

# ANNUAL REPORT FY 2025

*Building for the Future*



NATIONAL COMMISSION  
*Regulatory Compliance* ★ *Gaming Integrity*

## From the Commission



**Sharon M. Avery**  
Acting Chairwoman



**Jeannie C. Hovland**  
Vice Chair

Fiscal year (FY) 2025 has been a remarkable year for the Indian gaming industry and for the National Indian Gaming Commission (NIGC). With a record \$43.9 billion Gross Gaming Revenue (GGR) for FY 2024 — a \$2.0 billion increase over FY 2023, Indian gaming continues to demonstrate resilience and sustainable growth across hundreds of Tribal gaming operations. This milestone reflects not only the resilience of the Tribal gaming industry, but also the dedication of Tribal leadership in preserving and growing this important economic driver for their communities, and further underscores that Indian gaming remains a powerful engine of opportunity and stability on Tribal lands.

The past year has brought both pride and continued evidence of our steadfast service to Tribes from our dedicated team. In FY 2025, the Partnership for Public Service once again recognized NIGC as the top small federal Agency to work for based on the Federal Employee Viewpoint Survey. This recognition speaks to the dedication, professionalism, and shared values of our staff who, day in and day out, support Tribal gaming regulators and operations across the country. The recognition is a testament to NIGC’s commitment to cultivating a workplace culture that supports excellence, integrity, and collaborative service.

As you read this Annual Report, you will find a comprehensive presentation of NIGC’s work during FY 2025, through detailed metrics, program summaries, and narratives from across Indian Country. These pages reflect the Agency’s regulatory efforts, outreach and training to Tribal gaming regulators, identifying challenges of small and rural Tribes, investments in compliance and

ongoing efforts to stay ahead of emerging risks to gaming operations. This work ensures that Tribal gaming remains well-regulated, trustworthy, and sustainable for the long term.

We hope this report provides a clear window into how NIGC continues to support Tribal sovereignty, economic opportunity, and responsible gaming. NIGC remains committed to working alongside Tribal governments, regulators, and communities — today and for decades to come, to uphold a regulatory environment that fosters stability, integrity, and progress.



**Sharon M. Avery**



**Jeannie C. Hovland**



**\$43.9 Billion**  
Industry

Over  
**500**  
Gaming  
Operations on  
Indian Land

Nearly  
**250**  
Tribal  
Governments

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# 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 collaborate 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.

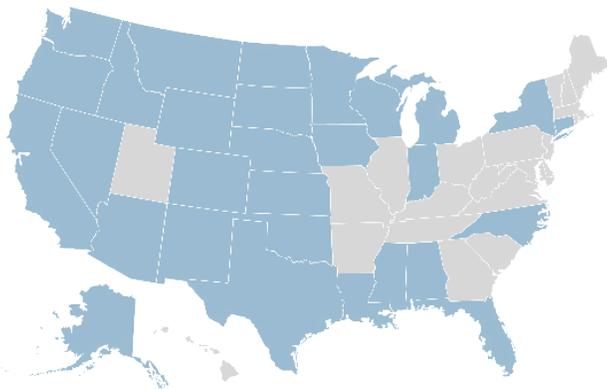
## Agency Duties

NIGC 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.
- 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 2025, 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

In FY 2025, the Agency continued its hybrid approach to training, technical assistance, and Tribal outreach. This approach blends virtual and in-person engagements, a practice the Agency has utilized for several years, including prior to the COVID-19 pandemic, to provide Tribes with flexible options for engagement and to support the maintenance of their regulatory posture.



Within this report, readers will see how this approach contributed to NIGC's key achievements throughout the fiscal year.

While this report does not capture every action taken by the Agency, it highlights major initiatives that align with NIGC's FY 2022-2026 Strategic Plan.

The Strategic Plan is a vital tool that supports the Agency in fulfilling its statutory duties and ensures transparency as it outlines its priorities and initiatives.

The FY 2022-2026 plan focuses on four core areas: supporting industry integrity, enhancing Agency accountability, fostering the regulatory community's preparedness, and driving innovation in outreach and collaboration. This report walks readers through each of these strategic objectives. Additional insights and key performance metrics tied to each goal can be found in the [Annex](#).

We encourage readers to explore these sections for a deeper understanding of the stories and dedicated efforts of those working to support gaming Tribes under the Indian Gaming Regulatory Act (IGRA).

## Meet Our Team: Compliance



"I have witnessed firsthand the growth, sophistication, and importance of Native American gaming in Oklahoma, beginning with early site visits to Tribal bingo operations housed in repurposed facilities. Through sustained dedication, Tribes and Tribal Gaming Regulatory Authorities (TGRAs) have effectively operated and regulated gaming as an economic development tool consistent with IGRA's intent. Having grown up on the reservation with limited resources, I have seen how gaming revenues now support Native children and expand opportunities. Tulsa Region and NIGC staff work collaboratively to deliver training and technical assistance that strengthen regulation and uphold the integrity of Indian gaming."

**Marcelin Ober** | Region Director

# 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.

## Meet Our Team: Chief of Staff

"As Chief of Staff I manage the Agency's day-to-day operations. I work to translate the Commission's policy goals into actionable programs, coordinating staff activities, and operational functions so NIGC fulfills its regulatory responsibilities under IGRA, including overseeing gaming compliance and promoting gaming integrity.

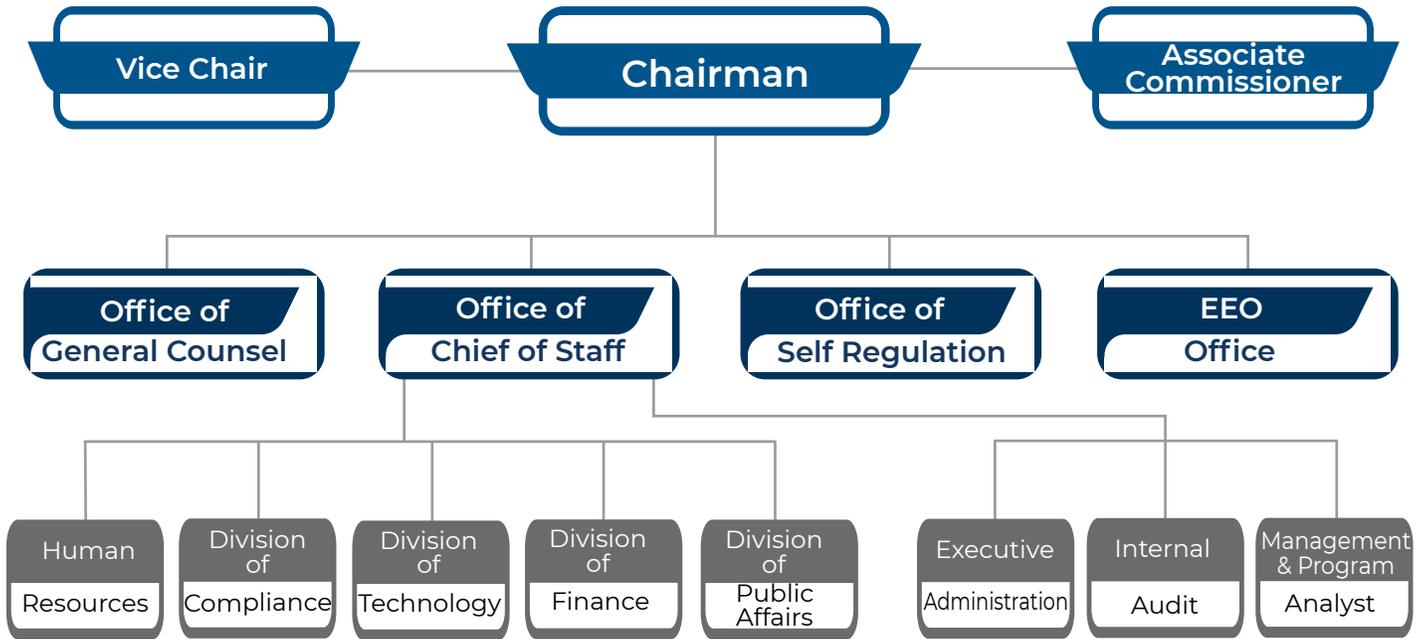
The best part of my job is working alongside a dedicated team whose professionalism and commitment make it possible for the Agency to fulfill its mission supporting Tribes."

**Dustin Thomas |**  
Chief of Staff



# NIGC Organizational Structure and Agency Leaders

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 2025



**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 is also 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.



**Christinia Thomas**  
Director of Office of Self-Regulation

**The Deputy Chief of Staff** assists Chief of Staff with managing the day-to-day operations of the Commission, including the compliance, finance, public affairs and technology divisions. The DCOS also serves as the Director of the Office of Self-Regulation and works to implement the Commission’s directives relating to government-to-government consultation, training and technical assistance and enforcement efforts.



**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.

# Agency Leaders



**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 regions comprised of compliance and audit staff. The Division monitors compliance through tracking, training, audits, site visits, observation, and reporting in conjunction with established relationships with Tribal regulatory agencies.



**Jun Kim**  
Chief Information Officer

[The Division of Technology \(DoT\)](#) 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.



**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.



**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



**M**ore than three decades after the passage of the Indian Gaming Regulatory Act (IGRA), Indian gaming stands as a mature, globally respected leader in the casino industry, defined by integrity, innovation, and sustained growth.

Indian gaming has evolved into an internationally respected leader across the casino sector, shown by the nearly \$44B in Gross Gaming Revenue (GGR) generated this fiscal year. Gaming revenues provide a vital economic foundation for Tribal governments, supporting long-term investment in governance, public safety, healthcare, education, infrastructure, and community services, and are underpinned by excellence in regulatory compliance, enforcement, operations, hospitality, and the protection of patrons and employees.

The deep expertise developed by gaming tribes, reinforced by the Agency's steadfast dedication to upholding industry integrity, has sustained a fair, trusted, and sovereign foundation for continued success, even as the industry rapidly transforms.

## Central to Our Mission

A central focus of the NIGC's mission is to ensure the integrity of the gaming industry. The Agency advances this goal through its comprehensive approach to compliance, technology, financial regulations, and enforcement. Together, these efforts help protect the vital role that Indian gaming plays in supporting Tribal communities.

In FY 2025, NIGC provided a range of services, systems, and oversight to the industry. This support helped maintain a strong and efficient regulatory environment, giving Tribes the tools and structure needed to build and sustain successful gaming operations. In turn, this fosters economic stability, creates workforce opportunities, and supports Tribal communities in their efforts to remain self-sufficient and strengthen their sovereignty.

## SPOTLIGHT ON Regulatory Compliance

NIGC's Compliance Division staff uphold the integrity of gaming operations under IGRA by performing site visits and audits, overseeing background and licensing requirements, and providing investigations, training, and technical assistance.

In FY 2025, the Compliance Division contributed regulatory compliance training to 31 training events, (in-person and virtual) reaching 2,957 registered attendees for a total of 214 hours of training. Due to consistent notifications and communications with Tribes, 245 out of 249 Tribes attended NIGC training sessions.

A total of 21 site-specific events took place, covering 28 training courses presented to Tribes and Tribal Gaming Regulatory Authorities (TGRAs). Resulting in 186 hours in training and 342 registered attendees, FY 2025's site-specific events show significant increases in both the number of registered attendees and training hours resulting from Tribes' training requests and an overall increase in desire to receive technical assistance from NIGC.

Additionally, regional staff delivered technical assistance to Tribes, operation staff, and TGRAs through in-person meetings, phone calls, emails, and Letters of Technical Assistance (LTAs). Across the regions, 4,529 technical assistance events were recorded, totaling 2,392 hours of support.

## Letters of Concern (LOC)

FY 2025 Highlights: Issued nine Letters of Concern in collaboration with Region staff and OGC, addressing significant compliance issues and promoting voluntary compliance through technical assistance.



Of these, the Agency closed four LOCs through voluntary compliance, closed one through the issuance of violation, and closed two as the result of an adverse audit.

**Building for the future through sustainable gaming operations with regulatory excellence and operational integrity.**

## NIGC's Regional Map



Detailed Regional Map available in the Annex.

# NIGC Compliance Division

In FY 2025, the Chief Compliance Officer collaborated with Region staff and OGC on the development and issuance of nine Letters of Concern (LOC) to address serious compliance issues through voluntary compliance and technical assistance. Four FY 2025 LOCs were closed through voluntary compliance. One FY 2024 LOC was closed through the issuance of a Notice of Violation (NOV).



Located in the Annex is a complete list of the Agency's compliance activities for FY 2025.

# SPOTLIGHT ON Sacramento Region

NIGC's Sacramento region is one of eight regions staffed by the Agency. The region provides regulatory oversight in collaboration with 68 Tribes who operate 87 licensed gaming operations in California and one in northern Nevada.

As part of regulatory accountability and industry integrity, the team conducted 106 site visits across the region in FY 2025. The team held these visits both in person and virtually.

Staff include Regional Director KeriAnne Delabra, Administrative Specialists Angela Eutsler and Becky Darwazeh, Compliance Officers Francisco Hernandez, Kimberly Revilla, Michael Johnson and Jamie Harbeck, and Auditors Michelle Gomez and Sam Valdez.

Like other NIGC regions, the Sacramento staff strive to approach each interaction, whether providing technical assistance or addressing compliance issues, through collaboration with their regulatory partners to support the Agency's authority, goals, and mission.

## Meet Our Team: Administration



"As an administrative specialist, I handle a large volume of background and licensing investigations. I analyze, evaluate, and process licensing eligibility determinations for key employees and primary management officials and ensure compliance in IGRA for both the TGRAs and NIGC. I have been with NIGC for 25 years and I truly enjoy the opportunity to provide technical assistance and daily support to the TGRAs and my colleagues while establishing professional relationships along the way. I believe in NIGC's mission and feel privileged to be part of such an amazing team protecting the integrity of Indian gaming for years to come."

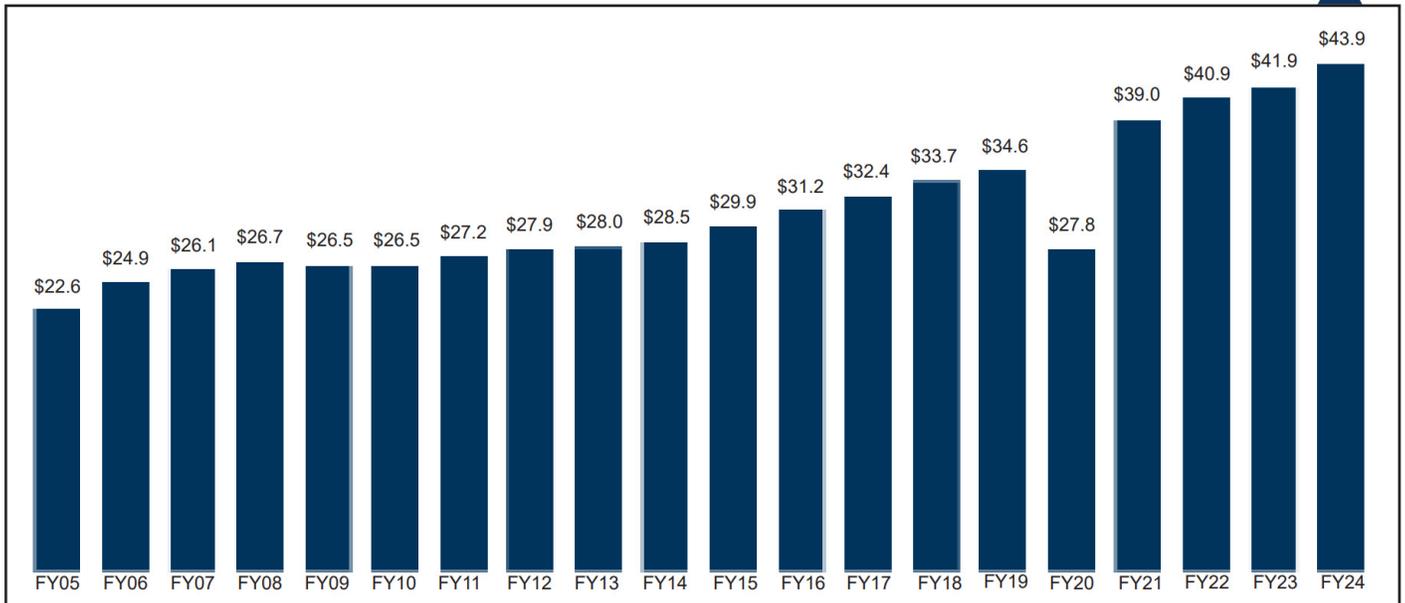
**Angela Eutsler |**  
Administrative Specialist

# SPOTLIGHT ON

## Indian Gaming Revenue | FY 2024 - \$43.9B

This fiscal year, the Audit team completed its review of the Indian gaming industry's FY 2024 gross gaming revenues, compiling data from annual Audited Financial Statements submitted by each gaming operation. The assessment, conducted throughout May and June 2025, resulted in a comprehensive summary of industry performance that was presented to the Commission on June 26, 2025. The analysis recorded FY 2024 GGR at \$43.9B, reflecting a 4.6% increase over FY 2023.

**\$43.9B**



**\$43.9B**  
GGR  
FY 2024

**+ 4.6%**  
from  
FY 2023



### Meet Our Team: Compliance



“As a new compliance officer, I feel very privileged to be a part of the NIGC family. I am grateful to others who share their industry knowledge and that I have so many resources from all the NIGC departments. This allows me to more effectively work together with Tribes and their regulators as the industry continues to grow. I really enjoy working with the rural Tribes and getting the opportunity to meet as many stakeholders as I can when visiting their gaming operations. In my short time here, I have already seen

**Carl Boyd | Compliance Officer**

the positive impacts of gaming and how our work can promote positive change.”

## Management Contracts

A critical component of NIGC’s mission to support Tribal readiness and resilience is the coordination and oversight of management contract submissions, encompassing the intake, distribution, evaluation, processing, and finalization of those materials.



In FY 2025, Tribes submitted four new contract/amendment submissions.

NIGC’s Division of Finance collaborates closely with the Agency’s Office of General Counsel to develop recommendations for the Chair regarding the approval or disapproval of management contracts and related amendments submitted by Tribes and management.

During FY 2025, four new management contracts or amendment submissions were reviewed, and the Chair approved six management contracts.

## Background Investigations

NIGC’s background investigations team conducts reviews of individuals and entities holding financial interests in, or managerial responsibility for, management contracts between Tribal governments and prospective management companies. The team compiles investigative findings and provides suitability recommendations to the Chair for final determination. In FY 2025 this team continued to conduct financial background investigations on persons and entities associated with the management contractors. 25 applications for background investigations were received, including 12 individuals and 13 entities. Six investigations (four individual and two entities) were completed, and six applications were withdrawn during the investigation process.

**25**

Applications

The Agency received 25 applications for background investigations (12 individuals and 13 entities).

**6**

Investigations

The team completed six background investigations (four individuals and two entities).

**51%**

Utilization Rate

Overall Financial Background Investigators' utilization rate was 51% for FY 2025

## Meet Our Team: Compliance



"The projects I've taken on at NIGC have challenged me to grow and develop new skills, but I know I would not be where I am today without the support of my colleagues.

Their collaboration and encouragement have been central to my progress, and together these experiences have prepared me to keep growing and to contribute even more meaningfully to NIGC’s mission."

**Sam Valdez | Auditor**

# Preparedness

Promoting Resilience and Safety



Protecting environmental public health and safety (EPHS), and safeguarding employees and patrons remains a central pillar of NIGC’s outreach to gaming Tribes and a long-term investment in the future. This year the Agency broadened its cyber preparedness initiatives by directing resources to provide enhanced technical assistance to small and remote Tribes. FY 2025 forced some Tribes to confront environmental threats and many more to acknowledge emerging risks tied to cyberspace and artificial intelligence.

The Agency collaborated closely with Tribal operations to strengthen existing systems and processes through expanded EPHS offerings. NIGC also deepened its coordination with federal partners, combining expertise to ensure Tribal facilities are equipped to confront evolving threats and to build the foundation for resilient, sustainable operations well into the future.

# SPOTLIGHT ON Environmental Public Health and Safety

The EPHS Program continued to make great strides in FY 2025 providing subject matter expertise while strengthening collaboration with Tribal Gaming Regulatory Authorities (TGRAs), casino operators, Tribal, federal, state, and local government agencies.

The program conducted three Federal Preparedness Workshops, in collaboration and partnership with Department of Homeland Security Blue Campaign (DHS), Bureau of Indian Affairs (BIA) Office of Justice Services and Homeland Security Investigations (HSI), that included training tribal gaming employees on noticing the signs and red flags of potential human trafficking, reporting recommendations in addition to providing multiple online training tools and resources for enhanced and continuous preparedness, prevention and awareness. The program continued to partner with Louisiana State University (LSU)/National Center for Biomedical Research and Training (NCBRT) to provide EPHS trainings.

The EPHS Program delivered 35 training, events, technical assistance, and presentations to 1518 external stakeholders including four EPHS Assessments resulting in 102 safety findings.

A notable highlight was an EPHS training request from Comanche Nation Entertainment in Lawton, Oklahoma. The EPHS program, alongside the Oklahoma City Compliance Team, LSU/NCBRT, and IHS, delivered two days of training to 305 employees from seven of the Tribe's casinos covering a variety of EPHS topics. Of particular importance, was the attendance of the Comanche Nation Police which demonstrates the strong working relationship between the TGRA, casino operations and first responders that results in enhancements to the overall emergency preparedness and response when time is of the essence.

The EPHS Program is grateful for all the invaluable contributions to our FY 2025 successes and wishes to thank all our attendees and supporters for your continued engagements.

## EPHS Program Engagements



**35** Training, Events, & Presentations



**1518**  
External/Internal Stakeholders

equating to **51.75 HOURS**



**4**  
EPHS On-Site Assessments



Eddie Ilko is pictured with Director of Compliance Georgette Natividad and two casino employees during the EPHS Spotlight on Comanche Nation Entertainment's seven-casino employee training on EPHS and *Surviving an Active Threat: Run. Hide. Fight.* Photo taken at the Comanche Nation Fairgrounds.

# Technology

The Division of Technology (DoT) is composed of five programs: Criminal Justice Information Services (CJIS) Audit Unit (CAU), Cybersecurity, Information Technology (IT) Audit (now known as Technical Regulatory Assessments and Compliance Services (TRACS), Information Technology Operations, and Privacy & Records and Information Management.

NIGC’s CJIS program oversees the implementation and internal compliance strategies to demonstrate compliance with the Memorandum of Understanding (MOU) between NIGC and the FBI concerning Noncriminal Justice Fingerprint Submissions. CAU provides training and technical assistance, conducts selective audits/investigations, and publishes relevant CJIS resources. In FY 2025 the CAU staff delivered a two-day, six-session LASO Bootcamp with 2,072 registered attendees. Staff evaluated more than 35 completed NIGC NGI/NCJITS Audit questionnaires submitted by Tribes and completed 10 NIGC Next Generation Identification (NGI) / Noncriminal Justice Information Technology Security (NCJITS) audits of Tribes.

During FY 2025, the Cybersecurity program advanced several key initiatives to strengthen the Agency’s overall security posture. The team continued its collaboration with federal partners to enhance enterprise endpoint protection, expand continuous monitoring capabilities, and improve automated response functions. Additional efforts included the implementation of broader patch management processes and ongoing work to meet government-wide cybersecurity requirements. The program remained fully aligned to meet expectations outlined in the 2025 Federal Information Security Modernization Act (FISMA) metrics.

TRACS continued to offer IT audits, vulnerability and internal controls assessments, and technical training and assistance. TRACS engaged in several offsite conferences and training sessions, including hosting the

Performance Measure	Totals
Technical Assistance to Tribes	570
CJIS Training Events	7
Revised / New NIGC CJIS Resources	32
Local Agency Security Officer (LASO) Notifications	34

Regulating Gaming Technology (RGT) conference and the annual NIGC Cybersecurity Symposium. TRACS provided internal artificial intelligence training and led targeted phishing exercises, its monthly tips campaign, and internal technical bulletins to elevate cyber awareness among Agency staff.

## Meet Our Team: Information Technology

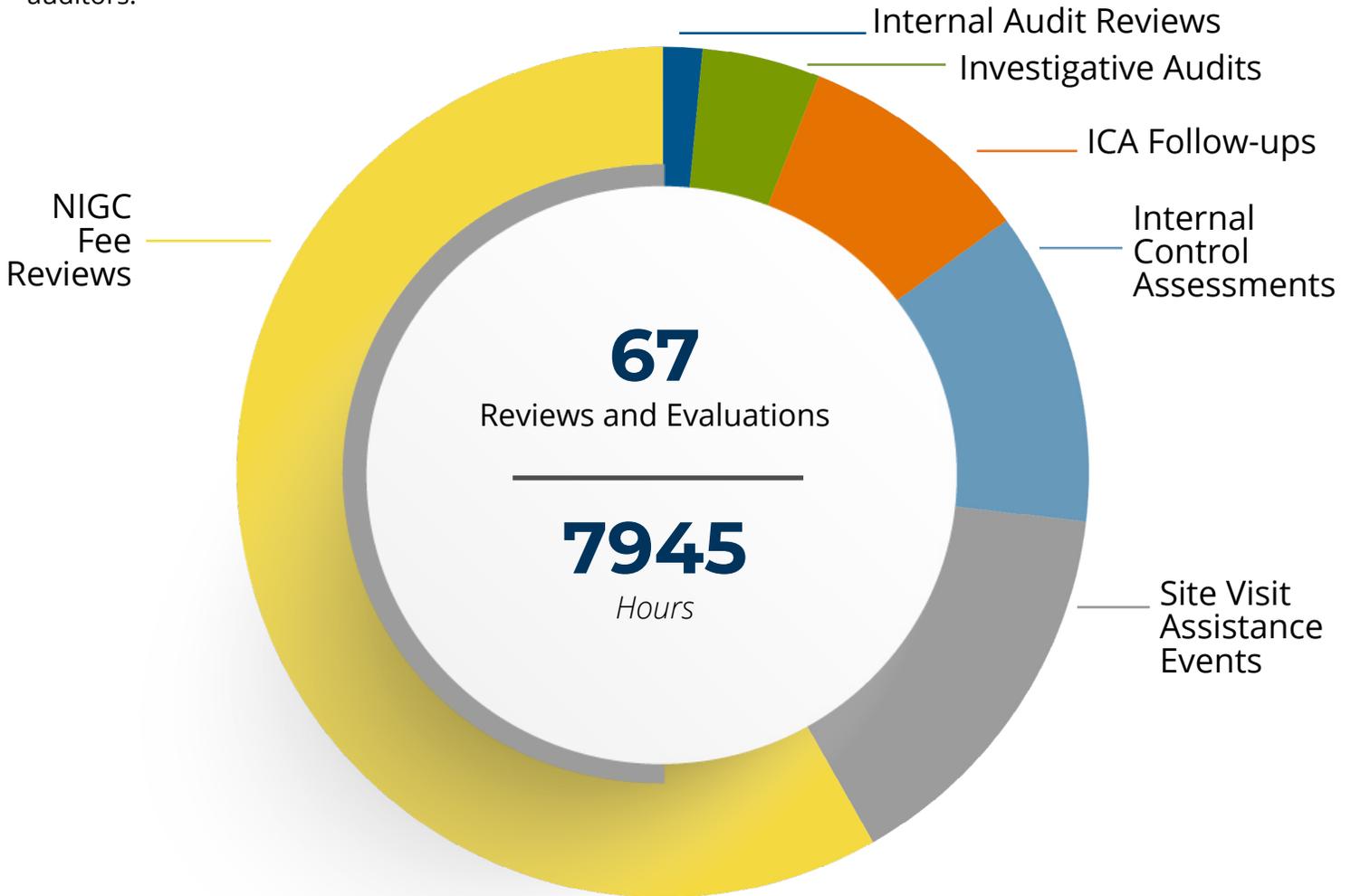


"Working at NIGC has been incredibly rewarding, primarily due to our collaborative culture. I find deep meaning in the Division of Technology commitment to professional development; being able to apply insights from technical training to complex projects is empowering. It is fulfilling to work alongside such a supportive team where individual growth translates directly into our collective success."

**William Cheng |**  
Information Technology Specialist

# Regulatory Preparedness

As illustrated in the chart below, the Audit Program worked on and/or completed a total of 67 reviews and evaluations, including 10 Internal Control Assessments, six ICA follow-ups, three Investigative Audits, thirty-nine NIGC Fee Reviews, one Internal Audit Review, and eight Site Visit Assistance events. These activities accounted for a total of 7,945 hours worked. Compared to FY 2024, this represents a decrease of 1,343 hours. The reduction in hours is largely attributable to restricted travel and a decrease in personnel during the year, including a hiring freeze that limited the ability to onboard additional auditors.



## Supporting Tribal Outreach



**54**  
Training  
Events

**15.6K**  
Internal and/or External  
Registered Attendees

## Office of General Counsel

The National Indian Gaming Commission's Office of General Counsel (OGC) experienced significant developments in FY 2025, including key staff transitions and strategic realignments to ensure continued service delivery. Gigi Modrich stepped in as Acting Associate General Counsel, joining Esther Dittler, who continues to serve as an Acting Associate General Counsel.

Since the onset of this Administration, the Office of General Counsel has reviewed hundreds of Executive Orders, and related Office of Personnel Management (OPM) and Office of Management and Budget (OMB) memoranda to determine potential relevance and applicability to the NIGC. The Office of General Counsel also worked closely with various divisions within the NIGC to implement Administration directives and to create or update policies and procedures as necessary.

These changes and efforts underscore OGC's commitment to providing expert legal guidance, strengthening the office's ability to address emerging legal challenges in the gaming industry, and maintaining a robust legal framework that supports Tribal sovereignty and promotes integrity in Indian gaming.

Josh Proper and Gigi Modrich (pictured presenting at G2E) revamped OGC's core training presentation, *Pitfalls of Noncompliance*, improving its clarity, engagement, and usefulness for Tribes seeking to better understand IGRA's requirements and common oversights. With support from the Training Division, the updated materials now serve as a stronger reference resource.

Over the past year, the Office of General Counsel also made major progress in records management by converting all hard files to electronic format, updating the records retention schedule, and implementing a new matter-tracking system.



From left: Josh Proper and Gigi Modrich present *Pitfalls of Noncompliance* at G2E.

## Meet Our Team: Office of General Counsel



"As a legal staff assistant with the Office of General Counsel, I support Agency attorneys by assisting with the opening and tracking of legal matters for review, preparing and processing legal correspondence, and providing administrative and organizational support across a variety of legal specialties.

My role helps ensure that matters are handled efficiently, accurately, and in accordance with agency procedures. I enjoy working closely with attorneys and colleagues across the Agency and take pride in contributing to the overall effectiveness of the Office of General Counsel.

I value NIGC's mission and appreciate the opportunity to support the important legal work that helps protect the integrity of Indian gaming."

**Tearanie McCain** | Legal Staff Assistant

"Indian gaming has had a profound impact on the economic development of Tribal nations and the well-being of Tribal members. I witnessed firsthand growing up on Kickapoo Reservation in Kansas, where our community gymnasium evolved into a bingo hall and eventually into the casino that stands today. When the State of Kansas challenged the Tribe's efforts to open a casino, I watched my grandfather advocate for the Tribe's inherent sovereignty to game and for the economic opportunities gaming would provide.

These early experiences shaped my career path, and I was honored to join the NIGC as a legal intern, where I gained firsthand insight into the inner workings of the industry. In 2022, I returned to the NIGC as an experienced attorney to support the Agency's mission of promoting Tribal economic development and maintain the integrity of Indian gaming.

My responsibilities include providing legal advice to the Commission and staff, reviewing contracts and Tribal ordinances, drafting land opinions, and more. I also conduct training for our Tribal partners.

Although public speaking has never come naturally to me, I enjoy most the opportunity to educate and provide resources to Tribal gaming employees by sharing with them the knowledge and tools they need to succeed in their respective roles."



**Mandy Cisneros** | Staff Attorney

# Outreach

## Connecting with Stakeholders



In FY 2025, the Agency’s focus on purposeful outreach helped ensure leading industry practices reached a broad cross section of Tribes from both large and small operations. Growing expertise also happens when Tribes come together at NIGC events to form (and maintain) between gaming Tribes and other industry leaders.

By freely sharing the knowledge and strategies they have developed, the Indian gaming community shows how Indigenous strengths in Tribal operations and regulation shape the standards on which the broader industry relies.

As a facilitator, advisor, and regulator, NIGC continues to deliver comprehensive training and technical assistance designed to maximize stakeholder benefit while preserving Tribal resources.

## Delivering Services

The NIGC Training Program coordinates and organizes both administrative and operationally support, and tracks all training internally and externally for the Agency.

The Training Program executed a robust external training plan that helped the Agency meet NIGC's strategic goals of industry integrity, preparedness, and outreach by planning.

The **Training Program** successfully conducted **54 events**, reaching more than **15,000 registered attendees** through **137 courses or presentations** with **over 200 hours** of instruction.

These totals do not include video library views. The program used targeted outreach and multichannel engagement to increase Tribal participation from 97% to 98.4%, representing nearly 250 gaming Tribes.

This demonstrates the Agency's commitment to industry support and positive reach of our training and technical assistance programs. The program successfully executed external training events, including the Agency's third annual Cybersecurity Summit, and our first-ever Regulating Gaming Technology (RGT) virtual seminar (+2K registered attendees).

In FY 2025, symposiums and bootcamps reached more than 5,600 registered attendees and provided over 50 hours of training.

## Service Excellence

As proof of the quality and value of NIGC's external offerings, the Training Program received 5,359 evaluations from registered attendees in FY 2025, representing a response rate of nearly 50%. For all NIGC courses, the satisfaction rate was 90%, indicating NIGC Training Program met the overall audience expectations and course objectives.

## Training Connection

Below illustrates the total percentage of gaming Tribes across all regions engaging 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 2025, the Training Program supported stakeholder access to Tribal gaming training by maintaining the NIGC Video Library, which includes 124 recorded courses available 24/7 on NIGC's YouTube channel. This on-demand format increased flexibility and access to training resources for regulators and gaming operations.



# Public Affairs

## Integrated Communications

The Division of Public Affairs (DPA) serves as the lead for the agency communications and outreach initiatives. In this capacity, the Division ensures the delivery of clear and effective public and internal messaging, provides essential workforce training, and fosters constructive stakeholder relationships. These efforts are integral to advancing Commission objectives and fulfilling statutory responsibilities under the Indian Gaming Regulatory Act (IGRA). Through its coordinated approach, DPA strengthens transparency, engagement, and understanding of the Agency's mission across all audiences.



Social media channels experienced further growth in FY 2025 since FY 2021.



Sharon Avery, NIGC's Acting Chair addresses Indian Gaming Association (IGA) attendees during one of IGA's Legislative Summits.

# SPOTLIGHT ON Technical Regulatory Assessments & Compliance Services (TRACS)

In FY 2025, IT Audit transitioned to Technical Regulatory Assessments and Compliance Services (TRACS). TRACS successfully completed 12 IT Vulnerability Assessments (ITVAs) requested by Tribes, representing 19 fewer requests than FY 2024. During these service visits, the team continued to identify critical networking and social engineering issues, reinforcing the importance of strong cybersecurity practices. Additionally, the team continued to perform monthly and ad hoc ITVAs for internal NIGC IT operations.

TRACS engaged in several offsite conferences, training sessions, and panel discussions to promote cybersecurity awareness and highlight the value of effective IT controls. In addition, the team successfully hosted a virtual RGT and the annual Cybersecurity Symposium, achieving an overall approval rating of more than 85%. TRACS also provided internal artificial intelligence training in coordination with our Training Program.

Throughout the year, TRACS continued its collaboration across the agency by leading targeted phishing exercises, issuing monthly hints and tips campaigns, and providing technical internal bulletins designed to elevate cyber awareness among Agency staff. The group also provided to our Tribal partners quarterly tech alerts briefing them on important technical topics.

Matter Type	# Reviewed
NIGC Tech Alerts & Warnings	4
Internal IT Bulletins	4
Internal Phishing Campaigns	4
Security Hints and Tips (Internal)	12
Training Events (In-Person / Virtual)	29
Technical Assistance to Tribes	45
Alternate Technical Standards Reviews	5

## Assessments and Audits



**31**  
IT Vulnerability  
Assessments\*

*\*12 external and 12 internal-over 520 critical vulnerabilities identified*

# Getting the Message Out: Trade Publications, Training Events, and Engagement!

Overall in FY 2025, efforts by the Agency’s Public Affairs media outreach through statements and press releases resulted in 70 news articles in national, local, and trade publications, which helped build visibility and credibility as a strong regulatory governing body. The division crafted and deployed media relations responses on NIGC operations and regulatory or enforcement actions, resulting in 30 feature articles published from those inquiries. Externally promoted content included six press releases, garnering a total audience verified engagement of more than 7K in FY 2025 (with +800K impressions). An additional notable success was the proactive FY 2024 Gross Gaming Revenue (GGR) media roll out announcement activities garnered 54 article mentions.

In FY 2025, DPA executed a robust external training plan which ultimately resulted in the Agency meeting NIGC’s strategic goals of industry integrity, preparedness, and outreach by planning. This plan included successfully conducting 54 events (including virtual and in-person events) to reach a total training audience of more than 15K registered attendees through 134 courses or presentations (in-person and virtual) and +194 hours of instruction. Further, DPA’s Training Program implemented target outreach and multichannel engagement to increase Tribal participation from 99% in FY 2024 to 99.6%, representing 249 gaming Tribes out of 251. This demonstrates the Agency’s commitment to industry support and the positive reach of our training and technical assistance programs.

## Legislative and Intergovernmental Affairs

In FY 2025, the Legislative and Intergovernmental Affairs Program researched, created, and delivered numerous comprehensive preparation and background documents for NIGC leadership in planning for Agency representation during regional and national meetings and conferences.

These materials encompassed event history, background information, and details about the hosting organization leadership and potential discussion topics.

To keep the Commission informed and prepared, the program researched and created informational briefings, emails or legislative updates on relevant information pertaining to the events to provide Agency-wide visibility on items directly impacting NIGC or Commission activities.

## External Training Program Impact

Summary of Key Metrics

▲ **TRIBAL ENGAGEMENT**

98.4%

Participation from 245 out of nearly 250 gaming Tribes.



▲ **EVENTS**

54

Successful events organized throughout the year.



▲ **ATTENDEES**

15,000+

Engaged audience attending our various events.



▲ **TRAINING PROVIDED**

Over 200 hours of instruction delivered this year.



# SPOTLIGHT ON Internal Training

FY 2025 marked the first year of development and formalization of NIGC's Internal Training Program, leading to creation and approval of the Agency's inaugural Internal Training plan approved by NIGC leadership.



*The Agency achieved 100% completion rate in FY 2025 for mandatory training.*

Providing impactful internal training and professional development to all Agency employees, the Internal Training program developed and coordinated for 15 optional Internal Training sessions in FY 2025 reaching 705 registered attendees. Most notably, the Agency achieved a 99.7% completion rate in FY 2025 for mandatory training.

The Internal Training Program also produced two new job aids using new software capabilities, on topics such as: DOI University and USA Performance. Further, the Internal Training library became home to 12 training recordings in late FY 2025, receiving 28 views to date.



## Meet Our Team: Training Program



"As a supervisory training specialist, I am responsible for the development, instructional design and improvement of training programs for the Agency. Based on course requirements, I supervise graphic design and course content development, and continue efforts to modernize NIGC course materials and increase learner engagement.

My work helps ensure training content is clear, accessible, and relevant to the needs of Tribal gaming operations and Agency staff. This role allows me to transform learning content into "A-ha" moments for participants, and the best part of my job is seeing those light bulbs of understanding ignite."

**Shonda Boyer** | Supervisory Training Specialist

# Agency Accountability

## Maintaining Efficiency and Trust



**A**nchored in a commitment to good governance, sound stewardship, and meaningful evaluation, NIGC seeks to lead by example through transparency and firm adherence to these principles. These practices bolster the Agency's ongoing commitment to helping Tribes preserve and strengthen the crucial resource gaming represents. NIGC stays attentive to any risks or disruptions that could affect its regulatory and support duties under IGRA.

As IT enters its third year of technology modernization, the Agency continues to advance its adoption of best practices to protect critical data and systems and counter potential cyber threats.

## New HQ Office Move

In 2025, the National Indian Gaming Commission (NIGC) relocated its headquarters to a new, efficient office space in Washington, D.C., demonstrating its commitment to fiscal responsibility and operational efficiency.

Reducing our footprint by approximately 10,000 square feet reinforces NIGC's commitment to accountable use of Tribal fees.



**New Physical Address:**  
Potomac Center Plaza (South)  
550 12th Street SW, Suite 900  
Washington, DC 20024

**Mailing Address (UNCHANGED):**  
1849 C Street NW  
Mail Stop #1621  
Washington, DC 20240

## SPOTLIGHT ON NIGC.gov



In FY 2025 NIGC achieved a strategic outreach goal, publishing the new, more user friendly website. Examples of specific new website capabilities include improved search capabilities by keyword, creation of expanded EPHS, Training and Commission web pages and organization, streamlined offerings of NIGC content within a 3-5-year period, and an updated/modern look and feel which enhances accessibility in compliance with Section 508 standards.

NIGC.gov public communications and outreach initiatives highlights:

# 74%

Increased website traffic compared to FY 2024.

# +322K

Increased page views

# +242K

Increased unique visitors

# 31

Communication products released on NIGC.gov to inform and educate the public on the Agency's activities.

# +8%

Increase of RSS feed (push) subscribers over FY 2024 (now totaling 5,215).

# Financial Management

The Division of Finance operates under the direction of the Chief Financial Officer and has a staff of 12 full-time personnel as of the end of FY 2025. The division ensured uninterrupted funding for NIGC by processing fee payments on time and fulfilling all procurement requests in support of Agency operations. View the FY 2026 Annual Fee Rate and Fingerprint Fee Bulletin [here](#).

The Accounting Services team, within the Division of Finance, partners with Interior Business Center (IBC), Department of the Interior (DOI), and Treasury to deliver daily accounting support to the Agency. The team manages payment processing, financial reporting, Pay.gov operations, travel reimbursements, fund balance oversight, charge card coordination and support.

In FY 2025, NIGC's Accounting Services team managed the electronic fee payment system through Pay.gov to strengthen collaboration with Tribes and improve payment efficiency. Note: In addition to "Accounting Services" team, Finance Division also includes "Financial Services" team which is responsible for management contract review and procurement activities, and "Background Investigation" team.



**1828**  
Fee Payments

**Fee payments** received and processed during FY 2025 (660 checks plus 1,168 Pay.gov payments).



**1747**  
Fingerprint Payments

**Fingerprint payment checks** received and processed during FY 2025 (1,250 checks plus 497 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 2025, the Commission set the annual fee rate for Tribal gaming operations to 0.08%, with a fee receipt totaling \$33.2 million.

FY 2025 fee rate was calculated based on the FY 2023 GGR, the Agency's FY 2025 budget, and the existing carryover balance as of the end of FY 2024.

## Meet Our Team: Finance



"I have worked with the NIGC for almost two years and have enjoyed my role with the Finance Division in support of the Agency's mission. Since my first day, it was evident how our Agency has a direct, positive impact on the Tribes we support.

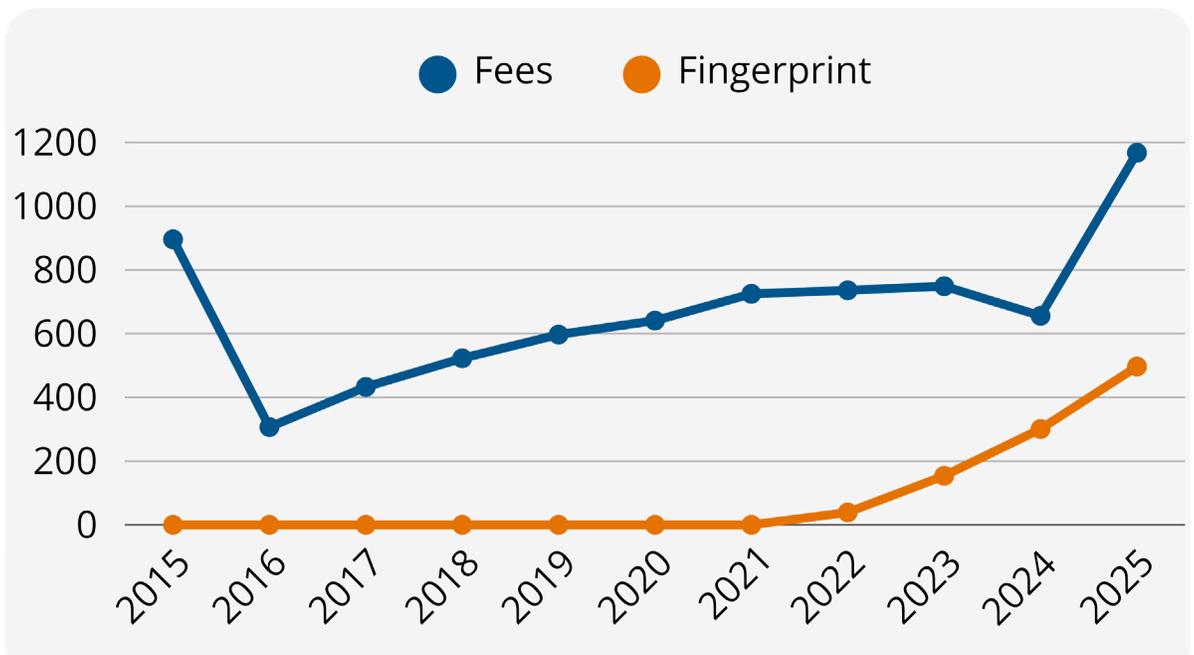
My position includes reviewing management contracts between Tribes and managers and analyzing the current or projected financial health of a Tribe's casino facility. The experience has been rewarding, and it is satisfying to see how our work creates positive outcomes for the Tribes."

**Martina Wilson** | Financial Specialist

## Pay.gov

On March 25, 2025, the President issued Executive Order (EO) 14247, "Modernizing Payments To and From America's Bank Account" which "mandat[ed] the transition to electronic payments for all Federal disbursements and receipts by digitizing payments."

Finance staff partnered with Treasury to expand electronic payment options through Pay.gov in compliance with EO's 14249 and 14247. Finance staff established four additional payment portals in Pay.gov covering all other payment submissions (background investigation deposits and invoice payments, Freedom of Information Act (FOIA) payments, Civil Fine Assessment (CFA) payments, and Misc payments). As a result of these efforts and EO compliance, the Agency's effective promotion of Pay.gov, the number of Tribes utilizing Pay.gov to submit payments increased significantly at the end of FY 2025. See the comparison chart below for Pay.gov usage.



# ANNEX

## FISCAL YEAR 2025 PERFORMANCE AND SUPPLEMENTS



# NIGC Division of Compliance

Overall comparison report from FY 2025 and 2024 indicating quantity of change.

Overall Summary	FY 2025	FY 2024	Difference
Site Visits	700	698	2
Internal Audit Checklists	93	95	-2
Licensing Reviews	280	293	-13
Criminal Justice Information Services (CJIS) Audits	16	18	-2
Total Licensing Submissions	218,453	236,515	-18,062
Total Open Investigations	12	13	-1
Preliminary Investigations	8	13	-5
Closed Investigations	12	2	+10
Enforcement Actions	1	2	-1
Criminal Referrals	1	0	1
Letters of Concern Issued	9	11	-2
Letters of Concern Closed	5	6	-1
New Settlement Agreements	2	1	+1
Settlement Agreements Monitored	10	9	+1
Technical Assistance Events	4,529	4,396	+133
Technical Assistance Hours	2,392	2,306	+86
AUP Received and Reviewed	411	413	-2
AFS Received and Reviewed	534	527	+7
Alternate Standard Requests	9	6	+3
Internal Control Assessment (ICA) Conducted	10	11	-1
Internal Control Assessment (ICA) Follow-ups	6	9	-3
Internal Audit Reviews (IARs)	1	2	-1
Investigative Audit (IVAs)	3	2	+1
Internal Audit Review (IAR) Follow-up	0	1	-1

# NIGC Division of Compliance

## Letters of Concern (LOC)

The Agency issued nine LOCs to address serious compliance issues through voluntary compliance and technical assistance.

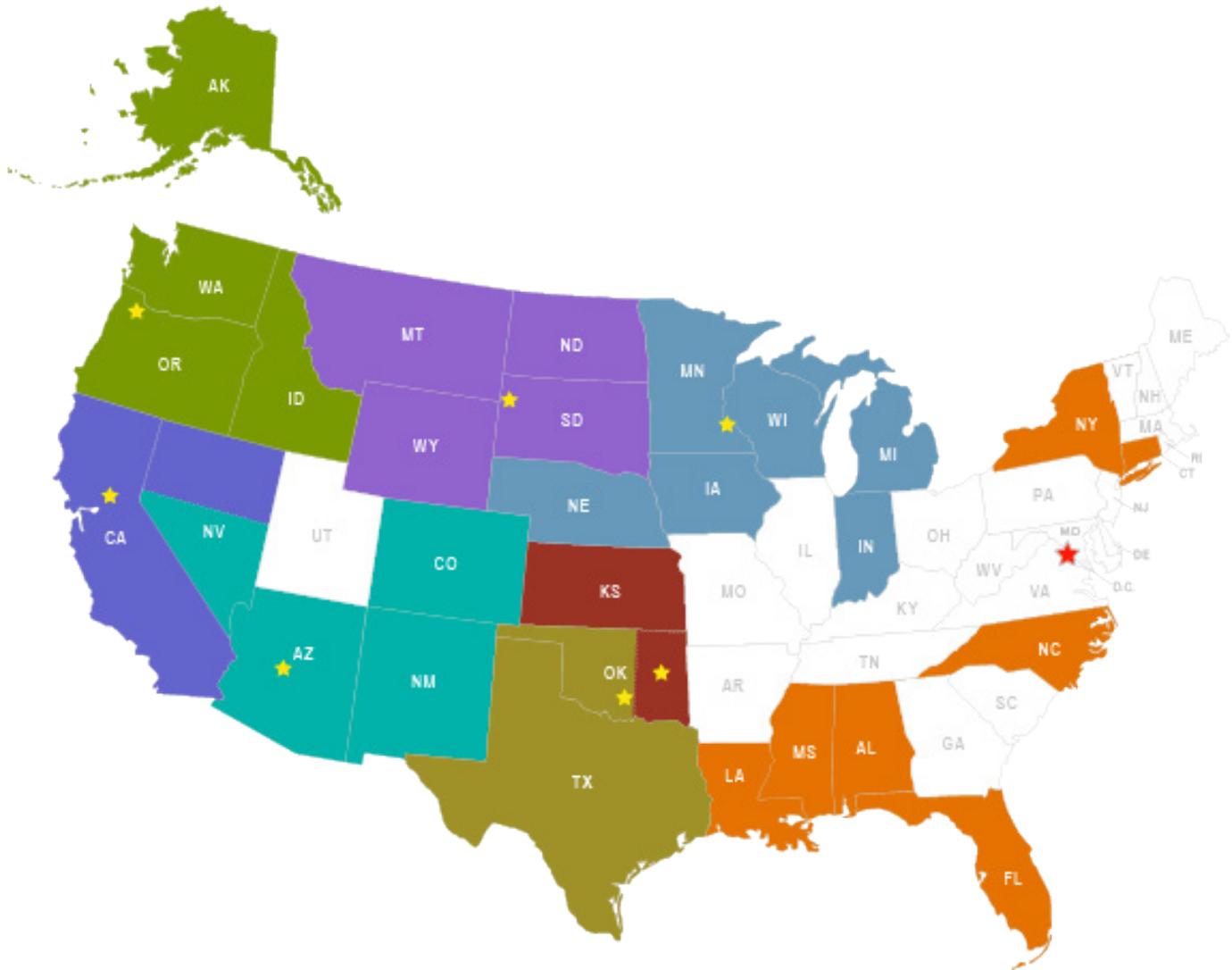
Four FY 2025 LOCs were closed through voluntary compliance. One FY 2024 LOC was closed by issuing an NOV. The table below outlines the number of FY 2025 LOCs issued by type.

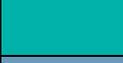
LOC Violation	# Issued
571.13 Failure to Submit 2024 AFS	2
533 Management without an Approved Contract	2
571.13 Failure to submit 2024 AFS/AUP, Material Weakness, noncompliance with MICS	1
571.13 Failure to submit AFS and Quarterly Fee Payment and Statement	1
543 Failure to Establish TICS and Implement SICS and conduct and document internal audits	1
571 Adverse Audit and Failure to submit 2023 AFS, Material Weakness	1
571 Adverse Audit	1



From left: Sam Wetzler and Tom Cunningham delivered training at the National Tribal Gaming Commissioners & Regulators (NTGCR) Academy at the Northern Quest Resort & Casino in Airway Heights, Washington.

# NIGC Regional Map



Regions		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 2025, 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	# Reviewed
Unplanned Data Outages	3
Major Applications Updated	4
IT Service Requests Created	565
IT Service Requests Resolved	571



From left: Jeran Cox, Steve Brewer, Miranda Page, and Steve Steiner presenting at the Oklahoma Tribal Gaming Regulators Association (OTGRA).

## NIGC Division of Finance

### NIGC Financial Statistics

- FY 2025 Commission approved budget = \$34.1M with 140 full-time employees and 6 fellows/ interns.
- FY 2025 fee rate = 0.08% with total fee receipt = \$33.2M.
- FY 2025 fingerprint processing fee = \$44 per card, decrease of \$9.
- 1,828 fee payments were received and processed during FY 2025 (660 checks plus 1,168 Pay.gov payments).
- 1,747 fingerprint payment checks were received and processed during FY 2025 (1,250 checks plus 497 Pay.gov payments).
- Received 4 new management contract/amendment submissions.
- 6 management contracts were approved by the Acting Chair during FY 2025.
- Received 25 background investigation applications (12 individuals plus 13 entities).
- Completed 6 background investigations (4 individuals and 2 entities) in FY 2025.
- Overall Financial Background Investigators' utilization rate was 51% in FY 2025.

## NIGC Office of General Counsel

Matter Type	# Reviewed
Gaming ordinances	36
Gaming ordinances (incl. 2 site-specific, 20 informal reviews)	58
Indian Lands opinions	3
Management contracts	11
Game classification opinions	1
Reviewed Facility licenses (15 new, 6 expedited, 72 renewals)	93
Alternate Standards	7

# NIGC Division of Public Affairs

## Training Program

In FY 2025, NIGC completed 54 training events, as detailed in the table below. Through targeted outreach and multichannel engagement, the Agency delivered training to 15,664 internal and external stakeholders during only two quarters of full operations. NIGC increased Tribal participation from 97% to 98.4% and reached 245 of nearly 250 gaming Tribes nationwide.

Registered attendees submitted 5,359 course evaluations in FY 2025, resulting in an evaluation response rate of nearly 50%. NIGC also maintained a 90% satisfaction rate across all courses offered.

Event Type	Number of Events	Number of Training Courses	Total Training Hours	Total Registered Attendance
National Training Topic of the Month	9	9	9.5	3145
Site Specific/Technical Assistance	21	48	75.75	721
Professional Organizations	13	30	30	1795
National Training Conference	1	19	31.75	2881
Cybersecurity Symposium	1	3	3	675
Federal Preparedness Workshop - Otoe Missouri Tribe of Oklahoma	1	4	4	178
Federal Preparedness Workshop - Mashantucket Pequot Tribe of Connecticut	1	4	6	279
Regulating Gaming Technology (RGT) Conference	1	7	7	2570
Compliance Bootcamp	1	1	16	84
Federal Preparedness Workshop - Karuk/Rain Rock Casino	1	3	16	524
LASO Bootcamp	1	6	6	2072
Special Emphasis	3	3	3	740
<b>Totals</b>	<b>54</b>	<b>137</b>	<b>208</b>	<b>15,664</b>



From left: Eddie Ilko, Jessie Howington, Steve Brewer, Shonda Boyer, Kirian Fixico, and Sam Wetzler hosted the National Training Conference at the River Spirit Casino and Resort in Tulsa, Oklahoma.

# NIGC Division of Public Affairs

## Public Affairs Program Communications

### External Communications

FY 2025 outreach successes from NIGC.gov communications to Tribal leaders and gaming stakeholders include: a critical communication deployment of messages related to change in NIGC leadership; publication of the NIGC FY 2024 Annual Report; and creation and publication of the updated FY 2025 new NIGC Human Trafficking Resources pamphlet, EPHS Emergency Preparation and Response Plan (EPP) template, Employee Emergency Guide Flip Chart, and the NIGC condolence/remembrance message on the passing of Ernie Stevens, reaching a verified distribution of 30.8K.

### Email Correspondence Data

- The Agency triaged more than 15.5K+ email correspondence and processed almost 150 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 30.8K 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.
- Public Affairs media outreach through statements and press releases resulted in 70 news articles in national, local, and trade publications, which helped build authority and credibility as a strong regulatory governing body.
- Proactive FY 2024 Gross Gaming Revenue (GGR) media roll-out announcement activities garnered 54 article mentions.

### Website (NIGC.gov)

- The Agency's website garnered 322K+ page views and 242K+ unique visitors – a 116% increase over FY 2024. Released 31 communication products on NIGC.gov to inform and educate the public on the Agency's activities, directly resulting in an 8% increase of RSS feed (push) subscribers over FY 2024 (now totaling 5,215).
- The Agency performed five updates to the organization's website to enhance its functionality and the audience's navigating experience, coordinating with division leads to archiving over 3,800 outdated or redundant files for the platform.
- Released 31 communication products on NIGC.gov to inform and educate the public on the Agency's activities, directly resulting in an 8% increase of RSS feed (push) subscribers over FY 2024 (now totaling 5,215).

### Press Releases

- This year, NIGC published 6 press releases, reaching 7K verified users, with +800K impressions (via PR Newswire).

# NIGC Division of Public Affairs

## Internal Communications

### Internal Intranet Growth

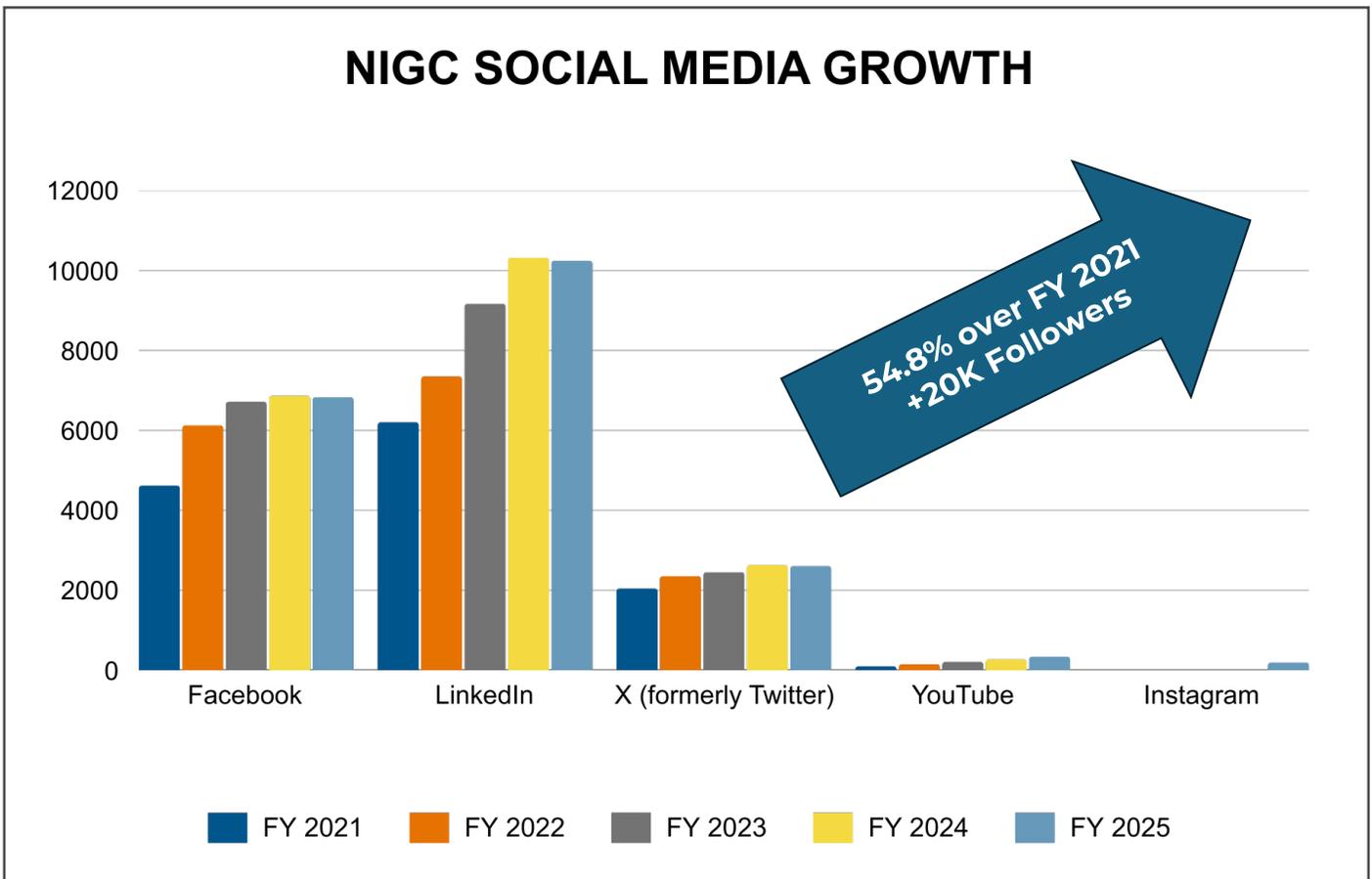
In FY 2025, the program continued to develop and deploy NIGC intranet content, including creating three new pages and integrating 894 relevant documents onto the intranet platform, along with on-going content maintenance and management to ensure accessibility and reliability.

### Social Media Growth

The Agency grew its social media presence in FY 2025, reaching more than 21,000 followers and generating 601,000 impressions, a 32.1% increase from FY 2024. During the year, NIGC added Instagram to its social media platforms, expanding its digital outreach.

NIGC’s primary social media channels - Facebook, LinkedIn, Instagram, and X, delivered strong performance, with top posts reaching a combined 71,256 people, a 50.6% increase.

In FY 2025, follower counts included 6,830 on Facebook, 10,246 on LinkedIn, 195 on Instagram, 2,606 on X, and 340 on YouTube (calculated by adding the FY 2024 total to followers gained in FY 2025).



# NIGC Division of Public Affairs

## Social Media – Video

### YouTube

In FY 2025, the Agency saw a 41% increase in impressions of YouTube channel videos and an 18% increase in subscribers (now 329). This demonstrates our expanding reach and growing audience engagement. While the number of views declined, this shift reflects our strategic focus on diversifying content, increasing engagement, with an increase in watch hours to 1.9K.

YouTube	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
Total Views	4,653	5,153	5,390	4,923	6,606
Total Watch Time (Hours)	858	1,078	1,938	1799	1,900
Subscribers	103	151	211	272	397

### Top 5 NIGC Videos

- 1,167 views - Training Video: Combatting Human Trafficking in the Tribal Gaming and Hospitality Industries.
- 245 views - Surveillance Beyond the MICS at the Virtual National Training Conference (VNTC).
- 211 views - Celebrating the 35th Anniversary of the Indian Gaming Regulatory Act (IGRA).
- 152 views - NIGC Honors the Enactment of the Indian Gaming Regulatory Act.
- 111 views - NIGC Special Emphasis: Advancing the Fight Against Human Trafficking.

From left: Justin Platt moderates a panel discussion at G2E. Panel members seated from left: NIGC's Vice Chair Jeannie Hovland, Tom Cunningham, Rea Cisneros, and Tim Cotton.

