

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 tribal gaming, event wagering and fantasy sports, 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: ADG is tasked with the regulation of industries that have recently experienced and continue to experience significant changes in the State of Arizona. These changes include the adoption of a new AZ Tribal-State Gaming Compact (which introduced new table games and facilities), the legalization of sports betting in AZ, added federal regulatory oversight of horse racing through the Horseracing Integrity and Safety Authority (HISA), and the potential, upcoming sales of two AZ racetracks. The following five multi-year strategies continue to provide an effective strategic framework to guide the annual prioritization of agency resources:

- 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 Multi-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, implemented new track maintenance requirements, and implemented new standards for scratching horses. 2. Finalized negotiations on the amended Compact. 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. 5. Initiated unarmed combat events breakthrough project. 6. Procured public-facing public records portal.
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. Maintained strong employee engagement results since 2019 (87%, 90%, 89%, and 84%) after significant improvements were achieved in years' prior. 2. Completed an Employee Experience breakthrough project in FY22.

Strategy	FY24 Annual Objectives	Objective Metrics	Annual Initiative
1	Optimize rules, statutes, and financial framework	% complete of EWFS rules project, % complete of racing rules project, # of proposed rule improvements, year-over-year % change in EWFS transaction privilege fee revenue, % complete of legislative needs packet, % complete of appropriation cleanup project	<ol style="list-style-type: none"> 1. Initiate stakeholder-focused EWFS rules project. 2. Initiate rulemaking to update racing rules and comply with HISA preemption. 3. Create unarmed combat sports legislative needs packet. 4. Appropriation Cleanup Project.
1	Decrease racehorse fatalities	% of pre-race exams, % morning workouts observed, % of post-race exams, # of horses added to vet's list, % of horses scratched, # of thoroughbred fatalities per 1,000 starts, # of valid anonymous tips received	<ol style="list-style-type: none"> 5. Expand identification of unsound horses at morning workouts and post-race. 6. Establish anonymous tip line for race track.
1	Emphasize and enhance problem gambling services in response to expanded gaming	% of problem gambling training complete, # of DPG Assessment recommendations/ideas implemented, # of self exclusions, # of treatment provider intakes	<ol style="list-style-type: none"> 7. Develop Problem Gambling training for casino and EWFS employees. 8. Implement recommendations from DPG Assessment.
1	Increase fighter safety in unarmed combat events	% complete of concussion protocol, % of fighters in compliance with concussion protocol, # of weight management trainings complete	<ol style="list-style-type: none"> 9. Establish concussion protocol. 10. Develop or identify weight management education resources.
2	Increase, improve, and standardize communications with Arizona tribes, tribal gaming organizations, and the National Indian Gaming Commission (NIGC)	# stakeholder ideas implemented, % Adherence to the Tribal Communications Plan	<ol style="list-style-type: none"> 11. Create a Tribal Communications Plan that includes an annual conference with all Tribes.
3	Expand and improve online services to stakeholders	% of Applications completed through ADG Connect # of Business Functions performed in legacy systems, % Complete of Tribal Contributions ADG Connect Project, % of Tribal Contributions paid through ADG Connect, % Complete of online notary procurement	<ol style="list-style-type: none"> 12. TGO System Adoption Project. 13. Add EWFS Licensing Module to ADG Connect. 14. Transition Tribal Contribution submissions to ADG Connect. 15. Procure and implement online notary platform.
4	Increase compliance with the statewide records policy	Public Records Request Lead Time, % Complete of Records Audit, # of noncompliant records findings (int)	<ol style="list-style-type: none"> 16. Conduct Records Breakthrough Project.
5	Expand knowledge base of staff and enhance employee experience	% complete of the DEI program, engagement score	<ol style="list-style-type: none"> 17. Create and implement a Diversity, Equity, and Inclusion (DEI) Program. 18. Create an agency Employee Advisory Council.