

**Office of the Lieutenant Governor**  
**Agency Number 04-146**  
**Fiscal Year 2020-2021 through 2024-2025**

**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 2025.
- 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 by 2025.

**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 2025.

**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 efforts.

**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 2025.

**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**

La Constitution of 1974 article IV section 6; RS 36:201-9; 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**

National service and volunteerism are highly effective, cost-efficient strategies for addressing critical community needs. As the state service commission, Volunteer Louisiana is uniquely positioned to promote civic engagement and connect our citizens with service as a solution to our most pressing problems.

### **Program Mission Statement**

The mission of the Grants Program in the Office of the Lieutenant Governor is help meet the needs of Louisiana's citizens through volunteerism and national service.

### **Program Goals**

The Grants program in the Office of the Lieutenant Governor will improve communities' capacity to address critical human needs and foster citizen engagement.

### **Program Objectives**

- Objective 1** Promote national service in Louisiana and develop a high-quality, diverse portfolio of AmeriCorps subgrantees
- Objective 2** Maximize the efficiency and effectiveness of volunteers in times of disaster
- Objective 3** Build a culture of service and volunteerism in Louisiana

**Program Objectives**

**Objective 1:** Promote national service in Louisiana and develop a high-quality, diverse portfolio of AmeriCorps subgrantees

**Program:** Grants

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

**State Outcome Goal:** Address Critical Human Needs Throughout Louisiana

**Strategies:**

- 1.1 Conduct targeted outreach to organizations in underrepresented geographic and focus areas about AmeriCorps and national service resources
- 1.2 Conduct broad-based public outreach through multiple media platforms
- 1.3 Provide training and technical assistance for potential applicants relating to CNCS grant writing and planning grants
- 1.4 Conduct an equitable RFP process for AmeriCorps funds

**Indicators:**

**Input** Federal funds, state funds, RFP, website, social media, media campaigns, targeted outreach, staff, commissioners

**Output** Number of organizations participating in AmeriCorps RFP process  
Number of parishes with AmeriCorps State programs

**Program Objectives**

**Objective 2:** Maximize the efficiency and effectiveness of volunteers in times of disaster

**Program:** Grants

**Activity:** Coordinating volunteers in times of disaster

**State Outcome Goal:** Emergency Preparedness, Response, and Recovery

**Strategies:**

- 2.1 Develop a comprehensive communications plan for disaster-related volunteerism
- 2.2 Cultivate strategic relationships with VOADs, non-profit organizations, and emergency officials

- 2.3 Support and promote pre-event volunteer affiliation and the development of CERT teams statewide
- 2.4 Develop specific roles and responsibilities for subgrantees and ADRTs in times of disaster
- 2.5 Support and promote an online volunteer management system to coordinate event-specific spontaneous, unaffiliated volunteers
- 2.6 Collaborate with the Governor’s Office of Homeland Security and Emergency Preparedness (GOHSEP) on the documentation and collection of volunteer hours
- 2.7 Develop local resilience teams to assist with long term recovery

**Indicators:**

<b>Input</b>	State Emergency Operations Plan, GOHSEP, Parish OHSEPs, CNCS Disaster Services Unit, website, social media, online volunteer management system, subgrantees, A-DRTs, VOADs, nonprofit organizations, staff, commissioners
<b>Output</b>	Number of parishes with trained CERT teams Number of media engagements from the public

**Program Objectives**

**Objective 3:** Build a culture of service and volunteerism in Louisiana

**Program:** Grants

**Activity:** Promoting Volunteerism and Volunteer Recognition

**State Outcome Goal:** Increase Awareness of Volunteerism

**Strategies:**

- 3.1** Promote and expand Volunteer Louisiana- determined awards (Louisiana Volunteer Service Certificate, Louisiana Volunteer Service Award, and Champions of Service)
- 3.2** Promote other awards and recognition, including the Community Service Diploma Endorsement
- 3.3** Promote VolunteerLouisiana.gov as the statewide hub for connecting volunteers with volunteer organizations
- 3.4** Support and promote national days of service such as MLK Day, National Volunteer Week, 9/11 Day of Service and Remembrance
- 3.5** Promote volunteer opportunities in each region of the state
- 3.6** Develop a comprehensive communications plan to promote service and volunteerism statewide Strategy
- 3.7** Educate and engage elected officials and state leaders regarding Volunteer Louisiana programs, activities, and initiatives
- 3.8** Cultivate strategic partnerships with volunteer centers, volunteer connection agencies, foundations, governmental agencies, etc.

**Indicators:**

**Input** Volunteer Awards, website, social media, national days of service, online volunteer management system, volunteer centers

**Output** Number of volunteers recognized by Volunteer Louisiana  
Number of volunteer organizations listed  
Number of parishes with organizations listed

## **PROGRAM SUPPORTING DOCUMENTATION**

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

Volunteer Louisiana is required by the Corporation for National and Community Service (CNCS) guidelines and Louisiana statute to produce a state service plan every three years based on public input. Volunteer Louisiana developed its 2019-2022 State Service and Strategic Plan with public input gleaned from a statewide listening tour in the fall of 2018. Strategic planning was implemented within the parameters and requirements of CNCS, the federal agency that funds the Volunteer Louisiana Commission.

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

CNCS provides funding to each state to award and administer the AmeriCorps grants program. The grants program is designed to empower communities to address critical needs in a number of specific focus areas: education, healthy futures, environmental stewardship, disaster services, economic opportunity, and veterans and military families. In Louisiana, these grants are administered through the Volunteer Louisiana Commission in the Office of the Lieutenant Governor.

The principal clients and users are governmental, educational, and nonprofit organizations that use AmeriCorps grants to expand capacity, as well as AmeriCorps members who get an opportunity to serve and earn an Education Award. 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.

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

The primary beneficiaries of Objective 1, “Promote national service in Louisiana and develop a high-quality, diverse portfolio of AmeriCorps subgrantees”, are the citizens in the communities that are impacted by the projects, subgrantee organizations, and AmeriCorps members. Currently, our AmeriCorps programs are impacting citizens in 29 parishes. Governmental, educational, and nonprofit organizations benefit from AmeriCorps grants by expanding their capacity. AmeriCorps members benefit by getting an opportunity to serve and earn an Education Award.

The primary beneficiaries of Objective 2, “Maximize the efficiency and effectiveness of volunteers in times of disaster” are emergency officials, volunteers, and citizens impacted by disaster. Building CERT capacity and mitigating the self-deployment of unaffiliated volunteers help emergency officials respond more effectively and efficiently to disasters. Volunteers benefit from a more orderly deployment strategy and improved volunteer experience. Affected citizens benefit from a more coordinated response that efficiently distributes volunteer resources to maximize impact.

The primary beneficiaries of Objective 3, “Build a culture of service and volunteerism in Louisiana” are the citizens of the state. Our online volunteer management system allows citizens in every parish to access volunteer opportunities in their communities and foster civic connectedness and engagement. Volunteer awards recognize the outstanding contributions of our citizens and encourage others to do the same.

**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. 49:1111 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. Volunteer Louisiana recently hired a consultant to evaluate the state’s volunteer and donations management capacity and have implemented the recommendations within our sphere of influence. Our volunteerism objectives, particularly the adoption of a new volunteer management system, were informed by the evaluation and feedback of stakeholders on our previous systems.

**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. Volunteer Louisiana is the only state agency tasked with coordinating spontaneous, unaffiliated volunteers in the state's Emergency Operations Plan, so no duplication is possible. Finally, Volunteer Louisiana is only state agency engaged with volunteerism and national service, so our roles in volunteer connection and recognition are unique.