

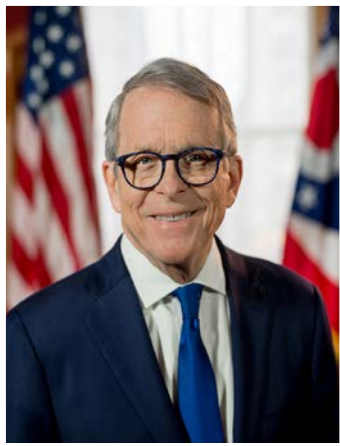


**OHIO CASINO CONTROL COMMISSION**  
2021-2023 Diversity, Equity & Inclusion Strategic Plan

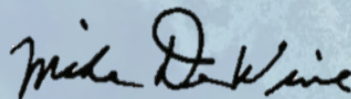
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## From the Governor



Ohio is better when we embrace diversity and strive to be inclusive of all individuals regardless of race, background, gender, religion, or disability. Through Ohio's equity agenda, state agencies are actively engaged in healing those who are hurting, fighting discrimination, creating opportunities, focusing on inclusion, and building awareness of systemic change needed to end disparities. Moving state government forward on the diversity, equity, and inclusion continuum shows that state government is committed to serving all people so they can live up to their God-given potential.



The State of Ohio and the Ohio Casino Control Commission is an Equal Employment Opportunity Employer and does not discriminate on the basis of race, color, religion, gender, gender identity or expression, national origin (ancestry), military status, disability, age (40 years or older), genetic information, sexual orientation, or caregiver status, in making employment-related decisions about an individual.

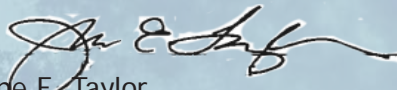
## From the Chair & Executive Director

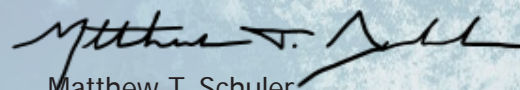
The Ohio Casino Control Commission recognizes the value of creating and retaining a diverse workforce – one that reflects the diversity of those we serve as well as the people of Ohio. We are committed to ensuring the Commission is a place that promotes and encourages collaboration, flexibility and fairness, and recognize that as leaders we must model the values and behaviors we want to see in our staff.

The Commission has made significant progress in recent years towards the creation of an inclusive environment – we have established a Diversity, Equity & Inclusion Team, expanded recruiting efforts to include ADA language to job postings for any applicant who might need an accommodation, and presenting at the State of Ohio's Diversity, Equity & Inclusion Institute in 2020.

We will continue to prioritize statewide education, prevention and treatment efforts for those Ohioans impacted by problem gambling. This includes our partnership in Ohio for Responsible Gambling with the Ohio Department of Mental Health and Addiction Services and the Ohio Lottery Commission on Ohio's Problem Gambling Services Plan. We will examine diversity and inclusion statistics collected from the statewide Ohio Gambling Survey, local treatment professionals and the Ohio Voluntary Exclusion Program to help develop data-informed treatment, prevention and outreach programming that covers the spectrum of Ohio's diverse population and is tailored to those populations most in need.

The Commission's continued focus on diversity, equity and inclusion is a priority – we can and must do more to leverage the unique skills and expertise of our staff to create a strong culture of inclusion.

  
June E. Taylor  
Chair

  
Matthew T. Schuler  
Executive Director



## Our Mission

The Ohio Casino Control Commission has the responsibility to ensure the integrity of casino gaming, skill-based amusement machines and fantasy contests by licensing, regulating, investigating and enforcing state laws.

## State DEI Vision

Ohio is a model for justice, equity, opportunity, and resilience to withstand future challenges. We are striving to become an advanced DEI organizational culture working to eliminate institutional and systemic bias for our people, in our policy, and within our public service.

## Our DEI Vision

The Commission is committed to recruiting, hiring, and engaging a diverse staff and providing an inclusive work culture. We work to incorporate a diverse set of ideas and viewpoints from staff, stakeholders and constituents in our regulation of casino gaming, skill-based amusement machines and fantasy contests.

### 2023 Continuum Goal

The Commission will continue to work towards Conventional as our goal for our 2021-2023 plan. The Commission has worked over the last three years towards this goal and is committed to continue making it a priority. The Diversity, Equity, & Inclusion Team have the full support of Chair Taylor and Executive Director Schuler to make our plan a focus of the Operations Division.  
(see page 13 for more info)



## Our People

Commission staff are assigned among eight divisions and are spread across five office locations - including 24-7 law enforcement coverage at the four casinos. The Commission maintains an office at each casino property as well as the agency's main office, located across from the Ohio Statehouse.

Along with the support of the Communications and Legal divisions, the Commission's regulatory responsibilities center on the intertwined tasks of licensing and investigations, regulatory compliance and enforcement of the law.

### Licensing & Investigations

The Licensing & Investigations Division conducts extensive background checks on all persons or entities seeking to conduct or participate in casino gaming. License applicants include casino operators, management companies, holding companies, gaming-related vendors, key employees and casino gaming employees.

### Regulatory Compliance

The Regulatory Compliance Division examines slot machine and table game operations, financial transactions and conducts process audits. In addition, the division works to make sure that the casinos' finances are being correctly reported and that revenue is being generated according to approved processes.

### Enforcement

The Commission is a law enforcement agency. Gaming Agents are certified peace officers in the State of Ohio and staff a 24-7 operation at each casino.

Gaming Agent responsibilities include enforcement of statutes that impact the integrity of casino gaming as well as those created to ensure a fair and safe gaming environment for casino patrons. The Commission also investigates illegal casino gaming operations outside of Ohio's four licensed casinos.

### Responsible Gambling

Since its creation, the Commission has actively pursued programs and policies designed to promote responsible gambling and ensure the accessibility of treatment for those in need.

The constitutional amendment that authorized casino gaming in the state earmarks 2 percent of the gross casino revenue tax to fund gambling and addiction treatment services.

### Skill Games

In 2015, the Commission was given jurisdiction over the regulation of skill-based amusement machines. Legal skill games are commonly found at family entertainment venues and award only merchandise prizes based solely on the skill of a player.

The work of the Skill Games Division gives the state a multi-faceted method of combating illegal casinos through civil and administrative remedies in addition to ongoing criminal enforcement efforts.

### Fantasy Contests

The Commission was granted oversight of fantasy contests by the General Assembly in 2017 through passage of a measure that gave the Commission the responsibility to license and regulate those conducting fantasy contests, as well as establishing numerous consumer protections.

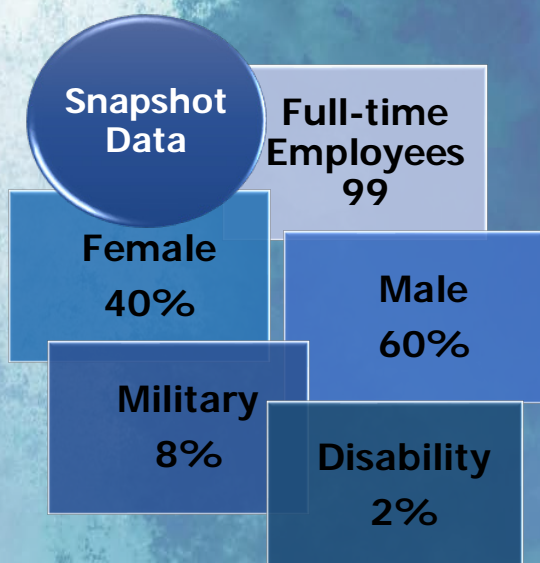
### Operations

The Division of Operations performs the critical functions to support the Commission's day-to-day operations, such as fiscal and office management, human resources (including ADA and diversity and inclusion responsibilities) and information technology, at its main office location as well as the satellite offices located at the four casinos.

## Our People

Currently, the Commission employs about 100 individuals. While staff size has remained relatively small, their experience and expertise has grown exponentially since the Commission's creation in 2011. All employees work to fulfill the mission and responsibilities of ensuring the integrity of Ohio's gaming industry, including casino gaming, skill games and fantasy contests.

Our staff is made up of Officials and Administrators, Professionals, Administrative Support, and Protective services being our largest group.



*Staff in the Officials/Administrators, Professionals, and Administrative Support EEO-4 categories make up almost half of the Commission's staff and within them the Commission is 59% female and 41% male. The other half of the Commission is Protective Services, which is 17% female and 83% male. (see page 7)*

### Equity Spotlight

The Commission formed the Diversity, Equity & Inclusion (DE&I) Team in 2020. Made up of Division of Operations staff - which works and interacts with all Commission Divisions in day-to-day processes - the team is comprised of Maria Saliaris, HR Administrator (DE&I Officer), Elise Koeppe, Senior Operations & HR Analyst, and Dina Lelonis, Cleveland Office Manager. The DE&I Team looks forward to expanding the team as part of the 2021-2023 plan. The expansion will be geared towards employee engagement and Commission work culture.

## Diversity Data

|                                      | Hispanic  |          | Black     |           | White       |             | Asian    |           | Unknown  |          |
|--------------------------------------|-----------|----------|-----------|-----------|-------------|-------------|----------|-----------|----------|----------|
| <i>EEO-4 Category</i>                | <i>F</i>  | <i>M</i> | <i>F</i>  | <i>M</i>  | <i>F</i>    | <i>M</i>    | <i>F</i> | <i>M</i>  | <i>F</i> | <i>M</i> |
| <b>Officials/<br/>Administrators</b> | 1<br>5.6% | 0<br>0%  | 1<br>5.6% | 2<br>11%  | 5<br>27.8%  | 8<br>44.4%  | 0<br>0%  | 1<br>5.6% | 0<br>0%  | 0<br>0%  |
| <b>Professionals</b>                 | 0<br>0%   | 0<br>0%  | 2<br>6.9% | 0<br>0%   | 16<br>55.2% | 11<br>37.9% | 0<br>0%  | 0<br>0%   | 0<br>0%  | 0<br>0%  |
| <b>Administrative<br/>Support</b>    | 0<br>0%   | 0<br>0%  | 1<br>14%  | 0<br>0%   | 6<br>85.7%  | 0<br>0%     | 0<br>0%  | 0<br>0%   | 0<br>0%  | 0<br>0%  |
| <b>Protective<br/>Services</b>       | 0<br>0%   | 0<br>0%  | 0<br>0%   | 1<br>2.1% | 8<br>17%    | 37<br>78.7% | 0<br>0%  | 1<br>2.1% | 0<br>0%  | 0<br>0%  |

*This chart represents the diversity data at the Commission in each job category.*

## Our People



### Equity Spotlight

The COVID-19 pandemic brought new challenges to the Commission. The Commission worked to ensure all staff were able to work from home - turning cellphones into hotspots for staff who lacked internet access, ordering and delivering computer cords for laptops to employees' homes and allowing staff to take office supplies/equipment home with them (including office chairs). This enabled the Commission to perform its business operations without interruption and continue to effectively serve the people of Ohio.

## Our 2021-2023 Commitments

### Our People

Some of Ohio's greatest assets are the more than 50,000 state employees who are charged with carrying out the mission of each organization within the state enterprise. Valuing, respecting, and including all their dimensions of diversity assists in the delivery of mission focused service to all Ohioans. The State of Ohio is committed to becoming a model employer that values diversity, equity, inclusion, and accessibility.

As a result, we make the following Commitments to ensure we continue to improve our internal equity through meaningful opportunity, access, and inclusion for all our people.

### Recruitment

**Commitment: Build a workforce that is representative of the communities we serve.**

The Commission must represent and value the diversity found within our state's potential workforce to promote equity and eliminate institutional bias. To create this diverse workforce, we are committed to the following recruitment efforts:

- **Racial, Ethnic, and Gender Inclusion & Equality:** To create, implement, and measure an Affirmative Action Strategy designed to identify and correct past systemic disparity of equal access and opportunity in State employment for ethnic and racial minorities and women in agency employment.
- **Disability Inclusion & Equality:** To create, implement, and measure a Disability Inclusion Workforce Strategy designed to encourage and engage individuals with disabilities in competitive integrated employment, including having access and opportunity within agency employment.

### Equity Spotlight

The Commission began adding Americans with Disabilities Act language to job postings as one of our DEI projects in 2020. In doing so, we ensure that any applicant or interviewee in need of a reasonable accommodation is aware of how to request one.

#### 5 Working Generations

**Millennials**  
(1981-1996)  
45 %

**Baby Boomers**  
(1946-1964)  
19 %

**Traditional/Silent Generation**  
(1927-1945)  
3 %

**Generation Z**  
(1997-2012)  
0 %

**Generation X**  
(1965-1980)  
33 %

Average age of a Commission Employee is 45.

## Our 2021-2023 Commitments (cont.)

### Retention

**Commitment: Retain a workforce whose diversity is included to drive systematic change.**

The Commission must represent and value our employees' many dimensions of diversity to promote equity and eliminate institutional bias. To maintain this diverse workforce, we are committed to the following retention efforts:

- **Racial, Ethnic, and Gender Equality:** To create, implement, and measure Affirmative Action Strategy designed to identify and correct past systemic disparity of equal opportunity and advancement in agency employment for ethnic and racial minorities and women.
- **Disability Inclusion and Equality:** To create, implement, and measure Disability Inclusion Workforce Strategy designed to encourage and engage individuals with disabilities in competitive integrated employment, including having opportunity and advancement within agency employment.

### Engagement

**Commitment: Engage our workforce to encourage strategic inclusion of employee diversity into practice, policy, programs and services.**

The Commission must provide meaningful opportunity for employees to share their diversity with leadership to improve agency practice, policy, programs, and services. To create this opportunity, we are committed to the following engagement efforts:

- **Engagement Strategy:** To create, implement, and measure a DEI Engagement Strategy designed to promote opportunity for employees to strategically share their diversity to strengthen work-culture, assist in implementation of DEI Planning efforts, assist in workforce education, and/or share ideas with leadership on diversity, equity, and inclusion topics designed to promote culturally component public service.



## Our Policy

The work of Ohio government is implemented through its internal and external policy, practice, and process. Achieving systemic change and better service to all of Ohio will require identifying and removing hidden barriers and oppressive impacts, correcting institutional bias, and working toward equitable and holistic systemic transformation.

As a result, we make the following Commitments to ensure we continue to improve our internal and external equity by examining our policy, practice, and process to identify, correct, and remove institutional and systemic barriers, bias, and oppression.

### Equitable & Inclusive Policy

**Commitment: Maintain a zero-tolerance approach to discrimination and explicit bias in all agency policy, practice and processes.**

The Commission must uphold the values of respect and inclusion in its practices and strengthen internal processes to seek out and eliminate explicit bias and discrimination. To ensure explicit bias is eliminated, we are committed to the following efforts:

- **Equal Employment Opportunity and Anti-Discrimination Policy:** To maintain, monitor, and train on agency policy and practice on Equal Employment Opportunity and Anti-Discrimination and to promptly identify, investigate, and correct violations, as required by Ohio Administrative Code and State EEO Policy and Directives.
- **Disability Inclusion and ADA Law:** To maintain, monitor, and train on agency policy and practice on the American's with Disabilities Act, including a process to request reasonable accommodations, and to promptly identify and correct violations, as required by State Policy and Directives.

### Elimination of Institutional Bias

**Commitment: Seek out and eliminate implicit and institutional bias and barriers in agency policy, practice and processes that may prohibit opportunity and access.**

The Commission must uphold the values of respect and inclusion in its practices and strengthen internal and external processes to seek out and eliminate implicit and institutional bias and barriers. To ensure institutional bias is eliminated, we are committed to the following efforts:

- **Equity Review of Internal Diversity Programs & Policy:** To create, implement, and measure an Equity Review Strategy designed to evaluate EEO Policy (including investigations), ADA Title I Policy (including reasonable accommodations), Affirmative Action Plans, and Disability Inclusion Plan outcomes for disparate trends, determining if implicit and/or institutional bias is a contributing factor to the outcome and design corrective measures to eliminate the bias.
- **Equity Review of External Diversity Programs & Policy:** To create, implement, and measure an Equity Review Strategy designed to evaluate ADA Title II Policy (including reasonable accommodations) and Disability Inclusion Plan outcomes for disparate trends, determining if implicit and/or institutional bias is a contributing factor to the outcome and design corrective measures to eliminate the bias.

## Equity Spotlight: Responsible Gambling

The Commission, along with the Ohio Department of Mental Health & Addiction Services (OhioMHAS) and the Ohio Lottery Commission, presented at the State of Ohio Diversity, Equity and Inclusion Institute in 2020. The presentation took a close look at the diversity and inclusion statistics collected through the statewide Ohio Gambling Survey, from treatment professionals, and the Ohio Voluntary Exclusion Program. These statistics are used to help develop data-informed treatment and prevention and outreach programming that covers the spectrum of Ohio's diverse population, and is tailored to those populations most in need. The presentation showed how state agencies come together to work towards a goal as well as how to use statistical data for outreach campaigns to help at-risk communities. Additionally, the DE&I Officers at these agencies worked together to facilitate the presentation.

The Commission, OhioMHAS and the Ohio Lottery are all partners in Ohio for Responsible Gambling (ORG), an initiative that works to coordinate with state and local partners to provide education materials, prevention programs and treatment options. Ohio was the first state to bring the resources of multiple agencies together to help those seeking treatment for a gambling addiction through the creation of ORG.



## Our Public Service

An important purpose of Ohio government is to provide for the general welfare of Ohio's people. Eliminating bias and inequities is how we interact, engage, and assist our diverse populations of Ohioans achieve more equitable, accessible, and culturally competent public service.

As a result, we make the following Commitments to ensure we continue to improve our external equity by examining our public service models to remove barriers and deliver more accessible and culturally competent service, ultimately removing systemic barriers in how State government provides for the general welfare of all Ohioans.

### Accessible Service Delivery

**Commitment: Ensure agency locations, programs and services are accessible to all Ohioans.**

The Commission must ensure all programs and services are accessible both technically and physically to all Ohioans. To ensure no barriers exist, we are committed to the following efforts:

- **Accessibility ADA Review of Buildings and Public Spaces:** To create, implement and measure an Accessibility Review Strategy designed to evaluate agency buildings and public spaces under ADA Title II Policy (including public accessibility) for accessibility, and design corrective measures to eliminate found barriers.
- **Accessibility ADA Review of Cyber Spaces:** To create, implement and measure a Cyber Accessibility Review Strategy designed to evaluate agency cyber spaces under ADA Title II Policy for accessibility, and design corrective measures to eliminate found barriers.

### Equitable Public Contracting

**Commitment: Promote the economic prosperity of businesses through equitable public contracting.**

The Commission, as a procurer of goods and services, must correct past systemic oppression and eliminate bias and barriers for small and disadvantaged businesses, promoting economic prosperity for all Ohio businesses and communities. To ensure equitable public contracting, we are committed to the following efforts:

- **Minority Business Enterprise:** To create, implement and measure Procurement Strategy designed to promote equal opportunity for businesses that qualify as Minority Business Enterprise (MBE) by meeting the procurement requirements as defined under Ohio Administrative Code.
- **EDGE Businesses:** To create, implement and measure Procurement Strategy designed to promote equal opportunity for businesses that qualify as Encouraging Diversity, Growth, and Equity (EDGE) businesses by meeting the procurement requirements as defined under Ohio Administrative Code.

## Definitions of Status on the Organizational Continuum



## Organizational Diversity & Inclusion Continuum

### Compliant

The Agency is meeting all legal requirements pertaining to Diversity & Inclusion (D&I), including understanding its current climate and needs. This includes, but may not be limited to, Equal Employment Opportunity, Affirmative Action, and Procurement requirements.

### Conventional

The Agency is beginning to become reactive to concepts of D&I and beginning to realize its impact on Mission. Common activities include development of a D&I Plan, D&I Basics training, beginning employee engagement initiatives, and development of a strategic D&I communication strategy.

### Purposeful

The Agency is beginning to implement concepts of D&I into its Mission, understanding that D&I is a return on investment. Common initiatives include leadership buy-in and training, increased D&I skill-based employee training, policy examination, increased strategic communication, increased engagement opportunity for staff, and beginning steps to effectively include diversity into business processes.

### Competent

The Agency is beginning to integrate D&I concepts into business operations to increase realization of return on investment. Common initiatives include increased D&I Planning, human-management and evaluation, examination of informal work processes and policy, identification and removal of barriers to D&I, information-technology integration, formalized engagement for staff, and formalizing inclusion of diversity into business processes.

### Advanced

The Agency has fully incorporated D&I concept into its business practices and Mission. Common initiatives include demonstration of measurable success for return on investment in both agency products and human capital, formalized inclusion of diversity into business processes, incorporation of D&I in communication and informal policy, and continued development and measurement of strategic D&I initiatives for future growth and improvement.

## Definitions

**Accessibility:** the ability to access the functionality and benefit of systems, entities, or products; the degree to which a product, device, service, or environment is readily available for use by as many people as possible.

*Source: State of Ohio Definition, Office of Diversity & Inclusion, Nov. 2020*

**Affirmative Action:** a required State of Ohio program designed to identify and correct past systemic disparity of equal access and opportunity in State employment to ethnic and racial minorities and women.

*Authority: O.A.C. 123:1-49*

**Cultural Competence:** a continuous learning process that builds knowledge, awareness, skills, and capacity to identify, understand, and respect the unique beliefs, values, customs, languages, abilities and traditions of all Ohioans to develop policies that provide effective programs and services.

*Source: "Cultural Competence" the State of Ohio Definition, Health Systems*

**Disability Inclusion:** a required State of Ohio program designed to encourage and support individuals with disabilities to fully participate in the social and economic life of Ohio and to engage in competitive integrated employment, including having access and opportunity within State Government.

*Authority: Executive Order 2019-03D, Establishing Ohio as a Disability Inclusion State and Model Employer of Individuals with Disabilities (Issued 1/14/2019)*

**Diversity:** 1) the condition of having or being composed of differing elements; variety; 2) human variety of experiences, identities, and perspectives that our employees bring to state employment.

*Sources: 1) "Diversity." Merriam-Webster.com. Merriam-Webster, n.d. Web. 28 Feb. 2018; 2) "Diversity." Embrace Diversity & Inclusion State Competency. State of Ohio, 8 Jul. 2020*

**Equal Employment Opportunity Employer:** in accordance with law, the State of Ohio and each State Agency gives assurance that all employment-related decisions will be based on objective and nondiscriminatory reasons, ensuring all employees and job applicants have equal and fair opportunity and access to State Employment.

*Authority: O.A.C. 123:1-49; Executive Order 2019-05D, Anti-Discrimination Policy in State Government (Issued 1/14/2019)*

**Equality:** the state of being equal, especially in status, rights, and opportunity; fairness.

*Source: State of Ohio Definition, Office of Diversity & Inclusion, Nov. 2020*

**Equity:** the right of and access to resources to achieve the outcome of equality.

*Source: State of Ohio Definition, Office of Diversity & Inclusion, Nov. 2020*

**Inclusion:** to take in or comprise as a part of a whole or group; 2) the practice of understanding and applying diversity to improve work culture and influence the way we serve Ohioans.

*Sources: 1) "Include." Merriam-Webster.com. Merriam-Webster, n.d. Web. 28 Feb. 2018; 2) "Inclusion." Embrace Diversity & Inclusion State Competency. State of Ohio, 8 Jul. 2020*

**Institutional Bias:** a tendency for the procedures and practices of an organization to, in most cases unintentionally, operate in ways which result in certain social groups being advantaged or favored and others being disadvantaged or devalued.

*Source: Oxford Reference. Retrieved 15 Jun. 2020, from <https://www.oxfordreference.com/view/10.1093/oi/authority.20110803100005347>*

**Justice:** equality of economic, political, and social rights and opportunities within society for all people.

*Source: State of Ohio Definition, Office of Diversity & Inclusion, Nov. 2020*

**Systemic Bias:** the oppression or marginalization of certain groups within a societal system(s) (i.e. health, education, criminal justice) resulting from the impact of the institutional bias of member organizations in fulfilling mission and serving the system(s).

*Source: State of Ohio Definition, Office of Diversity & Inclusion, Nov. 2020*





OHIO CASINO  
CONTROL COMMISSION