



November 12, 2025

Re: 2026-2030 NIGC Strategic Plan

Dear Tribal Leader,

Every four years, the National Indian Gaming Commission (NIGC) is required to update the Agency's strategic plan. The Commission is seeking meaningful input on its draft strategic plan.

The Strategic Plan outlines the NIGC's strategic goals and objectives for the next four calendar years. The goals and objectives that the NIGC seeks to achieve are supported by performance measures that define the outcomes, which will be measured annually to ensure transparency and accountability.

A draft of the Strategic Plan for calendar years 2026-2030 was submitted to the Office of Management and Budget (OMB) on September 30, 2025 for review. The published draft NIGC Strategic Plan is attached and can also be found at www.nigc.gov/commission. Written comments regarding the Strategic Plan will be accepted until December 15, 2025, and can be submitted to NIGC.Outreach@nigc.gov.

The final draft submission to OMB must be submitted by December 19, 2025. OMB will send final clearance of the plan in January 2026, which will then be published on the NIGC website at the beginning of February 2026.

We value your input and look forward to hearing from you.

Sincerely,

A handwritten signature in blue ink that reads "Sharon Avery".

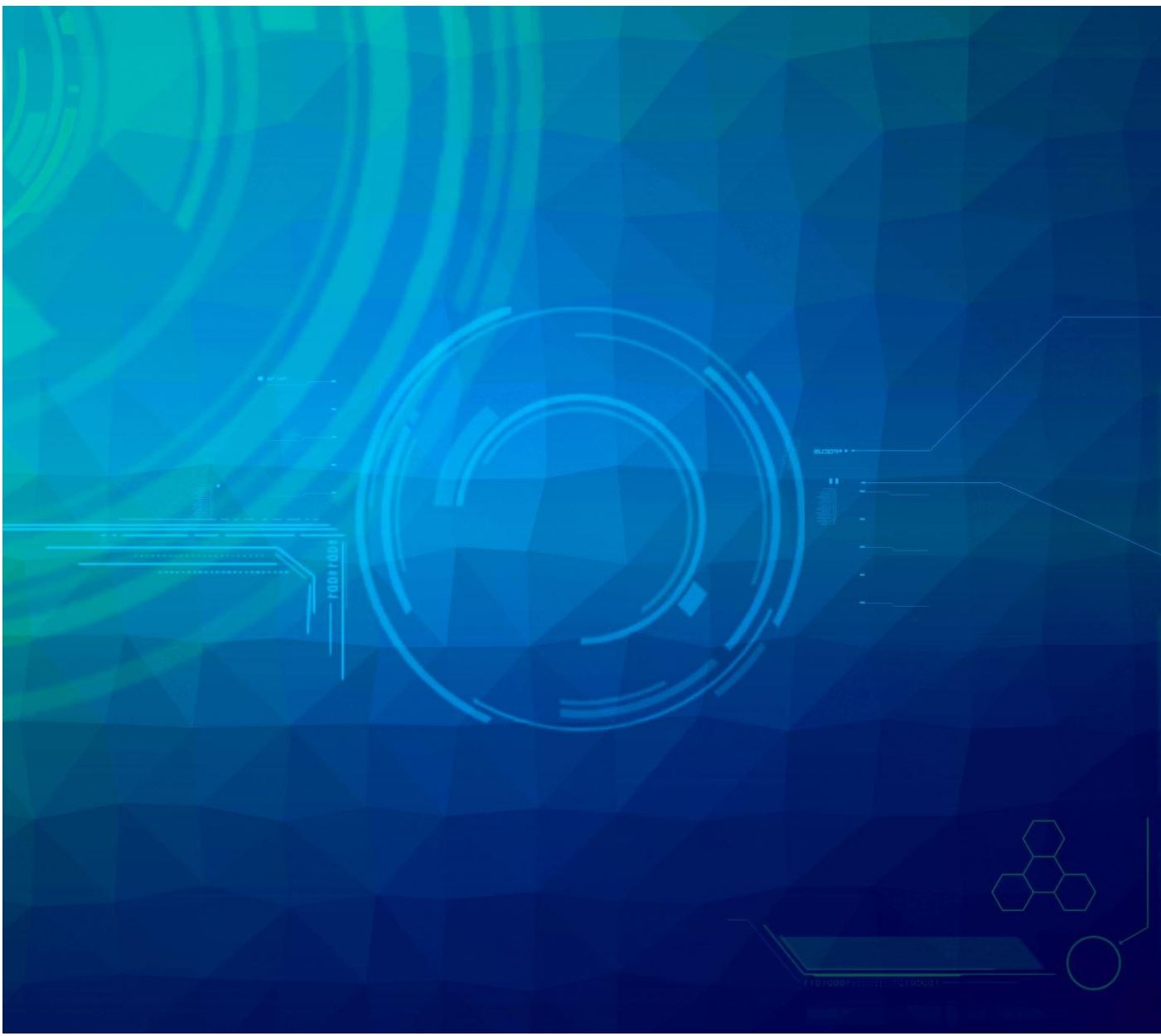
Sharon Avery
Acting Chairwoman

A handwritten signature in blue ink that reads "Jeannie Hovland".

Jeannie Hovland
Vice Chairwoman

NATIONAL INDIAN GAMING COMMISSION

STRATEGIC PLAN
FY 2026 – 2030 **DRAFT**



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NATIONAL INDIAN GAMING COMMISSION OVERVIEW

INTRODUCTION

The National Indian Gaming Commission (“NIGC” or “Commission” or “Agency”) was created by Congress through the Indian Gaming Regulatory Act of 1988 (P.L. 100-497). The Indian Gaming Regulatory Act (IGRA) established the NIGC as an independent federal agency within the Department of the Interior (DOI). IGRA was enacted 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 structured to safeguard tribes as the primary beneficiaries of their gaming operations, shield Indian gaming from corrupting influences, and ensure that the games offered are fair and honest. IGRA created the 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. The NIGC further provides technical assistance, including extensive training, to tribal leaders as well as tribal gaming commissions and operators. When technical assistance and training do not achieve compliance with IGRA, NIGC regulations and the tribal gaming ordinance, the NIGC may take enforcement action.

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

The 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 Indian 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

The 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 Indian 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 Indian tribes to ensure that tribes are 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, the NIGC regulations, and tribal gaming ordinances or resolutions.
- **Goal 2: Enhance Access and Engagement** - The National Indian Gaming Commission collaborates with Indian tribes to ensure tribal governments, tribal regulators, and operators have access to resources, technical assistance, and

training on the IGRA and the NIGC regulations, as well as industry trends and best practices.

- **Goal 3: Enhance Service** - The National Indian Gaming Commission fosters relationships with Indian 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 Indian 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. This will be accomplished through tracking each goal and objective through performance measures.

STRATEGIC GOALS

Strategic Goal 1: Ensure Industry Integrity

The National Indian Gaming Commission collaborates with Indian tribes to ensure that tribes are 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, the 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, to ensure that tribal gaming is conducted in compliance with NIGC and tribal regulatory requirements within NIGC's purview.
- Implement and enforce the IGRA, the 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 Indian tribes to ensure tribal governments, tribal regulators, and operators have access to resources, technical assistance, and training on the IGRA and the 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, in-person and online.
- Foster collaborations and stakeholder engagement.
- Use plain language easily understood by the public, avoiding technical jargon.

Annual Performance Measures:

- Number of available virtual on-demand training courses and materials available on the NIGC website.
- Number of uploads to the NIGC 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 Indian 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 Indian 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 the NIGC 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.

Strategic Goal 4: Optimize Agency Operations

The National Indian Gaming Commission strives to provide superior service to Indian 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, diverse, and cohesive workforce.
- Promote transparency and communication, mission alignment, and a 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 that identify and promote efficiency and effectiveness
- Percentage of NIGC staff who completed required training courses annually.
- Percentage of NIGC staff and supervisors who completed employee performance appraisal plans.
- Number of positive changes (strengths – 65% or higher) from the annual FEVS.
- Number and type of internal tech alerts and bulletins issued by the NIGC annually.
- Utilization of technology to promote efficiency and effectiveness to meet mission and goals.