

# **Office of the Lieutenant Governor**

## **Agency Number 04-146**

**Fiscal Year 2017-2018 through 2021-2022**

### **Agency Vision Statement**

We will re-image Louisiana as a leader of the New South. We will create economic growth by showing that Louisiana is not just a great place to visit, but also to live, work and play.

### **Agency Mission Statement**

The Office of the Lieutenant Governor serves all citizens through activities that:

1. Prepare the Lieutenant Governor to serve as Governor in the event of a vacancy in the Office of the Governor or the inability of the Governor to act as such;
2. Focus and prioritize the efforts of the Department of Culture, Recreation and Tourism;
3. Promote and market Louisiana as a preferred choice for retirement to pre-retiring and retired individuals in an effort to retain and attract retirees while enhancing communities and improving the economic climate statewide through Encore Louisiana; and
4. Promote civic participation and community activism through programs funded and supported by Volunteer Louisiana Commission.

### **Agency Philosophy Statement**

Through collaborations and partnerships, Louisiana will lead the New South in celebrating diversity and creating avenues of prosperity through the support, creation and promotion of Louisiana's unique assets.

### **Agency Goals**

- I. By maintaining a working knowledge of state issues, the Lieutenant Governor will be prepared to serve as Governor if necessary.
- II. Under the direction of Encore Louisiana, the Office of the Lieutenant Governor will develop and implement a retirement program that will assist Louisiana communities in attracting and retaining retirees, thereby increasing the economic impact of the 55 and older industry.
- III. Through the effective and efficient administration of a program of grants, the Office of the Lieutenant Governor will significantly increase communities' ability to address critical needs and substantially enhance service learning opportunities among young people.

## **Program A. Administration**

### **Program Mission Statement**

The mission of the Administration Program in the Office of the Lieutenant Governor is:

1. To participate in executive department activities designed to prepare the Lieutenant Governor to serve as Governor;
2. To serve as Commissioner of the Department of Culture, Recreation and Tourism; and
3. To develop and implement a retirement program that will result in retaining and attracting retirees to Louisiana.

### **Program Goals**

Under the direction of Encore Louisiana, the Office of the Lieutenant Governor will develop and implement a retirement program that will assist Louisiana communities in retaining and attracting retirees, thereby increasing the economic impact of the 55 and older industry.

### **Program Objectives**

- Objective 1** To achieve 100% of the stated objectives of each program within the Office of the Lieutenant Governor and the Department of Culture, Recreation and Tourism annually through 2022.
- Objective 2** Market Louisiana as a preferred retirement destination, help local communities develop their own marketing efforts, connect the statewide marketing effort to the local community efforts.
- Objective 3** Provide technical support and facilitation to elected officials, governmental agencies, local economic development organizations and local developers that help the State (and our local communities) to improve our assets and standing as a preferred retirement destination in order to build a collaborative network of state agencies and other regional organizations.

**Program Objectives:**

**Objective 1:** To achieve 100% of the stated objectives of each program within the Office of the Lieutenant Governor and the Department of Culture, Recreation and Tourism annually through 2022.

**Program:** Administration

**Activity:** Administrative Service

**State Outcome Goal:** Transparent, Accountable, and Effective Government

**Strategies:**

- 1.1 Building the state’s tourism industry to create and retain jobs
- 1.2 Diversifying the state’s economy by leveraging culture
- 1.3 Improving educational and workforce development through access to information at libraries
- 1.4 Preserving Louisiana as a sportsman’s paradise through state parks
- 1.5 Leading citizens out of poverty by leveraging community service
- 1.6 Delivering accountable and cost-efficient government services
- 1.7 Develop and implement human resources policies that benefit women and children that include:
  - continuing to update and refine the Family Medical Leave Act (FMLA) policy to meet federal regulations providing further benefits for employees’ leave for serious health issues;
  - providing training on FMLA to managers statewide to ensure that all employees are treated fairly and equally;
  - updating the employee handbook;
  - developing and implementing a policy on diversity and diversity training in order to ensure hiring and placement of individuals of varied ethnicities and cultural backgrounds in the department;
  - continuing to develop human resources policies to ensure that management and employees are kept abreast of human resources issues;
  - continuing to work on the updating of all obsolete job descriptions;
  - reviewing job classifications and determining if any need to be reviewed with Civil Service for pay, classification and/or qualification inequities; and
  - implementing a procedure with information services to post vacancies on the human resources’ website

**Indicators:**

**Input** Budget and staff

**Output** Number of repeat reportable audit findings

Percentage of Office of Lieutenant Governor and the Department of Culture Recreation and Tourism objectives achieved

**Objective 2:** Market Louisiana as a preferred retirement destination, help local communities develop their own marketing efforts; connect the statewide marketing effort to the local community.

**Program:** Administration

**Activity:** Encore Louisiana

**State Outcome Goal:** Economic Development

**Strategies:**

- 2.1 Process applications and award certification designation to qualified communities
- 2.2 Provide follow up support for incomplete applications
- 2.3 Initiate publicity and marketing of certified communities
- 2.4 Incorporate certified communities onto Commission website
- 2.5 Implement other marketing activities designed to leverage the certification program

**Indicators:**

**Input** Budget and staff

**Output** Number of communities receiving the certified retirement community designation

**Objective 3:** Provide technical support and facilitation to elected officials, governmental agencies, local economic development organizations and local developers that help the State (and our local communities) to improve our assets and standing as a preferred retirement destination in order to build a collaborative network of state agencies and other regional organizations by 2022.

**Program:** Administration

**Activity:** Encore Louisiana

**State Outcome Goal:** Economic Development

**Strategies:**

- 3.1 Utilizing data gathered from the community survey (completed during the educational sessions) to design resources for community-level development support
- 3.2 Determine extensive list of targeted state agencies and other state/regional organizations for potential partnerships
- 3.3 Begin discussions with appropriate state agencies and regional organizations for the purpose of building a collaborative network committed to making Louisiana a preferred retirement destination

**Indicators:**

**Input** Budget and staff

**Output** Number of entities comprising the network

## **PROGRAM SUPPORTING DOCUMENTATION**

### **A. Description of how the strategic planning process was implemented**

This strategic plan was developed and guided by Encore Louisiana with input from stakeholders. The process included identifying strategies to accomplish the result, establishing innovative partnerships within and across public, private and nonprofit sectors, and developing performance indicators to track the results.

The development of the plan contained five key activities:

1. Research – collecting and reviewing available data and information applicable to developing Louisiana as a preferred retirement destination.
2. Interviews – visiting and interviewing each Commissioner.
3. Analysis – compiling the data and information gathered from research material, interviews and focus groups.
4. Strategic Plan – facilitating planning sessions to develop the plan focused on implementing the Commission’s mission.

### **B. Statement identifying the principal clients and users of each program and the specific service or benefit derived by such persons**

The principal clients of the initiatives by Encore Louisiana include (but are not limited to): chambers of commerce, local economic development agencies and organizations, realtors and housing developers, large employers, higher education institutions, convention and visitors’ bureaus, volunteer service organizations, healthcare providers, local media as well as pre-retired, retiring and retired individuals from Louisiana and other states who choose Louisiana as their retirement destination.

### **C. Identification of the primary persons who will benefit from or be significantly affected by each objective within the plan**

The primary beneficiaries and the principal clients are identical for the initiatives undertaken by Encore Louisiana: chambers of commerce, local economic development agencies and organizations, realtors and housing developers, large employers, higher education institutions, convention and visitors’ bureaus, volunteer service organizations, healthcare providers, local media as well as pre-retired, retiring and retired individuals from Louisiana and other states who choose Louisiana as their retirement destination.

### **D. Statutory requirement or authority for each goal**

RS 51:1317 – 1319

### **E. Potential external factors**

Many external variables, both positive and negative, will impact the success of the retirement development effort. These include such things as the attractiveness of Louisiana’s tax structure to retirees, the availability of proper medical facilities and health care services, the educational system, particularly higher education, cost of living, employment opportunities for retirees, availability of transportation systems into and out of the state, climate and weather.

**F. Description of any program evaluations used to develop objectives and strategies**

The development of the plan is based on research, interviews, focus groups and planning sessions.

**G. Explanation of how duplication will be avoided**

The Lieutenant Governor serves as the Commissioner of the Department of Culture, Recreation and Tourism. As such he is empowered to appoint Assistant Secretaries to administer the agencies within DCRT. The Lieutenant Governor determines the vision and priorities of the department, while the Assistant Secretaries are responsible for their implementation and the day-to-day administration of their assigned agencies. Both will expend efforts communicating the programs of the agencies within the department and to its clients. All efforts will enhance and complement each other.

## **Program B. Grants**

### **Program Philosophy Statement**

The Volunteer Louisiana Commission believes that service and civic engagement leads to specific and focused social improvement in our state. We seek to nurture and expand the spirit of service and citizenship among the citizens of Louisiana.

### **Program Mission Statement**

The mission of the Grants Program in the Office of the Lieutenant Governor is to build and foster the sustainability of high quality programs that meet the needs of Louisiana's citizens, to promote an ethic of service, and to encourage service as a means of community and state problem solving.

### **Program Goals**

- I. The AmeriCorps grants program in the Office of the Lieutenant Governor will improve communities' capacity to address critical educational, environmental, public safety and human needs.
- II. The Online Statewide Volunteer Network ([www.VolunteerLouisiana.gov](http://www.VolunteerLouisiana.gov)) will increase the number of volunteers, match volunteers with volunteer opportunities that meet their interests and availability, allow nonprofit organizations to find volunteers with the appropriate skills to meet critical needs in the community, and assist in the rapid and efficient management of volunteers preparing for and responding to a disaster.

### **Program Objectives**

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| <b>Objective 1</b> | To increase the total number of people served by the AmeriCorps program to 40,000 by 2022. |
| <b>Objective 2</b> | To increase the volunteer rate in Louisiana among its citizens to 25% by 2022.             |
| <b>Objective 3</b> | To increase the annual number of volunteer hours to 75 million by 2022.                    |

**Program Objectives**

**Objective 1:** To increase the total number of people served by the AmeriCorps program to 40,000 by 2022

**Program:** Grants

**Activity:** AmeriCorps\*State Grants Administration

**State Outcome Goal:** Safe and Thriving Children and Families

**Strategies:**

- 1.1 Conduct an equitable RFP process for AmeriCorps funds
- 1.2 Use social media, VolunteerLouisiana.gov and other marketing strategies to advertise the RFP and funds available
- 1.3 Provide technical assistance through webinars and teleconferences to assist applicants in completing the RFP
- 1.4 Provide follow up technical assistance to clarify applications
- 1.5 Provide Commissioners with adequate information to select the strongest applicants

**Indicators:**

**Input** Federal funds, RFP, website, social media and staff

**Output** Number of applicants successfully receiving AmeriCorps funds

Number of AmeriCorps members serving in nonprofits and faith-based organizations

**Program Objectives**

**Objective 2:** To increase the volunteer rate in Louisiana among its citizens to 25% by 2022

**Program:** Grants

**Activity:** Online Statewide Volunteer Network

**State Outcome Goal:** Safe and Thriving Children and Families, Hurricane Protection and Emergency Preparedness

**Strategies:**

- 1.1 Utilize data gathered from the CNCS Annual Volunteering Survey to allocate resources for volunteer support
- 1.2 Foster and expand relationships with nonprofits and faith-based organizations which use volunteers
- 1.3 Host a tri-annual statewide listening tour to assess volunteer needs in communities
- 1.4 Use VolunteerLouisiana.gov, social media and other marketing outreach to publicize volunteer needs throughout the state
- 1.5 Seek funding which can be used to fund community service projects to engage local volunteers and voluntourists
- 1.6 Provide online registration of volunteer opportunities and organization needs through VolunteerLouisiana.gov

**Indicators:**

**Input** CNCS Annual Volunteering Survey, website, social media, budget and staff

**Output** Number of volunteer opportunities available throughout the state

Number of new volunteers participating in opportunities

**Program Objectives**

**Objective 3:** To increase the annual number of volunteer hours to 75 million by 2022

**Program:** Grants

**Activity:** Online Statewide Volunteer Network

**State Outcome Goal:** Safe and Thriving Children and Families, Hurricane Protection and Emergency Preparedness

**Strategies:**

- 1.1 Utilize data gathered from the CNCS Annual Volunteering Survey to allocate resources for volunteer support
- 1.2 Foster and expand relationships with nonprofits and faith-based organizations which use volunteers
- 1.3 Host a tri-annual statewide listening tour to assess volunteer needs in communities
- 1.4 Use VolunteerLouisiana.gov, social media and other marketing outreach to publicize volunteer needs throughout the state
- 1.5 Seek funding which can be used to fund community service projects to engage local volunteers and voluntourists
- 1.6 Provide online registration of volunteer opportunities and organization needs through VolunteerLouisiana.gov

**Indicators:**

<b>Input</b>	CNCS Annual Volunteering Survey, website, social media, budget and staff
<b>Output</b>	Number of volunteer opportunities available throughout the state Number of new volunteers participating in opportunities

## PROGRAM SUPPORTING DOCUMENTATION

### A. Description of how the strategic planning process was implemented

Strategic planning is implemented by adhering to the federal requirements mandated by the Corporation for National and Community Service, the federal agency that funds the Volunteer Louisiana Commission. The Volunteer Louisiana Commission is mandated to fund programs that serve communities in the state that have identified a need and to encourage citizen service as a means of community and state problem solving.

### B. Statement identifying the principal clients and users of each program and the specific service or benefit derived by such persons

The Corporation for National and Community Service, a federal entity, provides funding to each state to administer the AmeriCorps grants program. These grants are administered through Volunteer Louisiana Commission in the Office of the Lieutenant Governor.

The AmeriCorps program is designed to empower communities to address critical needs in a number of specific focus areas: education, public safety, healthy futures, environmental stewardship, disaster preparedness and recovery, economic opportunity and other unmet human needs. The primary beneficiaries are the citizens in the communities that are impacted by the projects made possible through the grants programs in the specified focus areas and the individual members engaged to perform citizen service.

The measure of success of the AmeriCorps program is tied to the outcome of the work performed under the grants. Therefore, the indicators under Goal I and Objective 1 are tied to the number of people served by the work performed by AmeriCorps members, supported by the grants. The objective, to increase the total number of people served by the AmeriCorps program to 100,000 by 2019, is impacted by the appropriation received from the Corporation for National and Community Service and the number of grants awarded. These, hence, are the input indicators.

In addition to the federal funding, the Volunteer Louisiana Commission receives state general funds to implement two volunteer programs: the **Online Statewide Volunteer Network - [www.VolunteerLouisiana.gov](http://www.VolunteerLouisiana.gov)** - and the **Louisiana Voluntourism Campaign**.

The **Online Statewide Volunteer Network ([www.VolunteerLouisiana.gov](http://www.VolunteerLouisiana.gov))** is designed to engage Louisiana's citizens in meaningful volunteer service by providing a comprehensive and searchable database of local volunteer opportunities in one centralized location on the Internet. It is also designed to increase the capacity of nonprofit organizations to recruit volunteers with the appropriate skills and availability to serve the needs in the community. During times of disaster, these volunteers, as well as out-of-state volunteers, can be tapped for recovery efforts.

The measure of success of the Online Statewide Volunteer Network is the percentage of Louisiana citizens who participate in volunteer service. Therefore, an increase in the volunteer rate among Louisiana's citizens is the objective of the program, and the percentage of citizens who volunteer is tracked as an output indicator.

The **Louisiana Voluntourism Campaign** is designed to attract visitors (voluntourists) to Louisiana by providing meaningful volunteer opportunities to leisure and business travelers

interested in Louisiana's disaster recovery. It is also designed to increase the capacity of nonprofit organizations to mobilize volunteers to serve the needs in the community.

The measure of success of the Louisiana Voluntourism Campaign is the increase in the number of volunteer hours served in Louisiana. Whereas, the volunteer rate is calculated among Louisiana's citizens only, the calculation of volunteer hours served is based on in-state and out-of-state volunteers. Therefore, an increase in the annual number of volunteer hours served in Louisiana is the objective of the program, and the total number of volunteer hours per year is tracked as an output indicator.

**C. Identification of the primary persons who will benefit from or be significantly affected by each objective within the plan**

AmeriCorps members benefit from participation in an AmeriCorps program through the leadership development training provided by programs and the experience of civic engagement within the communities they serve - rural and inner city communities, children, adults and the elderly from low socio-economic background, children performing well below grade level expectations. AmeriCorps members also receive a federal education award upon completion of their term of service.

The non-profit, voluntary organizations benefit from the increased volunteer manpower through the recruitment of AmeriCorps members, in-state volunteers, and out-of-state volunteers, representing a measurable return to the state of \$22.67 per volunteer service hour (Source: Independent Sector). The citizens of Louisiana benefit from the volunteer service provided by AmeriCorps programs and unaffiliated volunteer efforts in the areas of education, public safety, health, the environment, disaster and other unmet human needs.

**D. Statutory requirement or authority for each goal**

The funding for the grants program comes from the Corporation for National and Community Service, which was established under the National and Community Service Act of 1993 (42 U.S.C.A § 1250a et seq.) and reauthorized by the Edward M. Kennedy Serve America Act of 2009 (H.R. 1388). The Volunteer Louisiana Commission is established in the Office of the Lieutenant Governor and its purposes are outlined in R.S. 49:1112 et seq.

**E. Potential external factors**

Funding for the AmeriCorps program is made possible through the Corporation for National and Community Service, matched by state funds. The funding is established annually and in accordance with standards determined at the national level. The funding potentially could be discontinued at any time. Other external variables affecting the performance of this program include the changing community needs and individual issues impacting the participants in the program.

The funding for the volunteer programs is supported by state general funds. The funding is established annually and in accordance with standards determined at the state level. The funding potentially could be discontinued at any time. Other external factors affecting the performance of these programs include the potential for another large-scale disaster in the state of Louisiana impacting the volunteer infrastructure.

**F. Description of any program evaluations used to develop objectives and strategies**

The AmeriCorps program is evaluated through data collection in web-based reporting systems. AmeriCorps reports are due and reviewed quarterly and used to evaluate the effectiveness of the performance measures (objectives) that have been set by the program.

The volunteer programs are evaluated through data collection in the online statewide volunteer network to evaluate and monitor the number of registered volunteers, organizations and opportunities in real time. In addition, the Corporation for National and Community Service annually conducts a national external study to identify the volunteer rate in Louisiana as well as the number of volunteer hours served in Louisiana. The Commission also conducts a state level study when funding is sufficient.

**G. Explanation of how duplication will be avoided**

The AmeriCorps grant is linked at the national level through the funding parent, the Corporation for National and Community Service. At the state level, the program is under the administration of the Office of the Lieutenant Governor. The goals of the program are distinct from other programming offered within any other agency.

The volunteer programs target the spontaneous or episodic volunteer. These volunteers are separate and apart from the AmeriCorps participants. Where there is potential for collaboration between the AmeriCorps and general volunteer efforts, Volunteer Louisiana Commission staff will be able to facilitate.