



American Gaming Association

# **STRATEGIC PLAN 2020**

## OUR MISSION

ACHIEVE SOUND  
POLICIES AND  
REGULATIONS  
CONSISTENT WITH  
CASINO GAMING'S  
MODERN APPEAL  
AND VAST ECONOMIC  
CONTRIBUTIONS

## GUIDING PRINCIPLES

**Accomplish for the industry what individual members cannot do alone.**

We serve as the industry's champion in Washington, D.C. and state capitals across the country. We advocate on complex issues that individual members cannot change alone. We offer international support in unique instances where our experiences in the United States are helpful.

**Lead a rigorous and inclusive process to define industry positions on contentious or significant issues.**

As gaming has expanded over the past fifty years to 40 states across the country, we define our positions based on a process that takes into account the diversity of our members.

**Support policies that promote industry reinvestment and innovation.**

A dynamic industry requires a relentless focus on shaping policies that allow our businesses to meet changing consumer demands. We'll continue to fearlessly attack policies that hinder gaming's growth and advocate for those that create new opportunities.

**Drive focus and execution on the highest value priorities.**

We will always target priorities that provide our industry and members with the most leverage and the greatest business value.



**T**he past three years have been a time of immense change for our industry and AGA.

Now more than ever, our industry is recognized as a vast economic contributor, a source of proud and reliable employment, a pathway to the middle class and a provider of unique entertainment experiences throughout the United States. AGA speaks with a larger and more unified voice. We represent the diversity of this industry. We lead national conversations on issues that matter.

Today's AGA represents what its members envisioned when we presented our last strategic plan three years ago: a more sophisticated, modern trade association.



One that operates effectively to shape accurate and informed perceptions of gaming that lead to fair, favorable policy.

Our 2020 strategic plan continues this momentum. It strengthens processes that allow the industry to align on next-generation issues like the legalization of sports betting. It advances a dedicated, focused level of advocacy at the federal level while acknowledging a greater need for unity within the states where gaming operates. It continues to demonstrate that the gaming industry has a vital role to play as a good corporate citizen, a business leader, an American job-creator and a powerful economic engine.

It has been my pleasure to serve as Chairman of the AGA. I look forward to the future we will continue to build together.

**Jim Murren**

Chairman, American Gaming Association  
Chairman and CEO, MGM Resorts International  
October 2017

**I** am pleased to present our members and partners with the American Gaming Association's Strategic Plan 2020.

This plan underscores a commitment to serve as gaming's most effective advocate and presents a vision to strengthen our industry and enable its growth.

We developed our plan with three core objectives in mind:

1. To cultivate a favorable federal- and state-level policy and regulatory environment in which gaming can thrive;
2. To highlight our industry's enormous economic and social impact with key stakeholders; and
3. To continue to remove barriers to our members' growth.

Underpinning this plan is a relentless focus on finding new ways to create member value and ensure the long-term operational and financial sustainability of our organization.

I am exceptionally proud of the work we have done over the last four years to become a more unified industry, particularly our efforts to align on critical issues. Perceptions drive policy, and we have made tremendous strides in speaking and acting with a louder, clearer and more compelling voice to underscore gaming's contributions in communities across the United States.

As we close the book on the last three years, I want to thank our Chairman, Jim Murren, whose term ends at the conclusion of 2017. Jim's vision, unwavering support and commitment to integrity in all we do is a primary source of our success. While I am personally grateful for his guidance, I know I speak for the entire industry in thanking him for his time and leadership.

Your team at AGA and I look forward to tackling new challenges over the next three years and the opportunity to continue supporting and championing this dynamic industry.

Thank you for your engagement.

**Geoff Freeman**

President and CEO, American Gaming Association  
October 2017

# AGA STRATEGIC FRAMEWORK

## STRATEGIC PILLARS

Shape a Favorable Federal Policy Environment for Regulated Gaming	Promote the Social and Economic Value of Gaming	Create a More Favorable Business Environment in the States	Leverage the Power of the Industry to Build Member Value Beyond Advocacy
<ol style="list-style-type: none"><li>1. Cultivate congressional champions</li><li>2. Pursue and protect industry interests on gaming issues:<ul style="list-style-type: none"><li>• Anti-Money Laundering Compliance</li><li>• Illegal Gambling</li><li>• Off-Reservation Gaming</li><li>• Sports Betting</li><li>• Gaming Tax Policy</li></ul></li><li>3. Pursue and protect industry interests on core business issues:<ul style="list-style-type: none"><li>• Tax</li><li>• Health Care</li><li>• Labor</li><li>• Travel and Tourism</li></ul></li></ol>	<ol style="list-style-type: none"><li>1. Prove the value of the industry through compelling research</li><li>2. Build best-in-class communications campaigns to inform policymakers and regulators</li><li>3. Elevate responsible gaming as a signature industry priority</li></ol>	<ol style="list-style-type: none"><li>1. Create informed expansion discussions</li><li>2. Drive an efficient regulatory reform process</li><li>3. Speak with one voice to shape sound gaming policy</li></ol>	<ol style="list-style-type: none"><li>1. Build and support day-to-day activities that educate, inform and coalesce members</li><li>2. Expand G2E brand to a 365-day program</li><li>3. Identify and pursue bold new service offerings with a proven case for creating member value</li></ol>

## GUIDING PRINCIPLES

Accomplish for the industry what individual members cannot do alone.	Lead a rigorous and inclusive process to define industry positions on contentious or significant issues.	Support policies that promote industry reinvestment and innovation.	Drive focus and execution on the highest value priorities.
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# STRATEGIC PILLARS



## 1. Shape a favorable federal policy environment for regulated gaming.

Through our focused efforts, we have expanded our approach to strengthening our industry’s reputation in Washington. Our message is clear: gaming is an economic engine and reliable job creator, putting Americans to work while opening a gateway to the middle class. Over the next three years, we will continue to promote to federal stakeholders our industry’s power to drive economic growth.

- **Cultivate congressional champions.** The gaming industry warrants support from every corner of the country in which we do business. It is AGA’s highest priority to significantly enhance our congressional champion development activities by educating Capitol Hill policymakers and staff, increasing exposure to our properties and strengthening our Political Action Committee (PAC).
- **Pursue and protect industry interests on gaming issues.** AGA will prevent harmful policies from taking hold and relentlessly champion reform that helps the industry to thrive. Primary areas of focus include: (1) removing the federal ban on sports wagering (PASPA); (2) bringing greater transparency to the off-reservation gaming process; (3) driving greater resources against illegal gambling; (4) demonstrating our commitment to preventing money laundering; and (5) driving tax policy that creates a favorable gaming experience for our customers.
- **Pursue and protect industry interests on core business issues.** Gaming is a major American industry that shares many of the concerns of manufacturing, technology and hospitality. We will work alongside our partners to promote sensible health care, labor, tax, travel and other business policies.

## 2. Promote the social and economic value of gaming.

We must continue to educate the public on the social and economic value our industry delivers, from the tax revenues we generate — \$38 billion annually — to our investment in responsible gaming programs — \$300 million annually. As policy is a direct descendant of perception, we will aim to keep these benefits top of mind with policymakers and the public.

- **Prove the value of the industry through compelling research.** The gaming industry has the facts on its side. Original, targeted research can validate gaming’s important social and economic contributions and refute myths and stereotypes. We will increase our investment in research and arm the industry with the tools it needs to improve policy and regulations, develop new stakeholders and inform expansion debates.
- **Build best-in-class communications campaigns to inform policymakers and regulators.** Creative, constant and modern-day communications are critical to the gaming industry’s efforts to drive an informed policy environment. AGA will build on its “Get to Know Gaming” campaign with a 24/7/365 initiative to highlight gaming’s immense value and correct the record.
- **Elevate responsible gaming as a signature industry priority.** Political concerns over the perception of problem gambling drive a broad range of regulatory requirements — many that affect gaming’s ability to operate, innovate and grow. We will evolve and solidify our position as the leading advocate for responsible gaming by promoting the best practices for addressing problem gambling and expanding programs that deliver results.

## 3. Create a more favorable business environment in the states.

Over the last several years, our industry has united to speak with one voice on a range of federal issues. This same display of strength and unity is needed in all states in which the industry operates. We will work with our members — including state associations — to ensure that debates about gaming’s existence or expansion are supported and informed by facts. We will unite members on issues that have a multi-state impact, and we will continue to work with regulators and policymakers to help our industry innovate.

- **Create informed expansion discussions.** While AGA does not endorse or oppose gaming expansion into new markets, we are champions of an informed public debate. We will expand our advocacy efforts to defeat the most common myths and stereotypes routinely used by gaming critics and promote our industry’s value in markets where gaming is considered, as we do in markets where it exists.
- **Drive an efficient regulatory reform process.** Gaming regulations can benefit from a greater focus on effectiveness, best practices and uniformity. We will continue to inform regulators by convening and driving discussions around next-generation gaming policies that marry world-class regulation with the innovations consumers demand.
- **Speak with one voice to shape sound gaming policy.** As we have at the national level, the AGA will bring members together on state-level issues where there is consensus. We will support members in the pursuit of legislative goals and fill in gaps where state-level associations do not exist.

## 4. Leverage the power of the industry to build member value beyond advocacy.

AGA is more than an advocacy organization. We increasingly have the ability to be a tremendous industry resource. To do so, we must deliver programs that are aligned to our strategic priorities, enjoy strong member support and can be sustained by AGA resources.

- **Build and support day-to-day activities that educate, inform and coalesce members.** Adding to existing educational offerings and member groups, we will develop and implement an education strategy that drives increased opportunities for learning around critical gaming and business topics.
- **Expand G2E brand to a 365-day program.** We are enhancing our seminal trade shows in the United States and Asia to better serve AGA members and the industry. We will pursue a global strategy that drives efficiencies for G2E exhibitors and creates greater synergies among premier events. Additionally, we will prioritize foundational G2E features, including a business-focused marketplace, educational offerings, industry-wide networking and member engagement. We also will continue to assert AGA’s leadership role with our trade show partners to manage costs and deliver member savings.
- **Identify and pursue bold new service offerings with a proven case for creating member value.** Our member needs are our highest priority. We are building partnerships to secure financial and other resources from outside of the gaming industry that support and drive our strategic priorities. These partners bring outside expertise and experience that improve industry knowledge, understanding, approaches and processes. Additionally, we will continue to create programs that support our strategic priorities, such as certification programs and next generation regulatory reform tools.





**WE THANK OUR BOARD MEMBERS  
AND THE MEMBERS  
OF THE EXECUTIVE COMMITTEE  
FOR THEIR TIME, ENGAGEMENT  
AND IMPORTANT CONTRIBUTIONS  
TO AGA'S 2020 STRATEGIC PLAN.**



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