



National Indian Gaming Commission

FY 2018-2022 Strategic Plan



The Commission



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Chairman



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(Taos Pueblo)
Vice Chair



E. Sequoyah Simermeyer
(Coharie)
Associate Commissioner



Timeline

June 2, 2017	High level Strategic Plan due to OMB
June 30, 2017	Comments from OMB should be received
July 13, 2017	Tribal consultation on draft Strategic Plan
August 11, 2017	Comments on Strategic Plan Due to NIGC
September, 2017	Full draft of Strategic Plan due to OMB
November, 2017	Comments from OMB should be received
December 22, 2017	Final draft of Strategic Plan due to OMB
February, 2018	Publish Strategic Plan



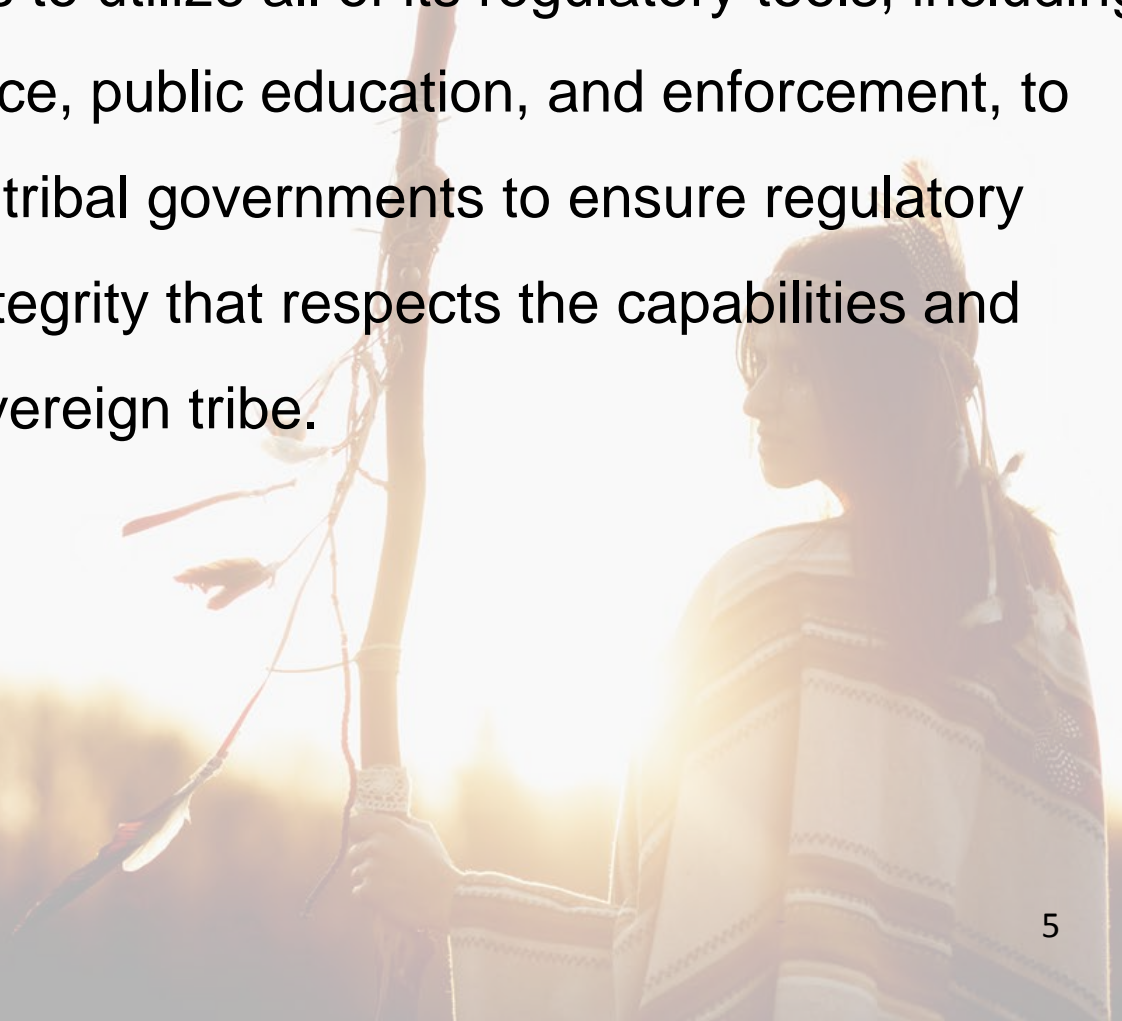
MISSION

The NIGC's mission is to (1) promote tribal economic development, self-sufficiency and strong tribal governments; (2) maintain the integrity of the Indian gaming industry; and (3) ensure that Tribes are the primary beneficiaries of their gaming activities. To fulfill its mission and achieve compliance, the NIGC works within the framework created by the IGRA by providing sound guidance, removing unnecessary roadblocks, and sensibly regulating gaming activities conducted by sovereign Indian Tribes on Indian lands.



VISION

The Commission's vision is to utilize all of its regulatory tools, including training, technical assistance, public education, and enforcement, to empower and partner with tribal governments to ensure regulatory compliance and gaming integrity that respects the capabilities and responsibilities of each sovereign tribe.





STRATEGIC GOALS

Goal 1: Gamesmanship – Protect against anything that amounts to gamesmanship on the backs of tribes through meaningful communication, training, and technical assistance and utilize the NIGC’s enforcement authorities when necessary

Goal 2: Strong Workforce – Maintain a strong workforce both within the Agency as well as with NIGC’s tribal regulatory partners

Goal 3: Technology – Leverage reliable and emerging industry technology trends to support tribal economic development, self-sufficiency and the integrity of Indian gaming

Goal 4: Rural Outreach – Develop and execute a plan for small rural gaming tribes that reviews training, technical assistance and regulations

Goal 5: Operational Excellence – Deliver appropriate resources, solutions, and services in an efficient and effective manner to benefit stakeholders



Goal 1: Gamesmanship

Gamesmanship – Protect against anything that amounts to gamesmanship on the backs of tribes through meaningful communication, training, and technical assistance and utilize the NIGC's enforcement authorities when necessary.



Goal 1: Gamesmanship

Objective 1.1

Enhance awareness of gamesmanship and improve tribal government, regulator, and operator capacity to detect the occurrence of gamesmanship.

Strategies

- Create and update training courses.
- Ensure stakeholders receive coordinated and consistent information.
- Build partnerships within the Indian gaming industry.
- Meet with stakeholders.
- Utilize the declination process.
- Create and improve tools and technology.
- Develop and maintain a collection of data analysis.
- Identify and utilize all resources available.



Goal 1: Gamesmanship

Objective 1.2

Prevent and eliminate ongoing gamesmanship by utilizing the NIGC's enforcement authority to ensure that the gaming fulfills the legislative purposes of IGRA.

Strategies

- Conduct site visits at gaming facilities, tribal gaming regulatory authorities, and other tribal entities to detect conditions of risk and incidences of ongoing or prior gamesmanship violations.
- Review submitted unexecuted contracts and agreements for potential gamesmanship.
- Analyze audited financial statements and AUP reports submitted for potential gamesmanship violations or conditions that create a risk for gamesmanship.



Goal 1: Gamesmanship

Strategies continued

- Develop trusted contacts within the industry that have access to information about gamesmanship occurring or about to occur.
- Develop and maintain strong working relationships with tribal regulators to address gamesmanship bilaterally when appropriate.
- Implement and enforce Indian gaming laws consistently and investigate and take actions to address potential violations of Indian gaming laws.



Goal 2: Strong Workforce

Strong Workforce – Maintain a strong workforce both within the Agency as well as with NIGC’s tribal regulatory partners.



Goal 2: Strong Workforce

Objective 2.1

Provide training to tribal regulatory partners to promote tribal economic development, tribal self-sufficiency, and strong tribal governments.

Strategies

- Conduct training events that provide a consistent approach from a variety of methods that supports the purposes of IGRA
- Maintain a library of training material for Agency staff to use to provide consistency in presentations
- Continue to support the development and delivery of training courses essential to maintain a highly effective workforce
- Strengthen the impact and effectiveness of training by fostering best practices, facilitating partnerships, and identifying gaps in training.



Goal 2: Strong Workforce

Objective 2.2

Utilize technology and a variety of hands-on learning and virtual learning modalities to support efficient and effective training and technical assistance to regulatory partners.

Strategies

- Offer ongoing in-person and virtual access to training and development resources to support continual learning.
- Develop a Learning Management System.
- Link the Learning Management System to the Agency's website for ease of access and user ability.
- Increase knowledge reviews on training courses offered.
- Optimize the training experience through the use of various communication tools to support the improvement of training.



Goal 2: Strong Workforce

Objective 2.3

Ensure the Agency creates reasonable goals for employee engagement.

Strategies

- Evaluate employee feedback based on the Federal Employee Viewpoint Survey (FEVS) results, utilize Office of Personnel Management (OPM) communication plan to market and promote FEVS participation.
- Create and execute FEVS Agency Action Plan based on previous year's survey results.
- Develop other tools to garner employee feedback to improve the Agency



Goal 2: Strong Workforce

Objective 2.4

Invest in the Agency's employee training, work-life programs, and performance management to recruit, hire, and retain the most qualified and motivated employees to ensure a talented and diverse workforce.

Strategies

- Conduct organizational development activities that involve skill-based and work-life opportunities or programs.
- Provide training that addresses skill gaps.
- Recruit and retain a high-quality, diverse staff through workforce planning.
- Support a culture of health and safety.



Goal 2: Strong Workforce

Strategies continued

- Ensure access to employee services regardless of geographic location.
- Ensure effective use of the performance management system to manage employee performance.
- Recognize employees for accomplishments and achieving the Commission's vision.



Goal 3: Technology

Technology – Leverage reliable and emerging industry technology trends to support tribal economic development, self-sufficiency and the integrity of Indian gaming.



Goal 3: Technology

Objective 3.1

Stay relevant about developments in the gaming industry, including best practices and emerging technologies and utilize the knowledge to raise awareness of these developments to our tribal regulatory partners.

Strategies

- Research industry technology trends and best practices.
- Identify or develop agency staff subject matter experts.
- Disseminate information to tribes, tribal regulators and operators.
- Accelerate discovery of developments through the sharing of knowledge.



Goal 3: Technology

Objective 3.2

Provide subject matter expertise to the Indian gaming industry in the field of technology.

Strategies

- Continue to educate by offering information technology courses.
- Provide information technology vulnerability assessments (ITVA) at tribal gaming operations.



Goal 3: Technology

Objective 3.3

Strengthen information and communication systems to support timely decision making and the dissemination of information to all Agency staff.

Strategies

- Ensure consistency in services by improving communication and customer service with agency staff.
- Develop and maintain appropriate records management procedures and tools.
- Develop and maintain the tools and technology required to effectively, efficiently, and securely disseminate data and information internally.
- Improve employee intranet to provide timely information to agency staff.



Goal 3: Technology

Objective 3.4

Maintain the internal technology infrastructure and continuity of technology services.

Strategies

- Increase process automation.
- Expand the use of agency information technology to improve service and increase efficiency.
- Assess agency applications for value and use.
- Operate an effective secure network.



Goal 4: Rural Outreach

Rural Outreach – Develop and execute a plan for small rural gaming tribes that reviews training, technical assistance and regulations.



Goal 4: Rural Outreach

Objective 4.1

Increase engagement and outreach through agency training and technical assistance for the unique circumstances of small rural gaming tribes.

Strategies

- Support demonstration or pilot projects for improving how training and technical assistance is delivered to small rural gaming tribes.
- Review data from the Agency to determine whether new training and technical assistance can better meet the unique needs of smaller rural gaming tribes.



Goal 4: Rural Outreach

Objective 4.2

Review regulations to determine whether they are overly burdensome to smaller operations.

Strategies

- NIGC staff will make recommendations to the Commission regarding whether there are regulations that overburden smaller operations, or whether other corrective actions are required to support smaller rural tribes.
- The Commission shall consult with tribes regarding any potential change to the regulations to support smaller rural operations.
- The Commission shall institute other corrective action as needed to support rural outreach.



Goal 5: Operational Excellence

Operational Excellence – Deliver appropriate resources, solutions, and services in an efficient and effective manner to benefit stakeholders.



Goal 5: Operational Excellence

Objective 5.1

Monitor employee work effectively to provide superior service and to promote continuous improvements to routine processes and services.

Strategies

- Provide feedback to employees during work processes.
- Provide support by supervisors and managers to manage workload.
- Simplify processes and procedures for operational improvement by removing duplicative tasks or unnecessary steps.
- Develop evidence-based decision making.
- Initiate an annual review of agency policies and procedures for updates as necessary.
- Develop a training/mentoring program for new employees to enhance employee skills and efficiency.



Goal 5: Operational Excellence

Objective 5.2

Increase transparency and accountability in financial management for the Agency.

Strategies

- Effectively allocate and prioritize resources by improving the budget formulation process and document this process.
- Ensure efficient and effective management of financial resources through a balanced budget.
- Seek out and identify opportunities to share information about the Agency's financial resources with tribes and obtain tribal input on this information where it could improve efficiencies.
- Improve the reliability of the secondary accounting system.
- Provide a budget to all managers and compare budgeted to actual.



Questions & Comments

**Submit written comments by e-mail to
Vannice_Doulou@nigc.gov**

or

**National Indian Gaming Commission
Attn: Vannice Doulou
1849 C Street, NW Mail Stop 1621
Washington DC 20240**

Written comments must be submitted by August 11, 2017.