Department/Agency Name Executive Department/Louisiana Racing Commission

Department/Agency Number 01-254

Strategic Plan FY 2011- 2012 through FY – 2015-2016

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 Louisiana state government and consists of thirteen members appointed by the governor with terms running at the pleasure of the governor.

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 using strong management and regulatory controls and skills in an efficient, fair, and impartial manner.

Department/Agency Mission Statement To supervise, regulate, and enforce all statutes 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 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.

Department/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, and/or illegal operations. The LSRC also protects the horse racing industry in Louisiana to maintain proper stability, compliance with statues, honest competition, and employment in a highly competitive gaming environment with rapidly changing technology, statutes, and customs. 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.

Department/Agency Goals 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 \$1,337,000 annually

Budget amount in FYE 2010-11

Activity authorization Louisiana Revised Statutes, Chapter 4, Racing Parts 1 and 2, Horse Racing, Section 141 et. seq. Withholds from taxes collected on parimutuel 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 goals The goal of the Executive Administrative Division 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.

Description of LSRC Executive Administrative Activity 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.

Objective of LSRC Executive Administrative Activity 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.

Outcome. Horse racing and breeding in Louisiana continue to be a successful, safe form of competitive form of entertainment for the public and a major source of jobs and revenue for participants and the State of Louisiana

Performance Indicators

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 FYE 2011 budget - \$2,922,753 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.

The goal of the Licensing and Regulatory Division 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.

Description of program activities 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 annual budget of the self-generated revenues and they audit the annual budget execution for all self-generated revenues and video poker pass through funds.

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

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, technology advances, and changes in 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/Breeder Activity FYE 2011 Annual budget \$12,172,642 of which \$3,350,246 is statutory video poker device purse supplements pass through funds and \$2,056,666 is budged for reimbursement of breeder and stallion awards for Louisiana bred horses and OTB breeder awards.

Activity authorization Louisiana Revised Statutes, Chapter 4, Racing Part 1 and 2, Horse Racing, Section 141 et. seq. Withholds from taxes collected on parimutuel wagering, admissions, occupational licenses, fines, forfeited appeal fees, examination fees, etc. for breeder awards.

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

Activity mission statement The basic mission is outlined above in detail. The mission of the Breeder Activity is to transfer authorized LSRC self generated funds to the State Treasury Department for reimbursement to the breeder organizations for payment of breeder awards as provided by statutes.

Activity goals The goal of the Breeder Awards Activity is to accurately account for self generated funds available throughout the year to pay to the State Treasury for distribution of funds to the Thoroughbred Breeders Association (LTBA) and to

the Louisiana Quarter Horse Breeders Association (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 Funds Activity is to effectively schedule out and plan the budget and disbursements of these 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 Executive Director. The thoroughbred funds are disbursed to the racetracks based on the number of live race days in the preceding calendar year. The quarter horse funds are disbursed directly to the Louisiana Quarter Horse Breeder Association for quarter horse purses at the racetracks as authorized by statutes.

Description summary of breeder awards activity 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 Louisiana Thoroughbred Breeder Association (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 transfer to the State Treasury for quarter horse breeder awards is fixed by statute at \$800,000 payable during the fiscal year out of self generated funds of the LSRC for distribution to the Louisiana Quarter Horse Breeders Association (LQHBA) for payments to breeders of winning horses (first, second and third) and eligible Louisiana QH stallions.

Off track wagering (OTB) breeder awards (approximately \$300,000) are paid to the breeder organizations by the LSRC at the rate of 14% of total LSRC parimutuel revenue on off track wagers. The amount of OTB wagers are calculated and compiled monthly by the LSRC auditors.

Objective The objective is to correctly calculate and transfer by deposit during the fiscal year all funds earned for payment of individual thoroughbred and quarter horse breeder awards according to statutes to the State Treasury to disburse to the thoroughbred and quarter horse breeder organizations as described above.

Outputs Funds are transferred to the State Treasury from LSRC self generated revenue as they are earned and available during the fiscal year for distribution to the breeder organizations according to statutes.

Payments of OTB breeder awards are made quarterly at of 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 within budget authorization.

Quality Calculations and transfers of funds are accurate and timely.

Horse/Racing, Veterinarian Activity FYE 2011 budget - \$2,578,301 annually

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

Statutory dedications are included in funding effective in FYE 2011 for Veterinary activities concerning all veterinary medical issues for the Racing Commission. The main concerns are the health and safety of the active racing participants by close and careful medical examination and records of horses and the 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 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.

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.

Description of program activities. 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 racing cycle. 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 race tracks in Louisiana.

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.

Contact Person Sidney E. Schmitt, CPA, MBA

LSRC Chief Auditor

Phone (504) 483-3350 Ex 3372

Fax (504) 483-4898

E-mail sschmitt@lrc.state.la.us

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| | 01-254 Louis | siana State Ra | acing Commission | - Horse Ra | cing Progr | am | | | |
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| Tab | les for LSRC | Strategic Pl | an for Period FY | 2011-2012 | 2 - FY 20 | 015-2016 | | | |
| | | | | | | | | | |
| GOAL ONE. | Executive/A | dministrativ | ve Activity. To pr | omote and | densure | supervision a | and integr | itv in th | <u>-</u> |
| | | | ul operations of | | | • | | _ | |
| | | 0400000 | | | | | | | |
| OBJECTI | VE 1 | Through th | e Executive Admin | stration ac | tivity to o | versee all her | so racing a | nd rolato | vd |
| OBJECTI | VL 1 | | nd to maintain adm | | | | | | |
| | | revenues. | nu to mamam aum | IIIISII alive | expenses | at iess than 23 | on all se | ii-genera | aleu |
| | | revenues. | | | | | | | |
| | Otroto m. 4.4 | Dadwaa adaa | inintunti a nannana | tlanaala la a | | | | | |
| | Strategy 1.1 | Reduce adm | inistrative expenses | inrougn bes | t practice p | procedures and | controls in | ouaget e | xecution. |
| | 00 | N.A | | | to a time t | 16 | | | _ |
| | Strategy 1.2 | Monitor wag | ers daily, monthly, ar | nd annually | to estimate | self-generated | revenues a | ind trend | S |
| | | | | | | | | | |
| | Strategy 1.3 | | effort to keep cost pe | er race at re | asonable n | ninimum while | accomplishi | ng missio | on |
| | | with limited | resources | | | | | | |
| | | | | | | | | | |
| GOAL TWO. | Licensing | and Regula | atory Activity. T | o regulat | e, audit, | license, an | d safegua | ard | |
| | | all particip | oants in horse ra | cing activi | ities in Lo | ouisiana in co | mpliance | with st | atutes. |
| | | 7 · I | | | | | | | |
| OBJECTI | VE 2.1 | Through th | e Licensing and Ra | cing activi | ty to licens | se and regulat | e all qualific | ed applic | cants. |
| | | | | | | | | | |
| | Strategy 2.1 | 1 Issue ar | nd monitor number | of licenses | s to measi | re participation | on in horse | racing | |
| | Chatogy 2.1 | | ect self generated | | | | 1 | laonig | |
| | | and to cont | oct son generated | | | J Statutes. | | | |
| | | | | | | | | | |
| | Strategy 2.2.2 | Tost huma | n participants in raci | na at randa | m and for | cause to deter | and proven | t illogal | |
| | Strategy 2.2.2 | | | ng, at rando | חוו מווט וטר | Lause, 10 deler | and preven | ı illegal | |
| | | use or arugs | and/or alcohol | | | | | | |
| | O4==04===== 0 0 0 | Maintain | nacific records as the | alia ar 4:::::::::::::::::::::::::::::::::: | a a d tr | of two other and fire | ille well-lim i | | |
| | Strategy 2.2.3 | | pecific records regar | aing trenas | and types | or treatment for | illegal arug | S | |
| | | and/or alcoh | noi abuse | | | | | | |
| | 0 | | | | | | | <u> </u> | |
| | Strategy 2.2.4 | To proces | s all self generated p | arı-mutuel | and attenda | ance revenue d | ally with rep | orts. | |
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| OBJECTIV | /E 2.3 | To present serious rulings, fines, and cases to the racing commission at public meetings |
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| | | for open hearings and decisions |
| | | |
| | Strategy 2.3.1 | Schedule cases before the racing commission for decisions based on evidence and statutes. |
| | _ | |
| | Strategy 2.3.2 | |
| | | overturned to determine trends and the success of the decisions of the racing stewards |
| | | |
| OAL THREE | . Breeder Aw | vards Activity. To process periodic transfers of funds to State Treasury |
| | | from self generated revenue timely to fund payments to breeder |
| | | organizations for individual breeder awards authorzied by statutes. |
| OR IECTIV | <u>/</u> F 2 | To promote have breading in Lavisiana by reimburging breading average convertely. |
| OBJECTIV | /E 3. | To promote horse breeding in Louisiana by reimbursing breeder awards accurately |
| | | and timely according to statutes. |
| | Strategy 3.1 . | Transfer breeder funds to Treasury for payment of breeder awards. |
| | Strategy 3.1 . | Transfer breeder funds to Treasury for payment of breeder awards. |
| | Strategy 3.2 . | Process transfer of breeder funds timely during the fiscal year.based on available earnings. |
| | Strategy 3.2 . | 1 rocess transfer of breeder funds timely during the fiscal year.based on available earnings. |
| | | |
| | Strategy 3.3 | Calculate and compile reports of funds earned and transferred based on |
| | Chalogy old | amount of wagers in Louisiana and availability of funds earned and paid. |
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| OAL FOUR | Through the \ | Veterinarian Program to perform pre-race examinations of all horses racing |
| | | while applying the RCI model racing rules for medication and to keep records |
| | | nations, soundness of horses and of racing accidents. |
| | | |
| OBJECTI\ | /E 4.1 | LRC veterinarians will perform daily equine examinations and medical tests to insure |
| | | horse performance and compliance with medication rules for the welfare of the horses |
| | | and integrity of the sport. |
| | | |
| | Strategy 4.1.1 | Schedule equine examinations prior to every live TH and QH race in Louisiana |
| | | |
| | Strategy 4.1.2 | LRC veterinarians will perform daily pre race equine examinations of horses entered to |
| | | race to insure racing soundness and reduce potential catastrophic accidents and injuries. |
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| Strategy 4.1.3 | LRC veterinarians will perform pre/post race day testing of horses to insure welfare of |
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| | horse and integrity of sport, including compliance with medication rules. |
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| VE 4.2 | LRC Veterinarians will keep records of the examinations, soundness of horses, and of |
| | racing accidents |
| Strategy 4.2.1 | Maintain monthly records of examinations |
| | |
| Strategy 4.2.3 | Publish reports of examinations, injuries, and accidents |
| VE 4.3 | Through the Veterinarian Program to test at least 15 horses per live race day |
| | for illegal drugs and/or medication |
| | |
| Strategy 4.3.1 | Test horses to deter the use of any illegal drugs, medications, or treatments which could |
| | give one horse unfair advantage over others. |
| Strategy 4.3.2 | Maintain records and reports of evidence for cases, treatment, etc. |
| | Strategy 4.2.1 Strategy 4.2.3 VE 4.3 Strategy 4.3.1 |

| Performance | |
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| Indicator | |
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| Indicator | | |
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| 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 | No of Licenses | Number of Licenses Issued. |
| 5 | No of Humans Tested | Number of human samples tested annually. |
| 6 | % of Human Positives | Percentage of humans testing positive. |
| 7 | No of cases heard | Number of cases heard annually. |
| 8 | No of cases overturned | Number of cases overturned. |
| 9 | % of Breeder Awards | Transfer funds to State Treasury for breeder awards accurately and timely |
| 10 | Annual Amt Breeder Awards | Annual amount of funds transferred to State Treasury for breeder awards |
| 11 | Equine Exams | Number of pre race examinations conducted. |
| 12 | Equine Records | Number of pre race examinations recorded and reported. |
| 13 | % of Equine Injuries | Percentage of horses injured while racing. |
| 14 | No of equine tests | Number of equine samples tested annually. |
| 15 | % of horses testing positive | Percentage of horses testing positive. |

| 1-254 Lo | uisiana Sta | te Racing | Commission - | Horse Rac | ing Progra | m/Executi | ve Adminis | trative Ac | tivity | | | |
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| SOAL ON | E: | Promote a | ind ensure inte | grity in the | e successf | ul conduct | of horse ra | acing in th | e State of L | ouisiana. | | |
| OAL ONE: Promote and ensure integrity in the successful conduct of horse racing in the State of Louisiana BJECTIVE 1.1 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. Strategy 1.1 Reduce administrative expenses. Louisiana Vision 2020 Link: LSRC endorses Vision 2020 philosophy that everyone directly supports the mission Not applicable Human Resource Policies Beneficial to Wormen and Families Link: Flexible hours and working conditions. Other Links (TANF, Tobacco Settlement, Workforce Development Commission, or Other): Not applicable Performance Indicator Number LaPAS PI Code 11596 Level Key erformance Indicator Name Administrative expenses as a percentage of self generated revenue. LaPAS PI Code 11596 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. Administrative expenses are reviewed for priority and costs for efficiency and economy. Efficiency Expenses are paid according to the approved budget. Self generated revenue is received as planned. Variations from budget are within reasonable standards of 5% unless unexpected cause is demonstrated. Principal stakeholders State budget Racing Commission employees 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 tunds for horser racin gegulation. | | | | | | | | | | | | |
| JOJECTIV | | | | | | | | | leu wageiiii | 9 | | |
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| | Strategy 1. | 1 Reduce | administrative | expenses. | | | | | | | | |
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| | External fa | ctors | | | | | | | | | | |
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| | | | | Self gener | rated revenu | ue is the pri | mary source | e of funds | tor horse rad | cing regula | tion. | |

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| 01-254 L | Louisiana St | ate Racing | Commissi | on - Horse | Racing Pr | ogram/Exe | cutive Ad | ministrative | Activity | | |
| | | | | | | | | | | | |
| GOAL C | NE: | Promote a | and ensure | integrity i | n the succ | essful con | duct of ho | rse racing | in the state | of Louisiana | |
| | | | | | | | | | | | |
| OBJECT | | | | | | ty, to overs | | | | gering | |
| | and to ma | intain admir | nistrative ex | penses at | less than 2 | 5% of all se | If-generate | d revenues | - | | |
| | | | | | | | | | | | |
| | Strategy 1 | .2 Monito | r wagers da | aily, monthly | y, and annu | ually to estir | nate self-ge | enerated re | venues and | trends. | |
| | | | | | | | | | | | |
| | | | | | | | | | | | |
| | | | | | | | | | | | |
| Links | | Vision 2020 | | | | n 2020 phil | osophy tha | t everyone | directly sup | ports the missio | n |
| | | budget Linl | | Not applic | | | | | | | |
| | | esource Pol | | | | | | | | orking conditions | i |
| | Other Link | s (TANF, T | obacco Set | tlement, W | orkforce De | evelopment | Commission | on, or Other | Not applic | able | |
| | | | | | | | | | | | |
| | | nce Indicat | | | | | | | | | |
| | | ce Indicato | r Name | | | ered at rac | e tracks a | nd Off-Trac | k Betting l | Parlors (OTB's) | (in millions) |
| | LaPAS PI | Code | | 1054 | | | | | | | |
| | Level | | | Key | | | | | | | |
| | | | | | | | | | | | |
| Performa | ance Indicato | rs: | | | | | | | | | |
| | | Input: | | | | acing outlet | | | | | |
| | | Output | | | | | | | | es are collected. | |
| | | Outcome | | | | nerated reve | | | ited by Lice | ensees. | |
| | | Efficiency | | | | lected within | | dget. | | | |
| | | Quality | | | | thin 5% of b | | | | | |
| | | | Administra | tive expens | ses are rev | iewed for p | riority and o | osts. | | | |
| | | | | | | | | | | | |
| | | | | | | | | | | | |
| | | | | | | | | | | | |
| | Principal s | takeholders | 3 | Racing As | sociations | who receive | Pari-mutu | el commiss | ions from w | agers | |
| | | | | Horse own | ners who re | ceive purse | s from Par | i-mutuel cor | mmissions | | |
| | | | | Horse bre | eders who | receive bre | eder award | s from LSR | C self gene | rated revenues | |
| | | | | | | | | | | | |
| | External fa | actors | | Competition | on from oth | er states in | horse racir | ng | | | |
| | | | | Competition | on from gar | ning activiti | es | | | | |

| 1-254 L | ouisiana Sta | ate Racing | Commissi | on - Horse | Racing P | rogram/Ex | ecutive A | dministrati | ve Activity | | |
|----------|----------------------------|-------------------------|--------------|---|-------------------|---------------|--------------|---------------|---------------|-------------|------------|
| GOAL OI | ME. | Dramata | | | n 4h a aa | accéril co | - dat at la | | in the Cte | (a af l a | |
| JUAL UI | NE: | Promote a | ana ensure | integrity i | n the Succ | essiui coi | lauct of n | orse racing | in the Sta | te of Loui | siana |
| OBJECTI | IVE 1.1 | Through th | e Executiv | l e Administr | l ation activi | tv. to overs | ee all hors | se racing and | l related wa | aerina | |
| | | | | | | | | ed revenues | | | |
| | | | | | | | | | | | |
| | | | | | | | | | | | |
| | Strategy 1 | .3 Make | every effort | to keep co | st per race | at reasona | able minim | um while ac | complishing | mission. | |
| | | | | | | | | | | | |
| | | | | | | | | | | | |
| | | | | | ,,,, | 2222 11 | | | | | <u> </u> |
| Links | | Vision 2020 | | | | n 2020 phi | losophy th | at everyone | directly sup | ports the r | nission |
| | | budget Linkesource Poli | | Not applica | | mailia a Limb | | Flavible b | | uldan aan | d:4: o.o.o |
| | | | | | | | | | ours and wo | | aitions. |
| | Other Link | S (TAINE, T | obacco Sei | liement, vv | Orkioice De | evelopmen | Commiss | sion, or Othe | посарыса | able | |
| | Performar | nce Indicat | or Number | 3 | | | | | | | |
| | Performance Indicator Name | | | Cost Per I | Race | | | | | | |
| | LaPAS PI | Code | | 1055 | | | | | | | |
| | Level | | | Key | | | | | | | |
| | | | | | | | | | | | |
| Performa | nce Indicato | i . | | | | | | | | | |
| | | Input: | | | | ded by tota | I races (as | ssuming 10 r | aces per ra | ce day) | |
| | | Output | | ost per race | | | | | | | |
| | | | A means o | | | | | siana | | | |
| | | Efficiency | Costs are | | | | | | | | |
| | | 0 -1" | | tive expens | | | | | | | |
| | | Quality | Racing is o | conducted r | nost efficie | ntiy witnin : | seif genera | ated revenue | es. | | |
| | | | | | | | | | | | |
| | | | | | | | | | | | 1 |
| | Principal e | takeholders | <u> </u> | Racing As | sociations | | | | | | |
| | 1 IIIIoipai 3 | tanoi ioidel s | | | | ants breed | er and hor | se racing or | nanizations | | |
| | | | | Local ecor | | | | | 9411124110113 | | + |
| | | | | | | | Laxing dati | .571000 | | | |
| | External fa | ctors | | Racing fans who wager have discretionary choices in entertainment | | | | | | | |
| | | | | All revenue | | | 1.5.5.5.1619 | 1 | | | |

| oal TWO | | To regulat | e, examine, I | iconco one | Loofoguero | l all partic | inanta in | borco roo | ina | | |
|-------------|-------------|---------------------------------------|--------------------------------|-------------------|-----------------|--------------|---------------|------------------|---------------|-------------|---------|
| Joan I WO | | | e, examine, i n Louisiana i | | | | | | | ort | |
| | | activities i | ii Louisiana n | Compilant | Ce Willi Sta | lules and | lo protect | ine integr | ity of the sp | ort. | |
| OBJECTIVE | 21 | Through th | e Licensing ar | ⊥ nd Racing ac | ctivity to lice | ense and re | egulate all o | ⊥ ualified ar | nlicants | | |
| 00000 | | i i i i i i i i i i i i i i i i i i i | o <u>Liconomig</u> ai | | Jarray to not | 7100 4114 10 | garate an e | damied ap | | | |
| | | | | | | | | | | | |
| | Strategy 2. | 1. Monito | or number of li | censes issu | ed to meas | ure particip | ation in hor | seracing. | | | |
| | | | | | | | | | | | |
| | | | | | | | | | | | |
| Links | | Vision 2020 | | | | n 2020 phil | osophy tha | everyone | directly sup | ports the m | ission |
| | | budget Link | | Not applica | | . 12.1 | | FI. 201 1 | | | |
| | | | cies Beneficia | | | | | | ours and wo | | itions. |
| | Other Link | S (TAINT, IC | bacco Settler | Hent, Workto | Dice Develo | pment cor | nimission, 0 | i Otner): | Not applic | able | |
| | Performan | nce Indicate | or Number | 4 | | | | | | | |
| | | ce Indicator | | | f Licenses | Issued | | | | | |
| | LaPAS PI | | | 1056 | | | | | | | |
| | Level | | | Supporting | | | | | | | |
| | | | | | | | | | | | |
| Performance | Indicators: | | | | | | | | | | |
| | | | LSRC on-site | | | | ns for racing | g participa | nts. | | |
| | | | Licenses are | | | | | | | | |
| | | Outcome | Regulation of | | | | | g licensee | s and secur | ity | |
| | | | of horseraci | | | | | | | | |
| | | | LSRC earns s Number of lice | | | | | nanaa atau | adordo | | |
| | | | Horseracing is | | | | | | | | |
| | | Quality | controlled e | | WILLI HOLICS | ty and inte | | State of LC | | | |
| | | | oontrolled e | - IVII OTTITIOTIC | | | | | | | |
| | | | | | | | | | | | |
| | | | | | | | | | | | |
| | Principal s | takeholders | | Racing par | ticipants ap | plying for I | icenses | | | | |
| | - | | | Safety of h | orses and p | participants | will also e | ncourage r | nore license | s | |
| | | | | | | | | | | | |
| | | | | | | | | | | | |
| | External fa | ctors | | | e is self gen | | | | e and issua | | |

| | 10 | T | 4 | | | | | * * | • • · · · · | | |
|-------------------------|--------------|---------------|--------------|--------------|---------------|---------------|------------------|---------------|---------------|------------------------|--------|
| GOAL TV | /0: | | | | | | articipants | | | | |
| | | activitie | s in Louisi | ana in com | ipliance wi | th statute | s and to pro | otect the ir | ntegrity of t | ne sport. | |
| | /F 0 0 | Th | | | latia a a ati | 1 1 1 - 1 1 - | | 0.1 | | | |
| OBJECTI | VE 2.2 | | | and Regu | lation activi | ty, to test a | t least and | 3 numans | per | | |
| | | live race | day. | | | | | | | | |
| | | | | | | | | | | | |
| | Strotogy 2 | 2.4 Toot | oposifio pu | mhor of hu | man nartici | ponto in ro | oing of rone | lom and fai | r cause, to i | maintain | |
| | Strategy 2 | | | | | | | | nd/or alcoho | | |
| | | | | | | | | | | y program. | |
| | | These tes | ts protect | ine riders a | and norses | irom acc | dents thou | ign a conti | olled Salet | y program. | |
| Links | Louisiana | Vision 2020 |) Link: | I SPC and | orege Vicio | n 2020 nhi | locophy tha | tovorvono | directly sup | ports the missic | nn . |
| LIIINƏ | | budget Linl | | Not applica | | ii zuzu piii | | everyone | unecity sup | Ports the 11119910 | 71.1 |
| | | | icies Benefi | | | miliae Link | | Elovible by | ours and we | rking conditions | |
| | | | | | | | | | Not applic | | S. |
| | Other Link | S (TAINE, I | Ubacco Sei | liemem, w | I NOICE DE | velopment | Commissio | in, or Other | INOL APPIIC | able | |
| | Porforma | nco Indicat | or Number | 5 | | | | | | | |
| | | ice Indicato | | | | omples to | sted annua | lls.e | | | |
| | LaPAS PI | | I Name | 1058 | | ampies tes | steu amma | ııy. | | | |
| | Level | Code | | Supporting | | | | | | | |
| | Levei | | | Supporting |) | | | | | | |
| Dorforma | ice Indicato | rc· | | | | | | | | | |
| r C HOIIIIai | Thurcato | Input: | I SRC on-s | ita narsonr | nel perform | human tas | ting on at le | act 3 huma | ans per live | race day | |
| | | Output | Posults of | the human | testing are | reported a | nd number | tast o Hullic | counted | lace day. | |
| | | Output | | | | | teward's rul | | Counted. | | |
| | | Outcome | | | | | es deter abu | | | | |
| | | Outcome | | s are stren | | | | 136. | | | |
| | | Efficiency | | | | | | rojected ne | rformance | ⊥ standards, indica | ating |
| | | Linciency | | nt successf | | | 11111 3 76 OI PI | ojecieu pe | Tomance 3 | | atting |
| | | Quality | | | | | integrity in | he State of | Louisiana | in a | |
| | | Quanty | | d environm | | Ticsty and | | inc otate of | Louisiana | π α | |
| | | | COLITIONS | G CHVIIOHIII | OTIL. | | | | | | |
| | | | | | | | | | | | |
| | Principal e | takeholders | 2 | Jockeys to | rainers hor | SE OWNERS | employees | 1 | | | |
| | i iiioipai s | nanon loluera | , | | | | Icohol treati | | re | | |
| | | | | | es who do t | | | HEIR GERRE | 13, | | |
| | | | | Laboratori | VIIIO UO I | ine urug te | , i. | | | | |
| | External fa | actors | | Competitio | n needs to | he fair for | horseracino | in Louisian | na to contin | ue to attract | |
| | LACTIALIA | 101013 | 1 | | vners, jocke | | | | | | |

| | 10 | | | | | | | | | | |
|-----------|--------------|------------------|---------------------|-----------------|--|-------------------|----------------------|---------------|-----------|--|--|
| OAL TV | <i>1</i> 0: | | | | guard all participants i | | | | | | |
| | | activities | in Louisiana in c | ompliance wi | th statutes and to protec | ct the integri | ty of the sport | | | | |
| | /E a a | | <u> </u> | | | | | | | | |
| OBJECTI | VE 2.2 | | | Regulation acti | vity, to test at least 3 hum | ans per | | | | | |
| | | live race d | ay. | | | | | | | | |
| | | | | | | | | | | | |
| | | | | | | | | | | | |
| | | | | | | | | | | | |
| | 0 | | | | | | | | | | |
| | Strategy | | | | random and for cause, to | | event illegal | | | | |
| | | use of arug | gs and/or alconol | and to protect | the safety of riders and ho | orses. | | | | | |
| | | | | | | | | | | | |
| links. | Laulaia | Vision 2000 |) Limber | L CDC | araaa \/iaian 2000 rshilaaa | | n iona dina atter - | | | | |
| Links | | Vision 2020 | | | orses Vision 2020 philoso | ppny that ever | yone directly s | upports the i | mission | | |
| | | s budget Linl | | Not application | | | | | -1:4: | | |
| | | | icies Beneficial to | | | | ible hours and | | aitions. | | |
| | Other Lin | KS (TANF, T | obacco Settlemer | it, workforce L | Pevelopment Commission | , or Other): | Not app | licable | | | |
| | Performa | nce Indicat | or Number | 6 | | | | | | | |
| | Performa | nce Indicato | r Name | Percentag | e of humans testing po | sitive | | | | | |
| | LaPAS P | l Code | | 11601 | | | | | | | |
| | Level | | | Key | | | | | | | |
| | | | | | | | | | | | |
| Performai | nce Indicate | ors: | | | | | | | | | |
| | | Input: | LSRC on-site pe | rsonnel test at | least 3 human racing part | ticipants for ill | egal drugs or a | lcohol per li | ve race d | | |
| | | Output | Results of the hu | ıman testing ar | e reported and rulings are | issued for hi | umans testing | ositive. | | | |
| | | Outcome | Ctrong rogulator | | triot nonaltino dotor obvo | _ | | | | | |
| | | | | | strict penalties deter abus ys within 5% of projected | | etandarde indi | cating | | | |
| | | Efficiency | successful regula | | ys within 5 /6 or projected | penomiance | siai iuai us, ii lui | cauriy | | | |
| | - | Quality | | | apposity and integrity in th | o State of Lac | uiciona in a | | | | |
| | 1 | Quality | controlled enviro | | nonesty and integrity in the | e State Of LOU | uisiaiia III a | | | | |
| | | | controlled enviro | mnem. | | | | | | | |
| | | | | | | | | | | | |
| | Principal | stakeholders | <u> </u> | Jockeys, t | rainers, horse owners, em | ployees, | | | | | |
| | | | | | sociations, drug and alcol | | centers | | | | |
| | | | | | es who do the drug tests | | | | | | |
| | | | | | | | | | | | |
| | External f | External factors | | | Competition needs to be fair for horseracing in Louisiana to continue to attract | | | | | | |
| | _ | _ | 1 | | ers, jockeys and the betti | | | | | | |

| OAL T | WO: | To regula | ata avamina li | cense and | eafoguard | all partici | pants in horse rac | ring | | |
|----------|---------------|--------------|--------------------|---------------|--------------|---------------------|------------------------|----------------|--------------|----------|
| JOAL I | 110. | | | | | | d to protect the int | | sport. | |
| | | | | | | | | | | |
| OBJECT | IVE 2.3 | To prese | nt serious rulings | , fines, and | cases to th | e Racing C | ommission at public | meetings for | | - |
| | | | earings and dec | | | | | | | |
| | | · | | | | | | | | |
| | | | | | | | | | | |
| | | | | | | | | | | |
| | Strategy 2 | 3.1 Sch | edule cases before | ore the Raci | ng Commis | sion for ded | cisions based on ev | idence and sta | atutes. | |
| | | | | | | | | | | _ |
| | | | | | | | | | | |
| _inks | Louisiana | Vision 202 | O Link: | I SPC and | oreae Vicio | n 2020 nhili | osophy that everyor | o directly sup | norte the m | niccion |
| LIIINS | | budget Lir | | Not applic | | 11 ZUZU PIIII | USOPITY that everyor | | ports the fi | 11331011 |
| | | | olicies Beneficial | | | s Link [.] | Flexible | hours and wo | orking cond | litions |
| | | | | | | | mission, or Other): | Not applic | | |
| | 00 | , | | | | | | 1101 0.00 | | - |
| | Performa | nce Indica | ator Number | 7 | | | | | | |
| | Performar | nce Indicate | or Name | Number o | f cases he | ard annual | lly | | | |
| | LaPAS PI | Code | | 1060 | | | | | | |
| | Level | | | Supporting | 9 | | | | | |
| | | | | | | | | | | |
| Performa | ance Indicato | | | | | | 501 " " " | | <u> </u> | |
| | | Input: | | | | aled to the L | RC for adjudication | during their p | eriodic | _ |
| | | | racing comn | nission mee | tings. | | | | | - |
| | | Output | Pacing Commi | iccion hoars | · ovidence s | and oither u | pholds rulings or ch | ange rulings | | |
| | | Output | | | | | stead of by only the | | • | - |
| | | | 0011003 00303 | are acoided | | 1111001011111 | Stead of by offiny the | Oleward. | | |
| | | Outcome | Fairness of rul | inas is revie | wed and er | hanced at | the Racing Commis | sion Meeting | hearings. | - |
| | | | | | | | better regulation w | | | nd. |
| | | | | | | | | | | |
| | | Efficiency | Number of cas | es heard is | within 5% c | f projected | performance indica | tors. | | |
| | | | | | | | | | | |
| | | Quality | | | | y and integ | rity in the State of L | ouisiana in a | | |
| | | | controlled e | nvironment. | | | | | | |
| | | | | | | | | | | |
| | Dringing | tokobolda | ro | Dooing As | aggintions | Uoroorooi- | a participanta hatti | a public | | + |
| | Principal s | takeholde | IS | | and Owners | | g participants, bettir | ig public, | | |
| | | | | | and Owners | | | | | - |
| | | | | AII HOISE I | | ιραιτιο | | | | |
| | External fa | actors | | Competitio | n needs to | be fair for h | norseracing in Louis | iana to contin | ue to attrac | :t |
| | | | | | | | betting public. | | | 1 |

| GOAL TW | O: | To regulat | te, examine, lic | oneo and s | afoguard | all partici | nante in ho | ree racin | a | _1 | |
|-----------|-------------------------------------|------------------|--------------------|--|--------------|-----------------|----------------------|-------------|---------------|-------------|----------|
| JOAL IV | O . | | n Louisiana in | | | | | | | rt | |
| | | | | | | ites and te | Protect in | | | | |
| OBJECTIV | Έ 2.3. | To present | serious rulings, | fines, and o | ases to the | Racing Co | ommission a | t public m | eetings for | | |
| | | | ngs and decision | | | | | | | | |
| | | | | | | | | | | | |
| | | | | | | | | | | | |
| | | | | | | | | | | | |
| | Strategy 2 | 2.3.2 To m | onitor number of | cases pres | ented to the | Racing C | ommission | and number | er of cases | | |
| | - 57 | | to determine tre | | | | | | | | |
| | | | | | | | | | | | |
| | | | | | | | | | | | |
| Links | Louisiana | Vision 2020 | Link: | LSRC end | orses Visio | n 2020 phi | losophy that | everyone | directly sup | ports the m | nission |
| | Children's | budget Link | (| Not applica | able | | | | | | |
| | Human R | esource Pol | icies Beneficial t | o Women a | nd Families | Link: | | Flexible h | nours and wo | orking cond | ditions. |
| | Other Links (TANF, Tobacco Settleme | | | nt, Workford | ce Developi | ment Com | mission, or (| Other): | Not applic | able | |
| | | | | | | | | | | | |
| | Performa | nce Indicat | or Number | 8 | | | | | | | |
| | Performa | nce Indicato | r Name | Number o | f cases ove | erturned. | | | | | |
| | LaPAS PI | Code | | 1059 | | | | | | | |
| | Level | | | Supporting | l | | | | | | |
| | | | | | | | | | | | |
| Performan | ce Indicato | Indicators: | | | | | | | | | |
| | | Input: | On-site rulings I | | | | | | | eriodic | |
| | | | Racing Commis | sion meetin | gs. The nu | mber of ov | erturned ru | ings is cal | lculated. | | |
| | | | | | | | | | | | |
| | | Output | Cases with disc | | | | | | | | |
| | | _ | Sometimes fine | | | | | | | | |
| | | Outcome | Fairness of rulir | | | | | Commissio | n Meeting h | earings. | |
| | | | High standards | | | | | | | | |
| | | F.(:: | Stewards must | | | | | | | | |
| | | Efficiency | Number of case | | | | | | | | |
| | | Quality | Horseracing is | | | | | | | <u> </u> | |
| | | | controlled en | | | protession | alism of ste | wards is m | nonitored, ar | nd | |
| | | | overall fairne | ss is establi: | sned. | | | | | | |
| | | | | Danis | | llanar | | to be at | and the | | |
| | Principal stakeholders | | | | | | ng participan | is, petting | public, | | |
| | | | | | and Owners | • | | | | | |
| | | | | All norse ra | acing partic | ipants. | | | | | |
| | F.40 | External factors | | | | h a fa! = f = = | h a va a r = =!::: : | in Lauta's | | | 4 |
| | ⊏xternal f | aciors | | Competition needs to be fair for horseracing in Louisiana to continue to attract horse owners, jockeys and the betting public. | | | | | | | |

| GOAL TH | REE | Breeder | Awards Activ | ty To pr | ncess ne | riodic tra | nefere | of funds | to State | Treasury | 1 |
|-----------|--------------|------------------|---------------------|-----------------|-----------------|---------------|---------------|--------------|----------------|--------------|---------|
| JOAL III | | Diceaci | | | | | | | | Treasury | |
| | | | from self gen | | | | | | | | |
| | | | organizations | for individual | dual bree | eder awa | rds auth | orized by | / statutes | • | |
| | | | | | | | | | | | |
| OD IECTI | V/F 2 | To 10 10 10 10 1 | | n I aviiaiana h | | na LCDC a | alf managed | a d fi da 4a | Ctota Trace | | |
| OBJECTI | VE 3 | • | e horse breeding i | | • | | | | | | |
| | | breeder or | ganizations for pay | yment of bree | euer awarus | s to authoriz | zea breede | is accordin | g to statutes | э. | |
| | | | | | | | | | | | |
| | | | | | | | | | | | |
| | Strategy 3 | 3.1 | Transfer a Percer | nt of LSRC se | elf generate | d revenue | to State Tr | easurv for b | oreeder awa | rds accurat | elv and |
| | 3, 2 | | | | J | | | | | | |
| | | | | | | | | | | | |
| | | | | | | | | | | | |
| | | | | | | | | | | | |
| Links | | Vision 2020 | | LSRC endor | | 2020 philos | sophy that | everyone d | irectly suppo | orts the mis | sion |
| | | budget Linl | | Not applicab | | | | | | | |
| | | | icies Beneficial to | | | | | | ours and wo | | itions. |
| | Other Link | ks (TANF, T | obacco Settlemen | t, Workforce | Developme | ent Commis | sion, or Ot | her): | Not applica | able | |
| | _ | l | | | | | | | | | |
| | | | tor Number | 9 | | | | 1 4 04 | <u> </u> | | |
| | | nce Indicato | r Name | Transfer of | IH and QI | H Breeder | Award Fu | nds to Sta | te Treasury | 1 | |
| | LaPAS PI | Code | | 1061 | | | | | | | |
| | Level | | | Key | | | | | | | |
| | | | | | | | | | | | |
| Performar | nce Indicato | ors. | | | | | | | | | |
| · onomia | | Input: | Receive audit rep | orts from LSI | RC auditors | on funds v | vagered in | Louisiana r | monthly. | | |
| | | | Calculate amount | | | | | | | | |
| | | | | | | | | | | | |
| | | | | | | | | | | | |
| | | Output | Transfer funds to | State Treasu | iry timely. | | | | | | |
| | | | | | | | | | | | |
| | | | | | | | | | | | |
| | | Outcome | Breeders receive | | | | | | | d horse bre | eding |
| | | | continues to be s | uccessful.with | abundand | e of horses | bred and | racing in Lo | ouisiana | | |
| | | F.(C) : | | | | <u> </u> | | | | | |
| | | Efficiency | Breeder awards a | re paid withir | n reasonabl | e time from | date of ra | ce. | | | |
| | | Ouglit. | Laulaiana ia as con | | 4h a u atata : | in otton att. | . b.u.cl.s.:- | | a to north-li- | -4 | |
| | | Quality | Louisiana is comp | Delitive With O | mer states | ın attracting | y preeders | and owner | s to participa | ate. | |
| | | 1 | | | | | | | | | |
| | | + | | | | | | | | | |
| | Principal s | stakeholders | <u> </u> | Racing Asso | ciations R | reeders and | l Owners o | of winning h | orses | | |
| | . moipar s | J.G. OI IOIGOIX | | . taoning 7.000 | Jointion 10, Di | . 554515 4110 | 2 0 101010 | | | | |
| | | + | | | | | | | | | |
| | | | | | | | | 1 | | | |
| | External fa | actors | | Strong comp | etition from | racing fac | ilities outsi | de Louisian | ia | | |
| | | | | | | | | | aintain the b | reeding | |

| GOAL T | HREE: | Breeder | Awards Activity | v. To pr | ocess pe | riodic tra | nsfers o | of funds | to State | Treasury | |
|-------------|----------------------|-------------|---|-----------------|-----------------|-------------------|-------------------|---------------|--------------|-----------------|-------|
| 30/1L 1 | | 2.0000 | from self gener | | | | | | | 110000. y | - |
| | | | | | | | | | | | |
| | | | organizations f | or individ | uuai bree | uer awa | rus autno | orized by | Statutes | • | |
| | TIVE 2 | | | | | | | | | | |
| OBJECT | | To promot | o horoo brooding in | l ouisiana h | v producin | n monthly r | oporto of we | aara in La | lisiana and | of . | |
| | Strategy 3.2 | | e horse breeding in ated revenue earned | | | | | | | OI | |
| | | | e Treasury for paym | | | | | | | rdo | - |
| | | | to statutes. | ent or runus | lo breede | Urgariizati | Uns to pay i | i luiviuuai D | leeuel awai | us | |
| | | according | เบ รเสเนเยร. | | | | | | | | |
| | Strategy 3.3 | Maintain r | cords of funds paid | out for bro | odor oword | c by brood | according to | o etatutae | | | |
| | Strategy 5.5 | | tutory limits are not | | euei awaiu | by breed | | J Statutes. | | | |
| | | SO that Sta | | exceeded. | | | | | | | |
| | | | | | | | | | | | |
| | | | | | | | | | | | |
| Links | Louisiana Vision 2 | 020 Link | | LSRC and | orses Visio | n 2020 nhil | Osophy that | - everyone | directly sup | ports the miss | sion |
| LILING | Children's budget | | | Not applica | | i zozo pilli | | . Gveryone | uneony supp | | JIUII |
| | | | leficial to Women ar | | | | | Flavible bo | ure and wo | rking condition | ne |
| | | | Settlement, Workford | | | nission or (| Other): | I IGNIDIG IIC | Not applica | | лю. |
| | Other Links (TAIVI | , Tobacco c | | Develop | | 11331011, 01 | | | Ινοι αρριισε | DIG | |
| | Performance Ind | icator Numb | ner . | 10 | | | | | | | |
| | Performance Indic | | | | Inde trans | l ferred to St | tate Treasi | ury for bree | eder awards | | |
| | LaPAS PI Code | ator rame | | 1062 | | | | iate ireasi | | Juci awaius | |
| | Level | | | Key | | | | | | | |
| | Level | | | ixey | | | | | | | |
| | | | | | | | | | | | |
| Performa | ance Indicators: | | | | | | | | | | - |
| 1 011011110 | and maidators. | Input: | LSRC employees | compile rec | ords and re | norts of wa | ners and se | elf generate | ed earnings | for | |
| | | input. | availability of funds | | | | | | | | |
| | | | availability of farias | to transier | lo trio Otato | ricasary | Payment | to biccuci | Organizatio | 710. | |
| | | Output | LSRC Fiscal Division | n makes tr | anefers of | self genera | L ted funds in | a nrofessi | onal manne | r | |
| | | Output | LONG FISCAI DIVISIO | III III akos ti | disicis of | Jon genera | | a professi | | | |
| | | Outcome | Adherence to statu | tory limite a | nd annual a | mounts for | hreeder av | varde ie ma | intained an | d | |
| | | Outcome | breeders receive pa | | | | breeder av | varus is ilic | | u | |
| | | | breeders receive po | ayınıcınıs iiii | loiy. | | | | | | |
| | | Efficiency | Statutory amounts | for breeder | awarde are | issued tim | ely and hre | aders recei | ve awarde r | promptly | |
| | | Lindelloy | Clatatory amounts | or preedel | awaius ait | 133000.11111 | | 00013 15051 | vo avvalus | orompuy. | |
| | | Quality | LSRC's compliance | with least | requiremen | its sets a m | nod example | e of integrit | v in | | |
| | | Quality | horseracing. | , with logal | . oquil ollibli | lo oolo a gl | | o or integrit | y 111 | | |
| | | | norocraonig. | | | | | | | | |
| | | | | | | | | | | | |
| | Principal stakeholo | ders | | Racing As | sociations | Breeders a | nd Owners | of winning | horses | | |
| | . Intolpal dianollon | | | . taonig / to | | 2,000010 0 | | | | | |
| | | | | | | | | | | | |
| | | | | | | | | | | | |
| | 1 | 1 | 1 | 1 | 1 | | | | | | |
| | External factors | | | Strong cor | nnatition fro | m racing f | acilities outs | ida Lauicia | na | | |

| 04 254 Lauisiana S | tota Dagina | Commission Heres | Booing Votoring | rion Drog | | | | | | | | | | |
|---------------------|-------------|---|---------------------|----------------------------|-------------------|--------------|--------------------|--------------|-------------|---------|--|--|--|--|
| 71-254 Louisiana S | tate Racing | Commission - Horse | Racing veterina | arian Prog | ram | | | | | | | | | |
| GOAL FOUR | Through | the Veterinarian Prog | gram to perform | pre-race | xaminatio | ons of all h | orses racir | ng | 1 | | | | | |
| | | in Louisiana while applying the RCI model racing rules for medications and to keep records of the examinations, soundness of horses and of racing accidents | | | | | | | | | | | | |
| | records o | of the examinations, s | soundness of ho | orses and | of racing a | accidents | | 7 | 1 | | | | | |
| OBJECTIVE 4.1 | LRC vete | rinarians will perform | n daily equine e | kamination | s and me | dical tests | to insure | | | | | | | |
| 000001112 111 | | formance and compl | | | | | | | | | | | | |
| | | rity of the sport. | | | | | | | | | | | | |
| 0: | | | | . , | | 1.011 | <u> </u> | | | | | | | |
| Strategy 4.1.1 | Schedule | and perform equine | examinations p | rior to eve | ry live TH | and QH ra | ce in Louis | siana | | | | | | |
| | | <u>_</u> | | | | | | | | | | | | |
| | |] | | | | | | | | | | | | |
| Links | | Vision 2020 Link: | | | n 2020 phi | losophy tha | t everyone | directly sup | ports the m | nission | | | | |
| | | budget Link | Not applica | | | | | | | | | | | |
| | | esource Policies Benef | | | - | nminaian a | | ours and wo | | itions. | | | | |
| | Other Link | ks (TANF, Tobacco Se | ttiement, workio | rce Develo | pment Cor | nmission, o | r Other): | Not applic | abie | | | | | |
| | Performa | nce Indicator Numbe | r 11 | | | | | | | | | | | |
| | | nce Indicator Name | | f pre race | examinati | ons condu | cted | | | | | | | |
| | LaPAS PI | | 22286 | | | | | | | | | | | |
| | Level | | Supporting | | | | | | | | | | | |
| | | | | | | | | | | | | | | |
| Performance Indicat | tors: | 1.000 | | | | | | 1 00 400 1 | | | | | | |
| | | Input: LSRC on- | site personnel pe | errorm pre i | ace exami | nations on | approximate | ely 80-100 r | norses a da | ay. | | | | |
| | | Output Horses wi | th physical probl | ems are ha | rred from r | acing and s | tatistics are | maintaine | <u> </u> | | | | | |
| | | Output Horses wi | tri priyologi probi | orno are ba | III CO III CIII I | doing and c | | maintaine | <u></u> | | | | | |
| | | Outcome Sounder h | norses are racing | in Louisiar | na resulting | in fewer a | ccidents an | d breakdow | ns | | | | | |
| | | Horses are | e protected from | abuse and | outcomes | of races ar | e protected | from illega | manipulat | ion. | | | | |
| | | | | | | | | | | | | | | |
| | | Efficiency 95% of all | horses racing ar | e examine | d before th | e race | | | | | | | | |
| | | | | | | | | | | | | | | |
| | | Quality Stronger, | healthy horses h | elp to previ | ent iniuries | and break | downs resul | tina in | | | | | | |
| | | | ng with significan | | | | | 3 | | | | | | |
| | | | | | | | | | | | | | | |
| | | | | | | | | | | | | | | |
| | Principal s | stakeholders | Horses rac | | | | | | | 1 | | | | |
| | | | | ainers, hor sociations, | | , employees | S, | | | 1 | | | | |
| | | | | | | | ⊥ will be prote | ected | | | | | | |
| | | | v eliale of | ווטוטנט מוונ | a integrity t | in the sport | will be prote | Joicu. | | | | | | |
| | External fa | actors | Strong vet | erinarian pr | ogram is n | ecessary to | protect ride | ers, horses | l | | | | | |
| | | | | | | | a very phys | | | | | | | |

| 01-254 Louisiana Stat | e Racing Co | ommission | - Horse Racir | g Veterina | rian Progra | am | | | | | |
|------------------------|-----------------|------------------|-----------------------|----------------|----------------|----------------|--------------------------------|----------------|---------------|-------------|---------|
| GOAL FOUR | Through t | he Veterin | arian Activity | to perform | pre-race e | xaminatio | ⊥ ns of all ho | rses racin | <u> </u> | J | |
| | | | pplying the RO | | | | | to keep | - | | |
| | records o | f the exam | inations, soun | dness of h | orses and | of racing | accidents | | 1 | l | |
| OBJECTIVE 4.2 | LRC Veter | inarians w | /ill keep record | ds of the ex | camination | s. soundn | ess of hors | ses and | | | |
| | of racing | | | | | | | | | | |
| | | | | | | | | | | | |
| Strategy 4.2.1 | Maintain r | nonthly ro | cords of exam | inations | | | | | | | |
| Strategy 4.2.1 | Iviaii itaiii i | lionally re | COIGS OF EXAM | IIIations | | | | | | | |
| Strategy 4.2.2 | Publish rep | orts of exa | ı minations, inju | ries, and ac | cidents | ļ | | | l | l | |
| | | | | | | | | | | | |
| Links | | Vision 2020 | | | | n 2020 phi | losophy that | everyone | directly sup | ports the m | nission |
| | | budget Lin | c icies Beneficial | Not applica | | ae Link: | | Flovible be | urs and wo | rking cond | itione |
| | | | obacco Settlen | | | | | | Not applica | | itions. |
| | Outlot Entit | (17.1.11) | | | 0.00 00.00 | prinorit Go | | . • | rtot appliot | 40.0 | |
| | Performa | nce Indicat | or Number | 12 | | | | | | | |
| | | ce Indicato | r Name | | f pre race | examination | ons recorde | ed and rep | orted | | |
| | LaPAS PI | Code | | 22286 | | | | | | | |
| | Level | | | Supporting | | | | | | | |
| Performance Indicators | : | | | | | | | | | | |
| | | Input: | LSRC on-site | personnel p | erform pre | race exam | inations on | approximat | ely 80-100 | horses a d | ay. |
| | | Output | Horses with pl | veical prob | lome are ha | arred from | racing and s | tatistics ar | a maintaine | d | |
| | | Output | rioises with pi | lysical prob | lenis are be | arred from | racing and s | statiotics are | Indintaine | u | |
| | | Outcome | Sounder horse | es are racin | g in Louisia | na resultin | g in fewer a | ccidents an | d breakdov | ns | |
| | | | Horses are pro | tected from | n abuse and | doutcomes | of races ar | e protected | l from illega | l manipula | tion. |
| | | Г#:sissser | OFO/ of all how | | | d b afa : a 4b | | | | | |
| | | Efficiency | 95% of all hors | ses racing a | ire examine | ea before tr | ne race | | | | |
| | | | | | | | | | | | |
| | | Quality | Stronger, heal | | | | and break | downs resu | Iting in | | |
| | | | safer racing w | ith significar | nt reduction | In risks. | | | | | |
| | | | | | | | | | | | |
| | Principal s | l takeholders | } | Horses rac | ina. | | | | | | |
| | | | | | | se owners, | employees | , | | | |
| | | | | | sociations, | | | | | | |
| | | | | Welfare of | horses and | integrity o | of the sport v | vill be prote | cted. | | |
| | External fo | octore | | Strong vot | orinarian na | ogram is n | ecessary to | protect rid | are herece | | |
| | External fa | ICIOIS | | | | | ecessary to Il actions in a | | | | |

| | F F | | | | | T | 1 | | | | | | |
|--------------------------|--|------------------|-----------------------|---------------------------|------------------------|--------------------|---------------|----------|--|--|--|--|--|
| | | | | | | | | | | | | | |
| 04 254 Lauisiana Stata D | Desing Commission He | ree Besing V | | Dragram | | | | | | | | | |
| 01-254 Louisiana State R | acing Commission - Ho | orse Racing ve | eterinarian | Program | | | | | | | | | |
| GOAL FOUR | Through the Veterin | orion Activity | o porform | nro roce exemination | o of all baroos re | noina | J | | | | | | |
| GUAL FUUR | Through the Veterinarian Activity to perform pre-race examinations of all horses racing in Louisiana while applying the RCI model racing rules for medications and to keep | | | | | | | | | | | | |
| | records of the examinations, soundness of horses and of racing accidents | | | | | | | | | | | | |
| | records of the exam | nations, soun | uness of ne | orses and or racing a | iccidents | | I [| | | | | | |
| OBJECTIVE 4.2 | LPC Votorinarions w | ill koon rooore | la of the ov | aminations, soundne | oss of boroos on | 1 | | | | | | | |
| OBJECTIVE 4.2 | of racing accidents | iii keep record | is of the ex | allillations, sounding | ess of florses and | , | | | | | | | |
| | or racing accidents | | | | | | | | | | | | |
| | | | | | | | | | | | | | |
| Strategy 4.2.2 | Publish reports of exa | minations, injur | ies. and acc | cidents | | | | | | | | | |
| <u> </u> | | | | | | | | | | | | | |
| | | | | | | | | | | | | | |
| | | | | | | | | | | | | | |
| Links | Louisiana Vision 2020 | Link: | LSRC ende | orses Vision 2020 phil | osophy that every | one directly sun | ports the mi | ssion | | | | | |
| | Children's budget Link | | Not applica | | | | | 00.011 | | | | | |
| | Human Resource Pol | | to Women | and Families Link | Flexib | le hours and wo | orkina condit | ions | | | | | |
| | | | | orce Development Con | | | | 10110. | | | | | |
| | | | | noo Bovolopinioni Gon | |). Itet applie | | | | | | | |
| | Performance Indicat | or Number | 13 | | | | | | | | | | |
| | Performance Indicato | | _ | e of horses injured v | vhile racing | | | | | | | | |
| | LaPAS PI Code | 22287 | | ville raoling | | | | | | | | | |
| | Level | | Supporting | 1 | | | | | | | | | |
| | LOVOI | | Cupporting | | | | | | | | | | |
| Performance Indicators: | | | | | | | | | | | | | |
| r chomianee maleators. | Input: | I SRC on- | site nersonn | nel perform pre race ex | raminations on an | nrovimately 80- | 100 horees | a day | | | | | |
| | input. | LOITO OIT | Site personi | lei perioriti pre race ez | ammations on ap | proximately 00 | 100 1101303 | a day. | | | | | |
| | Output | Horses wit | th physical r | problems are barred fr | om racing and stat | tistics are maint | rained | | | | | | |
| | Output | 1 101363 WII | in priysical p | | | usucs are main | lairieu | | | | | | |
| | Outcome | Sounder h | orege are ra | acing in Louisiana resu | Ilting in fower acci | dents and brea | kdowns | | | | | | |
| | Outcome | | | from abuse and outco | | | | ulation | | | | | |
| | | 1 101363 are | e protected | TOTT abuse and outco | ines of faces are p | notected from i | | ulation. | | | | | |
| | Efficiency | Q5% of all | horece raci | ng are examined befor | ro the race | | | | | | | | |
| | Linciency | 93 /6 OI all | Tiorses racii | Ing are examined belor | e the race | | | | | | | | |
| | | | | | | | | | | | | | |
| | Quality | Stronger | healthy horo | ses help to prevent inju | ries and breakdow | vne reculting in | | | | | | | |
| | Quality | | | ficant reduction In risk | | viis resulling III | | | | | | | |
| | | Saiti ialli | ig with Signi | noant reduction in 115K | J. | | | | | | | | |
| | | | | | | | | | | | | | |
| | Principal stakeholders | Horses rac | ring | | | | | | | | | | |
| | i ililoipai stakelioideis | | ainers, horse owners, | | | | | | | | | | |
| | | | | sociations, veterinaria | | | | | | | | | |
| | | | | horses and integrity o | | protected | | | | | | | |
| | | | vveliale 01 | noises and integrity 0 | i iiie short wiii be f | Ji Oleclea. | | | | | | | |
| | External factors | | Ctrops vot | erinarian program is ne | 20000001110 | t ridoro horosa | | | | | | | |
| | External factors | | | | | | , | | | | | | |
| | | | and public | from injuries and legal | priysical sport. | | | | | | | | |

| SOAL FO | UN | | na Vatarinarian | Drogram to | norform i | 20-1200 AV | ramination | c of all be | reac racina | ı | |
|-----------|-------------|--------------|--------------------|--|--------------|---------------|--------------|--------------|---------------|-----------------|---------|
| | | | he Veterinarian | | | | | | | | |
| | | | na while applyir | | | | | | о кеер | | |
| | | Tecords of | the examination | nis, souriai | 1622 OI 1101 | Ses and o | i racing ac | Lidenis | 1 | 1 | |
| OBJECTIV | /E 12 | Through th | e Veterinarian A | ctivity to to | et at laact | 15 horeos o | ach live re | oo day | | | |
| JOJECTIV | 4.3 | Tillough th | e vetermanan A | Clivity, to te | isi ai ieasi | 13 1101363 6 | acii iive ia | Je uay. | | | |
| | | | | | | | | | | | |
| | | | | | | | | | | | |
| | Strategy 4 | 3.1 Test | specific number | of horses to | deter the i | lse of any il | lenal drugs | medication | nns and/or t | reatments | |
| | Ollalegy 4 | | ich could influen | | | | | | | | |
| | | | safety of rider | | | ve one nor | SC all adva | lage over | | lo protect | |
| | | LII | salety of Haci | | | | | | | | |
| _inks | Louisiana | Vision 2020 | Link. | I SRC end | orses Visio | n 2020 phil | osophy tha | t evervone | directly sup | ports the m | ission |
| | | budget Link | | Not applica | | . 2020 pilli | | . 545/90/10 | | p 51.0 ti 10 11 | |
| | | | cies Beneficial to | | | Link: | | Flexible h | ours and wo | rkina cond | itions. |
| | | | bacco Settleme | | | | | | | | |
| | | (, | | | | | | | | | |
| | Performar | nce Indicate | or Number | 14 | | | | | | | |
| | Performan | ce Indicator | · Name | Number o | f equine sa | amples tes | ted annua | lly | | | |
| | LaPAS PI | | | 1057 | • | | | | | | |
| | Level | | | Supporting | | | | | | | |
| | | | | | | | | | | | |
| Performan | ce Indicato | rs: | | | | | | | | | |
| | | Input: | LSRC on-site pe | ersonnel per | form equin | e drug testi | ng on at le | ast 15 hors | ses per race | day. | |
| | | Output | Results of the e | quine testing | g are repor | ted and nur | are count | ed. | | | |
| | | - | | | | | | | | | |
| | | Outcome | Strong regulator | y controls a | nd strict pe | nalties dete | er abuse. | | | | |
| | | Efficiency | Number of equir | ne samples | tested is w | thin 5% of | performand | e standard | ds indicating | | |
| | | | consistent and | | | | | | | | |
| | | Quality | Horseracing is c | onducted w | ith honesty | and integr | ate of Loui | siana in a | | | |
| | | | controlled env | ironment. | | | | | | | |
| | | | | | | | | | | | |
| | | | | | | | | | | | |
| | Principal s | takeholders | | | orse owner | | | | | | |
| | | | | | sociations, | | | ment cente | ers, | | |
| | | | | | es who do t | | | | | | |
| | | | | Welfare of | horses and | l integrity o | f the sport | will be prot | ected. | | |
| | | | | | | | | | | | |
| | External fa | ctors | | Competition needs to be fair for horseracing in Louisiana to continue to attract | | | | | | | |

|)1-254 Lo | uisiana Sta | ate Racing | Commission - | Horse Rac | ing Progra | m/Licensi | ng and Regu | ılatory Ad | ctivity | | |
|-----------|-----------------------|---------------|--------------------------------|-----------------|---------------|----------------|--------------------|-------------|---------------|------------|--------|
| OAL FO | IP | Through f | he Veterinaria | Program | to perform | nro-raco (| evamination | s of all be | rees racin | | |
| IOAL I O | | | na while apply | | | | | | | 9 | - |
| | | | f the examinati | | | | | | o keep | | - |
| | | | | | | | | Cidents | | | |
|)BJECTI\ | /F 4 3 | Through th | ne Veterinarian <i>i</i> | Activity to to | est at least | 15 horses | each live race | e dav | | | |
| | | i i i cugii u | Votomanan, | | | 1011000 | | o day. | | | |
| | | | | | | | | | | | |
| | Strategy 4. | 3.2. Test | horses to deter | the use of a | any illegal c | Iruas, medi | ications, or tre | eatments | which could | | |
| | - 57 | | orse unfair adva | | | | | | | | |
| | | . • | in records and re | • | | • | | | | | |
| | | | | | | | , | | | | |
| inks | Louisiana ' | Vision 2020 | Link: | LSRC end | orses Visio | n 2020 phil | losophy that e | everyone | directly supp | orts the m | ission |
| | | budget Linl | | Not applica | able | | | - | | | |
| | | | icies Beneficial | | | | | rking cond | itions. | | |
| | Other Link | s (TANF, T | obacco Settlem | ent, Workfo | rce Develo | pment Con | nmission, or 0 | Other): | Not applica | able | |
| | | | | | | | | | | | |
| | Performar | nce Indicat | or Number | 15 | | | | | | | |
| | | ce Indicato | r Name | | e of horse | s testing p | ositive | | | | |
| | LaPAS PI | Code | | 11600 | | | | | | | |
| | Level | | | Key | | | | | | | |
| | | | | | | | | | | | |
| erforman | ce Indicato | e Indicators: | | | | | | | | | |
| | | Input: | LSRC on-site p | ersonnel p | erform equi | ne drug tes | sting on at lea | ast 15 hor | ses per race | e day. | |
| | | 0 | D 11 (11 | . , , | | | | | | • • • | |
| | | Output | Results of the | | | | | | | | |
| | | | Percentage is | determined | by number | of positive | results divide | ea by num | iber of norse | es testea. | |
| | | Outcomo | Ctropa rogulate | m, controlo | and atriat n | analtica da | tor obugo | | | | |
| | | Outcome | Strong regulate Horses are pro | | | | | protoctod | from illogal | maninulati | on |
| | | Efficiency | Number of equ | | | | | • | | | UII. |
| | | Linciency | successful re | | S Stay With | 11 3 70 OI PIC | Jected perior | mance st | | licating | |
| | | Quality | Horseracing is | • | with honest | v and inter | rity in the Sta | ate of Loui | isiana in a | | |
| | | Quality | controlled en | | With Horicot | | girty iii tiie Ote | ate of Loui | | | |
| | | | CONTROLLED CIT | VII OTTITICITE. | | | | | | | |
| | | | | | | | | | | | |
| | Principal s | takeholders | <u> </u> | Jockevs. tr | ainers, hor | | | | | | |
| | - morpai diakondidora | | | | sociations, | | | | | | |
| | | | | | es who do t | | | | | | |
| | | | | | | | f the sport wi | ll be prote | cted. | | |
| | | | | | | | | | | | |
| | External fa | ctors | | Competitio | n needs to | a to continu | e to attrac | t | | | |
| | | | | | | | betting publi | | | | |