NIGC Strategic Plan 2009 - 2014 Performance Measures

Goal 1: Increase compliance with gaming laws and regulations.					
Strategy: Make timely determinations on tribal gaming ordinances, management contracts, and other statutorily-required activities.					
Measure	**2009 Actual**	**2010 Actual**	**2011 Actual**	**2012 Actual**	**2013 Actual**
Timeliness of agency determinations for, and/or responses to, tribal submission. (Shown as a Percentage)[1]	N/A	N/A	N/A	N/A	N/A
[1]This data is collected but this is not an effective measure due to the type and scope of reviews for determination. Each type may require various timelines which may be extended due to scope or additional documentation being requested. In fiscal year 2012, various amendments to regulations were made to streamline the processes and in fiscal year 2013, appeals regulations were adopted.					
Strategy: Conduct monitoring activities of Indian gaming operations in a uniform and consistent manner.					
Measure	**2009 Actual**	**2010 Actual**	**2011 Actual**	**2012 Actual**	**2013 Actual**
Number and breadth of site visits by Commission personnel.	Developing Baseline	252 (6 mos.)*	640	568	440
Number and breadth of compliance audits by Commission personnel.	17	19	12	16	7
*In fiscal year 2010, the TIMS database was created and one aspect of the database is to create and store site visits conducted by NIGC staff.					
Strategy: Conduct prudent regulatory enforcement actions as necessary.					
Measure	**2009 Actual**	**2010 Actual**	**2011 Actual**	**2012 Actual**	**2013 Actual**
Decrease the number and breadth of enforcement actions, notices of violation and settlement agreements.	40*	1	2	1	1
*In fiscal year 2009, 77% of enforcement actions issued by the NIGC were for late or failure to submit fees worksheets.					
Strategy: Draft and publish new or revised regulations as necessary.					
Measure	**2009 Actual**	**2010 Actual**	**2011 Actual**	**2012 Actual**	**2013 Actual**
% of satisfaction of tribal gaming regulatory authorities and other governmental authorities in Commission regulatory activities.[1]	N/A	N/A	N/A	N/A	N/A
[1]Satisfaction surveys were eliminated as data does not capture efforts and is therefore not useful. In order to provide for a better measure a Notice of Inquiry was issued. In November 2010, a Notice of Inquiry was issued asking tribes to comment on what particular regulations or issues should be reviewed by the Commission. 8 consultations were held and in April 2011, a regulatory review schedule was created. There were about 21 potential issues that were identified by tribes either in the form of amending regulations, current regulations or potentially creating new regulation. This provided more information than a survey on satisfaction for 2010 and 2011. The review schedule was followed in 2012.					
Strategy: Provide technical assistance through formal and informal regulatory guidance to tribes.					

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Measure	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 Actual
Increase in the number of tribes who participate in trainings. (Shown as a percentage)	51%*	82%	84%	65%	81%

*In order to provide for a wider audience and increase partipation, the NIGC conducted a staff meeting to create the training program in fiscal year 2009 and was able to provide a new tab on the agency website for training and technical asistance.

Goal 2: Increase service to tribal governments and gaming operations.					
Strategy: Improve the government-to-government consultation process.					
Measure	**2009 Actual**	**2010 Actual**	**2011 Actual**	**2012 Actual**	**2013 Actual**
% satisfaction of tribal leaders with the consultation process and schedule.[1]	N/A	N/A	N/A	N/A	N/A
Number of consultations completed each year.	98	8*	23	17	4

[1]Satisfaction surveys were eliminated as data does not capture efforts and is therefore not useful. In order to provide for a better measure, the Commission relied on feedback received during the consultation meetings. In 2010, the Commission changed from individual to group meetings. The Consultation policy was approved in February 2013.
*In fiscal year 2010, the Commission changed from individual to group meetings with a break out at the end of meetings if individual tribes want to meet with the Commision.

Strategy: Establish and implement effective training programs which will focus on expressed or perceived tribal needs.

Measure	**2009 Actual**	**2010 Actual**	**2011 Actual**	**2012 Actual**	**2013 Actual**
Number and breadth of training programs conducted for tribal officials.	62	84	83	68	119
% satisfaction of tribal leaders with the Commission's training program.	81%	80%	86%	93%	91%

Strategy: Improve and expand its external communication.

Measure	**2009 Actual**	**2010 Actual**	**2011 Actual**	**2012 Actual**	**2013 Actual**
Level of participation in the Indian Gaming Working Group (IGWG) meetings. (Shown by number of meetings attended)	2	2	2	5	2
Number of bulletins published by the Commission each year.[1]	4	0	0	1	2

[1]This data is collected on bulletins issued that were in the form of technical assistance, i.e. explanation of NIGC regulations and advisory information. Bulletins issued that were not included in the data are bulletins notifying tribes of the preliminary fee rate and final fee rate (2 each year).

Strategy: Improve response time to external tribal inquiries and submissions.

Measure	**2009 Actual**	**2010 Actual**	**2011 Actual**	**2012 Actual**	**2013 Actual**

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Measure	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 Actual
Number of requests from tribal gaming regulatory bodies for regulatory assistance through inquiries and submissions for response.	28	34	No Data	35	75
% satisfaction of tribal regulators with Commission response time and service in processing external requests.[1]	N/A	N/A	N/A	N/A	N/A

[1]Satisfaction surveys were eliminated as data does not capture efforts and is therefore not useful.

Strategy: Improve the methodology and timeliness of providing tribal gaming regulatory authorities with applicant background information.

Measure	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 Actual
% satisfaction of tribal regulators with Commission response time and service in processing background information.[1]	N/A	N/A	N/A	N/A	N/A

[1]Satisfaction surveys were eliminated as data does not capture efforts and is therefore not useful.

Goal 3: Maximize the use of Commission resources.

Strategy: Improve fiscal discipline and provide transparency to affected stakeholders by establishing a justifiable and fiscally-sound budget.

Measure	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 Actual
Establishment and effective management of a fiscally sound budget, with a low variance between budgeted to actual expenditures.	Enhanced process with new accounting system and hired a contract specialist	Continued to enhance budget process	Actual did not exceed budget	Actual did not exceed budget	Actual did not exceed budget
Annual audited financial statements that include an unqualified opinion.	Part of DOI annual audit	Part of DOI annual audit	Part of DOI annual audit	Part of DOI annual audit	Part of DOI annual audit

Strategy: Improve and expand internal communications by developing an intranet, as well as continuing to develop the tribal information management systems.

Measure	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 Actual
% user satisfaction with the NIGC website and employee intranet. (Tracking NIGC employees)[1]	No data	54%	31%	28%	19%

[1]Satisfaction surveys were eliminated for tracking satisfaction with website as data does not capture efforts and is therefore not useful. Data is tracked from employees with results included in the Federal Employee Viewpoint Survey question 64 - "How satisfied are you with information you recieve from management on what's going on in your organization?"

Strategy: Develop and/or procure the appropriate technological advances to enhance internal communication.

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Measure	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 Actual
Identification and implementation of agency's technological needs.	Implemented accounting system, TIMS project, use of Govtrip for travel, NIGC intranet, internal Financial-AUP analysis database, TAP system; encryption software	Improved accounting system and TIMS; updated NIGC intranet; electronic official personnel folders established for NIGC employees	Improved TIMS system and TAP system; improved website	Updated TIMS system and TAP system; started convertion to electronic records	Upgrade of computers to Microsoft Office 2010 and Symantec; website re-design began

Strategy: Develop and implement internal agency policies and procedures.					
Measure	**2009 Actual**	**2010 Actual**	**2011 Actual**	**2012 Actual**	**2013 Actual**
Maintain updated policies and procedures to ensure employees are in compliance with internal programs. (Number approved each year)	8	3	8	5	10
Employee feedback on policy manuals and Commission policies and procedures. (Shown as a percentage of satisfaction)[1]	No data	48%	57%	41%	51%

[1]Data is tracked from employees with results included in the Federal Employee Viewpoint Survey.

Strategy: Establish an employee development program in order to attract and retain highly-qualified personnel.					
Measure	**2009 Actual**	**2010 Actual**	**2011 Actual**	**2012 Actual**	**2013 Actual**
Number of employees attending training programs each year. (Shown as percentage of overall staff)	57%	53%	42%	68%	23%*

[1]In fiscal year 2013, there was a decrease in employee professional development due to sequestration impacts.

Strategy: Implement a tribal cultural awareness program for all agency personnel.					
Measure	**2009 Actual**	**2010 Actual**	**2011 Actual**	**2012 Actual**	**2013 Actual**
Number and breadth of cultural awareness training programs.[1]	No data	No data	No data	4	3

[1]This data was not tracked in fiscal years 2009 - 2011 although cultural awareness presentations were offered.