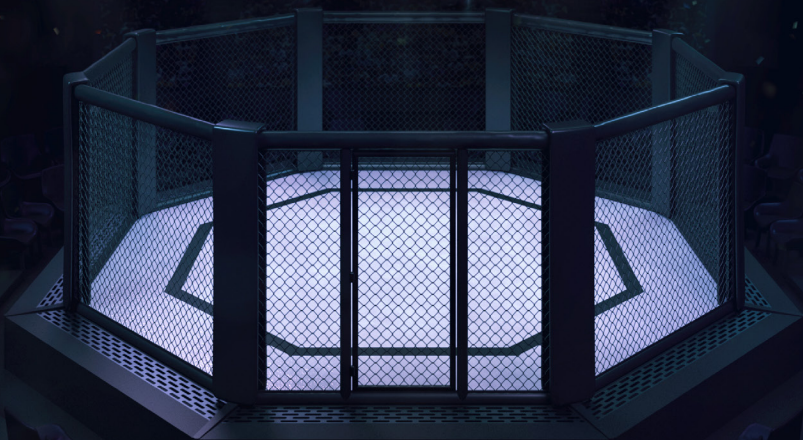




CALIFORNIA STATE ATHLETIC COMMISSION



2026-2031 STRATEGIC PLAN



ADOPTED: SEPTEMBER 8, 2025



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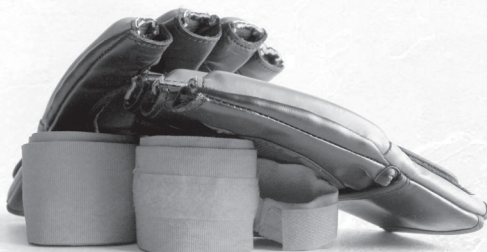
Andy Foster, Executive Officer, California State Athletic Commission

ABOUT THE COMMISSION

The California Athletic Commission (Commission) regulates professional and amateur boxing, kickboxing and mixed martial arts throughout the State by licensing all participants and supervising the events. The Commission was established in 1924 because of the increasing number of boxer injuries/deaths occurring in the ring; and the involvement of unethical persons, management, and promoters in the sport. Prior to the Commission, no government agency existed to provide oversight of managers, promoters, event officiating; or to protect the health and ensure the safety of the participants.

The Commission licenses fighters, promoters, managers, seconds, matchmakers, referees, judges, timekeepers, professional trainers and approves ringside physicians. It regulates professional events within its jurisdiction and regulates each event by staffing the event with several specialized and well-trained athletic inspectors to enforce the regulations related to combat sporting events. It also oversees prohibited substance testing.

The Commission is comprised of seven members: five appointed by the Governor, one by the Senate Rules Committee, and one by the Speaker of the Assembly. The full Commission meets at least four times per year to 1) handle matters related to licensure and appeals of license denials, suspensions and fines; 2) propose and review regulations or legislation focused on maintaining the health and safety of fighters; 3) consider issues related to the Boxer's Pension Program and the Neurological Examination Account; 4) evaluate funding and revenue strategies; and 5) address a variety of topics brought forth by stakeholders.



MESSAGE FROM THE CHAIR

On behalf of the California State Athletic Commission, I am pleased to present the Strategic Plan for 2026-2031.

Our efforts are reviewed annually to ensure that the commissioners consistently address current issues in alignment with our stated goals and objectives. This living document offers flexibility to adapt to the ongoing changes in combat sports, the marketplace, legislation, and other pertinent matters within a framework established by our leadership.

The Strategic Plan for 2026-2031 was developed through comprehensive input from stakeholders and staff, interviews with commissioners, and a planning session facilitated by DCA's Office of Strategic Organization, Leadership, and Individual Development (SOLID).

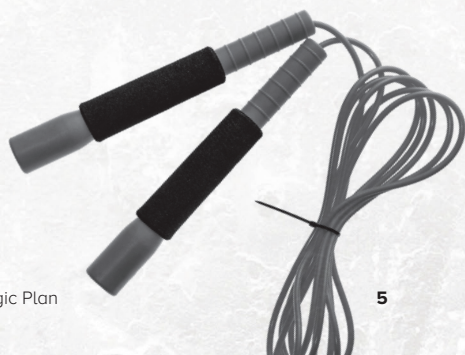
Historically, the commission fulfills its mission of consumer protection through policies and initiatives including legislation, regulation, and licensing. The commission engaged in discussions to develop our goals and objectives that address the current and issues of combat sports.

The commission's commitment to improving our performance to better serve all parties throughout the state of California. Specific issues are reviewed and updated annually to maintain the pulse of fluid trends in the world of combat sports in California and nationally.

We invite all those interested to review this Strategic Plan and to engage with our efforts to serve the state of California. For more information, please visit the Board's website at www.dca.ca.gov/csac.

Peter Villegas

Chair



MISSION

The California State Athletic Commission is dedicated to the health and safety of participants, and the welfare of all stakeholders in regulated combat sporting events, through ethical and professional service.

VISION

California is the premier model for the safety and fairness of regulated combat sporting events.

VALUES

Consistency
Excellence
Innovation
Integrity
Responsibility



GOAL 1: HEALTH AND SAFETY

The Commission oversees a safe and healthy environment for participants in regulated combat sporting events.

- 1.1** Enhance drug testing practices to protect licensees.
- 1.2** Enhance concussion management protocols to protect licensees.
- 1.3** Increase communication and education about the risks of weight cutting to fighters, matchmakers, and promoters to maintain appropriate matches.
- 1.4** Educate matchmakers on establishing appropriate matches and compensation for participants.
- 1.5** Educate on-site ambulance drivers on the statutes and regulations which require the immediate transportation of injured fighters.

GOAL 2: LICENSING AND ENFORCEMENT

The Commission is recognized as an international leader in promoting licensing standards for participants and stakeholders in regulated combat sporting events and protects consumers by preventing violations and effectively enforcing laws and regulations when violations occur.

- 2.1** Develop and implement an online system for applying for and renewing licenses to improve efficiency.
- 2.2** Publish the Commission's rules available online and on social media in multiple languages to ensure equitable access and improve compliance.

GOAL 3: LEGISLATION, REGULATION, AND POLICY

The Commission pursues statutes, regulations, policies, and procedures that strengthen and support their mandate and mission.

- 3.1 Implement the Association of Boxing Commission (ABC) unified rules for all CSAC regulated sports.

GOAL 4: ORGANIZATIONAL EFFECTIVENESS

The Commission builds an excellent organization through proper governance, effective leadership, and responsible management.

- 4.1 Document internal processes to maintain continuity of the Commission's day to day functions.
- 4.2 Improve the Commission's website to provide a more user-friendly experience.
- 4.3 Explore alternative funding sources, including funding models from other states, to increase the stability of the Commission's fund.



GOAL 5: ECONOMIC DEVELOPMENT AND PENSION PLANS

The Commission effectively manages the California Professional Boxers Pension Fund and the Mixed Martial Arts Retirement Benefit and promotes the increased economic benefits at the state and local level through licensed events that the Commission oversees.

- 5.1** Identify and develop additional revenue streams to increase pension payouts to athletes.
- 5.2** Increase awareness of the pension plan program through public outreach.
- 5.3** Collaborate with local governments to develop a formal tax exemption for promoters to hold major events.

GOAL 6: OUTREACH AND STAKEHOLDER ENGAGEMENT

The Commission proactively communicates its mission, vision, and goals to stakeholders.

- 6.1** Build partnerships with peer governing bodies to foster collaboration and build partnerships.
- 6.2** Strengthen the Commission's social media presence to highlight its role and dedication to serving California.
- 6.3** Seek an incentive package with the Legislature to help tribal communities and the state benefit from event-based tourism.
- 6.4** Proactively collaborate with tribal communities to build and maintain relationships.

STRATEGIC PLANNING PROCESS

To understand the environment in which the Commission operates as well as identify factors that could impact the Commission's success in carrying out its regulatory duties, the Department of Consumer Affairs' SOLID Planning Unit (SOLID) conducted an environmental scan of the Commission's internal and external environments. Information for the scan was collected through interviews and online surveys distributed to the listed stakeholder groups during January and February 2025:

- Internal staff²: interviews and online surveys.
- Commission members: interviews and online surveys.
- External stakeholders³: online survey link distributed via email contact list (ListSERV) and posted on the board's website and social media.

The most significant themes and trends identified from the environmental scan were discussed by commission members, commission leadership, and members of the public during a strategic planning session facilitated by SOLID on June 2, 2025. This information guided the Commission in the development of its strategic objectives outlined in this 2026 - 2031 strategic plan.

²Executive leadership, managers, and staff.

³Licensee and individual in a related occupation.





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Strategic plan adopted on September 8, 2025.

This strategic plan is based on stakeholder information and discussions facilitated by SOLID for the California State Athletic Commission on June 2, 2025. Subsequent amendments may have been made after the adoption of this plan.



CALIFORNIA DEPARTMENT OF
CONSUMER
A F F A I R S

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