

CALIFORNIA GAMBLING CONTROL COMMISSION

STRATEGIC PLAN 2020-2023



EXECUTIVE DIRECTOR
Stacey Luna Baxter

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Our Leadership

COMMISSIONERS

JAMES EVANS

Chairman
Public Member

GARETH LACY

Commissioner
Government or Business Member

PAULA D. LABRIE

Commissioner
Attorney Member

TRANG TO

Commissioner
Law Enforcement Member

2020 LEADERSHIP TEAM

STACEY LUNA BAXTER

Executive Director

ALANA CARTER

Deputy Director
Administrative Division

R. TODD VLAANDEREN

Chief Counsel
Legal Division

ADRIANNA ALCALA-BESHARA

Deputy Director
Legislative & Regulatory Affairs Division

DOLORES OLIVAREZ

Deputy Director
Licensing Division

JACOB MUSCAN

Chief Information Officer
Administrative Division

QUINN HEDGES

Manager
Licensing Division

FRED CASTANO

Public Relations Officer
Executive Division

Executive Director's Message

ENSURING PUBLIC TRUST IN AN EVOLVING INDUSTRY



Stacey Luna Baxter
Executive Director

California's gambling industry is constantly evolving, driven by expanding competition and technological advances. As the market landscape changes, the Commission must evolve as well. This strategic plan provides a focused framework to adapt and improve our services all while staying true to our core values of integrity, accountability, excellence, teamwork, and transparency.

By managing toward this plan over the next three years, the Commission will align our daily activities toward improving operations, cultivating relationships with our stakeholders, providing financial stewardship, and promoting a culture of innovating and learning within our organization.

By following this strategic plan, the Commission will keep pace with a changing industry and continue to ensure the public's trust.

Thank you to the Commissioners, Commission's leadership team, and the staff that contributed towards the completion of this 2020-2023 Strategic Plan.

Stacey Luna Baxter

Our Purpose

Mission

We are committed to protecting the public by ensuring integrity and justice in the controlled gambling industry through effective regulations and fair application of the law.



Vision

To advance California as a national leader in gambling regulation while achieving strong public trust.

Our stakeholders represent a diverse mix of business owners, community groups, Native American Tribes, and residents across California. While their interests and interactions with California's gambling regulators vary, there is a universal understanding that the health of the gambling industry and our communities requires fair and effective regulation.

Our mission and vision statements represent the twin beliefs in the necessity of our role in the industry and the knowledge that we can always improve the effectiveness and efficiency of our operations.

By cultivating relationships with our stakeholders, developing effective regulations, and ensuring our decisions are fair, transparent, and honest we will promote integrity in the gambling industry and safeguard the public's trust.

Our Core Values

HOW WE WORK IS JUST AS IMPORTANT AS WHAT WE DO

Our values guide the work we do as an organization as well as our interactions with stakeholders.

By exemplifying these values through our everyday work, Commission staff will advance our strategic goals, improve our effectiveness, and strengthen relationships across the industry.





Integrity

Behaving in a fair, ethical, and principled manner



Accountability

Taking responsibility in all that we do and holding others responsible for their actions



Excellence

Efficiently and effectively fulfilling our responsibilities with the highest degree of quality



Teamwork

Working collaboratively to develop and maintain productive internal and external working relationships



Transparency

Conducting our business in a manner that promotes meaningful stakeholder participation and provides responsible public access to information

Who We Serve

Our stakeholders have diverse interests and concerns, but all are committed to the overall health of California's gambling industry. Cultivating relationships and partnering with each group around that shared belief is crucial to the mission of our organization.

State Agencies

Agencies that the Commission collaborates with to regulate the gambling industry and cooperates with to operate our agency

Interaction:

Collaborating with these agencies to effectively regulate the gambling industry directly and indirectly

Tribes

Federally recognized tribes in the State of California

Interaction:

Engaging and communicating with the tribes to facilitate compliance with the tribal-state compacts

Collaborating, through a government-to-government relationship to facilitate compliance with the tribal-state compacts

Gambling Industry

People and businesses who own, operate, or work in the controlled gambling industry

Interaction:

Determining suitability and regulating actions and behaviors to facilitate controlled gambling within the State of California collaboratively

Public

The residents and visitors of the State of California

Interaction:

Safeguarding the public and regulating the people and activities within the gambling industry

Providing public safety and trust through the development of policy established through a formal public process and holding those within the industry accountable to California gambling laws and regulations

Local Government and Law Enforcement

Local governments and law enforcement entities that have gambling operations within their jurisdiction

Interaction:

Providing timely, accurate, and appropriate information to foster collaborative working relationships to regulate controlled gambling within California effectively

Maintaining suitability of work permittees for jurisdictions without permit ordinances

Our Accomplishments

We begin planning for the future by recognizing the accomplishments of the past. The accomplishments below represent a sampling of the hard work and momentum generated by our staff towards the goals in our 2017-2019 strategic plan. By building on prior successes, we will accelerate progress toward the goals outlined in the 2020-2023 strategic plan.

2017-19 Accomplishments

- ☑ Implementation and continuous improvement of an Employee Development Program, which offers monthly training focused on increasing foundational knowledge and skills development for all staff members
- ☑ 100% of all Commission staff attended training during 2017-2019, increasing overall core competency throughout the Commission
- ☑ All of the Commission's internal Policies and Procedures were reviewed, and were modified when appropriate to increase efficiency
- ☑ Creation and implementation of the 2018-2023 Workforce and Succession Plan
- ☑ Implementation and continuous review and improvement of all-staff time tracking
- ☑ Implemented and/or increased statistical tracking in each of the Commission's Divisions
- ☑ Reduced paper consumption by more than 50% Commission-wide
- ☑ 100% conversion of the Licensing Division and Legal Division to electronic files
- ☑ Created and distributed educational publications to the industry
- ☑ Provided "Helpful Tips" Flyer translated in nine of the most common non-English languages spoken within the industry
- ☑ Approximately 91% of Commission staff have completed cross training and the Commission is continuing its efforts toward providing cross training for all Commission staff
- ☑ Continued quarterly publication of the Commission's newsletter 'Industry Matters' with an increased focus on educational article to assist the industry
- ☑ Assisted with implementing and continue to provide administrative support to the Tribal Nation Grant Fund Program
- ☑ Successful completion of the annual State Personnel Board Audit
- ☑ Continued participation in the California Gambling Investigators Course, Problem Gambling Summit, Problem Gambling Advisory Committee meetings, California Gaming Association Annual Meeting, and the North American Gaming Regulators Association annual conference
- ☑ Implemented and conducted statewide industry training on the Application and Background Process
- ☑ Continued fiscal integrity through continuous monitoring of expenditures and ensured compliance with all purchasing and contract requirements
- ☑ Increased Commission security (Facility and Cyber)
- ☑ Significantly reduced website errors down to approximately 1% by ensuring compliance and optimal website accessibility.
- ☑ Approximately 93% of Commission staff have completed desk procedures and the Commission continues to finalize desk procedures for all Commission staff
- ☑ Revised Hearing Regulations, which allow for notices to be done via email and streamline the reconsideration and notice processes, among other improvements
- ☑ Completion and implementation of Electronic Playing Book Regulations, which assist the industry
- ☑ Completion of a six-month audit of the Commission's cardroom licensing procedures that resulted in five official recommendations by the State Auditor, of which the Commission has successfully completed three of the five recommendations and continues towards completion of the remaining two.
- ☑ Successful completion of approximately 168 public meetings, hearings, or workshops from 2017 through 2019.

And much more....

Strategic Goals and Objectives

STRATEGIC PLANNING IS AN EVENT

STRATEGIC MANAGEMENT IS AN ONGOING PROCESS

We are utilizing a Balanced Scorecard to set goals and measure their progress. This approach “balances” the work of our organization by approaching success from four distinct perspectives: Financial, Internal Business, Customer, and Innovation and Learning.

By considering the needs of our staff, customers, and oversight organizations, we can focus our strategies and associated projects on improving key areas and increasing our value to stakeholders.

Goal

Customer Perspective

Foster Excellent Stakeholder Relationships

Objectives

- 1 Identify and implement opportunities for enhanced education that provide an understanding of the Commission’s roles and responsibilities, disseminate information regarding the licensing and adjudicatory process, and promote a culture of compliance within the industry
- 2 Create and promote new outreach opportunities semi-annually to increase stakeholder engagement
- 3 Ensure each applicant receives excellent customer service

Goal

Financial Perspective

Maintain Fiscal Integrity

Objectives

- 1 Exemplify responsible financial stewardship

Goal

Internal Business Perspective

Cultivate a Culture of Excellence

Objectives

- 1 Encourage continuous improvement

Goal

Innovation and Learning Perspective

Promote a Culture of Growth and Learning

Objectives

- 1 Foster employee development at all levels
- 2 Advance the Commission’s industry knowledge

