

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 (DPG) and 24-hour confidential helpline, 1-800-NEXT-STEP.

Executive Summary: Significant changes occurred to the Gaming Industry leading up to and during Fiscal Year 2022 including the adoption of a new AZ Tribal-State Gaming Compact, the beginning of sports betting in AZ, and changes brought by the federal government in their added regulatory oversight of horse racing. To continue to maintain world-class gaming regulation, in the next five years, ADG will be tasked to implement and oversee the significant changes made to the industries ADG regulates. 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"> 1. Created the equine safety committee, started necropsy protocol, achieved 100% pre-race exams, and implemented new track maintenance requirements in FY22. 2. Finalized negotiations on the amended Compact and its appendices. 3. Drafted, presented, negotiated, and finalized Event Wagering and Fantasy Sports regulations. 4. Awarded inaugural problem gambling grant in FY20 5. Reached over 10M Arizonans with FY22 DPG Campaign
2*	Strengthen Resource Network	FY19	<ol style="list-style-type: none"> 1. Increased problem gambling treatment options. 2. Engaged in multiple shareholder meetings with potential applicants re: event wagering and fantasy sports. 3. Increased external trainings for stakeholders. 4. Problem gambling treatment providers can now be trained and certified online.
3	Provide World-Class Customer Experience	FY15	<ol style="list-style-type: none"> 1. Completed several licensing/certification breakthrough projects resulting in significant lead time reductions. 2. Streamlined Annual Compact Compliance Reviews. 3. Completed Phase 1 and 2 of E-Licensing project. 4. Created real time self exclusion list in FY20.
4	Increase Operational Effectiveness, Compliance, and Efficiency	FY19	<ol style="list-style-type: none"> 1. Implemented a significant # of documented process improvements, resulting in money, time, and resource savings. 2. Conducted initial phase of Internal Compliance Review Program. 3. Created and hired an Event Wagering and Fantasy Sports Unit to oversee the regulation of the new gaming activity. 4. Successfully transitioned and sustained 75% of the workforce to remote working environment.
5	Develop a World-Class Team	FY17	<ol style="list-style-type: none"> 1. Increased Employee Engagement score from 81% engagement in FY17 to 90% in FY20. 2. Completed an Employee Experience breakthrough project in FY22.

*Still a multi-year strategy, but there are no related FY23 objectives

Strategy	FY23 Annual Objectives	Objective Metrics	Annual Initiative
1	Prepare for potential regulatory changes due to the Horseracing Integrity Safety Act (HISA)	% Complete of Racing Rules Project.	1) Draft 2 new sets of racing rules (HISA and Non HISA).
1	Decrease racehorse fatalities	# of Racehorse Fatalities Per 1,000 Starts. % of Pre-race Exams Recorded in Jockey Club Database. % of Horses Scratched (internal). % of Scratches Occurring at Pre-race Exam. % of Pre-race Exams Performed by ADG Staff	2) Begin recording pre-race exams in jockey club database. 3) Implement new standards for scratching horses.
1	Continue establishing regulatory system for event wagering and fantasy sports (EWFS)	% Complete of Audit Program Created.	4) Establish audit programs for EWFS.
1	Emphasize and enhance problem gambling services in response to expanded gaming	# of Self Exclusions. % Complete of Problem Gambling Assessment. % Complete of Problem Gambling for Casino Employees Training. # of Casino Employee Trainings Complete. # of Treatment Provider Client Intakes	5) Conduct a Division of Problem Gambling assessment as required in Appendix M in the Compact. 6) Develop Problem Gambling training for casino employees.
3	Increase combat sports promoters' desire to host more unarmed combat events in AZ through fair and efficient regulation	# of Unarmed Combat Events.	7) Conduct Unarmed Combat Event Breakthrough Project.
3	Expand online services to stakeholders	% Complete of Phase 3 of ADG Connect Project.	8) Add EWFS Licensing Module to ADG Connect (Phase 3).
3	Enhance the user experience of ADG's applications and systems	# of outstanding system issues. # of system enhancements completed. % Complete of EWFS Application Improvement Project. % Complete of Self Exclusion Analysis.	9) Improve ADG Connect for Certifications. 10) Improve EWFS Applications. 11) Analyze self-exclusion forms, policies, and industry best practices.
4	Utilize multimedia to modernize agency operations	% Complete of Intranet Revamp Project. # of Multimedia Projects Completed.	12) Revamp the intranet. 13) Partner with each ADG unit to identify and actualize efficiencies using multimedia and technology.
4	Decrease # of Business Functions performed in legacy I.T. systems	# of Business Functions performed in legacy systems.	14) Find replacement solutions for Intel case management and I&I daily logs.
4	Strengthen ADG's efficiency	% Complete of DPG Database Improvement Project % Complete of Workforce Analysis.	15) Improve the DPG database's reporting functionality. 16) Conduct workforce analysis.
5	Expand knowledge base of staff and enhance employee experience	% Complete of Training Program Created. % of Critical Processes With Standard Work and Backups.	17) Create and implement agency training program. 18) Complete process-focused succession planning.