

# ANNUAL REPORT FY 2024

*Industry Excellence*



**NATIONAL INDIAN GAMING COMMISSION**  
*Regulatory Compliance* ★ *Gaming Integrity*

## From the Commission



**Sharon M. Avery**  
Acting Chairwoman



**Jeannie Hovland**  
Vice Chair

FY 2024 has been another year of growth across the Indian gaming industry. Indian gaming hit another historic milestone with a record announcement of \$41.9B Gross Gaming Revenue (GGR). This sent perhaps the strongest signal to the industry of more than 500 operations that Indian gaming is on a sustainable path. On our travels in the past twelve months, we have seen a commitment of excellence reflected in the compliance activities of Tribal regulatory bodies and in visible ways through the beautiful art and architecture integrated in gaming facilities which showcase Tribes' unique heritage and sacred cultures. We could not be prouder.

FY 2024 was also a time of growth and change at the Agency where we saw increases in our ability to provide outreach and training to small and rural Tribes. We continued our multi-year path to strengthen our IT security posture and build capacity to provide technical assistance in a continued fight to stay ahead of emerging cyber threats. The Agency also said goodbye to Chairman Sequoyah Simermeyer and welcomed a new Commission and Acting Chair. Rest assured operations continue as normal in this period of transition; NIGC has a solid foundation of procedures, and sufficient resources to address current actions before the Agency and new issues as they arise.

One of the highlights of this year is that the Partnership for Public Service recognized NIGC as the best small agency to work for in the federal government. We are deeply honored by this recognition. It is a testament to the positive work culture the Agency has cultivated to encourage staff to both create and maintain excellence which is regularly demonstrated across our divisions.


We are proud to be part of such a professional and competent team who works throughout Indian country week-in and week-out to ensure the Tribal gaming industry is well-regulated, adaptable, and trusted.

This year's annual report tells a story of the Agency's regulatory efforts across Tribal gaming and reflected in its own operations. By highlighting key metrics and activities across NIGC's divisions and offices during FY 2024 (October 1, 2023 – September 30, 2024), these pages invite readers to experience the impact of the Agency's ongoing investments, and the stories of our dedicated team working diligently to deliver a sustainable regulatory environment for decades to come.

**Sharon M. Avery**

**Jeannie Hovland**





**\$41.9 Billion**  
Industry

Over  
**500**  
Gaming  
Operations on  
Indian Land

Nearly  
**250**  
Tribal  
Governments

# Table of Contents

Commission Letter	2
Mission and Vision	5
About NIGC	6
Industry Integrity	12
Preparedness	18
Outreach	24
Agency Accountability	30
Annex	34
NIGC Division of Compliance	35
NIGC Regional Map	37
NIGC Division of Technology	38
NIGC Division of Finance	39
NIGC Division of Public Affairs	40



# Mission

Our **Mission** is to

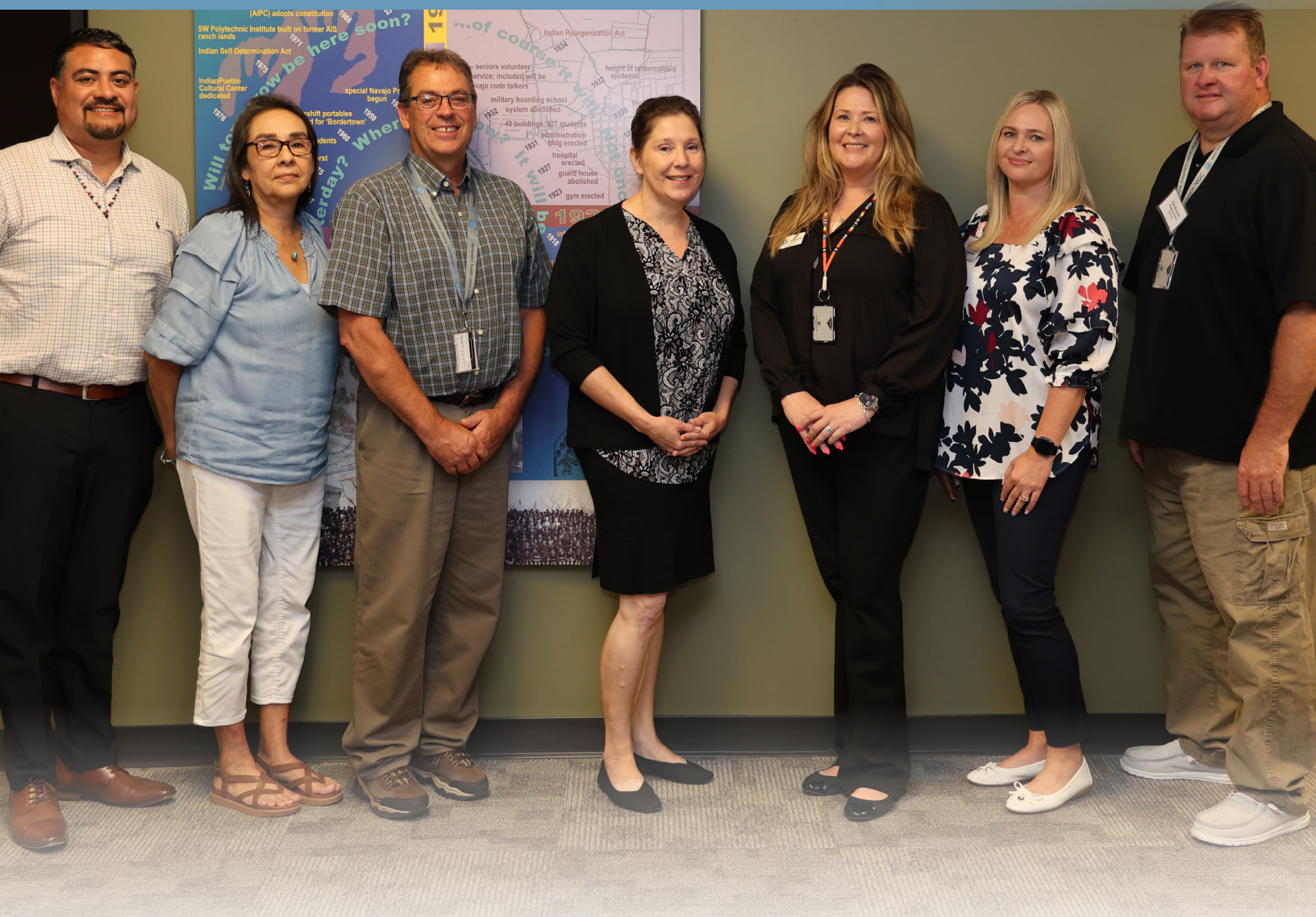
1. Promote Tribal economic development, self-sufficiency, and strong Tribal governments.
2. Maintain the integrity of the Indian gaming industry.
3. Ensure that Tribes are the primary beneficiaries of their gaming activities.

To fulfill its mission and achieve compliance, NIGC works within the framework created by the Indian Gaming Regulatory Act (IGRA) by providing sound guidance, removing unnecessary roadblocks, and sensibly regulating gaming activities conducted by sovereign Indian Tribes on Indian lands, without stymieing the economic development and entrepreneurial spirit of Tribes.

# Vision

The Commission's **Vision** is to utilize all of its regulatory tools, including training, technical assistance, public education, and enforcement to empower and partner with Tribal governments to ensure regulatory compliance and gaming integrity that respects the capabilities and responsibilities of each sovereign Tribe.

# About NIGC





## Meet our Agency

The National Indian Gaming Commission was created in 1988 with the passage of the Indian Gaming Regulatory Act (IGRA), enacted to support and promote Tribal economic development, self-sufficiency, and strong Tribal governments through the operation of gaming on Indian lands. The Act provides a statutory basis for the federal regulation of Indian gaming. IGRA establishes the Commission to regulate and support Tribal gaming as a means of generating revenue for Tribal communities. See 25 U.S.C. § 2702 and 25 U.S.C. § 2704.

## NIGC Commission

The Commission consists of three full-time members, including a Chair and two Associate Commissioners. The Chair is appointed by the President and confirmed by the Senate for three-year terms. The two Associate Commissioners are appointed by the Secretary of the Interior. The Commission selects a Vice Chair by a majority vote. At least two members of the Commission shall be enrolled members of any Indian Tribe, and only two may be of the same political party.

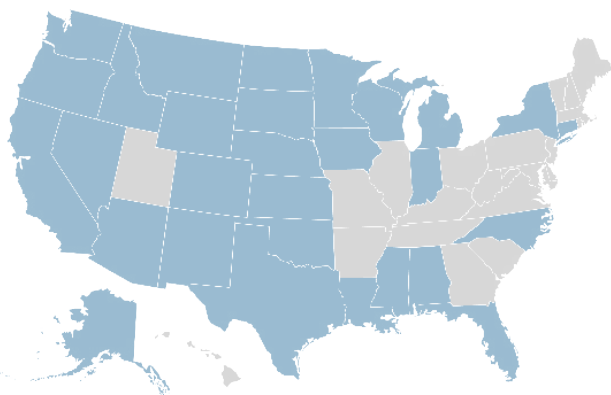
## Our Responsibility

The National Indian Gaming Commission is committed to fulfilling its statutory responsibilities by:

- Regulating and monitoring certain aspects of Indian gaming.
- Coordinating its regulatory responsibilities with Tribal, state and federal regulatory agencies.
- Providing training and technical assistance to Tribal regulatory agencies and operations.
- Reviewing and either approving or disapproving gaming ordinances and management contracts.
- Reviewing the backgrounds of individuals and entities to ensure the suitability of those seeking to manage or invest in Indian gaming.
- Overseeing and reviewing the conduct and regulation of Indian gaming operations.
- Initiating enforcement action for violations against the IGRA and its regulations.
- Referring criminal matters to appropriate Tribal, federal, and state entities.

As NIGC fulfills these responsibilities, the Agency closely reviews any indications of corrupting influences that may jeopardize the integrity of Tribal gaming.

In FY 2024, NIGC provided federal oversight to Tribally owned, operated, or licensed gaming establishments operating in twenty-nine states.



Tribally Owned,  
Operated, or  
Licensed  
Gaming  
Establishments

**+500**

Operating  
in **29** States

## About this Report

This report was informed by trends observed over the past fiscal years with FY 2024 demonstrating how the Indian gaming industry has continued to innovate and grow. In recent years the industry has faced an influx of new technologies and gaming formats which present both challenges and opportunities for potential growth. NIGC continues to work with Tribes to create an efficient regulatory environment that keeps pace with these changes.



FY 2024 was the first full year the Agency pivoted from predominantly in-person outreach, site visits, and training to a hybrid model where both virtual and in-person engagements provide maximum flexibility for Tribes to engage with the Agency to meet their regulatory posture. Inside this report readers will find the results of this approach reflected in NIGC’s major accomplishments this fiscal year. This report does not capture everything the Agency does on a daily basis, but provides highlights of significant activities in support of NIGC’s FY 2022-2026 Strategic Plan helping Tribes remain ready for unexpected challenges.

NIGC’s strategic plan is an important tool to support the Agency’s success in carrying out its statutory responsibilities and it serves as a tool for transparency as the Agency sets forth priorities and initiatives. The Strategic Plan for Fiscal Years 2022-2026 emphasizes four areas for the Agency’s work-support for industry integrity; efforts around Agency accountability; the regulatory community’s commitment to preparedness; and innovation in the Agency’s outreach and collaboration.

This report guides readers through each strategic goal. Additional information and detailed metrics from key performance areas referenced in each chapter are in the Annex. Readers are invited to explore the details, and dig deeper into the stories and people who work diligently to deliver for gaming Tribes under the Indian Gaming Regulatory Act (IGRA).

## Meet Our Team: Office of General Counsel



“As an OGC attorney, I handle highly complex legal work in federal employment law, ethics rules, general law, and Indian gaming. With over a decade of government experience both in the field and at headquarters across various agencies, I have unique skills based on my ability to research, analyze, and provide guidance while creating and maintaining connections with colleagues, peers at other federal agencies, and Tribal governments. The culmination of our work at NIGC continues to lead the way in setting regulatory standards which continue to promote Tribal economic development, Tribal self-sufficiency, and strong Tribal government, for today and in the future.”

**Lourdes C. Cortizo-Acevedo** |  
Staff Attorney



# SPOTLIGHT ON National Indian Gaming Commission's Strategic Plan

[NIGC Strategic Plan](#) FY 2022-2026 includes four strategic goals:

## Goal 1

### Industry Integrity

Protecting the valuable tool of Indian gaming, that in many communities creates jobs, is the lifeblood of Tribal programs, and creates opportunities for Tribes to explore and strengthen relationships with neighboring jurisdictions by ensuring the industry's integrity.

## Goal 2

### Preparedness

Promoting Tribes' capacity to plan for risks to Tribal gaming assets, including pandemics and man-made and natural disaster threats, the need to modernize and enhance regulatory and gaming operation workforces, or public health and safety emergencies.

## Goal 3

### Outreach

Cultivating opportunities for outreach to ensure well-informed Indian gaming policy development through collaborative and diverse relationships, accessible resources, and government-to-government consultation.

## Goal 4

### Agency Accountability

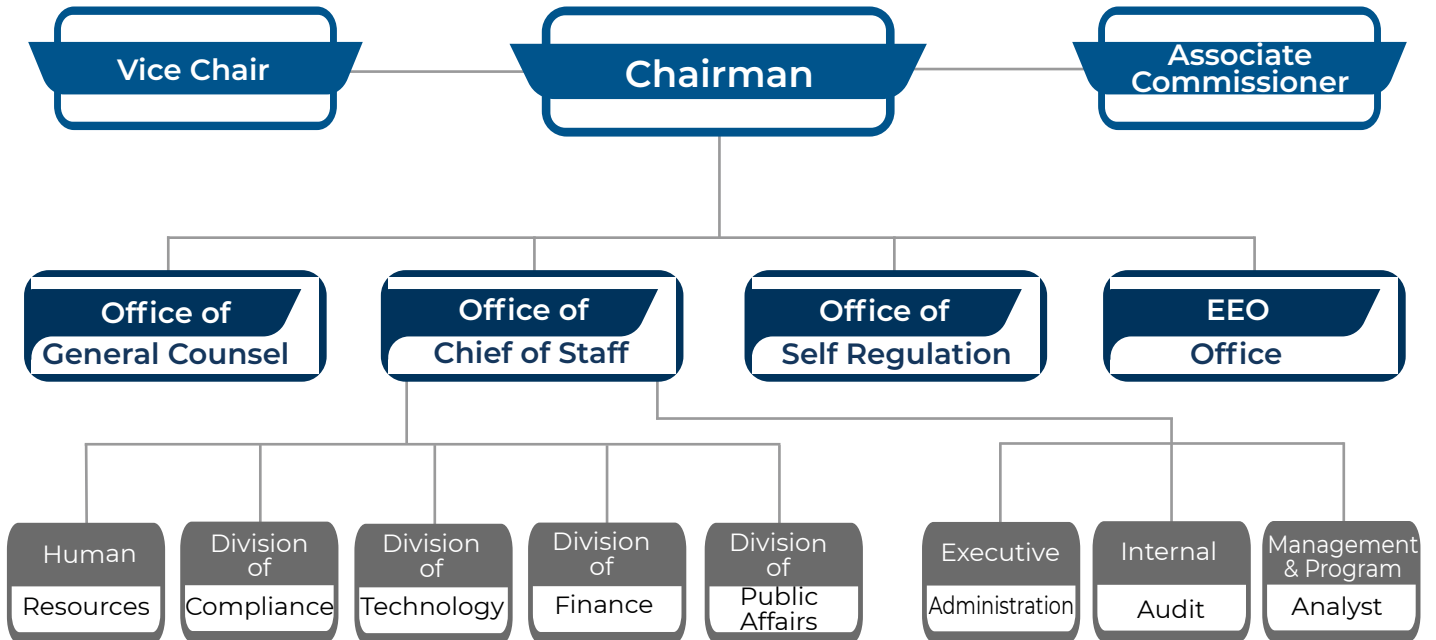
Meeting the Tribes' and public's expectations for administrative processes that uphold good governance practices and support efficient and effective decision making to protect Tribal assets.

Chris Bragado, Auditor, William Thomas, Supervisory Auditor, and Armando Zaragoza, Compliance Officer are joined with other Compliance staff.



# NIGC Organizational Structure

NIGC's organizational structure is composed of two main branches, the Office of General Counsel, which handles legal affairs, and the Office of the Chief of Staff, which manages day-to-day activities and includes the Division of Compliance, Division of Finance, Division of Public Affairs, and the Division of Technology.



Fiscal Year 2024



NIGC's Vice Chair, Jeannie Hovland, captures a picture with Justin Platt, Chief of Public Affairs, NIGC's Acting Chair, Sharon Avery, and Mary Parker, Public Affairs Manager.



# Agency Leaders



**Dustin Thomas**  
Chief of Staff

The **Office of the Chief of Staff (OCOS)** manages day-to-day operations, which include the Divisions of Compliance, Finance, Public Affairs, Technology, and Administrative support functions. The OCOS supports the Commission by coordinating all staff activities to work within the framework created by the Indian Gaming Regulatory Act (IGRA) for the regulation of gaming activities conducted by sovereign Indian Tribes on Indian lands. OCOS also is responsible for NIGC's daily administrative operations, including all aspects of human resource management, budgeting and procurement, physical infrastructure management and the health and safety of Agency employees.



**Rea Cisneros**  
Acting General Counsel

The **Office of General Counsel (OGC)** serves as NIGC's legal staff. It represents the Chair and the Commission in all Agency matters, including providing the Commission and its staff with legal advice on the Agency's activities, coordinating litigation with the Department of Justice and other agencies, reviewing Tribal ordinances and management contracts, and providing counsel on other matters that arise as NIGC fulfills its regulatory mission. OGC also provides legal opinions to Tribal gaming industry stakeholders on a variety of issues, including Indian lands, game classification and whether a particular agreement implicates management or concerns related to sole proprietary interest.



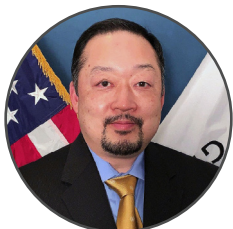
**Thomas Cunningham**  
Chief Compliance Officer

The **Division of Compliance** monitors compliance of Tribal gaming operations in accordance with IGRA by working closely with more than 5,000 Tribal regulators. The Division includes eight regional offices comprised of compliance and audit staff. The Division monitors through tracking, training, audits, site visits, observation, and reporting in conjunction with established relationships with Tribal regulatory agencies.



**Yvonne Lee**  
Chief Financial Officer

The **Division of Finance** handles the Commission's fiscal and budgetary matters and supports the Agency's day-to-day accounting and financial activities. The Division performs the tasks as part of NIGC's statutory and regulatory duties and is also responsible for the accounting and financial functions such as calculating fee rates, and collecting fees for Class II and Class III gaming, fingerprint, and background investigation payments; conducting management contract reviews and background investigations for third-party contractors; and preparing annual Gross Gaming Revenue information for public release.



**Jun Kim**  
Chief Information Officer

The **Division of Technology** is responsible for providing Agency managed Information Technology (IT) networks and communications infrastructure services, Criminal Justice Information Services (CJIS), and technical operations and support services to internal and external stakeholders. Tribal community support includes Information Technology Vulnerability Assessments, CJIS audit services, technical assistance and trainings. DoT also supports the Agency through technology research on emerging technologies impacting gaming and support services. Finally, the Division processes Freedom of Information Act (FOIA) requests and enforces Privacy Act and Records Management compliance for the Agency.



**Justin Platt**  
Chief of Public Affairs

The **Division of Public Affairs** provides Tribes, Tribal regulators, Congress, the public and other stakeholders with clear and accurate information about the National Indian Gaming Commission's programs and activities. The Division is responsible for planning, coordinating and managing the Agency's media relations, community engagement, legislative affairs, and training programs.

# Industry Integrity

## Protecting Indian Gaming



In the more than three decades since IGRA's passage, Indian gaming has grown from a metaphorical start-up to a globally recognized leader in all aspects of the casino business.

The proof in part lies in the nearly \$42B in Gross Gaming Revenue (GGR) realized this fiscal year, every dollar of which is a product of excellence in all areas – from regulatory compliance to enforcement, from operations to hospitality, and extending to patron and employee health and safety.

Gaming Tribes' hard-earned expertise, coupled with the Agency's unwavering commitment to preserving industry integrity, has yielded a fair, respected, and sustainable path to continued prosperity even when faced with a rapidly changing industry.



## Central to our Mission

A core part of NIGC’s mission is to promote industry integrity. The Agency accomplishes this goal through its compliance, IT, financial regulatory policies and enforcement actions. These all work to protect the valuable resource that Indian gaming represents for many Tribal communities.

In FY 2024, NIGC delivered services, systems and oversight across the industry.

These efforts ensured an effective and efficient regulatory framework that provided Tribes the opportunity to build and sustain resilient and strong gaming operations. In many communities, this promotes economic sustainability and workforce development opportunities that help Tribes maintain self-sufficiency and strengthen Tribal sovereignty.

## SPOTLIGHT ON Regulatory Compliance

NIGC’s Compliance Division staff help ensure the integrity of gaming operations under IGRA through conducting site visits and audits, implementing background and licensing requirements, and performing investigations, training and technical assistance (TA). When necessary, the Division recommends enforcement actions to the Chair.

In addition to assisting the regional offices with investigations and special assignments, the Division collaborated with the Division of Technology through an internal working group developed to respond to cyber events reported to or detected by the Agency. This included creating and distributing technology alerts involving phone scams at Tribal gaming operations and cybersecurity defense.

To ensure sustainable gaming activities, in FY 2024, NIGC Compliance Division provided formal regulatory compliance training at 75 events (in-person and virtual). These training events reached 16,827 attendees, totaling 294 training hours.

Additionally, the regional office staff provided TA to Tribes, operation staff and Tribal Gaming Regulatory Authorities (TGRAs) through in-person meetings, phone calls, emails and letters of technical assistance (LTA). The regions recorded 4,396 such events for a total of 2,306 hours in TA provided.

## Letters of Concern (LOC)

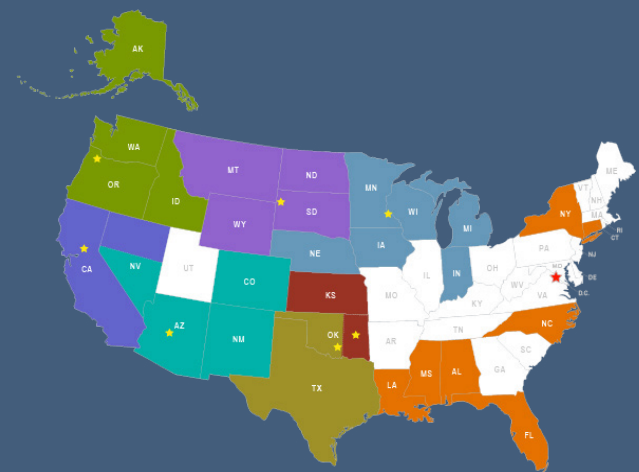
Letters of Concern address serious compliance issues that can potentially result in violations of the Indian Gaming Regulatory Act (IGRA), and through technical assistance and training allow Tribes to remediate issues through voluntary compliance before escalation.



FY 2024 Division of Compliance issued 11 LOCs. From these, six were a result of Financial Statements and AUP Reviews, with one being an adverse audit. Seven were a result of Compliance site visits.

### Providing opportunities to build and sustain gaming operations with regulatory excellence and operational integrity.

## NIGC's Regional Map



Detailed Regional Map available in the Annex.

# NIGC Compliance Division

In FY 2024, the Division of Compliance issued 11 Letters of Concern (LOC) to mitigate serious regulatory violations through voluntary compliance and technical assistance. The Division also worked closely with NIGC's Office of General Counsel (OGC) to develop a revised Alternate Standard process and flowchart, as well as conducted joint training with IT Audit and OGC.



Located in the **Annex** is a complete list of the Agency's compliance activities for FY 2024.



# Technology

The Division of Technology (DoT) is composed of five programs: Criminal Justice Information Services (CJIS) Audit Unit (CAU), Cybersecurity, Information Technology (IT) Audit, Information Technology Operations, and Privacy & Records and Information Management.

The CAU program oversees implementation of NIGC’s external and internal compliance strategies to achieve and demonstrate compliance with the Memorandum of Understanding (MOU) between the Federal Bureau of Investigation (FBI) and NIGC concerning Noncriminal Justice Fingerprint Submissions. CAU staff also provide training, technical assistance, conduct selective audits/investigations and publish relevant CJIS resources. In FY 2024, the CAU continued their efforts to keep pace with the FBI CJIS Division’s Criminal Justice Information Services Security Policy (CJISSECPOL) modernization.

Performance Measure	FY 2024 Totals
Technical Assistance to Tribes	305
CJIS Training Events	11
Revised / New NIGC CJIS Resources	19
Local Agency Security Officer (LASO) Notifications	40

NIGC's Office of Cybersecurity implements cybersecurity strategies and policies for the Agency and maintains information security responsibilities to ensure the confidentiality, integrity, and availability of Agency information and assets. This fiscal year, the Cybersecurity program increased efforts to promote and nurture a cybersecurity culture through collaboration and outreach with both internal and external stakeholders.

The IT Audit program provides a wide range of IT audits, vulnerability and internal controls assessments, and technical training and assistance. In FY 2024, IT Audit, in collaboration with Cybersecurity, elevated campaigns that promoted cyber awareness for Agency staff and external stakeholders. The IT Audit program also coordinated and hosted the annual Cyber Security Symposium consisting of three training sessions with over 600 attendees.

From left Justin Platt, Tim Cotton, Kimberly Revilla, Abner Desir, Jun Kim, Eddie Hall, Steve Brewer at the GLI Roundtable, in Las Vegas, Nevada.

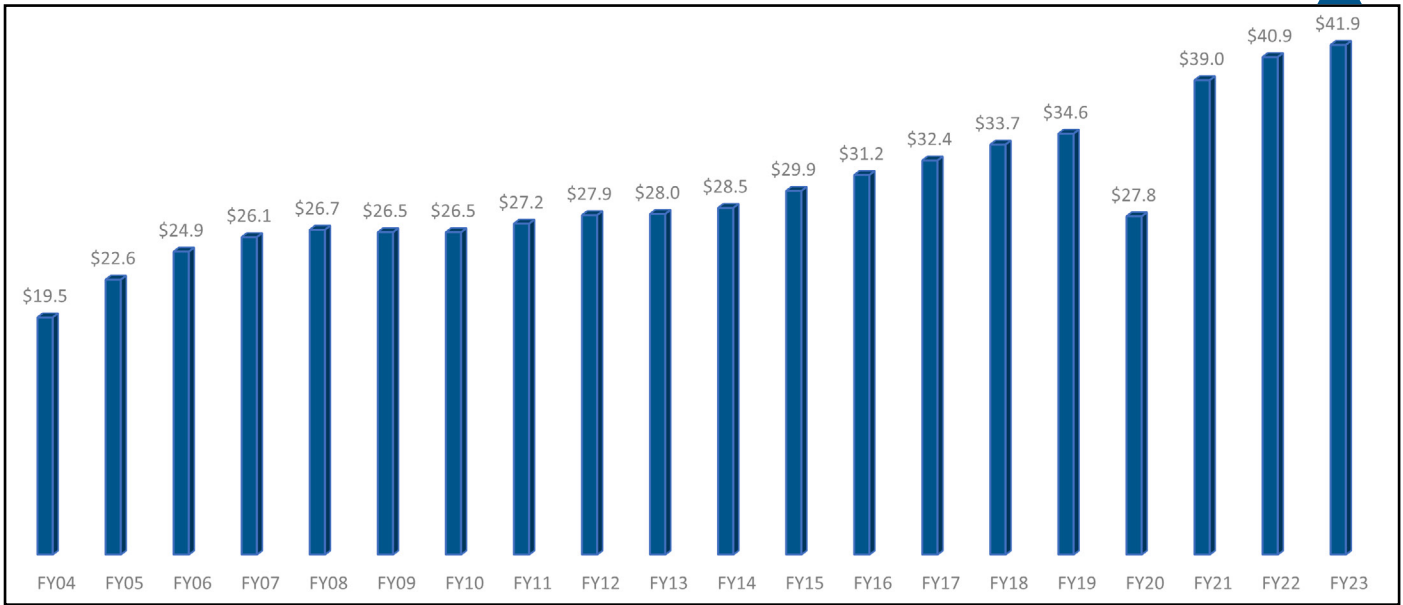


# SPOTLIGHT ON

## Indian Gaming Revenue | FY 2023 - \$41.9B

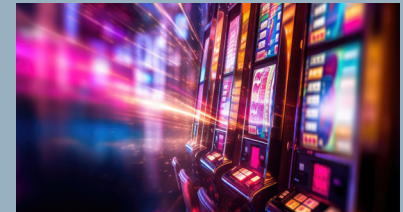
This fiscal year, the Division of Finance saw great strides in reporting from Tribal gaming operators. Five hundred twenty-seven gaming operations submitted their annual Audited Financial Statement (AFS) – calculations from submissions recorded a historic FY 2023 gross gaming revenue of \$41.9B.

**\$41.9  
BILLION**



**\$41.9B**  
GGR  
FY 2023

**+ 2.4%**  
from  
FY 2022



### Meet Our Team: Compliance



"As a compliance officer with NIGC, I thoroughly enjoy having the opportunity to visit with Tribes, strengthen relationships, and support TGRAs, with the mutual goal of achieving and maintaining compliance. Although my role can be challenging at times, it is satisfying when non-compliant matters result in voluntary compliance.

As a Tribal member, I understand the importance of NIGC's mission and I am grateful to have the ability to contribute to Tribal communities, while working alongside an exceptional team at NIGC. "

**Erika Panther** | Compliance Officer



# Management Contracts

An essential part of NIGC’s mission to help Tribes remain resilient and ready is the coordination of management contract submissions and a review process, which includes receiving, distributing, reviewing/processing, and finalizing submissions.



In FY 2024, Tribes submitted three new contract/ amendment submissions.

NIGC’s Division of Finance works closely with the Agency’s Office of General Counsel to make recommendations to the Chair regarding the approval or disapproval of management contracts and modifications submitted by Tribes and management.

During FY 2024, the Chair approved two management contracts. In addition to this approval, one modification to the list of persons and entities of the management agreement was approved by the Chair.

# Background Investigations

NIGC’s background investigations team investigates individuals and entities with a financial interest in, or management responsibility for, management contracts entered into between Tribal governments and prospective management companies. The team summarizes investigation findings and makes suitability recommendations of management contractors to the Chairman for decision. In FY 2024, this team continued to conduct financial background investigations on persons and entities associated with the management contractors. 29 applications for background investigations were received in FY 2024, including 22 individuals and seven entities. Twenty-three investigations (10 individuals and 13 entities) were completed, and five applications were withdrawn during the investigation process in FY 2024.

# 29

Applications

The Agency received twenty-nine applications for background investigations (22 individuals and 7 entities).

# 23

Investigations

The team completed twenty-three background investigations (10 individuals and 13 entities).

# 53.5%

Utilization Rate

Overall Financial Background Investigators' utilization rate was over fifty-three percent for FY 2024.

# Meet Our Team: Compliance



“Being an NIGC Auditor is so much more than just a job. It’s a privilege with great responsibility and I couldn’t love it more! Working with our Tribal partners, in protecting themselves and their gaming operations, encourages growth and prosperity and provides essential resources and opportunities for their members and the communities around them.

The work we do today, helps to secure the futures of generations to come. And being a part of that is one of the most rewarding things I have ever done.”

**Lora Taylor** | Auditor



# Preparedness

Promoting Resilience and Safety



**A** cornerstone of NIGC's outreach and engagement with gaming Tribes is protecting the public health and safety of employees and patrons in an ongoing investment in the future.

This year the Agency expanded its previous work on cyber preparedness, while focusing resources on offering technical assistance to small and remote Tribes.

In the face of a changing climate and emerging threats in cyberspace and from AI, the Agency worked hand-in-hand with Tribal operations to strengthen the systems and procedures already in place.

NIGC continued its partnership with other federal agencies, bringing a collective expertise to ensure Tribal facilities are prepared to challenge future threats to the industry, and set the conditions for decades of sustainable operations to come.



# SPOTLIGHT ON Environmental Public Health and Safety (EPHS)

In FY 2024, the EPHS program transitioned to the Division of Public Affairs, continuing its mission to deliver training, raise awareness, provide technical assistance, conduct in-person EPHS assessments, review documents, and present at conferences for the Tribal gaming industry. FY 2024 activities included seven site visits, resulting in 364 findings requiring corrective action.

The program also strengthened interagency collaboration, partnering with federal agencies and contractors such as Department of Homeland Security (DHS), Federal Emergency Management Agency (FEMA), Cybersecurity and Infrastructure Security Agency (CISA), Bureau of Indian Affairs (BIA), Department of Justice (DOJ), Indian Health Service (IHS), Louisiana State University (LSU) Academy of Counter-Terrorist Education with the National Center for Biomedical and Research Training (NCBRT), and federal Occupational Safety and Health Administration (OSHA) to deliver training and support.

A notable highlight was a request from the Three Affiliated Tribes in North Dakota to conduct a comprehensive EPHS assessment of their Four Bears Casino and Lodge, Marina, and River Willow Riverboat, which includes gaming operations. NIGC's EPHS and Rapid City Region Compliance Teams collaborated with the Three Affiliated Tribal Gaming Regulatory Authority, Four Bears Casino management, and the River Willow captain to conduct the assessment of the three-level riverboat. This unique opportunity facilitated discussions on EPHS training and awareness, enhancing the Tribe's preparedness and safety initiatives.

Aboard the Three Affiliated Tribes River Willow River Boat Gaming Yacht. On the top deck Eddie Ilko, Jim McKee, Susan McGuire, and Shanda Bissonette are pictured with the Three Affiliated TGRA staff, Four Bears Casino management team and River Willow Captain and staff.



## EPHS Program Engagements



**43** Training, Events, & Presentations



**3214**  
External/Internal Stakeholders

equating to

**48.5  
HOURS**



**7**  
EPHS  
On-Site Assessments

**Commitment to Tribes for emergencies and mitigating risks.**

# SPOTLIGHT ON Tulsa Regional Office

Who do Tribes call when they need assistance with scheduling training, mitigating regulatory compliance issues, and technical assistance? NIGC regional offices, that's who.

NIGC's Tulsa region is one of eight regional offices staffed by the Agency. The region provides regulatory oversight in partnership with 19 Tribes who operate 75 licensed gaming operations across Eastern Oklahoma and Kansas.

Office staff include Regional Director Marcelin R. Ober, Administrative Assistant Christie Jamison, and Compliance Officers Brian Moody, Miranda Page, and Delany Walker. As part of regulatory accountability and industry integrity, the team conducted 88 site visits across the region in FY 2024. These visits were held both in-person and virtually.

To promote the Agency's commitment to preparedness, the region provided Tribes with resources to yield positive Occupational Health and Environmental Safety outcomes in areas such as emergency response. Like other NIGC regions, the Tulsa staff remain abreast of advancements in the industry through continuous professional development and participation in on-the-ground consultations with Tribes.

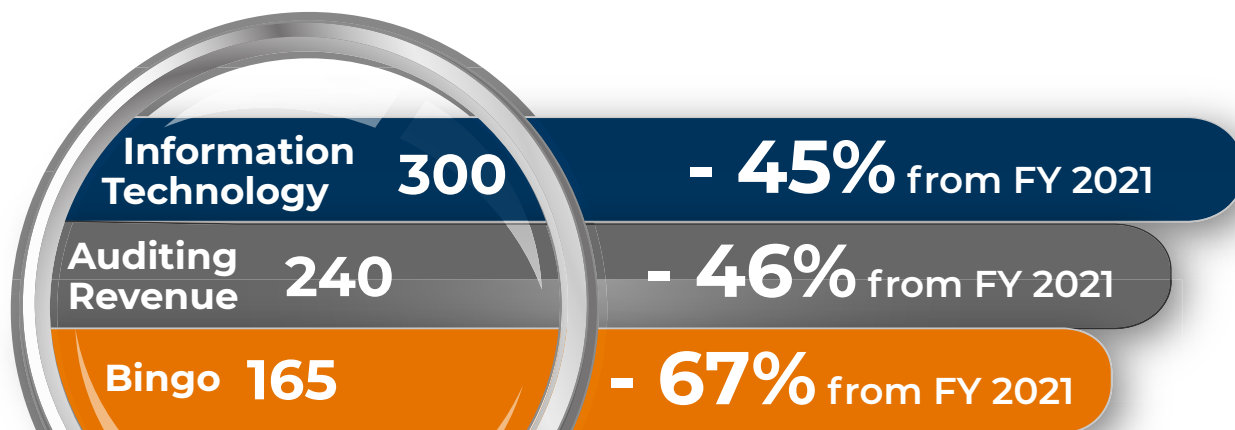


Above pictured are Shannon Swepston, Delany Walker, Marci Ober, Mary Parker, William Thomas, Miranda Page, Mandy Cisneros, Christie Jamison for the Tulsa Region holiday lunch.



## Regulatory Preparedness

From FY 2021-2023 the Agency's Audit team conducted training for 18,422 participants, representing 228 Tribes. This intensive outreach and training effort helped lower the number of findings noted in the Agreed-Upon Procedures (AUP) Reports submitted to NIGC, significantly in areas that typically have the most AUP findings: Information Technology (IT), Auditing Revenue, and Bingo.



During this period the **largest decline** was in the area of **Bingo**. Over the same period, the number of IT findings and total Auditing Revenue findings decreased.

## Supporting Tribal Outreach



**84**  
Training  
Events

**23.2K**  
Internal and/or  
External  
Attendees



# SPOTLIGHT ON Internal Training

The training program ensured the Agency's personnel stayed abreast of industry changes and remained highly qualified in their areas of expertise by offering **35 optional internal training sessions**, joined by more than **500 attendees**. NIGC, in collaboration with Training's Instructional System Specialists (ISS) team and the Division of Technology (DoT), developed its first-ever Information Management and Technology (IMT) e-learning course tailored specifically to the Agency's and industry's training needs for NIGC employees.



*The Agency achieved 100% compliance with the IMT meeting our federal training requirement."*

Another major focus of NIGC's internal training was creating, executing, and completing the Information Management and Technology training. NIGC's Talent and Employee Development Specialist (TEDS) created job aids for a series of professional skills and Agency-required topics. These aids and training supplements included topics for DOI Talent, Login.gov access, Recording in Teams, and QuickTime payroll functions. These job aids are the first of many that are both interactive and available to NIGC staff.

TEDS also coordinated with the Bureau of Safety and Environmental Enforcement (BSEE) to publish a complete list of FY 2024's Employee Fundamentals training courses on NIGC's intranet, with each session advertised by email to all staff.



## Assessments and Audits



**5**  
Internal Controls Assessments (ICA)

**31**  
IT Vulnerability Assessments\*

\*8 external and 12 internal-2,333 critical vulnerabilities identified

## Meet Our Team: Administration



"As a newer NIGC team member, I'm grateful for how much I've already learned about the regulatory side of Tribal gaming and federal processes. Working in the Office of the Chief of Staff has provided the opportunity to understand the different divisions and ample training to supplement our operations. Everyone's willingness to share their knowledge and work together to fulfill our mission has been the highlight of my first year. I'm proud of the work the Agency does promoting Tribal development, and I look forward to continued growth as part of the team."

**Kira Villarreal** | Administrative Officer



IT Audit Manager Tim Cotton interviewing with Indian Gaming magazine at the Global Gaming Expo (G2E) in Las Vegas.

## Meet Our Team: Technology

"I have worked with NIGC for over 25 years, and what I've enjoyed most about this role is learning about the diverse cultures of different Tribes. It has been fascinating to gain insight into histories and traditions not typically taught in schools or found in books. In my role, I assist Tribes by supporting new employees in positions such as Local Agency Security Officer's (LASOs) and background investigators. I provide guidance on how to use the Tribal Management System (TMS) portal, operate Livescan equipment, and ensure the proper formatting of fingerprint cards. I guess you can say I sort of train new LASO's and Background investigators by helping them become familiar with the job and what their responsibilities would be. I also manage all mail received at NIGC headquarters related to hard cards, including processing, dating, and stamping them. Additionally, I handle the distribution of hard card packages to Tribes, whether they are re-established or just starting up."



**Seneca Chavis** | Investigative Background Specialist



# Outreach

## Connecting with Stakeholders



The Agency’s emphasis on targeted outreach helps bring industry best practices to those who will implement them daily on the ground, at facilities of all sizes and complexities. But growing expertise also extends to the partnerships gaming Tribes have with each other and across the larger industry.

The willingness of the Indian gaming community to share hard-earned lessons and successful strategies is a testament to how Tribal gaming operations and regulatory activities are leading the way in the industry.

As a facilitator, advisor and regulator in this community, NIGC continues to provide the most comprehensive training and technical assistance, delivered to both maximize the impact for stakeholders and conserve Tribal resources.



## Delivering Services

In addition to NIGC's other standard training services, the Environmental, Public Health and Safety (EPHS) Program provided training alongside other federal agencies and contractors including the DHS, FEMA, CISA, BIA, DOJ, IHS, OSHA, and LSU / NCBRT.

The EPHS program conducted **43 sessions** on area-specific topics for **more than 3,000 attendees.**

## Service Excellence

The Training Program received 6,780 evaluations from attendees in FY 2024, representing a completion rate of 50%. The data reflects those who voluntarily participated in the evaluations and not the absolute overall attendance. For all NIGC courses, the **satisfaction rate was 91%**, indicating that NIGC training met the overall audience's expectations and course objectives.



**Kirian Fixico |**  
Training  
Specialist

"One of the best parts of working with NIGC and Training Program, is the opportunity to work with so many Tribes and federal agencies. I appreciate the environment where I can collaborate with these entities to achieve common goals. I can share my knowledge and at the same time learn from these experiences. These experiences help me understand the similarities and differences across the gaming industry and the native communities. I move forward with the goal that I can provide learning that is beneficial to our stakeholders. This has provided me with the ability to collaborate with diverse entities in formulating solutions to complicated matters. I look forward to continued service with NIGC."

## Training Connection

Below illustrates the total percentage of gaming Tribes across all regions connected with NIGC training.



**TRAINING CONNECTION**  
to all Tribes  
in the regions

This further demonstrates both in-person and virtual formats continue to be in demand.

## NIGC provides Training Solutions that work.

### Video Training Library

In FY 2024, the Training Program continued to increase the NIGC's video library consisting of 151 recordings, up from 117 (29.1%), to ensure stakeholders had many opportunities to attend training. The video library continues to grow through recording virtual training courses that are accessible on NIGC's YouTube Channel.

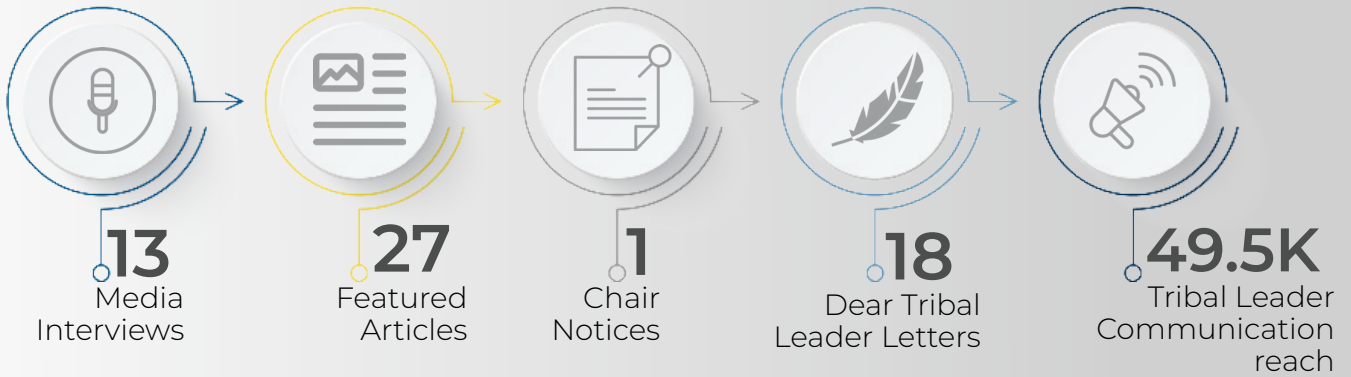


# Public Affairs

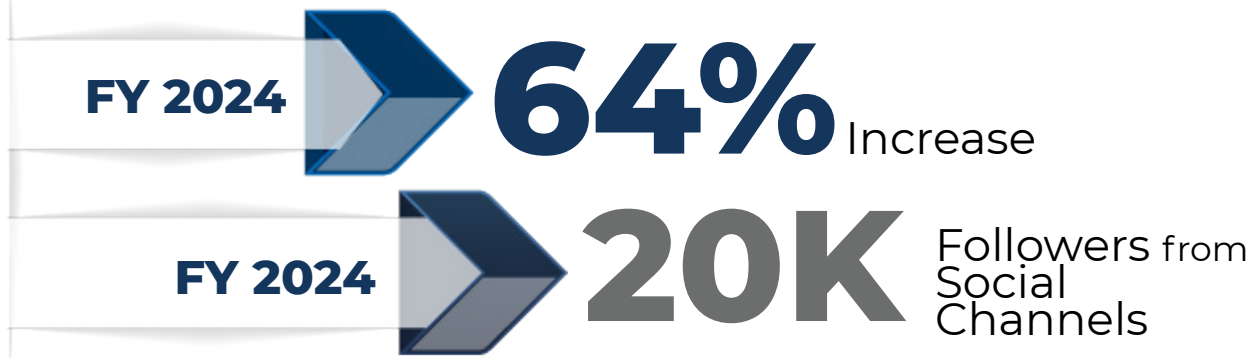
## Strategic Communications

In FY 2024, the Division of Public Affairs (DPA) focused their efforts on expanding public communication opportunities, government-to-government outreach, and training accessibility.

The Commission participated in eleven (11) on-the-record interviews for FY 2024 with gaming industry publications to inform stakeholders about Agency updates, progress, and to help broaden NIGC’s brand awareness. (GGB-February 2024, Yogonet-February 2024; SBC Media-February 2024; Gambling Insider-February 2024; Indian Gaming Magazine-February 2024; Indian Gaming Magazine-February 2024; Gaming America-April 2024; GGB-April 2024; Indian Gaming Magazine-April 2024; Casino Update-April 2024; Tribal Gaming and Hospitality Magazine-April 2024).



Social media channels experienced further growth in FY 2024 since FY 2021.



From left: Amber McDonald, CAU CJIS Auditor and NIGC’s Acting Chair, Sharon M. Avery attended the Tribal Gaming Protection Networks (TGPN) for Women in Tribal Gaming Symposium at Wild Horse Pass, in Chandler, Arizona. This conference provided NIGC attending staff with several breakout sessions, featured panel discussions, and networking.

## SPOTLIGHT ON Human Trafficking Awareness and Prevention

Under the Indian Gaming Regulatory Act (IGRA), NIGC has a responsibility to ensure the public health and safety of Tribal gaming enterprises. All industries, including Indian gaming, are susceptible to human trafficking activities.

Since 2017, in collaboration with federal partners and non-government officials, NIGC has played an active role in addressing this human rights issue through in-person presentations, virtual training and other resources, like our [human trafficking toolkit](#), created in collaboration with the DHS Blue Campaign, located on our [human trafficking resource page](#).

Last year, NIGC conducted 30 human trafficking prevention presentations to almost 3,000 participants in the Tribal gaming and hospitality industries. NIGC's most recent collaboration with DHS' Center for Countering Human Trafficking and the Blue Campaign is a [human trafficking training video](#), that explores key indicators for trafficking, the connection between trafficking and money laundering, as well as actional steps to safely report and address suspected cases.

At one of those presentations, NIGC's Vice Chair, Jeannie Hovland and Eddie Ilko, Safety and Occupational Health Manager joined the Bureau of Indian Affairs (BIA) and Department of Homeland Security (DHS) on stage at the G2E Conference in Las Vegas, Nevada to provide updates and guidance for Combatting Human Trafficking. For a direct link to the CDC Gaming article highlighting this event, visit the [CDC Gaming article](#).

From right: NIGC Safety and Occupational Health Manager Eddie Ilko, Vice Chair Jeannie Hovland, and federal agency representatives discuss human trafficking prevention at the 22nd annual Global Gaming Expo.



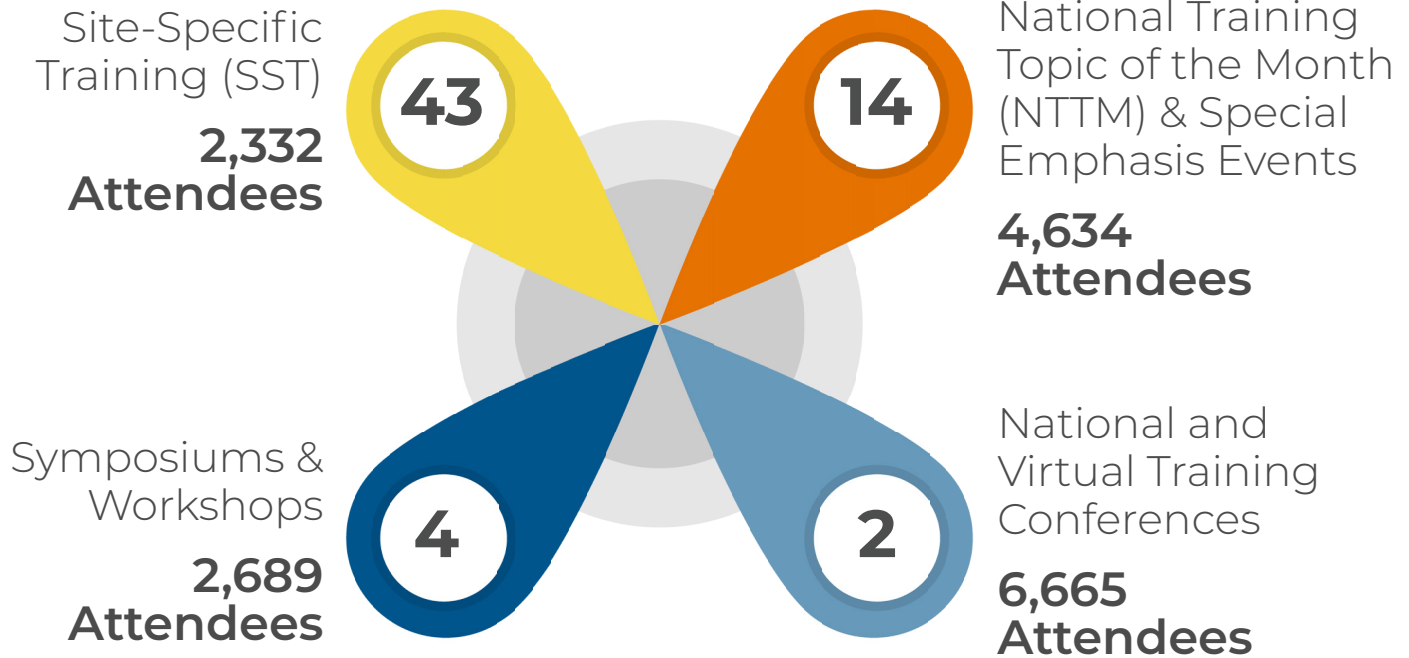
## Self-Regulation

Tribal leaders proposed IGRA's self-regulation provisions during the initial development of the law. Under IGRA 25 C.F.R. Part 518, it was created allowing any Indian tribe that operates class II gaming activity to petition the NIGC Commission for a certificate of self-regulation. In FY24 Acting Chair Sharon Avery appointed Christinia Thomas to replace Dustin Thomas as the Director of NIGC's [Office of Self-Regulation](#), and appointed Shawna Castellano as the Deputy Director.



# Getting the Message Out: Training Events, Seminars, Symposiums, and More!

The National Indian Gaming Commission Division of Public Affairs training program successfully delivered an impactful outreach training program during Fiscal Year 2024, underscoring its commitment to stakeholder engagement and education. The team completed **84 training events** throughout the year, reaching **23,162 internal and external stakeholders** and offering invaluable resources to enhance knowledge, regulatory compliance, and operational efficiency across a wide range of areas.



## Legislative and Intergovernmental Affairs

Throughout FY 2024, NIGC's Legislative and Intergovernmental Affairs Program exemplified a commitment to excellence by refining communication processes and elevating engagement with Tribal leadership. Under the expert guidance of the Legislative and Intergovernmental Affairs Specialist, the program prioritized enhancing the effectiveness and efficiency of NIGC communication channels, evident in the meticulous coordination of NIGC's congressional, legislative, and intergovernmental initiatives. By fostering collaborative relationships, strengthening leadership engagement, and conducting meaningful consultations and outreach activities, the program demonstrated its unwavering commitment to achieving robust and impactful intergovernmental relations.

Pictured with our Acting Chair, Sharon M. Avery is several NIGC Staff in attendance at the Tribal Gaming Protection Networks (TGPN) for the Women in Tribal Gaming Symposium at Wild Horse Pass, located in Chandler, Arizona.



# Office of General Counsel

The National Indian Gaming Commission’s Office of General Counsel (OGC) experienced significant developments in FY 2024, including key staff transitions and strategic realignments to enhance its capacity. Sharon M. Avery, previously an Associate General Counsel, was appointed as an Associate Commissioner on May 6, 2024.

Additionally, Femila (Mila) Ervin stepped in as Acting Associate General Counsel, joining Esther Dittler, who continues to serve as an Acting Associate General Counsel. New team members brought fresh perspectives and specialized expertise, strengthening the office’s ability to address emerging legal challenges in the gaming industry.

These changes underscore NIGC's commitment to maintaining a robust legal framework that supports Tribal sovereignty and promotes integrity in Indian gaming. These appointments have been instrumental in maintaining the OGC's commitment to providing expert legal guidance and upholding the integrity of Indian gaming operations.

## FY 2024 HIGHLIGHTS



**Sharon M. Avery**  
appointed  
**Associate Commissioner**  
May 6, 2024.



**Expert legal guidance**  
on regulatory compliance, Tribal gaming operations, and policy initiatives.



Robust legal framework **promoting integrity** in Indian gaming and **supporting Tribal sovereignty**.

Matter Type	# Reviewed
Declination letters	19
Gaming ordinances	63
Indian Lands opinions	3
Management contracts	5
Game classification opinions	7



The Office of General Counsel pictured during a visit to the Acoma Pueblo.



# Agency Accountability

## Maintaining Efficiency and Trust



**W**ith a steadfast commitment to good governance, fiscal responsibility, and meaningful assessment, NIGC endeavors to lead from the front through transparency and rigorous adherence to these principles.

These practices aid the Agency in assisting Tribes with protecting and preserving the beneficial resource gaming represents. NIGC remains constantly vigilant for disruptions or threats to our ability to regulate and support Tribes under IGRA.

Now in its second full year of technological infrastructure modernization, the Agency continues on a path to be both adopter and practitioner of industry best practices in safeguarding critical data, systems, and defending against possible cyberthreats.

## Employee Satisfaction

In 2024 the National Indian Gaming Commission (NIGC) successfully conducted the Federal Employee Viewpoint Survey (FEVS) among 124 full-time federal employees with at least one year of service. The Agency achieved an impressive 80.6% participation rate, with 100 eligible employees responding—marking the second consecutive year of a 10% increase in participation.

This sustained growth in engagement reflects NIGC’s steadfast commitment to fostering clear and transparent communication across the Agency. Additionally, more employees have expressed confidence that survey results are actively leveraged to drive meaningful improvements, further enhancing NIGC’s reputation as an excellent workplace.

In 2024, the Office of the Chief of Staff, along with Internal Training and Development, developed an internal FEVS peer review group to bolster employee engagement and participation in the FEVS.

This **volunteer-driven** initiative brought together Agency staff to **develop targeted strategies** and refine communication approaches to maximize involvement in the **FY 2024 FEVS**.

The peer review group delved deeper into areas where Agency satisfaction or agreement fell below 80% to identify actionable insights and recommend improvements, reinforcing NIGC’s dedication to leveraging FEVS results for meaningful workplace enhancements. This initiative underscores the Agency’s ongoing commitment to fostering a positive and responsive organizational culture.

# 99%

Employees believe that their work relates to the Agency’s goals.

## SPOTLIGHT ON NIGC FY 2024 Federal Employee Viewpoint Survey (FEVS)



The 2024 Federal Employee Viewpoint Survey (FEVS) was distributed to full-time federal employees with at least one year of service in the Agency.

### Office of Personnel Management Federal Employee Viewpoint Survey

NIGC saw improvements and exceedingly high satisfaction rates in the following measured categories:

# +12%

Managing a Changing Work Environment

# +13%

Organizational Communication

# +29%

Workplace Performance

# 86%

Employees who believe that the results of this survey will be used to make the Agency a better place to work.



# Financial Management

The Division of Finance staff continued to work hard in FY 2024 to manage the day-to-day accounting and financial activities for the Agency. To protect the Tribes' best interest, finance staff reviewed complicated management contracts and completed background investigations.

The division processed timely fee payments to ensure the continuous funding of NIGC. They completed all procurement requests to help facilitate smooth operations for other division employees. FY 2025 fee rate and fingerprint fee can be viewed [here](#).

NIGC's approved FY 2024 budget is \$33.8M, with a modification for an additional \$1.2M for construction of the new D.C. office. Budget allocations also include investment in staffing 138 full-time employees and five fellows/interns. A full breakdown of the budget can be found on [NIGC's website](#).

NIGC's Accounting Services team partnered with offices in the Departments of Interior and Treasury to provide daily accounting support to the Agency, including financial reconciliation and audits, Tribal fee payments and invoicing, travel reimbursement, and internal/external financial reporting.

In FY 2024, NIGC's Accounting Services team continued to manage the electronic fee payment system through Pay.gov to help the Agency improve its collaborative relationship with Tribes and to promote efficiency of online payments. *Note: The Division of Finance has both "Accounting Services" and "Financial Services" teams which are responsible for different tasks.*



**1565**  
Fee Payments

**Fee payments** received and processed during FY 2024 (909 checks plus 656 Pay.gov payments).



**1594**  
Fingerprint Payments

**Fingerprint payment checks** received and processed during FY 2024 (1293 checks plus 301 Pay.gov payments).

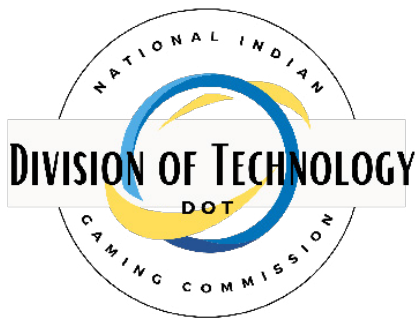
## Fee Rate

The Agency is funded through quarterly payments from the Tribes to ensure sufficient funding to meet statutory and regulatory responsibilities. Fees are based on a percentage of the Tribal gaming operation's assessable gross revenues.

In FY 2024, the Commission set the annual fee rate for Tribal gaming operations to 0.08%, with a fee receipt totaled at \$29.4 million.

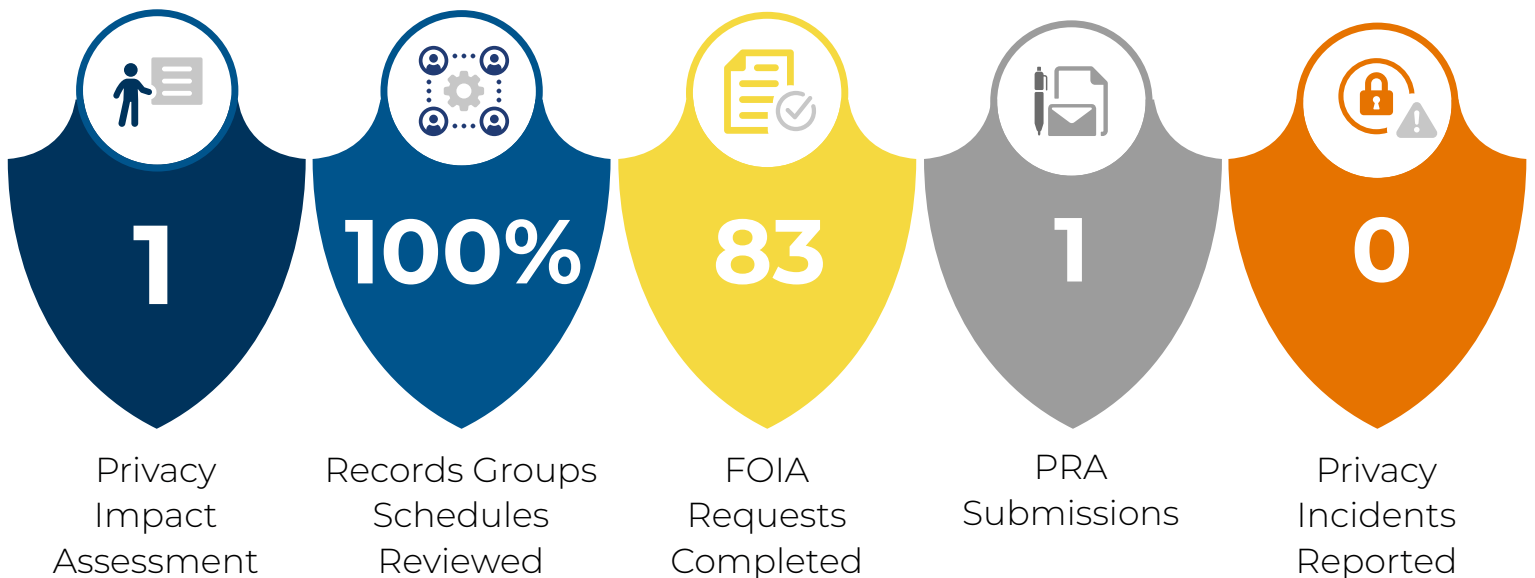
FY 2024 fee rate was calculated based on the FY 2022 GGR, the Agency's FY 2024 budget, and the existing carryover balance as of the end of FY 2023.

# SPOTLIGHT ON Privacy & Records Information Management (PRIM)



The Privacy & Records Information Management (PRIM) office oversees the Agency's administration of federal records and information statutes in accordance with the Federal Records Act (FRA), the Freedom of Information Act (FOIA), the Privacy Act (PA), the Paperwork Reduction Act (PRA), the National Archives and Records Administration (NARA), and the Office of Management and Budget (OMB) records management and privacy protection requirements. In FY 2024, PRIM deployed a mass Agency-wide effort to convert paper-based records to electronic form in compliance with OMB directives.

## PRIM Performance Measures



## Meet Our Team: Finance



**Heather Fowler |**  
Financial Specialist

"As a Financial Specialist part of my job includes the review of Management Contracts between Tribes and managers. The review of Management Contracts is both challenging and rewarding. The challenge arises because no two Contracts are alike, which presents new scenarios to evaluate and provides an opportunity to think about new ideas or existing concepts in different ways. Through my review of the Management Contract, I am able to assist Tribes in ensuring they have the sole proprietary interest in their negotiated Contracts and that they are the primary beneficiaries of their gaming operations."



# ANNEX

## FISCAL YEAR 2024 PERFORMANCE AND SUPPLEMENTS



# NIGC Division of Compliance

Overall comparison report from FY 2023 and 2024 indicating quantity of change.

Overall Summary	FY 2024	FY 2023	Difference
Site Visits	698	644	+54
Internal Audit Checklists	95	84	+11
Licensing Reviews	293	234	+59
Criminal Justice Information Services (CJIS) Audits	18	38	-20
Total Licensing Submissions	236,515	244,476	-7,961
Total Open Investigations	13	13	0
Preliminary Investigations	13	8	+5
Closed Investigations	2	4	-2
Enforcement Actions	2	4	-2
Criminal Referrals	0	0	0
Letters of Concern Issued	11	12	-1
Letters of Concern Closed	6	2	+4
New Settlement Agreements	1	2	-1
Settlement Agreements Monitored	9	9	0
Technical Assistance Events	4,396	3,854	+542
Technical Assistance Hours	2,306	1,982	+324
AUP Received and Reviewed	413	408	+5
AFS Received and Reviewed	527	519	+8
Alternate Standards Requests	6	9	-3
Internal Control Assessment (ICA) Conducted	11	8	+3
Internal Control Assessment (ICA) Follow-ups	9	2	+7
Internal Audit Reviews (IARs)	2	2	0
Investigative Audit (IVAs)	2	2	0
Internal Audit Review (IAR) Follow-up	1	0	+1



# NIGC Division of Compliance

## Letters of Concern (LOC)

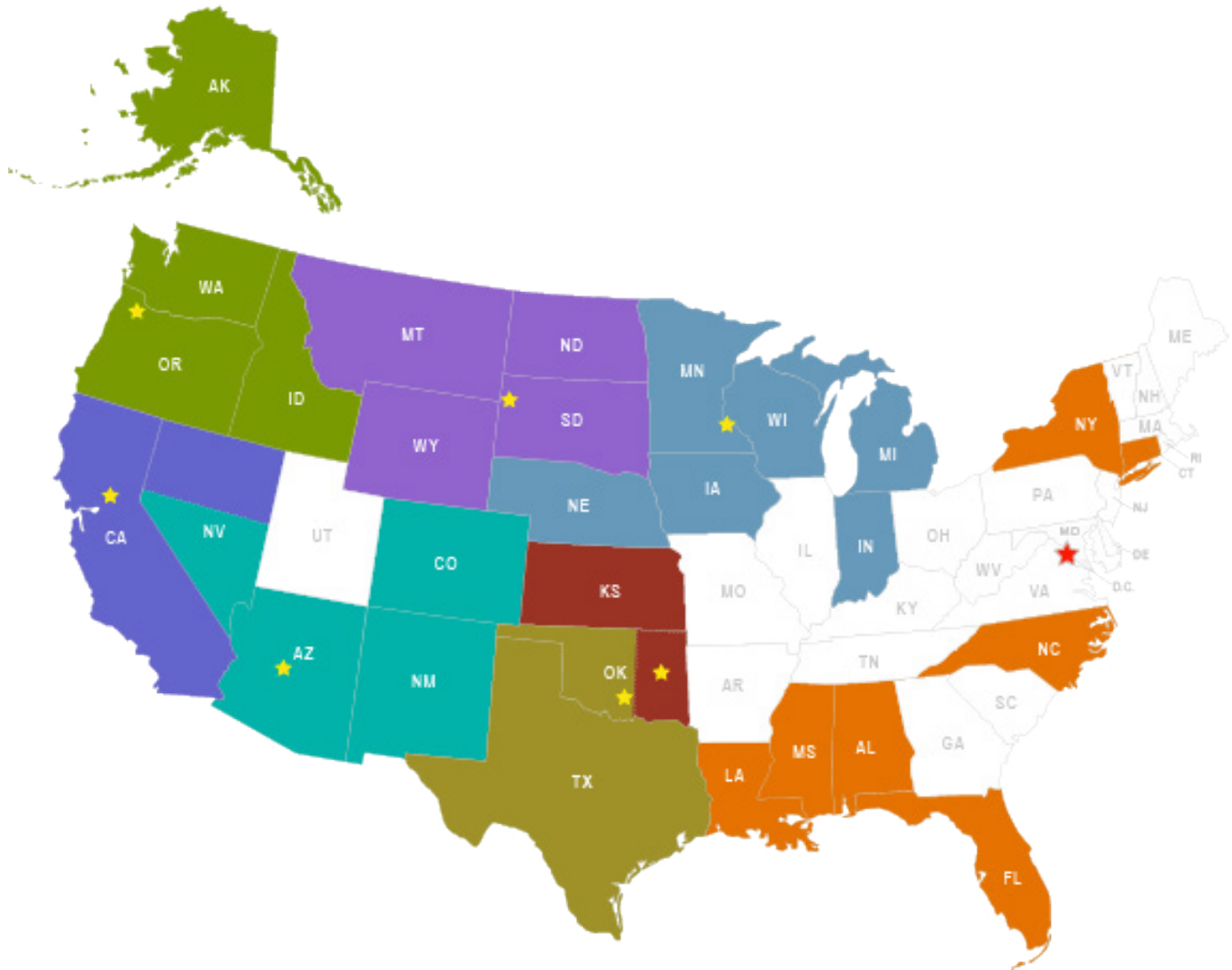
The Agency closed (resolved) three LOCs, two resulted in Notices of Violations (NOVs), with six ongoing. Two FY 2023 LOCs were fully resolved and closed within the fiscal year and two FY 2023 LOCs resulted in NOVs. One outstanding FY 2022 LOC was resolved and closed.


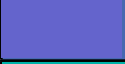
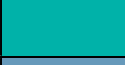





LOC Violation	# Issued
2710 (b)(2)(b) Misuse of Gaming Revenue	1
571 Adverse Audit	1
556, 558, 514 Licensing Submissions and NIGC Fees	1
556, 558 Licensing Submissions	2
571.13 Late 2022 AFS/AUP	3
571.13 Late 2023 AFS/AUP	3



From left, Francisco Hernandez, Compliance Officer and Francisco Olea, Phoenix Region Director.

# NIGC Regional Map



Regional Offices		Areas Served
	Portland	Alaska, Washington, Oregon, and Idaho
	Sacramento	California and Northern Nevada
	Phoenix	Arizona, New Mexico, Colorado, and Southern Nevada
	St. Paul	Nebraska, Minnesota, Iowa, Wisconsin, Michigan, and Indiana
	Rapid City	Montana, Wyoming, North Dakota, and South Dakota
	Tulsa	Kansas and Eastern Oklahoma
	Oklahoma City	Texas and Western Oklahoma
	Washington, D.C.	Louisiana, Mississippi, Alabama, Florida, North Carolina, New York, and Connecticut



# NIGC Division of Technology

## IT Operations Team Metrics

The DoT's core IT Operations team is centralized at NIGC's headquarters office in Washington, D.C. and is responsible for providing Information Technology services and support to eight regional locations throughout the continental United States. In FY 2024, the IT Operations program continued its commitment to continuously advance the agency's use of technology to support the Commission's regulatory mission and to support the Tribal community.

Performance Measure	FY 2024 Totals
Number of Major Security Incidents	0
Number of Security Incidents processed	10
Number of Federal Information Security Management Act (FISMA) Reports submitted to Cybersecurity Infrastructure Security Agency (CISA)	1
Number of Authority to Operate (ATO) Packages maintained	1

Performance Measure	FY 2024 Totals
Unplanned data outages	6
Major applications updated	208
Endpoint security patches implemented	673
Network security patches implemented	77
IT service requests created	2,177
Endpoint security patches implemented	2,059

## NIGC Division of Finance

### NIGC Financial Statistics

- FY 2025 approved budget = \$34.1M with 140 full-time employees and 6 fellows/interns.
- FY 2024 fee rate = 0.08% with total fee receipt = \$29.4M.
- FY 2024 fingerprint processing fee = \$53 per card.
- 1,565 fee payments were received and processed during FY 2024 (909 checks plus 656 Pay.gov payments).
- 1,594 fingerprint payment checks were received and processed during FY 2024 (1,293 checks plus 301 Pay.gov payments).
- Received three (3) new management contract/amendment submissions.
- Two (2) management contracts were approved by the Chair during FY 2024.
- One (1) modification to the list of persons and entities of the management agreement was approved by the Chair.
- Received 29 background investigation applications (22 individuals plus 7 entities).
- Completed 23 background investigations (10 individuals and 13 entities) in FY 2024.
- Overall Financial Background Investigators' utilization rate was 53.5% in FY 2024.



NIGC staff attended the National Tribal Gaming Commissioners & Regulators (NTGCR) Fall Conference at Morongo Casino. From left Derek Holbert, Eddie Ilko, Amber McDonald, and Francisco Hernandez.

# NIGC Division of Public Affairs

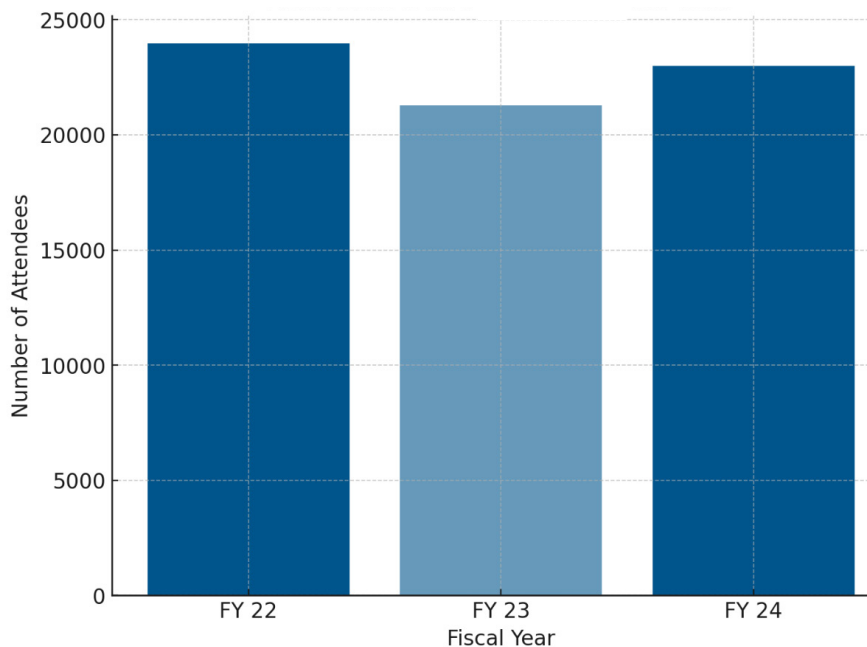
## Training Program

Highlights for the fiscal year include completing 81 training events, as detailed in the table below. Overall, the FY 2024 training plan resulted in 22,992 internal/external stakeholders having attended some form of training through the year.

Event Type	Number of Events	Number of Training Courses	Total Training Hours	Total Attendance
National Training Topic of the Month (NTTM)	11	11	12.5	3,612
Site Specific Training (SST)	43	103	166.75	2,332
Professional Organizations	18	63	70.5	4,080
National Training Conference/National Virtual Training Conference	2	15	15	6,665
BSA/AML Symposium	1	4	4.5	1,252
CJIS Symposium/Cybersecurity Symposium	1	4	4	1,227
Compliance In-Person Workshop	1	4	16	124
Beginners Internal Audit Workshop	1	6	16	86
Special Emphasis	3	3	4	1,022
Video Library*	n/a	151	151	2,592
<b>Totals</b>	<b>81</b>	<b>364</b>	<b>460.5</b>	<b>22,992</b>

\*Recorded trainings that reside on a secured YouTube platform

## Attendee Summary by Fiscal Year

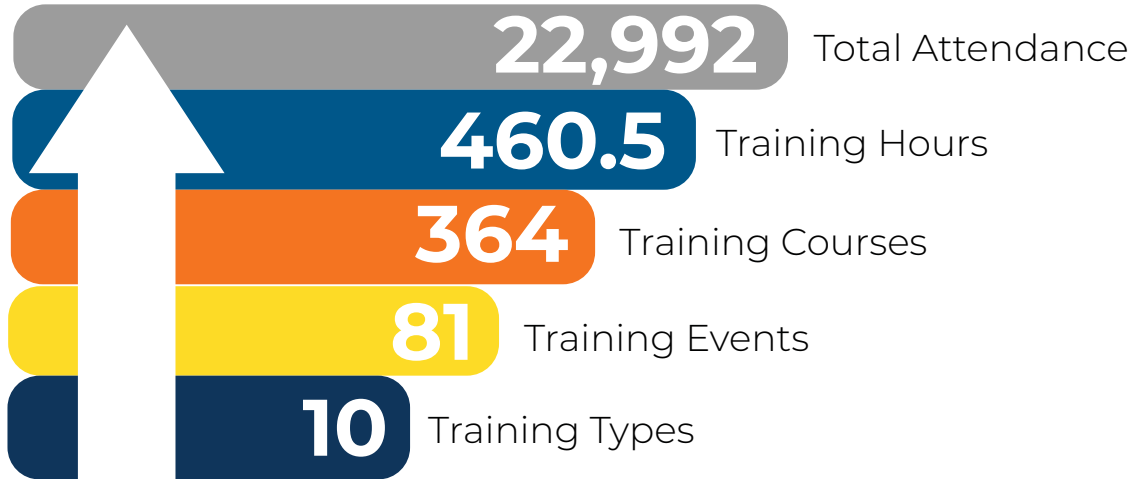




# NIGC Division of Public Affairs

## External Training

NIGC's Training Program increased its offerings by 8% from FY 2023, conducting training for 22.9K attendees across 81 training events, representing nearly 97% of the gaming Tribes across all regions. This resulted in an Agency contribution of over 460 total training hours. Both NIGC's in-person and virtual training format offerings remain in demand for Tribal gaming operators.



Pictured from left are Steven Brewer, Training Manager, Justin Platt, Chief of Public Affairs, Kirian Fixico, Training Specialist, and Shonda Boyer, Supervisory Training Specialist.

# NIGC Division of Public Affairs

## Public Affairs Program Communications

### External Communications

In support of NIGC's strategic goals, DPA's media relations activities resulted in mentions in almost 700 news articles in national, local, and trade publications, which increased NIGC's media footprint by over 400% (404.35%) compared to FY 2023 and helped build the Agency's authority and credibility as a strong regulatory governing body.

### Email Correspondence Data

- The Agency triaged more than 20.5K+ email correspondence and processed almost 180 (176) emails for action and/or response.
- The Agency's email distribution strategy has resulted in an average open rate of 40%.
- The Agency continued its commitment to transparency with distribution of 49.5K communication correspondence to Tribal leaders, gaming regulators and commissioners, and all other audiences that have a vested interest in Tribal gaming.

### Media Inquiries

- The Agency responded to nearly 30 media inquiries to reinforce NIGC's commitment to accountability and transparency.
- Agency staff contributed 9.5 hours of media relations support towards preparation and coordination of media outreach for the 2024 Global Gaming Expo.
- NIGC's participation in the 2024 International Casino Exhibition's (ICE) Tribal Symposium in London provided an opportunity to expand the Agency's brand awareness and regulatory knowledge on U.S. Tribal gaming to a global audience of 32 session attendees among a convention attendance of over 50K.
- Proactive FY 2023 Gross Gaming Revenue (GGR) media roll-out announcement activities garnered 94 article mentions, an increase of over 120% (123.8%) from FY 2022 GGR announcement.

### Website (NIGC.gov)

- The Agency's website garnered 265K+ page views and 112K+ unique visitors.
- The Agency performed five (5) updates to the organization's website to enhance its functionality and the audience's navigating experience.
- The website and digital services team worked cross-departmentally to release forty-five (45) communication materials to inform and educate the public on the Agency's activities.
- In FY 2024, the NIGC.gov website subscription increased by 16 % compared to last year.

### Press Releases

- This year, NIGC published 10 press releases reaching 7K verified users, with 710K impressions (via PR Newswire). press releases reaching more than 6K verified users, with +700K impressions (via PR Newswire).

# NIGC Division of Public Affairs

## Internal Communications

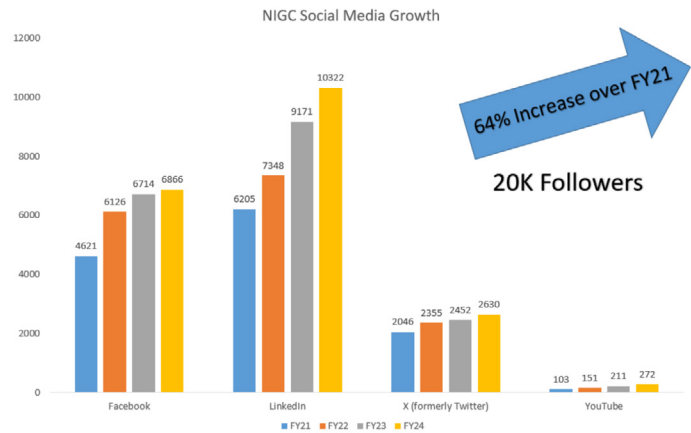
### Internal Intranet Growth

Throughout the fiscal year, significant progress was made in enhancing the Agency’s digital knowledge repository. This included creating 15 new pages and integrating over 650 relevant documents onto the intranet platform, along with ongoing content maintenance and management to ensure accessibility and reliability.

### Social Media Growth

The team strategically leveraged social media to ensure Agency announcements reached interested audiences. Year-on-year, the Agency’s social media platforms continue to grow in audience size (over 20K) and reach (408.2K impressions), an increase of by 9% from the previous fiscal year.

For NIGC’s primary social channels, the top performing posts in FY 2024 from Facebook, LinkedIn, Instagram, (Twitter-no data available) reached 47,312 users:



### Facebook

- 7,560 views-#RockYourMocs 2023.
- 7,250 views-NIGC PA Division Announces Summer Intern.
- 5,365 views-NIGC is seeking Financial Specialist.
- 4,100 NIGC is seeking Government Information Specialist.
- 3,985 views-NIGC Summer Internship Announcement.

### LinkedIn

- 5,348 views-Join us virtually for a comprehensive course designed to master the art of Report Writing.
- 3,700 views-DOI Secretary of the Interior Deb Haaland announced the proposed appointments of Sharon Avery and Jeannie Hovland as Associate Commissioners to the NIGC.
- 3,587 views-Join us in Welcoming Kira Villareal to the NIGC Team.
- 3,307 views-NIGC announces the President’s Appointment of Sharon Avery as Acting NIGC Chair.
- 2,603 views-NIGC Welcomes Carl Boyd as the newest Portland Region Compliance Officer.

### Instagram

- 141 views-Thank you video recap Oklahoma Indian Gaming Association (OIGA) 2024.
- 129 views-Happy and Safe 4th of July.
- 91 views-Join us for the Introduction to the NIGC.
- 81 views- Empowering Success- Internal Audit Boot camp.



# NIGC Division of Public Affairs

## Social Media – Video

### YouTube

In FY 2024, the Agency saw a 23% increase in impressions and a 28% increase in subscribers. This demonstrates our expanding reach and growing audience engagement. While the number of views declined, this shift reflects our strategic focus on diversifying content and expanding our video library. This approach has successfully increased subscriber growth and engagement, ensuring that our message reaches a broader audience, and fosters continued connection and interest.

YouTube	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Total Views	2303	4,653	5,153	5,390	4923
Total Watch Time (Hours)	N/A	858	1,078	1,938	1799
Subscribers	39	103	151	211	272

### Top 5 NIGC Videos

- 298 views-Celebrating the 35th Anniversary of IGRA.
- 155 views-April 2023 NTTM: Compliance Roles and Responsibilities.
- 138 views-Updated Regulations: Key Employee & Primary Management Officials.
- 133 views-NIGC Honors Enactment of IGRA.
- 106 views-Human Trafficking Special Emphasis Event.

Chief of Public Affairs Justin Platt and Acting Chair Sharon M. Avery provide an NIGC update during G2E Las Vegas.





**NATIONAL INDIAN GAMING COMMISSION**  
*Regulatory Compliance ★ Gaming Integrity*