

LOUISIANA GAMING CONTROL BOARD
Strategic Plan
FY 2023-2024 through FY 2027-2028

VISION:

To ensure the citizens of Louisiana that gaming is strictly and impartially regulated as provided by the laws of this state.

MISSION:

To regulate all gaming activities under its jurisdiction in a manner which instills public confidence and trust that gaming activities are conducted honestly and free from criminal and corruptive elements; to ensure the integrity of individual gaming activities by the regulation of persons, practices, associations and activities within the gaming industry.

PHILOSOPHY:

To effectively achieve our mission by providing professional and knowledgeable service while maintaining impartial but strict regulation of gaming activities.

GOAL:

- I. To strictly regulate all gaming activities under the jurisdiction of the Louisiana Gaming Control Board by ensuring the initial and continuing suitability of all licensees and permittees and eliminating to the extent possible known criminal and corrupt influences on the gaming industry. La. R.S. 27:2, 27:15, 27:15.1, 27:28, 27:42, 27:70, 27:306 (A), 27:202, 27:234, 27:235, 27:310, 27:352, 27:363, 27:603, and 27:604.

OBJECTIVE: I.1.

To ensure that 100% of the known disqualified and unsuitable persons identified by the Louisiana State Police and/or Attorney General gaming investigators are denied a license or permit, in order to eliminate criminal and known corrupt influences on the gaming industry each year through the end of FY 2027-2028.

STRATEGY:

- I.1.1. To coordinate with law enforcement agencies to identify corrupt influences within the gaming industry operating in Louisiana.
- I.1.2. To benchmark methods used by other gaming jurisdictions to identify and eliminate corrupt influences and unsuitable persons in their gaming industries.
- I.1.3. To administer the appropriate state agencies in the conduct of investigations of all persons required by law to meet suitability.
- I.1.4. To require the compliance of the gaming industry with all statutory requirements for gaming.
- I.1.5. To continue to afford applicants, licensees and permittees administrative remedies as required by law.

PERFORMANCE INDICATORS:

INPUT: Number of administrative hearings held
 Number of hearing officer decisions – Casino Gaming
 Number of hearing officer decisions – Video Poker
 Number of licenses and permits issued – Casino Gaming
 Number of licenses and permits issued – Video Poker

OUTPUT: Number of Louisiana Gaming Control Board decisions – Casino Gaming
 Number of Louisiana Gaming Control Board decisions – Video Poker
 Number of administrative actions as a result of failure to request an administrative hearing - Casino Gaming
 Number of administrative actions as a result of failure to request an administrative hearing – Video Poker

OUTCOME: Percentage of known unsuitable persons that were denied a license or permit
 Percentage of licensees or permittees who were disqualified and/or whose license or permit was suspended or revoked

OBJECTIVE: II.1

To increase public confidence through the regulation of Video Poker, Riverboat, Land-Based, and Slot Machine Gaming at Pari-Mutuel Live Racing Facilities, thereby ensuring the integrity of gaming activities and promoting economic development through FY 2027-2028.

STRATEGY:

- II.1.1. To coordinate with law enforcement agencies to identify corrupt influences within the gaming industry operating in Louisiana.
- II.1.2. To benchmark methods used by other gaming jurisdictions to identify and eliminate corrupt influences and unsuitable persons in their gaming industries.
- II.1.3. To administer the appropriate state agencies in their regulation of gaming operations under the Board’s authority.
- II.1.4. To require the compliance of the gaming industry with all statutory requirements for gaming.
- II.1.5. To continue to afford applicants, licensees, and permittees administrative remedies as required by law.

PERFORMANCE INDICATORS:

OUTPUT: Number of administrative actions of the Board

**LOUISIANA GAMING CONTROL BOARD
STRATEGIC PLAN – APPENDIX
FY 2023-2024 THROUGH 2027-2028**

1. The Louisiana Gaming Control Board serves the citizens of the State of Louisiana through the regulation of the gaming industry as mandated by the legislature.
2. **INTERNAL AND EXTERNAL VARIABLES**

INTERNAL FACTORS:

The Louisiana Gaming Control Board consists of nine members and two ex officio members. The chairman is the only full-time member and serves as the Board’s CEO. The Board currently has three staff positions, one confidential assistant, one principal assistant, one administrative coordinator, and a docket clerk who is an employee of the attorney general’s office.

The attorney general is statutorily authorized to serve as legal advisor and legal representative to the Board and to provide investigative services to the Board. The Department of Public Safety and Corrections, office of State Police, has responsibility for investigations and enforcement of gaming law, rules and regulations, and may issue certain gaming licenses and permits in accordance with law.

There is one individual serving as a hearing officer whose duty is to conduct administrative hearings and render decisions. The hearing officer’s support staff consists of employees of the Attorney General.

In addition to the internal factor of the operational structure of the Louisiana Gaming Control Board, there are several external factors which affect board function.

EXTERNAL FACTORS:

Measuring outcomes is difficult in any context, but particularly so in gaming regulation. We must be guided principally by the legislative mandate to strictly regulate gaming. “Success” is attained when gaming is strictly, impartially and fairly regulated. It is not reducible to simple numerical counts of license or permit issuances, denials, revocations or suspensions. “Success” is obtained when crime, wrongdoing or unsuitable conduct is deterred through effective regulation; yet quantitative measurement of the benefits of this deterrence remains a complex challenge.

In addition, it is extremely difficult to isolate the particular effects of regulatory activity from other factors that affect outcomes and over which the Board has little control.

A. Social-Structural factors.

The opportunity for adolescents and young adults has increased due to the increase of licensed gaming facilities in Louisiana. Absent successful intervention, commensurate growth in underage gaming can be expected due to increased opportunities. Additionally, the Board is compelled by statute to provide for the enforcement of compulsive gaming regulations and programs.

B. Emergencies and other unpredictable events.

History suggests that the temporary closure of a licensed riverboat due to hurricanes, flood conditions, a particularly sensitive and complex case, or some other crisis that strains our time, attention and resources may occur.

C. Changing statutory responsibilities.

The Board's mission, goals, priorities and workload are affected directly by laws enacted by the legislature; for example, the enactment of legislation requiring the establishment and quarterly update of a central registry of all licensed gaming operators.

D. Rule Promulgation process.

Changes in rules are necessary due to outside influences. The Board remains adaptable and flexible to the changing needs of the State.

E. Changing technology.

Advancing technology affects the Board's ability to keep pace with the regulation of the gaming industry. Not only is the technology more complex, but there are changes in the way it is being applied. Technology holds great promise for strengthening the capabilities of gaming regulation and criminal investigations. At the same time however, technology is increasing the ability of potential criminals to evade detection and providing new opportunities for criminal behavior. The Board's goal in decreasing criminal behavior and corrupt influences is dependent in large measure upon the ability of its support agencies to wisely use technology.

F. The effectiveness and capacity of our state partners.

Maintaining proactive regulatory policies requires the coordinated efforts of all levels of government. For the continued success of the Board, the support of the agencies which provide regulatory, investigative, enforcement and legal services is needed.

G. Developments in gaming industry.

Fifteen riverboat casinos are authorized to operate in Louisiana and all fifteen casinos are currently operational. The final riverboat license held by Golden Nugget Lake Charles, LLC opened December 6, 2014. Pari-mutuel gaming is operating at four facilities. Although the Louisiana Gaming Control Board is responsible for

the regulation of slot machines at qualified pari-mutuel facilities, the Louisiana Racing Commission is responsible for the regulation of horse racing.

In 2018, a referendum vote authorized Fantasy Sports in 49 parishes. Enabling legislation was introduced in the 2019 regular legislative session, and passed. Rulemaking commenced for this new form of gambling. The LGCB was designated as the regulatory agency for overseeing Fantasy Sports.

Act 141 of the 2020 Regular Legislative Session was signed by Governor Edwards on June 9, 2020. This piece of legislation provided the regulatory structure and laws for the operation of fantasy sports. It required the Louisiana Gaming Control Board to institute rulemaking procedures no later than August 1, 2020. During the Board's July 16, 2020 meeting, the Board approved the institution of rulemaking for Fantasy Sports. The Board, State Police Gaming Division, and the AG's Gaming Division worked diligently to promulgate rules and facilitate the applications for fantasy sports operations in Louisiana. Emergency rules were not authorized in the legislation. Therefore, in order to comply with the Administrative Procedures Act and due to **substantive** changes, the rulemaking process took from July 16, 2020 until February 20, 2021. Fantasy Sports went live on July 15, 2021. These numbers will be considered in the annual report for fiscal year 2021-2022.

On June 10, 2021, the Louisiana State Legislature approved legislation establishing a licensing framework for retail and online sports betting in the fifty-five Louisiana parishes that voted to authorize sports betting in the November 2020 election.

During the 2021 Regular Session, the Louisiana Legislature adopted Act 440, which directs the Gaming Control Board to adopt emergency rules for the promulgation of the initial administrative rules pertaining to sports wagering that shall be considered to constitute a matter of imminent peril to public health, safety, and welfare. The proposed rules codify Acts 80, 440, and 435 of the 2021 Regular Legislative Session and Act 215 of the 2020 Regular Legislative Session that enact the Louisiana Sports Wagering Act and authorize the conducting, application, licensing, permitting, enforcement, collection of fees and taxes, and regulation of racehorse wagering and sports wagering.

The Gaming Control Board determined that the Emergency Rules were necessary to comply with the legislative mandate in Act 440 of the 2021 Regular Session of the Louisiana Legislature. This Emergency Rules became effective August 23, 2021. Retail Sports wagering went live in October of 2021 and Mobile Sports Wagering went live in February of 2022. These numbers will be considered in the annual report for fiscal year 2021-2022.

Through these limitations and complexities, the Board has maintained a proactive effort to identify goals, strategies and indicators of performance that are meaningful, appropriate to our mission, and adaptive to the evolution of the gaming industry.

3. The statutory requirement for the Louisiana Gaming Control Board is Louisiana Gaming Control Law, or La. R.S. 27:1 et seq.
4. Objectives and strategies were developed primarily by internal/external assessments, mandatory process priorities, master plans and legislative review and input of proposed plan.
5. The primary persons who will benefit from the plan are the gaming industry that the Board regulates, the Office of State Police's Gaming Enforcement Section, and the citizens of the State of Louisiana.
6. No true duplication of effort has been identified within the Louisiana Gaming Control Board program.
7. See attached Indicator Documentation sheets.
8. All performance indicators will be used to evaluate efficiency and effectiveness of the Louisiana Gaming Control Board in its regulation of gaming activities within the State of Louisiana. See attached Indicator Documentation sheets.
9. All data used in preparing this Strategic Plan will be preserved and maintained for a period of at least three years, or longer if required by record retention laws.
10. Human Resource Policies Beneficial to Women and Families: Public Safety Services grants flexible work schedules, when possible, to accommodate employees with child-care or other family issues. The Department will make reasonable accommodations for known physical or mental disabilities of an applicant or employee as well as known limitations related to pregnancy, childbirth or a related medical condition. The Department has an Employee Assistance Program that provides information and guidance for employees and/or family members. In accordance with Federal Law, the Department supports all Federal and State labor laws, the Family and Medical Leave Law Act, the Americans with Disabilities Act, and the Affordable Healthcare Act and upholds practices within those guidelines, supporting employees and families.

PERFORMANCE INDICATOR DOCUMENTATION

Program: Louisiana Gaming Control Board

Objective: To ensure that 100% of the known disqualified and unsuitable persons identified by the Louisiana State Police and/or Attorney General gaming investigators are denied a license or permit, in order to eliminate criminal and known corrupt influences on the gaming industry each year through the end of FY 2027-2028.

Indicator Name: Number of administrative hearings held

Indicator LaPAS PI Code: 2115

1. **Type and Level:** Input - Key
2. **Rationale, Relevance, Reliability:** The number of administrative hearings held will be used to ascertain the effectiveness of strategy in eliminating the number of licenses and permits held by disqualified and unsuitable persons.
3. **Use:** This program is used for internal management purposes.
4. **Clarity:** Clearly indicates what is being measured.
5. **Data Source, Collection and Reporting:** Internal documentation at the Hearing Office; Quarterly
6. **Calculation Methodology:** Compile the number of administrative hearings held.
7. **Scope:** Aggregate
8. **Caveats:** This indicator has no limitations or weaknesses.
9. **Accuracy, Maintenance, and Support:** There are no issues with accuracy, maintenance, or support.
10. **Responsible Person:**

Name/Title: Natalie Thurman, Principal Assistant

Phone: 225-925-1846

Email: LGCB@la.gov

PERFORMANCE INDICATOR DOCUMENTATION

Program: Louisiana Gaming Control Board

Objective: To ensure that 100% of the known disqualified and unsuitable persons identified by the Louisiana State Police and/or Attorney General gaming investigators are denied a license or permit, in order to eliminate criminal and known corrupt influences on the gaming industry each year through the end of FY 2027-2028.

Indicator Name: Number of Hearing Officer Decisions – Casino Gaming

Indicator LaPAS PI Code: 15557

1. **Type and Level:** Input - Key
2. **Rationale, Relevance, Reliability:** The number of Hearing Officer decisions will be used to determine the effectiveness of the administrative process.
3. **Use:** This program is used for internal management purposes.
4. **Clarity:** Clearly indicates what is being measured.
5. **Data Source, Collection and Reporting:** Internal documentation at both the Hearing Office and the Gaming Control Board; As Rendered; Quarterly
6. **Calculation Methodology:** Compile the number of decisions rendered. (Casino Gaming)
7. **Scope:** Aggregate
8. **Caveats:** This indicator has no limitations or weaknesses.
9. **Accuracy, Maintenance, and Support:** There are no issues with accuracy, maintenance, or support.
10. **Responsible Person:**

Name/Title: Natalie Thurman, Principal Assistant

Phone: 225-925-1846

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PERFORMANCE INDICATOR DOCUMENTATION

Program: Louisiana Gaming Control Board

Objective: To ensure that 100% of the known disqualified and unsuitable persons identified by the Louisiana State Police and/or Attorney General gaming investigators are denied a license or permit, in order to eliminate criminal and known corrupt influences on the gaming industry each year through the end of FY 2027-2028.

Indicator Name: Number of Hearing Officer Decisions – Video Poker

Indicator LaPAS PI Code: 6715

1. **Type and Level:** Input - Key
2. **Rationale, Relevance, Reliability:** The number of Hearing Officer decisions will be used to determine the effectiveness of the administrative process.
3. **Use:** This program is used for internal management purposes.
4. **Clarity:** Clearly indicates what is being measured.
5. **Data Source, Collection and Reporting:** Internal documentation at both the Hearing Office and Gaming Control Board; Quarterly; Quarterly
6. **Calculation Methodology:** Compile the number of decisions rendered. (Video Poker)
7. **Scope:** Aggregate
8. **Caveats:** This indicator has no limitations or weaknesses.
9. **Accuracy, Maintenance, and Support:** There are no issues with accuracy, maintenance, or support.
10. **Responsible Person:**

Name/Title: Natalie Thurman, Principal Assistant

Phone: 225-925-1846

Email: LGCB@la.gov

PERFORMANCE INDICATOR DOCUMENTATION

Program: Louisiana Gaming Control Board

Objective: To ensure that 100% of the known disqualified and unsuitable persons identified by the Louisiana State Police and/or Attorney General gaming investigators are denied a license or permit, in order to eliminate criminal and known corrupt influences on the gaming industry each year through the end of FY 2027-2028.

Indicator Name: Number of Licenses and Permits Issued - Casino Gaming

Indicator LaPAS PI Code: 15560

1. **Type and Level:** Input - Key
2. **Rationale, Relevance, Reliability:** To determine the increase or decrease in the number of licenses/permits held by qualified and suitable persons.
3. **Use:** This program is used for internal management purposes.
4. **Clarity:** Clearly indicates what is being measured.
5. **Data Source, Collection and Reporting:** Internal documentation; As Rendered; Quarterly
6. **Calculation Methodology:** Compile the number of licenses/permits issued. (Casino Gaming)
7. **Scope:** Aggregate
8. **Caveats:** This indicator has no limitations or weaknesses.
9. **Accuracy, Maintenance, and Support:** There are no issues with accuracy, maintenance, or support.

10. Responsible Person:

Name/Title: Natalie Thurman, Principal Assistant

Phone: 225-925-1846

Email: LGCB@la.gov

PERFORMANCE INDICATOR DOCUMENTATION

Program: Louisiana Gaming Control Board

Objective: To ensure that 100% of the known disqualified and unsuitable persons identified by the Louisiana State Police and/or Attorney General gaming investigators are denied a license or permit, in order to eliminate criminal and known corrupt influences on the gaming industry each year through the end of FY 2027-2028.

Indicator Name: Number of Licenses and Permits Issued - Video Poker

Indicator LaPAS PI Code: 2113

1. **Type and Level:** Input - Key
2. **Rationale, Relevance, Reliability:** To determine the increase or decrease in the number of licenses/permits held by qualified and suitable persons.
3. **Use:** This program is used for internal management purposes.
4. **Clarity:** Clearly indicates what is being measured.
5. **Data Source, Collection and Reporting:** Internal documentation; As Rendered; Quarterly
6. **Calculation Methodology:** Compile the number of licenses/permits issued. (Video Poker)
7. **Scope:** Aggregate
8. **Caveats:** This indicator has no limitations or weaknesses.
9. **Accuracy, Maintenance, and Support:** There are no issues with accuracy, maintenance, or support.

10. Responsible Person:

Name/Title: Natalie Thurman, Principal Assistant

Phone: 225-925-1846

Email: LGCB@la.gov

PERFORMANCE INDICATOR DOCUMENTATION

Program: Louisiana Gaming Control Board

Objective: To ensure that 100% of the known disqualified and unsuitable persons identified by the Louisiana State Police and/or Attorney General gaming investigators are denied a license or permit, in order to eliminate criminal and known corrupt influences on the gaming industry each year through the end of FY 2027-2028.

Indicator Name: Number of Louisiana Gaming Control Board decisions – Casino Gaming

Indicator LaPAS PI Code: 15558

1. **Type and Level:** Output - Key
2. **Rationale, Relevance, Reliability:** The number of decisions by the Louisiana Gaming Control Board will be used to determine the effectiveness of the administrative process.
3. **Use:** This program is used for internal management purposes.
4. **Clarity:** Clearly indicates what is being measured.
5. **Data Source, Collection and Reporting:** Internal documentation at the Gaming Control Board; As Rendered; Quarterly
6. **Calculation Methodology:** Compile the number of decisions rendered. (Casino Gaming)
7. **Scope:** Aggregate
8. **Caveats:** This indicator has no limitations or weaknesses.
9. **Accuracy, Maintenance, and Support:** There are no issues with accuracy, maintenance, or support.
10. **Responsible Person:**

Name/Title: Natalie Thurman, Principal Assistant

Phone: 225-925-1846

Email: LGCB@la.gov

PERFORMANCE INDICATOR DOCUMENTATION

Program: Louisiana Gaming Control Board

Objective: To ensure that 100% of the known disqualified and unsuitable persons identified by the Louisiana State Police and/or Attorney General gaming investigators are denied a license or permit, in order to eliminate criminal and known corrupt influences on the gaming industry each year through the end of FY 2027-2028.

Indicator Name: Number of Louisiana Gaming Control Board decisions – Video Poker

Indicator LaPAS PI Code: 6718

1. **Type and Level:** Output - Key
2. **Rationale, Relevance, Reliability:** The number of decisions by the Louisiana Gaming Control Board will be used to determine the effectiveness of the administrative process.
3. **Use:** This program is used for internal management purposes.
4. **Clarity:** Clearly indicates what is being measured.
5. **Data Source, Collection and Reporting:** Internal documentation at the Gaming Control Board; As Rendered; Quarterly
6. **Calculation Methodology:** Compile the number of decisions rendered. (Video Poker)
7. **Scope:** Aggregate
8. **Caveats:** This indicator has no limitations or weaknesses.
9. **Accuracy, Maintenance, and Support:** There are no issues with accuracy, maintenance, or support.
10. **Responsible Person:**

Name/Title: Natalie Thurman, Principal Assistant

Phone: 225-925-1846

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PERFORMANCE INDICATOR DOCUMENTATION

Program: Louisiana Gaming Control Board

Objective: To ensure that 100% of the known disqualified and unsuitable persons identified by the Louisiana State Police and/or Attorney General gaming investigators are denied a license or permit, in order to eliminate criminal and known corrupt influences on the gaming industry each year through the end of FY 2027-2028.

Indicator Name: Number of administrative actions as a result of failure to request an administrative hearing – Casino Gaming

Indicator LaPAS PI Code: 15559

1. **Type and Level:** Output - Key
2. **Rationale, Relevance, Reliability:** To determine the number of licenses or permits denied or revoked because of failure to take advantage of administrative remedies.
3. **Use:** This program is used for internal management purposes.
4. **Clarity:** Clearly indicates what is being measured.
5. **Data Source, Collection and Reporting:** Internal documentation; As Rendered; Quarterly
6. **Calculation Methodology:** Compile the number of licenses or permits denied or revoked (Casino Gaming)
7. **Scope:** Aggregate
8. **Caveats:** This indicator has no limitations or weaknesses.
9. **Accuracy, Maintenance, and Support:** There are no issues with accuracy, maintenance, or support.
10. **Responsible Person:**

Name/Title: Natalie Thurman, Principal Assistant

Phone: 225-925-1846

Email: LGCB@la.gov

PERFORMANCE INDICATOR DOCUMENTATION

Program: Louisiana Gaming Control Board

Objective: To ensure that 100% of the known disqualified and unsuitable persons identified by the Louisiana State Police and/or Attorney General gaming investigators are denied a license or permit, in order to eliminate criminal and known corrupt influences on the gaming industry each year through the end of FY 2027-2028.

Indicator Name: Number of administrative actions as a result of failure to request an administrative hearing – Video Poker

Indicator LaPAS PI Code: 6721

1. **Type and Level:** Output - Key
2. **Rationale, Relevance, Reliability:** To determine the number of licenses or permits denied or revoked because of failure to take advantage of administrative remedies.
3. **Use:** This program is used for internal management purposes.
4. **Clarity:** Clearly indicates what is being measured.
5. **Data Source, Collection and Reporting:** Internal documentation; As Rendered; Quarterly
6. **Calculation Methodology:** Compile the number of licenses or permits denied or revoked (Video Poker)
7. **Scope:** Aggregate
8. **Caveats:** This indicator has no limitations or weaknesses.
9. **Accuracy, Maintenance, and Support:** There are no issues with accuracy, maintenance, or support.
10. **Responsible Person:**

Name/Title: Natalie Thurman, Principal Assistant

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Email: LGCB@la.gov

PERFORMANCE INDICATOR DOCUMENTATION

Program: Louisiana Gaming Control Board

Objective: To ensure that 100% of the known disqualified and unsuitable persons identified by the Louisiana State Police and/or Attorney General gaming investigators are denied a license or permit, in order to eliminate criminal and known corrupt influences on the gaming industry each year through the end of FY 2027-2028.

Indicator Name: Percentage of known unsuitable persons that were denied a license or permit

Indicator LaPAS PI Code: 14328

1. **Type and Level:** Outcome - Key
2. **Rationale, Relevance, Reliability:** To show the effectiveness in eliminating the number of known corrupt influences involved in the gaming industry.
3. **Use:** This program is used for internal management purposes.
4. **Clarity:** Clearly indicates what is being measured.
5. **Data Source, Collection and Reporting:** Manual internal documentation; Monthly and Quarterly
6. **Calculation Methodology:** Calculate the number of licenses and permits denied based upon the number of persons found unsuitable.
7. **Scope:** Aggregate
8. **Caveats:** This indicator has no limitations or weaknesses.
9. **Accuracy, Maintenance, and Support:** There are no issues with accuracy, maintenance, or support.
10. **Responsible Person:**

Name/Title: Natalie Thurman, Principal Assistant

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Email: LGCB@la.gov

PERFORMANCE INDICATOR DOCUMENTATION

Program: Louisiana Gaming Control Board

Objective: To ensure that 100% of the known disqualified and unsuitable persons identified by the Louisiana State Police and/or Attorney General gaming investigators are denied a license or permit, in order to eliminate criminal and known corrupt influences on the gaming industry each year through the end of FY 2027-2028.

Indicator Name: Percentage of licensees or permittees who were disqualified and/or whose license or permit was suspended or revoked

Indicator LaPAS PI Code: 14329

1. **Type and Level:** Outcome - Key
2. **Rationale, Relevance, Reliability:** To show the effectiveness in eliminating any licensee or permittee who becomes disqualified.
3. **Use:** This program is used for internal management purposes.
4. **Clarity:** Clearly indicates what is being measured.
5. **Data Source, Collection and Reporting:** Manual internal documentation; Monthly and Quarterly
6. **Calculation Methodology:** Calculate the number of licenses and permits suspended or revoked based upon the number of licensees and permittees who become disqualified.
7. **Scope:** Aggregate
8. **Caveats:** This indicator has no limitations or weaknesses.
9. **Accuracy, Maintenance, and Support:** There are no issues with accuracy, maintenance, or support.
10. **Responsible Person:**

Name/Title: Natalie Thurman, Principal Assistant
Phone: 225-925-1846
Email: LGCB@la.gov

PERFORMANCE INDICATOR DOCUMENTATION

Program: Louisiana Gaming Control Board
Objective: To increase public confidence through the regulation of Video Poker, Riverboat, Land-Based, and Slot Machine Gaming at Pari-Mutuel Live Racing Facilities, thereby ensuring the integrity of gaming activities and promoting economic development through FY 2027-2028.

Indicator Name: Number of administrative actions of the Board

Indicator LaPAS PI Code: 23604

1. **Type and Level:** Output - Key
2. **Rationale, Relevance, Reliability:** The number of administrative actions taken by the Louisiana Gaming Control Board will be used to determine the effectiveness of gaming regulation in Louisiana.
3. **Use:** This program is used for internal management purposes.
4. **Clarity:** Clearly indicates what is being measured.
5. **Data Source, Collection and Reporting:** Internal documentation at the Gaming Control Board; As Rendered; Quarterly
6. **Calculation Methodology:** Compile the number of administrative actions processed by the Board.
7. **Scope:** Aggregate
8. **Caveats:** This indicator has no limitations or weaknesses.
9. **Accuracy, Maintenance, and Support:** There are no issues with accuracy, maintenance, or support.
10. **Responsible Person:**

Name/Title: Natalie Thurman, Principal Assistant
Phone: 225-925-1846
Email: LGCB@la.gov

STRATEGY ANALYSIS CHECKLIST

STRATEGY I.1.1. To coordinate with law enforcement agencies to identify corrupt influences within the gaming industry operating in Louisiana.	
<input checked="" type="checkbox"/> Analysis	<input type="checkbox"/> Cost/benefit analysis conducted <input checked="" type="checkbox"/> Other analysis used <input checked="" type="checkbox"/> Impact on other strategies considered
<input checked="" type="checkbox"/> Authorization	<input checked="" type="checkbox"/> Authorization exists <input type="checkbox"/> Authorization needed
<input checked="" type="checkbox"/> Organizational Capacity	<input type="checkbox"/> Needed structural or procedural changes identified <input checked="" type="checkbox"/> Resource needs identified
<input checked="" type="checkbox"/> Time Frame	<input checked="" type="checkbox"/> Already ongoing <input type="checkbox"/> New, startup date estimated <input type="checkbox"/> Lifetime of strategy identified
<input checked="" type="checkbox"/> Fiscal Impact	<input checked="" type="checkbox"/> Impact on operating budget <input type="checkbox"/> Impact on capital outlay <input checked="" type="checkbox"/> Means of finance identified

STRATEGY ANALYSIS CHECKLIST

STRATEGY I.1.2. To benchmark methods used by other gaming jurisdictions to identify and eliminate corrupt influences and unsuitable persons in their gaming industries.	
<input checked="" type="checkbox"/> Analysis	<input type="checkbox"/> Cost/benefit analysis conducted <input checked="" type="checkbox"/> Other analysis used <input checked="" type="checkbox"/> Impact on other strategies considered
<input checked="" type="checkbox"/> Authorization	<input checked="" type="checkbox"/> Authorization exists <input type="checkbox"/> Authorization needed
<input checked="" type="checkbox"/> Organizational Capacity	<input type="checkbox"/> Needed structural or procedural changes identified <input checked="" type="checkbox"/> Resource needs identified
<input checked="" type="checkbox"/> Time Frame	<input checked="" type="checkbox"/> Already ongoing <input type="checkbox"/> New, startup date estimated <input type="checkbox"/> Lifetime of strategy identified
<input checked="" type="checkbox"/> Fiscal Impact	<input checked="" type="checkbox"/> Impact on operating budget <input type="checkbox"/> Impact on capital outlay <input checked="" type="checkbox"/> Means of finance identified

STRATEGY ANALYSIS CHECKLIST

STRATEGY I.1.3. To administer the appropriate state agencies in the conduct of investigations of all persons required by law to meet suitability.	
<input checked="" type="checkbox"/> Analysis	<input type="checkbox"/> Cost/benefit analysis conducted <input checked="" type="checkbox"/> Other analysis used <input checked="" type="checkbox"/> Impact on other strategies considered
<input checked="" type="checkbox"/> Authorization	<input checked="" type="checkbox"/> Authorization exists <input type="checkbox"/> Authorization needed
<input checked="" type="checkbox"/> Organizational Capacity	<input type="checkbox"/> Needed structural or procedural changes identified <input checked="" type="checkbox"/> Resource needs identified
<input checked="" type="checkbox"/> Time Frame	<input checked="" type="checkbox"/> Already ongoing <input type="checkbox"/> New, startup date estimated <input type="checkbox"/> Lifetime of strategy identified
<input checked="" type="checkbox"/> Fiscal Impact	<input checked="" type="checkbox"/> Impact on operating budget <input type="checkbox"/> Impact on capital outlay <input checked="" type="checkbox"/> Means of finance identified

STRATEGY ANALYSIS CHECKLIST

STRATEGY I.1.4. To require the compliance of the gaming industry with all statutory requirements for gaming.	
<input checked="" type="checkbox"/> Analysis	<input type="checkbox"/> Cost/benefit analysis conducted <input checked="" type="checkbox"/> Other analysis used <input checked="" type="checkbox"/> Impact on other strategies considered
<input checked="" type="checkbox"/> Authorization	<input checked="" type="checkbox"/> Authorization exists <input type="checkbox"/> Authorization needed
<input checked="" type="checkbox"/> Organizational Capacity	<input type="checkbox"/> Needed structural or procedural changes identified <input checked="" type="checkbox"/> Resource needs identified
<input checked="" type="checkbox"/> Time Frame	<input checked="" type="checkbox"/> Already ongoing <input type="checkbox"/> New, startup date estimated <input type="checkbox"/> Lifetime of strategy identified
<input checked="" type="checkbox"/> Fiscal Impact	<input checked="" type="checkbox"/> Impact on operating budget <input type="checkbox"/> Impact on capital outlay <input checked="" type="checkbox"/> Means of finance identified

STRATEGY ANALYSIS CHECKLIST

STRATEGY I.1.5. To continue to afford applicants, licensees and permittees administrative remedies as required by law.	
<input checked="" type="checkbox"/> Analysis	<input type="checkbox"/> Cost/benefit analysis conducted <input checked="" type="checkbox"/> Other analysis used <input checked="" type="checkbox"/> Impact on other strategies considered
<input checked="" type="checkbox"/> Authorization	<input checked="" type="checkbox"/> Authorization exists <input type="checkbox"/> Authorization needed
<input checked="" type="checkbox"/> Organizational Capacity	<input type="checkbox"/> Needed structural or procedural changes identified <input checked="" type="checkbox"/> Resource needs identified
<input checked="" type="checkbox"/> Time Frame	<input checked="" type="checkbox"/> Already ongoing <input type="checkbox"/> New, startup date estimated <input type="checkbox"/> Lifetime of strategy identified
<input checked="" type="checkbox"/> Fiscal Impact	<input checked="" type="checkbox"/> Impact on operating budget <input type="checkbox"/> Impact on capital outlay <input checked="" type="checkbox"/> Means of finance identified

STRATEGY ANALYSIS CHECKLIST

STRATEGY II.1.1. To coordinate with law enforcement agencies to identify corrupt influences within the gaming industry operating in Louisiana.	
<input checked="" type="checkbox"/> Analysis	<input type="checkbox"/> Cost/benefit analysis conducted <input checked="" type="checkbox"/> Other analysis used <input checked="" type="checkbox"/> Impact on other strategies considered
<input checked="" type="checkbox"/> Authorization	<input checked="" type="checkbox"/> Authorization exists <input type="checkbox"/> Authorization needed
<input checked="" type="checkbox"/> Organizational Capacity	<input type="checkbox"/> Needed structural or procedural changes identified <input checked="" type="checkbox"/> Resource needs identified
<input checked="" type="checkbox"/> Time Frame	<input checked="" type="checkbox"/> Already ongoing <input type="checkbox"/> New, startup date estimated <input type="checkbox"/> Lifetime of strategy identified
<input checked="" type="checkbox"/> Fiscal Impact	<input checked="" type="checkbox"/> Impact on operating budget <input type="checkbox"/> Impact on capital outlay <input checked="" type="checkbox"/> Means of finance identified

STRATEGY ANALYSIS CHECKLIST

STRATEGY II.1.2. To benchmark methods used by other gaming jurisdictions to identify and eliminate corrupt influences and unsuitable persons in their gaming industries.	
<input checked="" type="checkbox"/> Analysis	<input type="checkbox"/> Cost/benefit analysis conducted <input checked="" type="checkbox"/> Other analysis used <input checked="" type="checkbox"/> Impact on other strategies considered
<input checked="" type="checkbox"/> Authorization	<input checked="" type="checkbox"/> Authorization exists <input type="checkbox"/> Authorization needed
<input checked="" type="checkbox"/> Organizational Capacity	<input type="checkbox"/> Needed structural or procedural changes identified <input checked="" type="checkbox"/> Resource needs identified
<input checked="" type="checkbox"/> Time Frame	<input checked="" type="checkbox"/> Already ongoing <input type="checkbox"/> New, startup date estimated <input type="checkbox"/> Lifetime of strategy identified
<input checked="" type="checkbox"/> Fiscal Impact	<input checked="" type="checkbox"/> Impact on operating budget <input type="checkbox"/> Impact on capital outlay <input checked="" type="checkbox"/> Means of finance identified

STRATEGY ANALYSIS CHECKLIST

STRATEGY II.1.3. To administer the appropriate state agencies in their regulation of gaming operations under the Board's authority.	
<input checked="" type="checkbox"/> Analysis	<input type="checkbox"/> Cost/benefit analysis conducted <input checked="" type="checkbox"/> Other analysis used <input checked="" type="checkbox"/> Impact on other strategies considered
<input checked="" type="checkbox"/> Authorization	<input checked="" type="checkbox"/> Authorization exists <input type="checkbox"/> Authorization needed
<input checked="" type="checkbox"/> Organizational Capacity	<input type="checkbox"/> Needed structural or procedural changes identified <input checked="" type="checkbox"/> Resource needs identified
<input checked="" type="checkbox"/> Time Frame	<input checked="" type="checkbox"/> Already ongoing <input type="checkbox"/> New, startup date estimated <input type="checkbox"/> Lifetime of strategy identified
<input checked="" type="checkbox"/> Fiscal Impact	<input checked="" type="checkbox"/> Impact on operating budget <input type="checkbox"/> Impact on capital outlay <input checked="" type="checkbox"/> Means of finance identified

STRATEGY ANALYSIS CHECKLIST

STRATEGY II.1.4. To require the compliance of the gaming industry with all statutory requirements for gaming.	
<input checked="" type="checkbox"/> Analysis	<input type="checkbox"/> Cost/benefit analysis conducted <input checked="" type="checkbox"/> Other analysis used <input checked="" type="checkbox"/> Impact on other strategies considered
<input checked="" type="checkbox"/> Authorization	<input checked="" type="checkbox"/> Authorization exists <input type="checkbox"/> Authorization needed
<input checked="" type="checkbox"/> Organizational Capacity	<input type="checkbox"/> Needed structural or procedural changes identified <input checked="" type="checkbox"/> Resource needs identified
<input checked="" type="checkbox"/> Time Frame	<input checked="" type="checkbox"/> Already ongoing <input type="checkbox"/> New, startup date estimated <input type="checkbox"/> Lifetime of strategy identified
<input checked="" type="checkbox"/> Fiscal Impact	<input checked="" type="checkbox"/> Impact on operating budget <input type="checkbox"/> Impact on capital outlay <input checked="" type="checkbox"/> Means of finance identified

STRATEGY ANALYSIS CHECKLIST

STRATEGY II.1.5. To continue to afford applicants, licensees, and permittees administrative remedies as required by law.	
<input checked="" type="checkbox"/> Analysis	<input type="checkbox"/> Cost/benefit analysis conducted <input checked="" type="checkbox"/> Other analysis used <input checked="" type="checkbox"/> Impact on other strategies considered
<input checked="" type="checkbox"/> Authorization	<input checked="" type="checkbox"/> Authorization exists <input type="checkbox"/> Authorization needed
<input checked="" type="checkbox"/> Organizational Capacity	<input type="checkbox"/> Needed structural or procedural changes identified <input checked="" type="checkbox"/> Resource needs identified
<input checked="" type="checkbox"/> Time Frame	<input checked="" type="checkbox"/> Already ongoing <input type="checkbox"/> New, startup date estimated <input type="checkbox"/> Lifetime of strategy identified
<input checked="" type="checkbox"/> Fiscal Impact	<input checked="" type="checkbox"/> Impact on operating budget <input type="checkbox"/> Impact on capital outlay <input checked="" type="checkbox"/> Means of finance identified