

CALIFORNIA GAMBLING CONTROL COMMISSION

# STRATEGIC PLAN 2024 2027



EXECUTIVE DIRECTOR  
**STACEY LUNA BAXTER**

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# OUR LEADERSHIP

## Commissioners

**Paula D. LaBrie**  
Chair  
*Attorney Member*

**Cathleen Galgiani**  
*Governmental  
Experience Member*

**Edward Yee**  
*Law Enforcement  
Member*

**Eric C. Heins**  
*Public at Large Member*

**William Liu**  
*Banking or Finance  
Member*

## 2024 Leadership Team

**Stacey Luna Baxter**  
Executive Director

**Jason Pope**  
Chief Counsel  
*Legal Division*

**Rebecca Kirk**  
Deputy Director  
*Legislative & Regulatory  
Affairs Division*

**Brian Gilleland**  
Deputy Director  
*Licensing Division*

**Alana Carter**  
Deputy Director  
*Operations Services  
Division*

**Jacob Muscan**  
Chief Information Officer  
*Operations Services  
Division*

**Rachelle Ryan**  
Staff Management Auditor  
*Operations Services  
Division*

**Andrew Cooper**  
Staff Services Manager  
*Licensing Division*

**Vacant**  
Staff Services Manager  
*Licensing Division*

**Fred Castaño**  
Public Relations Officer  
*Executive Division*

# EXECUTIVE DIRECTOR'S MESSAGE



STACEY LUNA BAXTER

## OVERCOMING CHALLENGES AND BUILDING ON SUCCESSES TO ACHIEVE OUR GOALS

The journey to update the California Gambling Control Commission's (Commission) Strategic Plan for 2024-2027 was particularly rewarding. Reflecting on our many achievements since the last Strategic Plan, I commend the Commission for transforming the many unexpected challenges posed by the pandemic into opportunities for collaboration, improvement, and heightened efficiency.

As we look ahead, the achievements of the past instill a renewed sense of confidence and momentum within our team. Additionally, we are always working to identify and implement new improvements. Modernization will be a key theme of this Strategic Plan, spanning systems, processes, perspectives, and, when necessary, laws and regulations. This intentional shift towards modernization positions us to achieve even greater milestones in the coming years.

At the core of the Commission's achievements are its devoted team members. The Leadership Team is committed to reciprocating the invaluable contributions of our staff. We will cultivate an environment that nurtures their professional growth, harnesses their expertise, and offers opportunities to acquire and apply new skills.

Thank you to everyone who contributed towards the completion of this 2024-2027 Strategic Plan. The Leadership Team; as well as staff members Kate Patterson, Dan Sibley, Erica Dennis, and Zach Smith all deserve special recognition for their efforts.

I am excited to witness the team breathe life into this Strategic Plan and work collaboratively to successfully accomplish the many outlined goals and objectives over the next four years.



## 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

Enhance public trust in California's regulated gambling industry by prioritizing compliance, stakeholder engagement, and operational excellence.

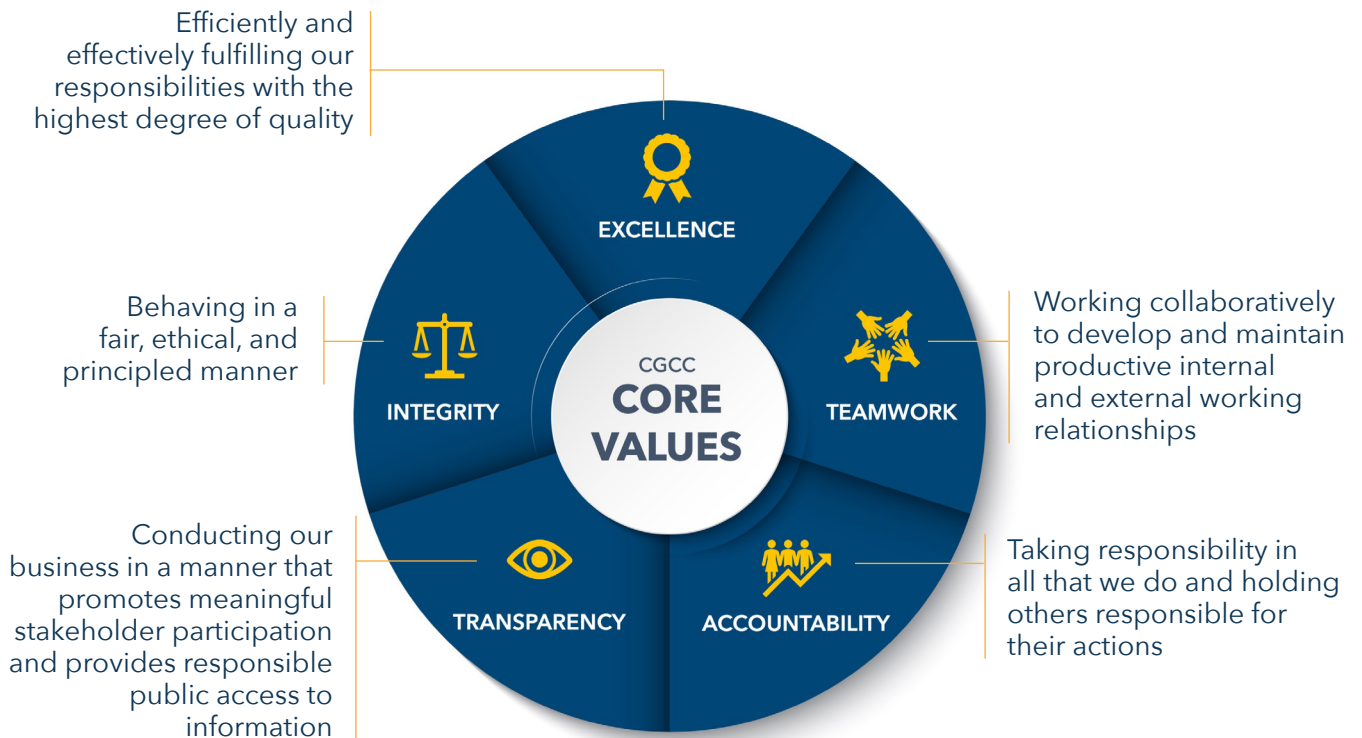
Our stakeholders encompass a diverse array of business owners, community groups, Native American Tribes, and residents throughout California. While our mission remains consistent with previous Strategic Plans, we have deliberately revised our Vision to represent the core themes that will steer our Initiatives.

The Commission's enduring mission, centered on safeguarding the public, will remain a guiding focal point for our endeavors.

# OUR CORE VALUES

## OUR CORE VALUES ARE THE KEYS TO OUR SUCCESS

Our core values guide and promote our shared beliefs and behaviors that shape every aspect of our organization. They guide our decisions, inspire our continuous improvement, strengthen our relationships, and foster unity and a common purpose amongst the Commission team. These values unite us and are our guiding lights as we serve the people of California.





# 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.





# OUR ACCOMPLISHMENTS

We begin planning for the future by recognizing the accomplishments of the past. A sample of the hard work and momentum generated by our staff towards our 2020-2023 goals is represented below. By building on prior successes, we will accelerate progress toward the goals outlined in the 2024-2027 Strategic Plan.

## General Accomplishments

- Successfully conducted over 215 public meetings, completed over 22,200 licensing matters (average of 7,400 per year), and adjudicated over 75 evidentiary hearing matters.
- Received approval and implemented 18 regulatory packages.
- Provided technical advice or analysis on over 45 legislative bills or propositions.
- Received Governor's Office approval for 14 legislative proposals, which resulted in 8 statutory improvements.
- Assisted the Governor's Office during the COVID-19 pandemic response; seamlessly transitioned to telework with zero interruption to operations or services.
- Successfully completed two formal audits conducted by the California State Auditor, with one audit resulting in no formal recommendations issued to the Commission.

## Accomplishments directly related to our 2020-2023 Strategic Plan Goals

### Foster Excellent Stakeholder Relationships

- Increased stakeholder responses and improvements resulting from "30-Second Surveys" developed by the stakeholder Spot Survey Strategic Planning Team.
- Developed and published seven online tutorials and several informational flyers to increase knowledge within the industry.
- Maintained excellent communication with the industry, including issuing over 40 direct industry notices and the creation of a dedicated COVID-19 webpage.
- Published 17 'Industry Matters' Commission newsletters, providing helpful guidance and reminders to the industry and general stakeholders.

### Maintain Fiscal Integrity

- Achieved continued fiscal integrity each fiscal year by appropriately utilizing the Commission's funding sources and operating within our authorized spending authority.
- Provided continued excellence as the Trustee of Tribal special funds.
- Completed a full overhaul of the Commission's fee structure and implementation of a new annual fee methodology.
- Completed a full cost and fee analysis on an annual basis.
- Continuously audited and improved the Commission's workload database entries to ensure accurate time keeping and appropriate charges to respective funding sources.

- Implemented various cost-savings measures, such as transitioning the majority of the Commission's paper processes to electronic.
- Received an award for exceeding the State's minimum percentage requirements for purchases using Small Business/Disabled Veterans Business Enterprise vendors.

### Cultivate a Culture of Excellence

- Successfully implemented hiring and onboarding policies and procedures to increase focus on fairness, diversity and inclusion.
- Instituted a review and update system for the Commission's policies and procedures.
- Implemented several procedural efficiencies, such as an overhaul of the Commission's Licensing process. This overhaul included the consolidation or elimination of forms, restructuring of various procedures, and expanded information provided on the Commission's website.
- Conducted internal staff surveys to identify successes and improvement opportunities; implemented several of the suggested improvements.
- Deployed various information technology improvements to improve operations and increase security.
- Continued excellence in support provided to the Tribal Nation Grant Fund Program.
- Successfully transitioned to primarily remote operations on a permanent basis.

### Promote a Culture of Growth and Learning

- Developed and implemented a Commissioner onboarding training package.
- Completed the onboarding of four new Commissioners and successfully achieved seven Senate Rules Committee and Senate appointment confirmations.
- Secured approval for and filled four additional positions to support increased workload and Commission goals.
- Restructured and reclassified positions to optimize resources and implement efficiencies.
- Hosted 18 training and discussion forums to increase Commission staff's industry and best practices knowledge.
- Continued to promote staff training opportunities, including approval of and attendance at over 167 various job-related training courses.

# STRATEGIC GOALS & OBJECTIVES

## Approach

1. The Commission will approach its work in 2024-27 through the lens of three Strategic Goals. *Regulatory compliance is considered a priority in all Commission dealings and therefore will be achieved as we pursue these three goals.*
2. Three Strategic Objectives have been defined for each Goal.
3. From there, Initiatives are selected to support the achievement of each Objective.
4. Initiatives are intended to remain constant over the course of the 4-year plan.
5. Each year, the Leadership Team will select and prioritize a set of Projects that will roll up to the 4-year Initiatives.



### Strategic Goal 1 Foster constructive and respectful stakeholder engagement

#### Objectives

- Leverage stakeholder communications and feedback loops (to inform regulatory adjustments, operational process and user experience improvements).
- Amplify stakeholder involvement through committees and forums.
- Develop and execute educational Initiatives to enhance awareness of industry dynamics and regulatory procedures.

### Strategic Goal 2 Model fiscal responsibility and enhance operational efficiency

#### Objectives

- Identify and execute operational process improvements to increase efficiency, improve service and minimize costs.
- Modernize technology systems to optimize data integrity, maximize productivity and enhance user experience.
- Demonstrate prudent management of public funds.

### Strategic Goal 3 Champion a culture of continuous learning, development and collaboration

#### Objectives

- Sustain communication and connectivity in today's distributed work environment.
- Lead organizational and individual growth through strategic planning, performance management and training.
- Strengthen external professional relationships.



