

STRATEGIC BUSINESS PLAN

JULY 2026 – JUNE 2028



***IMAGINING WHAT'S POSSIBLE.
DELIVERING WHAT MATTERS.***



Hall of Fame baseball catcher Yogi Berra is quoted as saying, "If you don't know where you are going, you'll end up someplace else."

When I joined Washington's Lottery in November 2025, I was told with some urgency that biennial strategic planning was just four months away. Rather than fear the moment, I looked at it as an incredible gift. It was an early opportunity to listen to every team, hear about what was working well (or not), and dive into our progress towards the most recent plan. Our planning sessions gave dozens of leaders across this great agency a chance to talk about our mission and values, discuss new goals, and then come together to help set the direction of Washington's Lottery for the next two years.

The kind of planning we do here at Washington's Lottery helps us set expectations for ourselves and each other. It helps us allocate resources to get the job done. It helps us hold each other accountable. It helps us reduce uncertainty. It helps us deliver results. Our kind of planning, to Yogi Berra's point, helps get us where we want to go.

Biennial planning for Washington's Lottery is critical in an ever-changing world. Two years ago, the competitive pressure from prediction markets was a blip on the radar compared to what we see today. Since our last plan, we've seen *Powerball*® announce that it's moving into the UK market, game changes to *Mega Millions*®, the ability to add \$50 Scratch tickets to our portfolio, a Saint Patrick's day raffle, and we've earned the highest status possible for responsible gambling verification. A lot has happened and a lot is in the works, yet our focus remains clear: Washington's Lottery is here to maximize revenue for our beneficiaries, while also providing engaging, fun, and responsible gaming experiences for our players.



Brian Bennett
Director

Brian Bennett

I'm proud of this Strategic Business Plan for 2026-2028. I'm equally proud of all the hard work that went into it from across our organization. The creativity, innovation, critical thinking, and thoughtfulness that brought us to this final plan was tremendous to witness and I thank everyone who contributed to this process. I believe our players, retailers, partners, beneficiaries, and Washington's Lottery itself will benefit from your efforts and from the key initiatives outlined on the following pages.

I'm honored to introduce this plan and look forward to serving our great state as we work together to bring it to life over the next biennium.

STRATEGIC FRAMEWORK

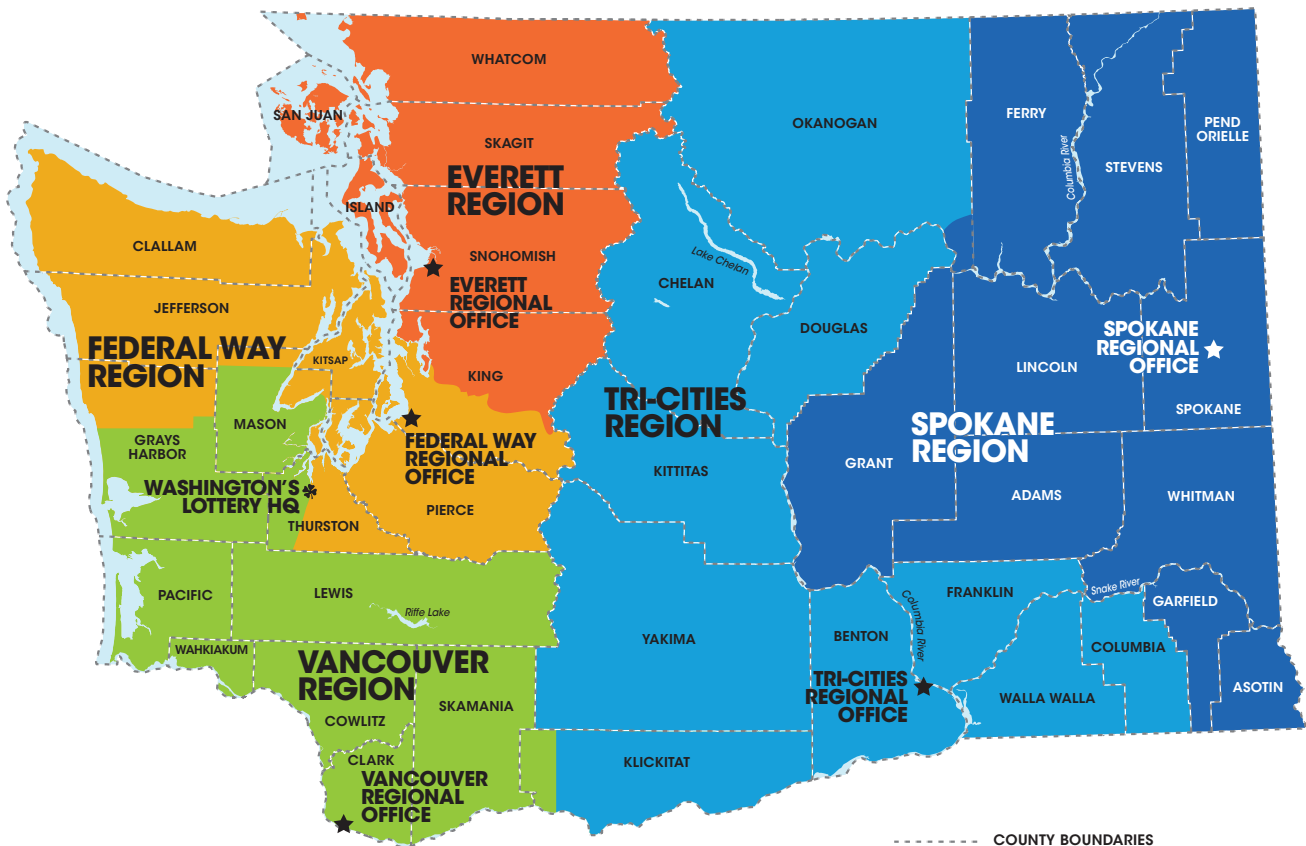


PILLARS	GOALS & OBJECTIVES	INITIATIVES	KEY MEASURES
Champion BENEFICIARIES	Goal We ensure our commitment to the people and entities Lottery benefits is at the center of what we do Objective 1 Maximize profitable and predictable beneficiary contributions Objective 2 Increase awareness of beneficiaries to support their mission	- Design beneficiary communications to raise awareness of their causes - Create a public transparency dashboard - Align sales increase percentage to contributions	- Results from research surveys on beneficiary knowledge - Total contributions as a percentage of total sales - Performance to sales targets
Enhance PLAY	Goal We create the best possible play experience Objective 1 Make the entire play journey more satisfying Objective 2 Provide innovative products and solutions that are responsive to the diverse expectations and interests of our current and potential players and retailers	- Modernize the player experience through secure digital identity across platforms - Pilot a digital marketing strategy at retail - Implement Powerball's NFL Xs and Os game - Modernize payment options for purchasing lottery tickets - Develop additional "how to play" tools - Implement virtual card prize payments pilot	Results from research surveys
Foster PEOPLE & CULTURE	Goal We are a collaborative, high-performing organization where employees have opportunities for engagement, wellness, and growth. Objective 1 Build and support an inclusive, diverse, and collaborative workplace to cultivate a sense of belonging Objective 2 Invest in a dynamic workforce	- Develop and implement a structured engagement and accountability framework - Raise awareness of wellness opportunities	- Increased applicant diversity throughout the recruitment process - Improved diversity statistics throughout all organizational levels - Voluntary non-retirement turnover rate - Employee Satisfaction Survey positive responses - Number of employees attending and completing training
Drive OPERATIONAL EXCELLENCE	Goal Our operations are innovative, efficient, ethical, and socially responsible Objective 1 Optimize logistics and administrative processes to meet business needs Objective 2 Support a modern, agile, and flexible work environment Objective 3 Increase availability and usability of information, data, and analysis	- Implement inventory management optimization plan - Research and identify improvements for retailer licenses and contract renewals - Digitize licensing application process - Implement IT modernization roadmap - Implement One Washington statewide modernization project - Update Security's case reporting software - Modernize data architecture and reporting - Implement centralized purchasing processes - Identify the root cause and implement a solution for debit card payment refunds - Simplify and standardize player and retailer refund and credit processes	- Cost of inventory - Number of unique users accessing information, data, and analysis - Corporate social responsibility strategies implemented - Incidents in lottery drawings - Agency budget managed to targets - Number of improvements implemented - Retailer compliance - Employee Satisfaction Survey positive responses



DEPT OF
IMAGINATION

REGIONAL MAP



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