

DEPARTMENT OF PUBLIC SAFETY AND CORRECTIONS
PUBLIC SAFETY SERVICES
LOUISIANA GAMING CONTROL BOARD

Strategic Plan
FY 2026-2027 through FY 2030-2031

VISION:

To ensure to 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 and 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 in accordance with the provisions of the Louisiana Gaming Control Law. *See La. R.S. 27:2, 27:15, 27:15.1, 27:28, 27:42, 27:70, 27:202, 27:234, 27:235, 27:304, 27:306(A), 27:310, 27:352, 27:363, 27:364, 27:601, 27:603, 27:604, and 27:605*

OBJECTIVE: I.1.

To ensure that 100% of the known disqualified and unsuitable persons identified by the Louisiana State Police, Gaming Enforcement Division and/or La. Attorney General's Office, Gaming Division 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 2030-2031.

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 hearing officer decisions – Sports Wagering and Fantasy Sports Contests Number of licenses and permits issued – Casino Gaming Number of licenses and permits issued – Video Poker Number of licenses and permits issued – Sports Wagering and Fantasy Sports Contests
OUTPUT:	Number of Louisiana Gaming Control Board decisions – Casino Gaming Number of Louisiana Gaming Control Board decisions – Video Poker Number of Louisiana Gaming Control Board decisions – Sports Wagering and Fantasy Sports Contests 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 Number of administrative actions as a result of failure to request an administrative hearing – Sports Wagering and Fantasy Sports Contests
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 Gaming, Land-Based Casino Gaming, Slot Machine Gaming at Pari-Mutuel Live Racing Facilities, Sports Wagering, and Fantasy Sports Contests thereby ensuring the integrity of gaming activities and promoting economic development through FY 2030-2031.

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

EFFICIENCY: Number of licensees and permittees subject to administration action compared to the number of licenses and permits issued by the Board

**LOUISIANA GAMING CONTROL BOARD
STRATEGIC PLAN – APPENDIX
FY 2026-2027 THROUGH 2030-2031**

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. The Board also has 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 the responsibility for investigation violations of and enforcing gaming law, rules and regulations, and may issue certain gaming licenses and permits in accordance with gaming 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's Office.

In addition to the internal factors affecting the Board's operation, there are several external factors which affect the Board's functions.

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 and mobile sports wagering 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 and the enactment of new forms of gaming in Louisiana.

D. Rule promulgation process.

Changes in rules are necessary due to outside influences and changes in gaming law. 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.

There have been many recent developments in the gaming industry stemming from past legislative changes and capital reinvestments affecting the work of the Board.

Act 469 of the 2018 Regular Legislative Session amended the definition of a riverboat to include a facility within 1,200 feet of a riverboat's licensed berth and set forth application requirements for a licensee's relocation from a vessel to a landside facility. Act 469 also required a licensee to submit a relocation plan and a detailed capital improvement and reinvestment plan in order to be approved to construct and relocate to a riverboat gaming landside facility. Since Act 469 became effective, the Board has approved the opening of four (4) riverboat gaming landside facilities in Louisiana. As of February of 2025, all fifteen (15) riverboat gaming licensees, including Louisiana Riverboat Gaming Company, LLC, are currently operational.

The official gaming establishment in New Orleans completed its capital reinvestment plan and rebranding of its establishment from Harrah's New Orleans to Caesars New Orleans in October of 2024.

Act 141 of the 2020 Regular Session provided the regulatory structure and laws for the operation of fantasy sports contests in Louisiana. Fantasy Sports went live on July 15, 2021, in the forty-seven (47) parishes where fantasy sports contests had been approved in the local option election of November 6, 2018. The State of Louisiana levies a tax of 8% upon the net revenues of fantasy sports contests offered to the consumers within the state. The Board has adopted administrative rules and has regulatory authority over fantasy sports contests in Louisiana.

Acts 440, 435, and 80 of the 2021 Regular Session provided the regulatory framework for the operation of retail and mobile sports wagering in Louisiana in the fifty-five (55) Louisiana parishes that voted to authorize sports wagering in the local option election of November 3, 2020. Retail sports wagering went live in October of 2021 and mobile sports wagering went live in February of 2022. The State of Louisiana levies a 10% tax upon the net gaming proceeds from sports wagering conducted onsite at a licensed sports wagering establishment. Any sports wagering conducted through mobile application or a website is taxed at a 15% tax rate. The Board has adopted administrative rules and have regulatory authority over sports wagering in Louisiana.

Act 286 of the 2023 regular session established a Uniform Human Trafficking Awareness and Prevention Training program. The Board, Louisiana State Police, Gaming Enforcement Division, the Louisiana Attorney General's Office, Gaming Division, and the Louisiana Governor's Office of Human Trafficking Prevention worked in conjunction to create a mandatory training program for Louisiana Gaming Control Board licensees and permittees. This training includes information on how to identify and report human trafficking that may occur in gaming

establishments in Louisiana. Completion of this training will be a mandatory licensing requirement for the official gaming establishment, riverboat casinos, slots at the track facilities, and video draw poker establishments.

Additionally, the Board has created a new website which affords gaming licensees, permittees, applicants, and the general public the ability to locate gaming information and file complaints with ease.

3. **Statutory Requirements:** The statutory requirement for the Louisiana Gaming Control Board is Louisiana Gaming Control Law, or La. R.S. 27:1 et seq. The Board exercises regulatory authority, control, and jurisdiction over all aspects of gaming activities and operations as authorized by and pursuant to the provisions of the Louisiana Gaming Control Law which includes the Louisiana Riverboat Economic Development and Gaming Control Act (La. R.S. 27:41 et seq.), the Louisiana Economic Development and Gaming Corporation Act (La. R.S. 27:201 et seq.), the Video Draw Poker Devices Control Law (La. R.S. 27:401 et seq.), the Louisiana Pari-mutuel Live Racing Facility Economic Redevelopment and Gaming Control Act (La. R.S. 27:351 et seq.), the Louisiana Fantasy Sports Contests Act (La. R.S. 27:301 et seq.), and the Louisiana Sports Wagering Act (La. R.S. 27:601 et seq.).
4. **Development of Objectives and Strategies:** 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 Division, and the citizens of the State of Louisiana
6. **Duplication of Effort:** No true duplication of effort has been identified within the Louisiana Gaming Control Board program.
7. **Description of Program Evaluations Used in Strategic Plan Development:** See attached Indicator Documentation Sheets.
8. **Performance Measure Validity, Reliability, etc.:** 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. **Record Retention:** 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 which 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 upholds practices within those guidelines supporting employees and families.

PERFORMANCE INDICATOR DOCUMENTATION

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Indicator Name: Number of administrative hearings held

Indicator LaGov 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; 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: Farida Hernandez, Principal Assistant

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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, Gaming Enforcement Division and/or La. Attorney General's Office, Gaming Division 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 2030-2031.

Indicator Name: Number of Hearing Officer Decisions – Casino Gaming

Indicator LaGov 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: Farida Hernandez, Principal Assistant

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PERFORMANCE INDICATOR DOCUMENTATION

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Indicator Name: Number of Hearing Officer Decisions – Video Poker

Indicator LaGov 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: Farida Hernandez, Principal Assistant

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PERFORMANCE INDICATOR DOCUMENTATION

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Indicator Name: Number of Hearing Officer Decisions – Sports Wagering and Fantasy Sports Contests

Indicator LaGov PI Code: New

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. (Sports Wagering and Fantasy Sports Contests)
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: Farida Hernandez, Principal Assistant
Phone: 225-925-1846
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PERFORMANCE INDICATOR DOCUMENTATION

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

Indicator LaGov PI Code: 15560

1. **Type and Level:** Output - 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 Issued; 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: Farida Hernandez, Principal Assistant

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PERFORMANCE INDICATOR DOCUMENTATION

Program: Louisiana Gaming Control Board

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

Indicator LaGov PI Code: 2113

1. **Type and Level:** Output - 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 Issued; 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: Farida Hernandez, Principal Assistant
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Indicator Name: Number of Licenses and Permits Issued – Sports Wagering and Fantasy Sports Contests

Indicator LaGov PI Code: New

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 Issued; Quarterly
6. **Calculation Methodology:** Compile the number of licenses/permits issued. (Sports Wagering and Fantasy Sports Contests)
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: Farida Hernandez, Principal Assistant

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

Indicator LaGov 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:**

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PERFORMANCE INDICATOR DOCUMENTATION

Program: Louisiana Gaming Control Board

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

Indicator LaGov 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:**

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Indicator Name: Number of Louisiana Gaming Control Board Decisions – Sports Wagering and Fantasy Sports Contests

Indicator LaGov PI Code: New

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. (Sports Wagering and Fantasy Sports Contests)
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:**

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

Indicator LaGov 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:**

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

Indicator LaGov 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:**

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Indicator Name: Number of administrative actions as a result of failure to request an Administrative hearing – Sports Wagering and Fantasy Sports

Indicator LaGov PI Code: New

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 (Sports Wagering and Fantasy Sports Contests)
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:**

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PERFORMANCE INDICATOR DOCUMENTATION

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

Indicator LaGov 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: Farida Hernandez, Principal Assistant

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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, Gaming Enforcement Division and/or La. Attorney General's Office, Gaming Division 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 2030-2031.

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

Indicator LaGov 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: Farida Hernandez, 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 Gaming, Land-Based Casino Gaming, Slot Machine Gaming at Pari-Mutuel Live Racing Facilities, Sports Wagering, and Fantasy Sports Contests, thereby ensuring the integrity of gaming activities and promoting economic development through FY 2030-2031.

Indicator Name: Number of administrative actions of the Board

Indicator LaGov 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: Farida Hernandez, 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 Gaming, Land-Based Casino Gaming, Slot Machine Gaming at Pari-Mutuel Live Racing Facilities, Sports Wagering, and Fantasy Sports Contests, thereby ensuring the integrity of gaming activities and promoting economic development through FY 2030-2031.

Indicator Name: Number of licensees and permittees subject to administration actions compared to the number of licenses and permits issued by the Board.

Indicator LaGov PI Code: New

1. **Type and Level:** Efficiency - Key
2. **Rationale, Relevance, Reliability:** The number of licensees and permittees subject to administrative actions compared to the number of licenses and permits issued by the Board will be used to determine the efficiency of the Board and 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 and the number of licenses and permits issued 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: Farida Hernandez, 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 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 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 Lifetime of strategy identified
<input checked="" type="checkbox"/> Fiscal Impact	<input checked="" type="checkbox"/> Impact on operating budget 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 Lifetime of strategy identified
<input checked="" type="checkbox"/> Fiscal Impact	<input checked="" type="checkbox"/> Impact on operating budget 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 Lifetime of strategy identified
<input checked="" type="checkbox"/> Fiscal Impact	<input checked="" type="checkbox"/> Impact on operating budget Impact on capital outlay <input checked="" type="checkbox"/> Means of finance identified

Louisiana Strategic Plan Update

FY 2026-2027 through FY 2030-2031

Top Five Performance Indicators

Instructions: Use the boxes below to identify the top five performance indicators that highlight the efforts to achieve the agency's vision, mission, and philosophy.

Department and Agency Name:

Department of Public Safety – Louisiana Gaming Control Board

Performance Indicator 1

(Please identify the objective associated with this performance indicator)

Performance Indicator: Number of licenses and permits issued for Casino Gaming

Objective I.1: To ensure that 100% of the known disqualified and unsuitable persons are identified by the Louisiana State Police, Gaming Enforcement Division and/or La. Attorney General's Office, Gaming Division 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 2030-2031.

Performance Indicator 2

(please identify the objective associated with this performance indicator)

Performance Indicator: Number of licenses and permits issued for Video Poker

Objective I.1: To ensure that 100% of the known disqualified and unsuitable persons are identified by the Louisiana State Police, Gaming Enforcement Division and/or La. Attorney General's Office, Gaming Division 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 2030-2031.

Performance Indicator 3

(please identify the objective associated with this performance indicator)

Performance Indicator: Number of hearing officer decisions for Video Poker

Objective I.1: To ensure that 100% of the known disqualified and unsuitable persons are identified by the Louisiana State Police, Gaming Enforcement Division and/or La. Attorney General's Office, Gaming Division 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 2030-2031.

Performance Indicator 4

(please identify the objective associated with this performance indicator)

Performance Indicator: Number of hearing officer decisions for Casino Gaming

Objective I.1: To ensure that 100% of the known disqualified and unsuitable persons are identified by the Louisiana State Police, Gaming Enforcement Division and/or La. Attorney General's Office, Gaming Division 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 2030-2031.

Performance Indicator 5

(please identify the objective associated with this performance indicator)

Performance Indicator: Number of administrative actions of the Louisiana Gaming Control Board

Objective II.1: To increase public confidence through the regulation of Video Poker, Riverboat Gaming, Land-Based Casino Gaming, Slot Machine Gaming at Pari-Mutuel Live Racing Facilities, Sports Wagering, and Fantasy Sports Contests, thereby ensuring the integrity of gaming activities and promoting economic development through FY 2030-2031.