

Fiscal Year 2020-2021 through 2024-2025

Agency Vision

A Louisiana that values and embraces our cultural assets as essential in shaping a vibrant future for our communities and citizens.

Agency Mission

The Office of Cultural Development serves the citizens of Louisiana by preserving, supporting, developing and promoting our culture, including archaeology, arts, French language, and historic places.

Agency Philosophy Statement

Louisiana’s cultural assets enhance communities, the economy, education, and quality of life in our state. It is our duty to serve the people of Louisiana by preserving, supporting, developing, and promoting our archaeology, arts, French language, and historic places.

Agency Goals

- I. The Office of Cultural Development will increase preservation and protective efforts of the state’s cultural resources and positively impact Louisiana’s economy through the development of those resources.
- II. The Office of Cultural Development will ensure that every citizen and visitor to the State of Louisiana will have access to quality arts programming.
- III. The Office of Cultural Development will assist the Council for the Development of French in Louisiana in its efforts to develop, utilize, and preserve the French language.

Program A: Cultural Development

Program Mission

The Cultural Development Program has three main parts, Archaeology, Historic Preservation and the Council for the Development of French in Louisiana (CODOFIL). Together they administer statewide programs and provide technical assistance and education to survey and preserve Louisiana's historic buildings and sites, both historic and archaeological as well as objects that convey the state's rich heritage and French language.

Program Goal

The cultural development program will expand the state's database of surveyed cultural resources, ensure the preservation of those resources, and use them to interpret Louisiana's history and educate the public about it; also, it will endeavor to increase the use of the French language in our state.

Program Objectives

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| Objective 1: | By 2025, 66% of the state's parishes will be surveyed to identify historic properties. |
| Activity: | State Historic Preservation Office (SHPO) |
| State Outcome Goal: | Economic Development |
| Objective 2: | By 2025, improve management of the record of the state's archaeological resources and assets by providing on-line availability of 100% of the site forms and by curating 100% of the artifact collections to state and federal standards. |
| Activity: | State Historic Preservation Office (SHPO) |
| State Outcome Goal: | Economic Development |
| Objective 3: | Assist in the restoration of 2,000 historic properties by 2025. |
| Activity: | State Historic Preservation Office (SHPO) |
| State Outcome Goal: | Economic Development |

Objective 4: Provide approximately 250,000 citizens with information about archaeology between 2021 and 2025.

Activity: State Historic Preservation Office (SHPO)

State Outcome Goal: Economic Development

Objective 5: Create 1,000 new jobs by recruiting new businesses and supporting existing businesses in designated Main Street historic districts between 2021 and 2025.

Activity: State Historic Preservation Office (SHPO)

State Outcome Goal: Economic Development

Objective 6: Review 100% of the federally funded, licensed, or permitted projects submitted to assess their potential impact on historic and archaeological resources. Review and Administer 100% of the requests for state archaeological permits.

Activity: State Historic Preservation Office (SHPO)

State Outcome Goal: Economic Development

Objective 7: Recruit and administer Foreign Associate Teachers from France, Belgium, Canada and other French speaking nations annually.

Activity: CODOFIL Educational Programs

State Outcome Goal: Education

Objective 8: Enable Louisiana teachers and students to study French abroad each year.

Activity: CODOFIL Educational Programs

State Outcome Goal: Education

Objective 1. By 2025, 66% of the state’s parishes will be surveyed to identify historic properties.

Program: Cultural Development

Activity: State Historic Preservation Office (SHPO)

State Outcome Goal: Economic Development

Strategies:

- 1.1 Expand number of buildings added to survey.
- 1.2 Increase acreage surveyed.
- 1.3 Increase properties recorded by measured drawings.
- 1.4 Fully implement federal and state programs mandated for the purpose of this objective.

Indicators

Input	Number of acres surveyed for inventory.
Output	Number of buildings surveyed annually.
Outcome	Number of properties recorded with measured drawings. Cumulative percentage of parishes surveyed to identify historic properties.

Supporting Documentation for Objective #1 Performance Indicators

Rationale/Appropriateness

We are required to report the number of buildings and acres surveyed as part of our annual federal grant process. The ultimate goal is to eventually have the survey cover the entire state. The number of acres surveyed gives a good indication of our progress toward that goal, and the number of buildings surveyed gives us a good indication of our progress when it is compared with previous work. Our federally approved comprehensive historic preservation plan mandates recording the broad range of our most significant historic buildings using measured drawings. The absolute count of buildings recorded gives us a good benchmark of our progress in recording all of the state’s most significant properties. Finally, the cumulative percentage of parishes surveyed allows us to determine how much progress we have made to surveying the entire state.

Primary Beneficiaries

The survey program primarily benefits governmental agencies that must conduct an environmental review for federally sponsored or licensed projects. It also benefits present and future scholars by enabling them to study the full scope of Louisiana's architectural heritage. The survey program also benefits the Historic Preservation staff by providing it with research that enables it to assess properties' significance and eligibility for the National Register. Finally, the survey program gives a broad understanding of Louisiana's rich architectural heritage, which forms one of the primary building blocks of the Cultural Economy as a recovery tool by providing detailed information about Louisiana's most significant and historic properties.

Data Collection Procedure/Calculation Methodology

Survey data on acreage and on number of buildings surveyed is reported quarterly by contract surveyors working under federal grants and, at times, by our own staff. Acreage is determined using U.S. geological survey 7 1/2 minute quad maps. A grid is placed over each map to read the acreage. Number of buildings is determined by absolute count and verified by the professional staff. The number of buildings recorded with measured drawings is also obtained from quarterly reports submitted by universities as part of our grants program. The number of parishes surveyed is compiled from a manual count from our files.

Limitations of the Indicators/External Factors

Objective 1 strategies are primarily driven by federal grant funds. Therefore, a federal appropriations change would affect the output of these programs. The data published annually by the National Park Service on amount of land surveyed is reported not in acres as a unit of measure, but in hectares.

Duplication

Our federally approved Comprehensive Historic Preservation Plan mandates that we coordinate with the widest possible range of clients, individuals, organizations and agencies to ensure that statewide preservation activities move in a unified direction. Duplication is also avoided because we are the only agency implementing these various federally and state mandated historic preservation programs.

Objective 2. By 2025, improve management of the record of the state’s archaeological resources and assets by providing on-line availability of 100% of the site forms and by curating 100% of the artifact collections to state and federal standards.

Program: Cultural Development
Activity: State Historic Preservation Office (SHPO)
State Outcome Goal: Economic Development

Strategies

- 2.1 Increase number of newly recorded or updated records received electronically and the number of existing records transferred to electronic formats.
- 2.2 Increase number of sites recorded or updated.
- 2.3 Continue to professionally manage artifact collections derived from site testing and mitigation, as well as their associated records.
- 2.4 Fully implement federal and state laws and guidelines for the purpose of this objective.

Indicators

Input	Number of sites for which forms are received each year.
Output	Number of archaeological sites newly recorded or updated annually. Cumulative number of cubic feet of artifacts and related records curated to state and federal standards.
Outcome	Percent of sites for which records are available in electronic form. Number of cubic feet of artifacts and related records that are newly curated to state and federal standards.

Supporting Documentation for Objective #2 Performance Indicators

Rationale/Appropriateness

Recording, updating, and managing information relating to archaeological sites are the methods by which Louisiana’s archaeological resources are documented. This information is used for evaluation of the sites’ importance and degree of preservation. The Office of Cultural Development administers the state’s official records of 21,000 sites. Multi-page records about each site are archived, the

information is entered into computer databases, and the locations are digitized (G.I.S.). Separately, state law requires the Division of Archaeology to curate archaeological artifacts from, and associated records relating to, sites on state lands. The division also houses collections resulting from federal undertakings. These collections form part of the record of the state's cultural past.

Primary Beneficiaries

The beneficiaries of the agency's efforts are landowners, land managers who request and receive information about sites on their properties, governmental agencies, developers, and planners who need to know if important sites are in project areas and professional archaeologists who use the records for research, education, and management projects. Importantly, through use and display of the artifacts and interpretive information, these collections also benefit all people who live, work, and play in Louisiana.

Data Collection Procedure/Calculation Methodology

Professional archaeologists working in Louisiana provide site forms to the Division of Archaeology that include detailed descriptions of sites recorded or updated, and evaluations about the National Register eligibility of sites. The agency tallies this data daily, as it is processed, and compiles it quarterly. Separately, governmental agencies and archaeologists also deposit with the state artifact collections and associated records. As these are brought up to state standards, the number of cubic feet of collections is tallied. Percentages are calculated using division.

Limitations of the Indicators/External Factors

The number of archaeological projects in the state fluctuates and influences the number of site forms and cubic feet of material turned into the state.

Duplication

There is no duplication of operations between programs.

Objective 3. Assist in the restoration of 2,000 historic properties by 2025.

Program: Cultural Development

Activity: State Historic Preservation Office (SHPO)

State Outcome Goal: Economic Development

Strategies

- 3.1 Increase the number of historic properties listed in the National Register.
- 3.2 Administer federal and state tax credit programs for the restoration of historic commercial buildings.
- 3.3 Allocate and oversee funds for the restoration of properties as a result of Section 106 mitigation.
- 3.4 Provide funding for the Main Street Facade Restoration program.
- 3.5 Fully implement federal and state programs mandated for the purpose of this objective.

Indicators

Output	Number of historic properties restored using grants.
Outcome	Properties renovated through the Tax Credit programs. Private investment generated through Tax Credit programs. Number of properties placed in the National Register. Number of historic properties preserved.
Efficiency	Private Investment leveraged in Louisiana historic properties for every dollar of state/federal investment. Restoration/artisan/construction jobs created for the Cultural Economy by tax credit programs, venture capital, and investment leveraged.

Supporting Documentation for Objective #3 Performance Indicators

Rationale/Appropriateness

We are required to report the number of tax credit projects and rehabilitation grants awarded as part of our annual federal grant application to the National Park Service. We are also required to report the number of properties listed in the National Register as part of that same annual federal grant application process. The number of properties entered into the Register gives a year-by-year indication of the progress of the Register program in recognizing Louisiana’s most significant

historic properties. This recognition helps provide the vital architectural setting for Louisiana's Cultural Economy, as do the tax incentive programs. Indeed, the federal and state Tax Credit programs for historic preservation generate by far the largest number of private dollars and venture capital of any of our programs. The number of buildings renovated and the amount of private investment leveraged provides excellent documentation for these programs' impact upon the economy -- especially the construction industry. Comparing the total amount of private investment leveraged in our various historic preservation programs with our state and federally budgeted dollars shows the value and efficiency of historic preservation in our state. Finally, the number of artisan/construction jobs created through tax incentive programs is a key measure of the impact of the Cultural Economy as a recovery engine.

Primary Beneficiaries

The Federal Tax Credit and the State Tax Credit programs spur growth and development for a more vibrant Cultural Economy. They provide significant economic incentives to develop historic properties for commercial and residential purposes and leverage investment capital in our heritage. They also benefit the tourism industry by developing tourist attractions: restaurants, tour homes, bed and breakfasts, etc. Finally, they benefit the tourism industry by providing for the preservation and rehabilitation of large numbers of historic properties that enhance Louisiana as a tourist destination. The National Register program primarily benefits property owners and developers who, in turn, boost the Cultural Economy. The National Register conveys high honor and various financial benefits, such as eligibility for federal grants and a federal tax credit to encourage the restoration of historic commercial buildings. The National Register also benefits planning agencies by providing a viable means by which to determine the most significant properties from among the vast collection of older standing structures in our state.

Main Street program facade grants benefit business owners in historic downtowns and commercial neighborhoods by improving the appearance of their properties. It also benefits the overall business community's marketability. The rehabilitation of these properties often results in new businesses and new jobs.

Data Collection Procedure/Calculation Methodology

The number of buildings restored using grants is maintained by absolute count and reported annually as part of our state and federal grants process. Private investment generated through the tax credit programs is tracked through a logging system and an electronic database. The number of buildings restored is similarly tracked. Each year, we compare the amount of private investment generated by our historic preservation programs with the number of federal and state dollars budgeted for this agency. That gives us an absolute comparison of the number of private dollars

leveraged for every dollar of federal and state investment. The National Register staff maintains the number of properties added in the National Register. Finally, the number of construction/artisan jobs created by restoration projects leveraged through the tax incentives programs is determined by a standard formula developed and tested by the Louisiana Department of Economic Development.

Limitations of the Indicators/External Factors

We track new federal and state tax credit project proposals as we receive them in the form of National Park Service Rehabilitation Tax Credit Application Part 2 forms. Occasionally a proposed project that we track and record will not go forward. This may occur for a variety of reasons, but it is usually because the financial arrangements “fell through.” In addition, we record and track projected project costs (value of investment) that are contained within each National Park Service Rehabilitation Tax Credit Application Part 2 form (also used for state credit). Often the final construction cost exceeds the projected cost, thus our reported figure may well be low. For our state tax credit program, we track those projects in similar fashion. The state commercial and residential credits account for about one third of the productive capacity of our overall tax incentives package.

In addition, economic development programs such as the federal Historic Preservation Tax Credit can be adversely impacted by an economic downturn. Separately, tax credit figures may vary from year to year for another reason. We may process one or two very large projects in a given year, which will drive the dollar figure up for that particular year. The following year, the dollar figure may be lower, which may register as a downturn in program activity even though we are still handling a large number of projects.

Duplication

Our federally approved Comprehensive Historic Preservation Plan mandates that we coordinate with the widest possible range of clients, individuals, organizations and agencies to ensure that statewide preservation activities move in a unified direction. Duplication is also avoided because we are the only agency implementing the various federally mandated historic preservation programs.

Objective 4. Provide approximately 250,000 citizens with information about archaeology between 2021 and 2025.

Program: Cultural Development

Activity: State Historic Preservation Office (SHPO)

State Outcome Goal: Economic Development

Strategies

- 5.1 Expand public-private partnership to enhance heritage education efforts.
- 5.2 Provide, and increase, state documents and databases on the Internet.
- 5.3 Coordinate annual Archaeology Month activities.
- 5.4 Produce and distribute archaeology educational materials and web materials to the public.
- 5.5 Continue distribution of classroom archaeology materials to schools.
- 5.6 Fully implement federal and state programs mandated for the purpose of this objective.

Indicators

Input	Number of Archaeology Month events coordinated. Number of web-based pages.
Output	Number of archaeology teacher materials distributed. Number of archaeology booklets distributed.
Outcome	Number of hits on our Internet pages. Number of participants attending Louisiana Archaeology Month activities. Number of persons reached with educational materials, web site and Archaeology Month.

Supporting Documentation for Objective #4 Performance Indicators

Rationale/Appropriateness

Through various media, the Division of Archaeology directly provides Louisiana's residents and visitors with accurate information about the state's archaeological cultural assets, which are an engine of the cultural economy.

For the near future, three primary avenues will be used to provide public information: printed materials, Louisiana Archaeology Month events, and the Internet. Recording the number of publications distributed, the number of persons attending Archaeology Month activities, and the number of hits on the Internet pages, gives a yardstick of the number of people reached and illustrates out the relative effectiveness of our outreach.

Primary Beneficiaries

Primary beneficiaries are the general public, teachers, and students. Louisiana has 21,000 recorded archaeological sites, including some of the earliest and best-preserved Indian mound sites as well as some of the most significant historic colonial sites in the country. The residents, visitors, and especially the students and teachers, are hungry for information about these archaeological resources. The agency focuses its archaeology outreach on providing information to libraries, schools, and the interested public.

Data Collection Procedure/Calculation Methodology

Various collection strategies are used to count the number of persons receiving the agency's public information. The number of Archaeology Month events is derived from the schedule of activities. Host coordinators report audience size for Archaeology Month events annually. The agency counts the number of printed archaeology materials it distributes quarterly. The number of hits on our Internet pages is monitored electronically.

Limitations of Indicators/External Factors

The number of archaeology materials distributed is influenced by the number of requests received, the number of items in print, and by our movement to more web-based materials. The number of host organizations, weather, and competing local activities affect the number of people attending Archaeology Month events.

Duplication

Our federally approved Comprehensive Historic Preservation Plan mandates that we coordinate with the widest possible range of clients, individuals, organizations and agencies to ensure that statewide preservation activities move in a unified direction.

Objective 5. Create 1,000 new jobs by recruiting new businesses and supporting existing businesses in designated Main Street historic districts between 2021 and 2025.

Program: Cultural Development

Activity: State Historic Preservation Office (SHPO)

State Outcome Goal: Economic Development

Strategies

- 6.1 Fund and supervise Main Street historic revitalization programs and certified local governments in rural communities as well as in traditional commercial areas in larger cities.
- 6.2 Fully implement federal and state programs mandated for the purpose of this objective.

Indicators

Input	Main Street communities participating.
Output	Number of new jobs created by the Main Street program.
Outcome	Private Investment leveraged through the Main Street program.

Supporting Documentation for Objective #5 Performance Indicators

Rationale/Appropriateness

We enter into a written agreement with each participating Main Street community or local Main Street Program. Businesses generated by the Main Street program are a standard measure of economic development programs. This is also true for private investment leveraged per public dollar invested. Also, the dollar value of property transactions gives a good indication of expanding economic activity in Main Street communities. It shows that buildings are changing hands and new businesses are developing. Also, tracking private investment/venture capital for every dollar of federal/state investment demonstrates our program’s value and efficiency.

Primary Beneficiaries

The Main Street program is designed to capitalize upon a community’s historic resources to promote economic revitalization and grow the Cultural Economy as a

recovery engine. Primary beneficiaries are business owners, Chambers of Commerce, property owners and, in a larger sense, the citizenry of each community.

Data Collection Procedure/Calculation Methodology

The number of Main Street communities participating is derived from a manual count of our current written agreements with communities. Businesses recruited, private investment leveraged and property transactions are all reported by local program coordinators on a quarterly basis. These reports are part of their requirements under the written agreements. Overall figures are compiled and tabulated by the professional Division of Historic Preservation staff. Each year, we compare the amount of private investment generated by historic preservation programs with the number of federal and state dollars budgeted for this agency. That provides a ratio of the number of private dollars leveraged for every governmental dollar.

Limitations of the Indicators/External Factors

Because these program activities are currently driven by Federal and State grants, an appropriation change at either level would impact program activity. In addition, the Main Street program, like any other economic development program, may be affected by an economic cycles.

Duplication

Our federally approved Comprehensive Historic Preservation Plan mandates that we coordinate with the widest possible range of clients, individuals, organizations and agencies to ensure that statewide preservation activities move in a unified direction. Duplication is also avoided because we are the only agency implementing these specific federal and state historic preservation programs.

Objective 6. Review 100% of the federally funded, licensed, or permitted projects submitted to assess their potential impact on historic and archaeological resources. Review and administer 100% of the requests for state archaeological permits.

Program: Cultural Development

Activity: State Historic Preservation Office (SHPO)

State Outcome Goal: Economic Development

Strategies

- 7.1 Review federal projects and applications for licenses and permits for their impact upon historic properties and archaeological resources.
- 7.2 Fully implement federal and state programs mandated for the purpose of this objective.
- 7.3 Issue and administer permits for archaeological work on state lands and for work at unmarked burial sites and abandoned cemeteries.

Indicators

- Input** Number of federal projects reviewed annually.
- Output** Number of state permits issued annually.
- Outcome** Number of archaeological reports about federal projects reviewed annually.
- Efficiency** Percentage of proposed projects reviewed.

Supporting Documentation for Objective #6 Performance Indicators

Rationale/Appropriateness

Federal law requires that each state historic and archaeological preservation office review certain projects and applications for their effect on archaeological resources and historic properties. The Office of Cultural Development staff reviews these projects' descriptions and makes recommendations when the undertakings may affect important resources. Researchers submit reports summarizing their findings. The office staff reviews the reports and makes recommendations to the appropriate federal agencies.

The staff also administers state laws protecting archaeological resources, including the Archaeological Resources Act, the Unmarked Human Burial Sites Preservation

Act and the Historic Cemetery Act, all of which require permits for investigation or removal of archaeological materials and human remains.

Primary Beneficiaries

The primary beneficiaries are federal and state agencies, landowners, land managers, developers, and professional archaeologists. The primary clients for environmental review and State Capitol Historic District review are agencies that need to fulfill legally mandated responsibilities to ensure that they fully consider how their undertaking could adversely impact archaeological sites and historic properties and then avoid, reduce or mitigate such impact.

Data Collection Procedure/Calculation Methodology

The number of federal project descriptions and applications received in the office are counted and recorded daily. Staff archaeologists record the number of reports as they are reviewed, and these are tabulated quarterly. State permits issued are tabulated as they are issued.

Limitations of Indicators/External Factors

The number and type of federal projects, and the number of applications for federal permits and licenses, directly affect the number of descriptions of undertakings reviewed and the number of reports reviewed. The number of state permits requested determines the number of state permits issued. Because projects under this objective are dependent upon governmental funding, a change in appropriations to the various owner/agencies will change the number of projects.

Duplication

Our federally approved Comprehensive Historic Preservation Plan mandates that we coordinate with the widest possible range of clients, individuals, organizations and agencies to ensure that statewide preservation activities move in a unified direction. Duplication is also avoided because we are the only agency authorized to implement these various federally and state mandated historic preservation programs.

Objective 7. To recruit and administer Foreign Associate Teachers from France, Canada, Belgium and other Francophone nations annually.

Program: Cultural Development

Activity: CODOFIL Educational Programs

State Outcome Goal: Education

Strategies

- 8.1 Attend all periodic consultation and briefing sessions.
- 8.2 Collaborate in preparation of agendas, time lines and support documentation.
- 8.3 Execute annual recruitment abroad.
- 8.4 Administer United States government programs for work visas.
- 8.5 Evaluate individual and contingent performance.

Indicator

Outcome Number of foreign associate teachers recruited.

Supporting Documentation for Objective #7 Performance Indicators

Rationale/Appropriateness

The number of French-language teachers recruited to Louisiana is a barometer of the special benefits such teacher's produce. Louisiana students taught by a foreign associate teacher receive a better education due to exposure to a greater variety of French accents, expressions and diverse teaching methods. Louisiana's reputation as a leader in second language instruction is solidified.

Primary Beneficiaries

The students of French in Louisiana public schools will directly benefit.

Data Collection Procedure/Calculation Methodology

A simple head-count during teacher orientation yields the number of teachers recruited. The count is performed by the CODOFIL staff.

Limitations of Indicators/External Factors

CODOFIL's control over this objective is somewhat limited. The recruiting process is constrained by two factors: a particular parish's needs, and the availability of foreign associate teachers.

Duplication

There is no duplication of operations. CODOFIL closely coordinates its recruitment of foreign teachers with the Louisiana Department of Education.

Objective 9. To enable Louisiana teachers and students of French to study French abroad each year.

Program: Cultural Development

Activity: CODOFIL Educational Programs

State Outcome Goal: Education

Strategies

- 9.1 Periodic consultation with the Consortium of Universities and Colleges.
- 9.2 Attend executive committee meetings and periodic meetings.
- 9.3 Coordinate preparation of time lines and support documentation.
- 9.4 Coordinate preparation of agendas.
- 9.5 Publish and disseminate information
- 9.6 Receive and process applications.
- 9.7 Coordinate the selection of candidates.
- 9.8 Provide orientation session for scholarship recipients.

Indicator

Outcome Number of foreign scholarships awarded

Supporting Documentation for Objective #8 Performance Indicators

Rationale/Appropriateness

This indicator is a gauge of the level of Louisiana citizens' studying the French language in other countries. Louisiana students and teachers of French who study abroad will receive a better education due to exposure to other cultures and learning methods. In studying abroad, the quality of French education is improved and a broader awareness of Louisiana's diverse culture is generated in other countries.

Primary Beneficiaries

The students and teachers of French in Louisiana will primarily benefit. Further, the presence of these students and teachers in other countries will serve to raise foreign citizens' awareness of Louisiana and promote greater interest in their visiting Louisiana.

Data Collection Procedure/Calculation Methodology

Simple counting of the number of foreign scholarships awarded to Louisiana teachers and students of French.

Limitations of Indicators/External Factors

These scholarships are funded by sources other than CODOFIL: a) foreign countries; and b) a Louisiana non-profit corporation, La Fondation Louisiane.

Duplication

CODOFIL closely coordinates this activity with the Louisiana Department of Education, thus avoiding duplication.

Cultural Development Program Supporting Documentation

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

The strategic planning process involved combining the ideas that emerged from the agency's recent assessments of cultural economy opportunities for our state, with the thoughts of those in our agency whose job it is to turn that potential into reality.

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

Primary clients and users of the services of the Division of Archaeology and the Division of Historic Preservation are landowners, land managers, developers, realtors, architects, investors, governmental agencies, teachers, students, the general public, Indian tribes, and professional archaeologists. Clients receive information about Louisiana's archaeological sites, the state's prehistory and history, site preservation options, and information about Louisiana's historic buildings. Unless archaeological sites are open to the public, specific site location information is available only to researchers, landowners, or land managers. The primary clients and users of the services of CODOFIL are the citizens of Louisiana whose lives interact with the French language and our state's culture.

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

Objectives 1, 3, and 6: See Supporting Documentation sheets in main portion of Strategic Plan, above.

Objective 2: Landowners, Land Managers, Developers, Governmental Agencies, and Professional Archaeologists.

Objective 4: Landowners, State Agencies, and General Public.

Objective 5: Teachers, Students, General Public, and Indian Tribes.

Objective 7: Federal agencies, Landowners, Developers, Land Managers, Professional Archaeologists.

Objective 8 & 9: Teachers and Students of French in Louisiana.

Objective 10: Anyone interested in Louisiana French Culture & Language.

D. Statutory requirement or authority for each goal.

In 1974 with the enactment of the Archaeological Treasure Act (La. R.S. 41:1601-1613), Louisiana's archaeological program began. In 1989 the Louisiana legislature amended, renamed and reenacted this act now called the Archaeological Resources

Act (La. R.S. 41:1601-1615). The Division of Archaeology is charged with the implementation of the state's archaeological program. The division is also responsible for administration of the Louisiana Unmarked Human Burial Sites Preservation Act (La. R.S. 8:671-681) and the archaeological portion of the National Historic Preservation Act ("NHPA") (54 U.S.C. 300101, et seq.). The division is also responsible for complying with requirements under the Native American Graves Protection and Repatriation Act of 1990 (25 U.S.C. 3001-3013).

In 1974, Louisiana's Historic Preservation Program was established as the official state agency to carry out the mandate of the National Historic Preservation Act (54 U.S.C. 300101, et seq.) (La. R.S. 25:911, et seq.). The Division of Historic Preservation is also responsible for approving all work on state owned historic properties in Baton Rouge (La. R.S. 25:781-785). The Division of Historic Preservation also oversees the Federal Historic Rehabilitation Tax Credit (Internal Revenue Code, Section 47), and the Louisiana State Historic Rehabilitation Tax Credit (La. R.S. 47:6019).

The Council for the Development of French in Louisiana (CODOFIL) was created by Act 409 of the Legislature during the regular Session of 1968. CODOFIL, according to La. R.S. 25: 651, et seq., exists "to oversee the state's economic development and tourism activities designed to promote our French culture, heritage, and language; to promote, develop, and oversee cultural and educational relations and exchanges within the state and between the state of Louisiana and other countries, provinces, and states; to promote, support, and enhance French language immersion educational programs and instruction; to develop a model French immersion program; and to increase the number of French immersion schools in the state, with the specific goal of establishing at least one French immersion school in East Baton Rouge Parish and in each of the parishes which comprise the Acadiana Region."

E. Potential external factors:

Division of Archaeology:

The funding levels, supplemental grants, weather, and unanticipated requests by landowners for additional services affect the products and services of the regional and station archaeologists.

The number and type of federal undertakings in the state directly affect the number of archaeological sites recorded, updated, or tested (Objective 1).

The number of titles of booklets in print affects the number of booklets distributed (Objective 5).

The number of host organizations, the weather, and other local events affect the number of people attending Archaeology Month events (Objective 5).

Other direct affects include the number of federal projects reviewed, the number of researcher visits, the number of reports reviewed, and the number of cubic feet of collections curated (Objective 7).

Division of Historic Preservation:

Fluctuations in state and federal funding directly impact the level of services that can be provided.

Tax credit rehabilitation projects may fall through for reasons totally unrelated to the work of our division.

Abnormally large tax credit projects in one year may give a false impression that the next year's total tax credit projects were abnormally low.

Economic cycles impact the number of new jobs and businesses in Main Street communities.

Division of Council for the Development of French in Louisiana:

For objectives 8 and 9, external factors exert an important level of control over their indicators. The recruiting process depends on two factors: a particular parish's needs and the availability of foreign associate teachers. The distribution of scholarships depends on the availability of funds from independent sources and the availability of qualified candidates.

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

This plan also draws upon separate strategic planning work we have done for the National Park Service and for our Main Street program.

G. Explanation of how duplication will be avoided.

There is no duplication of program effort in the Office of Cultural Development.

Program B: Arts

Program Mission

The arts are an essential and unique part of life in Louisiana to which each citizen has a right. The Louisiana Division of the Arts (LDOA) is the catalyst for participation, education, development and promotion of excellence in the arts. It is the responsibility of the Division to support established arts institutions, nurture emerging arts organizations, assist individual artists, encourage the expansion of audiences and stimulate public participation in the arts in Louisiana while developing Louisiana's cultural economy.

Program Goals

- I. The Louisiana Division of the Arts will increase the number of Louisiana citizens and visitors participating in and experiencing arts and cultural activities.
- II. The Louisiana Division of the Arts will provide meaningful support for the state's emerging and established arts organizations and advance a public environment, which recognizes and assists Louisiana artists as valuable state resources.

Program Objectives

Objective 1: By the year 2025, increase the audiences for LDOA-sponsored events to 10 million people per year.

Activity: Arts Grants & Administration
State Outcome Goal: Economic Development

Objective 2: By the year 2025, increase the number of nonprofit arts and community service organizations directly served by programs of the LDOA by 10% above the number served as of June 30, 2016.

Activity: Arts Grants & Administration
State Outcome Goal: Economic Development

Objective 3: By the year 2025, increase the number of Louisiana artists directly served by programs of the LDOA by 10% above the number served as of June 30, 2019.

Activity: Arts Grants & Administration

State Outcome Goal: Economic Development

Objective 4: By the year 2025, grow hubs of cultural activity by incentivizing art sales, building rehabilitations, and increasing new businesses in cultural districts.

Activity: Cultural Economy Initiative

State Outcome Goal: Economic Development

Objective 1. By the year 2025, increase the audiences for LDOA-sponsored events to 10 million people per year.

Program: Arts
Activity: Arts Grants & Administration
State Outcome Goal: Economic Development

Strategies

- 1.1** Promote statewide visibility of the arts and cultural sectors, and the services of the LDOA.
- 1.2** Continue providing structured technical assistance to LDOA grantees on audience development strategies.
- 1.3** Continue, improve and expand LDOA publications.

Indicators

Input Number of workshops/seminars
Output Number of grant applications received
Outcome Percentage increase in attendance at workshops/seminars.
 Percentage increase in grant applications submitted and grants awarded
 Number of people directly served by LDOA-supported programs and activities
Quality Percentage of positive responses on the final reports from grant recipients

Supporting Documentation for Objective #1 Performance Indicators

Rationale/Appropriateness

The mission of the **Louisiana Division of the Arts (LDOA)** includes stimulating public participation in the arts and encouraging the expansion of audiences for the arts. One of the reasons the LDOA provides grants to organizations and individuals is to enable them to engage the public through the presentation of arts programs and activities. Annually measuring the number of audiences for these events is a way to understand quantitatively the impact state-supported activities have on citizens.

Primary Beneficiaries

The primary beneficiaries of the agency's efforts to achieve Objective #1 are the children and adults who are provided the opportunity each year to participate in an arts event, even if only as an audience member.

Data Collection Procedure/Calculation Methodology

Data concerning the number of people served by LDOA-supported activities is a requisite of the final reports of the grants and sub-grants annually made with LDOA funds. The data is collected by the grantees themselves from box office reports, sign-in sheets and tools designed to record the number of people directly served by arts events and activities. Data from all the final reports is then compiled to produce a cumulative total.

Limitations of the Indicators/External Factors

The primary limitation of the indicator concerning the total number of people served statewide is that most of the attendance figures are not recorded directly by LDOA staff. Also, strictly quantitative details do not directly speak to the quality of the art presented or its impact on the lives of audience members and participants.

Also, the content of the grant projects and the number of grants vary from year to year. Accordingly, the total number of people served will likewise vary from year to year.

Duplication

There is no duplication of operations between programs.

Objective 2. By the year 2025, increase the number of nonprofit arts and community service organizations directly served by programs of the LDOA by 10% above the numbers served as of June 30, 2019.

Program: Arts
Activity: Arts Grants & Administration
State Outcome Goal: Economic Development

Strategies

- 2.1 Annually, identify, recruit and offer technical assistance to 10% more non-traditional, non-profit organizations providing arts and cultural programming.
- 2.2 Continue to work with statewide associations and networks for arts disciplines.
- 2.3 Continue and expand the LDOA’s grant support for activities undertaken by non-profit organizations.

Indicators

Input	Number of workshops/seminars. Number of new applicants.
Output	Attendance at workshops/seminars. Number of grant applications received. Number of grants to organizations. Number of Folklife traditions documented. Number of organizations assisted to use folk heritage.
Outcome	Percentage increase in attendance at workshops/seminars. Percentage increase in grant applications submitted and grants awarded. Percentage increase in new applicants. Percentage increase in new grantees.
Quality	Percentage of positive responses on final reports submitted by grant recipients.

Supporting Documentation for Objective #2 Performance Indicators

Rationale/Appropriateness

The LDOA makes grants to nonprofit organizations that, in turn, use the funds to present and/or produce arts programs and activities for the public. The agency’s

ability to increase the numbers of these organizations applying for LDOA grants and to strengthen their capabilities to implement meaningful programs and events in their communities and around the state are critical to the LDOA being able to fulfill its mission of making the arts an essential part of life in Louisiana.

Primary Beneficiaries

The primary beneficiaries of the agency's efforts to achieve Objective #2 are Louisiana-based nonprofit arts and community service organizations that are applicants and potential applicants for LDOA-provided grant funds. Note that the agency's efforts are manifested in grants made at: (1) the statewide level, and (2) the regional (decentralized) level.

Data Collection Procedure/Calculation Methodology

Sign-in sheets, registration forms and the like will be utilized to document the names of organizational representatives attending LDOA-sponsored workshops/seminars. This data is collected at each workshop/seminar wherever it takes place in the state. The sum of all attendees is calculated by adding the numbers of attendees at each of the workshops/seminars. Feedback about grant recipients' perception of our grant making process is derived from information on final reports submitted by grant recipients.

Limitations of the Indicators/External Factors

Indicators provide mostly quantitative data, not qualitative information.

Duplication

There is no duplication of operations between programs.

Objective 3. By the year 2025, increase the number of Louisiana artists directly served by programs of the LDOA by 10% above the number served as of June 30, 2019.

Program: Arts
Activity: Arts Grants & Administration
State Outcome Goal: Economic Development

Strategies

- 3.1 Continue and expand the LDOA’s grant support for individual artists through such programs as artist mini-grants and the state artist roster.
- 3.2 Increase the professional opportunities for artists in the state.

Indicators

Input	Number of workshops/seminars.
Output	Number of grant applications received. Number of grants to artists.
Outcome	Percentage increase in attendance at workshops/ seminars. Percentage increase in grant applications submitted and grants awarded.
Quality	Percentage of positive responses to annual questionnaire to grant recipients.

Supporting Documentation for Objective #3 Performance Indicators

Rationale/Appropriateness

Part of the mission of the LDOA is to assist individual artists. A critical way to determine how well we are fulfilling our mission is to be able to document the numbers of artists served by activities and programs we produce and/or financially support. Feedback about grant recipients’ perception of our grant making process is derived from an annual written questionnaire to those recipients.

Primary Beneficiaries

The primary beneficiaries of the agency’s efforts to achieve Objective #3 are Louisiana professional artists. Note that the agency’s efforts are manifested in

grants made both at: (1) the statewide level, and (2) the regional (decentralized) level.

Data Collection Procedure/Calculation Methodology

We use sign-in sheets and registrations to document the professional artists attending LDOA-sponsored workshops/seminars. We collect this data at each workshop/seminar. We determine the sum of all attendees by compiling the number of attendees at each of these events.

Limitations of the Indicators/External Factors

Indicators provide mostly quantitative data, not qualitative information.

Duplication

There is no duplication of operations between programs.

Objective 4. By the year 2025, grow hubs of cultural activity by incentivizing art sales, building rehabilitations, and increasing new businesses in cultural districts.

Program: Arts
Activity: Cultural Economy Initiative
State Outcome Goal: Economic Development

Strategies

- 4.1 Facilitate the development of Louisiana’s cultural industries.
- 4.2 Assist the Office of the Lieutenant Governor in organizing cultural ambassadors for Louisiana.
- 4.3 Strengthen cultural tourism partnerships with the Department of Culture, Recreation and Tourism by the creation and implementation of a special cultural economy initiative to promote arts activities and facilitate the growth of cultural enterprises.

Indicators

Input	Number of workshops/seminars provided on cultural economy and cultural districts. Number of promotional programs created or facilitated. Number of grants provided for the development of cultural activity.
Output	Number of Louisiana stakeholders served through the Cultural programming. Number of local governing authorities applying for certification of cultural districts.
Outcome	Increase in sales for original, one of a kind visual art Increase in the number of cultural businesses located within a cultural district. Increase in cultural activity within a cultural district community. Increase in private investment leveraged in cultural district communities. Increase in the professional development of the cultural workforce. Increase property revenue for local governments.

Supporting Documentation for Objective #4 Performance Indicators

Rationale/Appropriateness

The cultural economy employs an estimated 171,486 people in Louisiana making it approximately 7% of the workforce in the state of Louisiana. Through the Cultural Economy objective, OCD provides professional development, development of cultural policy in partnership with local governments, workforce training, career and small business development, market research and crucial tax incentives.

Primary Beneficiaries

The primary beneficiaries of the agency's efforts to achieve Objective #4 are Louisiana cultural nonprofit organizations, commercial businesses and professional artists. Secondary beneficiaries include local governments, tourism officials, and educational institutions.

Data Collection Procedure/Calculation Methodology

We use head-counts of workshops/seminars at outreach events for Cultural Districts; number of promotional materials distributed to individual email accounts; applications, business inventories, and annual reports provided by local governing authorities for cultural districts; sales tax revenue of original art supplied by tax forms through the Department of Revenue; historic preservation investments supplied by the Division of Historic Preservation through the Department of Revenue.

Limitations of the Indicators/External Factors

Because topics change for workshops and seminars each year and the cultural economy encompasses a large variety of sub-sectors (visual art, music, theatre, dance, film, interactive digital media, culinary, historic preservation, literary, museums), we are unable to target all the needs of every industry each year. Currently, we are only able provide a certification process for designated cultural districts. No other services are directly provided by the Office of Cultural Development once certified.

Duplication

There is no duplication of operations between programs.

Arts Program Supporting Documentation

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

The strategic planning process involved combining the ideas that emerged from the agency's recent assessments of cultural economy opportunities for our state, with the thoughts of those in our agency whose job it is to turn that potential into reality.

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

Principal clients of the Division of the Arts include nonprofit arts producing, presenting and service organizations in Louisiana; nonprofit community service organizations; elementary and secondary schools; colleges and universities; and professional Louisiana artists.

The Division of the Arts programs are used by the audiences who participate in Division of the Arts-funded events and activities. These events and activities are made available to every parish's citizens every year. The audiences include both school-age young people as well as adults.

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

Objectives 1 & 2: General Louisiana Public

Objective 3: Louisiana Artists

D. Statutory requirement or authority for each goal.

Goals of the Arts Program (Division of the Arts):

In 1975, by Executive Order Number 80, the Louisiana State Arts Council was created. In 1976, the official state arts agency charged with the responsibility of responding to the needs of the cultural community of Louisiana was created by Executive Order Number 44. This agency was also designated as the sole agency of state government authorized to represent Louisiana to the National Foundation for the Arts and Humanities and the National Endowment for the Arts. In 1977, through Legislative Act 265, the Division of the Arts became a division of the Department of Culture, Recreation and Tourism in the Office of Cultural Development (La. R.S. 25:891-900.1). In 1999, legislation created the Louisiana Percent for Art program (La. R.S. 25:900.1) and gave the Office of Cultural Development and the Louisiana State Arts Council a central role in that program. In 2003, that role was increased by amendment to the Percent for Art law.

E. Potential external factors.

Amount of funding for grants; variances in the number of eligible nonprofits and artists in each parish to apply for and receive arts grants.

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

The Division of the Arts strategic plan is used as a base upon which decisions are made to deploy our resources to advance our program goals and objectives. Further, the plan is used as a means of communicating with constituents, who in turn provide feedback on how well we are meeting departmental strategies.

The Mount Auburn Report titled, Louisiana: Where Culture Means Business is another tool used to define and evaluate Louisiana's cultural economy providing an in-depth study of its economic significance and growth.

Additional information is provided in the section under "Data Collection Procedure/Calculation Methodology" in the main portion of the Strategic Plan, above.

G. Explanation of how duplication will be avoided:

There will be no duplication of effort. The Louisiana Division of the Arts monitors the budget of each of its grants to guard against duplication of state funding.

Program C: Office of Cultural Development Administration

Program Mission

The mission of the Office of Cultural Development's Administrative Program is to support the programmatic missions and goals of the divisions of Arts, Archaeology, and Historic Preservation, as well as to support the Council for the Development of French in Louisiana (CODOFIL).

Program Goal

The goal of the Office of Cultural Development's Administrative Program is to provide management and administrative support at high efficiency to all divisions within the Office of Cultural Development and to CODOFIL.

Program Objective

Objective 1: The Administrative Program of the Office of Cultural Development will provide support to the agency and ensure that a minimum of 90% of its objectives are achieved annually.

Activity: Office of Cultural Development Administration
State Outcome Goal: Transparent, Accountable, and Effective Government

Objective 1. The Administrative Program of the Office of Cultural Development will provide support to the agency and ensure that a minimum of 90% of its objectives are achieved annually.

Program: Administration

Activity: Office of Cultural Development Administration

State Outcome Goal: Transparent, Accountable, and Effective Government

Strategy

1.1 Achieve all strategic objectives across the agency.

Indicators

Outcome Percentage of OCD objectives achieved.

Administrative Program Supporting Documentation

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

The strategic planning process involved combining the ideas that emerged from the agency's recent assessments of cultural economy opportunities for our state, with the thoughts of those in our agency whose job it is to turn that potential into reality.

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

The clients and users of the Administrative Program are the programmatic entities inside of, and affiliated with, the Office of Cultural Development. Inside the agency: the Division of the Arts, the Division of Historic Preservation, the Division of Archaeology and CODOFIL.

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

The primary beneficiaries of the objective of the Administrative Program's plan will be the directors of the programmatic divisions inside of, and affiliated with, our agency (see preceding item).

D. Statutory requirement or authority for each goal.

The Administrative Program was created by the General Appropriations Bill of the Regular Legislative Session of 2006, also known as Act 17 of that session. At page 57, that law for the first time created the Administrative Program within the agency, and set forth the Program's purpose as follows: "Provides general administration, oversight, and monitoring of agency activities." The Administrative Program has been included in the same manner in each subsequent General Appropriations Bill.

E. Potential external factors.

As the Administrative Program's performance is a direct reflection of the performance of all the programmatic divisions within the agency, the Administrative Program's performance will likewise be subject to the influence of all the external factors identified in all the other responses to this item in the supporting documentation of this document.

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

The Administrative Program is not an end in itself; rather, it guides and supports all the other component parts of the agency—the programmatic components. Accordingly, no specific program evaluation has been conducted of the Administrative Program.

G. Explanation of how duplication will be avoided.

The Administrative Program performs only those functions that relate to the agency as a whole. The agency's other programs perform only those functions that relate to their respective programs.