

2026 - 2030

STRATEGIC PLAN



NATIONAL INDIAN
GAMING COMMISSION

MESSAGE FROM COMMISSION

We are pleased to present the National Indian Gaming Commission's 2026–2030 Strategic Plan. The Agency prepared this Strategic Plan pursuant to the Government Performance and Results Act of 1993 and in consultation with Tribal governments and Tribal regulatory partners. The National Indian Gaming Commission's 2026–2030 Strategic Plan defines the Commission's long-term goals, strategic objectives, and performance measures. Our strategic goals are broad, long-term outcomes designed to further NIGC's mission and vision. This Strategic Plan supersedes the Fiscal Years 2022–2026 plan.

To fulfill this vision, NIGC is committed to carrying out its responsibilities under the Indian Gaming Regulatory Act of 1988 in a manner that promotes Tribal economic development, self-sufficiency, and strong Tribal governments. As an independent federal agency within the Department of the Interior, the Commission provides oversight to help ensure that Indian gaming is conducted fairly, honestly, and free from corrupting influences, while respecting Tribal sovereignty.

The Strategic Plan establishes a clear framework to guide the Commission's work over the next five years. It focuses on ensuring industry integrity, enhancing access and engagement, improving service to stakeholders, and optimizing Agency operations. These priorities reflect the Commission's continued emphasis on collaboration with Tribal governments, Tribal regulators, and gaming operators.

As the Indian gaming industry continues to grow and change, NIGC remains committed to transparency, accountability, and consistent application of the law. This Strategic Plan reaffirms the Commission's dedication to effective regulation, meaningful engagement, and continuous improvement in support of Tribal communities and the long-term success of Indian gaming.

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NATIONAL INDIAN GAMING COMMISSION OVERVIEW

INTRODUCTION

Congress created the National Indian Gaming Commission (“NIGC” or “Commission” or “Agency”) through the Indian Gaming Regulatory Act of 1988 (P.L. 100-497). The Indian Gaming Regulatory Act (IGRA) established the National Indian Gaming Commission as an independent federal agency within the Department of the Interior (DOI). Congress enacted IGRA with the express purpose to support and promote Tribal economic development, self-sufficiency, and strong Tribal governments through the operation of gaming on Indian lands.

25 U.S.C. § 2702.

IGRA provides a legal framework that safeguards Tribes as the primary beneficiaries of their gaming operations, shields Indian gaming from corrupting influences, and ensures that the games offered are fair and honest. IGRA created NIGC to protect Tribal gaming as a means of generating revenue for Tribal governance and Tribal communities.

NIGC seeks compliance with IGRA, NIGC regulations, and Tribal gaming ordinances. To do so, the Agency regulates and monitors Tribal gaming activity, inspects gaming premises, conducts background investigations, analyzes audits of Class II and certain aspects of Class III gaming operations, and investigates violations of IGRA. NIGC further provides technical assistance, including extensive training, to Tribal leaders as well as Tribal gaming commissions and operators. NIGC may take enforcement action when technical assistance and training do not achieve compliance with IGRA, NIGC regulations, and the Tribal gaming ordinance.

NIGC fulfills its responsibilities under IGRA by:

- Regulating and monitoring certain aspects of Indian gaming;
- Coordinating its regulatory responsibilities with Tribal regulatory agencies through the review and approval of Tribal gaming ordinances and management agreements;
- Reviewing the backgrounds of individuals and entities to ensure the suitability of those seeking to manage Indian gaming;
- Overseeing and reviewing the conduct and regulation of Indian gaming operations;
- Providing relevant technical assistance and training;
- Referring criminal matters to appropriate Tribal, federal, and state entities; and
- Undertaking enforcement actions for violations of IGRA, NIGC regulations, and Tribal gaming ordinances, including imposing appropriate sanctions for such violations, which may include civil penalties and orders for temporary closure.

As NIGC fulfills these responsibilities, the Agency closely monitors and investigates any indications of corrupting influences that may jeopardize the integrity of Tribal gaming.

NIGC provides federal oversight to over 520 Tribally owned, operated or licensed gaming establishments operating in 29 states.

MISSION

It is the primary mission of the National Indian Gaming Commission (NIGC) to work within the framework created by the Indian Gaming Regulatory Act of 1988 (IGRA) to regulate gaming activities conducted by sovereign Tribes on Indian lands to fully realize IGRA's goals of: (1) promoting Tribal economic development, self-sufficiency, and strong Tribal governments; (2) maintaining the integrity of the Indian gaming industry; and (3) ensuring that Tribes are the primary beneficiaries of their gaming activities.

VISION

NIGC's vision is to adhere to the principles of good government, including transparency and Agency accountability; to promote fiscal responsibilities; to operate with consistency and clarity to ensure fairness in the administration of IGRA; and to respect the capabilities and responsibilities of each sovereign Tribe in order to fully promote Tribal economic development, self-sufficiency, and strong Tribal governments.

STRATEGIC PLAN FRAMEWORK

The National Indian Gaming Commission's Strategic Plan FY 2026 - 2030 contains four strategic goals:

GOAL 1

Ensure Industry Integrity - The National Indian Gaming Commission collaborates with Tribes ensuring they remain the primary beneficiary of their Tribal gaming operations and creates strong partnerships with the Indian gaming industry to ensure industry integrity through compliance with the IGRA, NIGC regulations, and Tribal gaming ordinances or resolutions.

GOAL 2

Enhance Access and Engagement - The National Indian Gaming Commission collaborates with Tribes to ensure Tribal governments, Tribal regulators, and operators have access to resources, technical assistance, and training on the IGRA and NIGC regulations, as well as industry trends and best practices.

GOAL 3

Enhance Service - The National Indian Gaming Commission fosters relationships with Tribes and regulators to provide knowledge and tools to expand and improve its outreach efforts.

GOAL 4

Optimize Agency Operations - The National Indian Gaming Commission strives to provide superior service to Tribes in an efficient manner through increased transparency and accountability, open communication, and upholding organizational integrity.

PERFORMANCE TRACKING AND ACCOUNTABILITY

The National Indian Gaming Commission is committed to monitoring and reporting key performance indicators from the Strategic Plan FY 2026 - 2030. The Commission will accomplish this by tracking each goal and objective through performance measures.

STRATEGIC GOALS

Strategic Goal 1: Ensure Industry Integrity

The National Indian Gaming Commission collaborates with Tribes ensuring they remain the primary beneficiary of their Tribal gaming operations and creates strong partnerships with the Indian gaming industry to ensure industry integrity through compliance with the IGRA, NIGC regulations, and Tribal gaming ordinances or resolutions.

Objective 1.1 Enhance awareness and improve Tribes' ability to detect IGRA violations.

Strategies:

- Improve existing tools and technology used to identify common actions that may lead to IGRA violations.
- Increase outreach and training opportunities related to common IGRA violations.
- Identify and utilize resources to expand connections and engagements to detect and prevent IGRA violations.
- Conduct effective and efficient inspections, audits, as well as follow-up reviews, investigations, and enforcement as needed, ensuring Tribal gaming is conducted in compliance with NIGC and Tribal regulatory requirements within NIGC's purview.
- Implement and enforce the IGRA, NIGC regulations, and Tribal gaming ordinances or resolutions consistently. Investigate and take appropriate action to address concerns and/or potential violations.

Annual Performance Measures:

- Number of outreach efforts discussing potential IGRA violations with Tribal governments.
- Number of technical assistance hours provided.
- Number of educational opportunities related to common IGRA violations.
- Number of site visits conducted annually.
- Type and number of audits and reviews conducted annually.
- Type and number of actions taken by NIGC for IGRA violations identified.

Strategic Goal 2: Enhance Access and Engagement

The National Indian Gaming Commission collaborates with Tribes to ensure Tribal governments, Tribal regulators, and operators have access to resources, technical assistance, and training on the IGRA and NIGC regulations, as well as industry trends and best practices.

Objective 2.1 Enhance and expand digitization, educational programs, online resources, partnerships and collaborations to reach regulators and cultivate Tribal engagement with our services.

Strategies:

- Increase accessibility of available records and services.
- Expand connections between NIGC training presenters and learners.
- Create meaningful engagements (online and in-person).
- Foster collaborations and stakeholder engagement.
- Use plain language that the public can easily understand, avoiding technical jargon.

Annual Performance Measures:

- Number of available virtual on-demand training courses and materials posted on NIGC's website.
- Number of uploads to NIGC's website annually.
- Type and number of training events and courses conducted annually.
- Percentage change in attendance of NIGC training events and courses compared to the previous year.
- Percentage of Tribes who attended NIGC training events and courses (online and in-person).
- Number of attendees at NIGC training events and courses (online and in-person).

Strategic Goal 3: Enhance Service

The National Indian Gaming Commission fosters relationships with Tribes and regulators to provide knowledge and tools to expand and improve its outreach efforts.

Objective 3.1 Advance a culture of service to ensure every interaction meets high standards and effectively supports our stakeholders' needs.

Strategies:

- Connect with and continually learn from our stakeholders and gaming industry.
- Foster workplace excellence and improve stakeholder satisfaction with consistent, reliable, and reputable service.
- Foster improved outreach activities through various channels.
- Enhance training and technical assistance offered to stakeholders.

Annual Performance Measures:

- Number of NIGC staff meetings, including all staff and division meetings.
- Number of training courses updated or added to NIGC's training catalog.
- Number of external public events attended by NIGC management and/or staff to discuss industry trends and best practices, as well as the IGRA and NIGC regulations.
- Number of tech alerts and bulletins issued to protect against cybersecurity threats and attacks.
- Number of Dear Tribal Leader Letters (DTLLs) issued on NIGC activities and updates.

Strategic Goal 4: Optimize Agency Operations

The National Indian Gaming Commission strives to provide superior service to Tribes in an efficient manner through increased transparency and accountability, open communication, and upholding organizational integrity.

Objective 4.1 Support our staff and optimize operations. Raise awareness about opportunities and challenges.

Strategies:

- Optimize business practices and workforce skill sets for the digital age.
- Attract, train, support, and retain a skilled and cohesive workforce.
- Promote transparency and communication, mission alignment, and performance-based culture.
- Modernize and optimize core business processes, facilities, operations, and services to meet evolving needs.
- Provide evidence-based policy decisions.

Annual Performance Measures:

- Number of new or updated internal NIGC policies and procedures identifying and promoting efficiency and effectiveness.
- Percentage of NIGC staff who complete required training courses annually.
- Percentage of NIGC staff and supervisors who complete employee performance appraisal plans.
- Number of actionable workplace improvements implemented following NIGC staff and supervisor engagement.
- Number and type of internal tech alerts and bulletins NIGC issues annually.
- Utilization of technology to promote efficiency and effectiveness to meet mission and goals.