

AGENDA
COLORADO LIMITED GAMING CONTROL COMMISSION

Meeting of September 19, 2024
Beginning at 9:15 a.m.
In-Person & Via Zoom

Division of Gaming
1707 Cole Blvd., Ste. 300
Lakewood, CO 80401

In addition to other matters that may properly be considered by the Colorado Limited Gaming Control Commission, the following items are scheduled for consideration and adoption on September 19, 2024. Times contained in the agenda are approximate.

PUBLIC SESSION

I. Call to Order

EXECUTIVE SESSION

Review of confidential background licensing reports scheduled for consideration during the public session. §§ 24-6-402(3)(a)(III), 44-30-521(1)(a), 44-30-526(1) & 44-30-1507(1), C.R.S.

PUBLIC SESSION (reconvened)

II. Consideration of Licensing Actions

Limited Gaming Licenses

First Retail and Master Licenses for
RMG JN LLC d/b/a Johnny Nolon's Casino
RMG CG LLC d/b/a Colorado Grand Casino

First Manufacturer/Distributor License for
Rocky Mountain Gaming CC LLC

First Operator License for
Rocky Mountain Gaming CC LLC

Renewal of the Retail and Master Licenses for
Dostal Alley, Inc. d/b/a Dostal Alley
CCSC/BLACKHAWK, INC. d/b/a Lady Luck Casino Black Hawk
ISLE OF CAPRI BLACK HAWK, LLC d/b/a Horseshoe Black Hawk

Renewal of the Operator License for
CCSC/BLACKHAWK, INC. d/b/a Lady Luck Casino Black Hawk

Renewal of the of the Manufacturer/Distributor License for
IOC-BLACK HAWK DISTRIBUTION COMPANY, LLC

Change of Ownership of the of the Retail, Master, and Manufacturer/Distributor Licenses for Kings, Queens, and Jacks, LLC d/b/a Saratoga Casino Black Hawk

Sports Betting Licenses

First Vendor Major License for
ONLINE VENTURE STRATEGIES, LLC

First Vendor Minor Licenses for
Databricks, Inc.
DATAFOLD, INC.
DECODED ADVERTISING LLC
GAMEPLAI UK LTD d/b/a Gameplai U.k. Ltd
Lyft, Inc.
MAVENI LTD
NEVIS SECURITY, LLC
Spectation Sports LLC

Renewal of the Vendor Minor Licenses for
Outbrain Inc.
Rock Intention Malta Limited
Swissclear Global, Inc. d/b/a TAPPP
Team Rankings, LLC
TGD Operations Ltd.

- III. Opportunity for Public to Address the Commission
- IV. Consideration of Division Limited Gaming Financial Statements for July 2024
- V. Consideration of Division Sports Betting Financial Statements for July 2024
- VI. Consideration of FY24 Sports Betting Fund Distribution
- VII. Consideration of Limited Gaming Rule 4, Regulation 30-409.5
- VIII. Review of Status Reports for FY24 Responsible Gaming Grant Recipients
- IX. Consideration of Organizational Matters
- X. Opportunity for Industry Members to Address the Commission on Current Issues and Events
- XI. Adjournment

At the discretion of the Commission, any or all of the above matters may be continued for consideration or adoption at a different time, may be considered out of order, or may be considered at the next meeting of the Commission.

Public Session

Item II

Licensing Actions



COLORADO

Department of Revenue

Specialized Business Group - Division of Gaming

1707 Cole Blvd Suite 300
Lakewood CO 80401

142 Lawrence Street
Central City CO 80427

330 W Carr Avenue
Cripple Creek CO 80813

September 11, 2024

CONSENT AGENDA

For the September 19, 2024, Colorado Limited Gaming Control Commission meeting

Dear Members of the Colorado Limited Gaming Control Commission,

The Division of Gaming submits this Consent Agenda for review and approval by the Colorado Limited Gaming Control Commission at its September 19, 2024, meeting in accordance with Commission Policy 24-01 (approved March 29, 2024).

Under Commission Policy 24-01, the Commission may consider the listed matters as a group to be voted on and approved in mass upon a single motion. Upon a timely request, a Commissioner or the Director may remove any matter from the consent agenda for any reason. A request is timely if made prior to the vote on the consent agenda. If a matter is removed from this proposed consent agenda, then the Commission will consider and vote on the amended consent agenda before considering and voting on any removed matter(s) separately.

The Division proposes that the Commission approve the following new and renewal license applications for vendor minor sports betting licenses:

- *First Vendor Minor License for*
 - Databricks, Inc.
 - DATAFOLD, INC.
 - DECODED ADVERTISING LLC
 - GAMEPLAI UK LTD d/b/a Gameplai U.k. Ltd
 - Lyft, Inc.
 - MAVENI LTD
 - NEVIS SECURITY, LLC
 - Spectation Sports LLC

- *Renewal of the Vendor Minor License for*
 - Outbrain Inc.
 - Rock Intention Malta Limited
 - Swissclear Global, Inc. d/b/a TAPPP
 - Team Rankings, LLC
 - TGD Operations Ltd.



COLORADO

Department of Revenue

Specialized Business Group - Division of Gaming

1707 Cole Blvd Suite 300
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142 Lawrence Street
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Respectfully,

Andrew Fulton,
Agent in Charge Sports Betting and Fantasy Sports,
Colorado Division of Gaming

Item IV

Limited Gaming Financial Statements July 2024



**STATEMENT OF GAMING REVENUES,
GAMING TAXES, AND EXPENDITURES
(UNAUDITED)**

FOR THE FIRST (1) MONTH ENDED

JULY 31, 2024



COLORADO

Department of Revenue

Specialized Business Group—Gaming

1707 Cole Blvd., Suite 300
Lakewood, CO 80401

September 19, 2024

State Treasurer and Members of the Colorado Limited Gaming Control Commission:

Pursuant to Section 44-30-203 (i), C.R.S., the Colorado Division of Gaming is required to furnish monthly a, "report which contains a full and complete statement of the division's revenues and expenses."

The attached combined financial statements for July 31, 2024 have not been audited. They contain the most current data available. This information has been collected and recorded in accordance with generally accepted accounting principles.

Respectfully submitted,

Vickie Floyd
Division Controller

**COLORADO DIVISION OF GAMING
FINANCIAL STATEMENTS
(UNAUDITED)**

DISTRIBUTION

Honorable Jared Polis	Governor
Representative Julie McCluskie	Speaker of the House of Representatives
Senator Stephen Fenberg	President of the Senate
Senator Paul Lundeen	Senate Minority Leader
Representative Rose Pugliese	House Minority Leader
Senator Rachel Zenzinger	Chair, Joint Budget Committee
Mr. Kevin Armstrong	Chair, Limited Gaming Control Commission
Mr. John Tipton	Vice Chair, Limited Gaming Control Commission
Ms. Ahilya George	Limited Gaming Control Commission
Mr. Kevin Hyland	Limited Gaming Control Commission
Ms. Heidi Humphreys	Executive Director, Department of Revenue
Mr. Michael Phibbs	Senior Director, Specialized Business Group, Department of Revenue
Mr. Christopher Schroder	Director, Division of Gaming
Mr. Scott Koehler	Accounting Director, Department of Revenue
Mr. Dustin Hoover	Deputy Budget Director, Department of Revenue
Mr. Bob Jaros	State Controller
Mr. Charles Scheibe	Chief Financial Officer, Department of the Treasury
Ms. Aly Jabrocki	State Archivist
Ms. Kerri Hunter	State Auditor
Ms. Amanda King	Joint Legislative Library
Mr. Adrian Leiter	Deputy Director for Budget, Governor's Office
Colorado State Publications Depository and Distribution Center	State of Colorado Library

**DIVISION OF GAMING
STATEMENT OF REVENUES
GAMING TAXES, AND EXPENDITURES
(UNAUDITED)**

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**COLORADO DIVISION OF GAMING
TAX REVENUES COMPARISON
JULY 31, 2024 AND 2023**

The Colorado Limited Gaming Control Commission assesses taxes based on adjusted gross proceeds (AGP).

The tax rates for period ending June 30, 2025 are:

- 3% on AGP from charitable gaming
- .25% on amounts up to \$2 million
- 2% on amounts over \$2 million and up to \$5 million
- 9% on amounts over \$5 million and up to \$8 million
- 11% on amounts over \$8 million and up to \$10 million
- 16% on amounts over \$10 million and up to \$13 million
- 20% on amounts over \$13 million

The tax rates for year ending June 30, 2025 are the same as they were for year ending June 30, 2024.

For Periods Beginning July 1, 2023 and 2024 through July 31, 2023 and 2024

<u>AGP Comparison</u>				
Range	Prior Year AGP	Current Year AGP	Difference	Percent Change
\$0 - \$2 Million	\$ 22,187,996	\$ 19,469,830	\$ (2,718,166)	(12.25)%
\$2 - \$5 Million	\$ 15,889,671	\$ 19,005,227	\$ 3,115,556	19.61%
\$5 - \$13 Million	\$ 20,828,337	\$ 18,802,694	\$ (2,025,643)	(9.73)%
\$13+ Million	\$ 39,239,838	\$ 39,119,826	\$ (120,012)	(0.31)%
Total	<u>\$ 98,145,842</u>	<u>\$ 96,397,577</u>	<u>\$ (1,748,265)</u>	<u>(1.78)%</u>

<u>Tax Comparison</u>				
Range	Prior Year Tax	Current Year Tax	Difference	Percent Change
\$0 - \$2 Million	\$ 105,470	\$ 108,675	\$ 3,205	3.04%
\$2 - \$5 Million	\$ 317,793	\$ 300,104	\$ (17,689)	(5.57)%
\$5 - \$13 Million	\$ 3,052,534	\$ 2,801,808	\$ (250,726)	(8.21)%
\$13+ Million	\$ 2,647,968	\$ 2,623,965	\$ (24,003)	(0.91)%
Total	<u>\$ 6,123,765</u>	<u>\$ 5,834,552</u>	<u>\$ (289,213)</u>	<u>(4.72)%</u>

<u>Open Casinos Comparison</u>			
Range	Prior Year No. of Tax Returns Filed by Casinos	This Year No. of Tax Returns Filed by Casinos	Difference
\$0 - \$2 Million	22	21	(1)
\$2 - \$5 Million	6	8	2
\$5 - \$13 Million	2	2	0
\$13+ Million	2	2	0
Total	<u>32</u>	<u>33</u>	<u>1</u>

Sir William Casino was closed in July FY24

**COLORADO DIVISION OF GAMING
COMBINED STATEMENT OF REVENUES,
EXPENDITURES, AND CHANGES IN FUND BALANCE (UNAUDITED)
FIRST MONTH ENDED JULY 31, 2024 AND 2023**

	FY 2025				FY 2024			
	EXTENDED GAMING FUND	RESPONSIBLE GAMING GRANT FUND	LIMITED GAMING FUND	TOTAL GAMING FUNDS	EXTENDED GAMING FUND	RESPONSIBLE GAMING GRANT FUND	LIMITED GAMING FUND	TOTAL GAMING FUNDS
REVENUES:								
Gaming Taxes	\$ 0	\$ 0	\$ 5,880,984	\$ 5,880,984	\$ 0	\$ 0	\$ 6,130,146	\$ 6,130,146
License and Application Fees	0	0	96,601	96,601	0	0	72,859	72,859
Background Investigations	0	0	49,764	49,764	0	0	5,343	5,343
Fines	0	0	252	252	0	0	420	420
Interest Income	529	3,358	484,719	488,606	283	925	448,440	449,648
Other Revenue	0	0	0	0	0	0	44	44
TOTAL REVENUES	529	3,358	6,512,320	6,516,207	283	925	6,657,252	6,658,460
EXPENDITURES:								
Salaries and Benefits	0	9,876	882,254	892,130	0	1,134	727,620	728,754
Annual and Sick Leave Payouts	0	0	931	931	0	0	2,621	2,621
Professional Services	0	0	6,076	6,076	0	0	15,339	15,339
Travel	0	1,642	413	2,055	0	0	1,713	1,713
Automobiles	0	0	19,760	19,760	0	0	13,949	13,949
Printing	0	0	1,363	1,363	0	0	1,602	1,602
Police Supplies	0	0	2,085	2,085	0	0	1,558	1,558
Computer Services & Name Searches	0	0	7,984	7,984	0	0	8,595	8,595
Materials, Supplies, and Services	0	1,352	43,586	44,938	0	0	25,332	25,332
Postage	0	0	459	459	0	0	321	321
Telephone	0	46	6,807	6,853	0	0	6,626	6,626
Utilities	0	0	1,709	1,709	0	0	2,281	2,281
Other Operating Expenditures	0	0	4,497	4,497	0	0	7,671	7,671
Leased Space	0	0	11,553	11,553	0	0	12,330	12,330
Capital Outlay	0	0	0	0	0	0	10,180	10,180
EXPENDITURES - SUBTOTAL	0	12,916	989,477	1,002,393	0	1,134	837,738	838,872
STATE AGENCY SERVICES								
Division of Fire Prevention and Control	0	0	19,600	19,600	0	0	21,040	21,040
Colorado State Patrol	0	0	376,000	376,000	0	0	340,700	340,700
State Auditors	0	0	0	0	0	0	7,125	7,125
Indirect Costs - Department of Revenue	0	0	138,044	138,044	0	0	101,359	101,359
Colorado Department of Law	0	0	15,305	15,305	0	0	20,694	20,694
OIT Purchased Services	0	0	58,886	58,886	0	0	45,513	45,513
TOTAL STATE AGENCY SERVICES	0	0	607,835	607,835	0	0	536,431	536,431
Background Expenditures	0	0	28,533	28,533	0	0	314	314
TOTAL EXPENDITURES	0	12,916	1,625,845	1,638,761	0	1,134	1,374,483	1,375,617
Excess of Revenues Over Expenditures	529	(9,558)	4,886,475	4,877,446	283	(209)	5,282,769	5,282,843
FUND BALANCE AT JULY 1, 2024 & 2023	46,434,925	3,583,759	2,706,136	52,724,820	44,135,150	2,550,658	2,520,682	49,206,490
TOTAL FUND BAL. JULY 31, 2024 & 2023	\$ 46,435,454	\$ 3,574,201	\$ 7,592,611	\$ 57,602,266	\$ 44,135,433	\$ 2,550,449	\$ 7,803,451	\$ 54,489,333



COLORADO
Department of Revenue

Specialized Business Group—Gaming
1707 Cole Blvd., Suite 300
Lakewood, CO 80401

Memo

To: Colorado Limited Gaming Control Commission
From: Vickie Floyd, Gaming Controller
Cc: Chris Schroder
Date: September 19, 2024
Re: July 2024 Gaming Fund Financial Statement Presentation

Following are highlights from the Gaming Fund financial statements ending July 31, 2024.

Statement of Revenues, Expenditures, and Changes in Fund Balance

Gaming tax revenues have decreased by \$249,162 or 4% over last year. Total Revenues for the Limited Gaming Fund as of July 31 were \$6,512,320, a 2% decrease compared to July 2023.

Total expenditures for the period ending July 2024 were approximately \$1.6 million. This represents a 3% increase over last year. The main reason for the increase is in the Salaries and Benefits line, which increased by \$154,634 or 21% over last year. There was an 8.7% increase in the average of health, dental and life expenditures this fiscal year and we had six more employees in July of this year compared to July of last year.

The excess of total revenues over expenditures was \$4,886,475. This is a 7.5% decrease over last year and represents the amount we could distribute as of July 31.

Next, as you are aware from my cover letter, we are only required to prepare a Statement of Revenues and Expenditures. For those of you who were here last year, you may recall that since the inception of the statewide financial system known as CORE, the State now takes a long time to close the fiscal year. Beginning balances do not roll into the next fiscal year until the State closes the previous fiscal year. Therefore, we will not be able to prepare a balance sheet until the State closes. Regarding the budget, we should be able to prepare this statement with September's financial statements.

Please feel free to contact me if you have any questions on the Gaming Fund financial statements.

Item V

Sports Betting
Financial Statements
July 2024



**STATEMENT OF SPORTS BETTING REVENUES,
SPORTS BETTING TAXES, AND EXPENDITURES**

(UNAUDITED)

FOR THE FIRST (1) MONTH ENDED

JULY 31, 2024

**DIVISION OF GAMING
STATEMENT OF REVENUES
SPORTS BETTING TAXES, AND
EXPENDITURES
(UNAUDITED)**

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Comparative Statement of Revenues,
Expenditures, and Changes in Fund Balance..... 1

**COLORADO DIVISION OF GAMING
SPORTS BETTING COMBINED STATEMENT OF REVENUES,
EXPENDITURES, AND CHANGES IN FUND BALANCE
FIRST MONTH ENDED JULY 31, 2024 AND 2023
(UNAUDITED)**

	FY 2025			FY 2024		
	HOLD-HARMLESS FUND	SPORTS BETTING FUND	TOTAL SPORTS BETTING FUNDS	HOLD-HARMLESS FUND	SPORTS BETTING FUND	TOTAL SPORTS BETTING FUNDS
REVENUES:						
Sports Betting Taxes	\$ 0	\$ 2,369,730	\$ 2,369,730	\$ 0	\$ 1,774,371	\$ 1,774,371
License and Application Fees	0	42,512	42,512	0	38,066	38,066
Sports Betting Operations Fees	0	1,341,600	1,341,600	0	1,755,000	1,755,000
Background Investigations	0	7,555	7,555	0	11,089	11,089
Interest Income	7,403	92,682	100,085	3,709	85,482	89,191
Other Revenue	0	0	0	0	938	938
TOTAL REVENUES	7,403	3,854,079	3,861,482	3,709	3,664,946	3,668,655
EXPENDITURES:						
Salaries and Benefits	0	272,033	272,033	0	226,115	226,115
Annual and Sick Leave Payouts	0	0	0	0	17,813	17,813
Professional Services	0	0	0	0	6,537	6,537
Travel	0	0	0	0	30	30
Automobiles	0	2,542	2,542	0	1,392	1,392
Printing	0	363	363	0	0	0
Police Supplies	0	0	0	0	312	312
Computer Services & Name Searches	0	589	589	0	1,577	1,577
Materials, Supplies, and Services	0	2,078	2,078	0	16,442	16,442
Postage	0	17	17	0	9	9
Telephone	0	1,167	1,167	0	1,091	1,091
Other Operating Expenditures	0	1,064	1,064	0	2,073	2,073
Leased Space	0	2,889	2,889	0	3,083	3,083
EXPENDITURES - SUBTOTAL	0	282,742	282,742	0	276,474	276,474
STATE AGENCY SERVICES						
State Auditors	0	0	0	0	7,125	7,125
Indirect Costs - Department of Revenue	0	28,897	28,897	0	13,005	13,005
Colorado Department of Law	0	7,169	7,169	0	10,518	10,518
OIT Purchased Services	0	16,562	16,562	0	6,176	6,176
TOTAL STATE AGENCY SERVICES	0	52,628	52,628	0	36,824	36,824
Background Expenditures	0	820	820	0	352	352
TOTAL EXPENDITURES	0	336,190	336,190	0	313,650	313,650
EXCESS OF REVENUES OVER EXPENDITURES	7,403	3,517,889	3,525,292	3,709	3,351,296	3,355,005
FUND BALANCE AT JULY 1, 2024 & 2023	2,398,738	29,980,188	32,378,926	493,165	12,253,994	12,747,159
TOTAL FUND BAL. JULY 31, 2024 & 2023	\$ 2,406,141	\$ 33,498,077	\$ 35,904,218	\$ 496,874	\$ 15,605,290	\$ 16,102,164



COLORADO
Department of Revenue

Specialized Business Group—Gaming
1707 Cole Blvd., Suite 300
Lakewood, CO 80401

Memo

To: Colorado Limited Gaming Control Commission
From: Ryan Golden, Deputy Gaming Controller
Cc: Christopher Schroder
Date: September 19, 2024
Re: July 2024 Sports Betting Fund Financial Statements

Following are highlights from the Sports Betting Fund financial statements ending July 31, 2024.

Statement of Revenues, Expenditures, and Changes in Fund Balance

Current fiscal year Sports Betting Tax revenue was \$2,369,730 which is an increase of \$595,359, or about 34%, over the prior fiscal year. The current fiscal year increase in Sports Betting Tax revenue is due in part to the year over year increase in Net Sports Betting Proceeds of 31%.

Total Sports Betting Fund revenues through July 2024 increased by \$469,933 or 13% over July 2023.

Total Sports Betting Fund expenditures through July 2024 were \$336,190. This is an increase of about 7% over July 2023. The increase is due primarily to the increase in salaries and benefits.

Please feel free to contact me if you have any questions on the Sports Betting Fund financial statements.

Item VI

FY24 Sports Betting Fund Distribution

Colorado Sports Betting Fund Distribution

Fiscal Year 2024



COLORADO
Department of Revenue

Sports Betting Fund Distribution as outlined in CRS 44-30-1509(2)

- First, pay all ongoing expenses related to the administration of sports betting
- Second, transfer an amount equal to six percent of the full fiscal year sports betting tax revenues, or six percent of twenty-nine million dollars, whichever is less, to the wagering revenue recipients hold-harmless fund, referred to as the “hold-harmless fund”
- Third, transfer all remaining unexpended and unencumbered money in the fund to the water plan implementation cash fund

* Distribution for balance that includes the first twenty-nine millions dollars of tax revenue.

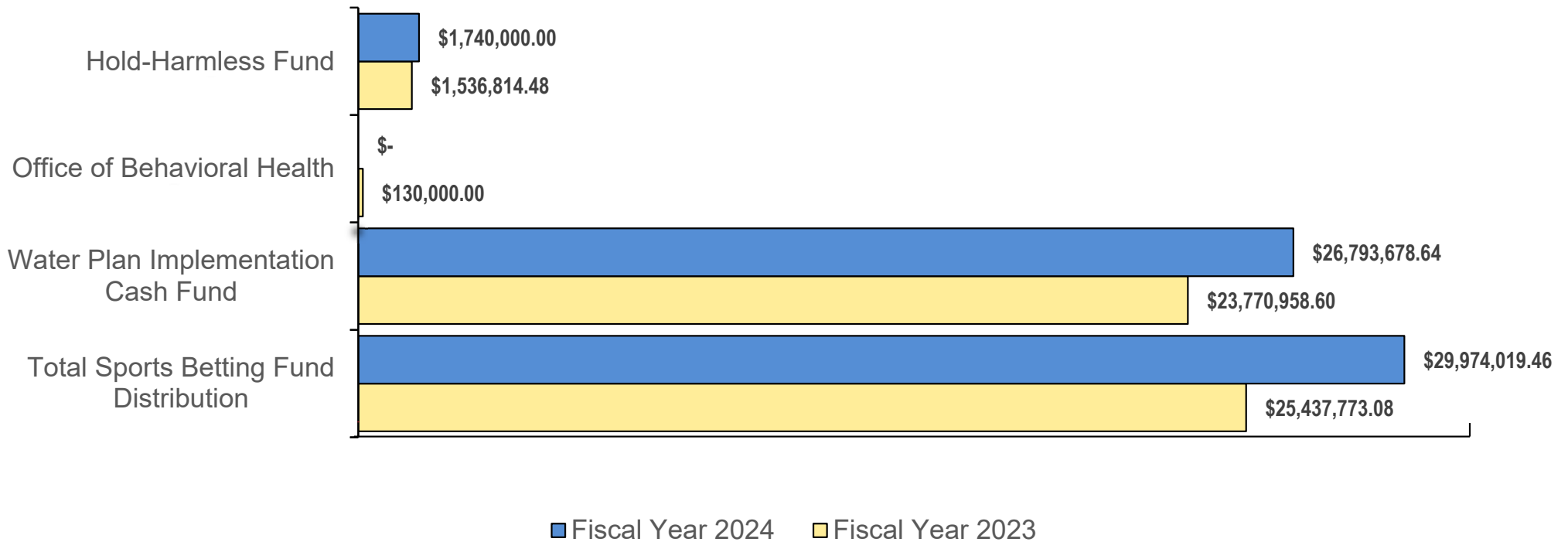


COLORADO
Department of Revenue

FY24 Total SBET Fund Revenues	\$	33,565,361.38	
Minus FY24 Total SBET Fund Expenditures		29,039,302.33	**Includes distribution of FY23 funds
Plus FY23 Ending SBET Fund balance		25,454,129.29	
Equals FY24 SBET Fund Balance		<u>29,980,188.34</u>	
Minus Reserve		-	44-30-1509(2)(b)
Minus Prepays		<u>6,168.88</u>	This is already spent
Total Amount Available for FY24 Sports Betting Fund Distribution	\$	<u><u>29,974,019.46</u></u>	
Full Fiscal Year Sports Betting Tax Revenue	\$	30,440,340.82	
6% Hold-Harmless Fund Distribution	\$	1,740,000.00	lesser of 6% of tax revenue or 6% of \$29 million, 44-30-1509(2)(c)
6% Hold-Harmless Fund Distribution	\$	1,740,000.00	lesser of 6% of tax revenue or 6% of \$29 million, 44-30-1509(2)(c)
Water Plan Implementation Cash Fund		26,793,678.64	44-30-1509(2)(e)
Excess tax revenue - distribution awaiting HB24-1436		<u>1,440,340.82</u>	distribution or refund, pending Nov. ballot measure
Total FY24 Sports Betting Fund Distribution	\$	<u><u>29,974,019.46</u></u>	



Sports Betting Distribution Fiscal Year 2024 vs 2023



Item VII

Limited Gaming Rule 4
Regulation 409.5



COLORADO
Department of Revenue
Specialized Business Group—Gaming

Memo

To: Colorado Limited Gaming Commission
From: Christopher Schroder, Director
CC: Kirsten Gregg, Kenya Collins and Allen Hiserodt
Date: September 11, 2024
Re: Proposed Rule Changes - Summary

On September 19, 2024, I will be presenting Rule changes to the Commission on behalf of the Division. The proposed changes will affect Gaming Rule 4, Rights and Duties of Licensees.

The Division is proposing a new Regulation, 30-409.5 Emergency Identification Credentials. This Regulation will allow retail gaming licensees to obtain emergency ID credentials that they can give to employees who have forgotten their gaming license badge when reporting to work. This Regulation details the process for obtaining such credentials, how long they are valid, and when they need to be returned to the Division.

BASIS AND PURPOSE FOR RULE 4

The purpose of Rule 4 is to specify the rights, responsibilities, and duties of licensees; specify certain duties of licensees related to permitting access to the Division of information, records, and premises controlled by the licensee; require licensees to maintain sufficient financial reserves; establish restrictions on the use of skills and proposition players; require that certain information be publicly posted; direct the licensee to prohibit certain conduct; and establish procedures for patron disputes, dissolution of corporations, transfers of interests and terminations of licensee employment or licensure. The statutory basis for Rule 4 is found in sections 44-30-201, C.R.S., 44-30-203, C.R.S., 44-30-301, C.R.S., 44-30-302, C.R.S., and 44-30-502, C.R.S., 44-30-510, C.R.S., 44-30-528, C.R.S., and 44-30-833, C.R.S.

RULE 4 RIGHTS AND DUTIES OF LICENSEES

30-409.5 EMERGENCY IDENTIFICATION CREDENTIALS.

- (1) UPON SUBMISSION OF A WRITTEN REQUEST FROM A RETAIL GAMING LICENSEE TO THE DIRECTOR OR DESIGNEE, THE DIVISION MAY ISSUE UP TO TEN (10) EMERGENCY IDENTIFICATION CREDENTIALS TO EACH RETAIL GAMING LICENSEE FOR USE IN ACCORDANCE WITH THE PROVISIONS OF THIS REGULATION.
 - (A) IN THE WRITTEN REQUESTS, THE RETAIL GAMING LICENSEE MUST PROVIDE:
 - (i) THE NUMBER OF EMERGENCY IDENTIFICATION CREDENTIALS REQUESTED; AND
 - (ii) A LIST OF INDIVIDUALS THAT THE RETAIL GAMING LICENSEE WILL AUTHORIZE TO ISSUE EMERGENCY IDENTIFICATION CREDENTIALS TO ITS SUPPORT EMPLOYEES OR KEY EMPLOYEES IN ACCORDANCE WITH THE PROVISIONS OF THIS REGULATION.
 - (iii) THE RETAIL GAMING LICENSEE MUST OBTAIN PERMISSION FROM THE DIRECTOR OR DESIGNEE BEFORE AMENDING THE LIST OF INDIVIDUALS IN SUBSECTION (1)(A)(II) OF THIS REGULATION
 - (B) THE DIRECTOR HAS SOLE DISCRETION WHETHER TO ISSUE EMERGENCY IDENTIFICATION CREDENTIALS TO A RETAIL GAMING LICENSEE.
 - (C) AT THE TIME OF ISSUANCE OF EMERGENCY IDENTIFICATION CREDENTIALS TO A RETAIL GAMING LICENSEE, THE DIVISION WILL CREATE A UNIQUE IDENTIFIER FOR EACH ISSUED EMERGENCY IDENTIFICATION CREDENTIAL.
 - (D) EACH EMERGENCY IDENTIFICATION CREDENTIAL WILL EXPIRE AT A DATE NOT TO EXCEED THREE (3) YEARS FROM THE DATE OF ISSUANCE BY THE DIVISION TO THE RETAIL GAMING LICENSEE. THE DIRECTOR OR DESIGNEE MAY RENEW OR REISSUE THE EMERGENCY IDENTIFICATION CREDENTIALS UPON WRITTEN REQUESTS FROM A RETAIL GAMING LICENSEE PRIOR TO THE EXPIRATION DATE.
 - (E) EMERGENCY IDENTIFICATION CREDENTIALS MAY ONLY BE ISSUED FOR USE AT A SINGLE RETAIL GAMING LICENSEE LOCATION AND ARE NOT TRANSFERRABLE TO ANOTHER RETAIL GAMING LICENSEE, SUPPORT EMPLOYEE LICENSEE OR KEY EMPLOYEE LICENSEE.
- (2) A SUPPORT OR KEY EMPLOYEE LICENSEE ("EMPLOYEE") WHO DOES NOT HAVE HIS OR HER PHYSICAL GAMING LICENSE IDENTIFICATION MAY OBTAIN AN EMERGENCY IDENTIFICATION CREDENTIAL, ISSUED IN ACCORDANCE WITH SUBSECTION (1) OF THIS REGULATION, FROM THEIR EMPLOYING RETAIL GAMING LICENSEE TO ENABLE THE EMPLOYEE TO PERFORM THEIR DUTIES AT THE LICENSED FACILITY.
- (3) AN EMPLOYEE SEEKING AN EMERGENCY IDENTIFICATION CREDENTIAL SHALL PRESENT THEMSELVES IN-PERSON TO AN INDIVIDUAL AT THE RETAIL GAMING LICENSEE WHO IS AUTHORIZED BY THE RETAIL GAMING LICENSEE TO ISSUE EMERGENCY IDENTIFICATION CREDENTIALS.

- (4) PRIOR TO ISSUING THE EMERGENCY CREDENTIAL, THE INDIVIDUAL AT THE RETAIL GAMING LICENSEE WHO IS AUTHORIZED BY THE RETAIL GAMING LICENSEE TO ISSUE EMERGENCY IDENTIFICATION CREDENTIALS WILL VERIFY:
- (A) THE IDENTITY OF THE EMPLOYEE REQUESTING THE EMERGENCY IDENTIFICATION CREDENTIAL;
 - (B) THAT THE EMPLOYEE HOLDS A VALID AND CURRENT COLORADO GAMING LICENSE; AND,
 - (C) THAT FEWER THAN TEN (10) EMERGENCY CREDENTIALS HAVE BEEN ISSUED TO THE EMPLOYEE IN THE PAST TWELVE (12) MONTHS. IF THE EMPLOYEE REQUESTING THE EMERGENCY IDENTIFICATION CREDENTIAL HAS BEEN ISSUED MORE THAN TEN (10) IN THE PAST TWELVE (12) MONTHS, THE RETAIL GAMING LICENSEE SHALL DENY THE EMPLOYEE'S REQUEST.
- (5) UPON ISSUANCE OF AN EMERGENCY IDENTIFICATION CREDENTIAL, THE RETAIL GAMING LICENSEE SHALL MAINTAIN A RECORD OF:
- (A) THE EMPLOYEE'S FULL NAME;
 - (B) THE REASON PROVIDED BY THE EMPLOYEE THAT THE EMERGENCY IDENTIFICATION CREDENTIAL WAS REQUESTED;
 - (C) THE DATE AND TIME THAT THE RETAIL GAMING LICENSEE ISSUED THE EMERGENCY IDENTIFICATION CREDENTIAL TO THE EMPLOYEE; AND
 - (D) THE NAME OF THE INDIVIDUAL WHO ISSUE THE EMERGENCY IDENTIFICATION CREDENTIAL TO THE EMPLOYEE.
- (6) UPON ISSUANCE OF AN EMERGENCY IDENTIFICATION CREDENTIAL, THE RETAIL GAMING LICENSEE SHALL SUBMIT THE APPLICABLE DIVISION-APPROVED FORM WITHIN TWO (2) HOURS OF ISSUANCE, IDENTIFYING THE EMPLOYEE WHO RECEIVED THE EMERGENCY IDENTIFICATION CREDENTIAL, INCLUDING:
- (A) THE EMPLOYEE'S NAME;
 - (B) THE EMPLOYEE'S SUPPORT OR KEY LICENSEE NUMBER ISSUED BY THE COMMISSION OR THE DIVISION;
 - (C) THE DATE AND TIME THAT THE RETAIL GAMING LICENSEE ISSUED THE EMERGENCY IDENTIFICATION CREDENTIAL TO THE EMPLOYEE.
- (7) THE FOLLOWING PROVISIONS APPLY TO EMERGENCY IDENTIFICATION CREDENTIALS:
- (A) AN EMERGENCY IDENTIFICATION CREDENTIAL IS ONLY VALID FOR A TIME PERIOD NOT TO EXCEED TWENTY-FOUR (24) HOURS FOLLOWING ISSUANCE.
 - (B) UPON RECEIPT OF AN EMERGENCY IDENTIFICATION CREDENTIAL, THE EMPLOYEE MUST HAVE THE EMERGENCY IDENTIFICATION CREDENTIAL IN THEIR POSSESSION WHILE WORKING AND MUST PRESENT IT TO DIVISION STAFF UPON DEMAND.
 - (C) THE EMPLOYEE MUST RETURN THE ISSUED EMERGENCY IDENTIFICATION CREDENTIAL TO THEIR EMPLOYING RETAIL GAMING LICENSEE AT THE END OF THE EMPLOYEE'S SHIFT, NOT TO EXCEED TWENTY-FOUR (24) HOURS FOLLOWING ISSUANCE.
 - (D) A RETAIL GAMING LICENSEE SHALL NOT RENEW OR IMMEDIATELY REISSUE AN EMERGENCY IDENTIFICATION CREDENTIAL TO AN EMPLOYEE WITHOUT PRIOR APPROVAL FROM THE DIRECTOR OR DESIGNEE.
 - (E) IF AN ISSUED EMERGENCY IDENTIFICATION CREDENTIAL IS LOST, STOLEN OR UNACCOUNTED FOR

LONGER THAN TWO (2) HOURS, THE EMPLOYEE WHO RECEIVED THE EMERGENCY IDENTIFICATION CREDENTIAL MUST IMMEDIATELY INFORM THEIR EMPLOYING RETAIL GAMING LICENSEE AND THE DIVISION BY CONTACTING A DIVISION OF GAMING INVESTIGATOR.

(F) IF AN UNISSUED EMERGENCY IDENTIFICATION CREDENTIAL IS LOST, STOLEN OR UNACCOUNTED FOR LONGER THAN FOUR (4) HOURS, A RETAIL GAMING LICENSEE MUST IMMEDIATELY INFORM THE DIVISION BY CONTACTING A DIVISION OF GAMING INVESTIGATOR.

Item VIII

Mid-Year Status
Reports for FY24
Responsible Gaming
Grant Recipients



PGCC Problem Gambling Center Project

State of Colorado, Division of Gaming Grant

Mid-Grant Report

September 2024

Executive Summary

The Problem Gambling Coalition of Colorado (PGCC) received a grant from the Colorado Division of Gaming to support the operation of the Problem Gambling Center (PGC). The mission of the PGC is to increase awareness, advocate for treatment, and promote research and education on problem gambling. The funding for this grant is to continue to raise awareness and outreach efforts based out of the PGC. This mid-grant report summarizes the progress towards identified milestones; provides an evaluation of the results of the grant funded project; describes the impact of the Grantee's use of grant money on the community as it pertains to responsible or problem gambling; and provides a detail of grant spending through July 31, 2024.

Performance Snapshot:

Problem Gambling Center Report Highlights April 2024-July 2024



Training for 57 VA Therapists



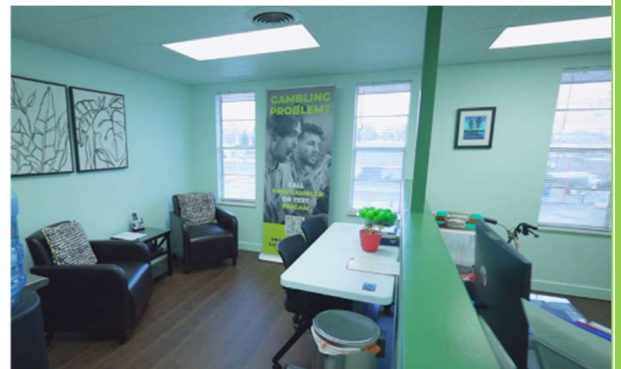
730 People in Attendance for Smart Recovery Meetings



Contact with 5 Professional Sports Teams Regarding Responsible Gambling Messaging



248 People in Attendance for GA, Meditation, and Informational Meetings



- i. **An indication of what objectives and/or milestones the Grantee has achieved during the reporting period as they relate to the grant project described in Exhibit A; including reporting on digital marketing impressions and engagement;**

The summary below contains milestones achieved from April 1, 2024 – July 31, 2024.

A. Milestone 1: Continue implementation of the current support groups and further expansion according to demand.

Status: In Progress

- The Problem Gambling Center (PGC) has continued implementation of current support groups and is currently evaluating the needs of the community to determine group expansion. Demand for and PGC provision of services have grown substantially (please refer to Section ii, Evaluation).

Attendance Data April 2024-July 2024:

Gamblers Anonymous	163
Smart Recovery	730
Meditation	85

- The PGC has increased referrals for subsidized treatment to problem gamblers and presently is providing 35-45 individual treatment sessions per month to individuals who have expressed a problem gambling treatment need. These sessions are provided specifically by counselors certified by the International Gambling Counselor Certification Board (IGCCB).
- This grant project also funds the management of the 1-800 Gambler hotline, contracted to Louisiana Association on Compulsive Gambling (LAGC). The PGC provides updates to LAGC on community resources and is also a referral source for people who reach out to the hotline for support.

B. Milestone 2: Establish contact with five (5) major sports teams based in Denver to explore potential collaborations raising problem gambling awareness among their fan bases.

Status: Complete

Activities included:

- Contact made with Colorado Rockies, Denver Nuggets, Colorado Avalanche, Colorado Mammoth and Colorado Rapids. Discussions continue as to potential collaborations.

C. Milestone 3: Conduct responsible gaming employee trainings for individual casinos in the state to collaborate with the Division's Responsible Grant Program.

Status: Upcoming

- Outreach has begun for individual casinos for employee training. Trainings will be scheduled upon invitation and coordination.
- PGC has initiated exploratory discussions with Bally's Blackhawk, The Lodge Casino, and Gilpin Casino.
- Additionally, information regarding employee training services that PGC is willing to offer were presented at a recent meeting of the Colorado Gaming Association, a statewide non-profit representing the interests of the Colorado commercial casino industry.

D. Milestone 4: Select and schedule event tables/booths at various community fairs, festivals, etc.

Status: In Progress

- Two table events were completed in this reporting period. One table was conducted at an end of year event at Compassion Road Academy and another at the Union Station 10th Anniversary celebration. Scheduling continues for future table events. These events combined for over 350 engagements with people about problem gambling.



E. Milestone 5: Update the current PGCC organizational plan to incorporate the Collegiate Education and Prevention program and Problem Gambling Helpline program into our existing organizational structures.

Status: In Progress

- This process has begun with an anticipated completion of 11/15/24.

F. Milestone 6: Review and refine Key Performance Indicators (KPIs) for all Problem Gambling Center programming to assist in continuous quality improvement and ongoing program evaluation.

Status: In Progress

- Key Performance Indicators are in place. Program evaluation measures are being developed.
- PGC has recently implemented a participant's survey that measures Smart Recovery participants experienced change in such areas as problem gambling awareness, knowledge, motivation to change, and acquisition of skills and tools for recovery.

- Initial results of this survey, indicate high degrees of satisfaction with the Smart Recovery groups. PGC is considering if expanded use of this or a similar tool could provide a basis for more comprehensive program evaluation.

G. Milestone 7: Design a website that is solely dedicated to the Problem Gambling Center and the services the Problem Gambling Center provides, with a more robust collection of informational resources.

Status: In Progress

- Website development has begun. The decision was made to develop dedicated web pages connected to the current website for more streamlined information with an anticipated date of completion of 10/1/24.
- The PGCC Awareness and Education Project, currently in Year 2, has resulted in exponential growth in visitors to the Problem Gambling Coalition webpage, where users are able to connect with Center support services and groups as well as find educational resources related to problem gambling.
- The pilot campaign resulted in a significant increase in website traffic, with the PGCC website receiving 103,249 visitors during the campaign, compared to just 3,108 in the preceding months.

H. Milestone 8: Submit required 6-month report to the Colorado Limited Gaming Control Commission.

Status: Complete

I. Milestone 9: Deliver Collegiate Gambling Education and Prevention services to fall and spring semesters cohort of colleges and universities.

Status: In Progress

- Outreach has begun for the fall and spring semesters.
- Schools who have expressed interest and have engaged in discussion about dates and types of presentations include CU Boulder, Pueblo Hispanic Education Foundation, CSU Pueblo, CU Denver, and CSU Ft Collins.
- As students, faculty, and staff return to school from summer break, engagements for table events, presentations, and other education and prevention activities will be confirmed.

J. Milestone 10: Implement awareness campaign for National Problem Gambling Awareness Month (March).

Status: Upcoming

ii. An evaluation of the results of the Grantee’s grant-funded project;

The Problem Gambling Center continues to be a vital support and a resource center for people who are affected by problem gambling in the state of Colorado. This is evidenced by the participation and engagement of the community in the Problem Gambling Center groups.

The chart below compares monthly average attendance in offered groups from April-July 2023 to April-July 2024 (Meditation, Informational Meetings, Gamblers Anonymous) and average monthly attendance the first four months Smart Recovery was offered in 2023 (September-December 2023) to participation the first four months of this grant year (April-July 2024).

Participation in Smart Recovery Groups has increased an impressive 358%. This growth in participation speaks to the positive impact these groups have for people in recovery from a gambling Problem and their friends and family members. A recent pilot survey of Smart Recovery attendees demonstrated that 100% of participants have increased their knowledge of their addiction and 94% experienced increased motivation to change their behavior. 89% of attendees agreed or strongly agreed that they had learned coping skills to manage gambling urges. 94% responded that they had learned to live a more balanced life.

Informational meeting engagement has doubled since a year ago. Meditation Group attendance has increased by 133%. Gamblers Anonymous participation, offered in both English and Spanish, has grown 233%.



iii. A description of the impact of the Grantee’s use of grant money on the community as it pertains to responsible or problem gambling;

The Problem Gambling Center project has provided resources and support for individuals and families affected by problem gambling in Colorado. The impact to the community can be measured by the number of contacts with people interacting with the center and center staff. The contacts below provide a summary of services and support being provided by the Problem Gambling Center.

PGCC Facilitated Services					
	INFORMATIONAL MEETINGS	SMART RECOVERY THURSDAY	SMART RECOVERY SATURDAY	SMART RECOVERY: F & F	PGC Phone Calls
April	8	49	82	8	16
May	10	85	81	20	4
June	14	86	113	28	7
July	14	53	106	19	11
Total	46	273	382	75	38

PGCC Hosted and Referral Services					
	GA	GA SPANISH	GA for Veterans	MEDITATION	Individual Therapy
April	36	0	0	24	43
May	60	1	0	18	42
June	33	2	0	20	38
July	28	3	0	23	44
Total	157	6	0	85	167

In addition to support and referral services, this grant project also funds the management of the 1-800 Gambler hotline, contracted to Louisiana Association on Compulsive Gambling (LAGC). The PGC provides updates to LAGC on community resources and is also a referral source for people who reach out to the hotline for support. For the reporting period of April 1 – June 31, 2024, the following table highlights notable data from their report.

Call Type	Number of Calls	Percent
Hang-ups	392	20.3%
LACG INTAKE	90	4.7%
Chat	69	3.6%
Text	98	5.1%
Other	429	22.2%
Seeking Casino Information	325	16.8%
Seeking Lottery Information	154	8.0%
Wrong Numbers	373	19.3%
Total	1930	100.0%

Caller's Subject	Calls	Percent Relationship
Brother	1	1%
Client	0	0%
Daughter	0	0%
Employer	0	0%
Father	0	0%
Friend	2	2%
Husband/Male sig other	4	4%
Misc. Family Member	0	0%
Mother	1	1%
Self	75	83%
Sister	0	0%
Son	4	4%
Unwilling/Other	0	0%
Wife/Female sig other	3	3%
Total	90	100%

Gambler's Gender	Calls	Percent Gender
Female	17	19%
Male	73	81%
Not Applicable	0	0%
Other/Unwilling	0	0%
Total	90	100%

Ethnicity of Gambler	Calls	Average Ethnicity
African American	6	7%
Asian American	9	10%
Caucasian	47	52%
Hispanic	14	16%
Multiracial	0	0%
Native American	1	1%
Not Applicable	0	0%
Other	1	1%
Unwilling	12	13%
Total	90	100%

Most Problematic Gambling	Calls	Percent
Casino-Baccarat	1	1%
Casino-Bingo	2	2%
Casino-Blackjack	9	10%
Casino-Cards	2	2%
Casino-Dice	2	2%
Casino-Poker	3	3%
Casino-Roulette	2	2%
Casino-Unspec.	8	9%
Casino-Unwilling	2	2%
Casino-Slots	15	17%
Internet-Poker	1	1%
Internet-Slots	2	2%
Internet-Sports	17	19%
Internet-Unspec.	10	11%
Lottery-Scratch Offs	4	4%
Non-Casino-Poker Rm	1	1%
Stock Market-Day Trade	2	2%
Unspec./Unwilling/Other	7	8%
Total	90	100%

- iv. The total amount of grant money received and the total amount of grant money expended by the Grantee during the reporting period, including a line-item accounting of expenditures, indicating where grant money has been spent;

**Problem Gambling Coalition of Colorado
Statement of Activity by Class**

April - July, 2024

	DivGaming - Center
Revenue	
4420 Contract	117,946.00
4420 Contract Indirect	31,594.60
	\$
Total Revenue	149,540.60
Expenditures	
6100 Contract Labor	3,060.00
6100.01 Contract Labor - Treatment	20,482.50
7030 Website	20.00
7070 LACG Hotline	9,080.00
7210 Travel Expense	10.70
7350 Office Supplies	290.52
7500 Program Materials	312.75
7620 Advertising and Promotions	396.35
7630 Training / Prof Development	1,156.00
7780 Training Expense	1,505.00
	\$
Total Direct Expenditures	36,313.82
	\$
10% Indirect Admin Expense	8,463.34
	\$
Total Expenditures	44,777.16
	\$
Net Income/ (Loss)	104,763.44

- v. Any additional reporting requirements as directed by the State or the Commission.

No additional reporting requirements have been directed by the State or the Commission.



PGCC Awareness and Education Project – Year 2

State of Colorado, Division of Gaming Grant

Mid-Grant Report

September 2024

Executive Summary

The Problem Gambling Coalition of Colorado (PGCC) has partnered with The Idea Marketing, an award-winning social marketing agency, to spearhead the development and execution of the Problem Gambling Awareness and Education Project. The objectives of this project are to enhance overall awareness of problem gambling within the Colorado population at large, improve awareness regarding available resources for addressing problem gambling issues, boost traffic to the PGCC website, and increase the number of calls/texts to the 1-800-GAMBLER helpline. Built as a two-year project, the first year encompassed market research and a pilot campaign, both of which helped plan efforts for a border campaign and post-campaign research during the current year two.



i. An indication of what objectives and/or milestones the Grantee has achieved during the reporting period as they relate to the grant project described in Exhibit A; including reporting on digital marketing impressions and engagement;

Summary of Milestone Completion: Phase 3 (April - August 2024) expands on the lessons learned from the first year's pilot program. During this phase, the communication plan was refined, a media flowchart was developed, creative assets were enhanced, media was negotiated and placed, and the broader campaign was launched. Additionally, the groundwork for upcoming milestones was laid, including outreach initiatives and the establishment of infrastructure for campaign performance reporting, such as dashboards and tracking pixels.

Complete Milestones:

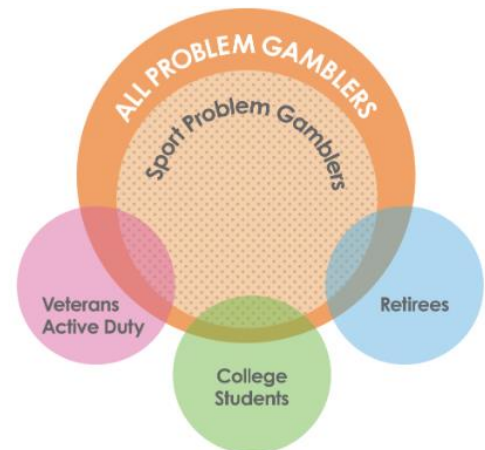
- A. **Milestone 1:** Create a communication plan that outlines the strategic approach that goes into creating and implementing the media campaign.

A comprehensive timeline was developed, using the milestones and scope of work as the foundation. This timeline outlines working days and due dates, ensuring all milestones are achieved by the contract's end date.

The team conducted an in-depth analysis of the pilot campaign to determine the most effective communication strategies for the forthcoming broader campaign. Media outlets were selected based on their performance during the pilot, ensuring the broader campaign leverages these channels that were already proven to be effective. When examining effectiveness, this was done in terms of click-through rates (CTR) and impression counts achieved during the pilot. Along with this, additional media platforms were added to the mix based on their ability to reach specific audiences.

During the pilot, Colorado residents were initially targeted who were heavy gamblers or seeking help for a gambling problem. Later, the pilot campaign was expanded to include additional groups, such as college students. However, by the end of the pilot, it became evident that even more audience segments should be included in the broader campaign to specifically reach those who experience a higher rate of problem gambling.

To determine these audiences, the previous research executed in the first year was revisited to identify additional audiences with a higher susceptibility to problem gambling. This research led to the inclusion of new target groups such as college students, retirees, active-duty military personnel, and veterans. While the broader campaign will continue to target all Coloradans with heavy gambling habits and those seeking help, the addition of these extra audience layers will be a critical effort to ensure that the messaging effectively reaches and supports them.



An outreach plan was also drafted to effectively engage Coloradans at risk of problem gambling. This plan includes collaboration with Community-Based Organizations (CBOs) and the use of micro-influencers, both chosen for their potential to connect with the targeted audiences.

Instead of having the influencers post on their platforms, these influencers are being chosen to share their stories of problem gambling recovery. They will record a video 'testimonial' and The Idea Marketing will provide production support. These videos will then be shared as a 'boosted' post on social media platforms from PGCC.

- B. **Milestone 2:** Develop a media flowchart that visually maps out the allocation of the media budget to specific media channels.

Once the communication plan was complete, a detailed media flowchart was developed. This flowchart takes the strategies outlined in the communication plan and goes into additional detail on implementation. For each audience, details about the outlet, targeting tactic, creative assets to be used, percentage of the overall media budget allocated to each platform, start dates, end dates, and KPIs.

As outlined in the communication plan, this campaign is designed to hyper-target individuals affected by problem gambling within each specific audience. To achieve this, it's crucial to engage people at multiple touchpoints across both digital and physical realms. The media flowchart guides how these touchpoints will be strategically utilized to reach each audience effectively.



To be able to allocate funds across selected audiences and media platforms, factors were considered such as past performance during the pilot, audience reach, and overall campaign goals, which include informing those impacted by problem gambling of the resources available to them.

KPIs were also included in the media flowchart to measure the success of each platform. This includes estimating the number of impressions each platform is expected to achieve throughout the campaign's lifetime. These metrics will provide valuable insights to ensure the campaign remains on course.

C. **Milestone 3:** Upgrade pilot campaign assets to be used for the larger campaign.

With an understanding of audiences and media outlets for the broader campaign, a messaging matrix was developed. Here, the messaging used during the pilot campaign was enhanced for each new target audience—college students, veterans/active-duty military, and retirees—and tailored to their unique perspectives and needs while ensuring they are bespoke to the intended media platform. The messaging to reach all Coloradans remains the same as this is the campaign's umbrella messaging and was previously tested during year one to be effective.

Using the messaging matrix, new creative assets were developed. This included four different digital interstitials coded in HTML, each in two sizes; four digital display GIFs in multiple sizes (300x250, 300x600, 728x90); a new billboard; a new poster; and digital ads specifically designed for placements on Twitch and Quizlet.

To breathe new life into the creative assets, specific elements were updated and refreshed. These included changes to the magician's hat, the disappearing effect for the items used in the design, the background color, and the font color. Several iterations of the newly designed creative were developed before a final one was chosen.



Before:



After:

- D. **Milestone 4:** Secure optimal media placements and distribute the media to the platforms outlined in the media flowchart.

Once the creative assets were updated and approved, placements were secured on each digital platform before the end of August. These included Google Ads, OTT, interstitials, digital videos, digital display, social media (Facebook, Instagram, Snapchat, TikTok, and Twitch), and Quizlet.

Appropriate placements on social media for the influencer 'testimonial' strategy were researched in August, and a '1st Round' list of content creators was developed. A plan was developed to contact the '1st Round' list to gauge each creator's interest, establish expectations, and negotiate rates. Creative assets will be developed by the creators and the media will be placed once the final list of creators and their rates are confirmed. These posts will then be 'boosted' on social media.

The placement of traditional media was planned and negotiated in August. The strategic out-of-home placements on billboards and in bars near college campuses will be completed in September as those require additional time for production.

- E. **Milestone 5:** Launch the media campaign and activate the planned strategies to engage the intended audience.

The media campaign for all digital platforms and each target audience was launched before the end of August, with an exception for the 'testimonial' influencer strategy on social media.

Negotiations for the traditional media campaign were finalized in August and the out-of-home strategies are scheduled to start in September and run until mid-January. There will be a brief pause during the weeks of Christmas and New Year's as those historically have low performance for marketing campaigns.

Upcoming in September:

- F. **Milestone 6:** Reach out to local organizations and community groups to get their support to share the campaign messaging with their audience/followers.

A preliminary list of organizations has been compiled to begin engagement in September, aimed at sharing the campaign messages. The Idea Marketing has existing relationships with many of these organizations from past initiatives. However, the creation of the initial list expands on those connections by identifying gaps where partnering with additional organizations could help us better reach the target audiences.

The list of organizations includes higher education institutions, community centers, organizations that serve BIPOC organizations, faith-based organizations, elder care centers/nursing homes, veteran resource centers, and the like. This list will be added to as the outreach initiative progresses.

To support organizations in distributing problem gambling resources, The Idea Marketing will create materials that include information on where to find help—such as PGCC and the 1-800-Gambler hotline. These materials will be available as flyers, social media posts, and posters, all of which will be shared via a Google Drive folder. Additionally, PGCC can utilize these resources for their social media channels or printing and distribution, providing added value.

- G. **Milestone 7:** Provide a detailed analysis of the campaign's performance metrics to enable ongoing optimization.

Each strategy will be closely monitored throughout the campaign's lifetime. Strategies will be checked daily and Key Performance Indicators (KPIs), such as impressions, clicks, click-through rates (CTR), and cost-per-thousand (CPM), will be evaluated during these checks. The KPIs will be compared against estimated benchmarks. If KPIs are falling below expectations, the campaigns' performance will be analyzed to uncover reasons behind the change and optimizations will be implemented to correct performance.

ii. An evaluation of the results of the Grantee's grant-funded project;

While most activities during this period focused on planning, the next phase will involve implementation and post-research. Upon completing the media campaign, the final results—measured by impressions and clicks to the PGCC website—will help us assess the campaign's impact. The Idea Marketing team will track impressions and clicks from both paid media efforts and the 'influencer' testimonial videos. For outreach efforts involving CBO partnerships, success will be determined by the number of organizations involved and their effectiveness in sharing problem gambling resources with the target audiences.

To ensure this campaign is producing results, impressions, and clicks garnered by the media, it will be checked daily to determine if anything needs to be optimized. Along with this, reports will be provided to PGCC during the lifetime of the campaign.

When it comes to post-campaign research, the goal is to assess campaign effectiveness and measure behavior change. Research findings will be measured against the benchmarks established in the pre-campaign research. This means The Idea Marketing will be able to determine levels of awareness, attitudes, and perceptions of problem gambling and the resources available to help themselves or a loved one. All results will be outlined in a comprehensive final report.

iii. A description of the impact of the Grantee's use of grant money on the community as it pertains to responsible or problem gambling;

The media and outreach initiatives in the current year's project directly support the overarching goal and objectives:

- **Goal:** Reduce the number of Coloradans affected by problem gambling issues.
- **Objectives:**
 - Enhance overall awareness of problem gambling within the Colorado population by the contract's conclusion.
 - Improve awareness regarding available resources for addressing problem gambling issues.
 - Boost traffic to the PGCC website and increase calls to the 1-800-GAMBLER and 800GAM helplines by the end of the contract.

In its first year, the pilot campaign established a strong foundation for achieving these goals and objectives. The pilot campaign resulted in a significant increase in website traffic, with the PGCC website receiving 103,249 visitors during the campaign, compared to just 3,108 in the preceding months. Additionally, the campaign achieved over 15 million impressions.

Building on these successes, The Idea Marketing team has refined the strategy for year two, incorporating more targeted efforts and insights gained from the previous year. With the addition of hyper-targeting new audiences, such as college students, retirees, active-duty military personnel, and veterans, the goal is to achieve the results of the pilot campaign.

Paid media efforts will work to raise awareness of problem gambling across various demographics in Colorado. Additionally, by adding outreach initiatives for the broader campaign, The Idea Marketing will extend the reach and provide essential resources and support to vulnerable populations. These combined efforts will foster a more informed and resource-connected community in Colorado for those impacted by problem gambling.

iv. The total amount of grant money received, and the total amount of grant money expended by the Grantee, including a final expenditure table and line-item accounting of the grant money; and

To date, The Idea Marketing has not invoiced.

Problem Gambling Coalition of Colorado
Statement of Activity by Class
 April - July, 2024

	DivGaming - IDEA
Revenue	
4420 Contract	545,000.00
4420 Contract Indirect	54,500.00
	\$
Total Revenue	599,500.00
Expenditures	
6000 Salary & Wages	0.00
6010 Payroll Taxes	0.00
6100 Contract Labor	
6100.01 Contract Labor - Treatment	
7030 Website	
7070 LACG Hotline	
7210 Travel Expense	
7350 Office Supplies	
7500 Program Materials	
7620 Advertising and Promotions	
7630 Training / Prof Development	
7780 Meeting Expense	
	\$
Total Direct Expenditures	0.00
	\$
10% Indirect Admin Expense	54,500.00
	\$
Total Expenditures	54,500.00
	\$
Net Income/ (Loss)	545,000.00

Monday, Aug 19, 2024 01:15:42 PM GMT-7 - Accrual Basis

v. Any additional reporting requirements as directed by the State or the Commission.

No additional reporting requirements have been directed by the State or the Commission.

Internal Grant Code:	KRI_CO1
Project Name:	Screening and Telehealth Enhancement for Gambling Disorder Initiative in Colorado (STEGD)
Project Lead:	Dr. Nathan Smith
Funding Opportunity Name:	Colorado Division of Gaming Responsible Gaming Grants
Funding Period	Apr 2024 – March 2025
Report Submission Date:	12 September 2024
Grant Awarded:	\$500,060.00
Budget Spend to Date:	\$210,106.54

<p>Section 1: Milestones</p> <p>March 24 - April 30, 2024: Project Initiation and Planning - COMPLETE</p> <ul style="list-style-type: none"> • Assemble project team (by March 30, 2024). • Conduct comprehensive needs assessment with a focus on screening needs (by April 15, 2024). <p>May 1 - June 30, 2024: Outreach and Screening Tool Development – COMPLETE</p> <ul style="list-style-type: none"> • Develop screening tool prototypes (by May 30, 2024). • Plan community engagement activities for screening awareness (workshops, webinars, support groups) (by June 15, 2024) <p>July 1 - August 31, 2024: IN PROGRESS</p> <ul style="list-style-type: none"> • Commence data collection using newly developed screening tools (by July 15, 2024). • Train community health partners on screening protocols (by July 31, 2024). • Begin data analysis for insights with a focus on screening efficacy (ongoing). • Share interim research findings and screening tool effectiveness within the team <p>September 1 - October 31, 2024: Treatment Outcome Measurement and Screening Optimization</p> <ul style="list-style-type: none"> • Propose a framework for measuring treatment outcomes including screening data (by September 15, 2024). COMPLETE • Collaborate with stakeholders for input on screening tool effectiveness COMPLETE • Refine and finalize screening tools based on data and stakeholder feedback COMPLETE • Launch awareness campaigns targeting individuals and families (Sept, 2024) – ON GOING <p>November 1 - December 31, 2024: Pilot Screening Implementation and Feedback</p> <ul style="list-style-type: none"> • Pilot test the screening tools in various settings (by November 15, 2024). • Collect feedback on screening tool usage from healthcare providers, patients, and families (ongoing). • Analyze the effectiveness and impact of the screening tools (by December 15, 2024). • Refine the screening tools and training programs based on feedback (by December 31, 2024). <p>January 1 - February 28, 2025: Screening Integration and Reporting</p> <ul style="list-style-type: none"> • Integrate the refined screening tools into the regular practice (by January 15, 2025). • Ramp up the training of community health partners on the final versions of the screening tools (by January 31, 2025). • Begin systematic data collection for patient progress and outcomes, with an emphasis on the impact of screening (ongoing). • Generate interim reports on initial findings, trends, and the effectiveness of the screening process (by February 28, 2025).

Section 2: Activities and Progress

In response to funding reductions, we have revised our community outreach strategy and introduced additional value-adding content. Our revised initiative includes the development of a Continuous Education Unit (CEU) designed to further train therapists and clinicians in Colorado on suicide prevention, complementing the existing screening tool.

We have developed dedicated landing pages to be promoted across the community. These pages will provide access to the screening tool, offer free therapy services, and support the CEU program. The screening tool has been selected, and we have completed making the digital assets.

The telehealth component of this project is yielding solid results to date. Light promotion of this program has yielded 221 unique clients looking to talk to a clinician which is split between veterans and the general public. The KBH Outcomes Report is attached for further insights.

Section 3: Next Steps

- Finalize suicide CEU which is currently in post production
- Install CEU program on KRI learning management system and with Colorado Behavioral Health Administration
- Create campaigns to promote telehealth program on the lead up to the holidays

Section 4: Risks, Issues and Challenges

- None at this time

Section 5: Collaboration

We plan to collaborate with the DBH, Colorado Lottery, The VA as well as DOR to promote these services

Name:	Signature and Date:
Dr. Nathan Smith	<i>Dr Nathan Smith</i> <i>12 September 2024</i>

Internal Grant Code:	KRI_CO2
Project Name:	Colorado Military Program Gambling Research, Education & Recovery Program – Phase 2
Project Lead:	Dr. Nathan Smith
Funding Opportunity Name:	Colorado Division of Gaming Responsible Gaming Grants
Funding Period	<i>Apr 2024 – March 2025</i>
Report Submission Date:	12 September 2024
Grant Awarded:	\$404,910.00
Budget Spend to Date:	\$94,668.40

Section 1: Milestones
<p>Q1 2024 (March 2024 - May 2024):</p> <ul style="list-style-type: none"> • Initiate the development of clinician training modules, emphasizing the psychological factors affecting veterans' gambling behaviors. COMPLETE • Begin the design phase of interactive educational modules for veterans, focusing on unique aspects of gambling risks and responsible behavior. COMPLETE • Develop and strategize targeted digital campaigns, utilizing social media and email marketing to raise program awareness. COMPLETE <p>Q2 2024 (June 2024 - August 2024):</p> <ul style="list-style-type: none"> • Conduct beta testing of clinician e-learning tools with select user groups to gather initial feedback and make necessary improvements. COMPLETE • Deploy the first iteration of online educational modules for veterans, incorporating quizzes and gamified learning, and begin tracking user engagement. IN PROGRESS – digital assets being created • Implement a soft launch of the CO Vets digital resource hub to collect user feedback for further refinement. COMPLETE – content under review by veterans. <p>Q3 2024 (September 2024 - November 2024):</p> <ul style="list-style-type: none"> • Officially launch the clinician training modules, complemented by the release of advanced e-learning tools and digital resources. ON TRACK • Expand virtual peer support groups, ensuring round-the-clock access for veterans and their families, and initiate a research project to analyze the effectiveness of these groups. IN PROGRESS • Start the integration of leadership training modules within the Colorado Military Research Fellowship (CMRF), focusing on developing the skills of both the first-year cohort and new participants. IN PROGRESS <p>Q4 2024 (December 2024 - February 2025):</p> <ul style="list-style-type: none"> • Enhance and scale up virtual treatment programs to provide more personalized care, supported by telehealth solutions.

- Work on increasing veteran participation in the CMRF, including providing access to Colorado-specific data and resources. IN PROGRESS

- Complete the upgrade of the ROTC Education & Awareness Program, introducing a new module on fantasy and digital gambling products, and commence a comprehensive evaluation of the program's effectiveness across ROTC units in Colorado. IN PROGRESS – program complete

This timeline establishes a structured approach to rolling out the program's enhancements, ensuring a steady progression towards significantly improving support and resources for military personnel and veterans in Colorado.

Section 2: Activities and Progress

The development of clinician training resources is now complete and currently in post-production. This module will be accredited by CME Outfitters, allowing clinicians to use it as part of their continuing education (CEU) requirements and Medical professionals to use it as part of their CME requirements. Our next priority is to distribute the module through our learning management system. Additionally, we aim to make this resource available locally in Colorado through relevant departments, such as the Department for Behavioral Health.

The content for the veteran education modules has been finalized and is currently under review for feedback. The next step involves converting the material into digital modules, which will be featured on a dedicated page of the KRI website. Once the webpage is live, we will launch a marketing campaign to promote it. This hub will serve as a key resource for veterans, offering easy access to customized educational content and support, with regular updates and additions throughout the year.

We have successfully upgraded the ROTC Education & Awareness Program by introducing a new module on digital gambling products as well as making it more applicable to service members, which will be uploaded as a digital training module by the end of September. Additionally, two veteran members of our team will be visiting programs around Colorado in September to schedule in-person training sessions, with an option for participants to complete the training online if preferred.

We have onboarded our first CMRF participant and will be interviewing the next round of candidates next week.

We have created a dedicated landing page where individuals can access the free therapy services provided as part of this grant. The link is available below:

<https://kindbridge.com/self-exclusion-colorado/>

Additionally, the Veterans and Active Duty mental health access component to this project which is a continuation of last years program has already doubled in participation this year.

Section 3: Next Steps

Continue developing digital assets and initiate detailed planning for marketing campaigns to be launched as each asset becomes available. These campaigns will focus on building awareness and driving engagement with our programs, ensuring a timely and strategic rollout across multiple platforms.

Additionally, initiate outreach to veteran organizations to inform them about our programs and services. The goal is to establish partnerships that will help promote access to our offerings, expanding our reach within the veteran community. By fostering these connections, we aim to increase participation in our programs, ensuring that veterans can benefit from the resources we provide, including educational content, therapy services, and support networks tailored to their specific needs.

Section 4: Risks, Issues and Challenges
None at the moment
Section 5: Collaboration
Military Gambling Awareness Committee, EMDP2, Colorado Veterans Project, Fort Carson

Name:	Signature and Date:
Dr. Nathan Smith	<i>Dr Nathan Smith</i> <i>12 September 2024</i>

Internal Grant Code:	KRI_CO3
Project Name:	Athlete Well-Being (phase 2)
Project Lead:	Trent Lambert
Funding Opportunity Name:	Colorado Division of Gaming Responsible Gaming Grants
Funding Period	Apr 2024 – March 2025
Report Submission Date:	12 September 2024
Grant Awarded:	\$171,710.00
Budget Spend to Date:	\$120,140.94

<p>Section 1: Milestones</p> <p>Grant funding was received early May</p> <p>Months 1-3 – In progress</p> <ul style="list-style-type: none"> - Program Integration Review and Planning: Assess the current status of program integration in interested schools and plan the necessary steps to complete documentation and implementation. - App Enhancement and Testing: Begin improvements on the Colorado Athlete Wellbeing App, focusing on functionality and user experience, and initiate testing phases. - Development of Educational Resources: Start the creation and update of educational resources focusing on mental health and the impacts of sports betting. <p>Months 4-6</p> <ul style="list-style-type: none"> - Midway Integration Checkpoint: Evaluate the progress of program integration in schools that have shown interest and address any challenges. - Update App: Launch the updated version of the Colorado Athlete Wellbeing App. - Finalize Workshop Content: Complete the development of workshop materials and online modules for Athletic Directors, Coaches, and School Administrators. <p>Months 7-9</p> <ul style="list-style-type: none"> - Begin Workshop Rollout: Start delivering workshops (both in-person and online) to schools that have expressed interest before the Q2 deadline. - Enhance Investigative Collaborations: Strengthen partnerships with Colorado Investigation resources and the FBI, focusing on proactive measures and responses to online harassment. <p>Months 10-12</p> <ul style="list-style-type: none"> - Program Evaluation and Feedback Collection: Conduct a thorough evaluation of the year's initiatives, gathering feedback from participating schools, athletes, and other stakeholders. - Report Compilation and Analysis: Prepare a comprehensive report detailing the year's progress, achievements, and areas for improvement. - Strategic Planning for Year Three: Based on the year's outcomes and feedback, begin planning for the third year, focusing on further enhancements and potential expansion of the program.
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<p>Section 2: Activities and Progress</p> <p>The AWB application has been distributed across all universities, colleges, and junior colleges within Colorado. Concurrently, the institutions have received a waiver for use, which is currently under review by their respective legal teams. We are optimistic that this process will facilitate broader adoption and distribution before the commencement of fall sports camps in August.</p>
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Additionally, we have dedicated three days to on-site filming of new educational content specifically designed for athletes. This material is now in post-production, and the preliminary outcomes are exceptionally promising. The feedback from various third parties—including professional sports organizations, mental health professionals, and regulators—has been universally positive, with many expressing eagerness to access the content.

Section 3: Next Steps

We will be physically visiting schools from July & post-production for new content should be complete within 6 weeks.

Section 4: Risks, Issues and Challenges

Recognizing the significance of sports revenue and the maintenance of brand reputation, many educational institutions already implement integrity products or services as integral components of their internal risk management and athletic well-being initiatives. Consequently, schools with established protocols are often reluctant to integrate an additional sports integrity service or product, due to concerns about potential confusion among users.

In light of these reservations, we are committed to offering these institutions complimentary access to the educational and mental health modules of our program. This decision is facilitated by funding already secured from the state of Colorado. We will continue to support these schools and provide updates on our progress in the third-quarter report.

Section 5: Collaboration

We continue to work in concert with all willing parties striving towards the common goal of reducing the bourbon of performance related hate directed at them and the corresponding poor mental health.

Name:	Signature and Date:
Dr Nathan Smith	<i>Dr Nathan Smith</i> 12 September 2024



Internal Grant Code:	KRI_CO4
Project Name:	Healthy Gaming Education Program (HGEP)
Project Lead:	Dishi Umfleet
Funding Opportunity Name:	Colorado Division of Gaming Responsible Gaming Grants
Funding Period	Apr 2024 – March 2025
Report Submission Date:	12 September 2024
Grant Awarded:	\$71,500.00
Budget Spend to Date:	\$12,746.00

<p>Section 1: Milestones</p> <p>Grant funding was received early May</p> <ol style="list-style-type: none"> 1. Initial Setup and Partnerships (Months 1-2) ON-GOING TO ESTABLISH AS MANY <ul style="list-style-type: none"> - Establish key partnerships with local schools, mental health organizations, and gaming industry professionals. 2. Development of Educational Materials (Months 1-3) ON-GOING. <ul style="list-style-type: none"> - Complete the creation of educational curriculum and resources for children and parents. - Complete the creation of educational videos. - This will be in collaboration with Dr. Daniel A. Kaufman PhD from Kindbridge Behavioural Health who is an Associate Professor, Counselor and Researcher in the this field of gaming. Our curriculum will also be overseen by IGDC (International Gaming Disorder Certified Experts) at Kindbridge Behavioral Health. 3. Pilot Program Launch (Months 4-6): ON-GOING <ul style="list-style-type: none"> - Conduct initial parent workshops and distribute educational resources. - Implement a pilot program in selected schools to test and refine the educational materials and delivery methods. 4. Program Expansion (Months 7-9): <ul style="list-style-type: none"> - Expand the program to additional schools based on feedback and learnings from the pilot phase. - Continue parental engagement and workshops. 5. Ongoing Monitoring and Feedback Collection (Throughout): <ul style="list-style-type: none"> - Regularly collect and analyze feedback from students, parents, and educators for continuous improvement. 6. Comprehensive Evaluation (Months 10-12): <ul style="list-style-type: none"> - Conduct comprehensive pre- and post-assessments to evaluate the program's impact on students' knowledge and behaviors regarding digital safety and mental health. - Compile and review program data to assess the achievement of specific objectives and overall goals. 7. Final Reporting and Future Planning (Month 12): <ul style="list-style-type: none"> - Prepare and submit a final report detailing the program's outcomes, impacts, and lessons learned.
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- Develop strategies for program sustainability and potential expansion beyond the grant period.

Section 2: Activities and Progress

In light of recent changes in funding criteria, we have strategically moved to digitalize our program to reach a broader audience within the constraints of the new budget. This digital transition is aimed at maximizing our outreach and ensuring the program's sustainability and effectiveness.

The program content is now being created and overseen by Dr. Daniel Kaufman and Dr. Serena King. The content for the children's education modules is complete and we aim to have it reviewed by educators and parents for any revisions. Once this process is complete, we will be turning the content into animated videos. The parent module outlines have been created and content is currently being written for it. This content will also be reviewed by end users and then turned into videos.

We will continue to identify key stakeholders within the community for the program to be used far and wide within Colorado.

Section 3: Next Steps

- All educational resources will be completed, reviewed and developed as video content.
- Community outreach will continue

Section 4: Risks, Issues and Challenges

- None

Section 5: Collaboration

- Dept of Early Education, School Counsellors and Educators

Name:	Signature and Date:
Dr. Nathan Smith	<i>Dr Nathan Smith</i> 12 September 2024



Internal Grant Code:	KRI_CO5
Project Name:	Stanford Gambling Addiction Therapy Study (SGATS)
Project Lead:	Dr. Nathan Smith
Funding Opportunity Name:	Colorado Division of Gaming Responsible Gaming Grants
Funding Period	Apr 2024 – March 2025
Report Submission Date:	12 September 2024
Grant Awarded:	\$63,250.00
Budget Spend to Date:	\$2,500.00

<p>Section 1: Milestones</p> <p>Planning Phase (March 24 2024 - June 30 2024):</p> <ul style="list-style-type: none"> - Create recruitment materials for participation in Stanford study (by April 15, 2024) COMPLETE - Finalize Stanford survey design in collaboration with stakeholders to ensure that the research is as useful as possible (by April 15, 2024) IN PROGRESS - Receive formal approval from Stanford Institutional Review Board to verify that research practices are ethical (by April 30, 2024) IN PROGRESS - Complete tracking tool that integrates attendance records with Stanford survey (by May 30, 2024) - Test tracking tool and pilot survey modules to ensure that data is captured appropriately (by June 30, 2024) <p>Implementation Phase (July 1 2024 - February 24 2025):</p> <ul style="list-style-type: none"> - Recruit participants for study participation and send baseline surveys (start July 1 2024, finish by October 24, 2024) - Administer long-term follow up surveys to all participants four months after they completed the baseline survey (start November 1 2024, finish by February 24, 2025) - Provide final payments to all participants (by February 24, 2025) - Begin preliminary analysis of data (ongoing) <p>Analysis Phase (Feb 24 2025 - March 24 2025):</p> <ul style="list-style-type: none"> - Finalize main data analysis (by March 17, 2025) - Generate report about research insights for presentation to Colorado policymakers and other stakeholders (by March 24, 2025) <p>Supplementary Analysis and Dissemination Phase (March 25 2025 - December 31 2025):</p> <ul style="list-style-type: none"> - Conduct supplemental data analysis (by June 1, 2025) - Write enhanced nontechnical summary of research for Colorado policymakers and other stakeholders (by July 1, 2025) - Complete academic research paper and submit to peer reviewed journals (by October 1, 2025) - Present research at conferences devoted to problem gambling and responsible gambling and in academic seminars (by December 31, 2025)
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Section 2: Activities and Progress

To date, our study team has successfully completed a range of preparatory tasks including study design, data architecture, advertising design, and the creation of the landing page, in anticipation of the recruitment phase. Currently, we are awaiting approval from the Stanford Institutional Review Board (IRB), which is responsible for overseeing the ethical aspects of research studies. The approval process is taking longer than anticipated due to the transfer of our application from the IRB overseeing economic studies to the Medical IRB, reflecting the interdisciplinary nature of our study which adds a layer of complexity to the approval process.

Section 3: Next Steps

IRB Approval: We are confident that the study can progress swiftly once approval is obtained, as all necessary preparations are already in place.

Section 4: Risks, Issues and Challenges

There is a potential risk of delays in completing the study within the grant period. However, we are actively working to minimize this risk by expediting the approval process and pushing for timely progress to stay on track.

Section 5: Collaboration

This project is a collaboration between Kindbridge Research Institute, Kindbridge Behavioral Health, and Stanford University. To date there have been several meetings between the parties to organize background knowledge and build the study infrastructure to successfully complete the project. Stakeholders from all 3 organizations have been included throughout the development, application, and early implementation stages of the project.

Name:	Signature and Date:
Dr. Nathan D. Smith	<i>Dr Nathan Smith</i> <i>12 September 2024</i>



Kindbridge
Research Institute

