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Paul Jason, PGRI: *What are the top priorities for your mission as NASPL president?*

Terry Rich: This will be an interesting year. There is so much going on, with many challenging issues that face our lotteries. Our top priority is to maintain forward momentum with the initiatives and the progress that has been made over the past number of years. We want to stay clear on our mission to deliver value to all NASPL members. To me, that means getting back to the basics of doing what we do best. The fundamental mission of NASPL includes education and leadership training, gathering and organizing industry data and statistics, and working on legislative initiatives. We're going to really focus on those areas that David Gale and the NASPL staff have done so well.

It's wonderful and interesting the way that NASPL is clarifying different objectives for each of its conference events. The Professional Development Seminar, for instance, has developed a unique character, with a deep drill-down on all the different functional areas.

T. Rich: The Professional Development Seminar in July has turned into one

of the many highlights of NASPL's educational programs. We see a lot of smiles from all the participants! The feedback we get and the research we do indicates that this is one of the most well-received and valuable conferences that NASPL organizes. It includes tracks for marketing, IT, legal, security, public relations, warehouse, crisis management, and current industry topics. And it enables professionals from all over the country to come together, meet and network with their counterparts, and talk through critical issues of the day. This is a format that is different from the big fall conference and trade show, and serves a purpose that is attracting more participants every year.

NASPL will continue to add to and improve upon its services. A few years ago, NASPL decided that it was the top priority to strengthen our fiscal position so that we could weather unanticipated events that could impair the revenues of our big annual fall event. Thanks to the efforts of the NASPL presidents over the past few years, that has largely been accomplished. David Gale and his team run a tight ship, prudently shepherding our resources to deliver maximum value

to the membership while controlling costs and managing risk. Now, NASPL has some wiggle room to look at new initiatives and focus on emerging trends and ideas that will shape our future. Educating the leaders and future leaders of this industry is so vital to our future. NASPL recognizes that and has done an excellent job of developing future-oriented educational programs.

Over the past few years, NASPL has been outspoken in its advocacy for states' rights to regulate all gambling and lottery, including all internet gaming. Will NASPL continue to be active in legislative issues?

T. Rich: NASPL has proven through the years to be respectful of the opinions and position of each and every one of its members. The organization needs to continue to confirm that it has the full support of all of its members before taking any kind of official position on a political or regulatory issue. But when the issue is so critical to the future of our industry, and there is consensus among NASPL members, then NASPL can and will speak out in defense of its members' interests. It will also be the case that some

lottery directors may join together and formulate a letter, a position statement, or other action plans that are not necessarily representative of the entire NASPL organization or all of its members.

Lottery directors are tasked with managing the lottery, and that includes formulating public policy. The fact is that regulatory and taxation policy have dramatic impacts on lotteries, their beneficiaries, and all stakeholders. To allow misinformation to influence public policy would be a failure to properly manage and protect the interests of the lottery. As lottery directors, we owe it to our beneficiaries and our constituents to do everything we can to make sure that they are fully informed about the issues. We owe it to all of our stakeholders, for instance, to make sure that shapers of public policy understand the implications of a federal take-over of i-gaming regulation.

NASPL and MUSL are two organizations that each perform a vital service to the industry. How would you delineate the different roles that each should perform?

T. Rich: NASPL and MUSL are both non-profit associations that were formed to facilitate action that is better accomplished as a group rather than individually. MUSL develops and administrates revenue-generating games that are operated on a multi-state basis. MUSL has acquired many capabilities over the years that it has turned into services for its members, like conducting draws for in-state games as well as the multi-state games, providing counsel on matters relating to security and developing RFPs, conducting research, and many other services.

NASPL has a different focus and different set of core competencies. Its mission is to produce educational programs, industry

conferences and s, trade shows, gather and organize industry data, and provide services to its members that are difficult for members to provide for themselves individually.

The NASPL Matrix and National Resource Index (NRI) is an especially impressive accomplishment.

Together these form the most comprehensive database of information that our industry has ever seen. Presently, it is freely available to everyone. That may change. Other associations that invested to build a resource like this do charge for it. And the fees collected for access to these resources, along with the income generated from the industry trade show, could be used to reduce or even eliminate membership dues. There are no specific plans for that to happen, but these are some of the ideas under consideration. Frankly, there is no pressing need to change our fiscal policies and systems. I think everyone agrees that NASPL is working fine right now. But one reason it works so well now is that David Gale has, over the past years, looked for ways to strengthen the fiscal soundness of the organization and will continue to do so in the future. We want to do whatever we can to ensure that future generations of NASPL members enjoy the same solid foundation that NASPL's current membership has.

Your leadership style has always been to be inclusive, reaching out to everyone, engaging everyone in the process of making this be the best industry possible.

T. Rich: I do want to ensure that every person in the organization knows they have a voice, that their input truly matters and impacts the way we operate. We want folks to speak up, contribute, and influence the direction this association takes. NASPL belongs to its members and its

strength will always be driven by an engaged and active membership. The same holds true for the leadership of NASPL. We want to engage all the directors in the process of leading this association.

Lottery directors and their suppliers will have some challenging issues to deal with in the coming months.

T. Rich: To be sure, 2015 will be an interesting year. My goal is for us to work together to address the issues, with consideration for everyone's concerns, and with respect for the fact that even though our interests may vary, we will all be better off if we work together. We do share some common goals that are vital to each and every one of us. We are all in the business to maximize funds for good causes by operating games of chance in a socially responsible manner. We all want to build business models based on strategies that support sustainable growth and responsible play. We all want to evolve our games so that they continue to appeal to the modern consumer. Let's focus on our common goals and appreciate that these will best be accomplished by working together.

The issues relating to Monopoly Millionaires' Club are being handled in a professional way. Maintaining a consistent and thoughtful message, speaking with one voice, would seem to be an important goal.

T. Rich: It can be difficult to have consistent messaging if our lotteries do not agree on the course to be taken. But you are correct. It is our goal to provide all lottery stakeholders, including the media, players, and the general public, with well-reasoned and consistent messaging. NASPL has always been a rock-solid backbone to the lottery industry, and that's proven to be a big asset during turbulent times. ■