

# **Mississippi Gaming Commission Five-Year Strategic Plan**

**Agency number 182-00  
For Fiscal Years 2019-2023**

## **1. Comprehensive Mission Statement:**

The mission of the Commission is to enforce the Gaming Control Act and Charitable Bingo Laws, and to establish and enforce regulations adopted under the authority of those laws, in such a manner that will ensure the integrity and maintain the public confidence in the industry by working in conjunction with the industry and international, national, state, county and local regulatory and law enforcement agencies to establish a safe and crime-free environment that is in the best interest and public safety of the citizens of the State of Mississippi.

## **2. Philosophy:**

The Mississippi Gaming Commission is committed to preserve and maintain the integrity of the gaming industry in the State, not only for licensed operators, but for patrons, vendors and general public as well. The primary philosophy of the Commission is to maintain its position as the premier regulatory agency in the areas of effective policing and regulatory function in the gaming industry while continuing to inform and provide assistance to its licensees and the general public.

## **3. Relevant Statewide Goals and Benchmarks**

Statewide Goal #1.: To maintain a stable business environment that will continue to provide job opportunities and increased tourism for all of Mississippi.

Relevant Benchmarks #1.:

Increased percentage in Tax revenue to the General Fund

Increase of Jobs in Gaming, Hotel and Tourism sectors.

Statewide Goal #2.: To maintain a stable business environment for Charitable organizations in Mississippi.

Relevant Benchmarks #1.: Increase in contributions to licensed Charities.

#### **4. Overview of the Agency 5-Year Strategic Plan:**

The Commission has identified specific goals to be accomplished during the next five years which will allow the agency to more effectively serve the gaming industry and the State of Mississippi. These goals involve areas that are now fully operational but require refinement and expansion in some cases.

The Commission is responsible for the regulation and enforcement of two primary program areas: the Riverboat Gaming Program, which includes all activities associated with the licensed casinos in the State, and the Charitable Bingo Program, which encompasses all charitable gaming (bingo) entities licensed to operate in the State.

The Commission is in its first phase of a long term plan over the next five years to upgrade all aspects of technology to include updating databases, implementing electronic applications, application based inspections and audits, and electronic storage of data.

FY 2018 the Commission will continue to evaluate and update the work permit database and application process. This continued monitoring will allow the Commission to ensure that the work permit process is maintaining all required information and data. The ultimate goal is to streamline the permitting process for both the applicant and the Commission. This will also assist in determining the allocation of Commission resources for future projects.

The Riverboat Gaming Program involves all aspects of casino gaming, from processing license applications to the enforcement of all laws and regulations governing casino gaming in the State. During 2019-2023 the Commission will be focused on the remainder of the technology upgrades.

The focus of the Charitable Bingo Program is to preserve and maintain the integrity of charitable bingo operations in the State. Activities of this program include the licensing of charitable gaming organizations, as well as enforcement of all bingo laws and regulations in the State. The Commission will apply the same technology upgrades to this program as well.

#### **5. Agency's External/Internal Assessment**

The Commission will continue to be faced with numerous external factors which may impact its size, mission and structure. We have already seen changes in the face of the industry, from the days of paddle wheel riverboat casinos to the high cost entertainment centers with associated infrastructure of hotels, golf courses, amusement parks, etc.

Both natural and manmade disasters have had significant impacts on the industry in the past and have required a proactive approach by the Commission. The potential for these

disasters will always be present and policies and procedures are in place and continue to be improved upon to adequately address issues that may result from disasters.

The growth of the gaming industry and its increased regulatory requirements are critical areas being carefully monitored by the Commission. The Commission's philosophy toward the industry has always been one of encouraging free market growth that will allow competition to thrive at any legally approved site. Because of that, the Commission will constantly face new challenges and opportunities to address the future growth of the industry.

The Commission has and will continue to seek innovative ways to maximize critical services with limited resources.

The Commission has a strong internal management system which focuses on the roles and policy directives for each Division and function within its purview. MGC has further strengthened its system by improving and initiating the following activities.

Staff meetings are now by area. Additionally, the District Supervisors meet with the Division Staff to discuss areas of enforcement, arrests, concerns, common issues and problem areas. These meetings allow open communication to flow between the District Offices and Jackson and help to attain the consistency and uniformity desired for the agency.

The Charitable Bingo Division also has scheduled meetings in the Jackson Office on a regular basis. The Agents have participated in numerous training sessions and have assisted in the review and revision of many of the forms used in the field for monitoring purposes. Again, this improved communication between the Agents and the Jackson Office has resulted in more consistent procedures throughout the State. Some internal restructuring of the Charitable Gaming (Bingo) Division was done for the purpose of strengthening the agent's role in the field and also to enable the Jackson office staff to obtain the types of information and data required for statistical tracking of the licensed entities. A revamping of internal record keeping simplified the data retrieval process for the agents. A change in the application format for all licensees has allowed for a greater consistency in granting or denying a license.

## **6. Agency Goals, Objectives, Strategies and Measures by Program for FY 2019 through FY 2023:**

### **Program 1: Riverboat Gaming**

**FY 2019 – FY 2023**

**GOAL A: § 75-76-27. Provisions of Gaming Control Act to be administered for protection of public and in public interest; powers of executive director relative to licensing; powers of**

**commission and executive director with respect to issuance of subpoenas and compelling testimony; power to appoint hearing examiners**

**OBJECTIVE A.1:** Effectively regulate the gaming industry for compliance with the Gaming Control Act and the Mississippi Gaming Commission regulations.

Outcome: Reduced violations written to gaming establishments

Outcome: Reduced patron disputes

Outcome: Increased economic sustainability of Industry

**A.1.1 Strategy:** Conduct analysis of Riverboat Gaming Revenues as reported to the Mississippi Department of Revenue monthly by region (Central, Coastal, and Northern) by the licensees.

*Output:* Confirm all licensees have reported revenue

*Efficiency:* Average revenue per region

*Explanatory:* Monitor and assess gaming revenue impact on state general fund

**A.1.2 Strategy:** Conduct compliance audits, inspections, investigations, issuing work permits, and evaluation of gaming devices and associated equipment to ensure that the licensees are adhering to the Gaming Control Act, Minimum Internal Control Standards in Mississippi Gaming Commission regulations and computing gross gaming revenue correctly.

*Output:* Number of audits

*Output:* Number of inspections

*Output:* Number of investigations

*Output:* Number of Original and Renewal Work Permits per year

*Output:* Number of evaluations

*Efficiency:* Average cost per audit

*Efficiency:* Average cost per inspection

*Efficiency:* Average cost per investigation

*Efficiency:* \$125.00 fee per work permit/average time per application.

*Efficiency:* Average cost per evaluation

*Explanatory:* Protection of the integrity of the gaming industry in the State of MS.

**A.1.3 Strategy:** Conduct cost analysis per employee of Riverboat Gaming Revenues as reported to the Mississippi Department of Revenue monthly by region (Central, Coastal, and Northern) by the licensees.

*Output:* Confirm all licensees have reported revenue

*Efficiency:* Average revenue per employee

*Explanatory:* Monitor and assess gaming revenue impact

## **Program 2: Charitable Bingo**

**FY 2019 - FY 2023**

**GOAL A: The commission has full power and authority to exercise any of the powers, duties and responsibilities set forth in Sections 97-33-51 through 97-33-81, 97-33-101 through 97-33-109, 97-33-201 and 97-33-203.**

**Objective A.1:** Effectively enforce the State's charitable gaming (bingo) laws and the Mississippi Gaming Commission's Charitable Gaming (Bingo) regulations.

*Outcome:* More effective audits and inspections leading to improved economic decisions

*Outcome:* Increase of informational data from inspections and audits that can be retrieved as well as a reduction in time to retrieve the data

**A.1.1 Strategy:** Conduct thorough investigations of all members to be involved in the operation of the licensee.

*Output:* Number of Bingo Halls Opened

*Efficiency:* Cost of Agency Resources Utilized on Opening

*Explanatory:* Analyze cost verses number of halls opened.

**A.1.2 Strategy:** Conduct audits of charities and inspections of bingo halls for compliance with charitable gaming (bingo) laws and Mississippi Gaming Commission regulations.

*Output:* Number of audits

*Output:* Number of inspections

*Efficiency:* Cost per audit

*Efficiency:* Cost per inspection

*Explanatory:* Protection of the integrity of the charitable gaming (bingo) industry in the State of Mississippi.

**A.1.3 Strategy:** Conduct cost analysis per employee of Charitable Bingo Revenues as reported to the Mississippi Gaming Commission monthly by the licensees.

*Output:* Confirm all licensees have reported revenue

*Efficiency:* Average revenue per employee

*Explanatory:* Monitor and assess charitable bingo revenue impact

