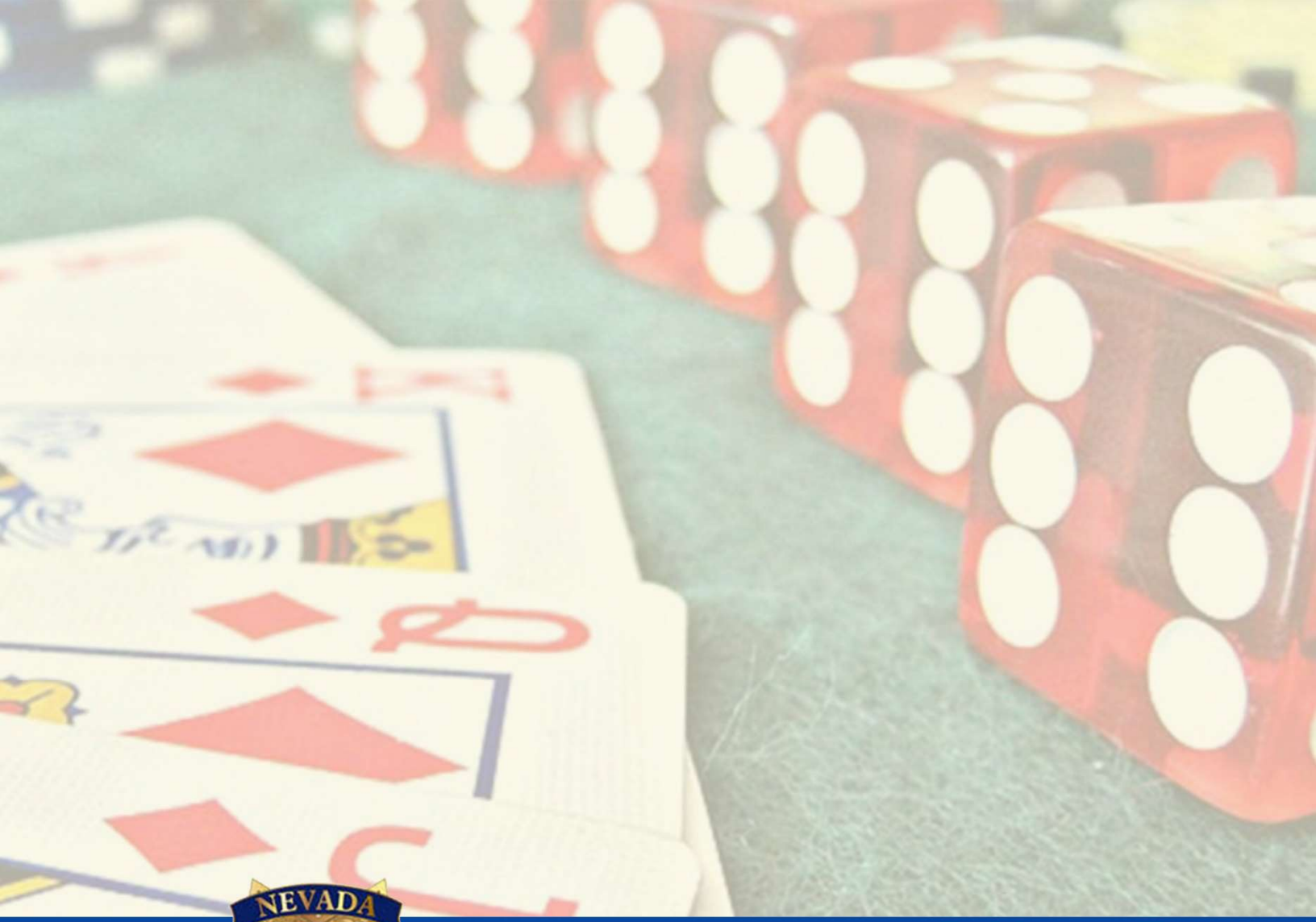


NEVADA GAMING CONTROL BOARD

NEVADA GAMING COMMISSION

JANUARY 2021

Assembly Committee: Judiciary
Exhibit: C Page 1 of 44 Date: 02/09/2021
Submitted by: J. Brin Gibson

STEVE SISOLAK
Governor

NEVADA GAMING CONTROL BOARD
1919 College Parkway, P.O. Box 8003, Carson City, Nevada 89702
555 E. Washington Avenue, Suite 2600, Las Vegas, Nevada 89101
3650 S. Pointe Circle, Suite 203, P.O. Box 31109, Laughlin, Nevada 89028
557 W. Silver Street, Suite 207, Elko, Nevada 89801
9790 Gateway Drive, Suite 100, Reno, Nevada 89521
750 Pilot Road, Suite I, Las Vegas, Nevada 89119

J. BRIN GIBSON, *Chairman*
TERRY JOHNSON, *Member*
PHIL KATSAROS, *Member*

January 2021

Thank you for your interest in Nevada's gaming regulatory structure. The Nevada Gaming Commission and the Nevada Gaming Control Board are empowered by law to regulate Nevada's gaming industry. Our laws and regulations have continued to evolve and are an integral element of the success of gaming in Nevada. The gaming industry is declared to be vitally important to the economy of our State and the general welfare of our inhabitants.

During the fiscal year ending June 30, 2020, our 267 nonrestricted licensees who grossed more than $1 million in gaming revenue generated total revenues of $18.3 billion. $6.7 billion or 36.8% of those total revenues were generated from gaming activities. These 267 nonrestricted licensees reported an employee base of 135,926 people. As is evident by these data points, the contribution of gaming and tourism to Nevada is substantial.

Since the creation of our agency in 1955, Nevada has consistently been the largest commercial casino gaming market in the nation and is responsible for more than 55% of all commercial casino employment. Casino gaming is continuing to grow and become legal in many jurisdictions throughout the United States and around the globe. Our model of regulation has been adopted successfully by a number of other jurisdictions.

The background, data, and statistics contained herein provide an overview of the regulation of Nevada's gaming industry. We invite you to visit our agency's website (gaming.nv.gov) for additional information.

Sincerely,

John T. Moran, Jr.
Chairman
Nevada Gaming Commission

J. Brin Gibson
Chairman
Nevada Gaming Control Board

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INTRODUCTION

Nevada's gaming regulatory framework and the long standing contributions of legislative and government leaders, gaming commissioners, board members and dedicated employees have developed a reputation around the globe as the leader in the governance of gaming. This reputation has been enhanced by the continued contributions of gaming lawyers, accountants, advisors and members of the academic community who have challenged the system with new ideas.

The Nevada Gaming Control Board's (Board) reputation is based on the philosophy: gaming when properly regulated, can thrive and be an important contributor to the economic welfare of Nevada. The Board's reputation has been built around a philosophy of consistent legal, ethical and fair-minded practices and actions, bolstered through highly rigorous standards for licensing, suitability and operation. Maintaining a balance between rigorous standards for the industry and the kind of flexibility permitting innovation and prudent expansion is an overarching goal guiding not only day-to-day decision making, but also the consideration of changes to regulations and statutes.

MISSION AND GUIDING PRINCIPLES

Mission

The Nevada Gaming Commission ("Commission") and the Board govern Nevada's gaming industry through strict regulation of all persons, locations, practices, associations and related activities. The Board is charged with protecting the integrity and stability of the industry through in depth investigative procedures, exacting licensing practices, strict enforcement of laws and regulations holding gaming licensees to high standards. Through these practices, the Board ensures the proper collection of taxes and fees, an essential source of revenue for the State of Nevada.

Guiding Principles

1. In all decisions and in the performance of our jobs, our highest priority is to protect the citizens of Nevada and visitors to Nevada by ensuring the interests of the agency, employees or licensees are not placed above our duty to our citizens and visitors.

2. We act with a high degree of integrity, honesty and respect in carrying out our duties and in our interactions with our stakeholders.

3. We are committed to protecting the confidentiality of all information entrusted to us by applicants, licensees and other stakeholders.

4. Our objectivity, independence and impartiality are beyond reproach. We avoid all personal or professional circumstances or conflicts calling these into question.

5. Our processes ensure all actions, decisions and policies are consistently applied and do not result in advantages or disadvantages to any party to the detriment of another.

6. Our investigations, audits and tests, while comprehensive, are objective and fair-minded. Written reports of such actions are made with a high degree of care with special attention to accuracy.

7. We carry out our duties in a rigorous and thorough manner and utilize the resources provided to us wisely and only for the legitimate purposes of the agency.

8. We continuously challenge ourselves to improve the practices and processes of the agency to keep pace with the industry's change, growth and innovation and our legislative mandates.

9. We continuously improve our public communication and public access to provide guidance and assistance to those we hold accountable for compliance.

10. We foster and maintain cooperative relationships with other governmental bodies, domestic and foreign, and our professionalism and competence bolsters our reputation as world class participants in gaming regulation.

11. Our professional work environment is demanding and respects the individual differences of our employees. We set a high standard for hiring and advancing employees based on demonstrated achievement.

NEVADA GAMING COMMISSION
NEVADA GAMING CONTROL BOARD

Gaming Commission	Term Expires
John T. Moran, Jr., Chairman	April 27, 2021
Deborah J. Fuetsch, Member	April 27, 2021
Rosa Solis-Rainey, Member	April 27, 2022
Steven B. Cohen, Member	April 27, 2023
Ogonna M. Brown, Member	April 27, 2024

Gaming Control Board	Term Expires
J. Brin Gibson, Chairman	January 29, 2023
Terry Johnson, Member	January 29, 2021
Phil Katsaros, Member	January 29, 2023

Pursuant to state law, members of the Board and Commission are appointed by the Governor of Nevada to four-year terms. In addition to other requirements, each member must be a resident of Nevada and no member may hold elective office while serving. Members are also not permitted to possess any direct pecuniary interest in gaming activities while serving in their capacity as members.

The Board and Commission conduct public meetings at least once monthly and special meetings as required. The Executive Secretary, who is appointed by the Board with the approval of the Commission, assists the Board and the Commission in administrative matters and facilitates the monthly meetings.

EXECUTIVE SECRETARY: Marie Bell e-mail: mbell@gcb.nv.gov

The Executive Secretary's office is comprised of the Executive Secretary and one administrative staff. The Board has two Senior Research Specialists, while the Commission has one.

The Executive Secretary serves as the clerk and parliamentarian of the Gaming Commission and the Gaming Control Board. The Executive Secretary's office is responsible for the administration of the Gaming Commission and assisting the Board in administrative matters relating to its public meetings and hearings. Additionally, the Executive Secretary calendars and conducts all meetings of the Commission and the Board, accepts all complaints against licensees and claims for reimbursements from licensees, nominations for excluded persons, performs research for the Commission and the Board and coordinates the regulation adoption process for the development

and modification of gaming regulations. The Executive Secretary also supports the Gaming Policy Committee, an advisory committee chaired by the Governor serving at the pleasure of the Governor and providing input on gaming policy within Nevada.

Current and Past Chairs

Commission

John T. Moran, Jr. (2020-Current)
Tony Alamo, M.D. (2014-2020)
Peter Bernhard (2001-2014)
Brian Sandoval (1999-2001)
William Curran (1991-1999)
John O'Reilly (1987-1991)
Paul Bible (1983-1987)
Carl Dodge (1981-1983)
Harry Reid (1977-1981)
Peter Echeverria (1973-1977)
John Diehl (1968-1973)
George Dickerson (1967-1968)
Milton Keefer (1965-1967)
Norman Brown (1961-1965)
Milton Keefer (1959-1961)
Miles Pike (1959-1959)

Board

J. Brin Gibson (2020-Current)
Sandra Douglass Morgan (2019-2020)
Becky Harris (2018-2019)
A.G. Burnett (2012-2017)
Mark Lipparelli (2011-2012)
Dennis Neilander (2001-2010)
Steve DuCharme (1998-2000)
William Bible (1989-1998)
Michael Rumbolz (1987-1989)
Barton Jacka (1985-1987)
James Avance (1983-1984)
Richard Bunker (1980-1982)
Roger Trounday (1977-1979)
Philip Hannifin (1971-1977)
Frank Johnson (1967-1971)
Alan Abner (1967-1967)
Ed Olsen (1961-1966)
Ray Abbaticchio (1959-1961)
Robbins Cahill (1955-1959)

GAMING REGULATION IN NEVADA

History

In 1861, while Nevada was a territory, the first prohibition on all forms of gaming was passed into law. In 1869, the Nevada Legislature legalized gaming in spite of the Governor's veto. This law approved numerous games and imposed the first licensing fee.

Between 1869 and 1907, many changes in gambling regulations and license fees were made, with the main concern being where and when gaming could be conducted. The 1907 Legislature redistributed gaming fee revenues so all fees, except those from slot machines, were retained by the county, while slot machine fees went into the state coffers. The change was short-lived, as the 1909 Legislature prohibited gaming in all forms effective October 1, 1910.

It was not until 1931 when Nevada's modern era of legalized gaming began with the passage of the "Wide Open Gambling" bill signed into law by Governor Fred Balzar. The bill established a schedule of license fees for all games and machines, with the counties assuming the responsibility for the licensing and the collection of fees.

At about the same time, the State Legislature introduced a new concept in licensing. A state licensing requirement was enacted with fees based on a percentage of gross gaming win. This fee was in addition to the previously established county license fees, based on the number of games and machines in operation.

The Nevada Tax Commission was designated as the administrative agency under this new licensing requirement. The fees collected went into the state general fund, with a maximum of five percent of total collections set apart for administrative costs.

Nevada Gaming Control Board

The 1955 Legislature created the State Gaming Control Board ("Board") within the Nevada Tax Commission, whose purpose was to inaugurate a policy to eliminate the undesirable elements in Nevada gaming and to provide regulations for the licensing and the operation of gaming. The Board was also to establish rules and regulations for all tax reports to be submitted to the state by gaming licensees. The 2015 Legislature formally renamed the State Gaming Control Board as the Nevada Gaming Control Board.

The Board consists of three full-time members appointed by the Governor for four-year terms, with one member acting as Chair, and is responsible for regulating all aspects of Nevada's gaming industry.

The primary purpose of the Board is to protect the stability of the gaming industry through investigations, licensing, and enforcement of laws and regulations; to ensure the collection of gaming taxes and fees, an essential source of state revenue; and to maintain public confidence in

gaming. The Board implements policy enforcing State laws and regulations governing gaming through six divisions (Administration, Audit, Enforcement, Investigations, Tax and License and Technology). The Board currently has 400 full-time budgeted positions, and maintains offices in Carson City, Elko, Las Vegas, Laughlin and Reno.

Nevada Gaming Commission

In 1959, the Nevada Gaming Commission ("Commission") was created by the passage of the Gaming Control Act ("Act"). The Act laid the foundation for what would become modern gaming regulation.

The Commission consists of five members appointed by the Governor to four-year terms, with one member acting as Chair. The Commission members serve in a part-time capacity.

The primary responsibilities of the Commission include acting on the recommendations of the Board in licensing matters and ruling upon work permit appeal cases. The Commission is the final authority on licensing matters, having the ability to approve, restrict, limit, condition, deny, revoke or suspend any gaming license.

The Commission is also charged with the responsibility of adopting regulations to implement and enforce the State laws governing gaming.

When the Board believes discipline against a gaming licensee is appropriate, the Board acts in the prosecutorial capacity, while the Commission acts in the judicial capacity to determine whether any sanctions should be imposed.

Gaming Policy Committee

The Gaming Policy Committee ("Committee") was created by the Nevada Legislature in 1961 and meets at the call of the Governor to discuss matters of gaming policy. Recommendations made by this committee are advisory to the Commission and are not binding on the Board or the Commission in the performance of their duties.

The Committee consists of twelve members including: the Governor (who chairs the Committee); one member of the State Senate; one member of the State Assembly; one member of the Nevada Gaming Commission; one member of the Nevada Gaming Control Board; one member of a Nevada Native American Tribe; and six members appointed by the Governor (two representatives of the general public, two representatives of nonrestricted gaming licensees, one representative of a restricted gaming licensee, and one representative of academia who possesses knowledge of matters related to gaming).

Gaming Laws

The Commission and the Board make up the two-tiered system responsible for regulating the Nevada gaming industry. Gaming in Nevada is primarily governed by Chapters 462, 463, 463B, 464, 465, and 466 of the Nevada Revised Statutes. These statutes are supported by the regulations of the Commission and Board. The Commission and Board administer the State laws and regulations governing gaming for the protection of the public in accordance with the policy of the State.

Nevada Revised Statute 463.0129(1) sets forth the public policy of Nevada regarding gaming. All gaming regulatory decisions must reflect these public policy mandates. Specifically, this statute includes the following statements:

(a) The gaming industry is vitally important to the economy of the State and the general welfare of the inhabitants.

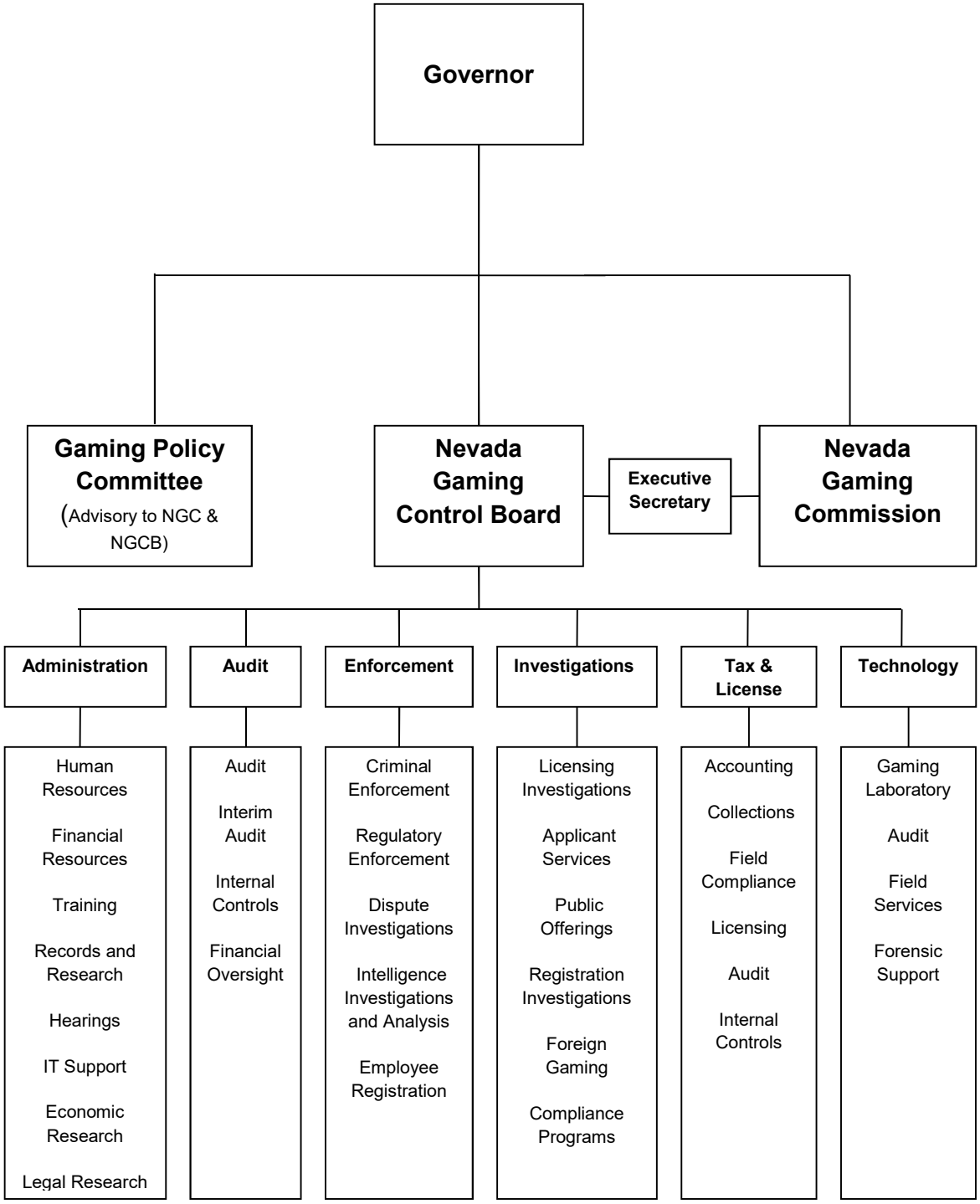
(b) The continued growth and success of gaming is dependent upon public confidence and trust; licensed gaming and the manufacture, sale and distribution of gaming devices and associated equipment are conducted honestly and competitively, establishments holding restricted and nonrestricted licenses where gaming is conducted and gambling devices are operated do not unduly impact the quality of life enjoyed by the residents of the surrounding neighborhoods, the rights of the creditors of the licensees are protected and gaming is free from criminal and corruptive elements.

(c) Public confidence and trust can only be maintained by strict regulation of all persons, locations, practices, associations and activities related to the operation of licensed gaming establishments, the manufacture, sale or distribution of gaming devices and associated equipment and the operation of online gaming and inter-casino linked systems.

(d) All establishments where gaming is conducted and where gaming devices are operated, and manufacturers, sellers and distributors of certain gaming devices and equipment, and operators of online gaming and inter-casino linked systems must be licensed, controlled and assisted to protect the public health, safety, morals, good order and general welfare of the inhabitants of Nevada, to foster the stability and success of gaming and to preserve the competitive economy and policies of free competition in the State of Nevada.

(e) To ensure gaming is conducted honestly, competitively and free of criminal and corruptive elements, all gaming establishments in Nevada must remain open to the general public and the access of the general public to gaming activities must not be restricted in any manner except as provided by the Legislature.

NEVADA GAMING REGULATION ORGANIZATIONAL STRUCTURE



Section A

Overview of Nevada Gaming Divisions

ADMINISTRATION DIVISION

Division Leadership

CHIEF:	Jaime Black	e-mail: Jblack@gcb.nv.gov
DEPUTY CHIEF:	Mary Ashley	e-mail: Mashley@gcb.nv.gov
IT MANAGER:	Andrew Tucker	e-mail: Atucker@gcb.nv.gov
HUMAN RESOURCES:	Emily Kuhlman	e-mail: Ekuhlman@gcb.nv.gov

Administration Division Staff

The Administration Division currently has 29 professional staff positions and 15 clerical staff.

Administration Division Responsibilities

The Administration Division (Administration) supports the operating divisions of the Board with regard to human resources management, training, facilities, contracts, purchasing, accounting, budgeting, and records retention. Professional Standards (internal affairs) and the Board's administrative hearings officers are assigned within Administration. Administration is also responsible for providing information technology services for the Board, including maintenance of all computer hardware, software, and computer related needs. Additionally, administrative services for the Board and Commission are provided by Administration.

Administration is responsible for the preparation and oversight of the Commission's and the Board's biennial operating budgets and for providing management oversight of the Board's facilities in six locations: Carson City, Las Vegas (two locations), Elko, Reno and Laughlin. The Accounting office oversees payroll, expenditures, licensee billing reimbursements, purchasing, inventory, contracts, supply acquisition and mail services.

The Information Technology Section is responsible for the general information technology support and the internal maintenance and development of applications used by the agency. The section also develops online applications allowing online processing of agency submissions such as gaming employee registrations. The Section has two primary groups: Network Services and Application Development.

The Division's Human Resources Section is responsible for recruitment, employee relations, compensation, training, compliance and serves as the liaison for employees with the Public Employees' Benefits Program (PEBP) and the Public Employees' Retirement System (PERS). Most of the Board's employees are in the unclassified service. Based on this unique structure, Nevada law authorizes the Board to adopt a Gaming Control Board Human Resources Manual to establish rules for the management of employees.

The Records and Research Services Office is responsible for maintaining the security and confidentiality of all information received from the various Board divisions for historical preservation and retrieval. It is the principal repository for data maintained on all Nevada gaming applicants and licensees. All custodial services, including court-ordered subpoenas, are processed through Records and Research.

The Professional Standards Section has two investigative functions: (1) conducting employment background investigations to determine suitability for employment with the Board and (2) conducting internal investigations of alleged employee misconduct.

The Administration Division's Hearings Officers conduct hearings and submit recommended decisions to the Board regarding disputes between players and licensed gaming establishments on all licensed gambling games and devices. Hearings Officers also conduct hearings and submit recommended decisions to the Board concerning persons whose applications for a gaming employee work permit have been denied because of an objection.

Economic Research Section

The Economic Research Section is responsible for forecasting gaming tax and fee revenues. Those forecasts are presented to the State's Economic Forum as part of the General Fund revenue projection process. In addition, the section prepares the Legislative Report which takes into account net incomes and assessed values of licensees. This section also prepares the monthly press releases on Gaming Win and the Percentage Fee Collections. Additionally, it compiles the Nevada Gaming Abstract including financial statements, rate of room occupancy, square foot analysis and ratios and average number of employees. Furthermore, the section performs special research projects at the request of the Board, the Nevada Legislature and/or the Governor.

SENIOR RESEARCH SPECIALIST: Mike Lawton e-mail: Mlawton@gcb.nv.gov

Legal Research Section

The Legal Research Section assists the Board and Commission in the drafting of regulations and internal controls and performs special research projects at the request of the Board and Division Chiefs. This section also acts as the Board's liaison to the Nevada Legislature, working closely with the Office of the Governor, legislators, and staff in drafting bills relating to gaming. The senior research specialist from the Legal Research Section presents the Board's proposed legislation

before the Nevada Legislature, and is called to testify on various matters relating to gaming. The section, at the direction of the Board, provides historical data and information relating to gaming laws and regulations both in Nevada and other jurisdictions to better inform the direction of future gaming policy. Additionally, this section is often the first point of contact for members of the gaming industry who have questions regarding the implementation of gaming regulations by the Board.

SENIOR RESEARCH SPECIALIST: Mike Morton e-mail: Mmorton@gcb.nv.gov

AUDIT DIVISION

Division Leadership

Las Vegas

CHIEF:	Kelly Colvin	e-mail: Kcolvin@gcb.nv.gov
DEPUTY CHIEF:	Vanessa Vuong	e-mail: Vvuong@gcb.nv.gov
DEPUTY CHIEF:	Peggy Chung	e-mail: Pchung@gcb.nv.gov
SUPERVISOR:	Kimberly Wolfgang	e-mail: Kwolfgang@gcb.nv.gov
SUPERVISOR:	Rusty LeBlanc	e-mail: Rleblanc@gcb.nv.gov
SUPERVISOR:	Thomasina Fremont	e-mail: Tfremont@gcb.nv.gov

Reno

DEPUTY CHIEF:	Cari Bradley	e-mail: Cbradley@gcb.nv.gov
SUPERVISOR:	William Layman	e-mail: Wlayman@gcb.nv.gov

Audit Division Staff

The Audit Division currently has 84 professional staff and 6 clerical staff. All professionals have college degrees and, as Agents of the Board, are peace officers of the State of Nevada.

Certification

Employment as an Agent in the Audit Division qualifies a person to apply for a certified public accountant (CPA) designation in Nevada. The requisite college degree and four years of experience with the Audit Division are required to become certified. Approximately 50% of the Audit Division's professional staff are either CPAs, or have passed the CPA exam and are in the process of satisfying their experience requirement.

Audit Division Responsibilities

Audits

The Audit Division is primarily responsible for auditing Group I casinos throughout the state (the definition of a Group I casino is based upon a gross gaming revenue threshold adjusted annually in accordance with the consumer price index). The frequency of audits performed by the Audit Division is determined by the available manpower in relation to the inventory of Group I licensees and is therefore subject to fluctuations. The Audit Division maintains a cycle allowing for each Group I licensee to be audited approximately once every two to three years.

The Audit Division employs a comprehensive and structured model for determining risk and assigns risk ratings to each property. Board Members are apprised of issues of regulatory significance. The risk ratings assist the Division in allocating Audit staff in relation to perceived risk.

The primary objectives of a Board audit are to determine the proper reporting of gaming and entertainment revenue and to determine if the casino is in compliance with all applicable gaming and live entertainment laws and regulations. Internal accounting controls are thoroughly analyzed, in-depth analytical review of operating statistics is undertaken and detail tests of transactions are performed to gather sufficient audit evidence to render an audit opinion. At the conclusion of an audit, the division issues a written report to the Board including the audit opinion. The Audit Division is required by regulation to perform audits in accordance with generally accepted auditing standards.

The division employs various means in gathering audit evidence. Covert or surprise observations of casino procedures are routinely conducted on an interim basis throughout the audit period. Interviews with casino staff are periodically performed to ensure a casino is complying with documented internal accounting controls. For those casinos with branch offices outside of Nevada (including those outside of the country), inspections of these offices are performed by Audit Division agents to ensure proper operating procedures are being followed.

Compliance Reviews

Operators of slot machine routes, slot machine manufacturers and distributors, disseminators of racing information, operators of inter-casino linked gaming systems and pari-mutuel systems operators are required to be licensed by the Board and to comply with a number of statutes and regulations. The Audit Division periodically reviews these operations for regulatory and statutory compliance.

Other Responsibilities

The Audit Division has a number of additional responsibilities, including but not limited to:

- Periodically performing cash counts to ensure the casinos have sufficient funds, pursuant to Regulation 6.150, to operate.
- Analyzing annual financial statements submitted by Group I Licensees to monitor the entities' continuing financial viability.
- Preparing reports for the Board summarizing the key details of certain transactions (e.g., loans and leases) made with licensees, including the source of funds, reported as required by regulation ensuring licensees receive funds only from reputable sources.
- Routinely monitoring the performance of all casino games in the state. If substandard performance is observed, various types of follow-up work are performed to determine the reasons for this poor performance.

ENFORCEMENT DIVISION

Division Leadership

Las Vegas

CHIEF:	James Taylor	e-mail:	Jtaylor@gcb.nv.gov
DEPUTY CHIEF:	Steve Mull	e-mail:	Smull@gcb.nv.gov
DEPUTY CHIEF:	Kristi Marusich	e-mail:	Kmarusich@gcb.nv.gov

Carson City

SUPERVISOR:	Patrick Stackpole	e-mail:	Pstackpole@gcb.nv.gov

Elko

SUPERVISOR:	Brian McIntosh	e-mail:	Bmcintosh@gcb.nv.gov

Laughlin

SUPERVISOR:	Chris Whitton	e-mail:	Cwhitton@gcb.nv.gov

Reno

DEPUTY CHIEF:	Russell Niel	e-mail:	Rniel@gcb.nv.gov
SUPERVISOR:	Stacey Graves	e-mail:	Sgraves@gcb.nv.gov

Enforcement Division Staff

The Enforcement Division currently has approximately 91 certified peace officers and 29 clerical staff located in five offices throughout the state. The peace officers have a college degree or a combination of education and investigative experience equating to a college degree. The division is made up of peace officers (“agents”) from diverse backgrounds including law enforcement, gaming, accounting, computer science and law.

Certification

Enforcement Division agents are required to be certified peace officers in Nevada. Agents are required to perform the duties of a peace officer and meet all requirements, including physical fitness and firearms proficiency. Agents are also required to successfully complete a Gaming Academy and a Field Training Program. Once certified, agents are required to retain their certification by completing 24 hours of approved training each calendar year. Agents receive new and updated training on a variety of subjects including licensed games, cheating techniques, investigate disputes, defensive tactics, arrest techniques, criminal law, detention and firearms use and safety.

Enforcement Division Responsibilities

The Board's Enforcement Division operates 24 hours a day, seven days a week. Primary responsibilities are to conduct criminal and regulatory investigations and to investigate disputes between patrons and licensees. Investigations range from simple to detailed and complex involving violations of gaming regulations and/or statutes. The division is also responsible for processing and conducting background investigations and registering all gaming employees who work in the State of Nevada.

The division collects intelligence information regarding criminals and criminally oriented persons, as well as individuals engaged in organized crime and other activities relating to the gaming industry. It also makes recommendations on potential candidates for the "List of Excluded Persons" also known as the "Black Book". In their investigative capacity, agents are responsible for interviewing witnesses and complainants, interrogating suspects, conducting covert surveillance operations and obtaining information from confidential informants and other cooperating individuals.

The Enforcement Division's Operations Section conducts inspections of licensee's surveillance systems, various gaming devices including slot machines, cards and dice. The section is also responsible for inspecting and approving new games, chips and tokens, charitable lotteries and bingo.

The division provides assistance to other domestic and international jurisdictions in gaming-related matters and works closely with federal, state and local law enforcement agencies on cases of mutual interest and in the exchange of information as appropriate.

Special Investigations

Special investigations often entail developing evidence to prove skimming (the diversion of funds to avoid the payment of taxes) or money laundering in a casino. This work may be performed in conjunction with other state or federal agencies such as the Federal Bureau of Investigation, Internal Revenue Service, etc.

INVESTIGATIONS DIVISION

Division Leadership

Carson City

CHIEF:	Mike LaBadie	e-mail: Mlabadie@gcb.nv.gov
DEPUTY CHIEF:	Carl Hoffman	e-mail: Choffman@gcb.nv.gov
DEPUTY CHIEF OF CORPORATE SECURITIES:	Russell Tegio	e-mail: Rtegio@gcb.nv.gov
COORDINATOR OF APPLICANT SERVICES:	Barry Chilton	e-mail: Bchilton@gcb.nv.gov

Las Vegas

DEPUTY CHIEF:	Robert Grozenski	e-mail: Rgrozenski@gcb.nv.gov
SUPERVISOR/ Agency Liaison:	Diane Presson	e-mail: Dpresson@gcb.nv.gov

Investigations Division Staff

The Investigations Division currently has 70 professional staff and 9 clerical staff.

Certification

Investigative agents generally have college degrees in business or financial disciplines, criminal justice, or extensive law enforcement experience. As agents of the Board, investigators are peace officers of the State of Nevada.

Investigations Division Responsibilities

Finding of Suitability/Licensing Application Investigations

The Investigations Division is charged with investigating all individuals and companies seeking a privileged Nevada gaming license, registration, finding of suitability or other approval. Applicants for these approvals are subject to extensive investigation of personal background and financial activity to verify suitability.

Agents further investigate and analyze the activities of all privately held business entities seeking a gaming license or registration in the State of Nevada. Division investigators produce detailed reports used by the Board and the Commission as the basis for licensing and approval recommendations or decisions.

The Investigation Division is also charged with the following program responsibilities:

Applicant Services and Agency Liaison

The Investigations Division provides and receives all application forms and ensures each application is properly completed and all necessary forms are filed in accordance with statutory and regulatory requirements. The division also collects all required application fees. The Agency Liaison responds to requests for information from governmental agencies around the world.

NGC Regulation 25 Independent Agents

The Investigations Division registers and investigates individuals who bring patrons to Nevada casinos through junket programs. This is performed by receiving all application forms for Independent Agents and ensuring each application is properly completed, in accordance with statutory and regulatory requirements and all application fees are collected.

NGC Regulation 3.100 Employee Reports

The Investigations Division receives and monitors all semi-annual reports on key employees submitted by nonrestricted gaming licensees.

Corporate Securities Section Responsibilities

Finding of Suitability/Licensing Application Investigations

The Corporate Securities Section monitors, investigates and analyzes activities of registered, publicly traded corporations and their subsidiaries involved in the Nevada gaming industry. Actions affecting the industry, such as changes in control, public offerings, involvement in foreign gaming and recapitalization plans are scrutinized by the Section and reported to the Board.

Section investigators produce detailed reports used by the Board and the Commission as the basis for licensing/approval recommendations/decisions.

Publicly Traded Corporations

The Corporate Securities Section is responsible for investigating and analyzing publicly traded corporations for suitability, licensing and financial viability. At the conclusion of an investigation, a written report is issued to be used by the Board and the Commission as the basis for licensing/approval recommendations/decisions.

Compliance Reviews

Publicly traded corporations and certain other licensees are required to establish and maintain a regulatory compliance plan. The Compliance Unit evaluates plans and periodically performs reviews of these companies for compliance with the requirements of their plan.

Monitoring

Publicly traded corporations' activities are continually monitored for any changes to company structure, management and financial viability through review of Securities and Exchange Commission filings, Board submissions, press releases and news articles.

Special Projects/Investigations

On occasion, the Corporate Securities Section and the Compliance Unit are assigned special projects and investigative work such as debt analysis, litigation review or financial viability.

Foreign Gaming Reporting

The Corporate Securities Section monitors foreign gaming reporting submission reports required to be filed by any Nevada licensee who conducts gaming activity outside the State of Nevada. These quarterly and annual submissions detail foreign gaming locations, violations in foreign gaming jurisdictions and fines levied.

TAX & LICENSE DIVISION

Division Leadership

Las Vegas

CHIEF:	Dan Douglas	e-mail: Ddouglas@gcb.nv.gov

Carson City

DEPUTY CHIEF:	Scott MacDonald	e-mail: Smacdonald@gcb.nv.gov

Tax & License Division Staff

The Tax & License Division currently has 21 professional staff, including 5 CPAs, and 5 clerical staff. The division is split into three sections; Collections, Compliance and Licensing.

Tax & License Division Responsibilities

Collections Section

The Collections Section is responsible for all deposits (with the exception of Gaming Employee Registration) and distributes gaming taxes, fees, penalties, interest and fines. Responsibilities include the management of accounts receivables, collecting on delinquent accounts and performing write-offs on bad accounts.

Additionally, the Collections Section is responsible for processing Holiday or Special Event applications (NGC-16), requests for Temporary Closures (Nevada Gaming Commission Regulation 9.010), requests to add licensed games, requests to allow fee-based gaming and the monitoring of such locations (Nevada Gaming Commission Regulation 5.120) and holding surety bonds for new nonrestricted locations.

Compliance Section

The Compliance Section performs reviews on Group II casinos throughout the state and conducts reviews on all manufacturers, distributors, slot route operators, operators of inter-casino linked systems and mobile gaming operators (not associated with a Group I casino). The section also completes reviews of restricted locations reporting live entertainment revenue.

The primary objectives of a Board review are to determine the proper reporting of revenue (casinos and restricted locations with live entertainment revenue) and to determine if the licensee is in compliance with all applicable gaming statutes and regulations. Internal accounting controls are thoroughly analyzed, in-depth analytical review of operating statistics is undertaken and detail tests of transactions are performed. At the conclusion of a review, the section issues a written report to the Board Chair or designated Board Member.

The section employs various means in gathering audit evidence. Covert or surprise observations of casino procedures are routinely conducted on an interim basis throughout the audit period. Interviews with casino personnel are periodically performed to ensure the casino is complying with documented internal accounting controls.

The Compliance Section has a number of additional responsibilities, including but not limited to:

- Performing periodic cash counts to ensure casino licensees (and restricted locations when necessary) have sufficient funds, pursuant to Nevada Gaming Commission Regulation 6.150, to operate.
- Analyzing annual financial statements submitted by operators of inter-casino linked systems to monitor continuing financial viability. The section also reviews reports from external auditors performing reviews on the licensees' systems (Wide Area Progressive Agreed Upon Procedures).
- Approval of diagrams and any subsequent changes for all restricted locations.
- Processing violation letters for restricted locations with the assistance of the Technology Division.
- Monitor Indian Gaming which includes the gaming compacts and developments in other jurisdictions.

Licensing Section

The Licensing Section issues all gaming licenses approved by the Commission. Additionally, this section is tasked with maintaining the license database, including owners, key employees and conditions. Annually the section sends requests to all licensees to verify the owners and conditions placed on their licenses. Any requests for licensing history are also processed through this section. In addition, trusts are processed through this section.

TECHNOLOGY DIVISION

Division Leadership

Las Vegas:

CHIEF:	Jim Barbee	e-mail: Jbarbee@gcb.nv.gov
LAB MANAGER:	Jeremy Eberwein	e-mail: Jeberwein@gcb.nv.gov

Technology Division Staff

The Technology Division currently has 14 engineers, 4 Information Technology Auditors, 6 Technicians, and 2 clerical staff.

Certification

Engineers must have at a minimum a Bachelor's degree in electrical or computer engineering, computer science, mathematics, or statistics. Information Technology Auditors must have at a minimum a Bachelor's degree in Accounting or business administration. CPA and CISA certifications are encouraged. Technicians must have at a minimum an Associate's degree in technology.

Technology Division Responsibilities

Gaming Technology Approvals

The Technology Division is the primary point of contact for the Board for new gaming innovation to be introduced into Nevada. The fundamental role of the Technology Division is the review of all technology used directly in the conduct of gaming by Nevada licensees. The division reviews and makes recommendations to the Board Chair approximately 2,000 new and modified gaming devices and gaming associated equipment each year. The division also assists technology innovators with how the Board's regulatory and technical requirements apply to their products.

Technology Field Inspections

In addition to gaming technology approval, the Technology Division is responsible for inspecting all gaming devices and associated equipment throughout Nevada once it has been deployed. Technology Division staff inspect every licensed location at least once every three years for compliance and identifying products no longer approved for use.

Forensic Investigations

The Technology Division is the digital forensic investigations unit for the Board. Specific engineering staff maintain proficiency and certifications on the latest digital forensic tools and techniques. Technology Division staff support the Enforcement Division by assisting in investigations of patron complaints related to gaming technology and criminal investigations. Additionally, the division provides support to the Investigations Division during the licensing process by providing data acquisition and analysis services.

Other Responsibilities

The Technology Division has a number of additional responsibilities, including but not limited to:

- Provide technical expertise to the Board and Commission on matters related to gaming technology.
- Collaborate with gaming regulators throughout the United States and the World on matters related to gaming technology regulation and standards.
- Monitor technology trends for gaming related risks and benefits.
- Serve as the technical representative of the Board in matters related to the gaming industry at tradeshows, career fairs, and other industry events.
- Provide expertise when changes to the Commission technology regulations are proposed.

Section B

Selected Data and Information

SELECTED DATA AND INFORMATION

GAMING LICENSES (June 30, 2020)

Nonrestricted (Group I)	145
Nonrestricted (Group II)	316
Slot Route Operator	50
Manufacturer/Distributor	378
Other	39
Restricted	1,984
Total	**2,912**

License Descriptions

There are five primary gaming licenses approved by the Commission including: (1) nonrestricted gaming license; (2) slot route operator's license; (3) manufacturer's and/or distributor's license; (4) restricted gaming license; and (5) interactive gaming licenses.

A nonrestricted gaming license is typically granted for the operation of: (1) a property having 16 or more slot devices; (2) a property having any number of slot devices together with any other live game, gaming device, race book or sports pool; (3) a slot machine route, (4) an inter-casino linked system; or (5) a mobile gaming system.

A slot route operator license is a nonrestricted license authorizing the holder to place slot devices in a licensed location and share in the gaming revenues without being on the license issued for the location. An operator's license will normally be issued only to an applicant already licensed at three locations or having firm commitments to place machines at three licensed locations upon licensing.

A manufacturer's license authorizes the holder to manufacture, assemble or produce any device, equipment, material or machines used in gambling, except pinball machines, in the State of Nevada in accordance with Nevada Gaming Commission Regulation 14.

A distributor's license authorizes the holder to sell, distribute or market any gambling device, machine or equipment in the State of Nevada in accordance with Nevada Gaming Commission Regulation 14.

Restricted gaming licenses are granted to the operator of 15 or fewer gaming devices (and no table games) at certain locations within Nevada such as bars, taverns, supper clubs, and convenience stores.

Interactive gaming licenses include operators of interactive gaming, interactive gaming service providers and manufacturers of interactive gaming systems.

The Board and the Commission also have statutory authority to require the licensure of any individual or entity that: (1) has influence over any gaming operations in the State of Nevada; (2) shares in gaming revenues with a licensee; (3) is a lender to a gaming licensee; or (4) is the owner of land where gaming is conducted.

Nevada also requires approvals and licenses for transactions affecting the ownership and/or control of any gaming operation in the State and for any individual who could exert any similar influence.

SLOT DEVICES AND TABLE GAMES

Slot Devices

Nonrestricted Locations (by Denomination)		
$0.01	43,898	
$0.25	3,953	
Multi-denom	53,303	
Other	9,318	
Total		**110,472**
Restricted Locations (by Denomination)		
$0.01	220	
$0.25	333	
Multi-denom	15,728	
Other	1,338	
Total		**17,619**
Grand Total Slot Devices		**128,091**

Table, Card, and Counter Games

Twenty-One	1,799
Roulette	348
Baccarat	319
Craps	278
Mini-Baccarat	108
Sports Pools	172
Race Books	159
Keno	44
Poker	255
Interactive Poker	2
Other Games	744
Grand Total Games and Tables	**4,228**

GAMING REVENUES

Five Year Gaming Win (Statewide by County) (in thousands)

	FY 2020	FY 2019	FY 2018	FY 2017	FY 2016
Clark	$ 7,966,710	$ 10,247,878	$ 10,170,587	$ 9,894,372	$ 9,609,997
SLT/CV	277,861	333,449	335,499	323,840	307,513
Elko	250,811	306,033	290,991	271,034	266,471
Washoe	695,902	855,310	857,124	805,469	789,359
Balance	136,681	164,915	158,389	149,673	148,037
Statewide	$ 9,327,965	$11,907,585	$11,812,590	$11,444,388	$11,121,377

Five Year Gaming Win (by Revenue Category) (in thousands)

Type	FY 2020	FY 2019	FY 2018	FY 2017	FY 2016
Slot Devices	$ 6,201,339	$ 7,803,358	$ 7,540,696	$ 7,283,083	$ 7,081,036
Table, Card & Counter	3,126,626	4,104,227	4,271,894	4,161,305	4,040,341
Total	$ 9,327,965	$ 11,907,585	$ 11,812,590	$ 11,444,388	$11,121,377

Five Year Overall Revenues[1] (Nonrestricted Licensees/$1 million and over) (in thousands)

Revenue	FY 2020	FY 2019	FY 2018	FY 2017	FY 2016
Gaming	$ 6,746,884	$ 8,757,658	$ 11,595,722	$ 11,109,963	$ 10,760,756
Rooms	4,719,603	6,447,686	6,239,825	6,165,785	5,829,851
Food	3,127,263	4,219,159	4,027,632	3,890,158	3,871,752
Beverage	1,486,376	2,083,694	1,938,358	1,804,477	1,730,949
Other	2,268,109	3,037,812	3,306,343	3,204,317	3,041,576
Total	$ 18,348,235	$ 24,546,009	$ 27,107,880	$ 26,174,700	$ 25,234,884

1 - Overall Revenues are derived from Nonrestricted Licensees grossing $1 million or more in gaming revenue during the applicable year.

TAXES AND LICENSE FEE COLLECTIONS

The gaming industry in Nevada produces a substantial portion of the overall revenues to the state's General Fund. The Board and Commission function as the taxing authority on behalf of the state. Generally, the largest share of gaming taxes are generated from a tax on the gaming revenue or "house win" with other fees and taxes associated with equipment placement and live entertainment. Casino licensees are also responsible for other federal, state and local taxes not administered by the Board or Commission.

Gaming fees on gross revenues are applied monthly under a graduated rate schedule:

- 3.5% on the first $50,000 of gross gaming revenue, plus
- 4.5% on the next $84,000 of gross gaming revenue, plus
- 6.75% on gross gaming revenues exceeding $134,000.

Annual and quarterly taxes are also collected on each gaming device and table game exposed for play in a nonrestricted gaming location within the state:

- An annual fee of $250 per slot device, plus
- A quarterly fee of $20 per slot device.
- Table games are taxed on a quarterly and annual basis based on the number of table games available for play during each fiscal year and each quarter.

Restricted gaming locations are required to pay the following annual and quarterly taxes:

- An annual fee of $250 per slot device, plus
- A quarterly fee of $81 per slot device for the first five slot devices, plus
- A quarterly fee of $141 per slot device for each slot device after the first five.

Pursuant to the Nevada Gaming Control Act, the failure to pay such taxes within 30 days will automatically result in the surrender of the gaming license and require immediate closure of the gaming operations.

Five Year Tax Collections (Statewide by County)

County	FY 2020	FY 2019	FY2018	FY2017	FY2016
Clark	$ 530,535,130	$ 789,848,137	$ 737,159,428	$ 752,463,971	$ 756,466,964
SLT/CV	18,488,794	25,779,996	27,289,331	25,332,882	23,991,015
Elko	15,111,161	23,763,220	22,680,057	21,009,507	20,540,657
Washoe	44,552,244	67,352,122	66,765,548	64,328,725	63,546,194
Balance	8,763,748	12,773,842	12,411,317	11,642,642	11,495,317
Statewide	$ 617,451,077	$ 919,517,317	$ 866,305.681	$ 874,777,727	$ 876,040,147

Five Year Tax Collections (Statewide by Category)

Category	FY2020	FY2019	FY2018	FY2017	FY2016
Percentage Fees	$ 472,433,163	$ 708,357,814	$ 682,964,964	$ 688,164,776	$ 676,219,096
Entertainment Tax	72,175,787	105,613,998	100,863,918	102,328,255	111,994,620
Quarterly Non-Restricted Slot Tax	10,223,380	10,416,168	10,496,064	10,641,146	10,861,213
Quarterly Games Tax	5,439,293	6,266,332	6,390,519	6,443,060	6,450,491
Quarterly Restricted Slot Tax	8,073,138	8,317,777	8,270,489	8,172,087	8,225,963
Annual Slot Tax	33,670,620	41,825,957	41,662,618	41,830,877	42,696,766
Annual Games Tax	2,299,100	2,365,517	2,408,338	2,450,300	2,462,842
Other Collections	13,136,596	36,353,754	13,248,771	14,747,226	17,129,156
Statewide	$ 617,451,077	$ 919,517,317	$ 866,305,681	$ 874,777,727	$ 876,040,147

While the Board acts as the taxing authority for the State of Nevada with respect to gaming activities, the revenues derived are not retained by the agency and, instead, are remitted to the state General Fund and other dedicated accounts.

Distribution of Tax Collections

Fund	FY 2020	FY 2019	FY2018	FY2017	FY2016
General Fund	$ 581,613,511	$ 874,129,551	$ 821,035,967	$ 829,285,161	$ 829,637,659
Problem Gambling[1]	-0-	1,310,380	1,318,540	1,332,632	1,358,094
Dedicated Fund[2]	35,837,566	44,077,386	43,951,174	44,159,934	45,044,394
Statewide	$ 617,451,077	$ 919,517,317	$ 866,305,681	$ 874,777,727	$ 876,040,147

1 *– Problem Gambling – Distributions are from the General Fund*

2 *– Dedicated Fund – Distributed to Schools and Counties*

Section C

Resources

NEVADA GAMING CONTROL BOARD
WEBSITE PUBLICATIONS AND INFORMATION

The publications listed below are available at no charge for downloading or printing on the Nevada Gaming Control Board website (http://gaming.nv.gov). Questions regarding these publications can be e-mailed to: gcbresch@gcb.nv.gov

Statistics & Publications	**Description**
Abbreviated Revenue Release	Two-page abbreviated monthly release reflecting total gaming win and percentage fee tax collections for nonrestricted licensees for the month and the comparative data from one year earlier.
Chip and Token Report	Listing of approved/disapproved chips and tokens submitted by Nevada licensees.
Corporate Securities Orders	Sets forth a description of Registered Publicly Traded Corporations affiliated companies and intermediary companies, and the various gaming licenses and approvals obtained by those entities. Orders included are from April 1993 to present. For Orders prior to April 1993, contact Corporate Securities at (775) 684-7860.
Enrolled Agents	Listing of Enrolled Agents who have been approved pursuant to NGC Regulation 10.060.
Gaming Revenue Report	Summary of gaming revenue information for nonrestricted gaming activity; each report reflects 1-month, 3-month and 12-month data.
Information Sheet	Statistics about the Nevada Gaming Control Board.
List of Excluded Persons	Listing of persons who are required to be excluded or ejected from licensed gaming establishments that conduct pari-mutuel wagering or operate any horse race book, sports pool or games, other than slot machines only.
Nevada Gaming Abstract	An annual financial analysis of nonrestricted gaming licensees producing $1 million or more in gaming revenue (July-June). This report is available mid-January.
Nonrestricted Count Report	Listing of nonrestricted locations reflecting the quantity and denomination of gaming devices and the type and quantity of table games.

Publication	**Description**
Nonrestricted Square Footage Report	Annual list of nonrestricted locations reflecting the square footage allotted to specific types of gaming activities at each location.
Quarterly Statistical Report	General summary of Nevada's taxable gaming revenue and fee and tax collections.

Online Services	**Description**
Location Detail Report	Detailed License Report for any active location.
Location Name and Address List	Location name and address reports by license type.
Registered Independent Hosts Report	Lists all the active club venue registered Independent Hosts.
Restricted and Nonrestricted Locations Report	Names and addresses of all restricted and nonrestricted locations.

Misc.	**Description**
Gaming Statutes & Regulations	Nevada Gaming Control Act and Ancillary Statutes and Regulations of the Nevada Gaming Commission and Nevada Gaming Control Board.
Industry Notices & Technical Bulletins	All Board & Commission News.
Agendas and Dispositions	Meeting agendas of the Nevada Gaming Control Board and the Nevada Gaming Commission and dispositions reflecting Board recommendations and Commission final action.
Licensee Information	License Fees and Tax Rate Schedules.
Gaming Employee Registration	Casino Human Resources Login, Gaming Applicant Login and Gaming Employee Registration Appeal Hearings.
Tax Forms	On-line Tax Forms Portal.

OFFICE LOCATIONS AND MAILING ADDRESSES

Carson City Office & Mailing Address:
1919 College Parkway
Carson City, NV 89706

Elko Office & Mailing Address:
557 West Silver Street, Suite 207
Elko, NV 89801

Las Vegas Office & Mailing Address:
555 East Washington Avenue, Suite 2600
Las Vegas, NV 89101

Las Vegas Technology Division Lab Address & Mailing Address:
750 Pilot Road, Suite I
Las Vegas, NV 89119

Laughlin Office Address:
3650 South Pointe Circle, Suite 203
Laughlin, NV 89029

Laughlin Mailing Address:
P.O. Box 31109
Laughlin, NV 89028

Reno Office & Mailing Address:
9790 Gateway Drive, Suite 100
Reno, NV 89521

OFFICE PHONE AND FAX NUMBERS

Carson City Office	**Phone Numbers**	**Fax Numbers**
Nevada Gaming Commission	(775) 684-7750	(775) 687-5817
Nevada Gaming Control Board	(775) 684-7740	(775) 687-5817
Administration Division	(775) 684-7700	(775) 687-5817
Administration Division – Human Resources	(775) 684-7704	(775) 687-5817
Enforcement Division	(775) 684-7900	(775) 687-5362
Investigations Division	(775) 684-7800	(775) 687-1372
Investigations Division – Applicant Services	(775) 684-7840	(775) 687-1372
Investigations Division – Corporate Securities Section	(775) 684-7860	(775) 687-1219
Legal – Attorney General's Office	(775) 687-2100	(775) 850-1150
Tax & License Division	(775) 684-7770	(775) 684-7787
Technology Division	(775) 684-7731	

Elko Office	**Phone Number**	**Fax Number**
Enforcement Division	(775) 738-7191	(775) 738-3608

Las Vegas Office	**Phone Numbers**	**Fax Numbers**
Nevada Gaming Control Board	(702) 486-2000	(702) 486-2045
Administration Division	(702) 486-2000	(702) 486-2045
Administration Division - Training	(702) 486-2071	(702) 486-2045
Audit Division	(702) 486-2060	(702) 486-3543
Employee Registration Unit	(702) 486-3340	(702) 486-2591
Enforcement Division	(702) 486-2020	(702) 486-2230
Investigations Division	(702) 486-2260	(702) 486-2011
Investigations Division – Applicant Services	(702) 486-2007	(702) 486-2011
Investigations Division – Corporate Securities Section	(702) 486-2365	
Legal - Attorney General's Office	(702) 486-3420	(702) 486-2377
Tax & License Division	(702) 486-2008	(702) 486-3727

Las Vegas Office (cont'd)	**Phone Numbers**	**Fax Numbers**
Technology Division	(702) 486-3274	(702) 486-2241
Technology Division – Lab	(702) 486-2043	(702) 486-2241

Laughlin Office	**Phone Number**	**Fax Number**
Enforcement Division	(702) 298-0669	(702) 298-6049

Reno Office	**Phone Numbers**	**Fax Numbers**
Audit Division	(775) 823-7200	(775) 823-7272
Enforcement Division	(775) 823-7250	(775) 823-7272
Legal – Attorney General's Office	(775) 687-2100	(775) 850-1150

GAMING LINKS ON THE INTERNET

Nevada Gaming Control Board

Nevada Gaming Control Board Website	www.gaming.nv.gov

Associations, Boards and Commissions

American Gaming Association	www.americangaming.org
Gaming Regulators European Forum	www.gref.net
International Association of Gaming Advisors	www.theiaga.org
International Association of Gaming Regulators	www.iagr.org
North American Association of State and Provincial Lotteries	www.naspl.org
Association of Gaming Equipment Manufacturers	www.agem.org
Gaming Standards Association	www.gamingstandards.com

Nevada University and College Links

UNLV International Gaming Institute	www.unlv.edu/igi
UNR Institute for the Study of Gambling & Commercial Gaming	www.unr.edu/gaming
College of Southern Nevada Casino Management Program	www.csn.edu/programs/casino-management
International Center for Gaming Regulation	www.unlv.edu/icgr

Problem Gambling

Gam-Anon.org	www.gam-anon.org
Gamblers Anonymous	www.gamblersanonymous.org
National Center for Responsible Gaming	www.ncrg.org
National Council on Problem Gambling	www.ncpgambling.org
Nevada Council on Problem Gaming	www.nevadacouncil.org

Tribal Gaming

National Congress of American Indians	www.ncai.org
National Indian Gaming Association	www.indiangaming.org
National Indian Gaming Commission	www.nigc.gov