

Mississippi Gaming Commission Five-Year Strategic Plan

FOR FISCAL YEARS 2028-2032

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**Agency number 182-00
For Fiscal Years 2028-2032**

1. Comprehensive Mission Statement:

The mission of the Mississippi Gaming Commission (MGC) is to enforce the Gaming Control Act, the Fantasy Contest Act, and Charitable Bingo Laws and to establish and enforce regulations adopted under the authority of those laws. The MGC will conduct itself in such a manner that will ensure the integrity of and maintain the public confidence in the gaming industry. The MGC will work in conjunction with the gaming 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 preserving and maintaining the gaming industry's integrity in the State, not only for licensed operators but patrons, vendors and the public. The primary philosophy of the Commission is to maintain its well-earned position as a premier regulatory agency in the areas of effective policing and regulatory function in the gaming industry while continuing to inform and assist licensees and the public.

3. Relevant Statewide Goals and Benchmarks

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

Relevant Benchmarks #1: Facilitate a stable gaming environment that will provide casinos the opportunity to increase the percentage of tax revenue going to the General Fund, and increase jobs in the gaming, hotel and tourism sectors.

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

Relevant Benchmarks #2.: Facilitate a stable environment that will provide licensed bingo halls with the opportunity to increase revenue and contributions to licensed Charities.

4. Overview of the Agency's 5-Year Strategic Plan:

The Commission has identified specific goals that will be accomplished during the next five years, allowing the Agency to serve the gaming industry and the State of Mississippi more effectively. These goals involve operational areas but require improvement to keep up with the gaming industry's changing technology and to give stakeholders ease of use and access.

The Commission regulates and enforces two primary program areas: the Casino Gaming Program, and the Charitable Bingo Program. The Casino Gaming Program includes all activities associated with the licensed casinos in the State. The Charitable Bingo Program encompasses all charitable gaming (bingo) entities licensed to operate in the State.

The Casino Gaming Program encompasses all aspects of casino gaming, from processing license applications, to monitoring continuous licensee compliance, to enforcing all laws and regulations governing casino gaming. In Fiscal Year (FY) 2026 the Commission accomplished a technological upgrade that included adding a web-based application to its website that allows patrons to enroll in the statewide casino self-exclusion program. This is an important responsible gaming program and was expanded to offer access to as many individuals as possible that identify issues with problem gaming. The agency will continue to look for ways to improve the MGC website to enhance functionality and provide public access to online tools and resources.

During 2028-2032, the Commission plans to upgrade to a new data storage, billing and reporting system utilized by the MGC Gaming Laboratory. This new system will allow the laboratory to incorporate Charitable Gaming items into the database. Additionally, an Investigative data base will be added in the database. The Commission will focus on upgrading its firewall to give employees more enhanced and secure ways to access, enter and store data.

In FY 2028-2032, the Commission will continue to update the work permit database and application process. This continued monitoring will ensure that the work permit process is securely maintaining all required information and data. In FY 2026 the Commission began working to implement a remote fingerprinting system that will reduce applicants travel expenses and condense the process for the Commission. The goal is to streamline the permitting process for both the applicant and the Commission.

The Charitable Gaming Program focuses on preserving and maintaining 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 focus on implementing an online reporting system for charitable bingo operators that will replace paper reporting of financial

information and provide more comprehensive reporting of charitable gaming data. Communications with ITS have already begun to achieve the proper vendor and contract.

5. Agency's External/Internal Assessment

The Commission will continue to deal with numerous external factors that may affect its size, mission and structure. We have already seen changes in the industry's landscape, with casinos expanding into large entertainment centers with the associated infrastructure of hotels, golf courses, marinas, etc.

Natural and manmade disasters, as well as pandemics (COVID-19), 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 will be in place. We will continue to make adequate progress in addressing issues that may result from disasters. The Commission has put in place measures that allow for operations to continue remotely in the event of natural disasters, quarantines, or any other cause.

The growth of the gaming industry and its increased regulatory requirements are critical areas the Commission will monitor. The Commission's philosophy toward the industry has always encouraged free market growth, allowing competition to thrive at any legally approved site. The Commission must also prepare to regulate new legalized forms of gambling and redirect resources if needed. Because of that, the Commission will constantly face new challenges and opportunities to address the industry's future growth.

The Commission has and will continue to seek innovative ways to maximize critical services with limited resources. The Commission has a robust internal management structure that focuses on the roles and policy directives for each Division and functions within its purview. MGC has further strengthened its system by improving and initiating the following activities.

The Executive Director has an annual State of the Agency meeting that gives an overview of staffing, new policies, regulations and overall goals and expectations of the Agency.

The Executive Staff regularly meet with the MGC Division Directors to discuss expectations and evaluate current practices. These meetings also help determine where funding is spent. This open dialogue between the Executive Staff and Division Directors increases communication between the Division Directors and their support staff.

Staff meetings and training sessions between districts and divisions are held in person and via video conferencing. These meetings allow open communication between the

District Offices of Biloxi and Tunica and the Jackson Office. In addition to open communication, these meetings maintain consistency and uniformity.

The Charitable Gaming Division agents cover the entire State, but they attend scheduled meetings in the Jackson Office regularly. The Agents have participated in numerous training sessions and have assisted in reviewing and revising many of the forms used in the field for monitoring purposes, resulting in more consistent procedures throughout the State. The Charitable Gaming (Bingo) Division accomplished internal restructuring to strengthen the agent's role in the field and enable the Jackson office staff to obtain the types of information and data required for statistical tracking of the licensed entities. Revamping internal record-keeping simplified the data retrieval process for the agents. A change in the application format for all licensees has allowed for greater consistency in granting or denying a license.

6. Agency Goals, Objectives, Strategies & Measures by Program for FY 2028 - FY 2032:

Program 1: Casino Gaming

FY 2028 – FY 2032

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 comprehensive analysis of annual Statewide Casino Gaming revenues as reported to the Mississippi Department of Revenue monthly by region (Central, Coastal, and Northern) by the licensees and examine variances and revenue trends to determine underlying causes of revenue fluctuations.

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, and evaluations of gaming devices and associated equipment to ensure that licensees are adhering to the Gaming Control Act, and Minimum Internal Control Standards in Mississippi Gaming Commission regulations. Issue permits to qualified gaming employees.

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 Mississippi.

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

Output: Confirm all licensees have reported revenue
Efficiency: Average revenue per employee
Explanatory: Monitor and assess gaming revenue impact

Program 2: Charitable Bingo

FY 2028 - FY 2032

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 Regulated

Efficiency: Cost of Agency Resources Utilized on Opening

Explanatory: Analyze number of applications received versus 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 MS.

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

Output: Confirm all licensees have reported revenue

Efficiency: Average cost per employee to total State Charitable Bingo Revenues

Explanatory: Monitor and assess charitable bingo revenue impact