

# INDUSTRY MATTERS

## NEW COMMISSION STRATEGIC PLAN EMPHASIZES ENGAGEMENT, RESPONSIBILITY, AND CULTURE

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In January, the California Gambling Control Commission released its [Strategic Plan for 2024-2027](#), which emphasizes modernization of its processes and perspectives, strong internal and external relationships, continuous staff development, and creation of educational resources for stakeholders.

As a result of the new Strategic Plan, the Commission developed a new Vision Statement:

*“Enhance public trust in California’s regulated gambling industry by prioritizing compliance, stakeholder engagement, and operational excellence.”*

In addition, the Commission’s Strategic Plan outlines specific strategic goals:

- Foster constructive and respectful stakeholder engagement.
- Model fiscal responsibility and enhance operational efficiency.
- Champion a culture of continuous learning, development, and collaboration.

In order to accomplish these goals, the Commission will be undertaking numerous projects over the lifespan of the Strategic Plan.

A key factor in accomplishing the above goals is that each Commission employee will directly contribute to at least one Strategic Plan project, and most of the staff are on multiple Strategic Plan project teams. With so many Commission staff members having at least 10 years of experience working for the Commission, their knowledge and experience will drive the successes of the Strategic Plan.

For one Strategic Plan project, the Commission wants to hear your ideas for educational materials, such as videos, flyers, and infographics, it could produce to help inform its stakeholders about the Commission’s roles and responsibilities.

And as part of the Strategic Plan’s goals, the Commission invites you to send feedback on its Strategic Plan via email to [comments@cgcc.ca.gov](mailto:comments@cgcc.ca.gov). The Commission encourages feedback on its Strategic Plan, as well as other resources published by the Commission, such as updated information, guidance, and [helpful resources](#), and your feedback helps us determine if these resources are transparent and informative.

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### **CGCC Calendar**

#### **Upcoming Licensing Meetings**

*April 4  
April 18  
May 9  
May 23  
June 6  
June 20*

#### **Upcoming Regulations Hearing**

*April 16 — Advertising*

#### **Upcoming State Holidays (Office Closed)**

*May 27 (Memorial Day)*

## MEET THE NEWEST COMMISSIONER: STACEY LUNA BAXTER

The concept of “introducing” Stacey Luna Baxter, our newest Commissioner, is very funny. Longtime readers of this newsletter have likely known Stacey since she was Assistant Bureau Chief of the Department of Justice’s Bureau of Gambling Control prior to her eight-and-a-half-year tenure as the Executive Director of the California Gambling Control Commission. Stacey was sworn in as a Commissioner in March, and as is tradition for all new Commissioners, we have her answer a few questions in the newsletter:

### **After over a decade of working for the Bureau of Gambling Control and the Commission, how does it feel to be assuming the role of Commissioner?**

Honestly, I am feeling a whole mix of emotions: excitement, pride, but also a bittersweet feeling.

I am excited to bring my nearly 12 years of experience working as a regulator of this industry to the role of Commissioner. The knowledge that I gained from my time at the Bureau is invaluable. It helps tremendously to be able to understand the policies and procedures employed by the Bureau. I have great respect and appreciation for the hard-working staff and leadership at the Bureau.

My time as the Executive Director for the Commission allowed me the opportunity to have significant collaboration with members of the industry, especially through leading the Gaming Policy Advisory Committee and working on legislative or regulatory matters over the years, all of which helped me build the knowledge and expertise that will aid me in performing my role as Commissioner.

However, the transition is also bittersweet. I have worked for the State of California for 31 years, and most of that time has been spent in very challenging and rewarding leadership roles. However, there has never been a role that has been more challenging, more rewarding, or that I have enjoyed more, than having the privilege to serve as the Executive Director for the Commission. Over the past eight years, the Commission has had amazing accomplishments and I will miss the daily grind and day-to-day collaboration with the staff who are the ones responsible for the success of the Commission.

Overall, it is truly an honor to be appointed to Commissioner and I am thankful to Governor Gavin Newsom for the trust to fill this incredibly important role and responsibility.

### **What are some of your goals as Commissioner?**

My main goal is to be a Commissioner that upholds the Commission’s mission statement: to consistently and fairly apply the laws and regulations in place to ensure the safety of the public and integrity of the industry. I am fortunate that I have colleagues and past Commissioners who serve as excellent role models.

Off the dais, another goal is to assist the Commission however possible and appropriate to accomplish the long list of projects outlined in our 2024-2027 Strategic Plan. Specifically, I look forward to assisting staff identify and develop improved and new training modules for our stakeholders, as well as for our staff.

### **Most importantly, what do you do for fun?**

The Baxter family loves to travel! With our daughter heading off to England next year for university, I foresee many more opportunities to travel and explore new places, or at least go to England more often to visit the kid.

And, as most of the staff here at the Commission already know, I am a huge football and fútbol (soccer) fanatic. During American football season, there is nowhere else I would rather be than watching the San Francisco 49ers play. And, having played soccer for a couple of decades myself, I really enjoy supporting our local United Soccer League team, the Sacramento Republic.



*Pictured: Chair Paula LaBrie (left) and new Commissioner Stacey Luna Baxter (right)*

# REGULATIONS UPDATE: ADVERTISING HEARING IN APRIL; SURVEILLANCE SUBMITTED TO OAL; ANNUAL FEES NEARING FINAL REVIEW

By Josh Rosenstein, Alex Hunter, and Doris Pires  
*Legislative and Regulatory Affairs Division*

## Advertising

The Commission will hold a regulations meeting on April 16 at 10:00 a.m. to deliberate on public comments previously received on the [proposed regulations](#), and to consider commencing the formal rulemaking process anew, due to the expiration of the previous rulemaking period. In advance of this meeting, the Commission held an informal public comment period on the proposed draft modified regulation text, which ended on March 17. Commission staff has provided summaries and proposed responses to written comments previously received, as well as proposed modifications to the previous version of the regulation text. These documents are posted under “Advertising” on the Commission’s [proposed regulations](#) webpage.

## Surveillance

The Commission submitted the proposed [Surveillance regulations](#) to the Office of Administrative Law (OAL) on February 21, which has 30 working days to conduct its final review. Following approval by OAL, these regulations will be implemented with a delayed effective date of 12 months from the date of filing with the Secretary of State to provide cardroom business licensees adequate time to make any required updates to their existing surveillance policies and systems.

## Update to Annual Fees

The Commission held a public hearing on March 18, where the Commission considered comments submitted during the 45-day written comment period, which ended February 12. At the public hearing, the Commission instructed Commission staff to prepare the rulemaking file for final submittal to the Office of Administrative Law. The [proposed regulations](#) update the annual fee amounts for cardroom business and Third-Party Providers of Proposition Player Services business licensees.

**Hearing Results**

*(Decisions Effective January 1— March 31)*

**Work Permit**

[Dora Brown, denied](#)  
[March 22](#)

**Third-Party Provider License**

[Team View Players, denied](#)  
[March 11](#)

**Third-Party Supervisor License**

[Binh Ho, approved](#)  
[January 11](#)

**Third-Party Worker License**

[Crystal Vasquez, denied](#)  
[January 22](#)

[Francisco Paredes, denied](#)  
[February 12](#)

## Check out the Commission’s Education Page!

The Commission maintains an [Education page](#) on its website, and it’s full of helpful resources with information on:

- [Application Tips and Timelines](#)
- [Initial Application Checklist](#)
- [The Licensing Process: How It Works and Who To Call](#)
- [Key Employee Responsibilities](#)
- [Reduction and Expungement of Convictions](#)

There are also videos with information on the application and background process, criminal convictions, Designated Agent requirements, badge requirements, and more!

In addition, you can email the Commission with ideas for more of these informational materials at [comments@cgcc.ca.gov](mailto:comments@cgcc.ca.gov).



# California Gambling Control Commission

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## REMINDER: SUBMIT YOUR INFORMATION ASAP

As a reminder to our stakeholders, if you have information or public comment to submit for a licensing, administrative, or regulations hearing, please do not wait until the last minute to send it to the Commission or the Bureau of Gambling Control.

When the Commission and Bureau receive information, it is their duty to review, verify, and understand it. These processes take time and resources. It is in everyone’s best interest that the Commissioners receive thoroughly researched and reviewed information in order to make the best decisions.

Providing information the night prior to, or morning of, a meeting or hearing may cause a delay in the meeting or hearing, and may not allow the reasonable amount of review time that all parties deserve. Untimely submittal of information may cause your item to be further delayed.

The Commission and Bureau understand that some information takes time to gather. But also consider, if the information took time to gather, then it’s likely that it also requires time to review. So please, when possible, submit information at least a few days prior to the hearing.

## HAIL AND FAREWELL

The Commission bids an incredibly fond farewell to our Executive Director, Stacey Luna Baxter. Stacey is the longest-tenured Executive Director in Commission history, serving from 2015 to 2024. During her tenure, she exemplified the idea that culture starts at the top: from cultivating a strong, positive work environment to supporting Commission staff’s growth and development, all while working tirelessly to uphold the Commission’s mission and vision. Commission staff thank her and wish her all the best on her next chapter.

The Commission welcomes our newest Commissioner, Stacey Luna Baxter! Stacey was appointed by Governor Gavin Newsom in February and sworn in as Commissioner on March 15, and is assuming the Governmental Experience role on the Commission. She replaces former Commissioner Cathleen Galgiani, who departed in January.

The Commission bids farewell to Rebecca Kirk, who served as the Commission’s Deputy Director, Legislative and Regulatory Affairs Division. Rebecca was appointed as the Executive Officer of the Office of Public School Construction. Congratulations Rebecca!

The Commission welcomes Ian Coolbear as the new Deputy Director, Legislative and Regulatory Affairs Division! Ian served as Assemblymember Jim Patterson’s Legislative Director since 2017, and has extensive legislative and regulatory experience in gaming issues. Welcome Ian!

The Commission welcomes Ashlyn Fong to the Operations Services Division! Ashlyn joined the Commission in February and comes to us from the Secretary of State’s office. Welcome aboard Ashlyn!