

**Vision:** World-Class Gaming Regulation for a Stronger Arizona

**Mission:** To ethically and effectively regulate gaming, horse racing, and unarmed combat sports, while ensuring that they are conducted in a socially responsible manner.

**Agency Description:** The Arizona Department of Gaming (ADG) is the state agency charged with regulating gaming, racing and pari-mutuel/simulcast wagering, and unarmed combat sports. ADG also provides and supports prevention, education, and treatment programs for people and families affected by problem gambling, through its Division of Problem Gambling and 24-hour confidential helpline, 1-800-NEXT-STEP.

**Executive Summary:** In the next five years, there will be significant change within the industries ADG regulates, most notably with the development and implementation of an amended AZ Tribal-State Gaming Compact and federal regulatory oversight of horse racing. ADG has identified five strategic priorities to achieve its vision and mission as an enterprise:

- Promote Fair and Effective Regulation While Fostering Social Responsibility
- Strengthen Resource Network
- Provide World-Class Customer Experience
- Increase Operational Effectiveness, Compliance, and Efficiency
- Develop a World-Class Team

### Summary of 5-Year Strategic Priorities

#	Multi-Year Strategy	Start Year	Progress / Successes
1	Promote Fair and Effective Regulation While Fostering Social Responsibility	FY17	<ol style="list-style-type: none"> <li>1. Created the equine safety committee, started necropsy protocol, achieved 100% pre-race exams, implemented advanced protocol in FY20.</li> <li>2. Initiated racetrack substance abuse violation breakthrough project.</li> <li>3. Continued regulatory negotiation meetings to modernize the Compact.</li> <li>4. Awarded inaugural problem gambling grant in FY20, increasing youth awareness.</li> </ol>
2	Strengthen Resource Network	FY19	<ol style="list-style-type: none"> <li>1. Increased problem gambling treatment options.</li> <li>2. Cultivated core strategic partners and proactively engaged in X meaningful collaborations in FY21.</li> <li>3. Increased trainings offered to stakeholders. In FY20, conducted 65 trainings reaching 2,037 attendees.</li> <li>4. Problem gambling treatment providers can now be trained and certified online.</li> </ol>
3	Provide World-Class Customer Experience	FY15	<ol style="list-style-type: none"> <li>1. Completed several licensing/certification breakthrough projects resulting in significant lead time reductions.</li> <li>2. Streamlined Annual Compact Compliance Reviews.</li> <li>3. Completed Phase 1 (of 2) of E-Licensing project.</li> <li>4. Created real time self exclusion list in FY20.</li> <li>5. Developed and implemented new system for collecting customer feedback in FY21.</li> </ol>
4	Increase Operational Effectiveness, Compliance, and Efficiency	FY19	<ol style="list-style-type: none"> <li>1. Implemented a significant # of documented process improvements, resulting in money, time, and resource savings.</li> <li>2. Conducted initial phase of Internal Compliance Review Program.</li> <li>3. Created and implemented process for remote gaming device certifications and compliance audits.</li> <li>4. Successfully transitioned and sustained 85% of the workforce to remote working environment.</li> </ol>
5	Develop a World-Class Team	FY17	<ol style="list-style-type: none"> <li>1. Increased Employee Engagement score from 81% engagement in FY17 to 90% in FY20.</li> <li>2. Initiated an Employee Experience breakthrough project in FY21.</li> </ol>

Strategy #	FY21 Annual Objectives	Objective Metrics	Annual Initiative
1	Increase fair and safe operation of gaming activities	# of substance abuse violations, % of racing rules project complete, problem gambling survey score	1) Continue racetrack substance abuse breakthrough project and continue implementing countermeasures. 2) Modernize racing rules aligning with new state and federal legislation as applicable.
1	Decrease racehorse fatalities	thoroughbred horse fatalities per 1,000 starts, % of pre-race exams observed	3) Continue racehorse fatality breakthrough project.
1	Establish regulatory system for event wagering and fantasy sports betting.	% of EW and FS rules project complete, Licensing lead times	4) Finalize and implement rules. 5) Standardize new licensing and inspection processes.
1	Emphasize and enhance problem gambling services in response to expanded gaming	% complete of Division of Problem Gambling (DPG)'s Campaign project, # of members of the public reached, # of self exclusions, # of noncompliant issues, % complete of DPG Assessment	6) Run campaign to educate more Arizonans about DPG's services. 7) Conduct DPG assessment as required in Appendix M. 8) Help gaming facilities comply with new responsible gaming requirements outlined in Appendix M.
2	Bolster strategic partnerships	% complete of intern program project, Event Wagering and Fantasy Sports Stakeholder Survey Score	9) Create a formal intern program. 10) Establish monthly call with event wagering and fantasy sports contest franchises, operators, and vendors.
3	Expand online services to stakeholders	% of payment types online, % of self-exclusions performed online, % complete of Phase 2 e-licensing project, # of online DPG trainings complete, % of event wagering operators with real-time self-exclusion access	11) Add all remaining payment types to payment portal. 12) Complete Phase 2 of e-licensing project. 13) Create and publish Problem Gambling 101 training. 14) Integrate self-exclusion platform with event wagering operators.
4	Utilize multimedia to modernize agency operations	# of multimedia projects published	15) Hire Media Content Specialist to use multimedia to create external media content, improve employee engagement, and optimize department website and commission meetings.
4	Strengthen culture of continuous improvement	% of Coach the Coaches Project Complete	16) Develop internal "Coach the Coaches" training
4	Strengthen ADG's compliance and efficiency	% of ICR findings remedied. % of DPG database reports functional.	17) Resolve findings from FY21's Internal Compliance Review. 18) Improve the DPG database's reporting functionality.
5	Expand knowledge base of staff and enhance employee experience	Employee Experience Score	19) Complete Employee Experience Breakthrough Project.