, OK 74403  
 Phone: 918-683-1825  
 Casino size: 30,000 sq. ft.  
[creeknationcasinomuscogee.com](http://creeknationcasinomuscogee.com)  
 Slots: 515  
 Table Games: 15  
 GM: Farrell Kaaihue

*Muscogee Creek Nation*  
**CREEK NATION CASINO—OKEMAH**  
 1100 S. Woody Guthrie Blvd.  
 Okemah, OK 74859  
 Phone: 918-623-0051  
[creeknationcasinookemah.com](http://creeknationcasinookemah.com)  
 Casino size: 10,800 sq. ft.  
 Slots: 290  
 Bingo: 110 seats  
 GM: Casey Jones

*Chickasaw Nation*  
**DAVIS CTS GAMING**  
 12592 Hwy 7 W  
 Davis, OK 73030  
 Phone: 580-369-5360  
[www.chickasawtravelstop.com](http://www.chickasawtravelstop.com)  
 Casino size: 1,676 sq. ft.  
 Slots: 69  
 AGM: Christina DeMoss

*Quapaw Tribe of Oklahoma*  
**DOWNSTREAM CASINO RESORT**  
 69300 East Nee Road  
 Quapaw, OK 74363  
 Phone: 918-919-6000  
 Toll Free: 888-396-7876  
[www.downstreamcasino.com](http://www.downstreamcasino.com)  
 Casino size: 70,000 sq. ft.  
 Slots: 2,003  
 Table Games: 25  
 GM: Jani Cummings

*Muscogee Creek Nation*  
**DUCK CREEK CASINO**  
 10085 Ferguson Rd.  
 Beggs, OK 74421  
 Mailing: PO Box 809  
 Beggs, OK 74421  
 Phone: 918-267-3468  
[creeknationcasinoduckcreek.com](http://creeknationcasinoduckcreek.com)  
 Casino size: 20,000 sq. ft.  
 Slots: 522  
 GM: Lorinda Driskill

*Citizen Potawatomi Nation*  
**FIRELAKE CASINO**  
 41207 Hardesty Rd.  
 Shawnee, OK 74801-8669  
 Phone: 405-878-4862  
[www.firelakecasino.com](http://www.firelakecasino.com)  
 Casino size: 50,000 sq. ft.  
 Slots: 750  
 Table Games: 8  
 Bingo: 500 seats  
 GM: Linda Canada

*Chickasaw Nation*  
**GOLDEN MESA CASINO**  
 2469 Mile 28 Road  
 Guymon, OK 73942  
 Phone: 580-754-2777  
[www.goldenmesa.com](http://www.goldenmesa.com)  
 Casino size: 42,309 sq. ft.  
 Slots: 600  
 GM: Scott Parks

*Chickasaw Nation*  
**GOLD MOUNTAIN CASINO**  
 1410 Sam Noble Parkway  
 Ardmore, OK 73401  
 Phone: 580-223-3301  
[www.mygoldmountaincasino.com](http://www.mygoldmountaincasino.com)  
 Casino Size: 8,324 sq. ft.  
 Slots: 297  
 GM: Johnny C. Wilson

*Delaware Tribe of Western Oklahoma*  
**GOLD RIVER CASINO**  
 31064 South Highway 281  
 Anadarko, OK 73005-0806  
 Mailing: PO Box 487  
 Anadarko, OK 73005  
 Phone: 405-247-4700  
[www.golddriverok.com](http://www.golddriverok.com)  
 Casino size: 21,000 sq. ft.  
 Slots: 453  
 GM: Doug Swinney

*Thlopthlocco Tribal Town*  
**GOLDEN PONY CASINO**  
 South Clearview Road  
 Clearview, OK 74859-0188  
 Phone: 918-560-6199  
 Toll Free: 877-623-0072  
[www.goldenponycasino.com](http://www.goldenponycasino.com)  
 Casino size: 10,000 sq. ft.  
 Slots: 320  
 GM: Jason Larney

## COMPANY PROFILE

## LIGHT & WONDER Every Play Is An Experience

Scientific Games Corp., doing business as Light & Wonder, is the leading cross-platform global game company, singularly focused on creating games that players love to play, wherever they love to play—at a land-based casino, online, or on mobile.

Headquartered in Las Vegas, Nevada, the company brings together more than 5,000 employees from six continents to connect content among land-based and digital channels with unmatched technology and distribution.

Here is where innovation and entertainment unite. As the leader in the world of games entertainment, creating the best content, systems, shufflers and beyond is essential. Light & Wonder brings magic to life through iconic characters, household brands and brilliant hardware. The company creates beloved games and brands that keep players coming back for more, wherever—and whenever—they play.

Backed by innovative, technologically advanced solutions, Light & Wonder's industry-leading systems make every play an experience. As the frontrunner in table game technology, Light & Wonder's ever-evolving

# LIGHT & WONDER™

slate of innovative table games, shufflers, payment solutions, chip sorters, electronic displays and other high-tech solutions takes table game performance to the next level. Thanks to real-time insights and solutions, driving player loyalty and operational efficiencies are under the client's control.

Light & Wonder is the world's largest and most trusted iGaming ecosystem. From brand new franchises to well-known and well-loved titles, Light & Wonder brings innovative features, amazing game play and thrilling iGaming experiences to all types of players, wherever they are.

Believing that a truly great player experience can only be achieved through an open approach, Light & Wonder continues to grow its network with leading studios from around the world.

Light & Wonder is committed to serving as a responsible corporate steward, purpose-driven in its efforts, while operating with the best interest of creators, partners and communities at heart. Its contributions, leadership and volunteer efforts help create stronger, healthier places for customers and creators where they live and work. The company's corporate social responsibility initiatives and environmental, social and corporate governance priorities are an integral part of shaping its culture. They underscore Light & Wonder's commitment to be an employer of choice and positive influence in the industry and the communities in which it operates.

*Chickasaw Nation*  
**GOLDSBY GAMING CENTER**  
 1038 W Sycamore Rd.  
 Norman, OK 73072-9801  
 Phone: 405-329-5447  
[www.goldsbycasino.com](http://www.goldsbycasino.com)  
 Casino size: 16,000 sq. ft.  
 Slots: 360  
 GM: Justin Yahola

*Citizen Potawatomi Nation*  
**GRAND CASINO HOTEL RESORT**  
 777 Grand Casino Boulevard  
 Shawnee, OK 74804-1005  
 Phone: 405-96-GRAND  
[www.grandresortok.com](http://www.grandresortok.com)  
 Casino size: 125,000 sq. ft.  
 Slots: 1,750  
 Table Games: 20  
 GM: Joe Garcia

*Seneca-Cayuga Tribe of Oklahoma*  
**GRAND LAKE CASINO**  
 24701 S. 655th Rd.  
 Grove, OK 74344-4012  
 Phone: 918-786-8528  
 Toll Free: 800-426-4640  
[www.grandlakecasino.com](http://www.grandlakecasino.com)  
 Casino size: 45,000 sq. ft.  
 Slots: 615  
 Table Games: 8  
 GM: Dusty Logan

*Cherokee Nation*  
**HARD ROCK HOTEL & CASINO TULSA**  
 777 W. Cherokee St.  
 Catoosa, OK 74015-3235  
 Phone: 918-384-7800  
 Toll Free: 800-760-6700  
[www.hardrockcasinotulsa.com](http://www.hardrockcasinotulsa.com)  
 Casino size: 125,000 sq. ft.  
 Slots: 2,500  
 Table Games: 40  
 Poker Tables: 14  
 GM: Lana Rivera

*Ottawa Tribe of Oklahoma*  
**HIGH WINDS CASINO**  
 61475 E. 100 Rd.  
 Miami, OK 74354  
 Phone: 918-541-9463  
[www.highwindscasino.com](http://www.highwindscasino.com)  
 Casino size: 35,000 sq. ft.  
 Slots: 500  
 GM: Kirk Myrick

*Eastern Shawnee Tribe of Oklahoma*  
**INDIGO SKY CASINO**  
 70220 East Highway 60  
 Wyandotte, OK 74370  
 Phone: 918-666-9200  
[www.indigoskycasino.com](http://www.indigoskycasino.com)  
 Casino size: 45,000 sq. ft.  
 Lodging 245 rooms  
 Slots: 1,270  
 Table Games: 14  
 GM: Rick Smith

*Chickasaw Nation*  
**JET STREAM CASINO**  
 2001 W. Airline Rd.  
 Pauls Valley, OK 73075  
 Phone: 405-331-2500  
[www.jetstreamcasino.com](http://www.jetstreamcasino.com)  
 Casino size: 1,600 sq. ft.  
 Slots: 90  
 GM: Jacqueline Hall

*Kickapoo Tribe of Oklahoma*  
**KICKAPOO CASINO—HARRAH**  
 25230 E. Hwy. 62  
 Harrah, OK 73045  
 Phone: 405-964-4444  
[www.kickapoo-casino.com/harrah](http://www.kickapoo-casino.com/harrah)  
 Casino size: 18,000 sq. ft.  
 Slots: 635  
 Table Games: 8  
 GM: Patrick Watson

*Kickapoo Tribe of Oklahoma*  
**KICKAPOO CASINO—SHAWNEE**  
 777 Grand Casino Boulevard  
 Shawnee, OK 74804  
 Phone: 405-395-0900  
[www.kickapoo-casino.com/shawnee](http://www.kickapoo-casino.com/shawnee)  
 Slots: 300  
 GM: Patrick Watson

*Kiowa Tribe of Oklahoma*  
**KIOWA CASINO—CARNEGIE**  
 514 State Highway 9  
 Carnegie, OK 73015  
 Phone: 580-299-3333  
 Toll Free: 866-370-4077  
[www.kiowacasino.com/carnegie](http://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](http://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: 866-370-4077  
 Toll Free: 866-370-4077  
[www.kiowacasino.com/verden](http://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  
 Mailing: PO Box 638  
 Canton, OK 73724  
 Phone: 580-886-2490  
[www.luckystarcasino.org](http://www.luckystarcasino.org)  
 Casino size: 10,000 sq. ft.  
 Slots: 568  
 CEO: Elwin Welbourne  
 GM: Tommye BlackCrow

*Cheyenne & Arapaho Tribes of Oklahoma*  
**LUCKY STAR CASINO—CLINTON**  
 10347 North 2274 Rd.  
 Clinton, OK 73601  
 Phone: 580-323-6599  
[www.luckystarcasino.org](http://www.luckystarcasino.org)  
 Casino size: 33,000 sq. ft.  
 Slots: 833  
 Table Games: 6  
 CEO: Elwin Welbourne  
 GM: Kara Lehman

*Cheyenne & Arapaho Tribes of Oklahoma*  
**LUCKY STAR CASINO—CONCHO**



7777 N. Hwy. 81  
 Concho, OK 73022  
 Phone: 405-422-6500  
[www.luckystarcasino.org](http://www.luckystarcasino.org)  
 Casino size: 55,000 sq. ft.  
 Slots: 1,296  
 Table Games: 10  
 CEO: Elwin Welbourne

*Cheyenne & Arapaho Tribes of Oklahoma*  
**LUCKY STAR CASINO—CONCHO TRAVEL CENTER**  
 7805 N. Hwy. 81  
 Concho, OK 73022  
 Phone: 405-422-6500  
[www.luckystarcasino.org](http://www.luckystarcasino.org)  
 Casino size: 8,800 sq. ft. (includes convenience store)  
 Slots: 408  
 CEO: Elwin Welbourne  
 GM: Michelle Doyebi

*Cheyenne & Arapaho Tribes of Oklahoma*  
**LUCKY STAR CASINO—HAMMON**  
 20413 HWY 33  
 Hammon, OK 73650  
 Phone: 580-473-2010  
[www.luckystarcasino.org](http://www.luckystarcasino.org)  
 Slots: 351  
 CEO: Elwin Welbourne  
 GM: Jissena Fulsom

## COMPANY PROFILE

### MORSE WATCHMANS INC.

The Original Developer & Global Leader of Electronic Key Control



# MORSE WATCHMANS

For more than a century, Morse Watchmans has been known as an innovator of high-quality, cost-effective security technology for enterprises.

Specializing in state-of-the-art key management, asset management, guard tour and key ring systems, Morse Watchmans delivers reliable, easy-to-use products to meet an organization's growing security needs.

Its flagship product, the KeyWatcher Touch electronic key control system, allows gaming facilities and other industries to manage, track and store all facility keys. The KeyWatcher Touch is modular, scalable, customizable, expandable and reconfigurable, allowing customers to include lockers in the design to secure assets such as access cards, wallets, cellphones, laptops and cash trays safely and efficiently.

Program the KeyWatcher Touch to include all authorized users, assign specific keys to specific people, and add or remove users with ease, as needed. All key removal and key return transactions are recorded. Get automatic email transactional information and reports for any user at any time.

When a key return is overdue, the KeyWatcher Touch sends an alert and reports which user has that specific key. The KeyFind feature locates which KeyWatcher Touch cabinet contains a specific key, and determines who has it out. In addition, the KeyAnywhere feature enables customers to return a key to any KeyWatcher Touch cabinet located in the facility.

Every KeyWatcher Touch comes with Morse Watchmans' patented SmartKey system to make all key control features and technology possible. When a SmartKey is inserted into the KeyWatcher Touch, an ID microchip in the SmartKey records transactional activity with user information through a SmartKey Reader. SmartKeys come in many colors for easier identification, and also can be attached to the tamper-proof KeyRings to keep groups of keys organized.

KeyWatcher Touch systems can be integrated with other access control systems for even greater security. They come with bright 7-inch touchscreens to make removing and returning keys easy. The industrial-grade steel cabinets are treated with anti-microbial powder coating.

Morse Watchmans is the original developer and global leader of electronic key control with offices in the U.S. and the U.K. and product distributors worldwide. In December 2021, Morse Watchmans was acquired by TouchPoint Inc., a privately held diversified global growth company. TouchPoint's portfolio provides access hardware, medical technology and intelligent inventory management solutions. Morse Watchmans joins TouchPoint's intelligent inventory management platform, positioned for exponential market growth to provide global key control and asset management solutions.

For more information, visit [morsewatchmans.com](http://morsewatchmans.com).

*Cheyenne & Arapaho Tribes of Oklahoma*

**LUCKY STAR CASINO—WATONGA**

1407 S. Clarence Nash Blvd.  
Watonga, OK 73772  
Phone: 580-623-7333  
[www.luckystarcasino.org](http://www.luckystarcasino.org)  
Casino size: 100,000 sq. ft. (includes hotel/conference rooms)  
Slots: 400  
CEO: Elwin Welbourne  
GM: Rory Litterraven

*Wyandotte Tribe of Oklahoma*

**LUCKY TURTLE CASINO**

64499 E. Hwy. 60  
Wyandotte, OK 74370  
Phone: 918-678-3768  
[www.luckyturtlecasinocom](http://www.luckyturtlecasinocom)  
Casino size: 3,000 sq. ft.  
Slots: 113  
GM: Gary Johnson

*Chickasaw Nation*

**MADILL GAMING CENTER**

902 S. 1st St  
Madill, OK 73446  
Phone: 580-795-7302  
[www.madillgaming.com](http://www.madillgaming.com)  
Casino size: 2,070 sq. ft.  
Slots: 99  
GM: Angie Perry

*Tonkawa Tribe of Oklahoma*

**NATIVE LIGHTS CASINO**

12375 N. Hwy. 77  
Newkirk, OK 74647  
Phone: 580-448-3100  
[www.tonkawacasinos.com/native-lights-casino](http://www.tonkawacasinos.com/native-lights-casino)  
Casino size: 22,500 sq. ft.  
Slots: 527  
GM: Phil Glass

*Chickasaw Nation*

**NEWCASTLE CASINO**

2457 N. Main St.  
Route 62 & Interstate 44  
Newcastle, OK 73065  
Phone: 405-387-6013  
[www.newcastlecasino.com](http://www.newcastlecasino.com)  
Casino size: 112,553 sq. ft.  
Slots: 2,976  
Table Games: 14  
GM: Ryan Sykes

*Chickasaw Nation*

**NEWCASTLE TRAVEL GAMING**

235 NW 24th St.  
Newcastle, OK 73065  
Phone: 405-387-6013  
<https://chickasaw.net/Our-Nation/Locations/Newcastle-Travel-Gaming.aspx>  
Casino size: 6,792 sq. ft.  
Slots: 204  
GM: Ryan Sykes

*Muscogee Creek Nation*

**ONE FIRE CASINO**

1901 N. Wood Dr.  
Okmulgee, OK 74447  
Phone: 918-756-8400  
[creeknationcasinonefire.com](http://creeknationcasinonefire.com)  
Casino size: 11,000 sq. ft.  
Slots: 340  
Table Games: 4  
GM: Roger Birdcreek

*Osage Nation*

**OSAGE CASINO—BARTLESVILLE**

222 Allen Rd.  
Bartlesville, OK 76003-4371  
Phone: 918-699-7777  
[www.osagecasino.com](http://www.osagecasino.com)  
Casino size: 42,000 sq. ft.  
Slots: 465  
Table Games: 7  
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](http://www.osagecasino.com)  
Slots: 200  
GM: Eli Red Eagle

*Osage Nation*

**OSAGE CASINO—PAWHUSKA**

2017 E. 15th St. Highway 99 and 15 Street  
Pawhuska, OK 74056  
Phone: 918-287-9009  
Toll Free: 877-246-8777  
[www.osagecasino.com](http://www.osagecasino.com)  
Slots: 200  
GM: Eli Red Eagle

*Osage Nation*

**OSAGE CASINO—PONCA CITY**

64464 State Highway 60  
Ponca City, OK 74604  
Phone: 877-246-8777  
[www.osagecasino.com](http://www.osagecasino.com)  
Casino size: 7,700 sq. ft.  
Slots: 345  
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](http://www.osagecasino.com)  
Casino size: 25,000 sq. ft.  
Slots: 460  
Table Games: 4  
GM: Joseph Standingbear

*Osage Nation*

**OSAGE CASINO—SKIATOOK**

5591 W. Rogers Blvd.  
Skiatook, OK 74070  
Phone: 918-396-2626  
[www.osagecasino.com](http://www.osagecasino.com)  
Slots: 315  
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](http://www.osagecasino.com)  
Casino size: 47,000 sq. ft.  
Slots: 983  
Table Games: 11  
GM: Matthew Shunkamolah

*Eastern Shawnee Tribe of Oklahoma*

**OUTPOST CASINO**

69701 E. 100 Road  
Wyandotte, OK 74370  
Phone: 918-666 6770  
[www.theoutpostcasino.com](http://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: 918-542-8670  
[www.miaminationcasinos.com](http://www.miaminationcasinos.com)  
Slots: 130  
GM: Ben Barnes

*Miami Tribe of Oklahoma*

**PRAIRIE SUN CASINO**

3411 P Street Northwest  
Miami, OK 74354  
Phone: 918-541-2150  
[www.miaminationcasinos.com](http://www.miaminationcasinos.com)  
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](http://www.quapawcasino.com)  
Casino size: 27,000 sq. ft.  
Slots: 500  
Table Games: 7  
GM: Kenny Anderson

*Wyandotte Tribe of Oklahoma*

**RIVER BEND CASINO HOTEL**



100 Jackpot Place  
Wyandotte, OK 74370  
Phone: 918-678-4946  
Toll Free: 866-447-4946  
[www.riverbendcasino.com](http://www.riverbendcasino.com)  
Casino size: 30,000 sq. ft.  
Slots: 815  
Table Games: 5  
GM: Gary Johnson

*Muscogee Creek Nation*

**RIVER SPIRIT CASINO RESORT**

8330 Riverside Parkway  
Tulsa, OK 74137-1215  
Phone: 918-995-8518  
Toll Free: 800-299-2738  
[www.riverspirittulsa.com](http://www.riverspirittulsa.com)  
Casino size: 300,000 sq. ft.  
Slots: 3,500  
Table Games: 23  
GM: Jerry Floyd

*Seminole Nation of Oklahoma*

**RIVERMIST CASINO**

Intersection Highway 56 and 99  
Konawa, OK 74849  
Phone: 580-925-3994  
[www.seminolenation.casino](http://www.seminolenation.casino)  
Casino Size: 5,500 sq. ft.  
Slots: 147  
GM: Billie Dann

*Chickasaw Nation*

**RIVERSTAR CASINO**

11801 East 2160 Road  
Terral, OK 73569  
Phone: 855-748-3778  
[www.theriverstarcasino.com](http://www.theriverstarcasino.com)  
Casino Size: 36,645 sq. ft.  
Slots: 622  
GM: Justin Marris

*Chickasaw Nation*

**RIVERWIND CASINO**

1544 West State Highway 9  
Norman, OK 73071  
Phone: 580-436-2603  
[www.riverwind.com](http://www.riverwind.com)  
Casino Size: 219,000 sq. ft.  
Slots: 2,882  
Table Games: 36  
GM: Justin Yahola

*Sac and Fox Nation of Oklahoma*

**SAC & FOX NATION STROUD CASINO**



356120 926 Rd.  
Stroud, OK 74079  
Phone: 918-968-2540  
[www.sncasino.com](http://www.sncasino.com)  
Casino size: 825 sq. ft.  
Slots: 164  
GM: Deanna Larney

*Chickasaw Nation*

**SALT CREEK CASINO**

1600 Highway 81  
Pocasset, OK 73079  
Phone: 405-459-4000  
[www.saltcreekcasino.com](http://www.saltcreekcasino.com)  
Casino size: 36,645 sq. ft.  
Slots: 603  
Table Games: 4  
GM Cole Meeks

*Seminole Nation of Oklahoma*

**SEMINOLE NATION CASINO**

11277 N Highway 99  
Seminole, OK 74868  
Phone: 405-703-5272  
[www.seminolenation.casino/seminole-nation-casino](http://www.seminolenation.casino/seminole-nation-casino)  
Slots: 450  
GM: Billie Dann

*Kaw Nation of Oklahoma*

**SOUTHWIND CASINO—BRAMAN**

9525 N Highway 177  
Braman, OK 74632  
Phone: 580-385-2444  
[www.southwindcasino.com](http://www.southwindcasino.com)  
Gaming Machines: 300  
GM: Pam Shaw

**COMPANY PROFILE**



**MARKER TRAX LLC**  
**The Cashless, Digital Casino Marker Alternative**



Marker Trax is a cashless, digital alternative to casino markers. The product is the first of its kind to offer regulatory-compliant casino-marker technology that takes inefficiency out of issuing advances, and gives casinos the tools to manage their casino credit underwriting and repayments.

Developed and patented in 2018 by the company's founder, Gary Ellis, Marker Trax makes for a more efficient gaming experience for players. The Marker Trax system allows players to be scored and given access to their markers in minutes.

Marker Trax integrates into casino operating systems, allowing for easy startup and player tracking.

For more information about Marker Trax, visit [markertrax.com](http://markertrax.com).

*Kaw Nation of Oklahoma*  
**SOUTHWIND CASINO—KANZA**  
 Kanza Travel Plaza  
 9601 US-177  
 Braman, OK 74632  
 Phone: 580-385-2444  
[www.southwindcasino.com](http://www.southwindcasino.com)  
 Gaming Machines: 40

*Kaw Nation of Oklahoma*  
**SOUTHWIND CASINO—NEWKIRK**  
 5640 N. LaCann Dr.  
 Newkirk, OK 74647  
 Phone: 580-362-2578  
 Toll Free: 866-529-2464  
[www.southwindcasino.com](http://www.southwindcasino.com)  
 Casino size: 55,000 sq. ft.  
 Slots: 316  
 Table Games: 6  
 Bingo: 700 seats  
 GM: Mark Smith

*Miami Nation of Oklahoma*  
**THE STABLES CASINO**  
 530 H St. SE  
 Miami, OK 74354-8224  
 Phone: 918-542-7884  
 Toll Free: 877-774-7884  
[www.the-stables.com](http://www.the-stables.com)  
 Casino size: 25,000 sq. ft.  
 Slots: 486  
 GM: Mark Whitely

*Pawnee Nation of Oklahoma*  
**STONEWOLF CASINO**  
 54251 South 349th Road  
 Pawnee OK 74058  
 Mailing: PO Box 280  
 Pawnee, OK 74058  
 Phone: 918-762-3621  
[www.stonewolfcasino.com](http://www.stonewolfcasino.com)  
 Casino size: 10,000 sq. ft.  
 Slots: 329  
 GM: Zack Hoffman

*Wichita & Affiliated Tribes*  
**SUGAR CREEK CASINO**  
 Interstate 40 Exit 101  
 5304 North Broadway Avenue  
 Hinton, OK 73047  
 Phone 405-542-2946  
[www.sugarcreekcasinoc.com](http://www.sugarcreekcasinoc.com)  
 Casino size: 23,634 sq. ft.  
 Slots: 700  
 Table Games: 4  
 GM: Glen Coleman

*Chickasaw Nation*  
**TEXOMA CASINO**  
 1795 Highway 70 East  
 Kingston, OK 73439  
 Phone: 580-564-6000  
[www.mytexomacasinoc.com](http://www.mytexomacasinoc.com)  
 Casino size: 7,515 sq. ft.  
 Slots: 370  
 GM: Tiffany Brown

*Absentee Shawnee Tribe of Oklahoma*  
**THUNDERBIRD CASINO—NORMAN**  
 15700 E. State Hwy. 9  
 Norman, OK 73026-9028  
 Phone: 405-360-9270  
 Toll Free: 800-259-5825  
[www.playthunderbird.com](http://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 74801-9005  
 Phone: 405-273-2679  
[www.playthunderbird.com](http://www.playthunderbird.com)  
 Slots: 277  
 GM: Sam Caruso

*Chickasaw Nation*  
**TISHOMINGO TOBACCO GAMING**  
 1200 W. Main St.  
 Tishomingo, OK 73460  
 Phone: 580-371-3373  
 Casino Size: 307 sq. ft.  
 Slots: 18  
 GM: Nancy McSwain

*Tonkawa Tribe of Oklahoma*  
**TONKAWA CASINO**



10700 Allen Dr.  
 Tonkawa, OK 74653  
 Phone: 580-628-2624  
 Toll Free: 877-648-2624  
[tonkawacasinos.com/tg](http://tonkawacasinos.com/tg)  
 Casino size: 10,200 sq. ft.  
 Slots: 46  
 CEO: Phil Glass

*Pawnee Nation of Oklahoma*  
**TRADING POST CASINO**  
 291 Agency Rd.  
 Pawnee, OK 74058  
 Phone: 918-762-4466  
[www.pawneencasinoc.com](http://www.pawneencasinoc.com)  
 Casino size: 3,500 sq. ft.  
 Slots: 60  
 Director of Gaming Ops: Joe Hawkins

*Chickasaw Nation*  
**TREASURE VALLEY CASINO**  
 12252 Ruppe Rd.  
 Davis, OK 73030  
 Phone: 580-369-2895  
[www.treasurevalleycasinoc.com](http://www.treasurevalleycasinoc.com)  
 Casino size: 22,193 sq. ft.  
 Treasure Valley Casino & Hotel (58 rooms)  
 Slots: 393  
 Table Games: 4  
 AGM: Christina DeMoss

*Chickasaw Nation*  
**WASHITA CASINO**  
 30639 OK-145  
 Paoli, OK 73074  
 Phone: 405-484-7778  
[www.washitacasinoc.com](http://www.washitacasinoc.com)  
 Casino Size: 9,600 sq. ft.  
 Slots: 276  
 GM: Jaclyn Woods

*Cherokee Nation*  
**WEST SILOAM SPRINGS SMOKE SHOP**  
 2416 Hwy. 412  
 West Siloam Springs, OK 74338  
 Phone: 918-422-6367  
[www.onestarrwards.com](http://www.onestarrwards.com)  
 Casino size: 2,160 sq. ft.  
 Slots: 149  
 GM: Pamela Kelly

*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](http://www.winstar.com)  
 Casino size: 679,500 sq. ft.  
 Slots: 8,543  
 Table Games: 99  
 Poker Tables: 55  
 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  
 Phone: 541-996-5825  
 Toll Free: 888-244-6665  
[www.chinookwindscasinoc.com](http://www.chinookwindscasinoc.com)  
 Casino size: 48,978 sq. ft.  
 Chinook Winds Resort (243 rooms)  
 Slots: 1,105  
 Table Games: 16  
 Bingo: 300 seats  
 GM: Mike Fisher

*Confederated Tribes of the Warm Springs*  
**INDIAN HEAD CASINO**  
 3236 US Highway 26  
 Warm Springs, OR 97761  
 Mailing: PO Box 890  
 Warm Springs, OR 97761  
 Phone: 541-460-7777  
[www.indianheadgaming.com](http://www.indianheadgaming.com)  
 Casino size: 40,000 sq. ft.  
 Gaming Machines: 500  
 CEO: Jeffrey Cartensen

**COMPANY PROFILE**

**NOVOMATIC AMERICAS**

**Winning Technology, Winning Together**

Headquartered outside Chicago, Novomatic Americas LLC continues to bring dynamic gaming products to the North American market in 2022.



Leveraging its Austrian parent company's global design, market research and U.S. customer performance data, Novomatic Americas has spent the past nine 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, sports betting kiosks, management systems, promotional 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 continues to progress with a new Thunder Cash link theme, Coin Fishing, that will have players reeling in riches from the sea. With the captivating Eye of the Queen and Charming Lady Boom, this new group of games will give players exciting themes and play variety to add to the popular Thunder Cash linked family. Voodoo Magic still supplies operators with a mystical way to play, and all the Ladies of Good Fortune create visually interesting versions of the Thunder Cash link.

The original Money Party link, with Fruity and Juicy models, has proven to be a sweet success for Novomatic Americas. Winner of the Eilers Emerging Supplier category this year, Money Party makes a splash on every gaming floor. From sweet to hot, Sizzling Hot and Roaring Forties add to the party mix with new versions of these classic fruit-themed games.

Exciting families such as Thunder Cash X and Ultra Boost will further highlight the progressive prowess of Novomatic Americas, as new products will appeal to a wider range of players and keep them thunderstruck in their seats.

A leader in sports betting self-service kiosks, Novomatic Americas is No. 1 in kiosk hardware as part of its ever-growing portfolio of 1,200-plus units across North America. Enter the new compact bartop sports kiosk: the Novomatic ActionBook FV657 tabletop version, which fits well in so many locations and offers quick response times with a user-friendly, multi-touch screen monitor experience.

Finally, the next generation FV831 will be on display at NIGA with all the latest enhancements, including the new ActionBook, the kiosk of choice for premium software providers and retail savvy operators.

According to Rick Meitzler, president and CEO of Novomatic Americas, "We're ready to showcase our latest product at NIGA this year. We've focused on innovation with our ultra-modern sports betting kiosk and diverse progressive games choice. The success we've had over the past year is a tribute to our global team effort. We continue to collaborate with our customers to provide them games that perform well."

"Going into the NIGA trade show, we stay committed to helping our customers succeed over the long term."

For more information, visit [novomaticamericas.com](http://novomaticamericas.com).

*Klamath Tribe*

**KLA-MO-YA CASINO**  
34333 Hwy. 97 North  
Chiloquin, OR 97624-8747  
Phone: 541-783-7529  
Toll Free: 888-552-6692  
[www.klamoyacasino.com](http://www.klamoyacasino.com)  
Casino size: 18,000 sq. ft.  
Slots: 345  
Table Games: 3  
GM: Joseph Quiroli

*Coquille Indian Tribe*

**THE MILL CASINO HOTEL**  
3201 N. Tremont Ave.  
North Bend, OR 97459-3062  
Phone: 541-756-8800  
Toll Free: 800-953-4800  
[www.themillcasino.com](http://www.themillcasino.com)  
Casino size: 40,000 sq. ft.  
The Mill Casino Hotel (98 rooms)  
Slots: 680  
Table Games: 10  
GM: Terri Porcaro

*Cow Creek Band of Umpqua  
Tribe of Indians*

**SEVEN FEATHERS  
CASINO RESORT**  
146 Chief Miwaleta Ln.  
Canyonville, OR 97417-9700  
Phone: 541-839-1111  
Toll Free: 800-548-8461  
[www.sevenfeathers.com](http://www.sevenfeathers.com)  
Casino size: 68,441 sq. ft.  
Slots: 955 +  
Table Games: 20  
Bingo: 324 seats  
GM: Shawn McDaniel

*Confederated Tribes of Grand Ronde*

**SPIRIT MOUNTAIN CASINO—  
WILLAMINA**  
27100 SW Salmon River Hwy.  
Willamina, OR 97396  
Phone: 503-879-2350  
[www.spiritmountain.com](http://www.spiritmountain.com)  
Casino size: 193,200 sq. ft.  
Slots: 1,707  
Table Games: 18  
GM: Stan Dillon

*Confederated Tribes of the Coos,  
Lower Umpqua and Siuslaw Indians*

**THREE RIVERS CASINO—COOS  
BAY**  
1297 Ocean Boulevard NW  
Coos Bay, OR 97420  
Phone: 877-374-8377  
[www.threeriverscasino.com](http://www.threeriverscasino.com)  
Casino size: 15,000 sq. ft.  
Slots: 250  
CEO: Dan Condy

*Confederated Tribes of the Coos,  
Lower Umpqua and Siuslaw Indians*

**THREE RIVERS CASINO RE-  
SORT—FLORENCE**  
5647 Hwy. 126  
Florence, OR 97439  
Phone: 541-997-7529  
Toll Free: 877-3-RIVERS  
[www.threeriverscasino.com](http://www.threeriverscasino.com)  
Casino size: 90,000 sq. ft.  
Slots: 600  
Table Games: 12  
Bingo: 400 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](http://www.wildhorseresort.com)  
Casino size: 113,000 sq. ft.  
Slots: 1,200  
Table Games: 12  
Bingo: 400 seats  
GM: Allen Tovey

**PENNSYLVANIA  
Class II & III**

*Mohegan Tribe*  
**MOHEGAN SUN POCONO**



1280 Highway 315 Blvd.  
Wilkes-Barre, PA 18702  
Phone: 570-831-2100  
Toll Free: 888-946-4672  
[www.mohegansunpocono.com](http://www.mohegansunpocono.com)  
Casino size: 82,000 sq. ft.  
Slots: 2,325  
Table Games: 87  
GM: Tony Carlucci

*Poarch Band of Creek Indians*

**WIND CREEK BETHLEHEM**  
77 Sands Boulevard  
Bethlehem, PA 18015  
Phone: 877-726-3777  
[www.windcreekbethlehem.com](http://www.windcreekbethlehem.com)  
Casino size: 150,709 sq. ft.  
Slots: 3,042  
Table Games: 252  
President & COO: Brian Carr

**SOUTH DAKOTA  
Class II & III**

*Sisseton Wahpeton Oyate*  
**DAKOTA CONNECTION CASINO**  
46102 SD Highway 10  
Sisseton, SD 57262  
Phone: 605-698-4273  
Toll Free: 800-542-2876  
[www.dakotacollection.com](http://www.dakotacollection.com)  
Casino size: 20,000 sq. ft.  
Slots: 191  
Bingo: 300 seats  
Interim GM: Garrett Renville

*Sisseton Wahpeton Oyate*

**DAKOTA SIOUX CASINO &  
HOTEL**  
16415 Sioux Conifer Rd.  
Watertown, SD 57201-7321  
Phone: 605-882-2051  
Toll Free: 800-658-4717  
[www.dakotasiooux.com](http://www.dakotasiooux.com)  
Casino size: 8,730 sq. ft.  
Slots: 456  
Table Games: 6  
GM: Robert Mudd

*Oglala Sioux Tribe*  
**EAST WIND CASINO**

US Highway 18  
Martin, SD 57551  
Phone: 605-685-1140  
[www.eastwindcasino.com](http://www.eastwindcasino.com)  
Slots: 121  
GM: Bill Pourier

*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](http://www.fortrandallcasino.com)  
Casino size: 38,092 sq. ft.  
Slots: 350  
Table Games: 10  
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](http://www.thegoldenbuffalocasino.com)  
Casino size: 9,000 sq. ft.  
Golden Buffalo Hotel (38 rooms)  
Slots: 197  
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](http://www.grandrivercasino.com)  
Casino size: 40,000 sq. ft.  
Grand River Resort (40 rooms)  
Slots: 250  
Table Games: 5  
GM: Ivan White Mountain

*Crow Creek Sioux Tribe*

**LODE STAR CASINO & HOTEL**  
Highway 34 and Highway 47  
Fort Thompson, SD 57339-0050  
Phone: 605-245-6000  
[www.lodestarcasino.com](http://www.lodestarcasino.com)  
Casino size: 27,500 sq. ft.  
Slots: 217  
Table Games: 7  
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](http://www.prairiewindcasino.com)  
Casino size: 30,000 sq. ft.  
Slots: 340  
Bingo: 150 seats  
GM: Bill Pourier

*Flandreau Santee Sioux Tribe*

**ROYAL RIVER CASINO & HOTEL**  
607 S. Veterans St.  
Flandreau, SD 57028-1416  
Phone: 605-997-3746  
Toll Free: 800-833-8666  
[www.royalrivercasino.com](http://www.royalrivercasino.com)  
Casino size: 17,000 sq. ft.  
Slots: 427  
Table Games: 12  
GM: James McDermott

**COMPANY PROFILE**



**RYMAX**

**Creating a Comprehensive  
Player Experience**

The fluid nature of the Covid-19 pandemic required industries to be nimble in their marketing and sales strategies. New Covid variants and periodic surges have compelled brands and businesses to quickly reevaluate and pivot strategies, procedures and best practices when it comes to earning customer trust and loyalty.

Moving forward, the ability to be flexible and more accommodating, as well as the ability to provide customers with a personalized experience, will be not just appreciated. This is particularly true of player loyalty programs.

**Personalization Is Not Just Appreciated—It's Required**

Covid-19 brought challenges that affected a variety of aspects of our lives, and some challenges were larger than others. Players and customers across all industries in general clung to businesses, brands and services that not only understood their wants and needs, but were willing and able to satisfy them. Players and customers have come to expect that type of personalization from any business, brand, service provider—or loyalty program.

Moving ahead, it's crucial that casino properties offer rewards that align with players' priorities and interests. Whether the rewards are for home or travel, work or play, they must reflect the wants and needs of players and include brands they recognize and covet, elevating the perceived value of the rewards.

But it's not just the rewards that make a loyalty program successful—it's the entire player experience.

**Rewards Are Great... What Else Is Offered?**

Rymax offers thousands of reward options from premier brands like Amazon, Michael Kors, Solo Stove, Samsung, Theragun and UGG. It also offers a team of product specialists who can help curate a diverse selection of luxury rewards that will appeal to players.

Rymax helps serve up those rewards to players on its customized reward platforms and at award-winning, exclusive events. Because Rymax makes customer service a priority, its team of dedicated customer service experts are available to answer product questions or provide players with order status updates and/or delivery information.

For Rymax, it's personal. When it comes to clients' player loyalty, every wish is a command. For more information, visit [rymaxinc.com](http://rymaxinc.com) or call 866-RYMAX-11.

**TEXAS****Class II***Kickapoo Traditional Tribe of Texas***KICKAPOO LUCKY EAGLE****CASINO HOTEL**

7777 Lucky Eagle Dr.  
Eagle Pass, TX 78852  
Phone: 830-758-1936  
Toll Free: 888-255-8259  
[www.luckyeagle-texas.com](http://www.luckyeagle-texas.com)  
Casino Size: 166,000 sq. ft.  
Slots: 3,290  
Bingo: Seats: 230  
GM: Jim Dickstein

*Alabama-Coushatta Tribe of Texas***NASKILA GAMING**

540 State Park Rd. 56  
Livingston, TX 77351  
Phone: 936-5632-1511  
[www.naskila.com](http://www.naskila.com)  
Casino Size: 15,000 sq. ft.  
Slots: approx. 800  
GM: Douglas Searle

**VIRGINIA****Class II**

The Pamunkey Indian Tribe's gambling development has been approved, although the state currently has no casinos.

**WASHINGTON****Class II & III***Jamestown S'Klallam Tribe***7 CEDARS CASINO**

270756 Hwy. 101  
Sequim, WA 98382-7677  
Phone: 360-683-7777  
Toll Free: 800-458-2597  
[www.7cedarscasino.com](http://www.7cedarscasino.com)  
Casino size: 16,000 sq. ft.  
Slots: 581  
Table Games: 13  
Bingo: 250 seats  
GM: Glenn Smithson

*Confederated Tribes of the Colville Reservation***12 TRIBES RESORT CASINO**

28968 US Highway 87  
Omak, WA 98841  
Phone: 509-422-4646  
Toll Free: 800-559-4643  
[www.colvillecasinos.com](http://www.colvillecasinos.com)  
Casino size: 56,000 sq. ft.  
Slots: 543  
Table Games: 8  
ACM: Mark Caldwell

*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](http://www.angelofthewinds.com)  
Hotel Rooms: 125  
Casino size: 52,626 sq. ft.  
Slots: 1,438  
Table Games: 24  
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](http://www.bjs-bingo.com)  
Slots: 400  
Bingo: 500 seats  
Table Games: 1  
GM: Jenynne DeNoble

*Spokane Tribe of Indians***CHEWELAH CASINO**

2555 Smith Rd.  
Highway 395 South  
Chewelah, WA 99109-9689  
Phone: 509-258-9854  
Toll Free: 800-322-2788  
[www.chewelahcasino.com](http://www.chewelahcasino.com)  
Casino size: 15,000 sq. ft.  
Slots: 317  
Table Games: 5  
GM: Dwayne Fitzgerald

*Confederated Tribes of the Colville Reservations***COULEE DAM CASINO**

515 Birch St.  
Coulee Dam, WA 99116-1324  
Phone: 509-633-0766  
Toll Free: 800-556-7492  
[colvillecasinos.com/coulee-dam-casino](http://colvillecasinos.com/coulee-dam-casino)  
Casino size: 5,000 sq. ft.  
Slots: 201  
GM: Tony Posey

*Lower Elwha Klallam Tribe***ELWHA RIVER CASINO**

631 Stratton Rd.  
Port Angeles, WA 98363  
Phone: 360-452-3005  
[www.elwharivercasino.com](http://www.elwharivercasino.com)  
Casino size: 7,000 sq. ft.  
Slots: 138  
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](http://www.emeraldqueen.com)  
Casino size: 50,000 sq. ft.  
Hotel (100 Rooms)  
Slots: 1,633  
Table Games: 57  
GM: Frank Wright

*Puyallup Tribe of Indians***EMERALD QUEEN HOTEL & CASINO**

5700 Pacific Hwy. East  
Fife, WA 98424  
Phone: 253-922-2000  
[www.emeraldqueen.com](http://www.emeraldqueen.com)  
Emerald Queen Hotel (140 rooms)  
Casino size: 33,000 sq. ft.  
Slots: 2,367  
GM: Frank Wright

*Mohegan Tribe, The Cowlitz Tribe***ILANI CASINO RESORT**

3710 North West 319th Street  
Ridgefield, WA 98642-9785  
Toll Free: 877-464-5264  
[www.ilaniresort.com](http://www.ilaniresort.com)  
Casino Size: 100,000 sq. ft.  
Slots: 2,500  
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](http://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: 833-881-7492  
[www.lastchancecasinoandbingo.com](http://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 Road  
Toppenish, WA 98584  
Phone: 509-865-8800  
Toll Free: 877-726-6311  
[www.legendscasino.com](http://www.legendscasino.com)  
Hotel rooms: 200  
Casino size: 70,000 sq. ft.  
Slots: 1,400  
Table Games: 18  
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](http://www.little-creek.com)  
Casino size: 21,000 sq. ft.  
Slots: 1,248  
Table Games: 21  
Bingo: 300 seats  
CEO & GM: Mark West

*Skokomish Tribe***LUCKY DOG CASINO**

19330 N. Hwy. 101  
Shelton, WA 98584-9781  
Phone: 360-877-5656  
[www.myluckydogcasino.com](http://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 Avenue SW  
Rochester, WA 98579-9643  
Phone: 360-273-2000  
Toll Free: 800-720-1788  
[www.luckyeagle.com](http://www.luckyeagle.com)  
Casino size: 30,000 sq. ft.  
Slots: 1,267  
Table Games: 16  
Bingo: 600 seats  
CEO: Lisa Miles

*Colville Confederated Tribes***MILL BAY CASINO**

455 Wapato Lake Rd.  
Manson, WA 98831-9577  
Phone: 509-687-2102  
Toll Free: 800-648-2946  
[colvillecasinos.com/mill-bay-casino](http://colvillecasinos.com/mill-bay-casino)  
Casino size: 35,000 sq. ft.  
Slots: 640  
Table Games: 8  
Casino Manager: Tony Posey

*Muckleshoot Indian Tribe***MUCKLESHOOT CASINO**

2402 Auburn Way South  
Auburn, WA 98002-6370  
Phone: 253-804-4444  
Toll Free: 800-804-4944  
[www.muckleshootcasino.com](http://www.muckleshootcasino.com)  
Casino size: 126,136 sq. ft.  
Slots: 3,400  
Table Games: 40  
GM: John James

## COMPANY PROFILE

**Quil Ceda Creek Casino,  
Tulalip, Washington****TBE ARCHITECTS****All Hospitality, All the Time**

TBE Architects (Thalden Boyd Emery) is one of the best known hospitality and gaming architectural firms in North America, with more than 50 years in the industry.

TBE Architects provides full architectural services including master planning, architectural design, branding development and interior design for new developments, expansion projects and property renovations.

With more than 80 percent of projects on the boards coming from repeat clients, the principals at TBE attribute the firm's prosperity to outstanding client relationships and their dedication to strengthening tribal sovereignty.

The firm has designed more than 400 unique hotel projects and 300 casino projects, with several more currently on the boards. The highly experienced design teams work tirelessly to deliver bold, unique, high-quality and fully integrated projects, on time and on budget.

"All Hospitality, All the Time" is much more than a tagline: it's the very foundation of TBE's client base, the heart of TBE's design process, and an integral part of defining the firm's passionate culture.

Much of the firm's work is a direct reflection of the team's ability to meet the unique demands of diverse clients. Hence, no two TBE casinos or hotels are alike. With roots firmly planted in gaming and hospitality, the team has an exceptional understanding of sophisticated entertainment and leisure for adults, and constantly evaluates which amenities will attract the most attention and increase drop on the gaming floor.

Throughout the firm, each employee shares a common goal: "To fuse the team's talents with client needs," designing architectural destinations that are fresh, exciting, appropriately branded and fully functional.

TBE Architects has dedicated a significant portion of time to the growth and development of several national and internationally recognized brands, such as Churchill Downs, Delaware North, Harrah's, Hilton and Jacob's Entertainment. However, the firm is most honored to work with and for 119 Native American tribes and First Nations.

TBE Architects is honored to be an active Associate Member of the National Indian Gaming Association.

For more information, visit [TBEarchitects.com](http://TBEarchitects.com), email [architects@tbearc.com](mailto:architects@tbearc.com) or call 314-727-7000.

*Muckleshoot Indian Tribe*

**MUCKLESHOOT INDIAN BINGO**

2117 Auburn Way South  
Auburn, WA 98002  
Phone: 253-735-2404  
[www.muckleshootbingo.com](http://www.muckleshootbingo.com)  
Slots: 500  
Bingo: 1,000 seats  
GM: John James

*Nisqually Tribe*

**NISQUALLY RED WIND CASINO**

12819 Yelm Hwy. SE  
Olympia, WA 98513-9111  
Phone: 360-412-5000  
Toll Free: 866-946-2444  
[www.redwindcasino.com](http://www.redwindcasino.com)  
Casino size: 95,000 sq. ft.  
Slots: 1,671  
Table Games: 20  
CEO & 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](http://www.northwoodcasino.com)  
Casino size: 30,000 sq. ft.  
Slots: 360  
GM: Leonard Habig

*Kalispel Tribe*

**NORTHERN QUEST RESORT & CASINO**

100 N. Hayford Rd.  
Airway Heights, WA 99001-1300  
Phone: 509-242-7000  
Toll Free: 888-603-7051  
[www.northernquest.com](http://www.northernquest.com)  
Casino size: 195,000 sq. ft.  
Slots: 1,651  
Table Games: 37  
GM: Nick Pierre

*Port Gamble S'Kallam Tribe*

**THE POINT CASINO**

7989 Salish Lane Northeast  
Kingston, WA 98346  
Phone: 360-297-0070  
Toll Free: 866-547-6468  
[www.thepointcasinoandhotel.com](http://www.thepointcasinoandhotel.com)  
Casino size: 52,400 sq. ft.  
Lodging 94 rooms  
Slots: 750  
Table Games: 8  
GM: Leo Culloo

*Tulalip Tribes*

**QUIL CEDA CREEK CASINO**

6410 33rd Ave. Northeast  
Tulalip, WA 98271  
Phone: 360-651-1111  
Toll Free: 888-272-1111  
[www.quilcedacreekcasino.com](http://www.quilcedacreekcasino.com)  
Casino size: 55,000 sq. ft.  
Slots: 1,004  
Table Games: 12  
President & COO: Ken Kettler

*Quinault Tribe*

**QUINAULT BEACH RESORT & CASINO**

78 State Route 115  
Ocean Shores, WA 98569  
Phone: 360-289-9466  
Toll Free: 888-461-2214  
[www.quinaultbeachresort.com](http://www.quinaultbeachresort.com)  
Casino size: 16,000 sq. ft.  
Quinault Beach Resort (159 rooms)  
Slots: 700  
Table Games: 14  
COO & GM: Don Kajans

*Shoalwater Bay Tribe*

**SHOALWATER BAY CASINO**

4112 Hwy.105  
Tokeland, WA 98590  
Phone: 360-267-2048  
Toll Free: 888-834-7312  
[swbcasino.com](http://swbcasino.com)  
Casino size: 12,000 sq. ft.  
Hotel (18 rooms)  
Slots: 255  
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](http://www.silverreefcasino.com)  
Casino size: 50,000 sq. ft.  
Slots: 1,075+  
Table Games: 16  
GM: Marty Sauvage

*Upper Skagit Indian Tribe*

**SKAGIT VALLEY CASINO RESORT**

5984 N. Darrk Lane  
Bow, WA 98232  
Phone: 360-724-7777  
Toll Free: 877-275-2448  
[www.theskagit.com](http://www.theskagit.com)  
Casino size: 64,000 sq. ft.  
The Skagit Valley Resort (132 rooms)  
Slots: 910  
Table Games: 12  
GM: Don Guglielmino

*Snoqualmie Tribe*

**SNOQUALMIE CASINO**

37500 SE N. Bend Way  
Snoqualmie, WA 98065  
Phone: 425-888-1234  
[www.snocasino.com](http://www.snocasino.com)  
Casino size: 51,000 sq. ft.  
Slots: 1,700  
Table Games: 54  
CEO & President: Stanford Lee

*Spokane Tribe of Indians*

**SPOKANE TRIBE CASINO**

14300 W SR-2 Hwy.  
Airway Heights, WA 99001  
Phone: 1-877-786-9467  
[www.spokanetribecasino.com](http://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  
Suquamish, WA 98392-9649  
Phone: 360-598-8700  
Toll Free: 800-375-6073  
[www.clearwatercasino.com](http://www.clearwatercasino.com)  
Casino size: 33,000 sq. ft.  
Slots: 1,200  
Table Games: 35  
GM: Rich Purser

*Swinomish Indian Tribal Community*

**SWINOMISH CASINO & LODGE**

12885 Casino Dr.  
Anacortes, WA 98221-8363  
Phone: 360-293-2691  
Toll Free: 888-288-8883  
[www.swinomishcasinoandlodge.com](http://www.swinomishcasinoandlodge.com)  
Casino size: 27,000 sq. ft.  
Slots: 850  
Table Games: 11  
GM: Brock Hochsprung

*Tulalip Tribe*

**TULALIP BINGO & SLOTS**

2911 Quil Ceda Blvd.  
Tulalip, WA 98271-7413  
Phone: 360-651-1111  
Toll Free: 888-272-1111  
[www.tulalipbingo.com](http://www.tulalipbingo.com)  
Casino size: 22,000 sq. ft.  
Slots: 196  
Bingo: 850 seats  
Bingo Director: Tammy Taylor

*Tulalip Tribe*

**TULALIP RESORT CASINO**

10200 Quil Ceda Blvd.  
Tulalip, WA 98172-7413  
Phone: 360-716-6000  
[www.tulalipresortcasino.com](http://www.tulalipresortcasino.com)  
Casino size: 222,000 sq. ft.  
Gaming Machines: 2,440  
Table Games: 37  
Bingo: 870 seats  
President: 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](http://www.badriver.com)  
Casino size: 74,000 sq. ft.  
Bad River Lodge (50 rooms)  
Slots: 402  
GM: Mitch Corbine

*Lac Courte Oreilles Band of Lake Superior Chippewa*

**GRINDSTONE CREEK CASINO**

13394 West Trepania Road  
Hayward, WI 54843  
Phone: 715-634-2430  
[www.lccasino.com](http://www.lccasino.com)  
Slots: 88  
GM: Kimm Martinsen

*Ho-Chunk Nation*

**HO-CHUNK GAMING BLACK RIVER FALLS**

W9010 Highway 54 East  
Black River Falls, WI 54615  
Phone: 715-284-9098  
[www.ho-chunkgaming.com/black-riverfalls](http://www.ho-chunkgaming.com/black-riverfalls)  
Casino size: 38,000 sq. ft.  
Gaming Machines 750  
Table Games: 10  
Bingo: 480 seats  
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-chunkgaming.com/madison](http://www.ho-chunkgaming.com/madison)  
Casino size: 60,000 sq. ft.  
Slots: 1,240  
GM: 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-chunkgaming.com/nekoosa](http://www.ho-chunkgaming.com/nekoosa)  
Casino size: 16,650 sq. ft.  
Slots: 600  
Table Games: 12  
EM: James Webster

*Ho-Chunk Nation*

**HO-CHUNK GAMING TOMAH**

27867 State Highway 21  
Tomah, WI 54660  
Phone: 866-880-9822  
[www.ho-chunkgaming.com/tomah](http://www.ho-chunkgaming.com/tomah)  
Casino size: 1,890 sq. ft.  
Slots: 100  
GM: Greg Garvin

*Ho-Chunk Nation*

**HO-CHUNK GAMING WISCONSIN DELLS**

US3214 Hwy. 12  
Baraboo, WI 53913  
Phone: 608-356-6210  
Toll Free: 800-746-2486  
[www.ho-chunk.com](http://www.ho-chunk.com)  
Casino size: 94,480 sq. ft.  
Ho-Chunk Casino Hotel (315 rooms)  
Slots: 1,100  
Table Games: 45  
Bingo: 600 seats

*Ho-Chunk Nation*

**HO-CHUNK GAMING WITTENBERG**

N7214 US Hwy. 45  
Wittenberg, WI 54499  
Phone: 715-253-4400  
[www.ho-chunk.com/wittenberg](http://www.ho-chunk.com/wittenberg)  
Casino size: 18,977 sq. ft.  
Slots: 786  
Executive Manager: Fletcher Collins

*Lac du Flambeau Band of Lake Superior Chippewa*

**LAKE OF THE TORCHES BINGO**

424 Little Pines Road  
Lac du Flambeau, WI 54538  
Phone: 800-258-6724  
[www.lakeofthetorches.com](http://www.lakeofthetorches.com)  
Bingo: 450 seats  
Bingo Manager: Judith Birdsbill

*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](http://www.lakeofthetorches.com)  
Casino size: 56,000 sq. ft.  
Slots: 830  
Table Games: 9  
CEO: William Guelcher

*Red Cliff Band of Lake Superior Chippewa*

**LEGENDARY WATERS RESORT & CASINO**



3/600 Unigaming Drive  
Bayfield, WI 54814  
Mailing: PO Box 1167  
Bayfield, WI 54814-1167  
Phone: 715-779-3712  
Toll Free: 800-226-8478  
[www.legendarywaters.com](http://www.legendarywaters.com)  
Casino size: 15,000 sq. ft.  
Slots: 260  
Table Games: 4  
GM: Kurt Schmidt

*Menominee Indian Tribe of Wisconsin*

**MEMONINEE CASINO RESORT**

N277 Hwy 47/55  
Keshena, WI 54135  
Phone: 715-799-3600  
Toll Free: 800-343-7778  
[www.memonineecasinoresort.com](http://www.memonineecasinoresort.com)  
Casino size: 33,000 sq. ft.  
Slots: 762  
Table Games: 8  
Bingo: 220 seats  
GM: Troy Sadler

*Sakaogon Chippewa Community*

**MOLE LAKE CASINO LODGE**

3084 State Hwy. 55  
Crandon, WI 54520  
[www.molelakecasino.com](http://www.molelakecasino.com)  
Casino size: 35,000 sq. ft.  
Slots: 260  
Table Games: 300 seats  
Table Games: 5  
GM: Bryan Tate

*Stockbridge-Munsee Community*

**NORTH STAR MOHICAN CASINO RESORT**

12180 County Rd. A West  
Bowler, WI 54416  
Phone: 715-793-4090  
Toll Free: 800-775-CASINO  
[www.northstarcasinoresort.com](http://www.northstarcasinoresort.com)  
Casino size: 70,100 sq. ft.  
Slots: 1,200  
Table Games: 18  
Bingo: 360 seats  
GM: Michael Bonakdar

*Oneida Nation*

**ONEIDA CASINO—IMAC**

2100 Airport Dr.  
Green Bay, WI 54313  
Phone: 920-494-4500  
Toll Free: 800-238-4263  
[www.oneidacasino.net/locations/imac](http://www.oneidacasino.net/locations/imac)  
Casino size: 76,578 sq. ft.  
Slots: 404  
Bingo: 738 seats  
GM: Louise Cornelius

*Oneida Nation*

**ONEIDA CASINO—MAIN AIRPORT**

2020 Airport Dr.  
Green Bay, WI 54313  
Phone: 920-494-4500  
Toll Free: 800-238-4263  
[www.oneidacasino.net/locations/main-airport](http://www.oneidacasino.net/locations/main-airport)  
Casino size: 115,288 sq. ft.  
Slots: 958  
Poker Tables: 8  
Table Games: 25  
Hotel Rooms: 391  
GM: Louise Cornelius

*Oneida Nation*

**ONEIDA CASINO—ONE-STOP**

3120 S Packerland Dr.  
Green Bay, WI 54313  
Phone: 920-496-5601  
[www.oneidacasino.net/locations/one-stops](http://www.oneidacasino.net/locations/one-stops)  
Casino size: 14,905 sq. ft.  
Gaming Machines: 93  
GM: Louise Cornelius

*Oneida Nation*  
**ONEIDA TRAVEL CENTER CASINO—ONE STOP**  
 5939 Old HWY 29  
 Pulaski, WI 54162  
 Phone: 920-865-7919  
[www.oneidacasino.net/locations/one-stops](http://www.oneidacasino.net/locations/one-stops)  
 Casino size: 23,060 sq. ft.  
 Slots: 110  
 GM: Louise Cornelius

*Oneida Nation*  
**ONEIDA CASINO—WEST MASON**  
 2522 W. Mason St.  
 Green Bay, WI 54303  
 Phone: 920-494-4500  
 Toll Free: 800-238-4263  
[www.oneidacasino.net/locations/w-mason](http://www.oneidacasino.net/locations/w-mason)  
 Casino size: 41,798 sq. ft.  
 Slots: 744  
 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](http://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](http://www.paysbig.com)  
 Casino size: 150,000 sq. ft.  
 Slots: 2,500  
 Table Games: 98  
 Bingo: 1,354 seats  
 CEO & GM: Dominic Ortiz

*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: 800-526-2274  
[www.lccasino.com](http://www.lccasino.com)  
 Casino size: 35,000 sq. ft.  
 Slots: 628  
 Table Games: 10  
 Bingo: 600 seats  
 GM: Kim Martinson

*St. Croix Tribe of Chippewa*  
**ST. CROIX CASINO DANBURY**  
 30222 Hwy. 35 & Hwy. 77  
 Danbury, WI 54830  
 Phone: 715-656-3444  
 Toll Free: 800-238-4946  
[www.stcroix-casinos.com/hotels/danbury](http://www.stcroix-casinos.com/hotels/danbury)  
 Casino size: 22,500 sq. ft.  
 Slots: 488  
 Table Games: 12  
 GM: Wanda Matrious

*St. Croix Tribal Chippewa of Wisconsin*  
**ST. CROIX CASINO HERTEL**  
 4384 State Rd. 70  
 Webster, WI 54893-9249  
 Phone: 715-349-5658  
[www.stcroix-casinos.com/hotels/hertel](http://www.stcroix-casinos.com/hotels/hertel)  
 Slots: 248  
 GM: Ginger Westerberg

*St. Croix Tribal Chippewa 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/stay](http://www.stcroix-casinos.com/hotels/turtlelake/stay)  
 Casino size: 95,000 sq. ft.  
 Slots: 1,083  
 Table Games: 22  
 GM: Drew Skeen

*Menominee Indian Tribe of Wisconsin*  
**THUNDERBIRD CASINO**  
 West 110 Count Trunk VV  
 Keshena, WI 54135  
 Phone: 715-799-6539  
[www.menomineecasinoresort.com/restaurants/thunderbird](http://www.menomineecasinoresort.com/restaurants/thunderbird)  
 Slots: 29  
 GM: Andrew Incha

**WYOMING Class II**  
*Northern Arapaho Tribe*  
**789 SMOKE SHOP & CASINO**  
 10369 Highway 789  
 Riverton, WY 82501  
 Phone: 307-856-9942  
[www.play789casino.com](http://www.play789casino.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: 307-335-8703  
[www.littlewindcasino.com](http://www.littlewindcasino.com)  
 Casino size: 1,920 sq. ft.  
 Slots: 168  
 CEO: Brian Van Enkenvoort

*Eastern Shoshone Tribe*  
**SHOSHONE ROSE CASINO & HOTEL**



5068 Hwy. 287  
 Lander, WY 82520  
 Phone: 307-335-7529  
[www.shoshonerose.com](http://www.shoshonerose.com)  
 Casino size: 16,000 sq. ft.  
 Slots: 450  
 GM: Sheila Matt

*Northern Arapaho Tribe*  
**WIND RIVER HOTEL & CASINO**  
 10269 Hwy. 789  
 Riverton, WY 82501  
 Phone: 307-856-3964  
[www.windriverhotelcasino.com](http://www.windriverhotelcasino.com)  
 Casino size: 46,000 sq. ft.  
 Slots: 783  
 Table Games: 10  
 CEO: Brian Van Enkenvoort

**CANADA ALBERTA**  
*Cold Lake First Nation*  
**CASINO DENE**  
 Route 28 and Highway 897  
 Cold Lake, Alberta T9M 1P4  
 Phone: 780-594-7900  
[www.casinodene.com](http://www.casinodene.com)  
 Casino size: 20,000 sq. ft.  
 Slots: 252  
 Table Games: 9  
 CEO: Christina Radiff

*Alexis Nakota Sioux Nation*  
**EAGLE RIVER RESORT & CASINO**  
 Highway 43 and Highway 32  
 North  
 Whitecourt, Alberta T7S 1P7  
 Phone: 780-779-2727  
 Toll Free: 888-913-2727  
[www.eaglerivercasino.ca](http://www.eaglerivercasino.ca)  
 Slots: 250  
 Table Games: 12  
 GM: Eris Moncur

**COMPANY PROFILE**

**VAASK**

**Permanent, Precision, High-Capacity Hand Sanitizing**

Introducing Vaask, the permanent touchless hand sanitizing dispenser that complements the style of any space and is engineered to be virtually mess-free and low-maintenance.

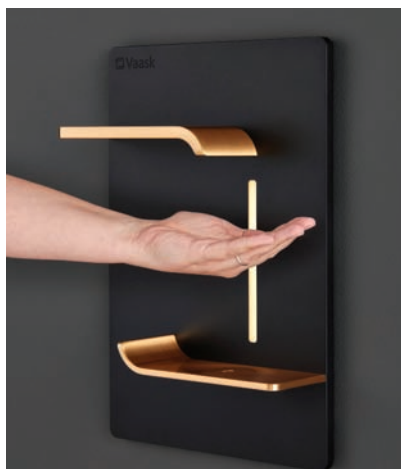
Manufactured in the United States and built to last, Vaask helps keep customers and staff healthier and demonstrates a facility's long-term commitment to cleanliness.

Providing permanent, dependable, high-capacity sanitizing dispensers is crucial to improving hand hygiene and reducing the spread of germs, which in one day can multiply from a single germ to 8 million. That's a lot of germs on cards, chips and slot machine handles.

Not surprisingly, studies have found bacteria, fungi and E. coli in statistically significant levels on all of the above, despite gaming facilities' rigid cleaning protocols. In fact, the owner of one chip cleaning company described just how filthy they can be: "When a chip is dropped into the water, a gray cloud of dirt rises alongside hundreds of microscopic bubbles."

But the logistics of cleaning chips and other gaming necessities is complicated, which is why it makes sense to go straight to the source of the germs: hands, which transmit 80 percent of illnesses.

The U.S. Centers for Disease Control and Prevention recommends hand sanitizer over hand-washing in common situations, and Vaask presents an easy, effective and economical solution to help prevent the spread of germs.



Vaask's features include:

- Permanent: Hard-wired to AC power, requiring no batteries
- Built to last: Made with cast aluminum, backed by a five-year warranty
- Precise dispensing: PalmPilot hand sensor and pump control minimize mess
- Visual alerts: Customizable eye-catching LEDs attract users and notify maintenance staff when

it's time to refill

- Premium finishes: Custom powder coating and plated metal options
- Sustainable: Large-capacity tank holds twice the sanitizer as typical dispensers and can be easily refilled with any alcohol-based gel

The Vaask touchless hand sanitizing fixture turns a necessity into an amenity, and has been honored by the health care industry for making sanitizing both easy and inviting. And when something's easy for people, they're much more likely to do it.

Vaask has earned numerous awards, and was one of *Time Magazine's* 2021 Best Inventions. It has been selected by Architect's Choice and was named the Most Sustainable Product at the Healthcare Facilities Symposium & Expo. See how Vaask works at [vaask.com](http://vaask.com).

*Tsuu 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](http://www.greyeagleresortandcasino.ca)  
 Casino size: 84,000 sq. ft.  
 Slots: 900  
 Tables Games: 40  
 Bingo: 550 seats  
 GM: Martin Brickstock

*Enoch Cree Nation*  
**RIVER CREE RESORT & CASINO**  
 300 East Lapotac Boulevard  
 Whitemud Drive and Winterburn Road,  
 Enoch, Alberta T7X 3Y3  
 Phone: 780-484-2121  
 Toll Free: 877-377-7774  
[www.rivercreeresort.com](http://www.rivercreeresort.com)  
 Casino size: 62,600 sq. ft.  
 Slots: 1,000  
 Table Games: 39  
 COO: Vik Mahajan

*Stoney Nakoda First Nation*  
**STONE NAKODA RESORT & CASINO**  
 Highway 40 and Highway 1  
 Morley, Alberta T0L 1N0  
 Phone: 403-881-2830  
[www.stoneynakodaresort.com](http://www.stoneynakodaresort.com)  
 Casino size: 70,000 sq. ft.  
 Stoney Nakoda Resort (111 rooms)  
 Slots: 250  
 Table Games: 15  
 CEO & CFO: Jim Gannarilli

**MANITOBA**  
*Cree Nations*  
**ASENESKAK CASINO**  
 Highway 10 Opaskwayak  
 The Pas, Manitoba R0B 2J0  
 Phone 204- 627-2250  
 Toll Free: 877-627-2267  
[www.aseneskak.ca](http://www.aseneskak.ca)  
 Casino size: 20,500 sq. ft.  
 Slots: 172  
 Table Games: 3  
 GM: Darcy Bolton

*First Nations in Manitoba*  
**SAND HILLS CASINO**  
 21-9-14 Highway 5 South  
 Carberry, Manitoba R0K 0H0  
 Phone: 855-370-7263  
[www.sandhillscasino.com](http://www.sandhillscasino.com)  
 Slots: 350  
 Operations: Jeff Melcosky

*Brokenhead Ojibway Nation*  
**SOUTH BEACH CASINO & RESORT**



One Ocean Dr.  
 Scantebury, Manitoba R0E 1W0  
 Phone: 204-766-2100  
 Toll Free: 877-77-LUCKY  
[www.southbeachcasino.ca](http://www.southbeachcasino.ca)  
 Casino size: 40,000 sq. ft.  
 Slots: 600  
 Table Games: 11  
 GM: Faysal Tur

*Swan Lake First Nation*  
**SWAN LAKE FIRST NATION GAMING CENTER #7**  
 Highway 23 and Highway 34  
 Swan Lake, Manitoba R0G 2S0  
 Phone: 204-836-2305  
[www.swanlakefirstnation.ca](http://www.swanlakefirstnation.ca)  
 Slots: 30  
 GM: Diane McKinney

*Swan Lake First Nation*  
**SWAN LAKE FIRST NATION GAMING CENTER #8**  
 4818 Portage Ave.  
 Headingley, Manitoba R4H 1C8  
 Phone: 204-832-1849  
[www.swanlakefirstnation.ca](http://www.swanlakefirstnation.ca)  
 Slots: 30  
 GM: Donna M'lot

*Brokenhead Ojibway Nation*  
**SOUTH BEACH CASINO & RESORT**  
 One Ocean Drive  
 Scantebury, Manitoba R0E 1W0  
 Phone: 204-766-2100  
 Toll Free: 877-77-LUCKY  
[www.southbeachcasino.ca](http://www.southbeachcasino.ca)  
 Casino size: 40,000 sq. ft.  
 South Beach Resort (93 rooms)  
 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.greyrockcasino.com](http://www.greyrockcasino.com)  
 Slots: 200  
 ETG: 2  
 Bingo: 400 seats  
 GM: Jacques Couturier

**ONTARIO**  
*Anishinabe of Wauzhushk Onigum*  
**GOLDEN EAGLE ENTERTAINMENT FACILITY**  
 49 Devils Gap Road  
 Kenora, Ontario P9N 3X8  
 Phone: 807-548-1332  
[www.facebook.com/Goldeneaglebingo](http://www.facebook.com/Goldeneaglebingo)  
 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.greatblueheroncasino.com](http://www.greatblueheroncasino.com)  
 Slots: 545  
 Table Games: 50  
 GM: Robert Katsavelos

*Six Nations of the Grand River*  
**SIX NATIONS BINGO HALL**  
 2585 Chiefswood Rd.  
 Ohsweken, Ontario N0A 1M0  
 Phone: 519-753-3574  
[www.sixnationsbingo.ca](http://www.sixnationsbingo.ca)  
 Casino size: 39,500 sq. ft.  
 Bingo: 1,700 seats  
 Bingo: Manager: John Heathers

**QUEBEC**  
*Mohawk Council of Kahnawake*  
**MAGIC PALACE**  
 Route 132  
 Kanawake, Quebec J0L 1B0  
 Phone: 450-635-9765  
[www.magicpalace.ca](http://www.magicpalace.ca)  
 Slots: 420  
 Owner: Stan Myiow

**SASKATCHEWAN**  
*White Bear Indian Community*  
**BEAR CLAW CASINO**  
 Highway 9, White Bear First Nation  
 Caryle, Saskatchewan S0C 0R0  
 Phone: 306-577-4577  
[www.bearclawcasino.ca](http://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](http://www.dakotadunescasino.com)  
 Casino size: 84,000 sq. ft.  
 Slots: 620  
 Table Games: 25  
 GM: Gary Daniels

*First Nations of Saskatchewan*  
**GOLD EAGLE CASINO**  
 11902 Railway Ave.  
 North Battleford, Saskatchewan S9A 3K7  
 Phone: 306-446-3833  
[www.goldeaglecasino.ca](http://www.goldeaglecasino.ca)  
 Casino size: 39,000 sq. ft.  
 Slots: 335  
 Table Games: 6  
 GM: Kelly Atcheynum

*Little Pine First Nation*  
**GOLD HORSE CASINO**  
 3910 41st Street  
 Lloydminster, Saskatchewan S9V 2K8  
 Phone: 306-825-3777  
[www.goldhorsecasino.ca](http://www.goldhorsecasino.ca)  
 Casino size: 33,750 sq. ft.  
 Slots: 250  
 Table Games: 5  
 GM: Roger Anderson

*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](http://www.livingskycasino.ca)  
 Casino size: 50,000 sq. ft.  
 Slots: 150  
 Table Games: 6  
 GM: Trevor Marion

*First Nations of Saskatchewan*  
**NORTHERN LIGHTS CASINO**  
 44 Marquis Rd. West  
 Prince Albert, SK S6V 7Y5  
 Phone: 306-764-4777  
[www.northernlightscasino.ca](http://www.northernlightscasino.ca)  
 Casino size: 40,000 sq. ft.  
 Slots: 520  
 Table Games: 9  
 GM: Richard Ahenakew

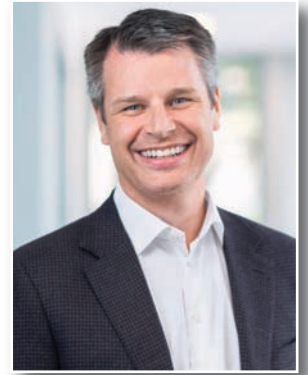
*First Nations of Saskatchewan*  
**PAINTED HAND CASINO**  
 510 Broadway St. West  
 Yorkton, Saskatchewan S3N 0P3  
 Phone: 306-786-6777  
[www.paintedhandcasino.ca](http://www.paintedhandcasino.ca)  
 Casino size: 18,000 sq. ft.  
 Slots: 225  
 Table Games: 7  
 GM: Charles Ryder

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# Knowledge Is Power

Why working with a purchasing agent will benefit the casino and the tribal community



By Carl Long

**G**aming development is personal to tribal communities.

The success of a project, the revenues generated from a gaming expansion, the continued success of a tribe's gaming operations provide funding for housing, medical, social services, education and many other resources for Native American tribes.

As a Choctaw tribal member, I've seen the care my tribe provides to our elders, students and members, and know the ability to provide that care, in a large part, is derived from the resources generated from gaming success. It's a joy and an honor to be part of the projects that help other tribal communities reassert their sovereignty and self-sufficiency through our services.

Understanding that the goals of tribal development are different than typical gaming, tribal leaders should look to work with companies that understand the unique nature of casinos *and* casinos in Indian Country. The design and delivery of a casino is a difficult task, and using a team of professionals, including professional purchasing agents, to accomplish the tribe's goals is paramount to success. Tribal leaders who are assembling a team for their next project should have a clear understanding of what a project purchasing agent can offer to the success of their project.

An FF&E (furniture, fixtures and equipment) and OS&E (operating supplies and equipment) purchasing agent dedicated to project purchasing is a valuable asset to the project team. Over the last several years, we've been asked to describe how a professional FF&E and OS&E purchasing agent contributes to the success of the project. In a volatile market, a qualified purchasing agent brings expertise, access and execution.

Project purchasing agents bring specific expertise related to current market conditions, global sourcing and experience navigating the challenges associated with developing casinos. The current market conditions are extremely volatile, and knowing how to overcome those challenges is exactly what a qualified purchasing

agent does daily.

Our clients call us regularly to get updates on how to plan for future projects, and because of our position in the market, we can provide vital information based on current market data for FF&E and OS&E pricing and deliveries.

When a tribe is planning a project, a purchasing agent is often consulted about developing sourcing strategies for FF&E and OS&E. These strategies mitigate delivery risk and maximize the effectiveness of tribal financial resources toward executing the tribe's design intent. When tribes have specific goals to achieve, understanding those goals through the lens of a global sourcing strategy helps successfully deliver their projects on time and under budget. At PMI-Tribal Services, we use a process called conceptual budgeting as a platform for developing a project's sourcing strategy.

Project purchasing agents also help tribal clients by providing access to the global marketplace for contract furnishings. As tribal developments become more sophisticated, the method of project delivery must follow suit. In the past, tribal developers have worked through furniture dealers to furnish their casinos. This method of project delivery is not transparent, increases costs and limits tribal clients to a small number of a dealer's preferred vendors.

Purchasing agents experienced with FF&E and OS&E projects, like PMI-Tribal Services, provide transparent access directly to manufacturers around the world. Using a project purchasing agent instead of a dealer enables tribes to get better pricing, better product and better deliveries. Access to world-class contract manufacturing is expected in commercial development, and tribes should expect the same.

Casinos are a unique type of project, and casinos developed in Indian Country have an additional layer of complexity. Successfully executing a casino project requires attention to detail, proven purchasing systems and an understanding that the success of the project

means more to the tribe than just financial success. Tribes put a significant amount of effort communicating their vision to the project team, and good purchasing means the details of that vision are sourced, procured and delivered.

A purchasing agent should have a proven method of purchasing management that empowers the project team, including the tribal leadership, to get detailed information about the status of their project at every step along the way.

From the initial budgeting to confirming that product has been received, project purchasing is an exercise in detail. A thorough understanding of where product is manufactured, the approvals required to move an order into production, and what it takes to get product delivery keeps the entire project team moving forward.

With tribal development, a purchasing agent must also understand the requirements of working with a sovereign nation. Working alongside the contractor and owner's representative, a purchasing agent helps keep the construction schedule on the critical path to completion. Collaborating with the casino operations team, a purchasing agent helps prepare for grand openings and meet the turnover dates to start generating revenue for tribal communities.

Understanding that a successful project means more to a tribe than just financial success, a purchasing agent helps tribal communities continue to assert their sovereignty and care for their members. When assembling their project teams, tribal leaders should look for purchasing agents who have experience working with Native communities and working on world-class casino projects.

The benefit of that experience, access and execution will not only benefit the present generation, but will help the generations to come.


*Carl Long is senior vice president of Purchasing Management International, the gaming industry's leading FF&E and OS&E procurement company. He is also president of the International Society of Hospitality Purchasers and regularly speaks on topics related to global sourcing and procurement.*



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# we know what it takes

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