WSGC 2023-2028 Strategic Plan

Goal 1: Become an employer of choice that attracts and retains a highly skilled, valued, and diverse workforce.	
Objectives	**Strategies**
1. Attract and retain a highly skilled, diverse workforce	• Recruit staff using effective, efficient recruitment practices • Recognize and celebrate our employees • Explore professional development and growth opportunities for staff at all levels • Promote work-life balance
2. Advance institutional knowledge	• Implement a plan to identify, assess, and develop talent to enhance succession planning and foster leadership continuity • Emphasize a continued learning culture
3. Create a culture that embraces diversity, equity, inclusion, and belonging	• Develop and implement diversity, equity, and inclusion strategies • Develop and implement agency-wide cultural competencies • Foster a sense of belonging

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Goal 2: Be a leader in gambling licensing, regulation, and enforcement.	
Objectives	**Strategies**
1. Promote a licensing, regulatory, and enforcement environment that is equitable and inclusive	• Develop and maintain industry expertise and stay abreast of emerging trends • Engage stakeholders for feedback • Actively participate in national and other regulatory groups
2. Develop and implement innovative strategies to conduct business efficiently	• Engage internal and external stakeholders and tribal partners to identify areas of efficiency • Pursue improvements and innovations in the use of technology and agency resources • Adopt Organizational Change Management principles and embrace practical application
3. Develop sustainable funding strategies	• Analyze similarly funded agencies • Explore rulemaking to allow fees to be responsive to economic shifts • Improve billing methods and processes
4. Improve prosecution of illegal gambling activities	• Engage with prosecutors early in the investigative process • Explore other ways to seek prosecution • Develop a process to capture data on enforcement efforts

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Goal 3: Promote responsible gambling.	
Objectives	**Strategies**
1. Enhance access to problem gambling resources	• Collaborate with other agencies to keep resource materials updated and accessible • Update signage for licensees to post • Update rules regarding problem gambling signage
2. Participate in problem gambling workgroups	• Actively participate in workgroups to promote responsible gambling. • Support implementation and integration of responsible gaming initiatives from the work groups
3. Enhance the state-wide self-exclusion program	• Identify ways to enhance the state-wide program for current and future participants • Explore rulemaking to expand program to other licensed gambling activities

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Goal 4: Strengthen partnerships with governmental agencies, licensees, and the public.	
Objectives	**Strategies**
1. Engage with tribal governments and federal, state, and local agencies	• Expand upon current engagement activities • Promote awareness of the agency and the work they do to keep gambling legal and honest in Washington
2. Enhance communication and information accessibility to improve service	• Engage with licensees and tribal partners to discover how to make it easier to do business with us • Expand reach of WSGC communications • Update and modernize licensee training programs • Identify and remove barriers to increase accessibility of information

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