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THE CALIFORNIA GAMBLING  
CONTROL COMMISSION'S  
2017-2019

STRATEGIC  
PLAN

*Ensuring Public Trust in the  
Controlled Gambling Industry*

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# THE CALIFORNIA GAMBLING CONTROL COMMISSION'S STRATEGIC PLAN



*Welcome to California Gambling Control Commission. We are proud to share our Strategic Plan for 2017-2019. The Plan demonstrates our commitment to maintaining fairness, predictability, and transparency in the regulation of the controlled gambling industry while continuously improving how we serve our stakeholders.*

## ENSURING PUBLIC TRUST IN THE CONTROLLED GAMBLING INDUSTRY

This Plan provides steady direction and clear guidelines around which we can align our daily activities including improving our operations, leveraging technology to enhance access to and security of information, providing our staff the knowledge and tools to deliver outstanding customer service, and practicing responsible financial stewardship.

In the coming years, as laws change and the gambling landscape evolves, the Commission's priorities will evolve as well. Along the way, our Core Values - integrity, teamwork, accountability, quality, and transparency – will continue to guide our path.

*Stacey Luna Baxter*  
EXECUTIVE DIRECTOR

# COMMISSION STRATEGY MAP

We've summarized the core elements of our Strategic Plan into a one-page visual Strategy Map on the following page. This illustrates our story of service to customers in alignment with goals and values.



Our Mission summarizes at the highest level why we are here. Everything we do contributes to our ability to achieve the mission.

## MISSION:

*We cultivate relationships with all stakeholders, develop effective regulations, and make fair decisions, which ensure honesty, transparency, and integrity in the controlled gambling industry.*

Our Vision describes what we aspire to be as an organization. This is where we are going. Our vision is our commitment to making bold progress in this direction.

## VISION:

*Ensuring integrity and public trust in the controlled gambling industry.*

To achieve our Mission and Vision, we work to balance our performance across five Strategic Goals. These are high-level, long-term goals that guide our work. Foremost, we want to deliver Exceptional Customer Service. To deliver quality customer service, we focus on building a talented and skilled workforce by Cultivating Core Competency. Our staff create and deliver Efficient Operations through Technology Modernization, Accessibility, and Security. We also recognize that we have limits to our resources of time, talent, technology, and money. Therefore, we provide Responsible Management of Fiscal Resources. Within each of these goal categories, we have identified more specific objectives for the next 6 to 24 months as shown on page 5.

How we treat each other is just as important as what we achieve. Our Core Values set the standards for how we will interact along the way.



**CALIFORNIA  
GAMBLING CONTROL  
COMMISSION**

# STRATEGY MAP

## 2017-2019

### MISSION

We cultivate relationships with all stakeholders, develop effective regulations, and make fair decisions, which ensure honesty, transparency, and integrity in the controlled gambling industry.

### VISION

Ensuring integrity and public trust in the controlled gambling industry.

### STRATEGIC GOALS



Provide Exceptional Customer Service



Cultivate Core Competency



Ensure Efficient Operations



Promote Technology Modernization, Accessibility, and Security



Responsible Management of Fiscal Resources

### CORE VALUES

Integrity | Teamwork | Accountability | Quality | Transparency

# MISSION, VISION, AND OBJECTIVES BY GOAL

## MISSION

*We cultivate relationships with all stakeholders, develop effective regulations, and make fair decisions, which ensure honesty, transparency, and integrity in the controlled gambling industry.*

## VISION

*Ensuring integrity and public trust in the controlled gambling industry.*

## OBJECTIVES BY GOAL FOR 2017-2019

### PROVIDE EXCEPTIONAL CUSTOMER SERVICE

- Increase understanding of customer needs.
- Provide accurate and timely responses to customers.

### CULTIVATE CORE COMPETENCY

- Enhance staff's knowledge base.

### ENSURE EFFICIENT OPERATIONS

- Ensure Commission policies are current.
- Develop desk procedures.
- Conduct periodic workflow analysis.
- Provide adequate resources to staff.

### PROMOTE TECHNOLOGY MODERNIZATION, ACCESSIBILITY, AND SECURITY

- Improve website accessibility.
- Harness communication trends.
- Reduce paper consumption.

### RESPONSIBLE MANAGEMENT OF FISCAL RESOURCES

- Maintain the fiscal integrity of the Commission.
- Conduct annual analysis of compliance with purchasing requirements.