



MARYLAND LOTTERY & GAMING

FY19 Customer Service Annual Report

September 9, 2019

The Maryland Lottery and Gaming Control Agency's core mission is, and always has been, to raise revenue for the state's good causes. Lottery profits support the Maryland General Fund, which provides funding for education, public health and safety, the environment, and the numerous other state programs and services. Casino revenue supports the Maryland Education Trust Fund, aid to local communities and jurisdictions where the casinos are located, Maryland's horse racing industry and responsible-gaming initiatives.

Maryland Lottery and Gaming's staff are committed to providing excellent customer service to our players, the wider gaming community in our state, and all the citizens of Maryland. We understand that our lottery and casino customers – along with our retailers, casinos, promotional partners and vendors – are vital to the Agency's overall success.

The Agency would like to thank the following employees and vendors for their assistance in compiling this report:

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Table of Contents

FY19 Highlights	2
Lottery Sales Division	2
Lottery Marketing Division	3
Casino Licensing Division	3
Recognition Given to Employees	4
Leadership Analysis of FY19 and Summary of FY20 Approach	5
Detailed FY19 Results and FY20 Plans	6
Customer Service Survey Results	6
Status of Customer Service Training	6
Customer Response Times and Overall Time-to-Resolution	7
Retailer Contact Centers	7
Retailer Training	8
Timeliness of Responding to Customer Inquiries	8
Best Practices	9
Plans for Improvement	9
Improving the Customer Experience from Multiple Perspectives	9
Making Agency Services Available Online	10
Managing the Agency's Online Presence	10
Refreshed, Redesigned Websites	11
Processing Times for Customer Transactions	11
Adjusting Hours to Meet Customer Demands	12
Social Media Usage to Improve the Customer Experience	12
Press Releases & Media Coverage	13
Licensing and Permitting from Multiple Perspectives	14
<i>The Number & Type of Licenses and Permits Processed for FY19</i>	14
<i>Agency Services Available Online</i>	15
<i>Processing Times for Customer Transactions</i>	16
<i>Adjusting Hours to Meet Customer Demands</i>	16
<i>Satellite Processing Facilities to Meet Customer Demands</i>	16
Conclusion	17



FY19 Highlights

The Maryland Lottery and Gaming Control Agency (“Agency”) set new fiscal records again this past year in pursuit of its core mission of generating revenue for the State of Maryland through the sale of traditional lottery products and the regulation of casinos. In FY19, the Agency set all-time fiscal year records for lottery sales (\$2.197 billion); instant ticket sales (\$812.4 million); casino gaming revenue (\$1.760 billion); and total contributions to the State (\$1.311 billion). Of particular note is that in FY19, the combined contribution to the State from Lottery sales and casino gaming set a new record for the eighth consecutive year. As the Agency achieves these milestones, it remains focused on ensuring that players receive outstanding customer service from our employees and vendor partners.

A two-page summary of the Agency’s FY19 revenue totals is available by visiting the [“Where the Money Goes”](http://mdgaming.com) page at mdgaming.com. This summary is also disseminated to media outlets and promotional partners statewide. In addition, Agency employees distribute this summary as they interact with thousands of people during year-round outreach efforts at fairs, festivals, concerts, charitable events and sporting events.

Lottery Sales Division

- Surpassed \$2 billion in sales for the second consecutive year and set a new record of \$593.1 million in contributions to State programs and services in FY19.
- Established new all-time marks for prizes paid to players, cashing and sales commissions earned by retailers, and instant ticket sales.
- Conducted two rounds of Regional Retailer Advisory Board meetings with first-level customers (our retail partners), one each in April and October, contacting managers of more than 600 lottery retailers, in nine communities across the state. The meetings focused on ways retailers can benefit from new products and promotions, and included suggestions on how to improve business operations.

- Met with more than a dozen corporate account retailer decision-makers to deliver year-over-year financial results and establish unique promotions to strengthen the Agency's relationships at the corporate headquarters level.
- Continued to grow of our Expanded Cashing Authority Program (XCAP) by increasing participation from 360 to 375 XCAP retailers statewide. All Lottery retailers are authorized to cash winning tickets valued up to \$600. The 375 XCAP locations are authorized to cash winning tickets valued up to \$5,000.

Lottery Marketing Division

- Provided additional ways for players to connect with the Lottery by offering free mobile device apps to our players: The My Lottery Rewards app, the Keno & Racetrax app, and the Maryland Lottery app. In FY19, our three apps were downloaded 257,118 times, for a total of 989,817 downloads since FY17.
 - The My Lottery Rewards app allows customers to easily participate in My Lottery Rewards, the Lottery's free player loyalty program. Rewards members can use the app to scan tickets into their accounts. The app also allows players to enter second-chance promotions, check tickets to determine if they are winners, locate the nearest retailer and generate electronic play slips.
 - The Keno & Racetrax app allows players to check the winning numbers of our two popular monitor-style games and view Keno drawings on their mobile devices.
 - The Maryland Lottery app provides winning number updates in real time, scratch-off ticket information and, like the Rewards app, has a ticket checker, retailer finder and an electronic playslip function.

Casino Licensing Division

- Casino contributions to the State in FY19 totaled \$717.5 million. Of that amount, \$542.7 million went to the Maryland Education Trust Fund.
- Added enhancements to the eLicensing system allowing applications for Principal licenses, which total approximately 90 pages, to be fully automated, saving both applicants and reviewers a considerable amount of time.
- Continued testing of additional applications, such as the Certified and Registered Vendor applications, for automated processing in the eLicensing system.
- Approved ongoing pursuits of future application testing for the Manufacturers, Contractors and Institutional Investor forms.

Recognition Given to Employees

In September 2015, the Agency launched its monthly Round of Applause employee recognition program, providing a way to build camaraderie and cohesion among staff. Agency employees are nominated by their colleagues, and the nominations are reviewed by the Director and his staff. Past nominations have cited, among other things, customer service skills, teamwork, reliability, an employee's caring nature, sense of humor and kindness.



Surprised winners are greeted by the Director and a group of co-workers who parade to the winner's work area, clapping and cheering. Each winner is recognized with a photograph in the employee newsletter, along with an agency-wide email saluting his or her accomplishment. Each honored employee is also given a certificate and a musical balloon that plays "Celebrate" by Kool & the Gang, as well as eight hours of administrative leave and use of the Director's parking spot for a month. Employees who receive this recognition have exemplified the principles identified in the Customer Service Promise, so we also submitted their names to serve as the Agency's nominees for Governor Hogan's Customer Service Heroes Award.

The FY19 Round of Applause winners are:

Employee	Division/Section	Date
James Young	Sales	June 2019
Robert Warren	Gaming	May 2019
Amy Fields	Customer Resource Center	April 2019
Karen Johnson	Accounting & Finance	March 2019
Seth Elkin	Communications	February 2019
Fred Masterson	Sales	January 2019
Donna Williams	Creative Services	December 2018
Anthony "Tony" Singleton	Licensing	November 2018
Anthony "Tony" Taylor	Facilities Operations	October 2018
Wayne Jones	Security	September 2018
James Forbes	Gaming	August 2018
Malcolm Morris	Facilities Operations	July 2018

Leadership Analysis of FY19 and Summary of FY20 Approach

We achieved numerous objectives established in our Customer Service Plan.

Objective 1: *Keeping our game offerings fresh and exciting*

In FY19, the Lottery's scratch-off ticket sales totaled \$812.4 million, an increase of 8.2% from FY18. In FY20, we plan to continue the deployment of two types of self-service vending units at retail locations. The PlayCentral HD offers both instant tickets and all of our draw games. The PlayCentral EX is ideal for social environments where players often purchase tickets and watch our monitor games, Keno and Racetrax, as well as the rest of our draw game portfolio. By the end of FY20, we will have approximately 1,800 self-service vending machines installed across the state.

Objective 2: *Growing our retailer network*

We continue to strive toward the Lottery industry's best-practices goal of having one lottery retailer for every 1,100 people in the state. In FY19, approximately 4,500 retailers established an all-time Lottery sales record of nearly \$2.2 billion. In FY20, we anticipate identifying new classes of businesses in under-served geographic markets, allowing us to make progress in recruiting and growing our retailer network.

Objective 3: *Having more claiming venues*

In FY19, we began recruiting more existing Lottery retailers to serve as Expanded Cashing Authority Program (XCAP) locations. This program allows our customers to cash winning tickets for amounts up to \$5,000 at 375 retail locations across the state. During FY18, we began a pilot program to offer Lottery prize claiming services at two of our six casinos – MGM National Harbor in Prince George's County and Live! Casino & Hotel in Anne Arundel County. These two casinos became Customer Resource Centers (CRCs), where our customers can claim prizes up to \$25,000 in the evening and on weekends and holidays, when the main CRC at the Agency's headquarters in Baltimore is closed.

In May 2019, Hollywood Casino Perryville joined this program, so we now have three CRCs at casinos where players can claim Lottery winnings up to \$25,000. We hope to expand this pilot program to include Maryland's other three casinos during FY20. Expanding Lottery claims services at casinos and other retail partners allows us to provide better customer service statewide.



Detailed FY19 Results and FY20 Plans

Customer Service Survey Results

Since the inception of the satisfaction survey, we have achieved a customer satisfaction rating of slightly more than 80%, meeting our goal of 80% or better. In calendar year 2019 (through June 30), the Agency received 130 survey responses. A breakdown of the responses from the two survey questions is noted here:

CUSTOMER SERVICE CATEGORY	Very Satisfied/ Somewhat Satisfied	Percentage
Overall, how satisfied are you with the customer service provided?	105	80%
The state agency made it easy for me to handle my issue	106	81%

Survey results are from January 1, 2019 through June 30, 2019.

In FY18, the Agency replaced the Lottery's central computer system with new state-of-the-art hardware and software. Working with our vendor Scientific Games, we replaced the sales terminals and peripherals (such as jackpot signs, ticket checkers and marketing displays) at every Lottery retail location in the state. The system conversion also updated the communications network, transaction processing system, and the Lottery's back office system. The new hardware and software replaced a system that was more than a decade old.

During this far-reaching upgrade, the Agency anticipated our customer satisfaction percentage would decrease because there would be a learning curve for our employees, retailers and customers. While there were some temporary inconveniences during the process, the new system offers players and retailers faster and more reliable service, translating into a better gaming experience. It also increased the channels available for communication among the Agency, its customers and its retail partners.

The advantages afforded by the upgrade far outweighed any difficulties, as evidenced by a boost in customer satisfaction numbers. In a year-over-year comparison from FY18 to FY19, our satisfaction percentage improved in the two survey questions from 73% and 72% to 80% and 81%, respectively. We knew that the Agency's longstanding culture of responsiveness to customer concerns would enable us to rebound and continue our positive customer satisfaction percentage. As in the past, we shared these survey results with our managers, directors, and supervisors so they could provide to their staff members the feedback we received from players regarding our customer service and the areas that required improvement.

In FY20, we will continue to highlight within the Agency that the elements in the Customer Service Promise remain critical to our overall success.

Status of Customer Service Training

As we did in FY18, we plan to provide updated customer service training to all our employees by September 2019. In FY20, the Agency is looking to employ the services of a customer service professional as our primary mechanism for training all Agency staff, and we will take full advantage of the State's HUB training for new employees and the online training as an optional resource as needed.

Customer Inquiry Response Times and Overall Time-to-Resolution

Retailer Contact Centers

Lottery vendor Scientific Games provides a national call center located in Alpharetta, Ga., for our retailer network. Retailers can call 24 hours a day, seven days a week if they experience problems with their lottery terminals or equipment. The call center is staffed by 40 full time operators and handles calls from lottery retailers in several states where Scientific Games operates.

In FY19, this center received approximately 350,000 calls, including approximately 40,000 from Maryland retailers reporting problems or simply ordering supplies. On average, 99% of retailer calls were answered in less than 10 seconds. Resolution time for most calls averaged slightly more than 4 minutes.



These calls typically involved troubleshooting terminal issues over the phone to avoid downtime and lost sales. For more complicated issues, Scientific Games employs more than 30 full-time technicians in Maryland to respond to retailer locations within three business hours.

Scientific Games also operates a call center in Baltimore with eight full-time employees to service Maryland retailers. Those employees maintain regular contact with our approximately 4,500 retailers to ensure each has adequate supplies of scratch-off tickets. The staff in the Baltimore call center use a state-of-the-art computer program called Predictive Ordering to assist retailers in determining what tickets should be ordered and in what quantities. Lottery retailers receive an initial delivery of each newly released ticket every month with quantities also determined by this intuitive system.

Scientific Games added six new full-time positions to its staff in FY19 to provide increased levels of service to the Agency and its retailers:

- *A Marketing and Business Development Manager* who serves as a liaison between Scientific Games and the Lottery to coordinate new game launches, promotions, and marketing research efforts.

- *A Promotions Manager* who develops and analyzes promotions to improve sales and document promotional impact on sales.
- *A Retailer Recruitment Specialist* who assists in recruiting new retailers and turning interest into applications.
- *A Corporate Account Manager* who provides support for all corporate stores in the areas of reporting, training and accounting.
- *A Business Intelligence Data Analyst* who reports on and helps make informed decisions based on analysis of past data.
- *A Systems Support Manager* who provides on-site technical support for all on-line software, file systems and database applications relating to the Central Lottery System.

Retailer Training

In FY19, our partners at Scientific Games migrated retailer training from a classroom setting to an online training program. The in-class training format, previously conducted at Lottery headquarters in Baltimore, was not convenient for retailers in many parts of the state. The new eLearning format consists of modules that explain the requirements and responsibilities of being a Lottery retailer. These include terminal operation and care, knowledge of the Lottery's game portfolio, and procedures for cashing winning tickets. This new training format allows retailers to learn at their own pace, have an online resource for easy reference, and share the training provided with all of their employees.

Timeliness of Responding to Customer Inquiries

On average in FY19, our Communications Division received 32 written messages per week, most of which were sent through the "Contact Us" page at mdlottery.com. Customers who use the "Contact Us" page receive an automatic email reply confirming that the message has been received and explaining that a detailed response will be coming as soon as possible. The Communications Division responds to most of these messages on the day they are received. Communications staff also monitor these email messages on weekends, and replies are sent no later than the following Monday.

The number of inquiries the Agency receives through the State IQ system, including Governor's letters and customer survey responses, can vary widely.

In FY19, we received 53 customer service survey responses from the IQ system. This was down substantially from the 91 IQ responses received in FY18 and represented a decline of more than threefold from the 202 IQ responses received in FY17. The Agency's IQ system administrator takes action the moment a response is received, evaluating each to determine the best course of action. The Communications Division is able to answer many inquiries immediately, thanks to both the staff's collective knowledge and its practice of archiving institutional information. For questions not answered immediately, the IQ administrator makes contact with the appropriate Agency staff to secure the information enabling a quick and comprehensive reply each time. If a

response requires Communications staff to consult with staff in other divisions, our average response time is within two to three business days.

Best Practices

We believe our current practice of responding to customer inquiries is robust, while remaining efficient and appropriate for the needs of the Agency's lean business model. Our process is particularly significant for addressing questions and concerns from Lottery players: A sales-driven organization like the Lottery must be able to provide rapid responses. We strive to handle inquiries quickly and accurately to ensure that each customer's experience is positive.

Plans for Improvement

The current system of responding to inquiries is both efficient for Agency staff and helpful to our customers; however, we are continually evaluating our practices in light of technological advances to ensure our customer interactions are cordial and useful.

Improving the Customer Experience from Multiple Perspectives

Our customers face an expanding array of gaming opportunities, so it is vital that the Agency distinguish itself by developing innovative products and providing exciting entertainment experiences. Though a mass-market approach is necessary for the Lottery to achieve a consistent and uniform message, we take every opportunity to provide personalized service to our players, winners, retailers, licensees and business partners.

In FY19, we kept our customers informed about our game offerings through advertising and marketing campaigns, as well as branding efforts. We also were able to utilize fully our existing social media platforms to continue building a robust and loyal customer base.



With our aforementioned Lottery system conversion, our customers gained the ability to create subscriptions for Mega Millions, Powerball, Multi-Match and Cash4Life and track their winnings using the My Lottery Rewards website. Customers can place orders for subscriptions that will play their favorite numbers for 13, 26 or 52 weeks. Migrating the subscription ordering process to the Rewards website allows subscribers to view their subscription winnings after each drawing.

While subscribers must still mail their order form and payment to us due to State law that prohibits the Lottery from accepting online payments, we have found that the new subscription system has made processing subscription orders much more efficient and

accurate. Customers provide the required information by entering it through the Rewards website, and the order forms they print and mail to us include barcodes that contain all of the information about the customers and their games and numbers. In the past, the order forms didn't have barcodes, and all information had to be manually keyed in to the Lottery's computer system. Now, it is entered simply by scanning the barcode. We have also discovered that the system conversion has made the processing of claims easier and faster for customers and employees. We can now report players' taxable gambling winnings and process their W2-G tax statements much more quickly.

Making Agency Services Available Online

In the past, when a business wanted to become a Lottery retailer, it contacted the Agent Administration staff and requested a retailer application packet that was either hand-delivered or sent in the mail. In FY18, our Agent Administration staff improved operations by making the application packet available online as a downloadable PDF document. This enhancement reduced the amount of time it takes our Agent Administration staff to review and process applications. In FY19, we made additional enhancements, allowing applicants to complete the retailer packet by utilizing fillable forms on the retailer portal at mdlottery.com. Our existing retailers can use this portal to apply for additional Lottery equipment or make changes to their accounts.

Managing the Agency's Online Presence

We have a full-time Digital Manager in our Creative Services Department who maintains the Agency's three websites:

- The Lottery website (mdlottery.com) includes the latest news on everything from prize winners to new games, and provides answers to frequently asked questions. Lottery players who prefer to contact us in writing can do so through the site's Contact Us page. The Retailer Corner section of the site is updated every week with new information for our retailer partners.
- The Agency's Gaming website (mdgaming.com) provides the latest casino revenue data, annual reports, fiscal data and information on the Maryland Lottery and Gaming Control Commission, including documents from its monthly meetings, licensing information, and information on the Agency's ancillary gaming programs.
- The Agency also maintains the Maryland Alliance for Responsible Gambling (MARG) website, mdgamblinghelp.org. Maryland Lottery and Gaming formed MARG in 2010, creating a partnership of government and gambling industry stakeholders to provide information and support for Marylanders with gambling problems. The MARG website includes information about how to find counseling.

These web platforms provide our players with a wealth of up-to-date information on games, prizes and promotions, regulatory oversight, and fiscal data. Our Digital Manager monitors and updates these websites daily.

In FY19, there were 59,173,164 sessions on our websites. Of these, 14.4% were returning visitors, while 85.6% were new visitors.

Refreshed, Redesigned Websites

In FY19, the Agency's Creative Services Department worked with our marketing vendor, Baltimore-based GKV, to redesign mdlottery.com and mdgaming.com and make them more user-friendly.

The mdlottery.com website now has a fresher, more modern and colorful appearance and information is easier to locate. In response to data showing that more than 70% of Lottery players access mdlottery.com via mobile devices, the redesign effort was focused on making the site easier to navigate using mobile phones and tablets.

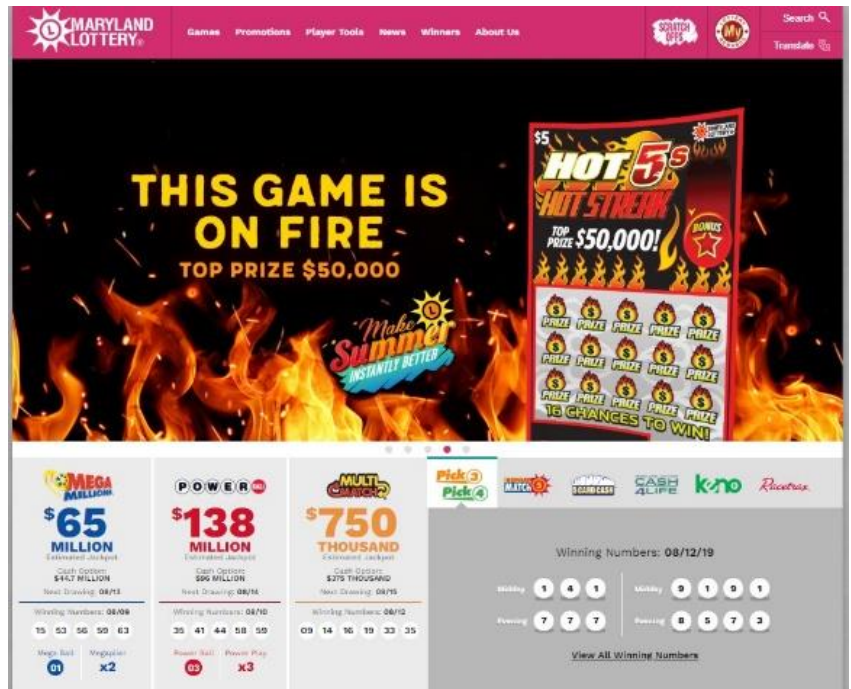
Meanwhile, mdgaming.com was created to consolidate information previously spread across two websites into a single location. It includes casino and lottery fiscal data, the Agency's annual reports, regulatory and licensing information and

Commission meeting records. The updated site allows for the streamlined presentation of business and public policy information.

Processing Times for Customer Transactions

As noted earlier, the Lottery migrated to a new state-of-the-art central monitoring and control system. Parts of this conversion were completed early in FY19. Agency staff worked with our vendor Scientific Games to design and implement the new system, which affects every aspect of our lottery business operations.

Portions of this system migration will continue into FY20 as we expand our lineup of self-service terminals. We plan to grow the base of our full-function self-service terminals that sell both scratch-off tickets and draw games to 1,800 units by the end of the fiscal year. We also have introduced 250 compact draw-game only terminals that have allowed expansion into stores and restaurants that were not able to dedicate staff



Where the Money Goes
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Welcome to the Maryland Lottery and Gaming Control Agency's official website

This site provides data on Maryland's casinos, including monthly revenue reports, along with records of the Maryland Lottery and Gaming Control Commission's meetings, and information on licensing, procurement and additional forms of gaming that the MLGCA regulates.

to operate a counter terminal and did not have the space for the large full-function self-service terminals.

Self-service terminals are more convenient to players and aid the lottery in reaching a larger audience. At present, we offer six distinctive terminals, both self-service and retailer-operated, to optimize our interactions with retailers and our potential customers.

Adjusting Hours to Meet Customer Demands

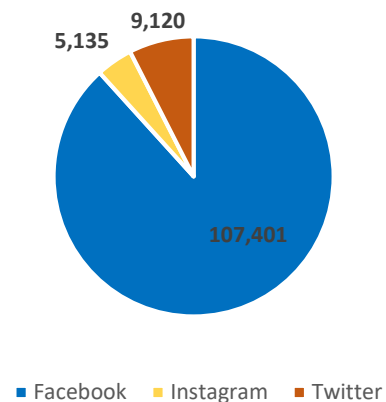
We have examined the hours of operation in our Customer Resource Center and determined that being open Monday through Friday from 8:30 a.m. to 4:30 p.m. allows us to serve our customers' needs. The CRC at the Lottery's Baltimore headquarters is the only location where customers can submit claims for Lottery prizes of any amount. Prizes valued at more than \$25,000 must be claimed at the Baltimore headquarters location. The opening of satellite Customer Resource Centers at MGM National Harbor, Live! Casino & Hotel, and Hollywood Casino Perryville provides winners with more opportunity to cash tickets for amounts up to \$25,000. Lottery claims can be made at the three casinos seven days a week, including evenings.

Social Media Usage to Improve the Customer Experience

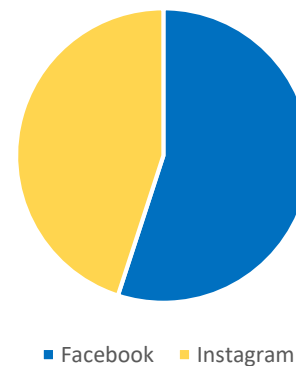
Interacting with the public via social media channels such as Facebook, Twitter and Instagram has been a quick and effective way for us to respond to customer inquiries. In addition, social media is a valuable tool for advertising Lottery products and promotions.

Social media allows us to directly interact with our players frequently. Customers are able to comment on our posts, send messages to us privately to ask questions, inform us of any issues, and express opinions on our products. Our Communications and Creative Services departments work together to respond quickly and accurately.

Social Media Followers



Social Media Investment



For FY19, our average reach on Facebook for an organic (free) post is 5,600 people and 119,306 people for a paid post (reaching as high as 409,435). Our average reach on Instagram for an organic post is 975 people and 72,924 people for a paid post (reaching as high as 327,347). Our total impressions on Twitter average 76,100 per month. We are often retweeted by fans of the Lottery as well as media outlets – mainly WBAL-TV and hyper-local publications. This helps greatly increase our reach. In FY19, we had a total of 121,656 followers across our social media channels, up from 117,857 followers in FY18. In FY20, our goal is to increase our followers by 5% across all platforms. We plan to achieve this by creating more engaging content that reaches our current Lottery fan base as well as players who have not yet connected with us on social media.

Press Releases & Media Coverage

Sharing the stories of Lottery winners is one of our most effective ways of promoting positive customer experiences and enhancing the public's perception of the Lottery. The Agency's Communication Division greets and interviews Lottery winners who claim prizes of \$20,000 or more at our Baltimore headquarters. Brief articles on these winners are published at mdlottery.com.

While state law allows Lottery winners to remain anonymous, Communications staff members are able share these articles with media outlets. When winners provide written consent for publicity, we include the winner's name and photo in the article.

Some winners who do not consent to being identified allow us to refer to them by a pseudonym and also pose for photos in which they hide their faces behind an oversized novelty check that displays their prize amount. Thus, even when winners chose to remain anonymous, we are able to provide media outlets with articles and photos to get the word out about positive Lottery winner experiences. Articles on these winning experiences have proven to be of



Maryland Lottery

· June 12 ·

This lucky Baltimore man is using his \$100,000 top prize THE PRICE IS RIGHT® scratch-off winnings to start his own business. <http://bit.ly/2KvQGTh>

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46 Comments 9 Shares



Like



Comment



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All Comments ▾



Jasmine Jackson MY GOD I WISH I COULD HIT BIG. WHICH STORE HE PURCHASED THAT TICKET FROM

Like · Reply · 8w



Maryland Lottery M&M Liquors, located at 2500 East Biddle Street in Baltimore

Like · Reply · 8w

👉 View 1 more reply



Wendie Adams Terrific!! **Congrats** and good luck. Love the jacket too!!

Like · Reply · 8w



Anna Glennon Happy for him!

Like · Reply · 8w



Joe Pittman **Congrats** and good luck with your business young man

Like · Reply · 8w



■ Facebook ■ Instagram

particular interest to community-based websites and news organizations across the state that thrive on news about people in relatively small rural and urban communities.

On the casino gaming side, the Agency publishes monthly press releases detailing the revenue at each of Maryland's six casinos and the amount of gaming revenue contributed to the State's good causes. This information is the subject of frequent and regular coverage by many of the largest media outlets that cover Maryland, including *the Baltimore Sun*, *the Baltimore Business Journal*, *the Maryland Daily Record*, *the Washington Post* and numerous TV and radio stations serving the Baltimore and Washington, D.C., metropolitan regions.

Licensing and Permitting from Multiple Perspectives

With the conversion to our new central monitoring system on April 30, 2018, we introduced an online Retailer Application Portal as a way for Lottery retailers to conduct their licensing transactions electronically. This includes retailers requesting to become licensed by the Lottery for the first time as well as all existing Lottery retailers who may need to change banking relationship status, update their physical locations, modify corporate structure information, add new selling terminal details, or report a change in ownership.

In FY18 and FY19, we processed the following lottery retailer licensing transactions:

Lottery Retailer Transactions	FY18	FY19
New Retail Licenses (Independent Stores)	138	155
New Retail Licenses (Corporate Chain Stores)	44	34
Change of Ownership (Existing Retailer License)	153	175
Change of Location	9	8
Change of Business Structure	39	57
Change of Business Name	7	10
Change of Bank Account	138	126
Request for Additional Lottery Terminals	212	202
Request for XCAP Privileges (Renewing)	343	364
Employer Identification Number Change	7	12
Total Transactions	1,090	1,143

In 2017, the Agency was given the responsibility of registering all skills-based amusement devices operating in the State. The program requires owners of these

devices to register them annually. Registration is free of charge and the necessary forms can be downloaded from mdgaming.com.

In FY18 and FY19, we processed the following skills-based amusement device registration transactions:

Skills-Based Amusement Transactions	FY18	FY19
Owner Registrations	49	55
Location Registrations	613	654
Device Registrations	4,014	4,048
Total Transaction	4,676	4,757

As previously noted, for casino and bingo licenses, our Regulatory Oversight Division utilizes a centralized eLicensing system that provides a paperless application process for most gaming license applications and renewals. This new centralized eLicensing system has allowed the Regulatory Oversight Division to process applications and renewals more efficiently.

In FY18 and FY19, we processed the following casino licensing transactions:

Casino License Transactions	FY18	FY19
Initial and Renewal (Non-Gaming License)	2,036	1,484
Initial and Renewal (Gaming License)	2,481	2,239
License Denials	322	348
License Revocations	106	79
Initial and Renewal (Certified Vendors)	58	91
Initial and Renewal (Registered Vendors)	321	333
Initial and Renewal (Bingo Hall Related)	11	8
Total Transactions	5,335	4,582

Agency Services Available Online

During FY19, our Lottery Agent Administration staff continued to streamline the processing of Lottery retailer applications submitted online. In FY19, Agent Administration processed 1,143 applications for various purposes (such as new business, change of ownership, change of location, etc.). As staff throughout the Agency have become more familiar with the Lottery retailer licensing system, we have been able to reduce the typical approval time for all applications from seven days in FY18 to four days in FY19. On average, applications for new, independently owned businesses are completed in slightly more than eight days.

In FY18, our Regulatory Oversight Division processed 2,036 initial and renewal non-gaming licenses in an average of four days, and 2,481 initial and renewal gaming licenses in an average of six days. In FY19, the division processed 1,484 initial and renewal non-gaming licenses, and 2,239 initial and renewal gaming licenses, while maintaining the rigorous FY18 averages of four and six days, respectively. Our goal in FY20 is to maintain our average processing times or reduce them, as we continue to streamline our review and processing procedures.

Processing Times for Customer Transactions

Prior to offering the Lottery Retailer Application Portal, it was common for the process to take several months. The ability to conduct the licensing process from start to finish online is saving several weeks and putting productive Lottery retailer partners into operation sooner than ever before.

Our new paperless system allows both retailer applicants and Lottery personnel to process customer transactions in days instead of weeks. It also improves accuracy and maintains clean, legible records of all transactions.

Adjusting Hours to Meet Customer Demands

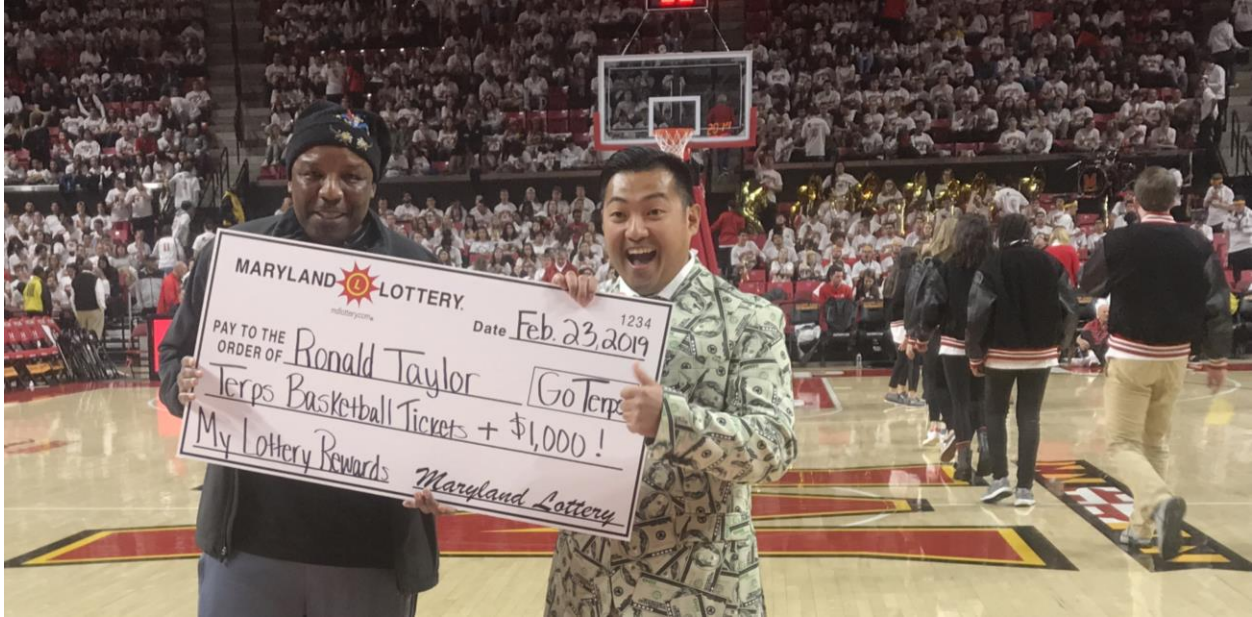
The Lottery Retailer Application Portal is available 24 hours a day, 365 days a year. Many of our retail partners are small business owners who need access at all hours of the day. They are no longer limited by our office hours or slowed down by needing to work with paper documents. Retailer efficiency also translates to Agency efficiency, as we are now more productive in our responses to our retailer customers.

Likewise, the casino gaming and bingo eLicensing system is available to our customers 24 hours a day, 365 days a year. This paperless approach accommodates the personal and work schedules of any customer in Maryland, or worldwide.

Satellite Processing Facilities to Meet Customer Demands

As detailed elsewhere in the report, the Lottery has expanded our claims processing of winning tickets between \$5,000 and \$25,000 by establishing claim centers in three of the state's six casinos. This offers our Lottery customers much more flexible access to ticket cashing facilities.

All casino gaming and non-gaming license applications can be completed by applicants at any of the six Maryland casinos or remotely via our website.



Conclusion

All 300 plus Maryland Lottery and Gaming employees are mindful that we work in a customer-driven business. We understand that each interaction with a player, retailer, partner or vendor represents a new opportunity to deliver a quality customer experience. We are strongly committed to the goals of the state's customer service pledge, and we will continue to conduct ourselves with honesty, integrity and transparency in all that we do.



MARYLAND LOTTERY AND
GAMING CONTROL AGENCY