

Department/Agency Name **Executive Department/Louisiana Racing Commission**

Department/Agency Number **01-254**

Strategic Plan FY 2017- 2018 through FY – 2021-2022

Agency Description Act Number 554 of the Louisiana State Legislature, in the year 1968 as amended, created the Louisiana State Racing Commission (LSRC), vested with the power to promulgate rules, regulations and conditions under which all horse racing and related wagering is conducted under the commission’s jurisdiction within the State of Louisiana. The LSRC is an agency within the Executive Department of the Louisiana State Government and consists of thirteen members appointed by the governor who serve at the pleasure of the governor. Annual funding in fiscal year 2017 is \$12,262,662.

Agency Vision The LSRC will continue to promote and regulate high quality thoroughbred and quarter horse racing in the State of Louisiana with available self-generated revenues in compliance with statutes, by encouraging forceful and honest state wide control of horse racing for the public health, safety, and welfare.

Agency Mission Statement To supervise, regulate, and enforce all statutes and regulations concerning horse racing and pari-mutuel wagering for live horse racing on track, off track, and by simulcasts; to collect and record all taxes due to the State of Louisiana; to safeguard the participants of racing; to safeguard the assets of the LSRC; and to perform administrative and regulatory requirements by operating the LSRC activities including annual budget formulation and execution, regulatory and veterinary daily activities and supervision, and promotion of horse breeding in Louisiana.

Agency Philosophy Horse racing has been a major sport and entertainment industry in Louisiana from the earliest days of our state. Regulations and controls are necessary to approve racing days to maintain fair competition in the state according to high standards of operations. Racing activities must be regulated and supervised daily to protect the health and safety of the horses, jockeys, and public from unsafe, unsanitary, corrupt and illegal activities. The LSRC also protects the horse racing industry in Louisiana by maintaining proper stability, compliance with statues, honest competition, and employment in a highly competitive gaming environment. The LSRC must provide regulatory legal controls to reduce risks to

the entire billion-dollar annual horse racing industry, which has a major impact on the daily economy in Louisiana.

Agency Goal The goal of the LSRC Horse Racing Program is to provide efficient, effective leadership, supervision, regulation and administrative management and support necessary to carry out the mission of regulatory and administrative functions of the LSRC concerning horse racing, including payment of breeder awards and supervision of video poker pass through purse funds. The goals of the LSRC are part of the State Outcome Goal of “Transparent, Accountable, and Effective Government.” The specific goals are:

- I. that racing associations conduct live horse race meetings which are approved by the LSRC and which are operated by responsible management approved by the LSRC according to statutes;**
- II. that every owner and/or trainer seeking to enter a horse in competition is a person of good character and of financial responsibility;**
- III. that every horse appearing in a race is the animal he is represented to be on the racing program (horses are identified by registration papers and unique tattoo number) and is carrying the correct weight as assigned by the track handicapper;**
- IV. that every horse race run represents a true competitive effort by every participating horse and rider;**
- V. that no rider during the running of a horse race commits any act that would unfairly tend to make the race anything other than a true competitive test;**
- VI. that every horse is physically fit to race;**
- VII. that no one responsible for the custody of a competing horse has administered any prescribed medication to the competing animal within a specified time prior to the race;**
- VIII. that every racing association is doing its utmost to provide the spectator public, the horses and their attendants necessary and adequate facilities to accomplish its mission;**

- IX. that wagering facilities, management and employees of racing associations and the LSRC are of an order to inspire confidence of the patrons in the way this feature of the sport is conducted;**
- X. that breeder awards paid by the Breeder Organizations from statutory state funds earned by the LSRC are reimbursed timely to promote the thoroughbred and quarter horse breeding industry in Louisiana and thus to supply sufficient horses to fill races.**

LSRC Executive Administrative Activity

Budget amount in FYE 2016/17 - **\$1,125,187** annually

Activity Authorization **Louisiana Revised Statutes, Chapter 4, Racing Parts 1 and 2, Horse Racing, Section 141 et. seq. Withholds from taxes collected on pari-mutuel wagering, admissions, occupational licenses, fines, forfeited appeal fees, examination fees, etc.**

Activity Mission Statement **The basic mission is included above in detail. The mission of the Executive Administrative Division is to operate the LSRC domicile office in New Orleans, LA and to perform all general administrative activities necessary for the LSRC to function daily on a regular basis, including scheduling LSRC public meetings and working with the committees of the LSRC.**

Activity Goal **The goal of the Executive Administrative Activity is to plan, supervise, budget, pay, file and schedule all racing activities and to effectively and efficiently work with the Racing Associations and organizations, and the public through efficient use of self generated funds, cooperation and communications within the normal monthly and annual business cycles to create a calendar of live race days and to schedule public and committee meetings to review and decide on legal cases before the LSRC and other management issues.**

Activity Description **The Executive Administrative Activity supervises and operates all of the LSRC administrative activities throughout the State of Louisiana including human resources, hiring, training, scheduling work assignments, preparing and executing budgets under the supervision of the Fiscal Director and fiscal impact reports, purchasing and paying for supplies, contracting, conducting public meetings, scheduling and collecting fees for tests**

and/or fines, processing all travel vouchers, maintaining regulations and files, maintaining a complete computer system on a network and Oracle data base, etc.

The LSRC Executive Administrative Activity publishes a manual of statutes and rules, as well as a racing calendar, and all information on the LSRC website, in addition to processing legislative fiscal notes and coordination with the state fiscal and budget offices, legislators, and the public.

Activity Objective **The objective is to maintain horse racing activities as a successful going concern in compliance with statutes, operating according to an approved annual budget, and performing its mission through the use of experienced management, trained employees, computer technology and available self generated resources in a changing work environment with heavy competition in the gaming industry and horse racing in other states, technology advances, the economy, and changes in statutes and reporting requirements. The LSRC constantly promotes best practices and monitors work performance to continue to achieve outstanding work and to avoid duplication of work through supervision, strong internal controls, careful review of budget execution, and analytic review on a daily and business cyclical basis.**

Outcome **Horse racing in Louisiana continue to be a successful public function authorized by the state and that the business of horse racing with pari-mutuel wagering continues on a high plane and that the industry continues to be a major economic impact to the State of Louisiana through employment opportunities, licensing, entertainments, tourism, wagering and simulcast, at the state and local level of the economy.**

Performance Indicators

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|----------------|--|
| Inputs | Self-generated funds are received daily based on statutes and approved annually by legislative budget appropriations. |
| Outputs | Expenses are approved and paid timely and operations continue in a going concern concept based on prior year historical trends. |
| Outcome | Expenses and operations are within 5% or less variation from budget. |
| Quality | Work is progressing normally based on historical basis and within budget. |

Other Indicators

See attached table.

Horse/Racing, Licensing and Regulation Activity

Budget amount in FYE 2016/17 - **\$3,487,944 annually**

Activity Authorization Louisiana Revised Statutes, Chapter 4, Racing, Part 1 and 2, Horse Racing, Section 141 et. seq. Withholds from taxes collected on pari-mutuel wagering, admissions, occupational licenses, fines, forfeited appeal fees, examination fees, etc. are collected. Funding is self-generated.

Activity Mission Statement The basic mission is outlined above in detail. The Licensing and Regulation Division's mission is to regulate the operations of all horse racing activities in Louisiana including operation of the on-site LSRC field offices at each track, performing all licensing and regulatory functions for the LSRC which are necessary to successfully control eligibility of people and horses to work and/or compete in horse racing in Louisiana, to promote and maintain safe working conditions for riders and horses, and to collect all State of Louisiana self-generated revenue from pari-mutuel wagering, attendance taxes, licenses, fines, and test fees.

Activity Goal The goal of the Horse Racing, Licensing and Regulation Activity is to plan, supervise, license, test, provide stewards' rulings, budget and collect revenues, conduct security inspections, maintain official files, and to monitor all racing activities effectively and efficiently while working daily with the racing associations and the public; to provide an on-site office during all live meetings and to testify at scheduled LSRC public meetings before the LSRC.

Activity Description The LSRC Licensing and Regulatory Division maintains a seasonal on-site office during all live racing seasons at all race tracks in the State of Louisiana to issue licenses, process records and horse papers through an on line computer database daily and to perform human and equine drug tests, and other security details. A State Steward is assigned to the field office at each live racetrack during the racing season to validate the results of each race and to issue decisions and rulings for the LSRC. The Assistant Executive Director and the State Stewards maintain constant unannounced surveillance of all racing activities

for equine or human drug use and/or alcohol, as well as, other unlawful activities such as electrical devices, which may be used to influence the outcome of a race.

The LSRC Licensing and Regulatory Division supervises and operates all licensing activities at seasonal field offices throughout the State of Louisiana and at the domicile including hiring, training, scheduling work assignments, preparing purchasing requisitions, maintaining files in Oracle database on line, receiving/recording payments, issuing licenses annually, handling stewards' decisions on all racing related issues, verifying and monitoring worker's compensation insurance for trainers, guarding the winning horses after each race, insuring proper chain of custody for all human and equine samples and performing security services and working with local police to protect the integrity of horse racing.

The on-site auditors collect and audit self-generated revenue daily. The Chief Auditor and the auditors also provide input to the Executive Director and Fiscal Director in preparation of the LSRC annual budget of the self-generated revenues and they audit the annual budget execution for all LSRC statutory self-generated revenues and annually appropriated video poker pass through funds.

Racing associations submit an annual opinion audit by a CPA and annually apply for live thoroughbred and quarter horses race days.

Activity Objective The objective is to maintain a successful, honest, controlled and regulated racing environment with healthy horses through efficient use of resources and the use of technology in a changing work environment caused by heavy competition in the gaming industry in Louisiana and the USA, technology advances, and changes in cyclical racing schedules.

Performance Indicators

Inputs Applications from individuals participating in racing are received for licensing daily. Drug tests are conducted. Fees and pari-mutuel taxes are received and deposited daily. Security checks are made on employees, horses and grounds unannounced.

Outputs Licenses are processed and issued. Applications are verified for completeness, accuracy, eligibility, and possible illegal activities. Various reports of fees received for licenses, fines, etc. are prepared and reconciled. Reports and records of horse health and racing

injuries are maintained. Licenses are mandatory and all racing participants while on duty must wear badges. Stewards make decisions regarding placing of horses at each race and act on illegal activities noted at race tracks with disciplinary action and/or fines when appropriate.

- Outcomes Racing is regulated and conducted successfully on schedule and funds and operations are according to budget and normal work schedules within time deadlines. Safety of human and equine participants is improved. Public support and perception for the sport of horse racing is improved.**
- Efficiency Expenses and operations are within 5% of budget. Any variance, which is considered critical, is reviewed and a decision is made to correct the problem.**
- Quality Work is progressing normally based on historical basis and within budget. Internal controls are strong. National best practices are followed whenever possible.**
- Outcome Horse racing operates successfully with public support and confidence within regulations and racing issues are settled in a formal legal environment.**

Other Indicators

See attached table.

Horse Racing and Breeder Activity

Budget amount in FYE 2016/17 - includes \$2,956,955 annual statutory video poker device purse supplements pass through funds and \$2,180,613 from the annual budget from self-generated funds for reimbursement of thoroughbred and quarter horse breeder and stallion awards for Louisiana bred horses and OTB breeder awards and OTB payments to the Board of Regents as required by statutes

Activity Authorization Louisiana Revised Statutes, Chapter 4, Racing Part 1 and 2, Horse Racing, Section 141 et. seq. Withholds from taxes collected on pari-mutuel wagering, admissions, occupational licenses, fines, forfeited appeal fees,

examination fees, etc. for breeder awards and fees from R.S.4:218A for the OTB breeder awards and payments to the Board of Regents

Video Poker Pass Through Funds- Authorized by R.S. 33:4862.11, Para 4852.11 (1994).

Activity Mission Statement The mission of the Breeder Activity is to reimburse thoroughbred and quarter horse breeder awards from LSRC self-generated funds as provided by statutes and based upon detailed requests for reimbursement of individual breeder awards from the Louisiana Thoroughbred Breeder Association (LTBA) and the Louisiana Quarter Horse Breeder Association (LQHBA).

Activity Goal The goal of the Breeder Awards Activity is to audit self generated funds available throughout the year to reimburse the LTBA and LQHBA for payment of individual breeder awards as authorized by statutes. The LSRC also pays the off track breeder (OTB) awards directly to the Breeder Organizations out of self generated pari-mutuel revenue from OTB activities.

The goal of the Video Poker Pass Through Purse Funds Activity is to effectively schedule out and plan the budget and disbursements of these appropriated purse funds and to process withdrawals of funds as authorized and to complete audits. Funds are requested by the Breeder Organizations during the fiscal year according to regulations and approved for disbursement by the LSRC Executive Director. Each fiscal year 2/3 of the total appropriation of Video Poker Purse Funds are disbursed to the racetracks based on the number of live thoroughbred race days in the preceding calendar year. The thoroughbred purse funds are disbursed by the LSRC upon requests from the LTBA based on condition books from the racetracks and approved by the LSRC Executive Director the LQHBA receives 1/3 of the total annual appropriation of Video Poker Appropriated Purse Funds for quarter horse races. These funds are disbursed upon requests from the LQHBA for quarter horse purses at the racetracks based on the related condition book as authorized by statutes and also approved the LSRC Executive Director.

Activity Description The Breeders Award Activity is based on LSRC self-generated revenues and on the amount wagered in Louisiana. Thoroughbred breeder awards are paid directly by the LTBA to breeders of winning horses (first, second, and third). These funds are earned for reimbursement of thoroughbred breeder awards by a statutory formula of the larger of \$700,000 or 3/10 of 1% of total wagers. The total wagers are verified and compiled into monthly reports by

the LSRC auditors. The amount of annual funds for reimbursement for quarter horse breeder awards is fixed by statute at \$800,000 payable during the fiscal year of earned LSRC self generated funds for reimbursement to the LQHBA for payments to breeders of winning horses (first, second and third) and eligible Louisiana QH stallions.

Off track wagering (OTB) breeder awards (approximately \$250,000 annual) are paid to the breeder organizations by the LSRC at the rate of 14% of total LSRC pari-mutuel revenue earned from off track wagers. The amount of OTB wagers is calculated and compiled monthly by the LSRC auditors.

The LSRC is directed to pay 33% of the OTB self-generated revenue to the Board of Regents.

Activity Objective The objective is to correctly calculate and to make reimbursements and payments during the fiscal year from self generated funds earned for individual thoroughbred and quarter horse breeder awards and for OTB breeder awards according to statutes.

Outputs Funds for individual thoroughbred and quarter horse breeder awards are reimbursed from LSRC self generated revenue as they are earned and available during the fiscal year to the breeder organizations according to statutes.

Payments of OTB breeder awards are made quarterly to the LTBA and LQHBA at 14% of LSRC OTB revenue according to statutes.

Outcomes The horse breeding industry in Louisiana is promoted and/or better quality horses will be available to race in a safer environment in Louisiana. This will result in employment opportunities and a successful and growing breeding and racing industry. The availability of a sufficient number of horses to race on each approved race day is critical to a successful race meet.

Efficiency Income and payments are with-in budget authorization.

Quality Calculations and transfers of funds are accurate and timely.

Horse/Racing, Veterinary Activity

Budget amount in FYE 2016/17 - **\$2,956,955 annually**

Activity Authorization Louisiana Revised Statutes, Chapter 4, Racing, Part 1 and 2, Horse Racing, Section 141 et. seq. Withholds from taxes collected on pari-mutuel wagering, admissions, occupational licenses, fines, forfeited appeal fees, examination fees, etc. Funding is self generated.

Statutory dedications are included in funding effective from FYE 2011 and beyond for Veterinary activities concerning all veterinary medical issues for the LSRC. The main concerns are the health and safety of active racing participants, both human and equine, by close and careful medical examination and records of racehorses and equine related activities and diseases.

Activity Mission Statement The basic mission is outlined above in detail. The Veterinarian Activity's mission is to perform all examinations and testing of horses racing in Louisiana in compliance with the Association of Racing Commissioners International (ARCI) National Model Rules. These examinations and tests are necessary to successfully control eligibility of horses to race and/or to compete in horse racing in Louisiana, to promote and maintain safe working conditions for riders and horses.

Activity Goal The goal of the Veterinarian Activity is to plan and supervise all veterinary activities of horse racing in Louisiana with pre race exams of all horses scheduled to race.

Activity Description State Veterinarians examine horses scheduled for racing in pre race exams, guarding the winning horses after each race, insuring proper chain of custody for equine samples.

The Equine Medical Director supervises the State Veterinarians at on-site races at Louisiana racetracks during the annual racing cycle based on approved live race days by the LSRC. The agenda includes daily pre-race examination of all horses scheduled to race, medication rules, racing injury reporting program, contagious disease preventions, and scratch rules. The Veterinarian Program is funded annually partly by appropriations from the State Gaming Control Fund which receives state earnings from slot machines at all race tracks in Louisiana.

Activity Objective The objective is to maintain a safe, successful, honest, controlled and regulated racing environment with healthy horses through efficient use of resources and the use of technology in a changing work environment caused by heavy competition in the gaming industry in Louisiana, technology advances, and changes in schedules.

Performance Indicators

- Inputs Pre race examinations and equine drug tests are performed.**
- Outputs Horses who are physically unfit to race are scratched from the race programs. Drug tests are monitored for results and positive tests are subject to the disciplinary procedures of the Racing Commission rules.**
- Outcomes Racing is regulated and conducted successful with fewer equine and human injuries and breakdowns. Safety of human and equine participants is improved. Public support and perception for the sport of horse racing is improved**
- Efficiency Expenses and operations are within budget. Any variance, which is considered critical, is reviewed and a decision is made to correct the problem.**
- Quality Work is progressing normally based on historical basis and within budget. Internal controls are strong. National best practices are followed whenever possible.**

Other Indicators

See attached table.

References and other indicators: Internet at www.louisiana.gov , LAPAS, Fiscal Year, Executive Dept., Agency 254, Louisiana Racing Commission.

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GOAL THREE

Breeder Awards Activity. To process periodic payments to breeder organizations from self-generated revenue timely to fund payments for individual breeder awards authorized by statutes.

OBJECTIVE 3

To promote horse breeding in Louisiana by reimbursing breeder awards accurately and timely according to statutes.

Strategy 3.1 Process reimbursement requests from breeder organizations for payment of breeder awards.

- Strategy 3.2
- A. Pay out reimbursement of breeder funds to breeder organizations timely during the fiscal year based on available LSRC self generated revenue.
 - B. Calculate and compile reports of funds earned and paid out based on amount of wagers in Louisiana and availability of funds earned.

GOAL FOUR

Through the Veterinary Program to perform pre-race inspections of all horses racing in Louisiana while applying the RCI model racing rules for medication and to keep records of the examinations, soundness of horses and of racing accidents.

OBJECTIVE 4

LRC veterinarians will perform daily equine inspections and medical tests to insure horse performance and compliance with medication rules for the welfare of the horses and integrity of the sport.

Strategy 4.1 LRC Veterinary activity will perform pre/post race day testing of horses.

- Strategy 4.2 Schedule and perform equine inspections prior to every live TH and QH race in Louisiana
- A. Maintain monthly records of inspections.
 - B. Publish reports of examinations, injuries, and accidents.

Strategy 4.3 LRC Veterinarians will keep records and Publish the inspections, soundness of horses and of racing accidents.

Strategy 4.4 LRC Veterinarians will keep records and Publish the inspections, soundness of horses and of Catastrophic Breakdowns.

Strategy 4.5 Veterinary Activity will test at least 15 horses each live race day with an annual total of 10,500 Equine Sample Tested.

Performance**Indicator****Number****Title of Sheet****Name of Performance Indicator**

1	Admin Ex 25%	Administrative expenses as a percentage of self generated revenue.
2	Handle	Annual amount wagered at race tracks and Off-Track Betting Parlors (OTB's) in millions.
3	Cost per Race	Cost Per Race.
4	% of Human Positives	Percentage of humans testing positive.
5	No of Licenses	Number of Licenses Issued.
6	No of Humans Tested	Number of human samples tested annually.
7	No of Cases Heard	Number of cases heard annually.
8	No of Cases Overturned	Number of cases overturned.
9	% of Breeder Awards	Reimbursement of funds to breeder organizations for breeder awards accurately & timely.
10	Annual Amt Breeder Awards	Annual amount of funds paid to breeder organizations for breeder awards.
11	% of Horses Testing Positive	Percentage of horses testing positive.
12	Equine Pre-race Inspections	Number of pre race inspections conducted.
13	% of Equine Injuries	Percentage of horses injured while racing.
14	% of Catastrophic Equine Injuries	Percentage of horses with catastrophic injuries while racing.
15	No of Equine Tests	Number of equine samples tested annually.

01-254 Louisiana State Racing Commission - Horse Racing Program/Executive Administrative Activity

GOAL ONE: **Promote and ensure integrity in the successful operations of horse racing in the State of Louisiana**

OBJECTIVE 1 Through the Executive Administration activity, to oversee all horse racing and related wagering and to maintain administrative expenses at less than 25% of all self-generated revenues.

Strategy 1.1 Reduce administrative expenses through best practice procedures and controls in budget execution.

Links

Transparent, Accountable, and Effective Government

Economic development

Children's budget Link Not applicable

Human Resource Policies Beneficial to Women and Families Link: Flexible hours and working conditions.

Other Links (TANF, Tobacco Settlement, Workforce Development Commission, or Other): Not applicable

Performance Indicator Number	1
Performance Indicator Name	Administrative expenses as a percentage of self generated revenue.
LaPAS PI Code	24311
Level	Key

Performance Indicators:

Input	Total self generated income and total administrative expenses are processed timely.
Output	Ratio of administrative expenses to total self generated income.
Outcome	All revenues and fees are collected, deposited to the State Treasury, and classified timely. All expenses of the racing commission are paid correctly and timely.
Efficiency	Administrative expenses are reviewed for priority and costs for efficiency and economy. Expenses are paid according to the approved budget. Self generated revenue is received as planned.
Quality	Variations from budget are within reasonable standards of 5% unless unexpected cause is demonstrated.

Principal stakeholders	State budget Racing Commission employees
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External factors	Strong competition from racing facilities outside Louisiana reduces revenues. The success of horse racing depends on the public perception of honesty and economy. Self generated revenue is the primary source of funds for horse racing regulation.
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01-254 Louisiana State Racing Commission - Horse Racing Program/Executive Administrative Activity

GOAL ONE: **Promote and ensure integrity in the successful operations of horse racing in the State of Louisiana**

OBJECTIVE 1 Through the Executive Administration activity, to oversee all horse racing and related wagering and to maintain administrative expenses at less than 25% of all self-generated revenues.

Strategy 1.2 Monitor wagers daily, monthly, and annually to estimate self-generated revenues and trends.

Transparent, Accountable, and Effective Government

Economic development

Children's budget Link Not applicable

Human Resource Policies Beneficial to Women and Families Link: Flexible hours and working conditions.

Other Links (TANF, Tobacco Settlement, Workforce Development Commission, or Other): Not applicable

Performance Indicator Number	2
Performance Indicator Name	Annual amount wagered at race tracks and Off-Track Betting Parlors (OTB's)(in millions)
LaPAS PI Code	1054
Level	Key

Performance Indicators:

Input	Wagers are placed at licensed racing outlets regulated by the LSRC.
Output	Pari-mutuel taxes are collected from statutory commission and attendance fees are collected.
Outcome	LSRC receives statutory self generated revenues which are deposited by Licensees.
Efficiency	Self generated revenues are collected within 5% of budget.
Quality	Annual amounts wagered are within 5% of budget. Administrative expenses are reviewed for priority and costs.

Principal stakeholders Racing Associations who receive Pari-mutuel commissions from wagers
Horse owners who receive purses from Pari-mutuel commissions
Horse breeders who receive breeder awards from LSRC self generated revenues

External factors Competition from other states in horse racing.
Competition from gaming activities.

01-254 Louisiana State Racing Commission - Horse Racing Program/Executive Administrative Activity

GOAL ONE: **Promote and ensure integrity in the successful conduct of horse racing in the State of Louisiana**

OBJECTIVE 1 Through the Executive Administration activity, to oversee all horse racing and related wagering and to maintain administrative expenses at less than 25% of all self-generated revenues.

Strategy 1.3 Make every effort to keep cost per race at reasonable minimum while accomplishing mission.

Links Transparent, Accountable, and Effective Government
 Economic development
 Children's budget Link Not applicable
 Human Resource Policies Beneficial to Women and Families Link: Flexible hours and working conditions.
 Other Links (TANF, Tobacco Settlement, Workforce Development Commission, or Other): Not applicable

Performance Indicator Number 3
Performance Indicator Name Cost Per Race
LaPAS PI Code 1055
Level Key

Performance Indicators:

Input	Total expenses of the LSRC divided by total races (assuming 10 races per race day)
Output	Average cost per race.
Outcome	A means of measuring cost to conduct racing in Louisiana.
Efficiency	Costs are within 5% of performance standard.
	Administrative expenses are reviewed for priority and costs.
Quality	Racing is conducted most efficiently within self generated revenues.

Principal stakeholders Racing Associations
 Horse racing participants, breeder and horse racing organizations
 Local economy and community taxing authorities

External factors Racing fans who wager have discretionary choices in entertainment.
 All revenue is self generated.

01-254 Louisiana State Racing Commission - Horse Racing Program/Licensing and Regulatory Activity

GOAL TWO: To regulate, examine, license, and safeguard all participants in horse racing activities in Louisiana in compliance with statutes and to protect the integrity of the sport.

OBJECTIVE 2.1 Through the Licensing and Regulation activity, to test at least 3 humans per liver race day.

Strategy 2.1.1 Test human participants in racing, at random and for cause, to deter and prevent illegal use of drugs and/or alcohol and to protect the safety of riders and horses.

Links Transparent, Accountable, and Effective Government
Economic development
Children's budget Link Not applicable
Human Resource Policies Beneficial to Women and Families Link: Flexible hours and working conditions.
Other Links (TANF, Tobacco Settlement, Workforce Development Commission, or Other): Not applicable

Performance Indicator Number	1
Performance Indicator Name	Percentage of humans testing positive
LaPAS PI Code	11601
Level	Key

Performance Indicators:

Input	LSRC on-site personnel test at least 3 human racing participants for illegal drugs or alcohol per live race day.
Output	Results of the human testing are reported and rulings are issued for humans testing positive.
Outcome	Strong regulatory controls and strict penalties deter abuse.
Efficiency	Number of human positives stays within 5% of projected performance standards, indicating successful regulation.
Quality	Horseracing is conducted with honesty and integrity in the State of Louisiana in a controlled environment.

Principal stakeholders	Jockeys, trainers, horse owners, employees, Racing associations, drug and alcohol treatment centers Laboratories who do the drug tests
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External factors	Competition needs to be fair for horseracing in Louisiana to continue to attract horse owners, jockeys and the betting public.
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01-254 Louisiana State Racing Commission - Horse Racing Program/Licensing and Regulatory Activity

GOAL TWO: To regulate, examine, license, and safeguard all participants in horse racing activities in Louisiana in compliance with statutes and to protect the integrity of the sport.

OBJECTIVE 2.1 Through the Licensing and Racing activity to license and regulate all qualified applicants.

Strategy 2.1.2 Monitor number of licenses issued to measure participation in horseracing.

Links Transparent, Accountable, and Effective Government
 Economic development
 Children's budget Link Not applicable
 Human Resource Policies Beneficial to Women and Families Link: Flexible hours and working conditions.
 Other Links (TANF, Tobacco Settlement, Workforce Development Commission, or Other): Not applicable

Performance Indicator Number 2
Performance Indicator Name Number of Licenses Issued
LaPAS PI Code 1056
Level Supporting

Performance Indicators:

Input LSRC on-site offices process license applications for racing participants.
 Output Licenses are issued daily and fees collected.
 Outcome Regulation of the number and quality Louisiana Horseracing licensees and security of horseracing through screening activities are provided.
 LSRC earns self generated revenues from license fees.
 Efficiency Number of licenses issued is within 5% of projected performance standards.
 Quality Horseracing is conducted with honesty and integrity in the State of Louisiana in a controlled environment.

Principal stakeholders Racing participants applying for licenses
 Safety of horses and participants will also encourage more licenses

External factors All revenue is self generated for LSRC.
 Better purses will attract better and more horses to race and issuance of more licenses.

01-254 Louisiana State Racing Commission - Horse Racing Program/Licensing and Regulatory Activity

GOAL TWO: To regulate, examine, license, and safeguard all participants in horse racing activities in Louisiana in compliance with statutes and to protect the integrity of the sport.

OBJECTIVE 2.1 Through the Licensing and Regulation activity, to test at least 3 humans per live race day.

Strategy 2.1.3 Test specific number of human participants in racing, at random and for cause, to maintain statistical records regarding trends and types of treatment for illegal drug and/or alcohol use. These tests protect the riders and horses from accidents through a controlled safety program.

Links Transparent, Accountable, and Effective Government
 Economic development
 Children's budget Link Not applicable
 Human Resource Policies Beneficial to Women and Families Link: Flexible hours and working conditions.
 Other Links (TANF, Tobacco Settlement, Workforce Development Commission, or Other): Not applicable

Performance Indicator Number 3
Performance Indicator Name Number of human samples tested annually.
LaPAS PI Code 1058
Level Supporting

Performance Indicators:

Input LSRC on-site personnel perform human testing on at least 3 humans per live race day.
 Output Results of the human testing are reported and number tested are counted.
 Humans testing positive are disciplined in Steward's rulings.
 Outcome Strong regulatory controls and strict penalties deter abuse.
 Regulations are strengthened and uniformly applied.
 Efficiency Number of human samples tested stays within 5% of projected performance standards, indicating consistent successful regulation.
 Quality Horseracing is conducted with honesty and integrity in the State of Louisiana in a controlled environment.

Principal stakeholders Jockeys, trainers, horse owners, employees,
 Racing associations, drug and alcohol treatment centers,
 Laboratories who do the drug tests

External factors Competition needs to be fair for horseracing in Louisiana to continue to attract horse owners, jockeys and the betting public.

01-254 Louisiana State Racing Commission - Horse Racing Program/Licensing and Regulatory Activity

GOAL TWO: To regulate, examine, license, and safeguard all participants in horse racing activities in Louisiana in compliance with statutes and to protect the integrity of the sport.

OBJECTIVE 2.2 To present serious rulings, fines, and cases to the Racing Commission at public meetings for open hearings and decisions

Strategy 2.2.1 Schedule cases before the Racing Commission for decisions based on evidence and statutes.

Links Transparent, Accountable, and Effective Government
 Economic development
 Children's budget Link Not applicable
 Human Resource Policies Beneficial to Women and Families Link: Flexible hours and working conditions.
 Other Links (TANF, Tobacco Settlement, Workforce Development Commission, or Other): Not applicable

Performance Indicator Number 4
Performance Indicator Name Number of cases heard annually
LaPAS PI Code 1060
Level Supporting

Performance Indicators:

- Input On-site rulings by stewards are appealed to the LRC for adjudication during their periodic racing commission meetings.
- Output Racing Commission hears evidence and either upholds rulings or changes rulings. Serious cases are decided by the commission instead of by only the Steward.
- Outcome Fairness of rulings is reviewed and enhanced at the Racing Commission Meeting hearings. Some rules are changed by committee action for better regulation when there is a definite trend.
- Efficiency Number of cases heard is within 5% of projected performance indicators.
- Quality Horseracing is conducted with honesty and integrity in the State of Louisiana in a controlled environment.

Principal stakeholders Racing Associations, Horseracing participants, betting public, Breeders and Owners, All horse racing participants

External factors Competition needs to be fair for horseracing in Louisiana to continue to attract horse owners, jockeys and the betting public.

01-254 Louisiana State Racing Commission - Horse Racing Program/Licensing and Regulatory Activity

GOAL TWO: To regulate, examine, license, and safeguard all participants in horse racing activities in Louisiana in compliance with statutes and to protect the integrity of the sport.

OBJECTIVE 2.2 To present serious rulings, fines, and cases to the Racing Commission at public meetings for open hearings and decisions

Strategy 2.2.2 To monitor number of cases presented to the Racing Commission and number of cases overturned to determine trends and the success of the decisions of the racing stewards

Links Transparent, Accountable, and Effective Government
 Economic development
 Children's budget Link Not applicable
 Human Resource Policies Beneficial to Women and Families Link: Flexible hours and working conditions.
 Other Links (TANF, Tobacco Settlement, Workforce Development Commission, or Other): Not applicable

Performance Indicator Number 5
Performance Indicator Name Percentage of cases overturned.
LaPAS PI Code 1059
Level Supporting

Performance Indicators:

Input	On-site rulings by stewards are appealed to the LRC for adjudication during their periodic Racing Commission meetings. The number of overturned rulings is calculated.
Output	Cases with disciplinary action are upheld, overturned, or changed. Sometimes fines are given and these are self generated forms of revenue.
Outcome	Fairness of rulings is reviewed and enhanced at the Racing Commission Meeting hearings. High standards are maintained and adhered to by stewards. Stewards must be accredited and attend continuing education.
Efficiency Quality	Number of cases overturned is within 5% of projected performance indicators. Horseracing is conducted with honesty and integrity in the State of Louisiana in a controlled environment. Caliber and professionalism of stewards is monitored, and overall fairness is established.

Principal stakeholders Racing Associations, Horseracing participants, betting public, Breeders and Owners, All horse racing participants.

External factors Competition needs to be fair for horseracing in Louisiana to continue to attract horse owners, jockeys and the betting public.

01-254 Louisiana State Racing Commission - Horse Racing Program/Breeder Awards Activity

GOAL THREE: **Breeder Awards Activity. To reimburse breeder organizations for breeder awards from self-generated revenue timely to fund payments to breeder organizations for individual breeder awards authorized by statutes.**

OBJECTIVE 3 To promote horse breeding in Louisiana by reimbursing breeder organizations from self generated funds for payment of breeder awards to authorized breeders according to statutes.

Strategy 3.1 Reimburse breeder organization based on requests and available self generated funds according to statutes.

Links Transparent, Accountable, and Effective Government
 Economic development
 Children's budget Link Not applicable
 Human Resource Policies Beneficial to Women and Families Link: Flexible hours and working conditions.
 Other Links (TANF, Tobacco Settlement, Workforce Development Commission, or Other): Not applicable

Performance Indicator Number 1
Performance Indicator Name Percentage of Breeders Awards issued w/in 60 days to the thoroughbred and quarter horse associations.
LaPAS PI Code 1061
Level Key

Performance Indicators:

Input	Receive audit reports from LSRC auditors on funds wagered in Louisiana monthly. Calculate amounts of earned for thoroughbred breeder awards and available funds.
Output	Fill requests from breeder organizations for reimbursement according to statutes
Outcome	Breeders receive payments from breeder organizations for breeder awards timely and horse breeding continues to be successful with abundance of horses bred and racing in Louisiana
Efficiency	Breeder awards are paid within reasonable time from date of race.
Quality	Louisiana is competitive with other states in attracting breeders and owners to participate.

Principal stakeholders Racing Associations, Breeders and Owners of winning horses

External factors Strong competition from racing facilities outside Louisiana necessitates prompt payment of breeder awards to maintain the breeding industry in Louisiana.

01-254 Louisiana State Racing Commission - Horse Racing Program/Breeder Awards Activity

GOAL THREE: **Breeder Awards Activity. To reimburse thoroughbred and quarter horse breeder organizations from self-generated revenue timely to fund payments to breeders for individual breeder awards authorized by statutes.**

OBJECTIVE 3 To promote horse breeding in Louisiana by reimbursing breeder organizations from self generated funds for payment of breeder awards to authorized breeders according to statutes.

- Strategy 3.2
- A. To promote horse breeding in Louisiana by producing monthly reports of wagers in Louisiana and of self generated revenue earned, and available funds to make timely and accurate reimbursements to the breeder organizations for payment of individual breeder awards according to statutes
 - B. Maintain records of funds paid out for breeder awards by breed according to statutes. so that statutory limits are not exceeded.

Links Transparent, Accountable, and Effective Government
 Economic development
 Children's budget Link Not applicable
 Human Resource Policies Beneficial to Women and Families Link: Flexible hours and working conditions.
 Other Links (TANF, Tobacco Settlement, Workforce Development Commission, or Other): Not applicable

Performance Indicator Number	2
Performance Indicator Name	Annual amount of funds reimbursed for TH and QH breeder awards
LaPAS PI Code	1062
Level	Key

Performance Indicators:

- Input LSRC employees compile records and reports of wagers and self generated earnings for availability of funds to transfer to the State Treasury for payment to breeder organizations.
- Output LSRC Fiscal Division makes payments of self generated funds in a professional manner.
- Outcome Adherence to statutory limits and annual amounts for breeder awards is maintained and breeders receive payments timely.
- Efficiency Statutory amounts for breeder awards are issued timely and breeders receive awards promptly.
- Quality LSRC's compliance with legal requirements sets a good example of integrity in horseracing.

Principal stakeholders Racing Associations, Breeders and Owners of winning horses

External factors Strong competition from racing facilities outside Louisiana necessitates prompt payment of breeder awards to maintain the breeding industry in Louisiana.

01-254 Louisiana State Racing Commission - Horse Racing Program/Licensing and Regulatory Activity

GOAL FOUR: Through the Veterinary Program to perform pre-race inspections of all horses racing in Louisiana while applying the RCI model racing rules for medications and to keep records of the inspections, soundness of horses and of racing accidents

OBJECTIVE 4 LRC Veterinary Activity will perform daily equine inspections and medical tests of insure horse performance and compliance with medication rules for the welfare of the horses and integrity of the sport; and will test at least 15 horses each live race day.
Also to maintain records and reports of evidence of cases, treatments, etc.

Strategy 4.1 LRC Veterinary activity will perform pre/post race day testing of horses.

Links Transparent, Accountable, and Effective Government
Economic development
Children's budget Link Not applicable
Human Resource Policies Beneficial to Women and Families Link: Flexible hours and working conditions.
Other Links (TANF, Tobacco Settlement, Workforce Development Commission, or Other): Not applicable

Performance Indicator Number	1
Performance Indicator Name	Percentage of horses testing positive
LaPAS PI Code	11600
Level	Key

Performance Indicators:

Input	LSRC on-site personnel perform equine drug testing on at least 15 horses per race day.
Output	Results of the equine testing are reported and rulings are issued for horses testing positive. Percentage is determined by number of positive results divided by number of horses tested.
Outcome	Strong regulatory controls and strict penalties deter abuse. Horses are protected from abuse and outcomes of races are protected from illegal manipulation and medications.
Efficiency	Number of equine positives stay within 5% of projected performance standards, indicating successful regulation.
Quality	Horseracing is conducted with honesty and integrity in the State of Louisiana in a controlled environment.

Principal stakeholders Jockeys, trainers, horse owners, employees, racing associations, veterinarians, laboratories who do the drug tests, welfare of horses and integrity of the sport will be protected.

External factors Competition needs to be fair for horseracing in Louisiana to continue to attract horse owners, jockeys and the betting public.

01-254 Louisiana State Racing Commission - Horse Racing Veterinary Program

GOAL FOUR: Through the Veterinary Program to perform pre-race inspections of all horses racing in Louisiana while applying the RCI model racing rules for medications and to keep records of the inspections, soundness of horses and of racing accidents.

OBJECTIVE 4 LRC Veterinary Activity will perform daily equine inspections and medical tests of insure horse performance and compliance with medication rules for the welfare of the horses and integrity of the sport; and will test at least 15 horses each live race day. Also to maintain records and reports of evidence of cases, treatments, etc.

Strategy 4.2 Schedule and perform equine inspections prior to every live TH and QH race in Louisiana

- A. Maintain monthly records of inspections.
- B. Publish reports of examinations, injuries, and accidents.

Links Transparent, Accountable, and Effective Government
 Economic development
 Children's budget Link Not applicable
 Human Resource Policies Beneficial to Women and Families Link: Flexible hours and working conditions.
 Other Links (TANF, Tobacco Settlement, Workforce Development Commission, or Other): Not applicable

Performance Indicator Number	2
Performance Indicator Name	Number of pre race inspections conducted
LaPAS PI Code	22286
Level	Supporting

Performance Indicators:

Input	LSRC on-site personnel perform pre race inspections on approximately 80-100 horses a day.
Output	Horses with physical problems are barred from racing and statistics are maintained.
Outcome	Sounder horses are racing in Louisiana resulting in fewer accidents and breakdowns. Horses are protected from abuse. Outcomes of races are protected from illegal manipulation and medications
Efficiency	99% of all horses racing are inspected before the race
Quality	Stronger, healthy horses help to prevent injuries and breakdowns resulting in safer racing with significant reduction in risks. Assurance to the public of regulatory controls to protect all racing participants in a safe environment.
Principal stakeholders	Horses racing, Jockeys, trainers, horse owners, employees, racing associations, veterinarians Welfare of horses and integrity of the sport will be protected.
External factors	Strong veterinary program is necessary to protect riders, horses, and public from injuries and legal cations in a very physical sport.

01-254 Louisiana State Racing Commission - Horse Racing Veterinary Program

GOAL FOUR: Through the Veterinary Activity to perform pre-race inspections of all horses racing In Louisiana while applying the RCI model racing rules for medications and to keep records of the inspections, soundness of horses and of racing accidents

OBJECTIVE 4 LRC Veterinary Activity will perform daily equine inspections and medical tests of insure horse performance and compliance with medication rules for the welfare of the horses and integrity of the sport; and will test at least 15 horses each live race day. Also to maintain records and reports of evidence of cases, treatments, etc.

Strategy 4.3 LRC Veterinarians will keep records and Publish the inspections, soundness of horses and of racing accidents.

Links Transparent, Accountable, and Effective Government
 Economic development
 Children's budget Link Not applicable
 Human Resource Policies Beneficial to Women and Families Link: Flexible hours and working conditions.
 Other Links (TANF, Tobacco Settlement, Workforce Development Commission, or Other): Not applicable

Performance Indicator Number 3
Performance Indicator Name Percentage of horses injured while racing
LaPAS PI Code 22287
Level Supporting

Performance Indicators:

Input	LSRC on-site Veterinarians perform pre race inspections on approximately 80-100 horses a day.
Output	Horses with physical problems are barred from racing and statistics are maintained
Outcome	Sounder horses are racing in Louisiana resulting in fewer accidents and breakdowns Horses are protected from abuse and outcomes of races are protected from illegal manipulation.
Efficiency	99% of all horses racing are inspected before the race.
Quality	Stronger, healthy horses help to prevent injuries and breakdowns resulting in safer racing with significant reduction In risks.

Principal stakeholders Horses racing, Jockeys, trainers, horse owners, employees, racing associations, veterinarians
 Welfare of horses and integrity of the sport will be protected.

External factors Strong veterinary program is necessary to protect riders, horses, and public from injuries and legal cations in a very physical sport.

01-254 Louisiana State Racing Commission - Horse Racing Veterinarian Program

GOAL FOUR: Through the Veterinary Activity to perform pre-race inspections of all horses racing In Louisiana while applying the RCI model racing rules for medications and to keep records of the inspections, soundness of horses and of racing accidents

OBJECTIVE 4 LRC Veterinary Activity will perform daily equine inspections and medical tests of insure horse performance and compliance with medication rules for the welfare of the horses and integrity of the sport; and will test at least 15 horses each live race day. Also to maintain records and reports of evidence of cases, treatments, etc.

Strategy 4.4 LRC Veterinarians will keep records and Publish the inspections, soundness of horses and of Catastrophic Breakdowns.

Links Transparent, Accountable, and Effective Government
 Economic development
 Children's budget Link Not applicable
 Human Resource Policies Beneficial to Women and Families Link: Flexible hours and working conditions.
 Other Links (TANF, Tobacco Settlement, Workforce Development Commission, or Other): Not applicable

Performance Indicator Number	4
Performance Indicator Name	Percentage of horses with catastrophic injuries while racing
LaPAS PI Code	22288
Level	Supporting

Performance Indicators:

Input	LSRC on-site veterinarians perform pre race inspections on approximately 80-100 horses a day.
Output	Horses with physical problems are barred from racing and statistics are maintained
Outcome	Sounder horses are racing in Louisiana resulting in fewer accidents and breakdowns Horses are protected from abuse and outcomes of races are protected from illegal manipulation and medications.
Efficiency	99% of all horses racing are examined before the race
Quality	Stronger, healthy horses help to prevent injuries and breakdowns resulting in safer racing with significant reduction In risks.

Principal stakeholders Horses racing, Jockeys, trainers, horse owners, employees, racing associations, veterinarians
 Welfare of horses and integrity of the sport will be protected.

External factors Strong veterinary program is necessary to protect riders, horses, and public from injuries and legal cations in a very physical sport.

01-254 Louisiana State Racing Commission - Horse Racing Program/Licensing and Regulatory Activity

GOAL FOUR: Through the Veterinary Activity to perform pre-race inspections of all horses racing In Louisiana while applying the RCI model racing rules for medications and to keep records of the inspections, soundness of horses and of racing accidents

OBJECTIVE 4 LRC Veterinary Activity will perform daily equine inspections and medical tests of insure horse performance and compliance with medication rules for the welfare of the horses and integrity of the sport; and will test at least 15 horses each live race day. Also to maintain records and reports of evidence of cases, treatments, etc.

Strategy 4.5 Veterinary Activity will test at least 15 horses each live race day with an annual total of 10,500 Equine Sample Tested.

Links Transparent, Accountable, and Effective Government
 Economic development
 Children's budget Link Not applicable
 Human Resource Policies Beneficial to Women and Families Link: Flexible hours and working conditions.
 Other Links (TANF, Tobacco Settlement, Workforce Development Commission, or Other): Not applicable

Performance Indicator Number 5
Performance Indicator Name Number of equine samples tested annually
LaPAS PI Code 1057
Level Supporting

Performance Indicators:

Input LSRC on-site personnel perform equine drug testing on at least 15 horses per race day.
 Output Results of the equine testing are reported and number tested are counted.
 Outcome Strong regulatory controls and strict penalties deter abuse.
 Efficiency Number of equine samples tested is within 5% of performance standards indicating consistent and strong regulation.
 Quality Horseracing is conducted with honesty and integrity in the State of Louisiana in a controlled environment. Assurance is given of strong regulatory controls designed to protect all racing participants.

Principal stakeholders Horses racing, Jockeys, trainers, horse owners, employees, racing associations, veterinarians
 Welfare of horses and integrity of the sport will be protected.

External factors Strong veterinary program is necessary to protect riders, horses, and public from injuries and legal cations in a very physical sport.