

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 statutes, 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 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 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 pari-mutuel 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 pari-mutuel 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 pari-mutuel 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.

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OBJECTIVE 2.3	To present serious rulings, fines, and cases to the racing commission at public meetings 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	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
GOAL THREE. Breeder Awards 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 authorized by statutes.
OBJECTIVE 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 3.2	. Process 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 amount of wagers in Louisiana and availability of funds earned and paid.
GOAL FOUR	Through the Veterinarian Program to perform pre-race examinations 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 4.1	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.

Performance

Indicator

Number

Title of Sheet

Name of 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	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.

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 1.1	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.										
Links	Louisiana Vision 2020 Link:		LSRC endorses Vision 2020 philosophy that everyone directly supports the mission								
	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		11596								
	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.								
			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.								
	Quality		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 funds for horse racing regulation.								

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 1.2 Monitor wagers daily, monthly, and annually to estimate self-generated revenues and trends.											
Links	Louisiana Vision 2020 Link:			LSRC endorses Vision 2020 philosophy that everyone directly supports the mission								
	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 1.1		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		Louisiana Vision 2020 Link:		LSRC endorses Vision 2020 philosophy that everyone directly supports the mission								
		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 Racing activity to license and regulate all qualified applicants.								
	Strategy 2.1. Monitor number of licenses issued to measure participation in horseracing.								
Links	Louisiana Vision 2020 Link:		LSRC endorses Vision 2020 philosophy that everyone directly supports the mission						
	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 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 2.2	Through the Licensing and Regulation activity, to test at least and 3 humans per live race day.
	Strategy 2.2.4. 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 though a controlled safety program.
Links	Louisiana Vision 2020 Link: LSRC endorses Vision 2020 philosophy that everyone directly supports the mission 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 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 Through the Licensing and Regulation activity, to test at least 3 humans per live race day.									
Strategy 2.2.2 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 Louisiana Vision 2020 Link: LSRC endorses Vision 2020 philosophy that everyone directly supports the mission									
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 6									
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									
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 2.3		To present serious rulings, fines, and cases to the Racing Commission at public meetings for open hearings and decisions							
		Strategy 2.3.1 Schedule cases before the Racing Commission for decisions based on evidence and statutes.							
Links		Louisiana Vision 2020 Link:		LSRC endorses Vision 2020 philosophy that everyone directly supports the mission					
		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		7					
		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 2.3. To present serious rulings, fines, and cases to the Racing Commission at public meetings for open hearings and decisions									
Strategy 2.3.2 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									
Louisiana Vision 2020 Link:			LSRC endorses Vision 2020 philosophy that everyone directly supports the mission						
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			8						
Performance Indicator Name			Number 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			Number of cases overturned is within 5% of projected performance indicators.						
Quality			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 process periodic transfers of funds to State Treasury 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 transferring LSRC self generated funds to State Treasury to pay breeder organizations for payment of breeder awards to authorized breeders according to statutes.								
Strategy 3.1	Transfer a Percent of LSRC self generated revenue to State Treasury for breeder awards accurately and tim								
Links	Louisiana Vision 2020 Link:	LSRC endorses Vision 2020 philosophy that everyone directly supports the mission							
	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	9							
	Performance Indicator Name	Transfer of TH and QH Breeder Award Funds to State Treasury							
	LaPAS PI Code	1061							
	Level	Key							
Performance Indicators:									
	Input:	Receive audit reports from LSRC auditors on funds wagered in Louisiana monthly. Calculate amounts of transfers and available funds							
	Output	Transfer funds to State Treasury timely.							
	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							

01-254 Louisiana State Racing Commission - Horse Racing Program/Breeder Awards Activity			
GOAL THREE:	Breeder Awards 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 authorized by statutes.		
OBJECTIVE 3.			
Strategy 3.2	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 transfers to the State Treasury for payment of funds to breeder organizations to pay individual breeder awards according to statutes.		
Strategy 3.3	Maintain records of funds paid out for breeder awards by breed according to statutes. so that statutory limits are not exceeded.		
Links	Louisiana Vision 2020 Link:	LSRC endorses Vision 2020 philosophy that everyone directly supports the mission	
	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	10	
	Performance Indicator Name	Annual amount of funds transferred to State Treasury for 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 transfers 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	

01-254 Louisiana State Racing Commission - Horse Racing Veterinarian Program											
GOAL FOUR	Through the Veterinarian Program 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										
OBJECTIVE 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 and perform equine examinations prior to every live TH and QH race in Louisiana										
Links	Louisiana Vision 2020 Link:		LSRC endorses Vision 2020 philosophy that everyone directly supports the mission								
	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		11								
	Performance Indicator Name		Number of pre race examinations conducted								
	LaPAS PI Code		22286								
	Level		Supporting								
Performance Indicators:											
	Input:		LSRC on-site personnel perform pre race examinations 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		95% 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 veterinarian program is necessary to protect riders, horses, and public from injuries and legal actions in a very physical sport.								

01-254 Louisiana State Racing Commission - Horse Racing Veterinarian Program											
GOAL FOUR	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										
OBJECTIVE 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 4.2.2	Publish reports of examinations, injuries, and accidents										
Links	Louisiana Vision 2020 Link:		LSRC endorses Vision 2020 philosophy that everyone directly supports the mission								
	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		12								
	Performance Indicator Name		Number of pre race examinations recorded and reported								
	LaPAS PI Code		22286								
	Level		Supporting								
Performance Indicators:											
	Input:		LSRC on-site personnel perform pre race examinations 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		95% 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 veterinarian program is necessary to protect riders, horses, and public from injuries and legal actions in a very physical sport.								

01-254 Louisiana State Racing Commission - Horse Racing Veterinarian Program											
GOAL FOUR	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										
OBJECTIVE 4.2	LRC Veterinarians will keep records of the examinations, soundness of horses and of racing accidents										
Strategy 4.2.2	Publish reports of examinations, injuries, and accidents										
Links	Louisiana Vision 2020 Link:		LSRC endorses Vision 2020 philosophy that everyone directly supports the mission								
	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		13								
	Performance Indicator Name		Percentage of horses injured while racing								
	LaPAS PI Code		22287								
	Level		Supporting								
Performance Indicators:											
	Input:		LSRC on-site personnel perform pre race examinations 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		95% 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 veterinarian program is necessary to protect riders, horses, and public from injuries and legal actions in a very physical sport.								

01-254 Louisiana State Racing Commission - Horse Racing Program/Licensing and Regulatory Activity									
GOAL FOUR	Through the Veterinarian Program 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								
OBJECTIVE 4.3	Through the Veterinarian Activity , to test at least 15 horses each live race day.								
	Strategy 4.3.1 Test specific number of horses to deter the use of any illegal drugs, medications, and/or treatments which could influence a horse race and give one horse an advantage over others and to protect the safety of riders and horses								
Links	Louisiana Vision 2020 Link:		LSRC endorses Vision 2020 philosophy that everyone directly supports the mission						
	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		14						
	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.						
	Principal stakeholders		Trainers, horse owners, employees, horses, Racing associations, drug and alcohol treatment centers, 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 Program/Licensing and Regulatory Activity			
GOAL FOUR	Through the Veterinarian Program 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		
OBJECTIVE 4.3	Through the Veterinarian Activity to test at least 15 horses each live race day.		
	Strategy 4.3.2. Test horses to deter the use of any illegal drugs, medications, or treatments which could give one horse unfair advantage over others and to protect the safety of horses and riders. To maintain records and reports of evidence for cases, treatment, etc.		
Links	Louisiana Vision 2020 Link:	LSRC endorses Vision 2020 philosophy that everyone directly supports the mission	
	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	15	
	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.	
	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.	