



LOUISIANA
Feed Your Soul.

SUNSET REPORT 2024

Department of Culture, Recreation, and Tourism



Louisiana Department of Culture, Recreation and Tourism 2024 Sunset Report

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Each agency report contains the following:

1. The identity of all sub-units, if any, under the direct or advisory control of each agency;
2. All powers, functions and duties currently performed by the agency;
3. Citations of all legal authority;
4. An analysis of duplication of services, if any, that the agency feels may exist between itself, another state agency, if any, and actions being taken to correct such overlap;
5. Any powers, duties or functions that the agency feels are no longer consistent with the current and projected public needs, and they recommend for termination or alteration;
6. The identity of any problems or programs for study; and
7. Significant accomplishments of the agency;
8. The identity of each report the statutory entity is required by law to produce, including the citation of the law requiring the report, an estimate of the agency resources expended to produce the report, and the opinion of the agency regarding the continued necessity of the report.

II. Department Reports / Schedules

- Strategic Plan and Performance Indicator Documentation – 2023-2024 through 2027-2028
- Operational Plan – 2023-2024
- Audits performed by the legislative auditor issued within the past five years, accompanied by the agency response

- List of all contracts for 2022-2023
- 2nd Quarter Performance Indicators for 2023-2024
- Executive Budget Analysis and Executive Budget (Website) for 2023-2024
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I. AGENCY REPORT

Office of the Secretary
Agency Number 06-261
Sunset Report 2024

1. The identity of all sub-units, if any, under the direct or advisory control of each agency

The Office of the Secretary consists of the Administrative Program, the Office of Management and Finance and the Louisiana Seafood Marketing and Promotion Board.

2. All powers, functions and duties currently performed by the agency

DESCRIPTION

The Office of the Secretary will ensure efficient and accountable administration, oversight and monitoring of all agencies within the department, including monitoring strategic planning, and adherence to legislative initiatives.

MISSION

The mission of the Office of the Secretary is to position Louisiana to lead through action in defining a New South through Culture, Recreation and Tourism. Through the development and implementation of strategic and integrated approaches to the management of the Office of State Parks, the Office of Tourism, the Office of the State Museum, the Office of Cultural Development, and the Office of State Library.

GOALS

The Office of the Secretary will ensure an efficient, accountable, and entrepreneurial operation of all agencies within the department by providing the highest quality of leadership and support services and by administering targeted programs and initiatives conducive to the development of collaborative partnerships, thereby creating avenues of prosperity for all Louisianans by promoting diversity, creativity and unique, unparalleled assets. Further, the Office of the Secretary will measure and monitor the impact of the Department of Culture, Recreation and Tourism on Louisiana's economy and quality of life for Louisiana's citizens to ensure the greatest return on our investments.

A. ADMINISTRATION

DESCRIPTION

The Administration program for the Department is tasked with the general management of the department. The Secretary or Deputy Secretary, if appointed by the Lt. Governor serves as the executive head and chief administrative officer of the Department of Culture, Recreation and Tourism and has the responsibility for the policies of the department and for the administration, control, and operation of the functions, programs, and affairs of the department. The secretary performs these functions under the general control and supervision of the lieutenant governor. If the Lt. Governor does not appoint a Secretary, the Lt. Governor is responsible for all duties, functions and responsibilities as the secretary.

B. MANAGEMENT AND FINANCE

DESCRIPTION

The Fiscal division assists all agencies and programs in the Department and the Office of the Lieutenant Governor in processing all routine financial documents relative to the operation of each, as well as preparation of the annual departmental budget and various reports as required

by the Division of Administration. Fiscal staff also provides procurement support for all CRT agencies. The Human Resources division provides services to 574 full-time employees and 222+ part-time/seasonal employees at 60 sites located throughout the State. Some of these services include classification and pay, departmental policy, recruitment/hiring/retention, benefits, counseling/discipline/grievance, and training. The Information Services Division (ISD) provides the Department of Culture, Recreation and Tourism (DCRT) with professional network services, data center server resources, applications and web programming, and user support. ISD strives to coordinate and plan information technology services, initiatives, projects, and expansions that better align IT with the goals of executive management. The Division helps agencies plan effective workflows, then programs, publishes, and manages them, increasing efficiency by speeding up Department approvals and information flow. ISD's Data Center staff is responsible for data center management focused on dynamic modernization of services, servers, storage, backup, and related hardware and software. The Divisions User Support staff assists over 600 users at 60 locations statewide, increasing productivity through help desk assistance, desktop support, and remote access technical assistance for sites dispersed statewide. User support includes lifecycle upgrades of computers, printers and peripherals, Microsoft Windows operating systems, Microsoft Office productivity software, and endpoint security.

MISSION

The mission of the Office of Management and Finance is to direct the mandated functions of human resources, fiscal and information services for the seven offices in the Department and the Office of the Lieutenant Governor to support them in the accomplishment of their stated goals and objectives.

GOALS

The goal of the Office of Management and Finance is to provide the highest quality of fiscal, human resources, and information technology services to, and enhance communications with the seven offices within the Department of Culture, Recreation and Tourism and the Office of the Lieutenant Governor in order to ensure compliance with legislative mandates and increase efficiency and productivity.

1. Fiscal

- Operating budget preparation/review and review/coordinate Capital Outlay budget for all agencies and programs;
- Track /monitor/update reports for HB 1 and HB 2; Operating Budget and Capital Outlay Budget;
- Review Acts for any revisions to budgets;
- Serve as Business Manager and handle all purchasing (includes overseeing LaCarte) for OLG and OS;
- Prepare expenditure, revenue and in-kind projections;
- Prepare annual financial statements for all agencies, and 1 trust;
- Prepare BA-7's and BA-22's for all agencies within DCRT and OLG;
- Prepare/update/coordinate various state and federal reports for all agencies;

- Administer the LaCarte Purchasing Card Program;
- Accounts Receivable, annually;
- Process deposits and classification of revenue;
- Maintain 26 bank accounts at local banks throughout the state;
- Process the drawing of federal funds as needed;
- Calculate and remit state and local taxes on revenue receipts.
- Accounts payable, annually;
- Audit and process travel reimbursement requests, purchase orders, and contract payments;
- Monthly fleet management reports for vehicles within DCRT and OLG;
- Maintain property control for DCRT and OLG;
- Maintain archive records for the Office of the Secretary;
- Prepare and coordinate all reports and transactions with Risk Management for the Department; and
- Serve as OTM Coordinator for telephones within DCRT and OLG.

2. **Information Services**

- Maintain a cost-effective, professional staff of Information Services experts to provide in-house help desk, desktop support, statewide wired and wireless networking, data center services, programming and applications support, and web services to the Department's 600+ employees from seven distinct agencies working at 64 locations statewide;
- Maintain a complex WAN that includes over 100, secure LANS statewide employing cost-effective new wired, wireless, and cellular internet technologies;
- Employ centralized network monitoring to ensure system wide reporting of outages are visible on a computer monitor, and visible and audible on mobile devices 24/7/365;
- Manage, maintain, and improve large public Wi-Fi installations at 33 State Parks and tourism Welcome Centers that include over 75 wireless local area networks;
- Plan, design, build, and install a new, second-generation outdoor public Wi-Fi system in State Parks to significantly improve internet access speed, increase capacity, and improve stability;
- Support over 50 point of sale locations statewide providing secure network connectivity and internet access to process transactions, and host a single Payment server;
- Maintain a dynamic, cost-effective Data Center with updated, modern flash storage for fast, secure data storage, networked services, and an updated, modern high-speed data protection platform, and N+1 redundancy for DCRT's mission-critical IT services;
- Manage, maintain, and update Exchange email servers, Microsoft 365 hybrid environment, Veeam Backup for on-prem servers and 365, VSA Helpdesk Ticketing

system, VmWare systems, MS SQL servers, IIS web server, CM1 Content Management server, GIS server, Galaxy ticketing and payment servers, OnBase document management and workflow servers, Crowdstrike Security platform;

- Automate and centralize workstation patching and bug fixes for Windows and 3rd party applications that quickly eliminate new, recently discovered security vulnerabilities;
- Provide help desk assistance, desktop and on-site technical support, and loaner computers to increase productivity by reducing user's downtime waiting for PC repair;
- Repair damage to computers, computer systems, and data caused by adware, spyware, viruses, Trojans, ransomware, and hackers quickly and economically in-house;
- Improve user's productivity, efficiency, and security by increasing PC uptime with an Endpoint Management platform and Desktop Central Management Server;
- Plan, design, program, and host workflow applications in-house to automate and speed approvals and information flow within the Department;
- Employ lifecycle replacement to ensure all PCs, laptops, workgroup printers, scanners, and other office productivity hardware are under warranty and less than five years old;
- Write and edit technology requirements in the statement of work (SOW) and related sections in RFPs and contracts, respond promptly to proposers written technology queries;
- Manage and coordinate outsourced information technology projects, provide technical oversight and quality control, ensure the contractor meets all requirements in the SOW;
- Build and maintain the Department's websites and web content in-house where staff can quickly update content to keep the websites up to date, pertinent, and interesting;
- Provide professional, in-house web programming and database programming to build user self-service portals, informative websites, and other public-facing web applications;
- Manage, maintain and troubleshoot the Percussion CM1 Enterprise website content management system that supports all the Department's in-house websites;
- Plan and program web projects including custom web templates, interactive media galleries, web forms, and on-demand content design, layout, and graphics;
- Continue to train content creators to use the CM1 system, help content creators compile and format relevant text and graphics, assemble it for internet presentation, and publish it on the web;
- Enforce website standards and practices to maintain a consistent, uniform look and feel on the Department's websites;
- Ensure content on DCRT's websites adheres to accessibility and copyright laws, is legally available for use, and has signed releases for images of people and property on Department websites.
- Study website traffic through analytics and user feedback to inform agency Public Information Officers (PIOs) of potential problems that reduce traffic to their website and resolutions that increase traffic;

- Plan, design, build, and host cost-effective, in-house Microsoft ASP/SQL applications to eliminate the need for costly commercial applications with high annual recurring charges;
- Maintain and update the Department's hardware standards including standard desktop, laptop, and printer options, update bi-annually;
- Design, maintain, and update DCRT's standard software configurations, compile software configurations into fixed images for uniform installations.
- Track and manage software license agreements and software deployment to ensure legal, compliant use of software is on-premises, mobile, and cloud services, including the Microsoft Enterprise Agreement, Adobe Agreements, ArcGIS agreement, and others;
- Monitor software to identify and remove unwanted application installations downloaded from the web or brought from home that may work around hardened software policies and pose a security threat;
- Coordinate and facilitate communication between Department representatives and vendors; resolve problems when they arise;
- Provide quotes and approve the purchase of all information technology including personal computers, network components, peripherals, desktop and specialized software, data circuits and service/ maintenance contracts;
- Design and deploy appropriate hardware, software and cloud technology to safeguard the WAN, LANs, and servers from network breaches, ransomware, denial of service, and other damaging hacks and malware;
- Install cloud-managed, enterprise Wi-Fi providing fast internet access throughout the Capitol Annex, Baton Rouge Museum, and New Orleans museums for restricted public use;
- Maintain contact with IT Directors and CIO's at monthly Council of Information Services Directors (CISD) meetings;
- Ensure the Department follows statewide IT guidelines promulgated by the CIO and Office of Technology Services;
- Ensure the Department is aware of and participates in important technology initiatives and employs useful technologies that enhance information technology in Louisiana State government.
- Migrate any remaining Windows 7 users (these are primarily in the field offices of State Parks) to Windows 10
- Migrate all sites and users from older versions of the Microsoft Office Suite and on-prem Exchange server to M365
- Finish comprehensive computer refresh for all State Parks field offices
- New computer refresh for all Tourism Welcome Centers
- Replacement of all State Parks Point of Sale systems with new All-in-One systems, including instruction for OSP personnel on using the new touch-screen option

- Creating and updating Helpdesk documentation in ITGlue (best practices, troubleshooting database, instructional guides, etc) for both Helpdesk personnel and users
- Maintaining 90%+ compliance in accurate ticket-logging in the Kaseya BMS system
- Continuing to use media software for greater communication between Helpdesk personnel (as well as with other IS personnel)
- Maintaining compliance with refreshing and returning leased Dell computers (every 3 years)
- Fully migrate all websites, databases, and database-driven content from old servers to new, more up to date servers
- Replace current department workflow solution (Onbase) with a more modern, cloud-based solution
- Assess upcoming "Level AA" Accessibility compliance with department's websites using tools like Monsido accessibility scanning tools
- Audit all department workflows for deficiencies and suggested additions
- Migrate all department Zoom Subscriptions under IS

3. Human Resources

- Administer a comprehensive human resources program for 574 full-time employees and 222+ part-time/seasonal employees at 60 sites located throughout the State.
- Develop policies and procedures, providing interpretation and implementation on all State and Federal laws governing employment.
- Ensure accurate and timely processing of all personnel/payroll actions in accordance with Civil Service Rules, departmental policies, and applicable State and Federal laws.
- Coordinate and provide guidance for the full-range of employee benefits, including the Family and Medical Leave Act (FMLA); health and life insurance plans; flexible benefits (i.e., tax-sheltering premiums); flexible spending accounts; retirement benefit plans, including Louisiana State Employees' Retirement System (LASERS), Social Security, and Deferred Compensation (457b); credit union offerings; and crisis leave.
- Manage an electronic recruitment process, in accordance with Civil Service Rules, for the submission, screening, and distribution of applications to hiring managers for a diversity of jobs requiring varying educational, work experience, and testing requirements.
- Conduct E-Verify process to confirm the identity and work authorization of all new hires, in accordance with Act 402 of the 2011 Regular Legislative Session.
- Ensure the proper classification and pay for Department positions, as required by Article X of the State Constitution, by facilitating the allocation of job descriptions, development/implementation of job studies, etc.

- Ensure compliance with the Performance Evaluation System (PES), as provided for in the Civil Service Rules, to facilitate and promote open communication between supervisors and assigned staff regarding individual employee performance.
- Coordinate and ensure compliance with training requirements for Department personnel, to include new hire orientation; Comprehensive Public Training Program (CPTP) courses; Minimum Supervisory Training as required by Civil Service; unclassified training as required by Act 377 of the 2009 Legislative Session; ethics training as required by RS 42:1170; sexual harassment as required by RS 42:343; workplace violence; discrimination; etc.
- Administer the Department-wide drug testing program, to include testing for pre-employment; random; rehabilitative; post-incident/accident; and reasonable suspicion.
- Investigate complaints filed with the Department that relate to human resources matters (i.e., violations of policy, sexual harassment, etc.) and assist management in implementing corrective actions, such as letters of counseling and formal disciplinary action in accordance with Civil Service Rules.
- Prepare and submit mandatory annual reports to Civil Service, such as Affirmative Action Plan (AAP); Report on Payments Made Per Civil Service Rule 6.16.1, 6.16.2, 6.16(h), and 5.9; CPTP Minimum Supervisory Training Report; and Pay Increases.
- Prepare and submit a SAME Agency Plan that includes the strategies and goals for the upcoming year, and the progress and outcomes for the current year, related to employment of individuals with disabilities.
- Implement the SCS Hiring Framework by identifying competencies to modernize state hiring practices.
- Monitor adherence to pandemic mitigation measures by employees across agencies.
- Manage the agency's Telework strategy.
- Implement the recently developed Parental Leave policy.

**C. LOUISIANA SEAFOOD PROMOTION AND
MARKETING BOARD
DESCRIPTION**

- The Louisiana Seafood Promotion and Marketing Board was founded in 1981 as the state recognized the industry had reached an economic ebb and would have an extreme impact on the state economy if nothing were done to support it. The board was created to aid with product promotion and marketing development. In 2013 the legislature made the following major changes to the Louisiana Seafood Promotion and Marketing Board:
- The board was transferred from Wildlife and Fisheries to Culture, Recreation and Tourism.
- The board became an advisory board.
- Baton Rouge became the domicile for the organization.
- Enabling legislation is LA RS 36:610

- While the Department of Agriculture is over the Crawfish Board and Wildlife and Fisheries has the Authentic Certified program they do not overlap, instead they are complimentary. LSPMB has a primary focus on wild caught seafood while the Crawfish Board is focused on farm raised, a group with its own issues and need for attention. Authentic Certified works to sign up restaurants and retailers committed to selling wild caught Louisiana seafood. As their program grows it gives LSPMB a topic for consumer education and is a great marketing tool.
- The greatest problem facing the LSPMB is a reliable, stable funding.
- LSPMB has had many accomplishments on behalf of the seafood industry. Through its marketing efforts consumer concerns on the safety of Louisiana seafood after the spill have been alleviated. A grocery co-marketing program has been launched that in tests led to increased orders and sell through of Louisiana shrimp. Education on advantages to Louisiana seafood have continued and growth has been seen in social media followers, people enlisting in the consumer and industry data bases, and traditional media exposure.

3. Citations of all legal authority

Please see section, “Legal Authority”

4. An analysis of duplication of services that the agency feels may exist between itself another state agency, if any, and actions being taken to correct such overlap.

No duplication exists in DCRT at this time. All agencies work together to ensure sufficient use of funding.

5. Any powers, duties or functions that the agency feels are no longer consistent with the current and projected public needs, and they recommend for termination or alteration.

None

6. The identity of any problems or programs for study

No problems or programs for study have been identified at this time.

7. Significant accomplishments of the Office of the Secretary.

Undersecretary

- Worked with Keep Louisiana Beautiful to implement new cooperative endeavor for new programs to address litter abatement and education throughout the state.

- Worked with FEMA and Governor's Office of Homeland Security to secure disaster recovery funds for Hurricanes Laura and Ida due to damage sustained throughout the State Park system.
- Reviews all professional services contracts, RFPs, grants and sponsorships for all DCRT and OLG agencies and programs.
- Oversees all human resources, accounting, budgeting, procurement, contracting, and information services for all DCRT/OLG agencies.

Fiscal Division

- Strengthened departmental leadership and management by clarifying roles and responsibilities and increasing accountability
- Achieve results in building Louisiana's travel and tourism industry to create and retain jobs, as well as generate revenue for the state
- Provides a foundation to ensure all DCRT agencies perform above and beyond department goals, results and performance standards, to ensure its work is both transparent and effective
- Created an organization that is transparent, accountable and efficient; its workforce is entrepreneurial and accountable
- Continue to raise the bar for creating tourism economic benefits for the state
- Contributed greatly to emergency and disaster management and assistance; it has developed communities through main streets and cultural districts that leverage growth opportunities for local communities
- Maintains the 5-year Strategic Plan which is located on Channel Z.
- Successfully completed conversion from the ISIS financial system to the LaGov ERP for budget development and revenue management.
- Working with Office of State Parks to onboard the new Brandt reservation system in FY 22/23.
- Prepares the Annual Financial Reports for the Office of the Lieutenant Governor, Department of Culture, Recreation and Tourism and IRBY Trust and submitted to the Office of Statewide Reporting and Accounting Policy (OSRAP) in a timely manner.
- Prepared the Operating Budget Request for the Office of the Lieutenant Governor and the Department of Culture, Recreation and Tourism and submitted to the Office of Planning and Budget (OPB), Division of Administration, in a timely manner.
- Provided advice, oversight and assistance in successful absorption of continuing significant mid-year budget cuts.
- Continuously working with Office of Planning and Budget Analyst, Legislative Fiscal Office Analyst, House and Senate Fiscal Analysts, etc. to submit requested budgetary reports on the Office of the Lieutenant Governor and the six agencies within the Department of Culture, Recreation and Tourism.
- Prepared the Capital Outlay Budget Request for the Department of Culture, Recreation and Tourism and submitted to the Office of Facility Planning, Division of Administration, in a timely manner.
- Completes Negotiated Indirect Cost Rate proposal for DCRT/OLG.
- Assists the agencies with successful LPAA audits.
- Completes the LPAA audits and Property Certifications for OS and OLG.
- Manages both the property and fleet policy for both OS and OLG.

- Provide property training for all property managers on an as needed basis.
- Review the Fueltrac system for vehicle related expenses monthly and provides training for all DCRT/OLG agencies.
- Provides training to fleet coordinators and various staff throughout DCRT/OLG.
- Restructured the Fiscal section to include the distribution of work related to reduction in positions and implemented procedures to encourage the production of more efficient work product.
- Continues to submit the On-line Risk Exposure, Property Risk Exposure Reports and the claims loss listing for the Office of the Secretary and the Office of the Lieutenant Governor were submitted to the Office of Risk Management in a timely manner.
- Prepares and submits the Compensation and Non-Compensation Reports in a timely manner.
- Continue to update, prepare and implemented numerous written desk procedures as changes are made to processes for LaGov.
- Continue to encourage vendors to become Electronic Funding Transfer vendors to assist in processing payments more efficiently.
- Provide critical financial information about the Office of the Lieutenant Governor and the Department of Culture, Recreation and Tourism to the state control agencies.
- Provide the Office of Statewide Reporting and Policy (OSRAP) mandated quarterly receivables report.
- Provide continued training to DCRT agencies for changes to accounting, purchasing, contracts, human resource and information technology changes.
- Manages the department LaCarte and CBA programs, including policy, approximately 100 user accounts, reporting and audit.

Human Resources

- Achieved 100% compliance in 13 of 18 categories reviewed, as published in our Human Resources Program Evaluation report issued by the Department of State Civil Service (SCS) in January 2023.
- Implemented a new COE process in an effort to streamline the hiring process for all OLG/DCRT agencies.
- Developed a job assessment, currently pending with the Department of State Civil Service (SCS), which would streamline the classification and pay for the Tourism Information Counselor job series, as well as create a new Tourism Assistant Program Director position.
- Implemented Special Entrance Rates to increase recruitment for 5 different job series for the Office of Management and Finance, Office of State Parks, and the Office of Tourism.
- Worked cooperatively with the Office of State Uniform Payroll (OSUP) to promote the utilization of the W-2 Online Self View and Print Option, which saves State dollars by reducing the need to mail such forms to Department employees.
- Completed a job study with the Department of State Civil Service (SCS), which streamlined the classification and pay series relative to the Park Managers for the Office of State Parks.
- Completed a job study with the Department of State Civil Service (SCS), which streamlined the classification and pay series relative to the Tourism Supervisors for the Office of Tourism.

Information Services

- Introduced 5G cellular internet technology that provides much faster internet and network access at a tiny fraction of the cost of the legacy, wired T1 circuits at 43 State Parks, State Historic Sites, and Welcome Centers;
- Removed all long-haul data circuit costs and costly T1 circuits with cellular internet and low-cost terrestrial broadband to reduce State Parks data circuit charges.
- Employed new, omnidirectional and directional antennas and specialized towers to overcome challenges getting broadband to all remote sites. With these enhancements we have eliminated all legacy MPLS and T1 connections. We now have broadband access at speeds 4-50 times faster than the old T1 circuits that the broadband circuits replaced;
- Employed CrowdStrike state of the art security paired with Umbrella cloud-delivered Enterprise Network security as a first line of defense. CrowdStrike Endpoint protection is on every computer shielding all government offices throughout Louisiana;
- Competent In-house maintenance, repair, and expansion of the public Wi-Fi system saves the State over \$150,000 annually in maintenance and repair charges;
- Continuously improving public internet speed at the State Parks by increasing the number of Wi-Fi access points and replacing legacy connections with much faster 5G cellular gateways;
- Restructured OnBase Workflows for Park's New District
- Major CM1 software update
- Organizing all department Adobe Subscriptions (except Library) under IS
- Migrated portion of department's web and database content from old servers to new servers
- Revitalized 'uniquelylouisiana.org' (department-wide education portal) after it found new life during 2020
- Created "louisianafrench.org" fully in-house for CODOFIL
- Successfully use Monsido accessibility scanning on department websites to identify accessibility & programmatic problems, as well as analytics
- Introduced cost-effective computer leasing to lower computer replacement and maintenance costs to afford modern, up-to-date computers for users
- Incorporated migration from old ticketing system to KaseyaOne into all Helpdesk processes, reducing response times while making assigning of issues to the appropriate personnel far more efficient as well as giving the department greater access to issue statistics (amount of tickets, time to close, tickets per user, tickets per individual IS personnel, tickets per group, etc) and successfully guided users toward using helpdesk@crt.la.gov as their primary method of contacting IS (when applicable) to the point where 90+% of user issues now come through the email portal (where KaseyaOne automatically generates a ticket)
- Merged Office of State Museum IS personnel and processes into DCRT IS, adding new headcount to DCRT IS while also giving OSM greater access to more IS resources
- Assisted in the closing of Vidalia, Alexandria and St. Francisville Welcome Centers, which involved the inventorying of all computer equipment and peripherals then disseminating or formatting/surplusing it
- Refreshed computers at the Annex, CODOFIL and all eight (8) remaining Tourism Welcome Centers

- Prepared and disseminated over a dozen emergency laptops when the Department of Administration mandated a Work-From-Home stance for all state agencies during the mandated COVID-19 quarantine
- Set up and maintained an office for OLG personnel in the Creole House in New Orleans, with many having work sites both there and in the Annex.
- Assisted State Parks in the implementation and ongoing troubleshooting of their move to a new point-of-sale vendor
- Ran point on getting the new Civil Rights Museum's IT infrastructure set up, tested and ready for the museum's opening

Louisiana Seafood Promotion and Marketing Board

- LSPMB has had many accomplishments on behalf of the seafood industry. Through its marketing efforts consumer concerns on the safety of Louisiana seafood after the spill have been alleviated. A grocery co-marketing program has been launched that in tests led to increased orders and sell through of Louisiana shrimp. Education on advantages to Louisiana seafood have continued and growth has been seen in social media followers, people enlisting in the consumer and industry data bases, and traditional media exposure.
 - LSPMB has three major public events that it oversees during the year. The Louisiana Seafood Cook-off, The Great American Seafood Cook-Off, and Pardoning of the Crawfish. These events involve esteemed chefs from the state and nation.
 - LSPMB also has a newly appointed position on the Seafood Safety Taskforce. This group includes a team of fisherman, Senators, State Representatives, and Congressmen to help navigate the issues with imported seafood in hopes to re-write legislation to benefit the seafood coming from Louisiana's waters.
 - The identity of each report the statutory entity is required by law to produce, including the citation of the law requiring the report, an estimate of the agency resources expended to produce the report, and the opinion of the agency regarding the continued necessity of the report.
8. The identity of each report the statutory entity is required by law to produce, including the citation of the law requiring the report, an estimate of the agency resources expended to produce the report, and the opinion of the agency regarding the continued necessity of the report.
- Undersecretary Annual Management and Program Analysis Report (AMPAR) La RS 36:8. This report is required to be submitted annually by the undersecretary. It requires input from each agency regarding the accomplishments and challenges faced by their agency.
 - Act 117 RS 2023 (RS 36:204 (11)(c) authorizes the DCRT to enter into sponsorship agreements and authorize placement of advertisements on department property. Part of this legislation requires annual reporting to DCRT oversight committees a summary of each sponsorship agreement in effect on February 1st.

- Keep Louisiana Beautiful (KLB) Initiative RS 49:1133(15) requires the secretary of DCRT to provide an annual report to oversight committees on the department's efforts in litter control awareness. KLB provides this report as part of our existing cooperative endeavor agreement.
- La. Seafood Promotion and Marketing Board must submit to oversight committees a report that describes the accomplishments and contributions of the LSPMB, RS56:578.2 D (2). The AMPAR submitted as required by RS 36:8 satisfies the requirement; therefore, no additional effort is required.
- RS 42:344 Sexual Harassment training compliance report. Minimal efforts to running the report and submitting to the Division of Administration. We believe this report is necessary.

Office of the State Library
Agency Number 06-262
Sunset Report 2024

- 1. The identity of all sub-units, if any, under the direct or advisory control of each agency**
- 2. All powers, functions and duties currently performed by the agency**

DESCRIPTION

The State Library of Louisiana is the center for information resources and services used by all Louisiana residents. The State Library builds informed, literate citizens by insuring access to information for all in Louisiana through the establishment and continual improvement of local public libraries and institutional libraries. The State Library supports the preservation and digitization of important Louisiana historical and cultural collections, as well as state government information and documents. It directly serves Louisiana public libraries, state employees, special populations including those with physical or visual impairments or disabilities, institutions, as well as the media, authors, publishers, historians, and researchers. The State Library also develops coordinated programs to promote literacy among all ages and a lifelong learning among Louisianans that contributes to the state's overall economic growth and quality of life.

MISSION

The State Library of Louisiana inspires and supports literacy and lifelong learning for all Louisianans through access to information, strengthening communities, supporting exceptional library services, and preserving Louisiana's heritage.

GOALS

The State Library will 1) provide access to and preserve Louisiana's cultural and literary heritage; 2) expand services to bring information and resources to Louisiana libraries and into the offices and homes of users through greater use of technology and electronic resources; 3) enhance the quality of life of Louisiana citizens by increasing awareness and usage of the vast array of available resources in Louisiana libraries, thus fostering economic growth, educational opportunities, and avenues of prosperity; 4) foster the ongoing professional development of library staff throughout the state, enabling them to be well informed and competent to provide superior library services to their constituencies; 5) identify and serve the needs of special populations; 6) remain an energetic and relevant organization through continual improvement and ongoing communication with its users while remaining flexible to the ever changing needs of our clients and stakeholders.

GENERAL INFORMATION

Services to Public Libraries

- The State Library supports 340 public libraries statewide with consultative assistance and training. Consultants from the State Library visit each library system regularly. They consult routinely by telephone and e-mail, advising directors, staff and trustees on planning, programs, new services, construction, administration and management of libraries, and legal and ethical issues.

- Broadband Internet access is a foundational public library service, especially in Louisiana where only 60.5% of Louisianans have broadband Internet at home and 19% have no connection anywhere. The State Library ensures that every Louisiana resident has access to free Internet access at his/her local public library and provides technology support to the public libraries as it is critical for libraries to maintain and expand their libraries' IT infrastructure and services.
- The State Library monitors national, state and local legislation that affects libraries and keeps the libraries aware of the legislation and potential impact.
- The State Library collects data on Louisiana public libraries, including usage, collections, circulation, programming, etc., and provides an annual report of public library statistics.
- The State Library works with the State Board of Library Examiners to certify qualified librarians.
- The State Library monitors and collects data on trends and best practices in library services nationwide, and promotes and facilitates the use of best practice service models with a proven track record of success so that Louisiana's public libraries can efficiently meet the needs of a modern citizenry.
- The State Library provides continuing education opportunities to library staff, library boards, and parish governments on a variety of topics, including ethics, management, budgeting, purchasing, customer service, facility construction & remodeling, reference, collection development, programming, readers advisory, long range planning, staff development, etc.
- The State Library creates and teaches six 10-week long Library Support Staff Certification (LSSC) Program courses per year, aimed at the over 3,000 library support staff members working in Louisiana's public libraries.
- The State Library works with all of the public libraries to initiate and engage in public/private partnerships with their local stakeholders in order to enhance or expand public library services at little or no cost.
- The State Library works with public libraries to research and locate grant opportunities to supplement and expand their existing programs and services on an ongoing basis as well as for specific new initiatives; and assists in the grant writing process as well as the execution of those grants.
- The State Library maintains close working relationships with stakeholders like Louisiana State University's School of Information Science, Louisiana universities, and parish governments, providing input and perspective for long range planning that impacts libraries.
- The State Library provides assistance to the public library systems as they navigate through the complexities of the federal E-rate program, which ensures that they achieve the maximum discount possible in order to have the optimum Internet bandwidth and network infrastructure possible to serve their clients.

Services to State Agencies, State Employees, and the Public

- The State Library provides, manages and oversees a statewide resource sharing program and delivery service for the State Library, public libraries, and academic libraries in Louisiana, which circulates thousands of library items annually, to state government employees, lawmakers, and all citizens of Louisiana. This saves taxpayers' over \$1 million annually on postage while providing access to resources many libraries and citizens are unable to afford.

- The State Library has the largest collection of historical photographs, state agency publications, periodicals, and materials by and about Louisiana than any other Louisiana institution.
- The Louisiana Digital Library is the largest historical photograph collection in Louisiana. The State Library continually adds images to the collection to make them accessible to people throughout the world.
- The State Library maintains technical and specialized collections supporting the business of state government, supplementing parish library collections, and complementing libraries in Louisiana's colleges and universities.
- The State Library provides in-depth reference and research services to those in state government and the general public using its extensive resources of printed materials and online databases.
- The State Library provides consultative and technical assistance to state agencies in the collection and maintenance of their resource materials and administers a state agency network to facilitate resource sharing.
- The State Library administers the Louisiana State Documents Depository Program, which is responsible for collecting public documents and making them available to the public, while also preserving them so that people today and those in the future can learn how the state of Louisiana operates.
- The State Library retrieves, indexes, and archives born-digital state documents and enters them into the Louisiana Public Documents Digital Archive.
- Electronic resources are available to all Louisiana residents through the State Library and public libraries. The State Library manages the statewide electronic resources providing access to job assistance, language learning, consumer information, health and medical information, newspapers, magazines, children's and teens books, etc.
- The State Library provides Homework Louisiana, which is an online, after-school tutoring program available to all students in Louisiana from kindergarten through basic college level, as well as adult education in more than 60 subjects, including preparation for the GED. In addition, services offered include test preparation, and job search assistance and resources. As such, it is a well-used and popular service.
- The State Library provides affordable meeting room space and equipment to local groups of all types, including governmental groups, allowing them to meet with large groups within the Capitol Complex.

Services to Promote Literacy

- The State Library plans and executes the award winning and nationally and internationally recognized annual Louisiana Book Festival, the largest event organized by any state agency in Louisiana that is free and open to the public. The Louisiana Book Festival utilizes public-private partnerships, engages nearly 300 volunteers annually and honors and promotes Louisiana writers and their works through unique, creative, and educational programs presented by over 200 authors.
- The State Library promotes reading and literacy through overseeing special programs for children, such as the Summer Reading Program, which is duplicated in every parish in Louisiana, and the Louisiana Readers' Choice Award, which allows students to utilize actual voting machines to vote for their favorite book.

- The State Library provides leadership and support to local public libraries and parish governments when they need statewide visibility and support, assistance and backing, or advice on local initiatives.
- The State Library provides early literacy consulting services to the public libraries to enhance and expand their existing early literacy programming. These early literacy initiatives have been in place at the State Library since 2001 and have resulted in almost all of the public libraries providing early literacy programming, such as storytimes, lapsits, etc. throughout the state.

Services to Special Populations

- The State Library operates the Talking Books and Braille Library. This program remains a free service to residents of Louisiana. It serves those who cannot easily read standard printed materials due to a visual impairment, physical disability, or a reading disability whether it is permanent or temporary. Access to digital media is provided through adaptive equipment. The program is affiliated with the National Library Service for the Blind and Print Disabled (NLS). Services include information access and talking book-lending, literacy programs, and outreach services.
- The State Library provides a dedicated children's librarian to work with users under the age of 18, including implementing an annual summer reading program and early literacy program for youth in the state.
- TBBL offers large print materials, digital audiobooks, Braille materials, and NLS Braille and Audio Reading Download (BARD).
- TBBL provides information and training to public libraries, state agencies, and organizations on TBBL services and on serving individuals with disabilities.

Services to Institutions

- The State Library provides library service, including information and research, reference, lending, and training to all state correctional facilities in the state, which can help reduce the recidivism rate in inmates.
- The State Library partners with the Department of Corrections and ATLO, a private company, to provide electronic access to reference services and quality library materials.
- The State Library coordinates and assists public libraries in providing services to people who are incarcerated in parish correctional institutions.
- The State Library evaluates and promotes the collection of library materials and resources for use in correctional institutions.
- The State Library is working with the Office of Juvenile Justice to provide library services and materials to juvenile detention centers.

3. Citations of all legal authority

Please see section, "Legal Authority"

4. An analysis of duplication of services, if any, that the agency feels may exist between itself another state agency, if any, and actions being taken to correct such overlap.

After careful analysis, the Office of State Library can find no duplications of effort inside the agency or in connection with other state entities that may provide similar services.

5. Any powers, duties or functions that the agency feels are no longer consistent with the current and projected public needs, and they recommend for termination or alteration.

None

6. The identity of any problems or programs for study

None

7. Significant accomplishments of the Office of the State Library.

- **Cataloging and Public Documents**

The Technical Services Department catalogs more than 6,000 library materials annually in various formats, including books, electronic resources, and digital resources. The Recorder of Documents Office, in fulfilling its statutory mandate to provide access to public documents as a basic right of citizenship, processes and uploads all digital public documents into the Louisiana Public Documents Digital Archive.

- **Continuing Education and Support for Public Libraries**

The State Library provides continuing education opportunities, training on demand, and advice and support to public library staff, administrators, and trustees to enable them to provide better services to their communities. Training and support for library staff, directors, and trustees enables them to deliver library services to their communities competently and effectively. The State Library offers a yearly continuing education schedule as well as training on demand.

- **Homework Louisiana**

Homework Louisiana offers free one-on-one tutoring and homework assistance to Louisiana students and is funded by the State Library and public libraries. It also offers services for the job seeker such as resume writing and interview preparation. It is available every day from 2 pm to Midnight. Louisiana students can access the site online from their homes, libraries, schools, etc. on any internet accessible device. The service also offers a SkillsCenter component that is available 24/7, which includes additional homework resources such as worksheets, videos, and other homework aids. The service also supports test preparation, including the GED, HiSET, ACT, SAT, etc.

- **Institutional Library Services**

The State Library provides interlibrary loan and reference services to eight state prisons in Louisiana. In addition, the State Library coordinates and assists public

Louisiana libraries in providing services to people who are incarcerated. State Library staff completed trainings with library workers at all eight Department of Corrections facilities.

- **Louisiana Book Festival**

The State Library developed, organized, and executed the nationally and internationally recognized Louisiana Book Festival, the largest single event held by any state agency in Louisiana. It is funded entirely through a long standing public-private partnership that includes Louisiana state government, EBR city-parish government, private businesses, volunteers, over 100 exhibitors, and 200 nationally recognized authors. The festival and associated events had more than 21,000 attendees in 2023. While most of the activity happens in Baton Rouge the day of the festival, there are writing workshops held the day before the festival and programs at schools and public libraries around the state in the days before and after.

- **Louisiana Collection**

The Louisiana Collection is the premier collection of Louisiana items and materials in the state. Library staff receive and process donations of important Louisiana historical and cultural significance and then perform cataloging and processing on items making these accessible to users. Items are also digitized and added to a digital repository, the Louisiana Digital Library, that provides free online access statewide and beyond to historic materials, increasing their discoverability and usability while ensuring that the items are protected from damage. Louisiana Collection staff answer more than 4000 reference requests, as well as adding 20,000 photographs to the collection annually.

- **Louisiana Readers' Choice Award**

The Louisiana Young Readers' Choice program was founded in 1999 with the first award given in 2000. Louisiana's young people have read nearly 1.4 million books and cast 438,000 votes in the 24 years since the program began. The purpose of the program is to foster a love of reading in the children of Louisiana by motivating them to participate in the recognition of outstanding books. The lists are well-balanced selections of high-quality fiction, nonfiction, and poetry. Now entering its 24th year, the program continues to encourage Louisiana's youth to read for pleasure. The program has expanded to now include a kindergarten through second grade list, so all elementary through high school students can participate.

- **Library Support Staff Certification Program**

The Library Support Staff Certification Program (LSSCP) offers six 10-week courses in all aspects of library services that build toward the national Library Support Staff Certification. Because of the work State Library staff, the State Library of Louisiana leads the nation in graduates of the programs and also has the highest percentage of certified library support staff.

- **Louisiana Writer Award**

The Louisiana Writer Award was established in 2000 by the Center for the Book to honor living Louisiana writers and scholars for their lifetime achievement. It is meant to inspire Louisiana's citizens by recognizing Louisiana writers for their

published contributions to the literary and intellectual heritage of Louisiana. The tribute includes an award ceremony, a commemorative award and a cash prize. Recipients of this prestigious recognition include Ernest J. Gaines, James Lee Burke, Shirley Ann Grau, Elmore Leonard, William Joyce, and Darrell Bourque. The most recent recipient is author Maurice Carlos Ruffin.

- **Talking Books and Braille Library**

The Talking Books and Braille Library (TBBL) loans special format books to people of all ages who cannot read standard print materials all across the state of Louisiana. Patrons range in age from birth to 104. In 2022-23, 5,906 borrowers checked out 164,034 “talking books,” large print books, and playback machines. TBBL also implemented Duplication on Demand, a service that allows users to receive multiple books on one cartridge and also cuts out waiting lists for books.

- **Technology, Internet Access, and Digital Literacy**

The State Library of Louisiana partnered with the Office of Broadband Development & Connectivity and The Blue Cross and Blue Shield of Louisiana Foundation to provide \$50,000 in telehealth grants to 11 parish libraries across the state. The grants paid for medical equipment such as fingertip pulse oximeters, portable EKG monitors, laptops and tablets, and private booths in libraries where patrons can meet virtually with their doctors. Library systems chosen to receive funding were Beauregard, Cameron, Concordia, East Carroll, Franklin, Ouachita, St. John the Baptist, Union, Vermillion, Washington, and West Baton Rouge parishes.

The State Library provides critical IT and E-rate support to all 68 public and municipal library systems in Louisiana, providing deep discounts for internet costs and \$4.2 million in savings to the state. In FY22-23, public computers at local libraries were used 2 million times and wifi was accessed 4.7 million times. Public wifi at the State Library was accessed 107,163 times.

- **Statewide Electronic Resources**

Electronic resources were used over 13.1 million times in FY2022-23. These resources are free and available to all citizens and provide job assistance, language learning, consumer information, health and medical information, newspapers, magazines, children’s and teens books, etc.

- **Statewide Resource Sharing and Delivery**

The purpose of the statewide resource sharing and delivery system is to get materials into the hands of the citizens of the state of Louisiana that are unavailable at their local public libraries. This service allows those small, rural, isolated libraries to provide the same high quality library materials to their clients as the larger, urban libraries. The ILL system supplements the collections of the local libraries by allowing the sharing of materials. LoanSHARK is the interlibrary loan system used by all public libraries in Louisiana. The State Library operates the system and provides a delivery service for all of Louisiana public and academic libraries.

- **Summer Reading Program**

The State Library participates in a national collaborative summer reading program that provides access to professional summer reading program materials at a minimal cost that can be shared with our 340 public libraries. Studies have shown that children who read during the summer return to school at or above their spring reading levels. This is critical in a state like Louisiana where education statistics fall far below the national average. The libraries provide incentives and activities to attract children and families to the library and to encourage them to read.

- **State Library Awards**

Due to the efforts of State Library staff, the State Library has been awarded the Francis Keppel Award every year from the Institute of Museum and Library Services. This award is given to state library agencies that have excelled in the completeness, promptness and high quality of the local public library data that they collect, edit and submit annually. The State Library also won the John G. Lorenz Award each time it was given for the timeliness and accuracy of state library agency data to IMLS.

Special Services Coordinator Shelia Coleman was the recipient of the 2023 Service and Dedication Award from the Louisiana Council of the Blind. The award is presented to a person, organization, or agency that has dedicated time, service, effort, and energy to the betterment of the Louisiana Council of the Blind statewide.

8. The identity of each report the statutory entity is required by law to produce, including the citation of the law requiring the report, an estimate of the agency resources expended to produce the report, and the opinion of the agency regarding the continued necessity of the report.

Louisiana Revised Statute 25:10 requires the State Librarian to collect and compile annual statistics from each public library. The State Library spends an estimated \$11,350 annually to produce the report. This is for staff time and the software to collect the data. This report is necessary. The data collected from each public library in the state is also part of the national data collection on public libraries. This cooperative data collection effort has produced longitudinal data on the use and importance of public library service which is primarily funded by local tax dollars. The state and national data is used by researchers and the media to produce reports on library use and the critical nature of public library service. The state data is compiled and published annually after review.

Office of the State Museum
Agency No. 06-263
Sunset Report 2024

1. The identity of all sub-units, if any, under the direct or advisory control of each agency:

Office of the State Museum operates the following facilities:

- The Cabildo, Arsenal, Creole House, and Jackson House, New Orleans
- The Presbytère, New Orleans
- The Louisiana Civil Rights Museum, New Orleans
- The Old U.S. Mint and performance center, New Orleans
- Madame John's Legacy, New Orleans
- The 1850 House, Lower Pontalba Building, New Orleans
- The Louisiana State Museum Collections Storage Facility, New Orleans
- Wedell-Williams Aviation and Cypress Sawmill Museum, Patterson
- E.D. White Historic Site, Thibodaux
- Capitol Park Museum, Baton Rouge
- Louisiana Sports Hall of Fame and Louisiana Northwest History Museum, Natchitoches

There are two statutorily authorized boards created to assist in the fulfillment of the duties and purposes of the Louisiana Office of the State Museum: The Board of Directors of the Louisiana State Museum (R.S. 25:341 et seq.) and the Louisiana Civil Rights Museum Advisory Board (La. R.S. 25:341 et seq.).

2. All powers, functions and duties currently performed by the agency:

The Louisiana State Museum is a historical, cultural, and educational institution that collects, preserves, and presents, as an educational resource, objects of art, documents, artifacts, and the like that reflect the history, art, and culture of Louisiana.

For more than a century, the Louisiana State Museum had played a crucial role in documenting, preserving, and interpreting the events, the people, the stories, the art, and artifacts that characterize our state and our culture. In its collections, exhibitions, and educational programs, the past, present, and the future intersect. The Louisiana State Museums is not just where, but how our history and our legacy are enshrined.

MISSION

To create access to Louisiana's cultural assets by providing a forum for cultural exchange, dialogue and understanding cultures among diverse audiences.

GOALS

- To collect, preserve and interpret buildings, artifacts, documents and other items that reveal Louisiana's history and culture

- To educate, enlighten and provide enjoyment for the people of Louisiana, visitors and others through the development of exhibits, programs and presentations of Louisiana's history, culture and people
- To provide these services in accordance with the highest standards of professionalism, scholarship, management and the American Association of Museum

GENERAL INFORMATION

- The Office of State Museums (OSM) operates the Louisiana State Museum (LSM) system, which consists of a statewide collection of facilities and properties featuring six National Historic Landmarks that are international symbols of Louisiana's enduring culture.
- Now featuring 10 museums, the Louisiana State Museums' combined attendance is second only to the World War II Museum in the state.
- The LSM is accredited by the American Alliance of Museums and thus operates to exemplary standards of professional practice.
- The LSM's wide and growing array of educational programming provide great sources of information to learners of all ages.
- The Louisiana State Museums exhibitions and programs offer significant contributions to the cultural economy and tourism profile of the state.

The properties/facilities of the OSM include:

- The Cabildo Complex, (including the Cabildo, and the interconnected Arsenal, Jackson House, and Creole House), New Orleans
- The Presbytère, New Orleans
- The New Orleans Jazz Museum at the Old U.S. Mint, New Orleans
- Madame John's Legacy, New Orleans
- The 1850 House,
- The Louisiana Civil Rights Museum inside the New Orleans Convention Center
- The Lower Pontalba Building, New Orleans
- The Louisiana State Museum Collections Storage Facility, New Orleans
- The Wedell-Williams Aviation Museum and Cypress Sawmill Museum, Patterson
- E.D. White Historic Site, Thibodaux
- The Capitol Park Museum, Baton Rouge
- The Louisiana Sports Hall of Fame and Northwest Louisiana History Museum, Natchitoches.

The 10 Museums that constitute the Louisiana State Museum system and their contents:

- The Cabildo (and the attached Arsenal), houses The Battle of New Orleans exhibition and People and Power: Building History at the Cabildo as well as different galleries that are used for as many as four changing exhibitions. The Arsenal also houses the main education classroom and presentation center.

- The Presbytère, features the acclaimed Katrina exhibit: Katrina and Beyond, Living with Hurricanes and Mardi Gras: It's Carnival Time in Louisiana, as well as a changing exhibition gallery focused on different aspects of Mardi Gras history and culture.
- The New Orleans Jazz Museum at the Old U.S. Mint, is now a major cultural attraction with numerous exhibitions and an extremely active schedule of performances and educational programs, celebrates, interprets and preserves all of Louisiana's rich musical heritage and continuing importance. The third floor houses some Museum collection storage, and the Louisiana Historical Center.
- Madame John's Legacy is one of the oldest residential properties in the French Quarter, and a most significant example of Colonial architecture. It is currently under renovation but future exhibitions and programs will focus on the diverse residents who inhabited the building for more than two centuries, to interpret many aspects of New Orleans social and economic history.
- The 1850 House offers its visitors an accurate and evocative glimpse of upper-middle-class life in antebellum New Orleans, the most prosperous period in the city's history.
- The Louisiana Civil Rights Museum is located in a prominent location near the main entrance of the New Orleans Convention Center, and presents its visitors with a multi-media installation documenting the history and continuing importance of the struggle for equality and justice for all people.
- The Wedell-Williams Aviation Museum and Cypress Sawmill Museum highlights Louisiana's significant history in early aviation, and the Louisiana cypress lumber industry which contributed so extensively to all of southeastern Louisiana's built environment and economic development.
- The E. D. White Historic Site, situated on the banks of scenic Bayou Lafourche near Thibodaux, was the residence of two of Louisiana's foremost political figures: Edward Douglas White, who was governor from 1835 to 1839, and his son, Edward Douglass White, who was appointed to the United States Supreme Court in 1894 and served as chief justice from 1910 to 1921. An exhibit in this historic home tells the story of the Bayou Lafourche area, with features on the Chitimacha Indians, Acadian settlers, slavery, sugar cane plantations and the White family.
- Capitol Park Museum in Baton Rouge features Grounds for Greatness, an immense two-floor exhibition that presents a great overview of Louisiana art, history, and culture. Additionally, a 6,000 square foot changing exhibition space on the 2nd floor and an intimate changing gallery on the 1st allows for an evolving roster of diverse exhibitions.
- The Louisiana Sports Hall of Fame commemorates the legacy and accomplishments of Louisiana's greatest athletes, coaches and sports stars; and the Northwest Louisiana History Museum celebrates the region's culture and history, all in a dazzling museum complex in historic downtown Natchitoches.

Additional non-museum properties maintained and managed by the Louisiana State Museum:

- The Lower Pontalba Building on Jackson Square in New Orleans, which was one of the first rowhouse apartment buildings in the country, and is now a major cultural and tourist attraction that houses 13 commercial properties on the ground floor and 26 residential apartments above.
- The Creole and Jackson Houses are connected to the rear of the Cabildo and Arsenal, and are architecturally significant structures that are currently utilized for office space.
- 1000 Chartres Street, the Museum's main collections secure and environmentally controlled storage facility. (Additional storage is also located on the third floor of the New Orleans Jazz Museum)

The Collections Storage Facility located in New Orleans at 1000 Chartres Street, meets national museum environmental standards and provides secure housing for a majority of the Museum's holdings. Additional Collection storage is located on the third floor of the New Orleans Jazz Museum, including the Louisiana Historical Center. The approximately half-million artifacts and works held by the Louisiana State Museum include historical documents, art objects, furnishings and textiles dating back to Louisiana's colonial days and reflecting the rich cultural heritage embodied within our state. The Museum is thus the principal repository of Louisiana's cultural heritage. Besides using the collections for its own exhibitions, the Museum continually grants requests to borrow from its extensive collection to support other institutions and organizations throughout the state, nation, and other countries, including the nation to include the New Orleans Museum of Art, the National World War II Museum, the Old State Capitol, Old Governor's Mansion, The Historic New Orleans Collection, the Smithsonian Institution, La Musee du Q'uai Branly in Paris, and many others.

3. Citations of all legal authority

Please see section, "Legal Authority"

4. An analysis of duplication of services, if any, that the agency feels may exist between itself and another state agency, if any, and actions being taken to correct such overlap:

The Office of the State Museum is responsible for the accredited Louisiana State Museum system; while, the Secretary of State supervises the Old State Capitol, The Louisiana State Exhibit Museum and several other smaller museums around the state that are not part of the Louisiana State Museum system. This causes some duplication of services as two full systems are needed to run the two sets of museums. The Office of the State Museum commissioned a study by Lord Cultural Resources to determine how best to address this overlap. DCRT management is looking into ways to implement changes to address the duplication of services.

5. Any powers, duties, or functions that the agency feels are no longer consistent with current and projected public needs, and they recommend for termination or alteration:

None.

6. The identity of any problems or programs for study:

Problems continue with an annual consistent minimum level of staffing and funding. The funding is not currently at a sufficient level to operate the Louisiana State Museum system in accordance with the professional standards required by the American Alliance of Museums (AAM), as called for in the Museum's Enabling Legislation. The Lord Cultural Resources study has unveiled the fact that the Louisiana State Museum spends much less than comparable state museum systems, and also much less on each of its visitors than any other institution studied. This included museums of a variety of size. It is a finding of this study that critical funding to the Louisiana State Museum must be restored.

7. Significant accomplishments of the Office of State Museums:

A. Establishment of the Louisiana Civil Rights Museum

Although the Legislature approved the creation of a civil rights museum in 1999, and though many studies and proposal have been developed and considered over the last two decades, the right coalescence of plans, resources and leadership had never materialized. That all changed this past fiscal year, when with a \$2.7 Million allocation from the Legislature, Lt. Governor Billy Nungesser directed the Office of State Museums (OSM) to work with DCRT staff, The Louisiana Civil Rights Advisory Board, and the team that created the successful Louisiana Civil Rights Trail to make it happen. The result is the "Louisiana Civil Rights Museum: The Inaugural Experience," which opened in October in a most prominent location at the Ernest N. Morial Convention Center in New Orleans.

Back In 2021, the Louisiana Civil Rights Trail was established to bring attention and commemoration to the people and places throughout our state that were the catalysts and the settings for change. Over the last two years, 12 markers have been installed, linking together widely dispersed locations into a united legacy of protest and justice. This important trail now has an appropriate culmination, as visitors to the 5,000 square foot Museum learn all about the tenacious and inspiring statewide and decades-long efforts for civil rights for all of the citizens of Louisiana.

The Louisiana Civil Rights Museum: The Inaugural Experience--so named, as efforts to build a larger, more comprehensive facility are under way, is an additional attraction (the 10th) operated by the OSM, and will incur additional operating expenses. However, as an investment in our history and legacy, and in its educational impact on both locals and tourists alike, it is a priceless addition to our cultural landscape.

B. Exhibitions

The Louisiana State Museums exhibitions are the most significant way that it entices, interacts with, and educates its audiences. In addition to its semi-permanent displays, since July 2020 the

Museum has presented a diverse and engaging roster of new exhibitions:

Cabildo

People and Power: Building History at the Cabildo
Fonville Winans's Cruise of the Pintail: A Photographic Journey
The Mississippi River and the Port of New Orleans
A Century on Harmony Street: The Kohlmaier Cabinetmakers of New Orleans
Creole New Orleans, Honey! The Art of Andrew Lamar Hopkins
Hunt Slonem: A Retrospective

Arsenal

Lens to the Past: The Photographs of George François Mugnier
Marking Pictures: The Life and Work of Clementine Hunter

Presbytère

Mystery in Motion: African American Masking and Spirituality in Mardi Gras
Rex: The 150th Anniversary of the School of Design

New Orleans Jazz Museum

Rick Olivier: Great-ish Hits
From the Fat Man to Mahalia: James Michalopoulos' Music Paintings
Soul of Jazz: An American Adventure
Face Value: The Illusions of Power and Money
Exit Stage Right: Zack Smith's Festival Portraits
Lightning and Thunder: Big Chief Monk Boudreaux and the Golden Eagles
NOLA Hip-Hop Bounce Party: Photography by Polo Silk
Hot 8: New Orleans Second Line Culture
Universal Heart Chords: Music Paintings of Frederick J. Brown
Paint Music
Golden Crown: Celebrating Big Chief Darryl Montana's Fifty Years of Masking
Kazoo Horns, Bazookas, and Slow Drag: Box Guitars and Homemade Instruments
New Orleans Stomp: The Centennial of King Oliver's Groundbreaking 1923 Recordings
"I Found My Thrill": The Music and Artistry of Fats Domino and Dave Bartholomew

Louisiana Civil Rights Museum

Inaugural Experience

1850 House

1850 House Stove Multisensory Exhibit

Capitol Park Museum, Baton Rouge

A Colorful World in Black and White: Fonville Winans' Louisiana
The Mardi Gras Shipwreck
The Negro Motorist Green Book
The Yellow Book: Old South Baton Rouge
Me Got Fiyo: The Professor Longhair Centennial
Katrina Andry: The Promise of the Rainbow Never Came
Letitia Huckaby: This Same Dusty Road
Carnival in the Nation's Capital: The Washington Mardi Gras Ball

Baton Rouge Bus Boycott
Historically Black Colleges and Universities
Mitoloji Latanniyèr/Mythologies Louisianaises

Wedell-Williams Aviation and Cypress Sawmill Museum

Back Roads to Back Yards: The Flora and Fauna of South Louisiana
John James Audubon: Highlights from Birds of America

Louisiana Sports Hall of Fame/ Northwest LA. History Museum

Louisiana Sports Hall of Fame 2020 Inductees
Louisiana Sports Hall of Fame 2021 Inductees
From “Big Shots” to Brides: The Portraits of Fonville Winans
Louisiana Sports Hall of Fame 2022 Inductees
East Bank All-Stars: Making Little League History
Louisiana Heisman Trophy Winners
Soul of the South: Selections from the Gitter-Yelen Collection
Louisiana Sports Hall of Fame 2023 Inductees

C. COVID-19 Response

The Louisiana State Museum responded with great dedication and resourcefulness to the crisis. Although its doors were sometimes closed to audiences, the behind-the-scenes activities of the Museum’s professional staff carried on with significant work and activities. During numerous COVID, work interruptions the LSM:

- Moved forward with an intensive Collections assessment initiative.
- Expanded on-line educational resources, while preparing for expanded school group visits.
- Continued with the build-out of a new Education Resource Center at the New Orleans Jazz Museum.
- Presented more than 300 online musical performances at the New Orleans Jazz Museum
- Carried forward with significant planning for the Louisiana Civil Rights Museum.
- Completion of planning process for the renovation of Madame John’s Legacy, the oldest residential property in the French Quarter.
- The LSM was the first museum to re-open in New Orleans, and continued to operate following appropriate safety protocols.

D. Extraordinary Increases in Attendance and Engagement at Capitol Park Museum

In the last fiscal year alone, ticketed Admissions increased from 15,458 to 29,847 (93% increase), and the number of public programs increased from 66 to 215 events, and attendance to these programs rose from 3,065 to 34,676.

E. A Crescendo of Growth at the New Orleans Jazz Museum

With multiple performance spaces and a prime historic spot between the French Market and Frenchman Street, the New Orleans Jazz Museum (NOJM) produced and hosted hundreds of events and programs during the last fiscal year alone, as well as presenting a fascinating

repertoire of exhibitions documenting our unique musical heritage. NOJM enjoys the fastest growth in audiences of any cultural institution in the state, and is garnering national and international attention, as reflected by some recent statistics and achievements

2022-2023 Fiscal Year:

- 159,000 total museum attendance
- 381 Events
- 45,000 total event attendance
- 2,256 students impacted by our major education projects
- 2.5 million people reached across social media platforms
- 20 virtual field trips published
- 6 international missions

Additionally, the JAZZ EDUCATION CENTER AND RUTH U. FERTEL JAZZ LAB opened and is succeeding as a versatile flex-space suitable for workshops, seminars, K-12 programs, and other larger activities.

F. National Recognition and Great Increase in Educational Outreach in New Orleans

The museum's Education Department in New Orleans has enjoyed great success in building a robust and growing program of school group visits, special events, adult classes, and sensory friendly programs. Attendance at group tours increased. As local schools return to more normal scheduling after the COVID pandemic, attendance increased 80% in FY 2021-2022, and an additional 37% in FY 2022-2023.

The Louisiana State Museum was featured on the cover of Museum Magazine in 2021. This bimonthly publication is published by the American Alliance of Museums and is the most widely read journal in the field. The magazine highlighted the inventive and exemplary series of creative classes that the Museum is expanding education department created for seniors.

G. Grants Received

In addition to funding that comes from the Museum's various support groups, it has received direct support from various sources including:

- \$900,000 from the U.S. Department of Commerce's Economic Development Administration for the New Orleans Jazz Museum for the construction of a permanent outdoor stage, new landscaping including bases for a sculpture garden, and infrastructure improvements to facilitate the creation of a museum café.
- \$240,000 from the Herb Alpert Foundation for the preparation of a feasibility and design study to assist in the planning of The New Orleans Jazz Museum is continuing facilities improvements.
- \$75,000 from the Galatoire's Foundation in support of New Orleans Jazz Museum programs.
- \$25,000 from the Louis Armstrong Educational Foundation in support of the New Orleans Jazz Museum Music Outreach Program, which sends expert jazz instructors into schools to promote music education.

- \$1,347 from the Cane River National Heritage Area grant for the Louisiana Sports Hall of Fame and Northwest Louisiana History Museum for Our Mammy’s history programs.).
- \$2,765 from the Louisiana Endowment for the Humanities Rebirth grant to bring an Olympic Lecture Series to the museum Louisiana Olympians included Hollis Conway, Timothy Dement, Danielle Scott, and Warren Morris.
- \$7,000.00 from the Louisiana Endowment Rebirth Grant to create a new Heisman Trophy exhibition
- \$2,000.00 from the Central Louisiana Community Foundation Opportunity grant to create a new Heisman Trophy exhibition
- \$5,000 from the Louisiana Endowment for the Humanities LEH grant for Museums on Main Street Water/Ways exhibition
- \$5,000 marketing grant from the Natchitoches CVB
- \$25,000 from the Gia Maione Prima Foundation to facilitate distance-learning opportunities for students and teacher.
- \$5,000 from the Louisiana Department of the Humanities for “Uniting Scholars and Guides,” for honorariums to scholars to speak empower volunteer guides as public historians.
- \$4,880 from the New Orleans Mayor’s Office of Cultural Economy Fund for Sensory Friendly Programming for children and adults.
- \$5,400 from the Society of Architectural Historians to lead a new architecture-based school program.
- \$50,000 from Iberia Bank in connection with the Rex Exhibition, for education programming, which will fund courses for older adults, multi-part school programs for local Title 1 schools, and family programs.
- \$18,000 Aroha Philanthropies to fund three additional eight-week courses for adults ages 55+.
- \$8,000 from the Institute of Museum and Library Services to participate in Sensory Tools for Historic Sites, for an interactive display in the 1850 House.
- \$5,000 from the Junior League of Baton Rouge
- \$2,540 from the Arts Council of Greater Baton Rouge
- \$30,000 from the Ella West Freeman Foundation for new gallery lighting in the Cabildo

H. Planning, Administration, Maintenance

- Governance study (conducted by internationally renowned consultants, Lord Cultural Resources) made recommendations for the most efficient and impactful administration of the Louisiana State Museum, including to create a regional approach to the Museum’s administration, and to bring the museums currently administered under the Louisiana Secretary of State into the Louisiana State Museum’s system.
- The LSM continues with its systematic collections’ assessment and deaccessioning initiative, in order to refine the scope of its collection, to further ensure its continued proper care and preservation, and to more directly serve the Museum’s mission and community.
- The Louisiana State Museum’s properties in the French Quarter (including the Presbytère, Cabildo, and the Old U.S. Mint) are some of the most historically significant buildings in the southern United States. They are also almost two centuries old and require continuous updating which this past year included numerous roof and window repairs, exterior waterproofing, and a replacement of a boiler.
- New video surveillance system installed at the Presbytère.
- Additional Police Officers on staff providing additional security.

- Additional Administrative positions on staff providing additional financial control.
- Full renovation of Madame John's Legacy, the oldest residential property in the French Quarter, continues and should be complete later this year.
- In Patterson, at the Wedell-Williams Aviation and Cypress Sawmill Museum, there were significant repairs to the HVAC system and to improve drainage issues. Moreover, most importantly a new entry and exit ramp directly off Highway 90 is in the works.
- At the E.D. White House, the community is now using the newly repaired boat dock, and enjoying the newly crafted main exterior stairway

I. Marketing

- New Marketing Officer Position now filled.
- Revamped websites
- Continued revitalization of LSM's social media outreach on Facebook, Twitter, and Instagram
- Successfully leveraged DCRT's assets to promote LSM's properties through the Office of Tourism
- Re-evaluation and creation of exterior banners at LSM properties, including new signage and visitor way finding for New Orleans properties.
- Editorial coverage in dozens of newspapers, magazines, websites, and T.V. including: Museum Magazine, New York Times, Chicago Tribune, Boston Herald, AAA Southern Traveler, Times Picayune, Gambit Weekly, Where Magazine, The History Channel, C-Span, BBC, Inside Northshore, 64 Parishes, and local television networks in New Orleans, Baton Rouge and North Louisiana, The Advocate, NOLA.com, GoNOLA, OffBeat Magazine, Where Y'at Magazine, Que Pasa, New Orleans & Me, St. Charles Avenue Magazine, Associated Press, Tyler Morning Telegraph, Very Local New Orleans, Coin Week, Louisiana Weekly, San Francisco Chronicle, Pittsburgh Gazette, Art and Antiques. Broadway World, Sky Statement, CNBC, WGNO, EIN News, UptownMessenger.com, Daily Comet, My New Orleans, FTNnews.com, Inside the Magic, Clash Magazine, KATC Lafayette News, Travel+Leisure, Big Easy Magazine, Tulane Hullabaloo,

8. The identity of each report the statutory entity is required by law to produce, including the citation of the law requiring the report, an estimate of the agency resources expended to produce the report, and the opinion of the agency regarding the continued necessity of the report.

None, specific to State Museum.

**Office of State Parks
Agency Number 06-264
Sunset Report - 2024**

1. The identity of all sub-units under the direct or advisory control of each Agency

The Office of State Parks operates a statewide system of parks, state historic sites and state preservation area, and administers the federal Land and Water Conservation Fund and the Recreational Trails Program, matching grant programs for public recreation projects, through its one budgetary program: Parks and Recreation. A complete list of all sites follows in next section.

2. All powers, functions and duties currently performed by the agency

PURPOSE

The Office of State Parks was established to administer the state park system - state parks, state historic sites, and state preservation areas - and to act as the state liaison agency responsible for the administration of the federal Land and Water Conservation Fund and the Recreational Trails Program (La. R.S. 56:1801 et seq.). The Office of State Parks currently operates 40 sites including 22 state parks, 17 state historic sites, and one state preservation area. These sites are divided into four districts.

In this capacity, the agency serves as a major component in the state's tourism industry, the promotion of healthy living and the preservation of the state's natural and cultural resources.

MISSION

The Office of State Parks serves the citizens of Louisiana and visitors by preserving and interpreting natural areas of unique or exceptional scenic value; planning, developing and operating sites that provide outdoor recreation opportunities in natural surroundings; preserving and interpreting historical and scientific sites of statewide importance; and administering intergovernmental programs related to outdoor recreation and trails.

GOALS

The Office of State Parks will increase and improve the focus on Louisiana's vast natural resources for all Louisiana citizens and visitors to enjoy through planning, constructing and operating a system of parks, historic sites and preservation areas in accordance with the highest standards of management, interpretation and conservation. The Office of State Parks will enrich educational opportunities through training and raise the quality of visitor experience.

RECENT DEVELOPMENTS

- **Audubon**
 - New ADA path from the visitor's center to the Oakley House
 - Manager's residence repair due to fire damage
 - Renovation of picnic pavilion

- **Bayou Segnette**
 - Boat launch dock replacement
 - Raised the boat launch area roads and parking with asphalt
 - Renovation of the wave pool area
 - New granite countertops in cabins
- **Black Bear Golf Club**
 - New conference center built
- **Bogue Chitto**
 - New ADA kid's art trail
 - New RV campsite, bathroom, and pavilion in horse area/trailhead
 - New curved wall for mountain bike trail
 - New asphalt parking lot and bathroom for mountain bike trail head
 - New asphalt pump tracks for kids and adults.
 - New glamping sites
 - New granite countertops in cabins
- **Chemin-A-Haut**
 - Repair to lake weir, cleared vegetation from dams
 - Installed full sewer hookups at RV campground
 - New granite countertops in cabins
- **Chicot**
 - Group camp pool repairs
 - Replacement of roofs on five restrooms in the park
 - Installed new wastewater treatment plant
 - New glamping sites
 - New granite countertops in cabins
- **Cypremort Point**
 - Tree planting
 - Beach erosion mitigation
 - New granite countertops in cabins
- **Fairview-Riverside**
 - Tree clearing and removal
 - Replacement of the river dock
- **Fontainebleau**
 - Pink muhly grass and tree planting with planter repair at beach
 - Repair of hail damage to Area 3 group camp buildings
 - Electrical rewiring of the lodge
 - New glamping sites
 - New granite countertops in cabins
- **Fort Pike**
 - Repaired damage to restroom door
 - Installed fencing for public safety
 - Fire damage repairs and cleaning to inner fort
- **Grand Isle**
 - Asphalt overlay of all roads and parking areas
 - New glamping sites

- **Jimmie Davis**
 - Leveled campground spurs
 - Roof repair of Dorm 1
 - Roof repair of Cabin 1
 - Installation of new handrails, stairs, and landings to cabins
 - New granite countertops in cabins
- **Lake Bistineau**
 - Roof repair on five group camp buildings
 - New granite countertops in cabins
- **Lake Bruin**
 - Installed two new cabins
 - Installed new fishing pier
 - New granite countertops in cabins
- **Lake Claiborne**
 - Roof repairs at the old district office
 - New granite countertops in cabins
- **Lake D'Arbonne**
 - Construction of fishing tournament pavilion
 - Repaired four lift stations
 - Parkwide ditch clearing
 - Boat dock roofing and concrete repair
 - Replacement flooring in cabins and lodges
 - New granite countertops in cabins
- **Lake Fausse Pointe**
 - Floor and decking replacement/repair at the conference center and manager's residence
 - Installation of new sewer treatment plant
 - Installation of ramp at trail head comfort station
 - New glamping sites
 - New granite countertops in cabins
- **North Toledo Bend**
 - New 40'x40' pavilion installed in the day use area
 - Four new shade structures installed over the day use playground
 - New ADA sidewalks, cornhole courts, and a sand volleyball court in day use area
 - 36-hole disc golf course installed
 - New trail system developed with signage and mapping
 - New glamping sites
 - New granite countertops in cabins
- **Palmetto Island**
 - Sewer hookups installed at all RV campsites
 - Asphalt overlay at campground roads and parking
 - Clean and repaint sewer treatment plant for the cabins
 - New granite countertops in cabins
- **Port Hudson**
 - New VR headset experience in visitor's center
 - New pavilion at maintenance
- **Poverty Point**
 - New VR phone app for site engagement

- New Tram for tours
- **Poverty Point Reservoir**
 - Repair slump at dam
 - New granite countertops in cabins
- **Rebel**
 - Side awning repair
- **Rosedown Plantation**
 - New bathroom installed close to the historic structures
 - Asphalt overlay to renew drive and parking
 - New tram for tours
 - Installed oak alley lighting
 - Replace cedar shake roofs of doctor's office, milk shed, and outdoor kitchen
- **Sam Houston Jones**
 - Opening of ten new cabins with NRDA funding
 - Removal of trailer cabins in preparation of glamping sites
 - Poured a new concrete RV campground with full hookups
 - New boardwalk along Calcasieu River
 - Major trail clearing after hurricane
 - New glamping sites
 - New granite countertops in cabins
- **South Toledo Bend**
 - Road repairs to pot holes in various areas of park and repair to main park road at base failure locations
 - New disc golf course
 - New glamping sites
 - New granite countertops in cabins
- **St. Bernard**
 - Lift station renovations
 - New entrance station
- **Tickfaw**
 - New glamping sites
 - New granite countertops in cabins

ONGOING INITIATIVES

Ongoing projects of statewide priority include the following:

- **Bayou Segnette**
 - Storm water management, replacement of pumps for RV campground
 - Repair of main road bridge
- **Bogue Chitto**
 - Inclusive playground installation
 - Erosion repairs to the land along the Bogue Chitto River
 - Building new 20 stall horse barn
- **Chemin-A-Haut**
 - Restroom building replacement
 - Campground bathhouse repair

- **Chicot**
 - Sewer treatment plant replacement in Loop A
- **Cypremort Point**
 - Elevator repair for cabins
 - Replacing the roof on the cabins
 - Installation of a new RV campground with twenty-two sites with full hookups
 - Asphalt overlay of roads
- **Fairview-Riverside**
 - Repairs to the Otis House and surrounding buildings
 - Repair and renovation to the sea wall and dock on the Tchefuncte River
- **Fontainebleau**
 - Inclusive playground installation
 - Renovation to the Nature Center, including large aquarium pieces
 - Repairs to the Cabins and Beach Bathhouse
 - Manager's residence roof repair
 - Replacement of meeting room and Area 1 dining hall elevators
- **Fort Jesup**
 - Porch, gutter, and window repair/replacement
- **Grand Isle**
 - Repair of elevator in the maintenance building
 - New concrete fishing pier to replace wooden pier destroyed in hurricane
 - Hurricane repair including: west and east bathhouse, boardwalks, and viewing tower
- **Lake Bistineau**
 - Asphalt overlay and base repair on damaged sections of road
 - Repair of cabin 8 from tree damage
 - Repair of group camp 2 cabin 6 from tree damage
- **Lake Claiborne**
 - Day use area upgrades
 - New flooring in cabins
- **Lake D'Arbonne**
 - Playground repair
 - Repair to maintenance building from lightening damage
 - Repair of roof and exterior of lodge
- **North Toledo Bend**
 - RV playground design and installation
- **Poverty Point**
 - Land acquisition, master plan development, and museum/interpretive center and expansion
- **Sam Houston Jones**
 - Disc golf design and installation
 - Replace twenty-two culverts and overlay all roads and parking with asphalt
 - Repair of lagoon bridge
- **South Toledo Bend**
 - Disc golf design and installation
 - Lift station replacement

- Repair/replacement of bridge and pavilion
- **St. Bernard**
 - CPRA funded improvements to the park
- **Tickfaw**
 - Repair of cabins, clearing of trails, and repair of boardwalks
- **Tunica Hills**
 - Development and construction of phase 1 of the master plan

Coastal Recreation Projects were announced as part of the Deepwater Horizon oil spill settlement to the state. Funds have been made available to the Office of State Parks, in the amount of \$16.4 million, for improvements to facilities at 5 State Parks located in Calcasieu, Jefferson, St. Bernard, and St. Mary parishes.

- **Bayou Segnette**
 - Phase 1 – Upgrade the existing playground – Completed
 - Phase 2 – Upgrade the existing boat launch – Completed
 - Phase 3 – Repair existing roadway and parking areas – Completed
- **Cypremort Point**
 - Phase 1 – Restoring the beach – Completed
 - Phase 2 – Marsh boardwalk and upgrading the existing rock jetty along the north bank – Completed
 - Phase 3 – New RV campsite with full hookups. Repairing roads and parking
- **Grand Isle**
 - Phase 1 – Overlay of roads and parking areas – Completed
 - Phase 2 – Deemed Unnecessary – Funds moved to Phase 3
 - Phase 3 – Fishing Pier Extension – Pending
- **Sam Houston Jones**
 - Phase 1 – Replace 10 trailer cabins with new state park standard cabins – Completed
 - Phase 2 – Renovate day use area restroom and construction of new restroom at underserved trailhead – Completed
- **St. Bernard**
 - Phase 1 – Renovation of entrance station – Completed
 - Phase 2 – Demolition of pool – Pending
 - Phase 3 – New pavilion installation – Pending

Land and Water Conservation – The Office of State Parks publishes an updated Statewide Comprehensive Outdoor Recreation Plan (SCORP) to identify the greatest needs of outdoor recreation development across Louisiana. The SCORP is published every five years in accordance with Federal requirements associated with administration of the Land and Water Conservation Fund (LWCF). Through coordinated research, with public input, the SCORP guides utilization of LWCF monies toward addressing the most critical goals in development of public recreation facilities. The SCORP is planned to be up-dated in 2025.

Currently State Parks is engaged in administration of 24 active LWCF grants providing \$13.8 million in Federal assistance for development of outdoor recreation facilities statewide.

Current LWCF projects include, among others:

- Development of pickleball courts and rehabilitation of tennis courts and extensive trail system at Kiroli Park in West Monroe.
- Additional development at two state parks adding barrier-free, inclusive playgrounds to each. Located at Fontainebleau State Park in Mandeville and at Bogue Chitto State Park in Franklinton.
- Development of multi-use fields, concession stand and restroom facility, access road and parking at Atoka Park in Franklinton.
- Rehabilitation of ballfields, walking and circulation paths, new water access/paddle launch, exercise stations, and site work at Veterans Park in Pierre Part.
- Relocation and replacement of swimming pool with support facilities at North-west Swimming Complex in Vivian.
- Improvements including walking paths, pavilions and gazebo, child and adult swings, playground, splash pad, and multi-use field at Mooney Avenue Park in Hammond.

Louisiana Recreational Trails Program (LRTP) – In FY2020 through FY2023, forty-six new RTP projects were awarded for Federal assistance totaling more than \$6 million statewide. On-going and Significant projects of RTP in Louisiana include:

- In February 2020, LRTP and UNOTI published and promulgated the Louisiana Recreational Trails Program Plan and Final Report which summarized the review of the LRTP (from its inception in 1993) and outlined a plan for the future. The review and plan were conducted and written by the UNO Transportation Institute (UNOTI) with assistance from the FHWA RTP Advisory Committee and staff. This review and plan led to the LRTP and Louisiana Division of Outdoor Recreation/Office State Parks contracting with UNOTI to compile a statewide database for all trails and recreational facilities in Louisiana.
- Motorized Trail Projects
 - The Louisiana Trail, a multi-use (pedestrian-bike, equestrian, motorcycles, ATV's and other off-road vehicles) trail which goes from Winnfield to Sibley and through the Kisatchie National Forest.
 - Restoration of the trails on all Wildlife Management Areas under the jurisdiction of the Louisiana Department of Wildlife and Fisheries and purchase and repair of LDWF trail maintenance equipment for the entire state.
- Non-motorized Trail Projects
 - The Tammany Trace PedBike Trail now goes from Covington to Slidell almost the complete length of Saint Tammany Parish.
 - The Rock Island Greenway which has created a North-South and East-West Axis in Ruston.
 - The Lafitte Greenway in New Orleans connects City Park to the French Quarter and all neighborhoods in between.
 - The Berwick Trail, a pedbike trail loops through the entire town of Berwick.
 - The Downtown Greenway, the Mississippi Levee Trail and the BREC trail system in Baton Rouge which continues to connect neighborhoods from Pecue to LSU and the Lincoln Theater to downtown Baton Rouge.
 - Pedbike Trails on the Levees of the Mississippi, Red, Atchafalaya, Ouachita, and many other rivers, bayous and levee and drainage districts.

- Paddle Trails and Trailheads throughout the State including on Bayous Teche, Lafourche, Terrebonne, Vermilion, Pierre Part and Lakes Pontchartrain and Martin as well as many other lakes, streams and waterways.

Los Adaes State Historic Site – Operation of the historic site was transferred to the Cane River National Heritage Area (CRNHA) in Natchitoches as part of a joint agreement with the Office of State Parks, so that the site may continue to be open and accessible to the public. CRNHA operates the site Wednesdays through Saturdays, offering programs on the history of the site and the area.

Sites in “By Appointment Only” Status – Rather than full closure due to budgetary reductions and loss of staff, the following sites have been placed in “By Appointment Only” status:
Locust Grove State Historic Site

PROGRAM: PARKS AND RECREATION

The Office of State Parks generally summarizes its function as Preservation, Recreation and Interpretation. Interpretation, a word commonly used among park professionals, means teaching others about the significance or meaning of an event, a thing, a period in history, a process or a region through participatory experiences such as hands-on demonstrations, interactive tours, re-enactments and other programs.

In its strategic plan, the agency’s mission paraphrases its statutory charge (La.R.S. 1682) as follows:

The Office of State Parks serves the citizens of Louisiana and their visitors by:

- a) Preserving and interpreting natural areas of unique or exceptional scenic value;
- b) Planning, developing and operating sites that provide outdoor recreation opportunities in natural surroundings;
- c) Preserving and interpreting historical and scientific sites of statewide importance; and
- d) Administering inter-governmental programs related to outdoor recreation and trails.

The Office of State Parks fulfills this mission through the offerings of the 40 sites in the state park system. The office is also authorized to maintain a system for classifying all holdings within its jurisdiction.

There are actually three types of sites within the park system: the state park, the state historic site and the state preservation area.

- a) **State parks** provide quality recreation experiences in natural settings
- b) **State historic sites** preserve and interpret cultural and historic places
- c) **State preservation areas** are designed primarily to educate visitors about the natural world.

The classification criteria are codified in La. R.S. 56:16984, which provide standards for each type of site, including minimum size, sufficiency of buffer areas, and suitability of location.

These standards drive the selection, planning, development and management of new and existing sites.

Louisiana State Parks and Historic Sites

1. Audubon State Historic Site - St. Francisville
2. Bayou Segnette State Park - Westwego
3. Bogue Chitto State Park - Franklinton
4. Centenary State Historic Site - Jackson
5. Chemin-A-Haut State Park - Bastrop
6. Chicot State Park - Ville Platte
7. Cypremort Point State Park - Cypremort Point
8. Fairview-Riverside State Park - Madisonville
9. Fontainebleau State Park - Mandeville
10. Fort Jesup State Historic Site - Many
11. Fort Pike State Historic Site - New Orleans
12. Fort St. Jean Baptiste State Historic Site - Natchitoches
13. Forts Randolph/Buhlow State Historic Site - Pineville
14. Grand Isle State Park - Grand Isle
15. Jimmie Davis State Park - Chatham
16. Lake Bistineau State Park - Doyline
17. Lake Bruin State Park - St. Joseph
18. Lake Claiborne State Park - Homer
19. Lake D'Arbonne State Park - Farmerville
20. Lake Fausse Pointe State Park - St. Martinville
21. Locust Grove State Historic Site - St. Francisville
22. Longfellow State Historic Site - St. Martinville
23. Los Adaes State Historic Site - Natchitoches
24. Louisiana Arboretum State Preservation Area - Ville Platte
25. Mansfield State Historic Site - Mansfield
26. Marksville State Historic Site - Marksville
27. North Toledo Bend State Park - Zwolle
28. Palmetto Island State Park - Abbeville
29. Plaquemine Lock State Historic Site - Plaquemine
30. Port Hudson State Historic Site - Jackson
31. Poverty Point Reservoir State Park - Delhi
32. Poverty Point State Historic Site - Epps
33. Rebel State Historic Site - Marthaville
34. Rosedown State Historic Site - St. Francisville
35. South Toledo Bend State Park - Anacoco
36. Sam Houston Jones State Park - Lake Charles
37. St. Bernard State Park - Braithwaite
38. Tickfaw State Park - Springfield
39. Winter Quarters State Historic Site – Newellton

In addition to the above purposes, the Office of State Parks is designated as the State liaison agency for the administration of the federal Land and Water Conservation Fund program through the U.S. Department of Interior. This program has existed since 1965 to provide matching funds for local recreation projects. Since the L&WCF Act was signed in 1965, more than \$91 million

has been provided to Louisiana to assist parishes, municipalities and other political subdivisions to acquire and develop outdoor recreational facilities such as playgrounds, basketball courts, baseball fields, boat launches and trails.

Through bi-partisan efforts in the U.S. Congress the LWCF program received permanent reauthorization in 2019. With the passage of the Great American Outdoor Act LWCF program obtain full funding. Louisiana's LWCF funding increased as a result of the full funding to the current approximate annual level of \$4.4 million.

On July 25, 2016 through executive order JBE 2016-41, Governor John Bel Edwards did order and direct that the Recreational Trails Program (RTP) shall be administered by the Department of Culture Recreation and Tourism within the Office of the Lieutenant Governor, Billy Nungesser. The Office of State Parks is designated by Cooperative Endeavor Agreement between DCRT and DOTD as the state liaison agency for the administration of the FHWA Recreational Trails Program for Louisiana through the U.S. Department of Transportation. This program was created by the Symms Act in 1991 to provide matching funds for local recreational trails projects throughout the United States.

Since the RTP was created, more than \$36 million has been provided to Louisiana to assist federal, state and local governmental entities and non-profits with grant funding to build motorized (ATVs, motorcycles and OHVs, etc.) and non-motorized (pedestrian, bicycle, equestrian, nature, paddling, etc.) trails.

Since 2013, Federal funding for this program for Louisiana has been approximately \$1.5 million per year. Congressional legislation with bi-partisan support is moving toward full reauthorization of RTP with a significant increase through the next federal transportation bill.

3. Citations of all legal authority

Please see section, "Legal Authority"

4. An analysis of duplication of services that the agency feels may exist between itself another state agency, if any, and actions being taken to correct such

The Office of State Parks' primary purpose is to serve state park visitors and the people of Louisiana by providing recreation opportunities and preserving and interpreting unique historic and natural areas. There are other agencies that provide wonderful outdoor recreation experiences for Louisiana's citizens and visitors, but these opportunities are secondary to those agencies' principal functions, such as managing wildlife (Department of Wildlife and Fisheries), managing timber (Office of Forestry), or generating hydroelectric power (Sabine River Authority). We applaud the efforts of these agencies that have expanded recreational opportunities in Louisiana to the extent that such is consistent with, and does not compromise, those agencies' primary functions.

All recreation resources in the state are identified, described and analyzed in the Statewide Comprehensive Outdoor Recreation Plan (SCORP), a plan that has been produced by the Office of State Parks every five years since the 1960s. Numerous local political subdivisions operate parks and recreation areas that primarily serve local needs and supplement, rather than duplicate, the functions of the Office of State Parks.

5. Any powers, duties or functions that the agency feels are no longer consistent with the current and projected public needs, and they recommend for termination or alteration.

None

6. The identity of any problems or programs for study

The biggest challenge for the State Parks system continues to be lack of continuity in dedicated funding for repair and maintenance of a statewide system of almost 43,000 acres with aging facilities and infrastructure. If the OSP is going to continue to meet its statutory mission and to continue to be a significant factor in supporting the tourism industry, stable and consistent funding is necessary. During the last ten years, State Parks has lost almost 40% of State General Fund support with a reduction in authorized T.O. full time positions of 22% in the last six years.

The State Parks system includes 210 cabins, 26 group camps and lodges, 1,748 campsites, 54 rental pavilions, and other facilities totaling 1.2 million square feet, and 110 miles of Park maintained roads. After years of budget cuts and insufficient funds available for deferred maintenance, our aging system requires substantial maintenance and repairs. Scheduled maintenance to replace systems on a timely basis has been delayed due to insufficient funding. Maintenance projects intended to preserve the useful life of facilities are critical.

A state park is often a major economic factor in the rural communities where most are located. A park shutdown not only hurts the entire park system, which can take years to recover from in terms of visitation, but it can also negatively affect the economy in the local surrounding area. With historic sites, the effects can be much worse since military forts and plantation homes must receive constant care. A few years of neglect or abandonment can result in much greater expense for restoration, or worse yet, the loss of an irreplaceable resource.

7. Significant accomplishments of the Office of State Parks.

VISITATION

FY2019-2020 1,291,944

FY2020-2021 1,621,540

FY2021-2022 1,475,310

The most popular sites in the park system during FY2021-2022 included: Fontainebleau State Park in Mandeville, 227,884 visitors; Jimmie Davis State Park in Chatham, 116,233 visitors; Bogue Chitto State Park in Franklinton, 116,123 visitors; and Chicot State Park in Ville Platte, 108,209 visitors.

State Historic Sites continue to contribute to citizens' and out-of-state visitors' cultural and historic understanding, hosting 105,354 visitors in FY2021-2022. The most popular historic sites in the park system during FY2021-2022 included: Rosedown Plantation in St. Francisville, 20,167 visitors; Port Hudson in Jackson, 17,433 visitors; and Poverty Point World Heritage Site in Epps, 13,280 visitors.

REVENUE

FY2019-2020	\$ 7,243,400
FY2020-2021	\$15,048,091
FY2021-2022	\$13,052,977

Longleaf Initiative – Sam Houston Jones lost thousands of trees during the devastation of Hurricane Laura in 2020. The Office of State Parks partnered with the Nature Conservancy after cleaning up the park from Hurricane Laura. Together with the Nature Conservancy; the Office of State Parks held a tree planting in the park and planted thousands of trees and developed new trails. Land management is ongoing in the park; with underbrush removal, selective thinning, prescribed fires and planned seeding. With these practices underway, the park will start returning to the longleaf pine savannah it once was.

Movie and Television Production – Since 2020, Louisiana’s State Parks and State Historic Sites have hosted 11 motion films, 11 television series – including multiple episodes of NCIS: New Orleans (CBS) and Claws (TBS), Winchesters (WB), 4 documentaries/short films, 2 music videos, 4 commercials, and 5 student films.

Movies

Master Gardener
AND
Deathstream
Spillway
History of Evil
Where the Crawdads Sing
Emancipation
The Pit
The Channel
The Park
The Vanishing at Caddo Lake

Television

Duck Brothers Family Treasure
Road Trip America
Winchesters
Mayfair Witches
Leverage: Redemption
Queer Eye for Netflix
Outdaughtered
National Treasure
NCIS: New Orleans
Queen of the South
Claws

Documentaries/Short films

BBC – The Americas
Discovery Channel Documentary
iFit – Haunted Bayou
Rebel Nun

Music Videos

Donla
Hurricane

Commercials

Gucci
Children's Hospital New Orleans
Willis-Knighten Cancer Center
Express Carwash

8. The identity of each report the statutory entity is required by law to produce, including the citation of the law requiring the report, an estimate of the agency resources expended to produce the report, and the opinion of the agency regarding the continued necessity of the report.

None, specific to State Parks.

Office of Cultural Development
Agency Number 06-265
Sunset Report - 2024

1. The identity of all sub-units, if any, under the direct or advisory control of each agency

The Louisiana Office of Cultural Development (OCD) is composed of five programmatic areas: the Division of the Arts; the Division of Archaeology; the Division of the Historic Preservation; the Council for the Development of French in Louisiana (CODOFIL); and the Atchafalaya National Heritage Area (ANHA).

OCD works in conjunction with the Louisiana State Arts Council, the National Register of Historic Properties Review Committee, the Louisiana Archaeological Survey and Antiquities Commission, the Louisiana Folklife Commission, and the Atchafalaya Trace Commission.

2. All powers, functions and duties currently performed by the agency

DESCRIPTION

OCD operates in five programmatic areas: Arts, Archaeology, Historic Preservation, CODOFIL, and the Atchafalaya National Heritage Area. The Division of the Arts supports non-profit arts institutions, assists individual artists, and stimulates public participation in the Arts. The Divisions of Historic Preservation and Archaeology comprise Louisiana's State Historic Preservation Office (SHPO) and are responsible for carrying out federal mandates in accordance with National Historic Preservation Act of 1966. CODOFIL strives to preserve and increase the use of the French language in Louisiana. The Atchafalaya National Heritage Area is an area designated by Congress that tells a nationally significant story through natural, cultural and historic resources.

MISSION

The mission of OCD is to serve the citizens of Louisiana by preserving, supporting, developing, and promoting Louisiana's heritage and culture, including archaeology, arts, French language, and historic places.

GOALS

The goal of OCD is to increase preservation and protective efforts of the state's cultural resources and positively impact Louisiana's economy through the development of those resources. The office will ensure that every citizen and visitor to the State of Louisiana will have access to quality arts programming, and will guide efforts to develop, utilize, and preserve the French language.

PROGRAMS

Division of the Arts

- The Division of the Arts carries out its mission in a variety of ways: supporting arts organizations, providing assistance to individual artists, increasing attendance at artistic events and involvement in the arts. These efforts are supported by the Louisiana State Arts Council, which is composed of two dozen citizens from across the state.

- The Division of the Arts provides nearly \$2 million in grants annually to support artists, arts organizations, and arts programming in all 64 parishes.
 - The Louisiana Project Grants (LPG) is administered in partnership with nine Regional Arts Councils. Funds are provided to each parish on a per capita basis and represent an investment of approximately .47¢ per person for the arts in local communities. Funding recommendations are made by representatives from each region, ensuring that decisions about cultural priorities are made locally.
 - General Operating Support Grants are provided to nonprofit arts organizations that help to create, present, and preserve the various unique arts resources of Louisiana.
- The Louisiana Folklife Program is designed to identify, document, conserve, and present Louisiana's folk cultural resources. Folklife includes living traditions, practiced and passed on within groups, including family, ethnic, occupational, and regional groups. LouisianaFolklife.org features numerous articles and photographs, along with maps, audio and video. The Creole State Collection online exhibition features over 200 artifacts from Louisiana's traditional cultures. Some from the virtual exhibition are on display at the Louisiana State Capitol. Others can be seen in the Capitol Park Museum. The Bayou Culture Collaborative, initiated by the Louisiana Folklore Program in 2019 to help sustain the traditional cultures of coastal Louisiana, offers strategies to help ensure traditions are passed on to future generations.
- Through Arts Accessibility, the Division supports universal access to the arts, and encourages arts organizations to foster integration for individuals of all ages and abilities. The Division works with arts organizations to ensure their programs, services, and facilities are accessible and meet American Disabilities Act compliance.
- Arts Education focuses on providing Louisiana's students with a well-rounded education that includes the arts and encourages creativity, innovation, and essential skills to reach their full potential. When the arts are integrated into the daily school curriculum, learning becomes engaging and active, requiring critical thinking skills and innovative problem solving. Increased school attendance, civic engagement, and decreased anti-social behaviors have been linked to arts education. The Division of the Arts supports arts integration and arts education residencies, having trained many arts educators through the Kennedy Center.
- Poetry Out Loud is an initiative of the National Endowment for the Arts to encourage students to learn about great poetry through memorization and recitation. This program helps students master public speaking skills, build self-confidence, and learn about literary history and contemporary life. Beginning at the classroom level, winners advance to a school-wide competition, then to Louisiana's state competition, and ultimately to the National Finals in Washington, DC.
- The Louisiana Percent for Art Program was established in the 1999 legislative session. This program provides the citizens of Louisiana with an improved public environment, adds visibility to the cultural heritage of the state and its people, attracts visitors to the state, and creates economic opportunities and training for public art artists and related industries.
- The Louisiana Cultural Districts program is helping to grow local economies, create an enhanced sense of place, and deepen our cultural capacity. The program seeks to enliven

places by encouraging creative activities, artisan production, preservation, and educational aspects of arts and culture. Within the locally designated districts, original, one-of-a-kind works of art are exempt from state and local sales tax and properties may be eligible for state tax credits for rehabilitation of historic buildings. Cultural Districts succeed best when local governments work across sectors with neighborhoods, artists, businesses, and citizens to make places better.

Division of Historic Preservation

- The Division of Historic Preservation works to preserve, protect and restore Louisiana's historic buildings and places, and provides technical support and training to Louisiana constituents.
- The National Register of Historic Places is the nation's official list of significant historic resources. The National Register's honorary designation provides recognition of a resource's significance plus limited protection when endangered by a federally funded or licensed action. There are also financial incentive programs available for National Register-listed properties. This program is the umbrella under which the majority of the programs administered by the Division operate.
- Tax incentives encourage the preservation and continued use of historic buildings by offering economic incentives for their rehabilitation. The Division administers two historic rehabilitation tax credit programs: the Federal Historic Tax Credit and the State Commercial Tax Credit programs, both for income-producing buildings. Historic buildings that are individually listed in the National Register of Historic Places, along with buildings that are located within National Register Districts, Downtown Development Districts, and Cultural Districts, may be eligible to apply for these valuable incentives.
- The Certified Local Government (CLG) program was developed to help local municipalities protect their historic resources. The Division provides technical assistance and administers federal grant funds to local governments seeking to preserve their architectural and cultural heritage. These programs place an emphasis on education through trainings and workshops, land use planning and economic development.
- Under Section 106 of the National Historic Preservation Act, federal agencies must take into account the effects that their activities may have on historic buildings and structures. As the federally designated SHPO, the Divisions of Archaeology and Historic Preservation review thousands of Section 106 activities each year.
- The Division of Historic Preservation annually sponsors competitive grants through the National Park Service Historic Preservation Fund Program. The grants help Louisiana parishes and local communities document their historic buildings, structures, and cultural landscape through local and parish-wide standing structures survey, Historic American Building Survey architectural recordation, National Register of Historic Preservation nominations, and building historic structure reports.
- The Louisiana Main Street Program has been a leading catalyst for revitalization in our small town downtowns and urban neighborhood commercial districts since its inception in 1984. With the Main Street Approach® as its guide, the program assists communities

through a proven method for sustaining, improving, or resuscitating older commercial corridors by focusing on the unique assets that each community has. The Main Street program fosters revitalization of the built environment through trainings and technical assistance.

Division of Archaeology

- The Division of Archaeology is the state agency tasked with preserving our archaeological heritage, promoting the study of the past, and sharing this information with the public.
- Through the Archaeological Site Files, the Division maintains records on more than 20,000 sites from across the state. The sites include scatters of stone and ceramic artifacts, mounds, cemeteries, forts, battlefields, farmsteads, plantations, slave quarters, sugar mills, shipwrecks, and urban houses.
- The Division's Curation facility preserves over 4,000 cubic feet of artifacts and more than 5,000 reports of archaeological investigations from around the state. Researchers use them to tell the story of our cultural history. The Division of Archaeology also works with governmental agencies, private companies, landowners, and the public to balance preservation and progress. We work closely with these partners to preserve sites when we can and scientifically document those that we cannot.
- The Archaeology Outreach program provides numerous resources to learn about Louisiana's past.
 - Classroom resources include activity guides and PowerPoint presentations about Louisiana archaeology and two traveling exhibits that provide artifacts and activities for students to learn about the Poverty Point World Heritage Site and a 1766 Spanish shipwreck.
 - Interactive exhibits highlighting seven sites across the state, ranging from the 3,500-year-old Poverty Point World Heritage Site to a Civil War site on the Red River.
 - Nine virtual books and a printed coloring book exploring various aspects of our archaeological history.
 - The Ancient Mounds Driving Trail tours 39 mound sites in Northeast Louisiana. A guidebook provides directions and a brief description of each site.
 - October is Archaeology Month in Louisiana. The Division and its partners host activities around the state to highlight archaeology.
 - The Division works with museums, libraries, and other institutions to develop artifact displays.
- The Division is responsible for issuing permits for archaeological investigations conducted on state land and state-owned water bottoms, and for any activity that impacts abandoned cemeteries, unmarked human burials or human remains.
- The Division provides funding to the University of Louisiana at Monroe, and manages the Poverty Point Station Archaeologist Program which is based at Poverty Point World Heritage Site. The program promotes scientific research at, protection of, and public awareness of, Poverty Point, which is Louisiana's most important archaeological site. The Division coordinates and maintains the UNESCO World Heritage List status for the site.

Council for the Development of French in Louisiana (CODOFIL)

- As Louisiana's French agency, CODOFIL works to support and grow Louisiana's francophone communities through scholarships, French immersion and various other community and language skill-building programs.
- For more than 35 years, CODOFIL has maintained its scholarship program thanks to La Fondation Louisiane as well as foreign government and university partners who continue to offer scholarships to Louisianan students, teachers, and professionals. These scholarships for Louisiana students, teachers, and professionals offer a French immersion experience to those in need of improving their French language skills and cultural awareness for their current and future careers in Louisiana.
- Escadrille Louisiane is a program for Louisianans with a bachelor's degree from a regionally accredited institution and an advanced level of French who aspire to teach in a French Immersion program in Louisiana schools. The goal is to fill Louisiana schools with qualified and certified fluent-French speakers from Louisiana who have their state's heritage languages and culture at heart. This is a 2-year graduate program which culminates in obtaining a Master of Arts in Teaching (MAT) Elementary from Centenary College of Louisiana and becoming certified to teach French in Louisiana.
- Through the Foreign Associate Teacher Program, CODOFIL works with the Louisiana Department of Education and a local educational agency to bring a foreign teacher into a school to teach French immersion or French as a second language. CODOFIL and LDOE recruit qualified candidates in France, Belgium, Canada and elsewhere. CODOFIL is responsible for sponsoring the foreign teacher's visa, providing orientation training in partnership with LDOE, conducting site visits with teachers, accurate record keeping and year-end reporting.
- When CODOFIL was launched in 1968, French was no longer taught in Louisiana's elementary schools and rarely in the high schools. In 1969, the State Department of Education authorized the teaching of French as a second language in elementary and secondary public schools. Since 1983, this program has been protected by a mandate from the state's Board of Elementary and Secondary Education. CODOFIL is committed to helping interested communities create new French Immersion programs and meets with parent groups to discuss the benefits of immersion education and the importance of French in Louisiana.
- CODOFIL's *Oui! Initiative* seeks to identify and catalog Louisiana businesses that can offer services in French. *Oui!* is an online database of businesses that have a French language presence, anything from French speaking staff to French signage.
- Through the efforts of CODOFIL, Louisiana was unanimously accepted in 2018 as an observatory member of the International Organization of the Francophonie (think of it as the United Nations for French countries). Louisiana is the only representative from the United States among the worldwide membership.
- CODOFIL serves as the official state agency in all relations and exchanges between the state of Louisiana and other countries, provinces, and states enjoying membership or

observer status in the Organisation Internationale de la Francophonie and similar organizations.

Atchafalaya National Heritage Area (ANHA)

- Designated in 2006, the mission of the Atchafalaya National Heritage Area is to enhance the identity of our unique American landscape by preserving and promoting heritage and by fostering progress for local champions that create authentic, powerful connections between people, culture, and the environment.
- ANHA is the local coordinating entity for the National Park Service serving 14 Parishes: Ascension Assumption, Avoyelles, Concordia, East Baton Rouge, Iberia, Iberville, Lafayette, Pointe Coupee, St. Landry, St. Martin, St. Mary, Terrebonne, and West Baton Rouge.

3. Citations of all legal authority

Please see section, “Legal Authority”

4. An analysis of duplication of services, if any, that the agency feels may exist between itself another state agency, if any, and actions being taken to correct such overlap.

After an analysis, the Office of Cultural Development finds no duplications of effort in its agency, nor does it find any duplication between itself and other state agencies.

5. Any powers, duties or functions that the agency feels are no longer consistent with the current and projected public needs, and they recommend for termination or alteration.

None

6. The identity of any problems of programs for study

None

7. Significant accomplishments of the Office of Cultural Development

Division of the Arts

- Since 2016, \$15 million dollars in grants have been awarded to over 1,000 arts organizations in every parish in Louisiana. This includes over \$400,000 in CARES Act funding and \$700,000 in American Rescue Plan funds, in addition to annual grant programs.
- In partnership with the Louisiana Folklore Society, the Folklife Program provided funding and publicity for 67 events in coastal Louisiana. The events were a mix of 14 workshops focused on traditions such as drum making, split oak basket making, Acadian Brown

Cotton spinning, Vietnamese curved roofs, chair caning, Creole Storytelling, palmetto basket making, and wax flower making.

- In 2021, the Louisiana Division of the Arts introduced Culturalyst to arts community in Louisiana. Through an artist directory, an organization directory, and a searchable database of opportunities, Culturalyst provides a shared resource network for cultural communities. Culturalyst makes Louisiana the first state in the country with a shared digital infrastructure to elevate, support and sustain Louisiana's culture.
- The Louisiana Division of the Arts, in concert with Songs of Survivors, held a series of songwriting workshops for veterans. The workshops were designed to allow veterans tell their service-related stories through lyrics and music in a safe and empowering environment.
- Poetry Out Loud is a national, high school poetry recitation competition, had 439 students, 49 teachers, and 29 schools participating in the program in 2023. Student from every region of our state have participated in the Poetry Out Loud Program. Over 13,000 students have participated in the program since 2016, featuring 82 participants in the state final. For the first time in 2023, the state finals competition was held in Opelousas, Louisiana. This change was the catalyst for the scheduling of the first annual St. Landry Parish Student Arts Expo. Expo is a program of the Acadiana Center for the Arts.
- The Louisiana Percent for Art Program has placed nearly 300 works of art in 40 facilities across the state. The Percent for Art program has also hosted public art workshops to provide Louisiana artists with the tools to navigate the complex world of public art as well as offer guidance on the best practices for engineering and fabricating projects that meet and exceed expectations.
- Louisiana's Cultural Districts Program currently has 128 certified cultural districts in 77 municipalities and 44 parishes. The Cultural District designation attracts people, businesses, and cultural activity to the districts through various opportunities made possible by the state's place-based program. In 2022, Cultural Districts reported approximately 858 businesses, 109 organizations, 427 events, 13,937 artists, and 97,422 members of the public benefitted from the sales tax exemption for original art. Cultural District also reported an estimated 516 commercial and 663 residential renovation projects across the state in 2022.

Music

- Beginning in 2022, the Office of Cultural Development, in partnership with Louisiana Office of Tourism launched the Louisiana Music Trail (LMT) project, which is the state's largest music initiative that aims to provide a modern, robust trail that tells the story of the state's many historic contributions to music, celebrates the legacies of its greatest music innovators, and serves to aggregate and amplify Louisiana's music assets.
- Nine regional meetings were conducted around the state with 120 stakeholders in attendance. Over 300 music-related assets have been identified across the state as of FY23, and additional one-on-one interviews are ongoing.

- The LMT website is under development and will include exciting stories about LA's musicians and music culture, music attractions, historically significant sites, local live music calendars, an interactive map, curated itineraries, playlists, and related cultural development efforts. The LMT will be rolled out in phases, considering geographical distribution, genre diversity, site-type diversity, historical significance, visitor experience, and effects of visitors.

Division of Historic Preservation

- National Register of Historic Places Listings have increased in 2023 to 1,473 listings with 1,308 being individual properties and 165 historic districts (multiple resources) and more than 50,000 resources listed.
- Since inception, the State Commercial Tax Credit Program is responsible for over 1,700 buildings being rehabilitated, totaling \$6.7 billion in private investment in 37 of Louisiana's 64 parishes. Each year on average, these rehabilitation projects generate 1,725 direct jobs and 1,430 indirect and induced jobs. For every \$1 that the State provides in state commercial tax credits spurs \$8.76 in additional economic activity.
- Louisiana Main Street serves 31 communities in rural Louisiana and five urban New Orleans neighborhoods with established traditional commercial districts, bringing the total statewide to 36. Since its start in 1984, Louisiana Main Street has collected reinvestment statistics from its network of local organizations. With the 2022 reporting period, the program achieved a historic milestone seeing more than \$1 billion in public and private investments.
- Through the federal Historic Preservation Fund, the Division of Historic Preservation typically awards approximately \$550,000 in grants annually to Louisiana communities, historic organizations, and state universities that focus on efforts to document and preserve Louisiana's rich cultural heritage. The Main Street Restoration Grant Program typically awards \$100,000 in state funds annually to owners of historic commercial buildings to support substantial rehabilitations.
- In 2021, the Louisiana Division of Historic Preservation was awarded a second Paul Bruhn grant from the National Park Service for \$749,000 through the Historic Rehabilitation Subgrant Program for the rehabilitation and revitalization of commercial buildings in Main Street Communities around the state.

Division of Archaeology

- In 2017, the Division of Archaeology assisted in the recovery of a 34-foot American Indian dugout canoe from the Red River. This was the largest canoe ever found in Louisiana. The canoe was made ca. 1200 AD by ancestors of the modern Caddo Nation. The Canoe was donated to the Division, and conservation was completed at Texas A&M University in 2023. The canoe will be displayed at the Red River Wildlife Management Area.
- The Brookhill Shipwreck was uncovered in downtown Baton Rouge in 2022 when water levels in the Mississippi River dropped. The Division of Archaeology spent several days on-site mapping and making drawings of the wreck to add to work done back in 1992. In addition, the office gave 36 interviews or responded to requests for information to local, national, and international media. Thousands of people from Louisiana and adjoining states

visited the wreck in person. The Brookhill story appeared in over 846 stories worldwide to a potential audience of 5.9 billion people (almost 75% of the world's population) with an estimated ad value of \$54.3 million.

Council for the Development of French in Louisiana (CODOFIL)

- Since 2020, the Escadrille program has trained 9 Louisiana students to become certified to teach French in Louisiana, for a total of 57 teachers since the program began. Currently, 27 Escadrille teachers are teaching in schools across Louisiana in 8 parishes (East Baton Rouge, Evangeline, Jefferson, Lafayette, Lincoln, Orleans, St. Landry and St. Martin).
- In 2023, CODOFIL recruited and welcomed 80 language immersion teachers from 9 countries to work in Louisiana public schools in the 2023-2024 school year. For the 2022-23 school year, there were French immersion programs in 39 schools, reaching approximately 5,500 students. Additionally, there were Louisiana public schools in 37 school systems with a French as a Second Language program with a total of 33,407 students.
- To date, approximately 175 businesses with French language services have been identified in the *Oui! Initiative* database.
- In 2016 and again in 2020, Lt. Governor Nungesser signed and renewed the French-Louisiana Accords, instrumental in growing the state's French immersion programs in education from elementary school through university studies.
- The state of Louisiana renewed its interest in working with Canadian partners by signing Memorandum of Understanding with two provinces, Nova Scotia and New Brunswick. The cultural ties are strong between those provinces and Louisiana. The state of Louisiana also signed a cooperative agreement with the region of Brittany in France. All three delegations visited Louisiana in 2022 and have established relationships that will prosper in the future.
- Lieutenant Governor Billy Nungesser and the Council for the Development of French in Louisiana (CODOFIL) welcomed Louise Mushikiwabo, Secretary-General of the Organisation Internationale de la Francophonie (OIF), as she made her first official visit to Louisiana in April 2022.
- In 2023, Louisiana was the host of a Summer Institute organized by the Center of the Francophonie of the Americas. This event was held at the University of Louisiana at Lafayette, was sponsored by CODOFIL, and the 50 participants came from all over North America. The event was an immense success and marked the first time a flagship program for the Center of the Francophonie of the Americas took place outside Canada.

Atchafalaya National Heritage Area (ANHA)

- Since 2020, ANHA has awarded 126 grants totaling \$813,900 to organizations in the 14 parish region. These grants have leveraged over \$2 million in matching funds. Grant projects advance the mission of the Atchafalaya National Heritage Area through cultural, recreational, or natural resource preservation and enhancement.

- Congress passed the National Heritage Area Act in 2022, which reauthorized the Atchafalaya National Heritage Area to continue operating for another 15 years. The Atchafalaya NHA received support for individual reauthorization from Louisiana state legislators, Lieutenant Governor Billy Nungesser, as well as the Louisiana Congressional delegation.
- Atchafalaya was selected as the site for Louisiana's National Estuarine Research Reserve. In 2022, Governor Edwards nominated the Atchafalaya Basin for Consideration in NOAA's National Estuarine Research Reserve System. The site will serve as a living laboratory to study estuaries, educate the public, and provide monitoring services to local communities.

Legal

Office of Cultural Development (which includes the Division of the Arts, the Division of Historic Preservation, and the Division of Archaeology, in addition to the following associated boards and commissions: the Louisiana Archaeological Survey and Antiquities Commission, the Louisiana Folklife Commission, the Louisiana National Register Review Committee, the Louisiana State Arts Council, the Council for the Development of French in Louisiana, the Louisiana Historic Cemetery Trust Fund Advisory Board, the Atchafalaya Trace Commission, and the Louisiana Music Trail Commission). R.S. 8:306 – 307 (Unmarked Human Burial Sites); 671 – 681 (Unmarked Human Burial Sites); R.S. 25:651 – 674 (CODOFIL), 821 – 825 (Folklife Commission), 891 – 900.1 (Louisiana State Arts Council, Division of the Arts, Percent for Art), 901 - 902 (Louisiana National Register Review Committee), 911 – 914 (Division of Historic Preservation), 931 – 943 (Historic Cemetery Preservation); R.S. 36:201 – 202, 207, 208(E), 209; R.S. 41:1601 – 1615 (Archaeology); 47:6019 (Historic Rehabilitation Tax Credits), 305.57 (Cultural Districts), R.S. 25:1222 – 1224 (Atchafalaya Trace Commission), R.S. 56:1950.23 (Music Trail Commission) and LAC Title 25, Part I.

8. The identity of each report the statutory entity is required by law to produce, including the citation of the law requiring the report, an estimate of the agency resources expended to produce the report, and the opinion of the agency regarding the continued necessity of the report.

- Annual Publications Report – R.S. 25:124 – less than 4 staff hours – not necessary
- Boards & Commissions Membership – R.S. 36:7 – approximately 14 staff hours – yes, the annual reporting is necessary
- Cultural Districts Report – R.S. 47:305.57 – approximately 100 staff hours – yes, the report is useful and necessary
- CODOFIL Annual report – R.S. 25:655 – approximately 15 staff hours – not necessary, the same information is captured in the AMPAR report and/or LaPAS reporting
- Act 191 reporting – R.S. 47:1517.1 – approximately 8 staff hours for three tax incentives – reasonable to continue reporting for the State Historic Tax Credit (R.S. 47:6019); however the other two incentives, the Residential Tax Credit for Historic Buildings (R.S. 47:297.6) and the Atchafalaya Trace Heritage Area Development Zone (R.S. 25:1226) have both sunset and/or been repealed and we are still required to report.

Office of Tourism
Agency No. 06-267
Sunset Report 2024

1. The identity of all sub-units, if any, under the direct or advisory control of each agency

The Louisiana Office of Tourism has three budget units: Administration, Marketing and Welcome Centers. Programs within budget unit include: Contracts & Grants, Advertising, Domestic and International Sales, Research, Communications, Louisiana Byways, and Welcome Centers. The office works in conjunction with several commissions: Louisiana Tourism Promotion District, Louisiana Tourism Development Commission, and the Mississippi River Parkway Commission.

2. All powers, functions and duties currently performed by the agency

DESCRIPTION

The Louisiana Office of Tourism operates under the direction of an Assistant Secretary, appointed by the Lieutenant Governor. Programs and initiatives of Louisiana Office of Tourism are designed to function both independently and in concert with one another. Each program is challenged to effectively develop quality tourism products and to implement aggressive marketing and promoting strategies to promote Louisiana as a premier leisure vacation, meeting, sports and family destination by attracting increased numbers of domestic and international visitors.

MISSION AND GOALS

The mission of the Louisiana Office of Tourism is to 1) promote and assist expansion of tourism and the tourism industry in Louisiana; 2) increase employment opportunities for all citizens throughout the state through the orderly by accelerated development of facilities for tourism, travel and hospitality; 3) invite visitors from this nation and foreign countries to visit Louisiana; and 4) conduct an ongoing promotional campaign of information, advertising and publicity to create and sustain a positive image and understanding of Louisiana.

The goal of the Louisiana Office of Tourism is to maximize the economic impact of travel and tourism to Louisiana.

The pandemic greatly impacted the Louisiana tourism industry. Louisiana lost an estimated total economic impact of over \$760 million statewide for fairs/festivals, sporting events, and conventions/meetings from March to June 2020. Louisiana's travel spending by domestic and international travelers declined \$5.3 billion since January 2020, resulting in a 38 percent decrease year-over-year, shuttering many local businesses and putting our residents out of work. Louisiana's leisure & hospitality industry lost 43,900 jobs by the end of 2020, resulting in a 18.2 percent decline year over year. 38 percent of Louisiana hotel jobs have been lost as a result of the coronavirus pandemic. Louisiana's tourism industries have lost in excess of \$25.5 billion in total value and \$7.9 billion in labor income since this COVID crisis started. These overall losses represent 44 percent of output of the industry and 43 percent of labor income.

The leisure and hospitality industry employed 218,900 people in 2022. When tourism employment is compared to regular government segments, it ranks 4th in number of jobs

created. Every \$78,310 spent by travelers in Louisiana during 2022 generated one job. (Source: Bureau of Labor Statistics)

Direct travel expenditures from 2019-2022, by domestic and international visitors contributed to a total of \$66.8 billion dollars to Louisiana's economy. Louisiana visitor spending from 2022 at \$17.1 billion was 1.8 percent higher than 2016 (Source: D.K. Shifflet, Louisiana Visitor Volume and Spending Report, 2023). The Louisiana Office of Tourism helps attract this money through a carefully orchestrated domestic and international advertising campaign. Domestic & international travel spending in Louisiana also generated \$1.9 billion tax revenue through state sales taxes, a growth of 19 percent over 2022. (Source: Tourism Economics, Louisiana Economic Impact of Tourism Report, 2023). Visitors generated at total of \$3.3 billion in tax revenue for federal, state, and local governments in 2022. (Source: Tourism Economics, Louisiana Economic Impact of Tourism Report, 2023). Average daily spend for visitors to Louisiana is \$215 per day, per person. (D.K. Shifflet, Louisiana Visitor Profile report, 2021).

In 2022, despite continued flight and staff shortages nationwide, the Louisiana travel and tourism industry generated \$17.1 billion in annual spending. The 42.6 million visitors Louisiana hosted in 2022 sustained 218,900 leisure & hospitality jobs. In 2022, tourism in Louisiana generated 14.1 million airport passengers; 20.4 million hotel rooms sold; and 4.79 million room nights for conventions. The industry fuels prosperity for more than traditional tourist attractions and amenities, restaurants, food and beverage stores, gaming establishments, retail shops, and even the real estate and construction trades reap benefits from the state's travel industry. The state sees significant gains from tourism success. Without taxes paid by visitors to the state, each household in Louisiana would have to pay \$1,068 in additional taxes to maintain revenues.

Louisiana has been effective in generating awareness for the State through advertising, in the drive markets of at least 500 miles. Those aware of advertising are significantly more likely to visit, to return to Louisiana, and to seek more information than those who are not aware of the ads. The Louisiana Office of Tourism returns 37-to-1 investment in state sales tax revenue for every advertising dollar spent in ad placement and production.

PROGRAMS

A. Administration

The Administrative program coordinates and supports the efforts of its many program areas and implements policies set by the Lieutenant Governor, Assistant Secretary of the Louisiana Office of Tourism and its two commissions (Louisiana Tourism Development Commission and the Louisiana Tourism Promotion District). The Administration division oversees contracts and grants, including: the Competitive Grant Program, which is a matching grant program to assist in the marketing of festivals or events and Cooperative Marketing Program, which is a matching grants program to support local convention and visitor bureaus and tourist commissions in their respective marketing efforts. In the 2022 legislative regular session, the Louisiana Office of Tourism was legislated authority over the Major Events Incentive Program (R.S. 51:1260) and the Events Incentive Program (R.S. 51:1261) for the purpose of providing grant funding to attract, bid for, and host events, which will have a significant positive impact on economic development in Louisiana.

B. Advertising

The Advertising division provides domestic and international advertising and publicity for the assets of the state of Louisiana; to design, produce, and distribute advertising materials in all media; to continually evaluate creative product and media buys; and reach as many potential tourists as possible with a direct invitation to visit Louisiana. Efforts have shifted from ten campaigns in 2019 to one focused multiyear campaign in 2024, which will include an annual micro campaign that is centered around one of the Louisiana Office of Tourism's pillars. The 2024 micro campaign will be the Year of Music. In addition to the pillars, the multiyear focused campaign creative will incorporate Mardi Gras and festivals. BrandUSA and individual marketing will continue to include international ads in the state's top and emerging markets: Canada, France, the United Kingdom and Germany.

C. Domestic and International Sales

The Domestic and International sales teams develop programs to increase travel to Louisiana from both domestic and international sources. To accomplish this mission, the sales teams attend tradeshows for tour operators, sports organizations, and consumers; organize familiarization tours for tour operators; and conduct sales missions in critical target markets.

The international sales team also works with a team of international representatives covering the United Kingdom/Ireland, France, Germany/Austria/Switzerland, Canada, Italy, Spain, and India. Through a partnership with Travel South USA Global Partner Program, additional representatives work with international sales in Brazil, the Nordic Union, Australia/New Zealand, and Benelux. An additional partnership with Mississippi River Country there is a representative in Japan.

Sports & Outdoor leads efforts to attract and foster sports and outdoor tourism by working with statewide partners to promote regions and communities across the state of Louisiana as a leading sports destination. Efforts include participation at trade and consumer shows, print and digital media, familiarization tours and missions.

D. Communications

Communications manages all inquiries from the media, plan and organize journalism familiarization tours across the state, communicate to the office and tourism industry stakeholders, and produce a monthly travel industry newsletter. The section also actively cultivates media relationships through travel media organizations and events to better proactively promote the state as a destination of interest for media coverage.

E. Research

The Research section monitors and gauges the success of the state's advertising, identifies markets and new opportunities, monitors national trends that affect Louisiana, and analyzes the economic impact of tourism on the state and on the 64 parishes within the state. The section also compiles, analyzes, and reports travel industry statistics, marketing and economic data, and trends at the parish, state, national, and international level.

F. Louisiana Rural Tourism and Trails & Byways Program

The Trails and Byways Program works with local communities, most of which are located in rural areas of Louisiana, to develop plans to protect and promote the 19 designated trails and byways across the state. Some 3,100 miles of roads are designated as Louisiana Byways,

including the Louisiana Great River Road National Byway and the Creole Nature Trail All-American Road. The Louisiana Byways Program is also the cornerstone of the Louisiana Office of Tourism's rural tourism development efforts. On behalf of rural communities, the byway program has conducted various educational outreach workshops across the state and sponsors a rural tourism conference each year. The Louisiana Byways Program works with the Mississippi River Parkway Commission to promote the 10-state Great River Road National Byway to domestic visitors. The Louisiana Byways and Trails program launched the Louisiana Civil Rights Trail in 2020 and is currently expanding and updating the statewide Louisiana African-American Heritage Trail and the Birding Trails.

G. Welcome Centers

The Louisiana Office of Tourism oversees 8 Welcome Centers. The Welcome Centers offer safe and comfortable stops for an average of 779,000 visitors a year, and provides detailed information, distribution and inquiry services related to attractions, food locations, lodging and other points of interest that may extend the traveler's time in the state. A staff of professional travel counselors interacts with and encourages travelers to spend additional time and money in Louisiana. The agency's Welcome Centers are considered a valuable tool in extending marketing efforts. In 2019, one Welcome Center on I-10 in southwest Louisiana reopened, after being closed for reconstruction since 2015.

3. Citations of all legal authority

Please see section, "Legal Authority"

4. An analysis of duplication of services, if any, that the agency feels may exist between itself another state agency, if any, and actions being taken to correct such overlap.

After careful analysis, the Louisiana Office of Tourism finds no duplication of effort in the agency, nor is it aware of any duplication with other Louisiana state agencies.

5. Any powers, duties or functions that the agency feels are no longer consistent with the current and projected public needs, and they recommend for termination or alteration.

None.

6. The identity of any problems or programs for study.

None.

7. Significant accomplishments of the Office of Tourism:

- 2019 • The second annual Lieutenant Governor's Rural Tourism Initiative was held in Port Allen. The rural tourism initiative began in 2018 and provides technical assistance, educational workshops, and hands-on assistance, as well as statewide products, such as trails, byways, and a heritage area to serve as avenues for Louisiana parishes to link to state projects, creating a stimulus for economic development. As part of this effort, an annual rural tourism conference is held during the summer.

- 2019 • Launched a new microsite for horse tourism. The site is a comprehensive database of all the equine services in the state of Louisiana, which includes events, facilities, breeding, youth, and riding.
- 2019 • Work on the Louisiana Civil Rights Trail was started in 2019. When completed, the trail will tell the overarching story of the role Louisiana citizens played in the state and national Civil Rights Movement. It will recognize the achievements of individuals involved in the movement, recognize sites that served as staging areas for Civil Rights actions and finally bring them together for a holistic Louisiana Civil Rights Movement story. Statewide meetings were held to meet with constituents across the state to provide an overview of the project, discuss site nomination criteria, and answer any questions. 172 site nominations were collected.
- 2019 • The Congrès Mondial Acadien celebrates the historical roots of the Acadians' ancestors who were exiled from Canada between 1755-1764. In 2019, the Lieutenant Governor, the Louisiana Office of Tourism and a contingent of Louisiana partners, traveled to New Brunswick and Prince Edward Island, Canada to strengthen the ties that unite Acadian communities everywhere, while demonstrating the modernity and reality of Acadian identity.
- 2019 • A record number of 27 marker applications were received for the Louisiana Historical Marker Program. The Louisiana Office of Tourism administers and manages the program, where on average, 17 applications are submitted annually.
- 2019 • The Louisiana Office of Tourism produced an 18-month calendar of trade, consumer, and media shows. It also included a listing of office staff, statewide tourism impact highlights, quick facts on international and domestic markets, visitor profiles and visitor numbers. This calendar and plan was shared with the Louisiana tourism industry.
- 2019 • The Audubon Golf Trail added three new golf courses to the trail, now numbering 18 Audubon Golf Trail courses.
- November 2019 • Air Transat, Canada's No. 1 holiday airline, added a direct flight between Montreal and New Orleans running twice weekly which will be in operation through October 2020. In support of the new flight, the Office of Tourism held destination training in Montreal familiarizing approximately 80 Transat agents with Louisiana through presentations and call center floor promotions. Additionally, in coordination with Transat, Louisiana hosted media and buyer FAM tours following the launch of the flight.
- 2019 • Louisiana is also leading the way with its online tourism presence. LouisianaTravel.com increased web traffic with more than 4 million website sessions representing a 20 percent annual increase, and 7.5 million page views, representing a 17 percent annual increase.
- 2019 • The Vinton (I-10 East) Welcome Center reopened May 2019 after a four-year renovation. The welcome center has interactive displays with photos that convey the Louisiana way of life; highlight the regions of Louisiana; and offers porches to enjoy the beauty surrounding the welcome center.

- February 2020 • The Louisiana Office of Tourism withdrew international advertising due to coronavirus.
- March 2020 • Travel South USA held the Domestic Showcase in Baton Rouge. The Louisiana Office of Tourism sponsored a breakfast. Travel South Showcase affords Southern suppliers the opportunity to conduct pre-scheduled appointments with top U.S. and Canadian operators and travel trade media who have a targeted interest in bringing tourism business to the Southern states. This was the last major trade show before the pandemic.
- March 2020 • COVID-19 was declared a global pandemic and a “Stay at Home” order was issued for the state of Louisiana.
- 2020 • The Louisiana Office of Tourism installed digital kiosks at all of the Louisiana Welcome Centers to enhance visitor interaction and engagement. The kiosks include video boards used to play videos featuring the Louisiana Byways and upcoming events around the state. In addition, the kiosk has an itinerary builder that allows visitors to select their points of interest for their travels.
- 2020 • The Louisiana Office of Tourism developed the *Sunshine Plan* for strategic recovery statewide from the COVID-19 pandemic. This comprehensive multi-year COVID-19 recovery marketing effort was designed to: restore the trajectory of tourism growth in Louisiana to pre-COVID-19 levels; increase the rate of successful restarts of events and cultural/entertainment attractions by providing direct assistance and promotion; and improve visibility into real-time visitation statewide as a tool to monitor recovery and continue innovation once the industry has restored.
- 2020 • The Louisiana Office of Tourism created the Louisiana Lagniappe Program to support the tourism industry in Louisiana by attracting conferences and events rescheduled due to COVID-19 from out-of-state to Louisiana locations.
- 2020 • The Louisiana Office of Tourism provided \$5,000 in advertising for the Brewers Guild to utilize in a social media campaign encouraging craft brew lovers to visit taprooms or pick up beer to go.
- 2020 • The Louisiana Office of Tourism launched the Louisiana Civil Rights Trail following years of research, development and community stakeholder meetings.
- May 2020 • Louisiana welcomed a record 53.2 million total visitors, who generated \$18.9 billion in tourism spending in 2019. Those visitors generated a total of \$1.92 billion in state and local tax revenue through travel and tourism activities in Louisiana in 2019, which is equivalent to a \$1,100 in tax savings per Louisiana household. Tourism supported 242,200 jobs and added 5,500 new tourism-related jobs over 2018 -- remaining the 4th largest employer in the state.
- June 2020 • The New Orleans Welcome Center permanently closed.

- July and August 2020 • The Louisiana Office of Tourism held a virtual happy hour for Canada media and trade to highlight Louisiana's libations and lagniappe featuring Louisiana cooking and cocktail demonstrations by Louisiana chefs; drawings to win prizes; and sharing background stories and information on Louisiana.
- August/September 2020 • Louisiana went through five hurricanes during the pandemic, and the largest impact was Hurricane Laura in southwest Louisiana.
- 2020 • The Louisiana Office of Tourism offered a series of advertising grants to tourism commissions and convention and visitors bureaus across the state to help fund marketing and advertising efforts to return visitors to Louisiana. These grants allocated dollars for advertising for digital, print, billboards, cable, and radio campaigns for regional and long-haul markets.
- 2020 • The Louisiana Office of Tourism executed a visual assets program, soliciting photography requests from partners across the state to gather hundreds of new photography and video assets for use as we look to recovery.
- 2020 • The Louisiana Office of Tourism launched a series of social media videos we've termed "Tiny Trips" featuring outdoor experiences, COVID-safe activities, cuisine and road trips throughout the state. So far, these videos have obtained over 480,000 views and more than 37,000 engagements and we've seen a 12% increase in YouTube subscribers.
- 2020 • The Louisiana Office of Tourism relaunched the Staycation advertising campaign as "Louisiana Is A Trip," targeting in-and near-state marketing to include markets within 150-miles of the Louisiana border. Creative ads featured day trips and overnight vacations with a mix of video, banner ads, social media, and landing page content.
- 2020 • The Louisiana Office of Tourism completed a redesign of LouisianaTravel.com to create clean consistent branded designs and improve ADA compliance and launched updated business and event rules for listings to regulate and improve the quality of listings submitted by partners.
- 2020 • The Louisiana Office of Tourism developed a one-stop-shop industry portal for advertising co-ops, owned channel opportunities, grants, research, free social media event promotion, and more.
- 2020 • The Louisiana Office of Tourism launched an updated press portal hosted on LouisianaTravel.com.
- 2020 • The Louisiana Office of Tourism bought into and launched CrowdRiff Story Network for LOT and our partners. This new platform by CrowdRiff allows for the creation and sharing of stories and content on social media. Through the LOT investment, all CVB partners have the availability to use the platform for free. We held training and onboarding for partners and have CrowdRiff staff working directly with CVBs to make sure they understand the program and are getting the most out of use. We've seen excellent engagement from partners, such as Natchitoches, Northshore, Toledo Bend, Jefferson, New Orleans, etc.

- 2020 • The Louisiana Office of Tourism launched the “You Are My Sunshine” campaign, to promote safe travel and outdoor experiences.
- 2021 • The majority of in-person trade shows became virtual shows; therefore, the sales team participated virtually to continuously promote Louisiana to tour and receptive operators and travel agents.
- February 2021 • The Louisiana Office of Tourism held a virtual happy hour for media featuring chef demonstrations on a Louisiana Mardi Gras dessert and a featured cocktail. Participants included media from Germany/Austria, UK/Ireland, Brazil and Canada.
- 2021 • The Louisiana Office of Tourism offered a free series of education outreach and training webinars on social media, sports, research, rural tourism, and much more for industry partners to utilize.
- 2021 • Federal Highway Administration recognizes three Louisiana byways to receive national designation. Bayou Teche and Boom or Bust were named National Scenic Byways and the Louisiana Great River Road was named an All-American Road.
- 2021 • U.S. Department of Commerce awards Louisiana with a grant from the to redesign the Louisiana Birding Trails.
- April 2021 • The St. Francisville Welcome Center permanently closed.
- 2021 • After suspending service from Montreal to New Orleans, Air Transat resumed service. Following the height of the pandemic, New Orleans became more popular than ever with Canadian tourists. The city welcomed more visitors from Canada than from any other country, especially during the summer months.
- May 2021 • The Louisiana Office of Tourism unveiled the inaugural Louisiana Civil Rights Trail markers during National Travel and Tourism Week. The Civil Rights Markers are life-sized metal figures that are cut from steel, weigh over 200 pounds and stand over six-feet-tall. The fabrication of the interpretative markers for the Louisiana Civil Rights Trail is being supported in part by an African American Civil Rights grant from the Historic Preservation Fund administered by the National Park Service, Department of the Interior.
- June 2021 • Capitol Park Welcome Center is no longer a DCRT property.
- 2021 • Three additional markers have been installed on the Louisiana Civil Rights Trail.
- July 2021 • The Louisiana Office of Tourism received \$17.5 million in ARPA (American Rescue Plan Act) funding, which was utilized to support the efforts of state, local, and regional tourism entities to revive tourism in Louisiana by investing in programs focusing on marketing and promoting Louisiana as a destination for in-state and out-of-state travel activity.

- August 2021 • Hurricane Ida landed in Louisiana making it the second-most damaging and intense hurricane to make landfall in Louisiana, behind Hurricane Katrina.
- September – November 2021 • The Louisiana Office of Tourism hosted multiple football tailgates at Louisiana universities across the state to encourage travel to alumni and promote the Louisiana Homecoming campaign. These tailgates reached over 400,000 alumni and 2.1 million people.
- November 2021 • With funds received from the American Rescue Plan Act (ARPA), the Louisiana Office of Tourism allocated a \$1,000,000 to create the Louisiana Attractions Support Grant (LASG). The LASG provides targeted assistance for existing, Louisiana-based tourism attractions to enhance the visitor experience at the attractions and/or promote and attract visitors to the tourism attractions.
- November 2021 • Louisiana was represented with a float in the Macy's Thanksgiving Day parade in New York, which featured the longest float with a 60-foot gator (Celebration Gator) adorned with colorful azaleas, magnolias and Mardi Gras beads, a tribute to Louisiana's rich culture from its grand riverboats to the famous French Quarter. A 150-second performance in Macy's reached 1.48 billion people with 6.1 billion total impressions resulting in a \$13.7 million media value with a 29:1 ROI and over 88,000 social shares.
- 2021 • LouisianaTravel.com received over 9.6 million website visits (sessions), an increase of 164 percent year over year and an increase of 119 percent since 2019.
- January 2022 • The Louisiana Office of Tourism designed a "Feed Your Soul" float in the Tournament of Roses Parade in Pasadena, CA. The float depicted the spirit of the Bayou State showcasing moss-draped cypress trees, a Cajun fisherman in a pirogue, sculptured magnolias, pelicans, crawfish, crabs and powdered sugar covered beignets. The float won the Wrigley Legacy Award for the most outstanding display of floral presentation, float design, and entertainment. The Feed Your Soul float measured a 2.6 billion reach with 6.1 billion total impressions resulting in a 55:1 ROI and a \$24.1 million media value.
- 2022 • Four more markers have been unveiled on the Louisiana Civil Rights Trail.
- 2022 • The Louisiana Office of Tourism launched the newly redesigned Louisiana Byways website, featuring improved user experience and ADA compliance.
- July 2022 • The Louisiana Office of Tourism participated for the first time in the National Geographic Traveler Food Festival in London. Featuring two Louisiana chefs offering demonstrations, as well as samples of Louisiana cuisine, the festival was a huge success, providing authentic flavors to thousands in attendance.
- July 2022 • The Louisiana Office of Tourism offered the Louisiana Festival & Events Recovery Grant (FERG), in lieu of the Competitive Grant Program (CGP) for FY 23, to encourage and support marketing for festivals, fairs, and tourism events as they returned to their regular schedule and programming following the pandemic.

- 2022 • Lt. Governor Nungesser and the Louisiana Office of Tourism kicked off a project to revitalize and relaunch the Louisiana African American Heritage Trail with an official event at Whitney Plantation in Edgard, Louisiana.
- November 2022 • Louisiana was again represented with a float in the Macy's Thanksgiving Day parade, which featured the 60-foot Celebration Gator. 27.7 million people watched the parade making it NBC's highest rated show of 2022.
- January 2023 • The Louisiana Office of Tourism rolled a new float in the Tournament of Roses Parade. The "Celebration Riverboat" float depicted an iconic Louisiana and the Mississippi River – featuring a spinning paddlewheel. The float won the Showmanship Award for most outstanding display of showmanship and entertainment. The Celebration Riverboat float measured a 103 billion Broadcast reach with 1.7 billion total online impressions resulting in a \$937,000 media airtime value.
- 2023 • Due the positive impact of the state's investment in the LASG, the Louisiana Office of Tourism offered the LASG/Phase 2 Program. LASG Phase 2 grants were funded with the office's self-generated funds, not Tourism Revival Funds.
- April 2023 • Travel South USA held Global Week in New Orleans. The Louisiana Office of Tourism sponsored a welcome reception and breakfast. Journalists from Canada, Europe, Latin America and Australia gather for one-on-one appointments as well as keynote presentations and panels featuring industry leaders from around the world on how to grow in the international market.
- May 2023 • The Louisiana Office of Tourism launched ExploreLouisiana.com, which renames the state's primary travel website and social media channels with the goal of inspiring more travel to Louisiana. It is one of the most important marketing tools to promote travel to the state. Research shows that travelers using a travel planning website want inspiration, useful resources and a focus on experience – all primary qualities of ExploreLouisiana.com.
- May 2023 • Passing the 2019 record, the Louisiana Office of Tourism received 33 Louisiana historical marker applications for statewide locations, events, and persons of historical significance identified with the history of the nation, state, or region.
- July 2023 • The Louisiana Office of Tourism returned to the National Geographic Traveler Food Festival in London with Louisiana Seafood Promotion and Marketing Board Executive Director and Chef Samantha Carroll. Leading up to the event, Louisiana also bought space in Waterloo train station on the largest screen in any station in London. Positioned in front of the screen, Louisiana offered tastings of hot sauce from all over the state to London's travelers.
- August 2023 • The Louisiana Office of Tourism unveiled its new advertising campaign, "My Louisiana," to bring more visitors to the state. The campaign promotes staycations and domestic and international travel.

- September 2023 • The Louisiana Civil Rights Trail has installed a total of 15 markers across the state at various sites to bring together the events of the 1950s and 1960s that placed the state of Louisiana at the center of the National Civil Rights Movement. These markers narrate the compelling stories and experiences of the people who dedicated themselves and their lives to making civil rights real in Louisiana.
- October 2023 • The Louisiana Civil Rights Museum opened inside the Ernest N. Morial Convention Center in New Orleans. The space features multimedia presentations highlighting monumental Louisiana civil rights initiatives. Encompassing 5,000 square feet, the design concept for the museum was inspired by the Louisiana Civil Rights Trail. Organizing significant, historic events, sites and more, visitors to the museum will follow civil rights “pathways” featuring immersive and interactive exhibits that reveal how activism, demonstrations, and more led to the civil rights movement and triumphs in Louisiana.
- November 2023 • Louisiana again represented with a float in the Macy’s Thanksgiving Day parade, which featured the 60-foot Celebration Gator.
- 2023 • Air Canada launched a new direct flight from Montreal to New Orleans. The flight is offered year-round and twice weekly on Thursdays and Saturdays.
- January 2024 • For a third year in a row, Louisiana will parade across the national and international stages for this annual tradition. This year's theme is "Celebrating a World of Music: The Universal Language." Louisiana’s 2024 “Explore Louisiana” float will feature a larger-than-life Mardi Gras jester, fleur-de-lis, second-line inspired umbrellas, and of course lots of purple, green and gold. Louisiana’s rolling performance will include all the sights and sounds of a Louisiana Mardi Gras.
- 2024 • The Louisiana Office of Tourism will kick off it’s “Year of Music” campaign, in conjunction with the My Louisiana ad campaign, which puts a special emphasis on Louisiana sharing its music with the world and inviting visitors to travel to Louisiana. In addition, the Louisiana Office of Tourism will sponsor and participate in activations at music focused events and festivals throughout the state and nation.
- 2024 • The Louisiana Office of Tourism will launch its new Mobile Welcome Center that will feature a Louisiana information station, photo booth and more. It will be used to share information about Louisiana music, the Louisiana Music Trail, and invite people from all over the country to visit Louisiana to hear it for themselves.

2023-2024 • Sales and Media Familiarization Tours

Commonly known as FAM tours, these are trips organized by the Louisiana Office of Tourism for travel trade and tour operators and/or travel media.

Travel South International Showcase Pre-Fam

Hosted 14 trade and 2 international representatives across the state traveling to Memphis prior to Travel South International Showcase, a premier marketplace event in the south.

Air Canada Trade FAM

Hosted tour operators and agents to support new direct Air Canada flight on tour of New Orleans and surrounding areas.

Brand USA India FAM

Hosted India trade in New Orleans with Brand USA.

Australia Trade FAM

Host a group of 5-6 buyers from Australia and New Zealand and one representative in Lafayette, Baton Rouge and New Orleans.

Group Leader FAM

Host tour operators to participate in tour of the state.

Travel South Global Summit Pre-FAM

Host international media in big cities to small towns in Louisiana.

Brand USA Canada FAM

Host operators in south Louisiana with Brand USA partners.

Hosted media journalists and social media influencers on various FAMs throughout the state for a variety of experiences, such as history and cultural, food/culinary, hidden gems, road trip, solo travel, and libations.

2023-2024 • Sales and Media Missions

The Louisiana Office of Tourism, with tourism industry partners, annually sponsors a Culinary Trail event that brings Louisiana chefs into popular restaurants at select destinations and offered a Louisiana menu for a week. Events have been held in Atlanta, GA; Charlotte, NC; and Dallas, TX.

Australia/New Zealand Sales & Media Mission

In New Zealand, the Louisiana delegation, met with travel trade and travel media; Tourism New Zealand; tourism operators; and America Chamber of Commerce. For Australia, the mission was produced by Travel South USA on their official Australia mission promoting the American South. The mission visited Melbourne, Brisbane and Sydney where we will host events for travel trade and media.

Travel South USA Brazil Sales Mission, Rio de Janeiro & Sao Paulo

Participated in Travel South Sales Mission to meeting with international tour operators, product managers, and editorial media in Brazil key markets.

Travel South USA Nordic Sales and Media Mission, Denmark

Participated in TravelSouth Sales and Media Mission to build new and enhance existing relationships with key tour operators, travel agencies, airlines and media.

Brand USA India Sales Mission, New Delhi & Mumbai

Participated in Brand USA Sales Mission for one-on-one business appointments, educational workshop and other networking events.

Brand USA Sales and Media India Mission, Goa

Participated in Brand USA Sales and Media Mission for one-on-one business appointments, educational workshop and other networking events.

Spring European Sales Mission, Netherlands, France, UK

The Louisiana Office of Tourism and Lt. Governor will lead a delegation of Louisiana tourism partners to Amsterdam, Paris, and London to have one-on-one appointments, make presentations, conduct media interviews, and attend events.

Milan Trade and Media Mission, Milan, Italy

The Louisiana Office of Tourism and Lt. Governor will lead a delegation of Louisiana tourism partners to Milan, Italy for trade and media meetings.

Awards for Louisiana Office of Tourism Public Relations and Advertising include:

2019

- **American Advertising Federation** for the Best of Campaigns for Today You're In Louisiana from American Advertising Federation.

2020

- **The Hospitality Sales & Marketing Association International (HSMIA) Silver Adrian Award** for multimedia for Louisiana Travel – Choose Your Louisiana Adventure Video Series.
- **The Hospitality Sales & Marketing Association International (HSMIA) Silver Adrian Award** for special event for Louisiana Travel and Southwest Airlines Mardi Gras Partnership.
- **The Hospitality Sales & Marketing Association International (HSMIA) Bronze Adrian Award** for recovery strategies surrounding Louisiana "Tiny Trips" Social Series.

2021

- **Wanderlust Travel Awards** Louisiana Lieutenant Governor Billy Nungesser and the "Louisiana Sunshine Plan" a bronze award at the 2021 Wanderlust Travel Awards ceremony. LOT has been named by a British travel magazine as one of the world's best campaign responses to the pandemic.
- **Travel South USA** awards Louisiana as host of the Travel South USA International Showcase in New Orleans, returning international media and travel trade to the state for the first major effort since COVID.

- **The Hospitality Sales & Marketing Association International (HSMAI) Bronze Adrian Award** in Recovery Marketing for the Macy's Thanksgiving Day Parade.
- **American Advertising Federation Silver ADDY** for Macy's Celebration Gator Billboard Campaign.
- **The Hospitality Sales & Marketing Association International (HSMAI) Silver Adrian Award** for the Online Feature Article Consumer for AP's announcement of the Louisiana Civil Rights Trail launch.
- **American Advertising Federation Silver ADDY** for Interface & Navigation for the Louisiana Civil Rights Trail website.
- **American Advertising Federation Silver ADDY** for User Experience for the Louisiana Civil Rights Trail website.
- **American Advertising Federation Silver ADDY** for Consumer Websites for the Louisiana Civil Rights Trail.
- **American Advertising Federation Gold ADDY** for Branded Content & Entertainment for Making Rights Real, Louisiana Civil Rights Trail.
- **American Advertising Federation Gold ADDY** for Newspaper Campaign for "Movement" Louisiana Civil Rights Trail.

2022

- **Tournament of Roses parade Wrigley Legacy Award** for the most outstanding display of floral presentation, float design, and entertainment.
- **ESTO Mercury Award** in the Video, Film or Podcast Series category for LOT's social video series "Tiny Trips."
- **Southeast Tourism Society (STS) Shining Example Awards** for the Best Niche Marketing Award for its Louisiana Civil Rights Trail campaign.
- **The Hospitality Sales & Marketing Association International (HSMAI) Silver Adrian Award** for its participation in the Macy's Thanksgiving Day Parade in 2021 and the 2022 Rose Parade in the category of Advertising – Brand Activation.
- **The Hospitality Sales & Marketing Association International (HSMAI) Bronze Adrian Award** in the category of Public Relations/Communications: Feature Placement Online: Consumer for an article featured in Forbes that resulted from the festival FAM tour.
- **Web Marketing Association Web Award** for the Louisiana Byways.com website. The award recognized the new website design for Louisiana Byways as the Best Travel Website.

- **Wanderlust Travel Awards** New Orleans the most desirable city outside of Europe. The awards are based on the votes of Wanderlust readers. Based in the United Kingdom, Wanderlust is the leading magazine for adventurous and authentic travel.

2023

- **Tournament of Roses Showmanship Award** for the Louisiana “Celebration Riverboat” featuring Louisiana festival queens and ambassadors and a performance by Louisiana artist Lainey Wilson
- **Silver Telly Award** in the category of Social Video – Series: Travel and Tourism for Unusual Adventures in Louisiana series.
- **American Advertising Federation Silver ADDY** for the Tournament of Roses Pin Design.

Travel Trade Shows Attended by the Louisiana Office of Tourism

1) U.S. Travel Association IPW

Most prominent trade show held in the United States for international buyers. In just three days of intensive pre-scheduled business appointments, more than 1,000 U.S. travel organizations from every region of the USA (representing all industry category components), and close to 1,500 International Buyers from more than 70 countries, conduct business negotiations that result in the generation of over \$3.5 billion in future Visit USA travel.

2) National Tour Association Travel Exchange (NTA)

National Tour Association Travel Exchange registers approximately 600 travel trade buyers and more than 2,000 total attendees for this annual tradeshow. Destination and suppliers from every U.S. state, Canadian province, and 30+ countries attend.

3) American Bus Association Annual Meeting & Marketplace (ABA)

The American Bus Association Annual Marketplace is the first motor coach, travel and tourism show of each year, experts say based on the amount of business written and the number of people attending, it's the best in the industry and always a 'must attend' event. The American Bus Association marketplace is a prescheduled, appointment-based conference, with appointments lasting approximately seven minutes. More than 3,400 tour operators, suppliers and exhibitors come together to kick off a new year of business opportunity and growth generating approximately \$100 million dollars in booked business at the event or immediately afterward.

4) Student Youth Travel Association (SYTA)

Student Youth Travel Association Annual Conference offers a relaxed yet business focused setting for tour operators, group travel planners and business partners to meet, learn and connect with each other. Over 900 attendees will gather together at the only conference and showcase dedicated to the student and

youth market in North America. Attendees will hear the latest in student market research and trends, learn effective business practices and meet with clients and peers during business sessions and networking events.

5) ITB, Berlin

ITB Berlin is the world's largest travel trade show. ITB attracts 10,000 exhibitors from more than 180 countries with 1,000 qualified top buyers, and 110,000 trade visitors.

6) Southeast Tourism Society Domestic Showcase

Southeast Tourism Society (STS) invites qualified Group Tour Operators, Group Tour Leaders, and southern Suppliers from the partner states that comprise the Southeast Tourism Society, and Travel Service Providers, including advertising media and credentialed editorial media, to attend this invitation only event.

7) US Tour Operators Association Annual Conference & Marketplace (USTOA)

US Operators Association is considered the premier event for meeting one-on-one with top product development representatives from the major U.S. tour operator companies. Participation in the marketplace is limited and pre-scheduled appointments are longer than any other travel industry marketplace allowing more time to build business relationships and create more awareness of Louisiana as a destination package.

8) World Travel Market (WTM), London

World Travel Market has a free-flowing format with no pre-scheduled appointments. The overall attendance for the four-day show was approximately 43,000. It is a top marketplace for United Kingdom buyers.

9) Travel South USA International Showcase

Travel South International Showcase includes networking events, music, entertainment, shopping and some of the best Southern destinations and attractions included to showcase "Southern Hospitality". Hosted by twelve state tourism offices, join more than 100 qualified international tour operators from over 15 countries around the globe and over 160 Southern travel suppliers to grow international visitation to the southern United States.

10) Ontario Motor Coach Association Marketplace (OMCA)

Ontario Motor Coach Association is a strong inclusive network of interdependent businesses producing results greater than the sum of their individual parts. The motor coach and group travel industry are an important part of the Canadian travel and tourism sector. The Louisiana Office of Tourism is a supplier looking to have appointments with tour operators. As a result of the show, suppliers booked some 6,000 tours, an average of 17 per participant.

11) Brand USA US Travel Week

The official national tourism office, Brand USA, will showcase the diverse range of travel experiences available throughout the United States and promises to be a game-changing business platform for U.S. suppliers to engage with key

buyers. This exciting week brings together the biggest players in the travel industry to discuss trends, challenges, innovations and opportunities to grow visitation to the United States from international destinations.

12) Connect RTO Spring

This show hits these international inbound receptive tour operators, who also handle most of the Asia and European markets. The show features networking events, pre-scheduled and one-on-one appointments with product managers and contracting personnel.

13) US Sports Congress

The US Sports Congress attracts top level decision-makers from the world of amateur sport and sports events. The attendees of this unique conference are senior level executives, who represent sport Rights Holders and Olympic NGB's, the destinations who desire to host their events as well as many suppliers to this industry.

14) S.P.O.R.T.S. Relationship Conference

The Conference is an exclusive event and space-limited event designed to bring together sports events owners and rights holders with host organizations and sports-industry suppliers. The Louisiana Office of Tourism will have opportunity to meet up to 60–75 events rights holders during 15-minute, one-on-one appointments.

15) Sports Events & Tourism Association (Sports ETA) Symposium

Sports ETA emphasizes business development and networking opportunities year-round that help make our members more effective in the business of bidding on, booking, and managing sporting events. Sports ETA produces a variety of in-person and virtual events for serious-minded sports events and tourism executives.

16) FITUR

An international tourism trade fair event organized spanning five days and welcomes both trade visitors from the tourism industry interested in the latest industry trends, and the general public, who come for first-hand information about the destinations.

Media Shows Attended by Louisiana Office of Tourism

1) IMM New York

IMM is established as leading event for travel and tourism brands to meet the media. Exhibitors work from a dedicated branded exhibition stand where they can meet top travel journalists, editors, broadcasters to discuss their news, events, and developments. The IMM series of global shows has played host to over 2,500 international media and 1,425 exhibiting companies, since 2013. To date, the event has facilitated over 50,000 one-on-one appointments between international media and travel and tourism brands across 15 IMM events.

2) TBEX North America

TBEX is the largest conference and networking event for travel bloggers, online travel journalists, new media content creators, travel brands and industry professionals. Each year, TBEX partners with host destinations in North America, Europe and Asia Pacific to bring the travel industry's most creative minds together to learn, network and do business.

3) RealScreen

The Realscreen Summit is the most important non-fiction film & television industry event. Now in its 20th year, this highly anticipated annual event is dedicated to the development of business and creative opportunities for those in non-fiction and factual programming and content creation. In partnership with *realscreen* magazine, the ongoing mandate is to identify the best new ideas, recognize top industry talent, offer the forum for discussion and debate, explore issues and uncover trends and ultimately create an international network of connected individuals leading to business growth and career development.

4) TravelCon

This three-day conference will connect you with industry leaders, influencers, and celebrated writers through keynote speeches, small group writing and photography workshops, breakout tutorial sessions, and industry panels. Unsure as yet of opportunities, will need to stay in touch with New Orleans & Company.

8. The identity of each report the statutory entity is required by law to produce, including the citation of the law requiring the report, an estimate of the agency resources expended to produce the report, and the opinion of the agency regarding the continued necessity of the report.

- RS 51:1287 The Louisiana Tourism Promotion District, through the Office of Tourism, submits annually to legislative oversight committees, House Commerce and Senate Committee on Commerce, a report on the activities and finances of the preceding fiscal year. Approximately 30 hours of preparation, review, revisions, etc. were incurred to create this report at a cost of \$1,350. The Louisiana Office of Tourism does value the report as it provides transparency into our annual operations and provides an all-encompassing annual update for the legislature.
- RS 51:1260 Major Events – within 60 days of a Major Events Incentive project, the Lt. Governor, through the Office of Tourism shall submit an economic impact study to the Joint Legislative Committee on the Budget which shall include the following:
 - (1) The designated area which was impacted by the occurrence of the qualified major event.
 - (2) The total incremental increase in state sales and use receipts in the designated area.
 - (3) The total incremental increase in excise tax receipts in the designated area.The Office of Tourism has contracted with LSU to provide economic studies of the events. The cost and time is TBD, since this is new legislation for the agency in FY 23.

DEPARTMENT STRATEGIC PLANS AND PERFORMANCE INDICATORS

Fiscal Year 2023-2024 through 2027-2028

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 mission of the Office of the Secretary is to position Louisiana to lead through action in defining a New South through Culture, Recreation and Tourism. Through the development and implementation of strategic and integrated approaches to the management of the Office of State Parks, the Office of Tourism, the Office of State Museum, the Office of Cultural Development and the Office of State Library.

Agency Philosophy Statement

The Office of the Secretary provides the agencies within the Department of Culture, Recreation and Tourism with the opportunity to develop an understanding of their diverse structures and qualities and to share their concepts, practices and assets with the Louisiana citizens as well as visitors from other states. Some of the key points that are an integral part of the Office of the Secretary's philosophy are as follows:

- Working toward promoting an environment that takes a proactive stance when it comes to implementation of new programs while maintaining current programs;
- Reviewing and implementing best practices related to the types of services that are provided to the public by the agencies to include the Office of the Secretary;
- Consistency and cooperation between agencies;
- Development and use of new and innovative ideas;
- Promoting economic growth and new and enhanced initiatives;
- Provides an authentic workplace environment that encourages management and staff to set goals, develop strategy driven objectives, monitor and measure progress through performance indicators;
- Manage the processes that interface between agencies;
- Manage continuous change within specialized areas by supporting continuing education within the agencies;
- Facilitate communication between agencies and encourage the agencies in their individual pursuits of excellence;
- Encourage management and staff to continuously seek to enhance their skills, through leadership initiatives, which are instrumental and necessary for each agency's success;

- Through team leadership, ensures the agencies are working efficiently and effectively and broadening their activity bases without sacrificing the quality of unique services that are provided to the citizens of Louisiana; and
- Ensure that each agency adheres to each of their applicable standards of professionalism within their areas of expertise and adheres to applicable state and federal guidelines.

The Office of the Secretary supports its philosophy by ensuring that a high level of expertise and experience is maintained within critical divisions, which allows the active support of the financial and programmatic components within each of the agencies.

Agency Goal

The Office of the Secretary will ensure an efficient, accountable, and entrepreneurial operation of all agencies within the department by providing the highest quality of leadership and support services and by administering targeted programs and initiatives conducive to the development of collaborative partnerships, thereby creating avenues of prosperity for all Louisianans by promoting diversity, creativity and unique, unparalleled assets. Further, the Office of the Secretary will measure and monitor the impact of the Department of Culture, Recreation and Tourism on Louisiana's economy and quality of life for Louisiana's citizens to ensure the greatest return on our investments.

Program A: Administration

Program/Activity Mission Statement

The mission of the Office of the Secretary is to position Louisiana to lead through action in defining a New South through Culture, Recreation and Tourism. Through the development and implementation of strategic and integrated approaches to the management of the Office of State Parks, the Office of Tourism, the Office of State Museum, the Office of Cultural Development and the Office of State Library.

Program/Activity Goal

The Administration Program will ensure an efficient, accountable, and entrepreneurial operation of all agencies within the department by providing the highest quality of leadership and support services and by administering targeted programs and initiatives conducive to the development of collaborative partnerships.

Program/Activity Objectives

Objective 1: To achieve 100% of the stated objectives of each program within the Department of Culture, Recreation and Tourism annually through 2028

PROGRAM OBJECTIVES:

Objective 1: To achieve 100% of the stated objectives of each program within the Department of Culture, Recreation and Tourism annually through 2028.

Program/Activity: Administration – Office of the Secretary – DCRT

State Outcome Goal: Transparent, Accountable and Effective Government

Strategies

- 1.1** Meet regularly with the Lieutenant Governor, Undersecretary and Assistant Secretaries
- 1.2** Meet regularly with Cabinet Secretaries to develop intra agency collaboration that lead to cooperative programming
- 1.3** Establish staff accountability measures
- 1.4** Review and revise operational and strategic plans of the department
- 1.5** Evaluate programs to track progress with strategic plan
- 1.6** Recommend, review and monitor legislative initiatives for the department
- 1.7** Assess management structure; evaluate existing programs and activities; research best practices and models for effective change: seek innovative solutions
- 1.8** Conduct economic impact and structural audit
- 1.9** Hire professional, diverse and technically skilled staff
- 1.10** Conduct internal branding campaign

Indicators

Input	Percentage of departmental objectives achieved
Outcome	Number of repeat reportable audit findings for OS - Admin

Administration Program Supporting Documentation

A. Description of how the strategic planning process was implemented

Several internal planning documents were used in the development of the Strategic Plan, including various planning documents from the other agencies in the Department.

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

The Administration Program serves an internal audience consisting of the Office of the Lieutenant Governor and the six offices that comprise the Department of Culture, Recreation and Tourism, including the employees. The benefit derived by each is that through effective leadership from the Administration Program, they will be better enabled to achieve their stated goals and objectives.

Externally, the Administration Program serves citizens and visitors of Louisiana by guiding and coordinating the programs that enhance and promote the opportunities for enjoyment of the historical, recreational and cultural resources of the state.

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

The strategic planning process provides the opportunity to evaluate programs and identify areas to enhance and increase service to internal and external customers. The Lieutenant Governor will use the Department's five-year strategic plan to guide department initiatives and track the success of the various programs within the Department.

D. Statutory requirement or authority for each goal.

The authorization for the Administration Program goal is R.S. 25; 36:201-209; 56:1801-1808.

E. Potential external factors

The federal and state economy; increasing Legislative mandates; decreases in the Department's funding; unanticipated events both positive and negative; all the external variables that affect the six offices within the Department.

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

In developing objectives and strategies, the Administration Program referred to its current Strategic Plan and annual Operational Plan, and various planning

documents from the other agencies in the Department.

G. Explanation of how duplication will be avoided

Activities that are directed to similar goals (e.g. preservation, promotion, visitation, economic development) are targeted, but strategies and resources are shared, coordinated and leveraged.

Program B: Office of Management and Finance

Program Activity – Management and Finance

Program/Activity Mission Statement

The mission of the Office of Management and Finance (OMF) is to direct the mandated functions of human resources, fiscal and information services for the six offices within the Department and the Office of the Lieutenant Governor and to support them in the accomplishment of their stated goals and objectives.

Program/Activity Goal

The Office of Management and Finance will provide the highest quality of fiscal, human resources and information services and enhance communications with the six offices within the Department and the Office of the Lieutenant Governor in order to ensure compliance with legislative mandates and increase efficiency and productivity.

Program/Activity Objectives

Objective 1 Through 2028, maximize human resource capital, enhance information technology and ensure fiscal reliability to the Department and the Office of the Lieutenant Governor

PROGRAM OBJECTIVES:

Objective 1: Through 2028, maximize human resource capital, enhance information technology and ensure fiscal reliability to the Department and the Office of the Lieutenant Governor.

Program Activity: Management and Finance

State Outcome Goal: Transparent, Accountable and Effective Government

Strategies

- 1.1** Provide budget control, payroll, accounting, procurement, and contracts and grants management, human resources management and information technology management
- 1.2** Revise policy and procedure manuals
- 1.3** Train department staff relative to fiscal, human resources and information services policies, procedures, functions and new initiatives/mandates
- 1.4** 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

Outcome Number of repeat reportable audit findings

Management and Finance Program/Activity Supporting Documentation

A. Statement identifying the principal clients and users of each program and program objective and the specific service or benefit derived by such persons or organizations:

The Office of Management and Finance serves internal audiences including the six offices within the Department of Culture, Recreation and Tourism and the Office of the Lieutenant Governor. The Office of Management and Finance will enhance the operations of internal audiences by providing accountable and efficient human resources, fiscal procedures and information services which ultimately impact each office in reaching individual objectives and strategies. Specifically, the Office of Management and Finance affects its designated audiences by assuring adherence to legislative mandates, providing and enhancing internal and external communications opportunities and providing well-trained human resources as the contacts to Louisiana citizens and visitors.

Externally, vendors and suppliers, a large audience segment for the Office of Management and Finance, are impacted by the accounting, invoicing and disbursement of payment operations provided by the office.

Ultimately, the Office of Management and Finance serves the citizens and visitors of Louisiana and the state legislature by assuring control, accountability and efficiency in utilizing state appropriated funds for the Department.

B. List of external variables:

The external variables that could affect the operations of the Office of Management and Finance are: legislative mandates, decreases in funding, rapid and significant changes in information technology, Civil Service rules, and all the external variables that affect the Office of the Lieutenant Governor and the six offices within the Department.

C. Statement of how duplication will be avoided when the operations of more than one program are directed at achieving a single goal, objective or strategy:

There is no duplication in the Office of Management and Finance.

D. Statement of how the plan will drive management decisions and other agency processes:

This plan will be used in making decisions regarding the development and delivery of services in a more efficient and accountable manner in order to ensure compliance with legislative mandates.

E. Authorizations for each goal:

The authorization for the Office of Management and Finance's goal is R.S. 25; 36:201-209; 56:1801-1808.

F. Program evaluation used to develop objectives and strategies:

In developing objectives and strategies, the Office of Management and Finance referred to its current Strategic Plan and annual Operational Plan, meetings with OMF division heads, and internal assessments of program operations.

Louisiana Seafood Promotion & Marketing Board
Agency Number 06-261

Fiscal Year 2023-2024 through 2027-2028

Program Vision Statement

The Louisiana Seafood and Promotion & Marketing Board vision is to strengthen and revitalize the Louisiana Seafood industry.

Program Mission Statement

The purpose of the Seafood Promotion and Marketing Board is to give assistance to the state's seafood industry through product promotion and market development in order to enhance the economic well-being of the industry and the state.

Program Philosophy

The Louisiana Seafood and Promotion & Marketing Board will assist the seafood industry with initiatives for economic development, natural resource development, and market development and product promotions.

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Program Goal

To increase the consumption and the value of Louisiana seafood products.

Program C: Seafood Board

Program Mission:

The mission of the Seafood Promotion and Marketing Board is to give assistance to the state's seafood industry through product promotion and market development in order to enhance the economic well-being of the industry and the state.

Program Goal:

The Seafood Promotion and Marketing Board goal is to increase consumption and value of LA seafood products.

Program Objective:

Objective 1:	To assist Louisiana's initiatives for economic development, natural resource development and hurricane recovery. The Board assists the seafood industry through product promotion and market development, to enhance the economic well-being of the industry, our citizens and commercial users.
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Program Activity:	Louisiana Seafood Promotion and Marketing
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State Outcome Goal:	Natural Resources
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Objective 1: To assist Louisiana's initiatives for economic development, natural resource development and hurricane recovery. The Board assists the seafood industry through product promotion and market development, to enhance the economic well-being of the industry, our citizens and commercial users.

Program C: Louisiana Seafood Promotion and Marketing Board

Program Activity: Louisiana Seafood Promotion and Marketing

State Outcome Goal: Natural Resources

Strategies:

Indicators: Number of visitors to the web site
Number of product promotions, special events, and trade shows conducted or attended.
Number of Business to Business Leads Generated

Output:

Outcome:

Louisiana Seafood Promotion & Marketing Board (LSPMB) Program Supporting Documentation

A. Statement identifying the principal clients and users of each program and program objective and the specific service or benefit derived by such persons or organizations:

As specified by its enabling legislation, the LSPMB is established to enhance the public image of commercial fishery products, promote the consumption of products, and to assist the seafood industry through promotion and marketing. The principal clients include commercial fishermen and wholesale and retail dealers. The LSPMB achieves these objects through market development of existing markets and establishing new marketing opportunities.

B. List of external variables:

The external variables that could affect the operations of the LSPMB are: legislative mandates, decreases in funding, and all the external variables that affect the Office of the Lieutenant Governor and the six offices within the Department.

C. Statement of how duplication will be avoided when the operations of more

than one program are directed at achieving a single goal, objective or strategy:

There is no duplication in the LSPMB.

D. Statement of how the plan will drive management decisions and other agency processes:

The strategic planning process provides the opportunity for the LSPMB to evaluate opportunities for improved and increased service to the seafood industry that is served.

E. Authorizations for each goal:

The authorization for the LSPMB goals is R.S. 56:578.1 – 578.7.

F. Program evaluation used to develop objectives and strategies:

In developing objectives and strategies, the LSPMB referred to its current Strategic Plan and annual Operational Plan, and internal assessments of program operations.

PERFORMANCE INDICATOR DOCUMENTATION

Program: Administration

Activity: Administration

State Outcome Goal: Transparent, Accountable and Effective Government

Objective: 1- To achieve 100% of the stated objectives of each program within the Department of Culture, Recreation and Tourism annually through 2028.

Indicator Name: Percentage of departmental objectives achieved

LaPAS PI Code: 22913

1. Type and Level:

Input – Key

2. Rationale, Relevance, Reliability:

As an input indicator, this provides the base for calculating how many of the program objectives throughout the Department of Culture, Recreation and Tourism and the Office of the Lieutenant Governor are achieved.

3. Use:

This information will be used for management and program budgeting purposes. It is baseline information needed to determine how successful the department is in achieving established program objectives.

4. Clarity:

An objective is considered achieved if its key indicator meets or exceeds the target or falls within the 5% allowable variance.

5. Data Source, Collection and Reporting

This data is taken from the annual Operational Plan for each agency within the Department of Culture, Recreation and Tourism and Office of the Lieutenant Governor.

6. Calculation Methodology:

Simple Count

7. Scope:

This is a total of all objectives in the Department of Culture, Recreation and Tourism.

8. **Caveats:**
None.
9. **Accuracy, Maintenance, Support:**
This is an actual count and is therefore valid, reliable and accurate
10. **Responsible Person:** Undersecretary: Nancy M. Watkins (225) 342-8201;
nwatkins@crt.la.gov

PERFORMANCE INDICATOR DOCUMENTATION

Program: Administration

Activity: Administration

State Outcome Goal: Transparent, Accountable and Effective Government

Objective: 1- To achieve 100% of the stated objectives of each program within the Department of Culture, Recreation and Tourism annually through 2028.

Indicator Name: Percentage of time WAN & State Capital Annex are operational system wide

LaPAS PI Code: 23503

1. Type and Level:

Input – Key

2. Rationale, Relevance, Reliability:

As an input indicator, this provides the base for calculating how much time WAN and State Capital Annex are operational state wide

3. Use:

This information will be used for management and program budgeting purposes. It is baseline information needed to determine how successful the department is in achieving established program objectives.

4. Clarity:

An objective is considered achieved if its key indicator meets or exceeds the target or falls within the 5% allowable variance.

5. Data Source, Collection and Reporting:

This data is taken from the annual Operational Plan for each agency within the Department of Culture, Recreation and Tourism and Office of the Lieutenant Governor.

6. Calculation Methodology:

Simple count.

7. Scope:

This is a total of all objectives in the Department of Culture, Recreation and Tourism.

8. Caveats:

None.

9. Accuracy, Maintenance, Support:

This is an actual count and is therefore valid, reliable and accurate.

10. Responsible Person:

Undersecretary: Nancy M. Watkins (225) 342-8201; nwatkins@crt.la.gov

PERFORMANCE INDICATOR DOCUMENTATION

Program: Administration

Activity: Administration

State Outcome Goal: Transparent, Accountable and Effective Government

Objective: 1- To achieve 100% of the stated objectives of each program within the Department of Culture, Recreation and Tourism annually through 2028.

Indicator Name: Average time to resolution of issues in the work log (minutes)

LaPAS PI Code: 25411

1. Type and Level:

Input – Key

2. Rationale, Relevance, Reliability:

As an input indicator, this provides the base for calculating the average time to resolution of issues in the work log (minutes) throughout the Department and the Office of the Lieutenant Governor.

3. Use:

This information will be used for management and program budgeting purposes. It is baseline information needed to determine how successful the department is in achieving established program objectives.

4. Clarity:

An objective is considered achieved if its key indicator meets or exceeds the target or falls within the 5% allowable variance.

5. Data Source, Collection and Reporting:

This data is taken from the annual Operational Plan for each agency within the Department of Culture, Recreation and Tourism and Office of the Lieutenant Governor.

6. Calculation Methodology:

Simple count.

7. Scope:

This is a total of all objectives in the Department of Culture, Recreation and Tourism.

8. Caveats:

None.

9. Accuracy, Maintenance, Support:

This is an actual count and is therefore valid, reliable and accurate.

10. Responsible Person:

Undersecretary: Nancy M. Watkins (225) 342-8201; nwatkins@crt.la.gov

PERFORMANCE INDICATOR DOCUMENTATION

Program: Management and Finance

Activity: Management and Finance

State Outcome Goal: Transparent, Accountable and Effective Government

Objective: 1 – Through 2028, maximize human resource capital, enhance information technology and ensure fiscal reliability to the Department and the Office of the Lieutenant Governor.

Indicator Name: Number of repeat reportable audit findings

LaPAS PI Code: 6431

1. Type and Level:

Outcome – Key

2. Rationale, Relevance, Reliability:

This indicator was chosen because it is a valid indication of the success of the efforts of the Office of Management and Finance toward ensuring fiscal reliability of the Department of Culture, Recreation and Tourism and the Office of the Lieutenant Governor.

3. Use:

This measurement will indicate to the Office of Management and Finance whether or not it is providing accountable, accurate and readily accessible data and services to its customers in accordance with established policy and procedures, and will provide management with the opportunity to take corrective action where necessary.

4. Clarity:

None

5. Data Source, Collection and Reporting

This is a count of repeat audit findings contained in the audit report on the department issued by the Office of the Legislative Auditor.

6. Calculation Methodology:

The number of repeat reportable audit findings will be counted.

7. Scope:

The figure is an absolute value.

8. **Caveats:**
An audit review on the department as a whole may not be conducted every year.
9. **Accuracy, Maintenance, Support:**
This is an actual count, verifiable through the Office of the Legislative Auditor.
10. **Responsible Person:**
Undersecretary: Nancy M. Watkins; (225) 342-8201; nwatkins@crt.la.gov

PERFORMANCE INDICATOR DOCUMENTATION

Program:	Louisiana Seafood Promotion and Marketing Board
Activity:	Louisiana Seafood Promotion and Marketing
State Outcome Goal:	Transparent, Accountable and Effective Government
Objective:	1– To assist Louisiana's initiatives for economic development, natural resource development and hurricane recovery. The Board assists the seafood industry through product promotion and market development, to enhance the economic well-being of the industry, our citizens and commercial users
Indicator Name:	Number of requests and inquires for Louisiana seafood to be supplied and promoted at events, tradeshows, and other promotional gatherings.

Indicator LaPAS PI Code: 15162

- 1. Type and Level:**
Outcome – Key
- 2. Rationale, Relevance, and Reliability:**
Promoting and marketing Louisiana seafood relies upon LSPMB getting in front of consumers to educate and offer sampling opportunities.
- 3. Use:**
Number of events indicates that LSPMB is not relying just upon media to reach consumers. This demonstrates that staff is using their time for a variety of outreach opportunities.
- 4. Clarity:**
Events, promotions and trade shows include national seafood shows, trade missions, product demonstrations, and other food centric shows/festivals/events
- 5. Data Source, Collection and Reporting:**
Records are maintained internally by staff as events are completed.
- 6. Calculation Methodology:**
Straight count
- 7. Scope:**
Aggregated total

8. **Caveats:**
None
9. **Accuracy, Maintenance, Support:**
This indicator is an actual count by staff.
10. **Responsible Person:**
Samantha Carroll; (225) 342-0563; scarroll@crt.la.gov

PERFORMANCE INDICATOR DOCUMENTATION

Program: Louisiana Seafood Promotion and Marketing Board

Activity: Louisiana Seafood Promotion and Marketing

State Outcome Goal: Transparent, Accountable and Effective Government

Objective: 1 – To assist Louisiana's initiatives for economic development, natural resource development and hurricane recovery. The Board assists the seafood industry through product promotion and market development, to enhance the economic well-being of the industry, our citizens and commercial users

Indicator Name: Number of Visitors to the web site

Indicator LaPAS PI Code: 15163

1. **Type and Level:**
Outcome – Key
2. **Rationale, Relevance, and Reliability:**
Visitors to our web site learn about Louisiana seafood, why it is a preferred product and how to prepare it. They also have an opportunity to sign up to go into our data base. Impressions from visitors also indicates the success of our marketing campaigns that are designed to bring them to us.
3. **Use:**
Areas of the site that visitors go to are analyzed and allow us to identify what interests them the most. That helps shape future campaigns and outreach. For examples recipes get much more attention than ecology.
4. **Clarity:**
Events, promotions and trade shows include national seafood shows, trade missions, product demonstrations, and other food centric shows/festivals/events
5. **Data Source, Collection and Reporting:**
Number of visitors is constantly being analyzed by Trumpet Advertising. They keep the stats that are reported to us quarterly or more frequently if requested.
6. **Calculation Methodology:**
It is an actual count of visitors through the advertising agency

- 7. Scope:**
It is an aggregated number.
- 8. Caveats:**
None
- 9. Accuracy, Maintenance, Support:**
This indicator is an actual count provided by the advertising agency.
- 10 Responsible Person:**
Samantha Carroll; (225) 342-0563; scarroll@crt.la.gov

PERFORMANCE INDICATOR DOCUMENTATION

Program: Louisiana Seafood Promotion and Marketing Board

Activity: Louisiana Seafood Promotion and Marketing

State Outcome Goal: Transparent, Accountable and Effective Government

Objective: 1 To assist Louisiana's initiatives for economic development, natural resource development and hurricane recovery. The Board assists the seafood industry through product promotion and market development, to enhance the economic well-being of the industry, our citizens and commercial users.

Indicator Name: Number of promotional and special events where Louisiana seafood has been supplied for consumption by event attendees.

Indicator LaPAS PI Code: 15164

1. **Type and Level:**
Outcome – Key
2. **Rationale, Relevance, Reliability:**
Assisting retailers and restaurants in marketing of Louisiana seafood is key to our strategy. These entities are given the opportunity to order materials to use in their establishments that will help to entice customers and increase sales.
3. **Use:**
Stores and restaurants repeating their orders is an indication that the materials are assisting in their sales efforts.
4. **Clarity:**
Events, promotions and trade shows include national seafood shows, trade missions, product demonstrations, and other food centric shows/festivals/events
5. **Data Source, Collection and Reporting:**
Records are maintained internally by staff as events are completed.
6. **Calculation Methodology:**
Standard count
7. **Scope:**
Total is aggregated and can be broken down by particular items ordered.

8. **Caveats:**
None
9. **Accuracy, Maintenance, Support:**
This indicator is an actual count by staff.
10. **Responsible Person:**
Samantha Carroll; (225) 342-0563; scarroll@crt.la.gov

OFFICE OF STATE LIBRARY

PERFORMANCE INDICATOR DOCUMENTATION

Program: Library Services

Activity: Services to Government and Citizens

Objective: 1 – Increase usage of the State Library collections and services by at least 2% by 2028.

Indicator Name: Number of items accessed from State Library collections

Indicator LaPAS PI Code: 21892

1. **Type and Level:**
Output and Key indicator
2. **Rationale, Relevance, Reliability:**
The State Library provides many services including the ability to check out and borrow materials, obtain answers to reference questions, use public access computers, access the archival collection, and attend events. We believe that measuring the number of items checked out from the State Library's collection, as well as those used in the State Library, will reveal the usefulness and appropriateness of the materials in the collection and will show that we are meeting user needs.
3. **Use:**
This indicator will reveal how well we are meeting the needs of users (state employees, agencies, elected officials, and general public via public library interlibrary loan). It will be used for budgeting purposes.
4. **Clarity:**
Indicator is self-explanatory.
5. **Data Source, Collection and Reporting:**
Source of the data is the Library's automated system. This captures all materials checked out from the library and includes both in person check-outs as well as items loaned via interlibrary loan. Library staff in the Louisiana Department and Reference Department also collect statistics on items used in-house which cannot be circulated.
6. **Calculation Methodology:**
Sum of all items checked out plus the sum of non-circulating items used in-house.
7. **Scope:**
The sum on a monthly basis may be broken out by borrower type for circulated items. But, for our purposes here, we will report the aggregated sum.
8. **Caveats:**
This number, since it originates from an automated system, is accurate. It does not, however, measure whether the borrower read and benefited from the item. Number of in-house use items is dependent on staff keeping track of requests.

9. Accuracy, Maintenance, Support:

Circulation data (number of items loaned/checked out) is a standard library measure and is reported on a national level to several agencies.

10. Responsible Person:

Coordinator of Access Services; Kytara Gaudin; (225) 342-4920; kgaudin@slol.lib.la.us

PERFORMANCE INDICATOR DOCUMENTATION

Program: Library Services

Activity: Services to Government and Citizens

Objective: 1 – Increase usage of the State Library collections and services by at least 2% by 2028.

Indicator Name: Number of reference inquiries at the State Library

Indicator LaPAS PI Code: 1263

1. Type and Level:

Output and Key indicator

2. Rationale, Relevance, Reliability:

The State Library provides many services including the ability to check out materials, obtain answers to reference questions, use public access computers, and attend events. We believe that measuring the number of questions asked via all methods of communication (phone, mail, in person, email) will reveal the usefulness and appropriateness of the materials in the collection as well as the skill of the staff in serving customers and will show that we are meeting user needs.

3. Use:

This indicator will reveal how well we are meeting the needs of users (state employees, those incarcerated, state agencies, the general public and providing backup support for public library reference services). It will be used for budgeting purposes.

4. Clarity:

A "reference question" is defined as any request for assistance or information received at a reference desk of the State Library either in person or via email, phone or regular mail. Questions may be as simple as requesting assistance with a public access computer or as complex as researching elusive federal or state legislation.

5. Data Source, Collection and Reporting:

Number of reference questions is recorded on an ongoing basis at each service desk. On a monthly basis, they are added up and recorded on a monthly statistical report.

6. Calculation Methodology:

This measure is the sum of all questions received at the Reference Desk and the Louisiana Department Desk.

7. Scope:

The sum on a monthly basis is broken out by Louisiana Reference versus General Reference. But, for our purposes here, we will report the aggregated sum.

8. Caveats:

This number, since it originates from staff remembering to mark down number of questions as they occur may not be exactly accurate. In addition, it does not indicate whether the questions were answered correctly.

9. Accuracy, Maintenance, Support:

Counting reference questions is a standard library measure and is reported on a national level to several agencies.

10. Responsible Person:

Head of Reference Department; Michael Golrick; (225) 342-4917; mgolrick@slol.lib.la.us

PERFORMANCE INDICATOR DOCUMENTATION

Program: Library Services

Activity: Services to Government and Citizens

Objective: 1 – Increase usage of the State Library collections and services by at least 2% by 2028.

Indicator Name: Number of attendees at annual LA Book Festival

Indicator LaPAS PI Code: 22339

1. Type and Level:

Outcome and Key indicator

2. Rationale, Relevance, Reliability:

The State Library provides many services including the ability to check out materials, obtain answers to reference questions, use public access computers and attend events. The annual Louisiana Book Festival is the premier public event hosted by the State Library. We believe that measuring attendance will reflect the overall success of the event.

3. Use:

This indicator will reveal how well we are publicizing the Book Festival and whether we are providing interesting and engaging activities to attract attendees.

4. Clarity:

An attendee is defined as someone who attends any of the Book Festival events, including author reception, workshops, children's activities, book talks, musical events, and outreach events.

5. Data Source, Collection and Reporting:

Data is collected at each event and the total reported once per year, usually in the last quarter of the fiscal year.

6. Calculation Methodology:

This measure is the sum of all attendance at all Book Festival events.

7. Scope:

Some demographic information (age, gender, family income, level of education, race) is gathered on evaluation forms, but only a portion of attendees fill out the forms.

8. Caveats:

This number, since it originates from room monitors and staff remembering to mark down number of attendees at each event may not be completely accurate. People may be counted twice, but this is the accepted way to estimate attendance for these events.

9. Accuracy, Maintenance, Support:

Attendance at each event is measured by “counting heads” once the event is underway. Room monitors and staff count and report the results. The same method of reporting has been used for each annual Book Festival.

10. Responsible Person:

Center for the Book Director; Jim Davis; (225) 342-9714; jdavis@slol.lib.la.us

PERFORMANCE INDICATOR DOCUMENTATION

Program: Library Services

Activity: Services to Government and Citizens

Objective: 1 – Increase usage of the State Library collections and services by at least 2% by 2028.

Indicator Name: Number of digital items added to electronic collections

Indicator LaPAS PI Code: 25412

1. Type and Level:

Output and Key indicator

2. Rationale, Relevance, Reliability:

The State Library provides many services including the ability to check out materials, obtain answers to reference questions, use public access computers and attend events. The State Library is mandated to gather and provide perpetual access to all born digital state public documents. The State Library also collects Louisiana historical items. Counting the number of digital items added to the State Library's electronic collections will measure the State Library's success in providing and preserving state resources. It will also reflect the direction of most state agencies in replacing print with electronic publications.

3. Use:

This indicator will reveal the State Library's success in fulfilling this mandate as well as show the move to replace print with electronic by most state agencies. Also, increased access to electronic items will benefit all citizens by making information, especially state historical and governmental information, more accessible to them.

4. Clarity:

A digital item includes all digital public documents, photographs, serials, images, art, etc., added by the State Library to our electronic collections.

5. Data Source, Collection and Reporting:

A monthly report of total number of items in the electronic collections can be produced. By subtracting the previous month's total from the current month's total, the number of new items added that month can be calculated.

6. Calculation Methodology:

This measure is the sum of all digital items added.

7. Scope:

The sum of items added by month is tracked on a spreadsheet, but will be reported here quarterly.

8. Caveats:

This number, since it originates from staff entering items into a spreadsheet, may not always be entirely accurate. However, in the departmental workflow, there are several checkpoints such that an error is unlikely. Also, since some agencies are slow to deliver documents, the number may not reflect all the items published, just those delivered to the State Library.

9. Accuracy, Maintenance, Support:

Each document is tracked on a spreadsheet when it arrives. The spreadsheet is reliable.

10. Responsible Person:

Head of Technical Services, Lesli Gray; (225) 342-4938; lgray@slol.lib.la.us

PERFORMANCE INDICATOR DOCUMENTATION

Program: Library Services

Activity: Services to Government and Citizens

Objective: 1 – Increase usage of the State Library collections and services by at least 2% by 2028.

Indicator Name: Number of uses of State Library wireless connectivity

Indicator LaPAS PI Code: 25413

1. Type and Level:

Outcome and Key indicator

2. Rationale, Relevance, Reliability:

The State Library provides many services including the ability to check out materials, obtain answers to reference questions, use public access computers and attend events. Measuring the increased use of wireless technology will show ways in which the State Library is meeting a community need.

3. Use:

This indicator will reveal ways that the State Library is meeting user needs. More and more users are coming into the library with their own laptops and mobile devices.

4. Clarity:

A “use” is defined as a user clicking on a specially-designed policy page on a library wireless access point. Each time a user clicks on the policy page, it will count as one use.

5. Data Source, Collection and Reporting:

Specially-prepared wireless access points have been modified to capture this information.

6. Calculation Methodology:

The sum of all uses of the wireless connection is reported.

7. Scope:

This represents just the usage of the State Library’s wireless connection. It includes all accesses by individual laptops and mobile devices.

8. Caveats:

If the access spot is down, no data will be captured until someone reports the outage.

9. Accuracy, Maintenance, Support:

The State Library’s count of usage is very valid and mostly reliable and accurate. Sometimes attempted usage may not be adequately captured if the Wi-Fi connection is down and no one reports it.

10. Responsible Person:

Head, Information Technology; Jeirico Howard; (225) 342-4919; jhoward@slol.lib.la.us

PERFORMANCE INDICATOR DOCUMENTATION

Program: Library Services

Activity: Services to Public Libraries

Objective: 2 – Increase usage of public library resources by 5% by 2028.

Indicator Name: Number of electronic resource searches [Revised Indicator Name]

Indicator LaPAS PI Code: 21896

1. Type and Level:

Output and Key indicator

2. Rationale, Relevance, Reliability:

The State Library provides many services for public libraries including an interlibrary loan system, statewide subscriptions to informational electronic resources, and assistance with E-rate to obtain broadband and networking services and equipment. We believe that measuring usage of the interlibrary loan system, statewide electronic resources, public access computers, and free wi-fi in public libraries shows the benefit and return on investment in these services. Electronic resource searches reveal the number of times a user has executed a search in one of the statewide electronic resources.

3. Use:

Statewide electronic resource usage statistics are reviewed by the OSL Database Advisory Committee to determine which electronic resources will be renewed and if new ones need to be added.

4. Clarity:

A search is defined as accessing one of the statewide electronic resources.

5. Data Source, Collection and Reporting:

Data is derived from usage reports received from each vendor.

6. Calculation Methodology:

This measure is the sum of all searches reported by all vendors.

7. Scope:

OSL receives and reports aggregated usage from each vendor. Once per year, the overall usage by individual library is available in the print annual *Public Library Statistical Report*.

8. Caveats:

This number, since it originates from various vendors is dependent upon how the vendor defines and reports a "search." There are endeavors which attempt to require vendors to all adhere to the same definition of a search, but at this time, interpretation of vendor reports is sometimes unclear.

9. Accuracy, Maintenance, Support:

Electronic resource usage statistics are a standard library measure reported on a national level to several agencies. While not all vendors report usage in the same way, tracking usage year-over-year from the same vendor will provide information about increases/decreases in usage of that resource.

10. Responsible Person:

Library Consultant; Riley Bordelon; (225) 342-0798; rbordelon@slol.lib.la.us

PERFORMANCE INDICATOR DOCUMENTATION

Program: Library Services

Activity: Services to Public Libraries

Objective: 2 – Increase usage of public library resources by 5% by 2028.

Indicator Name: Number of items borrowed and loaned among public libraries
[Revised Indicator Name]

Indicator LaPAS PI Code: 21891

1. Type and Level:

Output and Key indicator

2. Rationale, Relevance, Reliability:

The State Library provides many services for public libraries including an interlibrary loan system, statewide subscriptions to informational electronic resources, and assistance with E-rate to obtain broadband and networking services and equipment. We believe that measuring usage of the interlibrary loan system, statewide electronic resources, public access computers, and free wi-fi in public libraries shows the benefit and return on investment in these services. This measure shows the number of items public libraries loan and borrow among themselves.

3. Use:

Statistics are reviewed by the OSL Interlibrary Loan Advisory Committee to determine which libraries are using the system, if additional training is needed in a particular area, and to assess how much the local libraries promote and advertise the service.

4. Clarity:

An interlibrary loan is defined as one item requested and supplied within the framework of the statewide interlibrary system.

5. Data Source, Collection and Reporting:

Data is derived from usage reports received from the interlibrary loan vendor.

6. Calculation Methodology:

This measure is the sum of all items in the statewide system with a status of “shipped”, minus those items “shipped” from the State Library.

7. Scope:

The interlibrary loan system vendor supplies OSL with a report showing usage by type of transaction as well as by library. For our purposes, only the aggregate number of items “shipped” among public libraries is reported.

8. Caveats:

This number is accurate in that it reports the total items requested and supplied via the statewide system. However, it does not reveal the number of requests that are processed, but not filled, due to the items being checked out. Many of the latter items are then requested from the State Library to be borrowed from the OSL collection or from out-of-state, using a national automated system.

9. Accuracy, Maintenance, Support:

Data is accurate since it is derived from the vendor's automated system. Numbers of items actually loaned may be higher because subject requests, while they come in on the system, are not supplied via the system. Thus, not all subject requests which are fulfilled get counted.

10. Responsible Person:

Coordinator of Access Services; Kytara Gaudin; (225) 342-4920; kgaudin@slol.lib.la.us

PERFORMANCE INDICATOR DOCUMENTATION

Program: Library Services

Activity: Services to Public Libraries

Objective: 2 – Increase usage of public library resources by 5% by 2028.

Indicator Name: Number of uses of public access computers in public libraries

Indicator LaPAS PI Code: 21899

1. Type and Level:

Outcome and Key indicator

2. Rationale:

The State Library provides many services for public libraries including an interlibrary loan system, statewide subscriptions to informational electronic resources, and assistance with E-rate to obtain broadband and networking services and equipment. We believe that measuring usage of the interlibrary loan system, statewide electronic resources, public access computers, and free wi-fi in public libraries shows the benefit and return on investment in these services. This measure shows how many times users come in to a public library anywhere in the state and sit down to use a public access computer.

3. Use:

Statistics are used by the public libraries to assess whether additional computers and/or bandwidth are needed. The State Library uses the statistics to gauge usage of technology and how much overall usage of public libraries is increasing.

4. Clarity:

A “public access computer use” is defined as a patrons signing up for a session at a public library. It does not include patron use of personal computers or devices inside the library.

5. Data Source, Collection and Reporting:

Data is derived from computer registration systems in use at individual libraries. The most accurate count is reported once per year in the annual *Public Library Statistical Report*. These numbers, reported in the 4th quarter of each fiscal year, represent data from the previous calendar year.

6. Calculation Methodology:

This represents the sum of all usage figures reported by all public libraries.

7. Scope:

Data is available by individual library in the print annual *Public Library Statistical Report*. For our purposes, we report only the aggregated number.

8. Caveats:

This number is accurate in that it reports the number of times users have signed up to use a public access computer at a public library. It is assumed that the usage may be under-reported since there may be times in libraries when there are computers available and people do not need to sign up in advance. It is not clear if all of these uses are counted.

9. Accuracy, Maintenance, Support:

Data is considered reasonably accurate since most libraries require that patrons sign up for a computer in advance. The names are counted and recorded and then the sheets destroyed to protect the patron's individual privacy. Tracking data over time within one institution will reveal increased / decreased traffic and usage.

10. Responsible Person:

Head of Reference Services, Michael Golrick (225) 342-4917; mgolrick@slol.lib.la.us

PERFORMANCE INDICATOR DOCUMENTATION

Program: Library Services

Activity: Services to Public Libraries

Objective: 2 – Increase usage of public library resources by 5% by 2028.

Indicator Name: Number of uses of public library wireless hotspots

Indicator LaPAS PI Code: 25414

1. Type and Level:

Outcome and Key indicator

2. Rationale:

The State Library provides many services for public libraries including an interlibrary loan system, statewide subscriptions to informational electronic resources, and assistance with E-rate to obtain broadband and networking services and equipment. We believe that measuring usage of the interlibrary loan system, statewide electronic resources, public access computers, and free wi-fi in public libraries shows the benefit and return on investment in these services. This measure shows how many times users come in to a public library anywhere in the state and use the free wireless connectivity it provides.

3. Use:

This indicator will reveal ways that public libraries are meeting user needs. Today, many users come into the library with their own laptops and mobile devices.

4. Clarity:

A “use” is defined as a user clicking on a specially-designed policy page on a library wireless access point. Each time a user clicks on the policy page, it will count as one use.

5. Data Source, Collection and Reporting:

Specially-prepared wireless access points capture this information. Some public libraries have purchased special software to capture these statistics. The most accurate count is reported once per year in the annual *Public Library Statistical Report*. These numbers, reported in the 4th quarter of each fiscal year, represent data from the previous calendar year.

6. Calculation Methodology:

The sum of all uses of the wireless connection is reported. Although data is collected for each individual public library system, only the aggregate is reported here.

7. Scope:

This represents the reported usage of wireless connectivity in all public libraries in the state. It includes all accesses by individual laptops and mobile devices.

8. Caveats:

If the access spot is down, no data will be captured until someone reports the outage.

9. Accuracy, Maintenance, Support:

Public libraries that are using specially-designed access points provided by the State Library will provide valid and mostly reliable and accurate data. Some libraries provide their own systems' data. In addition, in all libraries, unsuccessful logons may not be adequately captured if the Wi-Fi connection is down and no one reports it.

10. Responsible Person:

Head, Information Technology; Jeirico Howard; (225) 342-4919; jhoward@slol.lib.la.us

PERFORMANCE INDICATOR DOCUMENTATION

Program: Library Services

Activity: Services to Public Libraries

Objective: 2 – Increase usage of public library resources by 5% by 2028.

Indicator Name: Number of online tutoring engagements.

Indicator LaPAS PI Code: 24337

1. Type and Level:

Outcome and Key indicator

2. Rationale:

The State Library provides many services for public libraries including an interlibrary loan system, statewide subscriptions to informational electronic resources, and assistance with E-rate to obtain broadband and networking services and equipment. We believe that measuring usage of the interlibrary loan system, statewide electronic resources, public access computers, and free wi-fi in public libraries shows the benefit and return on investment in these services. As part of these services, the State Library offers online after-school tutoring sessions for students from kindergarten through basic college level. This service also provides one-on-one assistance for job seekers with resume writing and interview preparation. This indicates OSL's commitment to the overall educational attainment of our population.

3. Use:

Statistics are used to measure level of interest in and need for this service. Increased usage will reflect success in outreach efforts and responsiveness of the service to the users.

4. Clarity:

Online tutoring engagements include all of the usage of the service: tutoring sessions, accounts created, tutoring additions, practice quizzes, previous session views, SkillsCenter searches, video views, and SAT/ACT practice.

5. Data Source, Collection and Reporting:

Data is derived from an online monthly statistical report from the vendor.

6. Calculation Methodology:

This is the sum of all of the tutoring sessions, accounts created, tutoring additions, practice quizzes, previous session views, SkillsCenter searches, video views, and SAT/ACT practice.

7. Scope:

This indicator is the statewide usage, but the vendor also provides usage reports by grade level, by public library, and by subject.

8. Caveats:

None

9. Accuracy, Maintenance, Support:

Data will be reliable, valid and accurate since it is gathered electronically and reported by the vendor.

10. Responsible Person:

Riley Bordelon, Library Consultant, 342-0798, rbordelon@slol.lib.la.us

PERFORMANCE INDICATOR DOCUMENTATION

Program: Library Services

Activity: Services to Public Libraries

Objective: 3 – Provide a minimum of 90 educational opportunities per year for public library staff to improve and enhance their abilities to meet the needs of their communities.

Indicator Name: Number of library systems receiving consultations and site visits

Indicator LaPAS PI Code: 21894

1. Type and Level:

Output and Key indicator

2. Rationale:

The State Library professional staff provides advice and information on a daily basis via telephone and email. There are times when we need to schedule more in-depth consults and assistance and conduct face-to-face assessments of each public library system and their network as part of an overall strategy to improve library services at the local level and to make sure that all public library staff are able to fully utilize the tools and resources available to them from the State Library.

3. Use:

Statistics are used to assess productivity in both the Library Development Division and the Information Technology Department of the State Library. We will also use the data to make sure that we are advising and visiting all areas of the state and are not too focused on any one area.

4. Clarity:

A consultation is defined as scheduled individual or small group assistance to a public library provided by State Library staff for purposes of assessing quality of services, to assess viability of technology infrastructure or to provide expert advice on a particular library topic. A site visit is defined as State Library staff going on site at a public library for purposes of assessing quality of services, to assess viability of technology infrastructure or to provide expert advice on a particular library topic.

5. Data Source, Collection and Reporting:

Data is derived from an online monthly statistical report.

6. Calculation Methodology:

This is the sum of all consultations and visits to each library system. For consultations, consultations with multiple occurrences on the same topic or that involve follow-up communication and assistance will count as one consultation. For site visits, visits over multiple days or to multiple branches in the same library system will count as one visit.

7. Scope:

Individual consultations and visits are recorded, but only the aggregated total number of systems visited is reported.

8. Caveats:

There may be some ambiguity over whether it should be considered a consultation or site visit or training or presentation; we will have to make sure all staff is aware of the definitions.

9. Accuracy, Maintenance, Support:

Data will be reliable and accurate since consultations and site visits must be planned and approved in advance. There may be some ambiguity about some, i.e. whether to treat them as consultations or site visits or if would be a training or presentation. Staff will need training on how to record correctly.

10. Responsible Person:

Associate State Librarian; Jessica Styons; (225) 342-4931; jstyons@slol.lib.la.us

PERFORMANCE INDICATOR DOCUMENTATION

Program: Library Services

Activity: Services to Public Libraries

Objective: 3 – Provide a minimum of 90 educational opportunities per year for public library staff to improve and enhance their abilities to meet the needs of their communities.

Indicator Name: Number of workshops held

Indicator LaPAS PI Code: 14869

1. Type and Level:

Output and Key indicator

2. Rationale:

The State Library's Library Development Division provides training and consulting opportunities for public library staff. Many library directors are not trained librarians and rely on the educational opportunities offered by the State Library to teach them how to provide basic library services to their communities. Counting the number of educational opportunities presented measures the amount of training available to public library staff. This also measures appropriateness of topic, time and location since we will cancel a workshop (and it will not be counted) if there are not enough participants.

3. Use:

Statistics are used to assess productivity of the Library Development Division of the State Library and how well we are addressing public library staff training needs.

4. Clarity:

A workshop is defined as an educational opportunity that is designed to teach or convey in a formal setting, whether in-person or web-based, a body of information or skills to the attendees. This is different from a presentation, consultation, or site visit.

5. Data Source, Collection and Reporting:

Data is derived from an online monthly statistical report.

6. Calculation Methodology:

This is the sum of all workshops held.

7. Scope:

Individual workshops are recorded, but only the aggregated total is reported.

8. Caveats:

There may be some ambiguity between workshops, presentations, consultations, and site visits; we will have to make sure all staff are aware of the definitions.

9. Accuracy, Maintenance, Support:

Data will be reliable and accurate since workshops are scheduled in advance and registrations accepted. There may be some ambiguity about what constitutes a workshop

rather than a presentation or site visit. A workshop will typically have expected educational outcomes and requires registration.

10. Responsible Person:

Associate State Librarian; Jessica Styons; (225) 342-4932; jstyons@slol.lib.la.us

PERFORMANCE INDICATOR DOCUMENTATION

Program: Library Services

Activity: Services to Public Libraries

Objective: 3 – Provide a minimum of 90 educational opportunities per year for public library staff to improve and enhance their abilities to meet the needs of their communities.

Indicator Name: Number of attendees at workshops

Indicator LaPAS PI Code: 14870

1. Type and Level:

Output and Key indicator

2. Rationale:

The State Library provides training and consulting opportunities for public library staff. Many library directors are not certified librarians and rely on the educational opportunities offered by the State Library to teach them how to provide basic library services to their communities. Also, many library staff do not have library skills and/or education and rely on the State Library training to improve and develop these skills. Counting the number of attendees at these educational opportunities reflects the appropriateness of the topic, location and time and their prior experience with the quality and usefulness of OSL-sponsored workshops.

3. Use:

Statistics are used to assess productivity of the Library Development Division of the State Library and the effectiveness of scheduling and appropriateness of topic.

4. Clarity:

A workshop attendee is defined as a participant in a workshop. Staff who are there only to handle logistics are not counted.

5. Data Source, Collection and Reporting:

Data is derived from an online monthly statistical report.

6. Calculation Methodology:

This is the sum of attendance at all workshops held.

7. Scope:

Individual workshops and attendance are recorded, but only the aggregated total is reported.

8. Caveats:

Sometimes we hire outside trainers and we depend on them to obtain accurate attendance figures and report them to us.

9. Accuracy, Maintenance, Support:

Data will be reliable and accurate since workshops are scheduled in advance and attendees must register in advance to attend. There may be some discrepancies between the number

of people who register for a workshop and the number that actually attend. We will count actual attendance, not registrations.

10. Responsible Person:

Associate State Librarian; Jessica Styons; (225) 342-4932; jstyons@slol.lib.la.us

PERFORMANCE INDICATOR DOCUMENTATION

Program: Library Services

Activity: Services to Special Populations

Objective: 4 – By 2028, provide 160,000 items per year to special populations and maintain participation in reading programs at no less than 110,000 per year.

Indicator Name: Number of participants in Summer Reading Program

Indicator LaPAS PI Code: 20735

1. Type and Level:

Output and Key indicator

2. Rationale:

Reporting number of children, teens, and adults enrolled in various reading programs reflects the popularity of these programs, their attractiveness to participants of all ages, and OSL's success in obtaining buy-in from the public libraries. OSL provides the theme, masters for materials, and statewide coordination. Local public libraries actually implement the annual Summer Reading Program for their users. Tracking number of participants registered or enrolled shows success of the program.

3. Use:

Statistics are used to assess success of the Summer Reading Program.

4. Clarity:

A participant is defined as any child, teen, or adult who signs up for the Summer Reading Program; this covers all ages.

5. Data Source, Collection and Reporting:

Each public library maintains statistics on number of children/teens registered and reports it once per year in early Fall to the State Library.

6. Calculation Methodology:

This is the sum of registrations at all public libraries.

7. Scope:

Individual libraries report to OSL the number of participants, but OSL reports only the aggregated total. Data is available on number of children and teens participating, but not reported.

8. Caveats:

OSL is dependent upon the libraries to keep accurate statistics. Also, this number does not reflect the percentage of children/teens that actually complete the programs.

9. Accuracy, Maintenance, Support:

This indicator has been used for many years to track success of the programs. Examination of year-over-year data reveals increases and decreases in participation.

10. Responsible Person:

Children and Teen Services Consultant; Megan Thomas; (225) 342-9716;

mthomas@slol.lib.la.us

PERFORMANCE INDICATOR DOCUMENTATION

Program: Library Services

Activity: Services to Special Populations

Objective: 4 – By 2028, provide 160,000 items per year to special populations and maintain participation in reading programs at no less than 110,000 per year.

Indicator Name: Number of participants in LA Readers' Choice Program
[Revised Indicator Name]

Indicator LaPAS PI Code: 21895

- 1. Type and Level:**
Output and Key indicator
- 2. Rationale:**
Reporting number of children, teens, and adults enrolled in various reading programs reflects the popularity of these programs, their attractiveness to participants of all ages, and OSL's success in obtaining buy-in from the public libraries. For LRC, OSL provides the reading list and statewide coordination. Local public libraries and schools promote and publicize the program to their communities.
- 3. Use:**
Statistics are used to assess success of the LRC Program; in addition, children and teens vote on their favorite book and an annual award is presented to the author.
- 4. Clarity:**
An enrolled child or teen is one who reads the required number of books from the published list and votes on his or her favorite book. Numbers represent total votes.
- 5. Data Source, Collection and Reporting:**
Teachers gather votes in their classes and go to an online form on the OSL website to report votes. In some areas, schools use real voting machines on loan from the Secretary of State to capture votes; then the teachers report the votes online or fax the votes to the State Library. Votes are also received from libraries and individuals through the online form or fax.
- 6. Calculation Methodology:**
This is the total number of all votes cast.
- 7. Scope:**
Votes are accepted from schools, libraries, and individuals statewide. They report to OSL the number of votes for each book, but OSL reports only the aggregated total.
- 8. Caveats:**
OSL is dependent upon the teachers, libraries, and individuals to report accurate votes. It is also dependent upon the delivery systems used to obtain the results, i.e. fax and online systems to be up and running properly.

9. Accuracy, Maintenance, Support:

This indicator has been used for many years to track success of the programs. Examination of year-over-year data reveals increases and decreases in participation.

10. Responsible Person:

Children and Teen Services Consultant; Megan Thomas; (225) 342-9716;

mthomas@slol.lib.la.us

PERFORMANCE INDICATOR DOCUMENTATION

Program: Library Services

Activity: Services to Special Populations

Objective: 4 – By 2028, provide 160,000 items per year to special populations and maintain participation in reading programs at no less than 110,000 per year.

Indicator Name: Number of books read by LA Readers' Choice Program participants

Indicator LaPAS PI Code: 26421

- 1. Type and Level:**
Output and Key indicator
- 2. Rationale:**
Reporting number of children, teens, and adults enrolled in various reading programs reflects the popularity of these programs, their attractiveness to participants of all ages, and OSL's success in obtaining buy-in from the public libraries. For LRC, OSL provides reading lists and statewide coordination. Local public libraries and schools promote and publicize the program to their communities.
- 3. Use:**
Statistics are used to assess success of the LRC Program; in addition, children and teens vote on their favorite book and an annual award is presented to the author.
- 4. Clarity:**
This is the number of books read by children and teens in the LRC Program.
- 5. Data Source, Collection and Reporting:**
State Library staff calculate the number of books read from the number of participants in the program which is reported by schools, libraries, and individuals.
- 6. Calculation Methodology:**
To be able to vote, children participating in the Louisiana Young Readers' Choice Program (grades three through eight) must read at least three books off of the nominated lists; teens participating (grades nine through twelve) must read at least two books off of the nominated list. This number is calculated by taking the number of LYRC participants and multiplying it by three, taking the number of LTRC participants and multiplying it by two, then adding these together to get the total number of books read.
- 7. Scope:**
OSL reports only the aggregated totals; it doesn't collect information by participant.
- 8. Caveats:**
This number is extrapolated from the votes and the program requirements; there is no way to verify if children or teens read the required number of books before voting.

9. Accuracy, Maintenance, Support:

This data cannot be verified but is tracked consistently by State Library staff. Online voting has been made easier, and staff have been able to gather this information directly from participants which makes the numbers more accurate.

10. Responsible Person:

Children and Teen Services Consultant; Megan Thomas; (225) 342-9716;
mthomas@slol.lib.la.us

PERFORMANCE INDICATOR DOCUMENTATION

Program: Library Services

Activity: Services to Special Populations

Objective: 4 – By 2028, provide 160,000 items per year to special populations and maintain participation in reading programs at no less than 110,000 per year.

Indicator Name: Number of items loaned to persons with visual or physical disabilities

Indicator LaPAS PI Code: 21898

- 1. Type and Level:**
Output and Key indicator
- 2. Rationale:**
Reporting number of items circulated reflects the productivity and popularity of the Talking Books and Braille Library (TBBL) program.
- 3. Use:**
Statistics are used to assess success of the TBBL program and are used to track usage.
- 4. Clarity:**
An item circulated could be a talking book, magazine, newsletter, catalog, audiobook, reading machine, or downloaded title loaned to a person with a visual or physical disability or who has a reading disability.
- 5. Data Source, Collection and Reporting:**
Data is extracted from the TBBL automated system, KLAS, and from the national BARD system and is considered accurate.
- 6. Calculation Methodology:**
This is the sum of all items checked out from KLAS including machines, talking books, large print books, etc. It also includes all BARD digital downloads.
- 7. Scope:**
Data for books, machines, and tapes is available, but OSL reports the aggregated total.
- 8. Caveats:**
The technology has changed. Digital cartridges can hold multiple items so a person may read multiple titles but only one item is circulated. Currently, there is no report to accurately count the number of titles on a cartridge, but a new process, Duplication on Demand, is being implemented which will allow us to account for and report these numbers.
- 9. Accuracy, Maintenance, Support:**
This indicator has been used for many years to track success of the program. Examination of year-over-year data reveals increases and decreases in usage.

10. Responsible Person:

Coordinator of Special Services; Shelia Coleman; (225) 342-4942; scoleman@slol.lib.la.us

PERFORMANCE INDICATOR DOCUMENTATION

Program: Library Services

Activity: Services to Public Libraries

Objective: 5 – The State Library will achieve a 90% satisfaction rate in surveys of its users.

Indicator Name: Percentage of public libraries satisfied with OSL services

Indicator LaPAS PI Code: 21897

1. Type and Level:

Quality and Key indicator

2. Rationale:

An annual survey of public library directors will reveal their satisfaction with services offered by OSL. We hope to achieve at least 90% satisfied with services.

3. Use:

Statistics will be used to assess satisfaction with various services and to budget which services should be continued, dropped, or improved to better meet needs. Survey results will be used for planning.

4. Clarity:

Satisfaction is indicated on the survey by those that “strongly agree” or “agree” with positive impact statements about State Library services. Indicator is subjective.

5. Data Source, Collection and Reporting:

Each winter, a survey of public library directors will be conducted and results reported.

6. Calculation Methodology:

This will represent the percentage of respondents to an annual survey that mark either “strongly agree” or “agree” for each OSL service. Formula: (strongly agree + agree) / total surveys completed.

7. Scope:

Although data on non-use and lack of awareness will be available on each service OSL offers, we will report only satisfaction levels at the aggregated level. The survey is sent only to public library directors and only one response is recorded per library system.

8. Caveats:

By nature, a survey instrument is only a snapshot in time and, depending on the respondent, may not truly represent overall satisfaction throughout the year. The survey only goes to public library directors who may not be the target audience or direct user of the service.

9. Accuracy, Maintenance, Support:

Satisfaction is different from usage or awareness of a particular service. We are specifically seeking satisfaction levels, although the survey is designed to indicate if the respondent is unaware or does not use a service.

10. Responsible Person:

Deputy State Librarian; Meg Placke; (225) 342-4925; mplacke@slol.lib.la.us

PERFORMANCE INDICATOR DOCUMENTATION

Program: Library Services

Activity: Services to Public Libraries

Objective: 5 – The State Library will achieve a 90% satisfaction rate in surveys of its users.

Indicator Name: Number of public library technology support incidents handled

Indicator LaPAS PI Code: 25415

1. Type and Level:

Outcome and Key indicator

2. Rationale:

Many public libraries, especially in the rural parishes, do not have dedicated IT staff and rely upon the State Library for technology support and troubleshooting. Measuring the number of incidents to which State Library staff responds will indicate the volume of this activity and how well the State Library is meeting the needs of the public libraries, and, by extension, the general public. Quality and quantity of IT support of public libraries has a direct impact on their satisfaction with State Library services.

3. Use:

Statistics will be used to assess technology needs in geographic areas of the state, to plan technology training as needed and to track support of each library. This measure also shows level of activity in the IT arena.

4. Clarity:

An "incident" is defined as a unique request from a public library for technology assistance.

5. Data Source, Collection and Reporting:

Data will be collected from individual staff members' daily support logs and from the automated incident tracking system.

6. Calculation Methodology:

This will represent sum of all support requests recorded that are related to technology.

7. Scope:

Support incidents will include all public library requests for assistance with networks, routers, wireless, servers, laptops, mobile devices, PCs, Internet connectivity, database connectivity and authentication, software installation and maintenance, best practices, technology training, security, etc. from any one of 340 public library buildings across the state.

8. Caveats:

Staff must remember to log all emails and phone calls that result in technology help for public libraries. Staff may experience some confusion when one call results in multiple

problems reported and need to be trained to report each unique technology problem as a separate incident.

9. Accuracy, Maintenance, Support:

Most tech support requests come in via email or phone calls. Staff already tracks this information to show how much time is devoted to public library support.

10. Responsible Person:

Head, Information Technology; Jeirico Howard; (225) 342-4919; jhoward@slol.lib.la.us

Fiscal Year 2023-2024 through FY 2027-2028

Agency Vision Statement

The State Library of Louisiana is a strategic leader in bringing information resources to the people of Louisiana through cooperation with government entities, partnership with other libraries, technology and superior customer service.

Agency/Program Mission Statement

The State Library of Louisiana inspires and supports literacy and lifelong learning for all Louisianans through access to information, strengthening communities, supporting exceptional library services, and preserving Louisiana's heritage.

Agency Philosophy Statement

The State Library of Louisiana, its Board of Commissioners and staff value:

- Equal access to information for all citizens,
- The literary and cultural heritage of Louisiana,
- Intellectual freedom, and
- Reading.

Agency/Program Goals

In the next five years, the State Library of Louisiana will focus its services and resources on six fundamental priorities: (1) serve state government and libraries by collecting and disseminating public information and providing reference services and library materials; (2) assist public libraries as they continue to be engines for economic growth, educational opportunity, and workforce development in their communities; (3) provide training and consulting to public libraries to support and assist their local advocacy efforts within their communities; (4) meet the informational needs of our blind and physically-handicapped citizens across the state helping them to learn and navigate new technologies and new ways to obtain information; (5) expand the focus on Louisiana materials and continue to provide extraordinary reference services while working to enhance, preserve, and promote the collection; and (6) continue to refine a coordinated program to promote literacy among all ages, especially early childhood, and a lifelong love of reading among Louisianans.

In order to accomplish this, the Office of the State Library will:

Goal I: Provide access to and preserve Louisiana's cultural and literary heritage.

Goal II: Expand services to bring information and resources to Louisiana libraries and into the offices and homes of users through greater use of technology and electronic resources.

Goal III: Enhance the quality of life of Louisiana citizens by increasing awareness and usage of the vast array of available resources in Louisiana libraries, thus fostering economic growth, educational opportunities, and avenues of prosperity.

Goal IV: Foster the ongoing professional development of library staff throughout the state, enabling them to be well informed and competent to provide superior library services to their constituencies.

Goal V: Identify and serve the needs of special populations.

Goal VI: Remain an energetic and relevant organization through continual improvement and ongoing communication with its users while remaining flexible to the ever changing needs of our clients and stakeholders.

PROGRAM OBJECTIVES:

Objective 1: Increase usage of the State Library collections and services by at least 2% by 2028.

Program Activity: Services to Government and Citizens

State Outcome Goal: Education; Economic Growth

Objective 2: Increase usage of public library resources by 5% by 2028.

Program Activity: Services to Public Libraries

State Outcome Goal: Education, Economic Growth, Children and Families

Objective 3: Provide a minimum of 90 educational opportunities per year for public library staff to improve and enhance their abilities to meet the needs of their communities.

Program Activity: Services to Public Libraries

State Outcome Goal: Education, Economic Growth, Children and Families

Objective 4: By 2028, provide 160,000 items per year to special populations and maintain participation in reading programs at no less than 110,000 per year.

Program Activity: Services to Special Populations

State Outcome Goal: Education, Economic Growth, Children and Families

Objective 5: The State Library will achieve a 90% satisfaction rate in surveys of its users.

Program Activity: Services to Public Libraries

State Outcome Goal: Education, Economic Growth, Children and Families

Objective 1: Increase usage of the State Library collections and services by at least 2% by 2028.

Program Activity: Services to Government and Citizens

State Outcome Goal: Education; Economic Growth

Strategies

- 1.1 Enhance, promote and expand the Louisiana Collection.
- 1.2 Expand the role of the Center for the Book in promoting the literary heritage of Louisiana and the value of reading.
- 1.3 Optimize usage of electronic resources.
- 1.4 Work closely with state agencies to facilitate submission of mandated state public documents in a timely manner and in an approved format according to R.S 25:121-124 and L.A.C. 25:VII.

Indicators

Output	Number of items accessed from State Library collections
Output	Number of reference inquiries at the State Library
Outcome	Number of attendees at annual Louisiana Book Festival
Output	Number of digital items added to electronic collections
Outcome	Number of uses of State Library wireless connectivity

Objective 2: Increase usage of public library resources by 5% by 2028.

Program Activity: Services to Public Libraries

State Outcome Goal: Education, Economic Growth, Children and Families

Strategies

- 2.1 Use the statewide electronic resources as the foundation for building a true virtual library.
- 2.2 Continue to supplement the collections of local public libraries through a cost-effective and efficient program of interlibrary loan.
- 2.3 Strengthen information delivery services throughout the state via greater cooperation and / or use of technology.
- 2.4 Reinstate state aid to public libraries to at least \$3M.

Indicators

Output	Number of electronic database searches
Output	Number of items borrowed and loaned among public libraries
Outcome	Number of uses of public access computers in public libraries
Outcome	Number of uses of public library wireless hotspots
Outcome	Number of online tutoring engagements

Objective 3: Provide a minimum of 90 educational opportunities per year for public library staff to improve and enhance their abilities to meet the needs of their communities.

Program Activity: Services to Public Libraries

State Outcome Goal: Education, Economic Growth, Children and Families

Strategies

- 3.1 Continue to increase convenience, quality, and relevance of State Library workshops taught throughout the state to meet specific needs of users.
- 3.2 Partner with other continuing education providers to improve training opportunities for all library staff throughout the state.
- 3.3 Provide consulting to libraries and governing authorities in all areas of library administration including strategic planning, building programs, legislative issues, staff development, funding, statistics-gathering, and program development.
- 3.4 Take a leadership role in encouraging public libraries as anchor institutions to actively promote literacy in their communities.
- 3.5 Continue to offer training to public libraries in assisting and supporting government agencies and institutions.
- 3.6 Continue to enhance effectiveness of online training delivery.
- 3.7 Continue to teach and update certified courses for the Library Support Staff Certification Program; obtain renewal of existing course certifications.
- 3.8 Continue to respond to needs of users by implementing enhancements and changes requested through customer service surveys and ongoing dialogue with users.

Indicators

- | | |
|--------|---|
| Output | Number of library systems receiving consultations and site visits |
| Output | Number of workshops held |
| Output | Number of attendees at workshops |

Objective 4: By 2028, provide 160,000 items per year to special populations and maintain participation in reading programs at no less than 110,000 per year.

Program Activity: Services to Special Populations
State Outcome Goal: Education, Economic Growth, Children and Families

Strategies

- 4.1 Increase outreach efforts to those incarcerated in state institutions.
- 4.2 Increase leadership role in provision of library services to the blind and physically handicapped.
- 4.3 Continue to provide information, materials, training, coordination and promotion for reading programs, including Summer Reading Programs for children, teens, and adults, and Louisiana Readers' Choice Award Program.
- 4.4 Continue to foster a culture of literacy in all that we do.

Indicators

Output	Number of participants Summer Reading Program
Output	Number of participants in LA Readers' Choice Program
Outcome	Number of books read by LA Readers' Choice Program participants
Output	Number of items loaned to person with visual and physical disabilities

Objective 5: The State Library will achieve a 90% satisfaction rate in surveys of its users.

Program Activity: Services to Public Libraries

State Outcome Goal: Education, Economic Growth, Children and Families

Strategies

- 5.1 Continue to provide State Library employees with the technology, training and tools needed to excel at their jobs.
- 5.2 Continue to identify grant opportunities and funding sources for new projects for the State Library and the public libraries.
- 5.3 Improve communication among State Library staff, between State Library and public libraries, among public libraries, and between public libraries and their clients.
- 5.4 Fill a critical Communications position required for the State Library to meet core needs of the public libraries in regards to communications, marketing and promotion.
- 5.5 Upgrade existing State Library facilities as needed to increase functionality, convenience and attractiveness.
- 5.6 Continue robust program of technology support for 340 public libraries by State Library IT staff.
- 5.7 Increase outreach to state employees and agencies to facilitate access to information that will enhance their job performance and agency success.

Indicators

Quality	Percentage of public libraries satisfied with OSL services
Outcome	Number of public library technology support incidents handled

Program Supporting Documentation

A. Description of how the strategic planning process was implemented

The State Library undertakes strategic planning on a continuing basis. Major planning efforts, including holding focus groups with stakeholders and environmental analyses, were conducted in 2004, 2008, 2010, 2016, and 2022.

The State Library conducts an annual survey of public library directors, soliciting input on programs and services. Data from these annual surveys is used to direct future efforts. A Database Advisory Committee provides direction and advice on statewide electronic resources each year. Additionally, the Administration solicits input from directors of public libraries at the Fall Administrative Librarians' Conference and at the State of the State Library presentation each year at the Louisiana Library Association Conference. Monthly meetings with library administrators also provide an open forum for suggestions for improving services.

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

The Office of the State Library of Louisiana (OSL) serves the following stakeholders and the benefit they receive is noted.

State agencies, state employees, and state legislators - OSL provides research and information services to any governmental entity, which includes checking out materials; distribution of public documents to the depository libraries; training and providing informational programs to state agency staff; and access and preservation of print and electronic public documents.

Public libraries – OSL provides statewide electronic resources, interlibrary loan, training and technology support, reference and information services, as well as programming and consulting services to all 67 public library systems in the state. Some small, rural libraries with minimal budgets do not employ trained librarians, and they rely on the State Library for guidance and advice in all areas of operations and services. Support to public libraries is provided 24/7.

General Public – The State Library building is open to the public 20 hours per week and all of its resources are available on the premises; and phone and email services are available from 7:30 am to 6:00 pm Monday through Friday. The State Library provides computer and Internet access, wifi access, printing and copying, faxing and phone services, etc. The State Library also provides research and information services to all users, as well as access to library materials and resources. This includes access to statewide electronic resources available online 24/7, such as Homework Louisiana which provides homework help to all Louisiana students. The State Library also provides the Louisiana Collection,

which is the premier collection of Louisiana items and materials and consists of 1.2+ million items available to the public for research and information.

Special Needs Users – Within the State Library is the Talking Books and Braille Library (TBBL), an affiliate of the Library of Congress National Library Service for the Blind and Print Disabled. It directly serves 6,000 residents with visual and physical disabilities. The TBBL mails out an average of 1,000 talking books, magazines, and other information on a daily basis to these users throughout the state. All TBBL programs are free of charge to approved users. In addition, the State Library provides the statewide Summer Reading Program and the Louisiana Readers' Choice Programs designed to develop and strengthen a love of reading and books.

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

Objective 1: Increase usage of the State Library collections and services by at least 2% by 2028.

Primary beneficiaries of this will be public libraries and their users, state employees, legislators and state agencies and the general public with the potential to reach all citizens.

Objective 2: Increase usage of public library resources by 5% by 2028.

Primary beneficiaries of this will be public libraries and their users, including children, businesses, educators, parents and job-seekers, potentially all citizens.

Objective 3: Provide a minimum of 90 educational opportunities per year for public library staff to improve and enhance their abilities to meet the needs of their communities.

Public library staff will benefit from the continuing education workshops offered by the State Library, and by extension, their users will benefit from improved local library services and more competent and knowledgeable local public library staff.

Objective 4: By 2028, provide 160,000 items per year to special populations and maintain participation in reading programs at no less than 110,000 per year.

Primary beneficiaries of the talking books are those with visual or physical disabilities. The majority of these users are veterans and senior citizens, but there are participants of all age groups, including children. Secondary recipients of these services include institutions such as nursing homes. Children without disabilities are served via the children's program support provided by the State Library to the public libraries. Reading programs attract participants of all ages.

Objective 5: The State Library will achieve a 90% satisfaction rate in surveys of its users. Surveys of public library directors will reveal their satisfaction with all services offered by the State Library. Secondarily, beneficiaries of quality services and materials at the State Library will be the general public and all Louisiana citizens.

D. Statutory requirement or authority for each goal

Louisiana Revised Statutes 25:1-17, 121-124, 451-455; 36:208B, 209F, 209L, 910

E. Potential external factors

Continued budget cuts and reduction in staff, as well as disasters including the hurricanes and the pandemic, over the last 12 years have severely impacted the State Library staff and the State Library's ability to fully meet the needs of its users and to provide assistance within the timeframe it is needed: 1) Current efforts are focused on meeting the minimum needs of all served, across the board, because there is no option to reduce or suspend existing services. 2) An additional external factor layered on top of a reduced workforce and reduced funding that impacts our ability to perform is the dramatically increased pace of technology changes. 3) Outdated hardware and software is at the end of life and needs to be replaced. 4) Difficulty in recruiting qualified librarians due to existing salaries that are non-competitive nationally or even with the Southern average making us unable to react to current job market rates while at the same time our positions require high level prior experience.

When all of these factors are combined with statewide issues, that the State Library and public libraries work daily to address, such low literacy rates among Louisianans, including digital literacy, both exacerbated by the pandemic, an attitude at the local level of "no new taxes", and a lack of broadband access in Louisiana, it has been and continues to be a tremendous challenge for State Library staff to fully accomplish their goals. Even if full funding is reinstated immediately, it will take time to hire new staff and train them and to bring the technology infrastructure back up to business-level standards.

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

Results of the *LSTA 2018-2022 Evaluation Report*, completed in March 2022, were used to identify accomplishments as well as areas for improvement. This report required an in-depth review and analysis of activities in the last five years which is being used to inform this plan as well as the new LSTA Five-Year Plan.

Additionally, the National Library Service for the Blind and Print Disabled performs a biennial site visit and evaluation on the Talking Book and Braille Library program which

took place in July 2021. Each year the State Library produces the *Public Libraries in Louisiana: Statistical Report* which also yields important data for the public libraries to be used for the performance indicators.

G. Explanation of how duplication will be avoided

The Office of the State Library supports and works cooperatively with other state agencies, public libraries, and academic libraries, to provide comprehensive library services to Louisiana's citizens. The services that the State Library provides to our clients, the public libraries, are unique and not provided by any other agency. The Talking Books and Braille Library within the State Library serves as the sole regional provider of talking books and other resources for those who are blind or physically handicapped. The State Library plays a supportive role with any public agency or institution that serves Louisiana citizens and local communities. State Library staff work closely with other agencies and legislative libraries to avoid duplication of materials and also to make materials available that other agencies do not have.

Office of State Museum

Agency Number 06-263

Program: Museum

Fiscal Year 2023-2024 through 2027-2028

Agency Vision Statement

The Office of State Museum will operate and manage the State of Louisiana's preeminent historical, cultural and educational institutions dedicated to collecting, preserving and interpreting artifacts, documents and art that reflect the diverse history, art, and culture of the State of Louisiana.

Agency/Program Mission Statement

To maintain the Louisiana State Museum as a true statewide Museum system that is accredited by the American Association of Museums; to collect, preserve, and interpret buildings, documents and artifacts that reveal Louisiana's history and culture; and to present those items using both traditional and innovative technology to educate, enlighten and provide enjoyment for the people of Louisiana and its visitors.

Agency Philosophy Statement

The history and culture of Louisiana are among the richest and most interesting in the world. The philosophy of the Office of State Museum is to use the highest standards of professionalism, scholarship, and management techniques, in accordance with the guidelines of the American Association of Museums, to operate the Louisiana State Museum system.

Agency Goals

- I. To collect, preserve, and interpret buildings, artifacts, documents and other items that reveal Louisiana's history and culture; and to demonstrate and elucidate their broader meaning and relevance.
- II. To continuously review collections and deaccessions by focusing on the quality, not the quantity of acquisitions and to ensure that the Louisiana State Museum collection relates to our history and/or culture.
- III. To educate, enlighten and provide enjoyment for the people of Louisiana, visitors and others through the development of exhibition, programs and presentations of Louisiana's history, art, culture and people; and
- IV. To provide these services in accordance with the highest standards of professionalism, scholarship, and management, as described by the American Alliance of Museums.

PROGRAM OBJECTIVE:

Objective 1: Increase the number of attendees at museum functions, exhibits and educational programs by 25% by the year 2028.

Program Activity: Louisiana State Museum – Vieux Carre
Louisiana State Museum – Baton Rouge
Louisiana State Museum – Regional Initiatives

State Outcome Goal: Economic Development, Education

Objective 1: Increase the number of attendees at museum functions, exhibitions and educational programs by 25% by the year 2028

Program Activity: Louisiana State Museum – Vieux Carre
Louisiana State Museum – Baton Rouge
Louisiana State Museum – Regional Initiatives

State Outcome Goal: Economic Development, Education

Strategies:

- 1.1** Review outside analysis of the Museum's governance structure, as well as the relationship and agreements with its various support groups.
- 1.2** Continue the practices of utilizing contract curators to create exhibitions; bring in travelling exhibitions; increase rotation of collection items from storage into temporary exhibitions.
- 1.3** Evaluate museum offices to create increased exhibition/gallery space in the Museum properties
- 1.4** Strengthen existing community relationships through continued partnerships for exhibitions and educational and outreach programs
- 1.5** Create new relationships within the communities we serve in order to provide access to Museum resources and to continually broaden and expand the audiences we serve
- 1.6** Expand the use of social media and other technologies to engage with audiences and communities within Louisiana as well as globally.
- 1.7** Continue to grow our support of the children of Louisiana through the Museum school/education programs. Develop programs which link Museum content with K-12 curriculum
- 1.8** Provide additional traveling exhibits throughout the state within the State Library system and other venues
- 1.9** Establish new and strengthen existing Museum support groups in Baton Rouge, Natchitoches, Patterson, Thibodaux and New Orleans. Leverage volunteer opportunities at the Museum through the various support groups. Work with retirement communities and Retirement Commission to develop volunteer opportunities and programs for retirees
- 1.10** Work with tourism and other departments of DCRT to identify and highlight areas of the I-10 corridor as a cultural/museum by-way
- 1.11** Continue to apply for federal and corporate grants to support public programming, exhibitions and artifact conservation. Expand educational offerings to include international relationships and to focus on eco-cultural study
- 1.12** Continue renovations and restorations to preserve our most notable artifacts: our buildings.

Indicators:

Output	Number of community groups and partners formed Number of exhibitions Number of programs Analysis of media coverage of Museum exhibitions and programs Private funding received Number of audience (paid attendance, school groups, virtual) Number of Traveling Exhibits
Outcomes	Increase in Traveling exhibits (parishes)
Quality	AAM Accreditation

Office of State Museum Program Supporting Documentation

A. Statement of Principal Clients and Users and Benefits Received:

The Louisiana State Museum is a statewide educational institution that serves as a significant learning resource for the understanding and appreciation of Louisiana's cultural heritage for all citizens of and visitors to the State of Louisiana.

B. List of External Variables Over Which the Museum has no Control:

- Economic conditions, including tourism trends, state budget conditions, population variances, etc.
- Political climate of the areas in which Museum properties exist which might affect tourism in those areas.
- Weather events which might threaten building structures or contents.

C. Statement of how duplication will be avoided when the operations of more than one program are directed at achieving a single goal, objective or strategy:

The Louisiana State Museum is a single program that works out of a core base in New Orleans, supporting all branches of the program with a single administration and operations, thereby eliminating any possibility of duplication within the program.

D. Statement of how the indicators will drive management decisions and other agency processes:

The performance indicators incorporated into the Office of State Museum's Strategic Plan all provide measures of how effectively it is presenting materials and/or reaching potential audiences. The indicators regarding AAM accreditation reflect the quality of Museum programming and management as it relates to standards set by a consensus of Museum professionals and experts. Deviation from the target goals in these indicator will alert management to the need to reassess program and exhibit quality, scholarship levels, and management techniques to evaluate how and why AAM standards are not being met.

If indicators are relating the attendance and audience numbers are not showing expected results, Museum management personnel will know that reassessment of programming and/or marketing strategies is needed. Combined with demographic information and surveys, management should have sufficient information to know what areas are lacking and what needs to be addressed, being mindful that external factors over which the Museum has no control may also be playing into the level of attendance at Museum properties.

E. Authorizations for each goal:

R.S. 36:201, 207A, 208C, 209E, and 909; R.S. 36:851.1; R.S. 25:341-353; 25:831-846; 25:871-874

F. Program Evaluation used to develop objectives and strategies:

The Office of State Museum understands the enormous responsibility it has to protect and conserve the historic buildings and collection items entrusted to it. The State Museum constantly evaluates, surveys, and studies ways to accomplish its mission in a more efficient and cost effective manner,

while maintaining the quality of exhibits and programming. The results of these evaluation processes were used to develop the objectives and strategies identified in this Strategic Plan.

Gallery attendants and volunteer docents solicit the reactions of Museum customers to exhibitions and programs. Trip Advisor and other travel resources are used continuously to adjust areas and improve the experience for visitors as outlined in their reviews. The Museum conducts a number of surveys of various segments of its audience.

Professional Museum organizations and similar State agencies are studied and evaluated constantly to determine the state of the art in history museums in order to be on the cutting edge. The Museum encourages staff professionals to build rapport with colleagues through membership and participation in professional associations and organizations.

G. Primary Beneficiaries

The Museum currently maintains and operates twelve properties, 9 of which are historic properties statewide and a collection of artifacts which are made available to the citizens of Louisiana, students and scholars through exhibitions, publications, formal educational programs, symposia, lecture series, media, and Internet projects. The State Museum functions as Louisiana's cultural treasury supporting Louisiana's cultural identity for all Louisianans and the state's many visitors.

The properties of the State Museum represent Louisiana's architectural heritage dating back to 1788.

Nine of the Louisiana State Museum buildings are national historic landmarks: The Cabildo, Jackson House, Arsenal, Creole House, Presbytere, Lower Pontalba Building, Madame John's Legacy, the Old U.S. Mint located in New Orleans, and the E.D. White Historic Site located in Thibodaux. Consequently, the Louisiana State Museum is one of the largest protectors of historically significant properties in the United States. The three remaining buildings, the Collections Facility in New Orleans, and the Wedell Williams Memorial Aviation and Cypress Sawmill Museum in Patterson and the Louisiana Sports Hall of Fame and Northwest History Museum in Natchitoches are of regional and local significance. A final museum in Baton Rouge, Capitol Park Museum, is managed by the Louisiana State Museum, but the building is managed by the Division of Administration through the Office of Buildings and Grounds. Within these historic (and other) facilities the Museum preserves, researches and exhibits a large collection of Jazz, decorative arts, folk art, fabric and textiles, science and technology, aviation, visual arts and historical manuscripts, prints, maps, and historic photographs illustrating the history and culture of Louisiana.

The State Museum is headed by the Museum Director, who also serves as Assistant Secretary of the Office of State Museum, an agency within the Department of Culture, Recreation and Tourism.

Clearly the irreplaceable collections of the Louisiana State Museum are most important. The security, preservation and availability of these priceless pieces for the people of the State of Louisiana, as well as visitors to the State, dictate the need for the statewide Louisiana State Museum program, primarily benefiting the citizens of the State of Louisiana but the greater national and international community as well.

OFFICE OF STATE MUSEUM

PERFORMANCE INDICATOR DOCUMENTATION

PROGRAM: MUSEUM
ACTIVITY: LOUISIANA STATE MUSEUM – VIEUX CARRE
LOUISIANA STATE MUSEUM – REGIONAL INITIATIVES
LOUISIANA STATE MUSEUM – BATON ROUGE
OBJECTIVE: 1- Increase the number of attendees at museum functions, exhibits and educational programs by 25% by the year 2028
INDICATOR NAME:

& LAPAS	Number of attendees at Baton Rouge Museum	PI Code: 20756	BR
PI Code	Number of attendees at New Orleans museums	PI Code: 6449	VC
	Number of attendees at Wedell William Museum	PI Code: 6450	RI
	Number of attendees at Sports Hall of Fame and		
	Regional History Museum	PI Code: 25033	RI
	Number of attendees at ED White Historic Site	PI Code: 15674	RI

1. TYPE AND LEVEL:

Outcomes – General (statewide) and Supporting (per location)

2. RATIONALE, RELEVANCE, RELIABILITY:

The number of attendees and audience reported reflects somewhat how well the Louisiana State Museum is fulfilling its mission to present exhibits and programming in an educational and entertaining way

3. USE:

Internal management. Budgeting

4. CLARITY:

Indicator name accurately reflects what is being measured and recorded

5. DATA SOURCE, COLLECTION AND REPORTING:

Physical count. Computer based ticketing system

6. CALCULATION METHODOLOGY:

Physical count. Computer based ticketing system

7. SCOPE:

Figures collected are recorded on both a statewide and per location level

8. CAVEATS:

None

9. ACCURACY, MAINTENANCE, SUPPORT:

The indicator has not been audited by the Office of the Legislative Auditor.

The number of attendees and audience numbers are collected via ticket sales information and physical counts of persons attending the Museums and events. The accuracy of the data can be verified via direct queries to the database. The edits to the data are not available to the Office of the State Museum. This agency only has permissions to query the data, therefore the data is protected.

10. RESPONSIBLE PERSON:

Angela Thibodeaux

Phone: 225-219-0720

Fax: 225-219-0728

athibodeaux@crt.la.gov

**OFFICE OF STATE
MUSEUM**

PERFORMANCE INDICATOR DOCUMENTATION

PROGRAM: MUSEUM
ACTIVITY: LOUISIANA STATE MUSEUM – VIEUX CARRE
OBJECTIVE: 1 - Increase the number of attendees at museum functions, exhibits and educational programs by 25% by the year 2028
INDICATOR NAME: Number of times Internet site accessed
LaPAS PI Code: 6452 VC

1. TYPE AND LEVEL:

Outcomes – Supporting

2. RATIONALE, RELEVANCE, RELIABILITY:

The number of attendees and audience reported reflects somewhat how well the Louisiana State Museum is fulfilling its mission to present exhibits and programming in an educational and entertaining way

3. USE:

Internal management. Budgeting

4. CLARITY:

Indicator name accurately reflects what is being measured and recorded

5. DATA SOURCE, COLLECCTION AND REPORTING:

Physical count. Computer based ticketing system

6. CALCULATION METHODOLOGY:

Physical count. Computer based ticketing system

7. SCOPE:

Figures collected are recorded on both a statewide and per location level

8. CAVEATS:

None

9. ACCURACY, MAINTENANCE, SUPPORT:

The indicator has not been audited by the Office of the Legislative Auditor.
The number of attendees and audience numbers are collected via ticket sales information and physical counts of persons attending the Museums and events. The accuracy of the data can be verified via direct queries to the database. The edits to the data are not available to the Office of the State Museum. This agency only has permissions to query the data, therefore the data is protected.

10. RESPONSIBLE PERSON:

Angela Thibodeaux

Phone: 225-219-0720

Fax: 225-219-0728

athibodeaux@crt.la.gov

OFFICE OF STATE MUSEUM

PERFORMANCE INDICATOR DOCUMENTATION

PROGRAM: MUSEUM
ACTIVITY: LOUISIANA STATE MUSEUM – VIEUX CARRE
OBJECTIVE: 1 - Increase the number of attendees at museum functions, exhibits and educational programs by 25% by the year 2028
INDICATOR NAME: Collection Records Updates
INDICATOR LaPAS PI Code: 26422 VC

1. TYPE AND LEVEL:

Outcome – Supporting

2. RATIONALE, RELEVANCE, RELIABILITY:

The collections review, analysis, and update will provide the museum with a thorough understanding of the artifacts in its collections which will allow for their greater usage in exhibitions. Deaccessions will create more efficient use of storage and will provide funds for more appropriate collection items, and for the care, maintenance and conservation of the collection.

3. USE:

Internal management

4. CLARITY:

Indicator name accurately reflects what is being measured and recorded

5. DATA SOURCE, COLLECTION AND REPORTING:

Quarterly collection management and financial reporting

6. CALCULATION METHODOLOGY:

Quarterly collection and financial reporting

7. SCOPE:

Total records statewide number

8. CAVEATS:

None

9. ACCURACY, MAINTENANCE, SUPPORT:

The indicator has not been recently audited by the Office of the Legislative Auditor. The number of collection records updated, of deaccessions, and of funds collected in this effort can be independently verified. The accuracy of the data can be verified via direct queries to the database. The edits to the data are not available to the Office of the State Museum. This agency only has permissions to query the data, therefore the data is protected

10. RESPONSIBLE PERSON:

Angela Thibodeaux

Phone: 225-219-0720

Fax: 225-219-0728

athibodeaux@crt.la.gov

OFFICE OF STATE MUSEUM

PERFORMANCE INDICATOR DOCUMENTATION

PROGRAM: MUSEUM
ACTIVITY: LOUISIANA STATE MUSEUM – VIEUX CARRE
OBJECTIVE: 1 - Increase the number of attendees at museum functions, exhibits and educational programs by 25% by the year 2028
INDICATOR NAME: Number of exhibitions
INDICATOR LaPAS PI Code: 20745 VC

1. TYPE AND LEVEL:

Output – Supporting

2. RATIONALE, RELEVANCE, RELIABILITY:

Provides a useful measure of the ability of the Louisiana State Museum to produce engaging and educational exhibitions and programs

3. USE:

Internal management. Budgeting

4. CLARITY:

Indicator name accurately reflects what is being measured and recorded

5. DATA SOURCE, COLLECTION AND REPORTING:

Physical count

6. CALCULATION METHODOLOGY:

Physical count

7. SCOPE:

Total records statewide number

8. CAVEATS:

None

9. ACCURACY, MAINTENANCE, SUPPORT:

The indicator has not recently been audited by the Office of the Legislative Auditor.
The number of exhibitions and programs can be independently verified. The accuracy of the data can be verified via direct queries to the database. The edits to the data are not available to the Office of the State Museum. This agency only has permissions to query the data, therefore the data is protected.

10. RESPONSIBLE PERSON:

Angela Thibodeaux
Phone: 225-219-0720
Fax: 225-219-0728
athibodeaux@crt.la.gov

PERFORMANCE INDICATOR DOCUMENTATION

PROGRAM: MUSEUM
ACTIVITY: LOUISIANA STATE MUSEUM – VIEUX CARRE
OBJECTIVE: 1 – Increase the number of attendees at museum functions, exhibits and educational programs by 25% by the year 2028
INDICATOR NAME: Percentage of non-Louisiana visitors at Vieux Carre Museums
INDICATOR LaPAS PI Code: 23509 VC

1. TYPE AND LEVEL:

Outcome – Key

2. RATIONALE, RELEVANCE, RELIABILITY:

The number of attendees and audience reported reflects somewhat how well the Louisiana State Museum is fulfilling its mission to present exhibits and programming in an educational and entertaining way.

3. USE:

Internal management. Budgeting

4. CLARITY:

Indicator name accurately reflects what is being measured and recorded

5. DATA SOURCE, COLLECTION AND REPORTING:

Physical count

6. CALCULATION METHODOLOGY:

Physical count

7. SCOPE:

Total records statewide number

8. CAVEATS:

None

9. ACCURACY, MAINTENANCE, SUPPORT:

The indicator has not been audited by the Office of the Legislative Auditor. The percentage of non-Louisiana visitors can be measured through a computerized ticketing system and zip code survey. The accuracy of the data can be verified via direct queries to the database. The edits to the data are not available to the Office of the State Museum. This agency only has permissions to query the data, therefore the data is protected.

10. RESPONSIBLE PERSON:

Angela Thibodeaux
Phone: 225-219-0720
Fax: 225-219-0728
athibodeaux@crt.la.gov

PERFORMANCE INDICATOR DOCUMENTATION

PROGRAM: MUSEUM
ACTIVITY: LOUISIANA STATE MUSEUM – BATON ROUGE
OBJECTIVE: 1 - Increase the number of attendees at museum functions, exhibits and educational programs by 25% by the year 2028
INDICATOR NAME: Percentage of non-Louisiana visitors at Baton Rouge Museum
INDICATOR LaPAS PI Code: 23511 BR

1. TYPE AND LEVEL:

Outcome – Key

2. RATIONALE, RELEVANCE, RELIABILITY:

The number of attendees and audience reported reflects somewhat how well the Louisiana State Museum is fulfilling its mission to present exhibits and programming in an educational and entertaining way

3. USE:

Internal management. Budgeting

4. CLARITY:

Indicator name accurately reflects what is being measured and recorded

5. DATA SOURCE, COLLECTION AND REPORTING:

Physical count

6. CALCULATION METHODOLOGY:

Physical count

7. SCOPE:

Total records statewide number/ Physical count

8. CAVEATS:

None

9. ACCURACY, MAINTENANCE, SUPPORT:

The indicator has not recently been audited by the Office of the Legislative Auditor.

The percentage of non-Louisiana visitors can be measured through a computerized ticketing system and zip code survey. The accuracy of the data can be verified via direct queries to the database. The edits to the data are not available to the Office of the State Museum. This agency only has permissions to query the data, therefore the data is protected.

10. RESPONSIBLE PERSON:

Angela Thibodeaux

Phone: 225-219-0720

Fax: 225-219-0728

athibodeaux@crt.la.gov

PERFORMANCE INDICATOR DOCUMENTATION

PROGRAM: MUSEUM
ACTIVITY: LOUISIANA STATE MUSEUM – REGIONAL INITIATIVES
OBJECTIVE: 1 - Increase the number of attendees at museum functions, exhibits and educational programs by 25% by the year 2028
INDICATOR NAME: Percentage of non-Louisiana visitors at Regional Museums
INDICATOR LaPAS PI Code: 23514 RI

1. TYPE AND LEVEL:

Outcome – Key

2. RATIONALE, RELEVANCE, RELIABILITY:

The number of attendees and audience reported reflects somewhat how well the Louisiana State Museum is fulfilling its mission to present exhibits and programming in an educational and entertaining way

3. USE:

Internal management. Budgeting

4. CLARITY:

Indicator name accurately reflects what is being measured and recorded

5. DATA SOURCE, COLLECTION AND REPORTING:

Physical count

6. CALCULATION METHODOLOGY:

Physical count

7. SCOPE:

Total records statewide number

8. CAVEATS:

None

9. ACCURACY, MAINTENANCE, SUPPORT:

The indicator has not been recently audited by the Office of the Legislative Auditor. The percentage of non-Louisiana visitors can be measured through a computerized ticketing system and zip code survey. The accuracy of the data can be verified via direct queries to the database. The edits to the data are not available to the Office of the State Museum. This agency only has permissions to query the data, therefore the data is protected.

10. RESPONSIBLE PERSON:

Angela Thibodeaux
Phone: 225-219-0720
Fax: 225-219-0728
athibodeaux@crt.la.gov

Office of State Parks
Agency Number 06-264
Program: Parks and Recreation

Fiscal Year 2023-2024 through 2027-2028

Agency Vision Statement

The Office of State Parks will operate and manage parks for recreational use of natural resources and portray historic and scientific sites of statewide importance to provide Louisiana citizens and their guests a great place to live, work, play and visit.

Agency/Program Mission Statement

The Office of State Parks (OSP) serves the citizens of Louisiana and visitors by preserving and interpreting natural areas of unique or exceptional scenic value, planning, developing and operating sites that provide outdoor recreation opportunities in natural surroundings, preserving and interpreting historical and scientific sites of statewide importance and administering intergovernmental programs related to outdoor recreation and trails.

Agency/Program Philosophy

The Office of State Parks understands its role to be proactive in the development of programs, promotion, and facilitation of use of areas under its direction. It enthusiastically accepts its responsibilities for preservation of natural areas, provision of recreation in natural settings, and presentation of culturally significant places. Interpretation, education and recreation are viewed as keys to providing better understanding and appreciation of the state's resources by its citizens and its visitors. Activities of the Office of State Parks are guided by plans of action that include specific objectives and the adherence to the criteria established in the Office of State Parks holdings classification system. Such observances are essential to the successful development and management of the Louisiana State Parks System. The Office of State Parks strives for: coordination between agencies, allied interests, and user groups; professional training and competence of its personnel; exemplary planning, design, construction and maintenance of its facilities; active development and use of interpretation and recreation programs; creation of public awareness of Office of State Parks programs; and development of a stable funding base to provide maintaining continuity of facility, program, and personnel quality.

Agency/Program Goal

OSP will increase and improve the focus on Louisiana's vast natural resources for all Louisiana citizens and visitors to enjoy through planning, constructing and operating a system of parks, historic sites and preservation areas in accordance with the highest standards of management, interpretation and conservation. OSP will enrich educational opportunities through training and raise the quality of visitor experience.

Program Objectives

- Objective 1.** The Administrative Program of the Office of State Parks will provide support to the agency and ensure that a minimum of 90% of its objectives are achieved annually.
- Objective 2.** To sustain the number of visitors served by the park system to at least 2,000,000 by the end of fiscal year 2024-2025, and to sustain the number of individuals participating in interpretive programs and events of at least 150,000 individuals annually by the end of fiscal year 2024-2025.
- Objective 3.** To fully obligate available Federal funds allocated to Louisiana annually through the Land and Water Conservation Fund (LWCF) and Recreational Trails Program (RTP) for the development of outdoor recreational facilities, and to uphold full compliance of all applicable Federal laws associated with projects developed through these programs.

PROGRAM OBJECTIVE:

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

Program Activity Parks and Recreation - Administration

State Outcome Goal Natural Resources

Strategies

- 1.1 Meet regularly with agency section heads.**
- 1.2 Conduct periodic visits of State Park and State Historic Site facilities throughout the state.**
- 1.3 Establish staff accountability measures and performance objectives.**
- 1.4 Review and revise operational and strategic plans of the agency.**
- 1.5 Evaluate programs to track progress with strategic plan.**
- 1.6 Evaluate existing programs and activities; research best practices and models for effective change; seek innovative solutions.**
- 1.7 Hire diverse and well-qualified professional staff.**

Indicators

Input	Number of agency program objectives.
Output	Number of objectives achieved annually.
Outcome	Annual percentage of objectives achieved.
Efficiency	Operation cost of park system per visitor.

Supporting Documentation for Objective #1 Performance Indicators

Rationale/Appropriateness

Administration of the Office of State Parks is conducted through facilities in Baton Rouge. Administrative staff develops management practices, initiates policies and procedures, exercises oversight in human resources actions, evaluates visitation trends and creates programs. The value of these efforts is measured through the success in meeting all of the objectives and performance indicators of the agency.

This objective establishes standards of achievement for the entire agency. Achievement of these objectives will determine the effectiveness of management practices, procedures and programs put in place by the administrative offices.

Primary Beneficiaries

The primary beneficiaries of this objective are taxpayers of the State of Louisiana. Achievement of the goals established in this objective demonstrates quality management procedures are in place for the entire agency. Quality administrative management protects taxpayer investment in the state park system.

Data Collection Procedure/Source, Frequency and Timing of Data Collection, Calculation Methodology, etc.

Data collected through all of the performance indicators of the agency are evaluated to determine calculations related to achievement of this objective. The measures identified through objectives #2 and #3 are totaled to determine the effectiveness of the agency in meeting all goals.

Limitation of the Indicators

Limitations of the indicators in this objective are only those identified in the specific performance indicators of objectives #2 and #3. The quality of information in calculation of those performance indicators determines the effectiveness of the performance indicators associated with this objective.

PROGRAM OBJECTIVE:

Objective 2. To sustain the number of visitors served by the park system to at least 2,000,000 by the end of fiscal year 2024-2025, and to sustain the number of individuals participating in interpretive programs and events of at least 150,000 individuals annually by the end of fiscal year 2024-2025.

Program Activity	Parks and Recreation - Field Operations and Regional Offices
State Outcome Goal	Natural Resources
Strategies	
2.1	Maintain and operate all state park sites and facilities to the highest national and international standards of quality.
2.2	Provide personnel with appropriate training, equipment and uniforms.
2.3	Continually revise and improve all agency policies and procedures.
2.4	Implement and upgrade all aspects of the facilities reservation system to offer state of the art capabilities.
2.5	Develop and administer an orientation program for all new employees.
2.6	Promote the park offerings through marketing, public relations and outreach programs.
2.7	Conduct random surveys to measure the quality of the visitors' experiences and receive suggestions for improvement.
2.8	Partner with other state and private agencies to enhance existing and develop new programs to attract new visitor groups.
2.9	Constantly review and evaluate programs offered to ensure quality control.
2.14	Increase staff participation in interpretive training programs, outreach initiatives and research projects.
2.15	Increase the number and variety of interpretive programs and events offered.
2.16	Review and evaluate interpretive programming to ensure quality of the programs.
2.17	Increase the focus on natural resources through programming and education.
2.18	Explore public private partnerships to enhance customer experience as well as increase revenue.

Indicators

Input	Budget and staff. Baseline number of participants in programs offered annually. Baseline number of programs and events offered annually.
Output	Annual visitation. Number of interpretive programs and events offered annually. Number of interpretive program and event participants annually.
Outcome	Percent change in annual visitation. Percentage change in number of programs and events offered annually.
Efficiency	Operating cost per visitor.

Supporting Documentation for Objective #2 Performance Indicators

Rationale/Appropriateness

Visitation is the most accurate measure of the number of people served by the park system. The visitation figures will include those who travel to parks, but will not include participants in off-site park programs offered or off-site outreach activities participated in, such as school-based programs and community events. The visitation figures will not include the “opportunity value” or “existence value” of the park to non-users. That is, the value of having the option to use said facilities and the value of preserving significant sites and resources for future generations are not contemplated in the set of indicators related to the number of people served by the park system. The number of operational sites is included as an input indicator as a means of factoring in the effect of having greater accessibility to the agency’s sites.

The mission of the Office of State Parks addresses the protection and presentation of the unique natural resources of the state. Achievement of this objective directly addresses the state outcome goal of proper management of Louisiana’s natural resources.

Programmatic participation incorporates the number of individuals reached and served by OSP staff through programs and activities delivered on-site as well as through outreach programs. Increasing the diversity of interpretive programs extends the reach of OSP beyond the borders of state parks and state historic sites. The result is an extension of the OSP in informing the public of the natural qualities of Louisiana. Through the measurement of programmatic participation, evaluations can be made as to the full extent of the reach of OSP in providing educational and informational services to Louisiana’s residents and guests.

Additionally the agency engages volunteer groups and individuals to provide new and diverse program offerings. Through this effort OSP is reaching out to new segment of the community to develop an additional customer base while engaging current customers with new programming materials.

OSP is also continuing efforts in development and delivery of “Pay for Service” interpretive programs. These programs are designed to be high-quality programs which participants are willing to pay amounts to compensate the agency for the materials necessary to deliver the programs. This effort is necessary to ensure the agency’s ability to continue to deliver quality programming to patrons during difficult budget periods.

Primary Beneficiaries

The primary beneficiaries of the agency’s efforts to achieve Objective #2 are the visitors and program participants themselves. The agency’s efforts are geared toward: 1) building awareness of park offerings among potential first-time or infrequent visitors; 2) ensuring customer satisfaction; 3) encouraging repeat visitation; 4) providing education to program participants, educators, preservationists, academicians, local children (school) and communities.

Data Collection Procedure/Source, Frequency and Timing of Data Collection, Calculation Methodology, etc.

Visitation data is collected annually and is included in a comprehensive report that includes total annual visitation and further breaks down visitation by in-state versus out-of-state visitation, day use versus overnight use, and visitation per site and per month. The visitation data is generated at the park gate and is collected on a fiscal year (July 1 – June 30) basis.

The percentage change in visitation is calculated using the standard formula:

$$\frac{V^2 - V^1}{V^1}$$

The number of participants reached annually is determined by a number of factors. Each site within the park system submits to the central office an annual list of programs it would like to offer during the next fiscal year. The interpretive staff evaluates the pool of requests on the basis of a number of factors including staff availability, scheduling, budget constraints and the proposed program’s historical and scientific validity. The approved list of programs is set at the beginning of the year. Any changes (cancellations or additions) will be included in the final program count.

Participation in the programs is measured at the site of the event and is reported to the central office. The park staff and public information section promote events through press releases and other media where possible.

Outreach activities extend participation through delivery of programs at schools and events outside the boundaries of parks and historic sites. Interpretive personnel account for attendance of outreach activities and report those numbers to the central office.

The efficiency indicator, operating cost per visitor, is calculated by dividing the final expenditures of the park system by the number of visitors as reported in the latest OSP annual report on visitation and comparing the same information as reported by the other states' park systems in the annual report of the National Association of State Park Directors.

Limitation of the Indicators

As mentioned above, the visitation data is fairly conservative in that it only counts the number of people directly, but not indirectly, served by the park system. The visitation data only reflects the number of people served on-site and excludes participants who come in contact with the park system through off-site events and outreach programs. Also, comparisons to other states are not always indicative of efficiency due to differences in methods of collecting visitation information. Louisiana counts the actual visitors entering the parks through entrance stations, but many other states do not have entrance stations and use traffic counters and multipliers to determine visitation.

Past and future natural disasters are also a limitation. Recent hurricanes and storms have damaged facilities reducing the capacity of the agency. Similar storms in the future could further impact facilities and the ability of the agency to attract visitors.

Reporting of participation is a fair indicator of the ability of programmatic participation, but it only accounts for a portion of the interpretive services section of OSP. Some programs offered are extremely labor-intensive and costly, while others are more modest, such as guided nature walks. Further, some programs may appear modest, but require extensive research and preparation.

PROGRAM OBJECTIVE:

Objective 3. To fully obligate available Federal funds allocated to Louisiana annually through the Land and Water Conservation Fund (LWCF) and Recreational Trails Program (RTP) for the development of outdoor recreational facilities, and to uphold full compliance of all applicable Federal laws associated with projects developed through these programs.

Program Activity Parks and Recreation - DOR (Federal Programs)

State Outcome Goal Natural Resources

Strategies

- 3.1 Process billing and conduct compliance inspections for LWCF and RTP construction projects so that all projects have been inspected in accordance with federal standards (at least once every five years).**
- 3.2 Review state and federal permits for impact on park and recreation projects as required by LWCF and RTP standards.**
- 3.3 Ensure all new project applicants are fully aware of compliance requirements at outset.**
- 3.4 Ensure all new recreation projects meet at least one of the top needs identified in the SCORP.**

Indicators

Input	Federal appropriation of funding for LWCF and RTP. Total amount of obligation of Federal funds to new recreation projects through LWCF and RTP. Number of LWCF inspections completed.
Output	Percentage of Federal funds obligated. Number of new LWCF and RTP projects approved. Number of inspected LWCF sites in compliance.
Outcome	Percentage of new projects funded meeting at least one of the top needs identified in the SCORP. Percentage of LWCF sites in compliance.
Efficiency	Ratio of number of projects inspected and permits reviewed to the number of project officers.

Supporting Documentation for the Objective #3 Performance Indicators

Rationale/Appropriateness

As per RS 56:1803, the Assistant Secretary of the Office of State Parks is designated as the authorized representative of the State of Louisiana under the federal Land and Water Conservation Fund Act, and the Office of State Parks is charged with the duties of administering and monitoring recreation projects funded through the LWCF.

By Executive Order issued in January 2008 OSP is also charged with administration of the Recreational Trails Program.

The Federal budget provides funding for these two recreational grant programs annually. The Office of State Parks is tasked with evaluation of applications for funding and selecting the appropriate projects in full accordance of the rules and regulations of the LWCF and RTP. Monies not obligated within the specified timeline of each of these Federal programs would result in a loss for the State of Louisiana.

Federal regulations associated with the LWCF require OSP to conduct ongoing inspections of more than 750 projects throughout the state. Projects that have received LWCF support must continue to comply with federal requirements. Therefore, the agency is required to inspect sites to ensure the projects remain in good standing with the U.S. Department of Interior.

It is the objective of the agency to achieve a high rate of projects in good standing with the U.S. Department of the Interior not only because it is required by law, but also because federal funds are now available and are likely to increase in the future. It will serve the agency well to have maintained a positive track record of administering the program.

Proper administration of the Federal grant programs is a measure in protection and development of the unique natural resources of the state of Louisiana and making those resources available to Louisiana's residents and guests in an appropriate manner.

The efficiency indicator contemplates the labor-intensive nature of the work involved in monitoring compliance with the federal program and relates such to the small number of staff who oversee the program in addition to their regular agency duties.

Primary Beneficiaries

The primary beneficiaries of the agency's efforts to achieve Objective #3 are recreation enthusiasts who take advantage of the recreational offerings made available through the LWCF program in the past and those that will become available in the future.

Data Collection Procedure/Source, Frequency and Timing of Data Collection, Calculation Methodology, etc.

The agency annually tracks the number of projects inspected, new projects funded and projects in good standing and submits this information to the U.S. Department of the Interior. This data will be included in the strategic planning reports required by the state as well.

Limitations on the Indicators

As time passes, more and more projects are likely to fall out of compliance. However, the agency (through inspections and permit reviews) can neither provide rewards nor penalties based on compliance. The agency can merely inform the entities of any deficiencies and encourage corrective action. However, the state remains ultimately responsible for site compliance, meaning the state would have to pay the cost to bring the site into compliance if the local entity does not take corrective action. According to federal law on the subject, noncompliance in LWCF projects puts all federal funding received by the state of Louisiana in jeopardy.

Office of State Parks Program Supporting Documentation

A. Statement identifying the principal clients and users of each program and program objective and the specific service or benefit derived by such persons or organizations:

As specified in its enabling legislation, OSP is established to serve all Louisiana residents and their visitors. Included in this broad classification are tourists, school groups, educational institutions, academicians, historians, preservationists, recreation enthusiasts (cyclists, anglers, canoeists, hikers, campers, birders, runners, etc.), educators, scouting, Friends, 4H and other service organizations, state, federal and local agencies and professional and recreational organizations. Through its preservation role, the agency serves the interests of the above-mentioned groups, plus future generations of Louisiana citizens and visitors including those who do not avail themselves of park services. The benefit derived by these groups is the opportunity to take advantage of the state's recreational resources and learn about its natural, cultural and historical resources. Other beneficiaries of the agency's program are related businesses (e.g. canoe outfitters, bait shops, tour operators, etc.) and support businesses and attractions (museums, hotels, shops, restaurants, gas stations, etc.). Their benefits are economic.

B. List of external variables:

The successful accomplishment of the agency's goals and objectives is heavily dependent upon a number of external variables. For example, visitation and quality of the park experience are affected by weather, insects, lake draw downs, hurricanes, floods, winter storms, tornadoes, power outages, droughts pine beetle infestations and the aftermath associated therewith. Mechanical breakdowns, construction projects and major repairs impact and often temporarily disrupt access and/or services to the public. Further, the economy, highway signage (and lack thereof), funding levels and changing demographics and recreation trends will have an impact on the achievement of the program's goals.

C. Statement of how duplication will be avoided when the operations of more than one program are directed at achieving a single goal, objective or strategy:

OSP has only one program, and one program goal. The program objectives complement each other in the achievement of the program goal.

D. Statement of how the plan will drive management decisions and other agency processes:

The strategic planning process has been the impetus for the agency to evaluate opportunities for improved and increased service to the public. Armed with a clear mission, a thorough self-assessment and stakeholder analysis, the agency formulated goals, objectives, strategies and priorities. As a result of the planning process, the agency has focused on a proactive approach to the management and conservation of its natural and man-made resources. The agency also plans to make a priority its investment in the

human resources of the agency, through the development of new employee orientation programs and increased training opportunities in customer relations, interpretation, educational opportunities related to job performance in addition to law enforcement, safety and first aid training programs. Annually, the agency will measure the effectiveness of the strategies in the attainment of the desired outcomes. Based on the measurements, and taking into account the impact of any external variables, the agency will be able to determine the need to modify its strategies and reallocate resources.

E. Authorizations for each goal:

OSP has one goal that is authorized under both La. RS 36:201 et seq. and La. RS 56:1681 et seq.

F. Program evaluation used to develop objectives and strategies:

In establishing its objectives and strategies, the agency referred to the Louisiana State Parks Master Plan, the Statewide Comprehensive Outdoor Recreation Plan (2014-2019), the current interpretive program list and the agency's annual visitation reports.

The Louisiana State Parks Master Plan is the guiding document for the acquisition, planning and construction of new and existing sites and facilities. In addition to the recommendations contained in the master plan, the agency regularly receives requests to conduct feasibility studies for the acquisition and development of other sites. The Division of Resource Planning and Development is responsible for these projects, repair and expansion projects and technical assistance provided to other state and local entities as requested. The number of Capital Outlay projects, feasibility studies, technical assistance projects and repair work undertaken depends on the needs and requests in a given year. Those activities are not contemplated under this strategic plan.

PERFORMANCE INDICATOR DOCUMENTATION

Program Activity: Parks and Recreation – Administration

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

Indicator Name: Percentage of OSP Objectives Achieved

Indicator LaPAS PI Code: 23515

- 1. Type and Level:**
Outcome – Key
- 2. Rationale, Relevance, Reliability:**
Administrative offices encompass the overall vision of the agency and application of strategies to achieve the full spectrum of strategic objectives. Utilization of strategies to achieve all of the agency goals is an appropriate measure of overall agency success.
- 3. Use:**
State parks administration tracks all performance measures to ensure quality and achievement. This evaluation method will provide a complete overview of the success of management and administration strategies.
- 4. Clarity:**
An objective is considered achieved if its key indicator meets or exceeds the target or falls within the 5% allowable variance.
- 5. Data Source, Collection and Reporting:**
This data is taken from the annual Operational Plan for the Office of State Parks.
- 6. Calculation Methodology:**
Simple count, converted to percent.
- 7. Scope:**
This is a total of all objectives in the Office of State Parks.
- 8. Caveats:**
None.
- 9. Accuracy, Maintenance, Support:**
This is an actual count and is therefore accurate. The data will be maintained in the LaPAS system and/or may be cross reference to the individual indicators.

- 10. Responsible Person:**
Division of Outdoor Recreation Director; Mitchell Aleshire; (225) 342-8102;
maleshire@crt.la.gov.

PERFORMANCE INDICATOR DOCUMENTATION

Program Activity: Parks and Recreation – Administration

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

Indicator Name: Operating cost of the park system per visitor.

Indicator LaPAS PI Code: 6453

- 1. Type and Level:**
Efficiency - Supporting
- 2. Rationale, Relevance, Reliability:**
The park system is a resource for all Louisiana citizens. Therefore, the cost of operating the park system is divided by the number of park visitors to determine the efficiency of the expenditure of state funds.
- 3. Use:**
This indicator is used by management as a method of comparing expenditures with similar expenditures in other southern states.
- 4. Clarity:**
Not applicable.
- 5. Data Source, Collection and Reporting:**
The total annual expenditures is collected in the state's Integrated Statewide Information System (ISIS) [and/or LaGOV] and the total number of visitors is collected and entered in the revenue collection system in the administrative offices. These figures are calculated annually.
- 6. Calculation Methodology:**
The total annual expenditures in the state's Integrated Statewide Information System (ISIS) [and/or LaGOV] are divided by the total number of visitors as determined by the revenue collection and reporting system.
- 7. Scope:**
None.
- 8. Caveats:**
Care needs to be taken in interpreting the information because increases in the rate reflect new and expanded facilities coming on line and increased budget costs in personnel, operation and maintenance to operate the additional facilities. The figure alone does not always clearly indicate the reason behind the increase.

9. Accuracy, Maintenance, Support:

The information used to calculate the cost is collected, verified and reported monthly. This information is maintained in the respective systems and this indicator is maintained in LaPAS.

10. Responsible Person:

Revenue Reporting Manager; Latoya Wells; (225) 342-9519; lwells@crt.la.gov
Accountant, Hillary Veillon; (225) 219-7537; hveillon@crt.la.gov

PERFORMANCE INDICATOR DOCUMENTATION

Program Activity: Parks and Recreation – Field Operations and Regional Offices

Objective 2: To sustain the number of visitors served by the park system to at least 2,000,000 by the end of fiscal year 2027-2028, and to sustain the number of individuals participating in interpretive programs and events of at least 150,000 individuals annually by the end of fiscal year 2027-2028.

Indicator Name: Annual visitation

Indicator LaPAS PI Code: 1276

- 1. Type and Level:**
Output – Key
- 2. Rationale, Relevance, Reliability:**
Visitation is one key way to measure the number of people served by the park system. The output indicator tracks the visitation from year to year. Continued growth in visitation of state parks and historic sites is a critical step forward in the economic rebirth of Louisiana through the cultural economies.
- 3. Use:**
State parks staff use visitation as a measure of the quality and quantity of services and opportunities made available to the public. This figure can indicate whether promotional activities are successful, whether repairs, renovations or replacement, operation and maintenance actions have impacted visitation positively.
- 4. Clarity:**
Not applicable
- 5. Data Source, Collection and Reporting:**
Visitation data is collected at the park entrance station as part of the computerized revenue collection and reporting system. Visitation data is accumulated daily on the park sites and transmitted to the administrative office. At the end of the fiscal year, the total visitation data is compiled in an annual report.
- 6. Calculation Methodology:**
Each individual visitor is counted. Visitation data is compiled for comparison on a monthly basis, site to site.
- 7. Scope:**
This is an aggregate total of visitation at each individual site.

8. Caveats:

Visitation is a conservative measure of the number of people served by the park system. It does not take into account the opportunity or existence value of the sites, for example.

9. Accuracy, Maintenance, Support:

Each visitor is entered into the computerized revenue collection and reporting system as they enter the park or historic site. The data is transmitted electronically to the administrative office and compiled for various reports. These records are maintained in the system and in multiple locations at the administrative office.

10. Responsible Person:

Revenue Reporting Manager; Latoya Wells; (225) 342-9519; lwells@crt.la.gov

PERFORMANCE INDICATOR DOCUMENTATION

Program Activity: Parks and Recreation – Field Operations and Regional Offices

Objective 2: To sustain the number of visitors served by the park system to at least 2,000,000 by the end of fiscal year 2027-2028, and to sustain the number of individuals participating in interpretive programs and events of at least 150,000 individuals annually by the end of fiscal year 2027-2028.

Indicator Name: Number of interpretive programs and events offered annually.

Indicator LaPAS PI Code: 1285

1. Type and Level:

Output - Key

2. Rationale, Relevance, Reliability:

The objective is to sustain the number of programs participants. Calculation of the number of programs offered provides an avenue to examine the overall effectiveness of reaching the maximum audience.

3. Use:

The interpretive section, operations and other staff will use program totals to measure the success of reaching an increasing visitation base. It will also provide a means to evaluate the success of programs delivered offsite.

4. Clarity:

For purposes of this plan, an “interpretive program or event” is an on-site program open to the public and scheduled prior to the start of the fiscal year as well as programs delivered off site. This does not include programs delivered on demand or basic site tours. Examples include battle reenactments, living history demonstrations, lectures, night hikes, birding walks, etc.

5. Data Source, Collection and Reporting:

The number of interpretive programs and special events offered is tracked at the administrative office. All programs are counted equally for purposes of these indicators. Field units submit program requests each spring. The final approved list of programs is set before July 1 each year. As the year progresses, some programs may be cancelled, added or rescheduled, which is taken into account when calculating the total number of programs offered each year.

6. Calculation Methodology:

All programs are weighted equally.

7. **Scope:**
This is an aggregate count of all programs offered at individual sites as well as outreach activities and programs delivered off site.
8. **Caveats:**
None.
9. **Accuracy, Maintenance, Support:**
The data is collected on-site and reported to the district level, then to the administrative office monthly. The interpretive staff has expended considerable time and effort defining and refining this measure and training the field staff in reporting events and programs. Records are maintained in the interpretive section at the administrative office.
10. **Responsible Person:**
Interpretive Services Manager; Ray Berthelot; (225) 342-8128; rberthelot@crt.la.gov

PERFORMANCE INDICATOR DOCUMENTATION

Program Activity: Parks and Recreation – Field Operations and Regional Offices

Objective 2: To sustain the number of visitors served by the park system to at least 2,000,000 by the end of fiscal year 2027-2028, and to sustain the number of individuals participating in interpretive programs and events of at least 150,000 individuals annually by the end of fiscal year 2027-2028.

Indicator Name: Number of Interpretive Programs and Event Participants

Indicator LaPAS PI Code: 10304

1. Type and Level:

Output - Key

2. Rationale, Relevance, Reliability:

The objective is to sustain the number of programs participants. Identification of the number of program and event participants allows analysis in relation to the overall total visitation and provides an avenue to examine the overall effectiveness of reaching the maximum audience.

3. Use:

The interpretive section, operations and other staff will use program totals to measure the success of reaching an increasing visitation base. It will also provide a means to evaluate the success of programs delivered offsite. The participation in programs and events will be weighed against the actual visitation of the total site.

4. Clarity:

For purposes of this plan, an “interpretive program or event” is an on-site program open to the public and scheduled prior to the start of the fiscal year as well as programs delivered off site. This does not include programs delivered on demand or basic site tours. Examples include battle reenactments, living history demonstrations, lectures, night hikes, birding walks, etc.

5. Data Source, Collection and Reporting:

The number of participants in interpretive programs and special events offered is tracked at the administrative office. All participants are counted equally for purposes of these indicators. Visitation is reported to the administration offices monthly.

6. Calculation Methodology:

The number of program and event participants is reported through the agency visitation accounting system to the Interpretive Services section at the administrative offices.

7. Scope:

This is a total number agency-wide to represent the reach of programs and events to the total audience of state parks and state historic sites.

8. Caveats:

None.

9. Accuracy, Maintenance, Support:

The data is collected on-site and reported to the district level, then to the administrative office monthly. The interpretive staff has expended considerable time and effort defining and refining this measure and training the field staff in reporting participation of events and programs. Records are maintained at the field units and at the administrative office.

10. Responsible Person:

Interpretive Services Manager; Ray Berthelot; (225) 342-8128; rberthelot@crt.la.gov

PERFORMANCE INDICATOR DOCUMENTATION

Program Activity: Parks and Recreation – DOR (Federal Programs)

Objective 3: To fully obligate available Federal funds allocated to Louisiana annually through the LWCF and RTP for the development of outdoor recreational facilities and to uphold full compliance of all applicable Federal laws associated with projects developed through these programs.

Indicator Name: Percentage of Federal Monies Obligated Through the Grant Programs

Indicator LaPAS PI Code: 23516

1. Type and Level:
Output - Key

2. Rationale, Relevance, Reliability:
The Office of State Parks, Division of Outdoor Recreation, administers Federal grant programs to render financial assistance throughout Louisiana. Through raising awareness of these funding sources and seeking out quality projects to provide for recreation of Louisiana citizens statewide, the agency is tasked with fully obligating all available Federal funds.

3. Use:
This indicator will be used by the Division of Outdoor Recreation to determine success in attracting and fully utilizing all available Federal funds.

4. Clarity:
Monies provided by Federal allocation through both the Land and Water Conservation Fund and the Recreational Trails Program are identified as obligated upon obtaining Federal approval of respective grant applications.

5. Data Source, Collection and Reporting:
The administrative office retains current records on the number and obligated funding amount of all projects. This information is cumulative and is constantly updated as projects are approved and funded.

6. Calculation Methodology:
The total obligated amount as approved by Federal partners is incorporated in the calculation.

7. Scope:
The projects can be shown individually, cumulative by parish, legislative or congressional district and statewide for reporting purposes.

8. Caveats:

None.

9. Accuracy, Maintenance, Support:

Obligation of funds is recorded at the Federal level and reported as such. Records are maintained at the Federal level and at the administrative office.

10. Responsible Person:

Division of Outdoor Recreation Director; Mitchell Aleshire; (225) 342-8102;
maleshire@crt.la.gov.

PERFORMANCE INDICATOR DOCUMENTATION

Program Activity: Parks and Recreation – DOR (Federal Programs)

Objective 3: To fully obligate available Federal funds allocated to Louisiana annually through the LWCF and RTP for the development of outdoor recreational facilities and to uphold full compliance of all applicable Federal laws associated with projects developed through these programs.

Indicator Name: Percentage of Land and Water Conservation Fund (LWCF) Projects in Good Standing

Indicator LaPAS PI Code: 15035

1. Type and Level:
Outcome - Key

2. Rationale, Relevance, Reliability:
Administration of the LWCF program requires inspections of all funded facilities across the state at least once every five years. Funded projects must remain safe, open and inviting to the general public in perpetuity. Failure to comply with Federal maintenance and operation standards jeopardizes participation of Louisiana in this grant program.

3. Use:
This indicator will be used by the Division of Outdoor Recreation (DOR) to determine the level of compliance statewide. It will also be used in the evaluation of new applications to ensure potential project sponsors are good stewards of existing recreation facilities.

4. Clarity:
An LWCF project is an outdoor recreation facility and/or land acquired through monies provided in part through the Federal Land and Water Conservation Fund.

5. Data Source, Collection and Reporting:
The administrative office retains current records on the number and status of all projects. This information is cumulative and is constantly updated as projects are approved and funded. The data is confirmed monthly upon receipt of the Federal grantor agency report.

6. Calculation Methodology:
All projects are counted equally, regardless of size. A site may have multiple projects.

7. Scope:
The projects can be shown individually, cumulative by parish, legislative or congressional district and statewide for reporting purposes.

8. Caveats:

The total count includes multiple projects at a single site. To get the total of all separate sites requires a manual review of the projects. The Division of Outdoor Recreation keeps a cross-reference of these sites for ease of providing information.

9. Accuracy, Maintenance, Support:

The actual count of projects funded is prepared by the Department of Interior, National Park Service, and is reported semiannually to the Division of Outdoor Recreation (DOR). All project sites are inspected within a five (5) cycle, approximately 1/5 each year. Records are maintained by the DOR.

10. Responsible Person:

Division of Outdoor Recreation Director; Mitchell Aleshire; (225) 342-8102;
maleshire@crt.la.gov.

PERFORMANCE INDICATOR DOCUMENTATION

Program Activity: Parks and Recreation – DOR (Federal Programs)

Objective 3: To fully obligate available Federal funds allocated to Louisiana annually through the LWCF and RTP for the development of outdoor recreational facilities and to uphold full compliance of all applicable Federal laws associated with projects developed through these programs.

Indicator Name: Number of New LWCF Projects Funded Annually

Indicator LaPAS PI Code: 15037

- 1. Type and Level:**
Output - Supporting
- 2. Rationale, Relevance, Reliability:**
This indicator reflects the number of new facilities funded in part through utilization of Federal funds through the LWCF program.
- 3. Use:**
This indicator will be used by the Division of Outdoor Recreation to determine the level of interest and reach of the LWCF in addressing the outdoor recreation needs identified in the latest edition of the Statewide Comprehensive Outdoor Recreation Plan.
- 4. Clarity:**
An LWCF project is an outdoor recreation facility and/or land acquired through monies provided in part through the Federal Land and Water Conservation Fund.
- 5. Data Source, Collection and Reporting:**
The administrative office retains current records on the number and status of all projects. This information is cumulative and is constantly updated as projects are approved and funded. The data is confirmed monthly upon receipt of the Federal grantor agency report.
- 6. Calculation Methodology:**
All projects are counted equally, regardless of size.
- 7. Scope:**
The projects can be shown individually, cumulative by parish, legislative or congressional district and statewide for reporting purposes.
- 8. Caveats:**
The Division of Outdoor Recreation keeps a cross-reference of these sites for ease of providing information.

9. Accuracy, Maintenance, Support:

The actual count of projects funded is prepared by the Department of Interior, National Park Service, and is reported to the Division of Outdoor Recreation on a monthly basis. Records are maintained at the Federal level and at the administrative office.

10. Responsible Person:

Division of Outdoor Recreation Director; Mitchell Aleshire; (225) 342-8102;
maleshire@crt.la.gov.

Office of Cultural Development

Agency Number 06-265

Fiscal Year 2023-2024 through 2027-2028

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 four main parts: Archaeology, Historic Preservation, the Council for the Development of French in Louisiana (CODOFIL), and the Atchafalaya National Heritage Area (ANHA). 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; it will endeavor to increase the use of the French language in our state; and it will enhance the Atchafalaya region.

Program Objectives

Objective 1: By 2028, 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 2028, 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 2028.

Activity: State Historic Preservation Office (SHPO)

State Outcome Goal: Economic Development

Objective 4:	Provide approximately 250,000 citizens with information about archaeology between 2023 and 2028.
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 2023 and 2028.
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 9:	Enhance the heritage, culture and environment of the 14-parish Atchafalaya region.
Activity:	Atchafalaya National Heritage Area
State Outcome Goal:	Economic Development

Objective 1. By 2028, 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 2028, 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, 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 2028.

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 2023 and 2028.

Program: Cultural Development

Activity: State Historic Preservation Office (SHPO)

State Outcome Goal: Economic Development

Strategies

- 4.1 Expand public-private partnership to enhance heritage education efforts.
- 4.2 Provide, and increase, state documents and databases on the Internet.
- 4.3 Coordinate annual Archaeology Month activities.
- 4.4 Produce and distribute archaeology educational materials and web materials to the public
- 4.5 Continue distribution of classroom archaeology materials to schools.
- 4.6 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 2023 and 2028.

Program: Cultural Development

Activity: State Historic Preservation Office (SHPO)

State Outcome Goal: Economic Development

Strategies

- 5.1** 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.
- 5.2** 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

- 6.1** Review federal projects and applications for licenses and permits for their impact upon historic properties and archaeological resources.
- 6.2** Fully implement federal and state programs mandated for the purpose of this objective.
- 6.3** 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

- 7.1** Attend all periodic consultation and briefing sessions.
- 7.2** Collaborate in preparation of agendas, time lines and support documentation.
- 7.3** Execute annual recruitment abroad.
- 7.4** Administer United States government programs for work visas.
- 7.5** 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 Dept. of Education.

Objective 8.	To enable Louisiana teachers and students of French to study French abroad each year.
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Program:	Cultural Development
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Activity:	CODOFIL Educational Programs
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State Outcome Goal:	Education
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Strategies

- 8.1 Periodic consultation with the Consortium of Universities and Colleges.
- 8.2 Attend executive committee meetings and periodic meetings.
- 8.3 Coordinate preparation of time lines and support documentation.
- 8.4 Coordinate preparation of agendas.
- 8.5 Publish and disseminate information
- 8.6 Receive and process applications.
- 8.7 Coordinate the selection of candidates.
- 8.8 Provide orientation session for scholarship recipients.

Indicator

Outcome	Number of foreign scholarships awarded
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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 Dept. of Education, thus avoiding duplication.

Objective 9.	Enhance the heritage, culture, and environment of the 14-parish Atchafalaya region.
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Program: Cultural Development

Activity: Atchafalaya National Heritage Area

State Outcome Goal: Economic Development

Strategies

- 9.1** Focus impact of funds while still serving community needs.
- 9.2** Leverage relationships with local and state partners to develop and promote destination identity.
- 9.3** Develop community capacity and leadership to promote ANHA and spur economic development.
- 9.4** Provide plug-and-play educational video shorts covering aspects of ANHA's environmental and cultural characteristics.

Indicator

Outcomes	Dollars leveraged by ANHA grant program Citizens reached by ANHA outreach efforts
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Supporting Documentation for Objective #9 Performance Indicators

Rationale/Appropriateness

This indicator is a gauge of the level of effectiveness of the Atchafalaya grant program and outreach efforts. Grants and outreach are two primary functions of the ANHA.

Primary Beneficiaries

Community leaders, cultural and outdoor recreation organizations, and citizens of the Atchafalaya region will primarily benefit.

Data Collection Procedure/Calculation Methodology

Dollars leveraged will be reliant on grant recipients to complete and submit final reports on projects as required. Simple counting of the number of persons reached by ANHA outreach efforts.

Limitations of Indicators/External Factors

ANHA is federally funded through the National Park Service. An external factor is variances in annual funding levels.

Duplication

ANHA closely coordinates activity with other CRT agencies to avoid duplication.

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. Primary clients and users of the Atchafalaya National Heritage Area are community leaders, cultural and outdoor recreation organizations, and residents of the Atchafalaya Region.

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

Objectives 1 and 3:	See Supporting Documentation sheets in main portion of Strategic Plan, above.
Objective 2:	Landowners, Land Managers, Developers, Governmental Agencies, and Professional Archaeologists.
Objective 4:	Teachers, Students, General Public, and Indian Tribes.
Objective 5:	Community Leaders, Business Owners and Residents in Main Street Communities
Objective 6:	Federal agencies, Landowners, Developers, Land Managers, Professional Archaeologists.
Objective 7 & 8:	Teachers and Students of French in Louisiana.
Objective 9:	Community Leaders, Cultural & Outdoor Recreation Organizations, and Residents of the Atchafalaya Region.

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."

Atchafalaya Trace Commission, the managing entity of the Atchafalaya National Heritage Area, was created by Act 1440 of the 1997 regular session to protect the wet and wild nature of the Atchafalaya Basin; promote nature-based, scenic, cultural, historic, and other forms of heritage tourism; identify, strengthen, and link "gateway communities" surrounding the Atchafalaya Basin; improve transportation and communication facilities and access within the trace area; further develop family-oriented recreational facilities; preserve, enhance, protect, and interpret archaeological and historical sites and structures, architectural heritage, and cultural events, traditions, and lifeways; communicate the unique maritime cultural history of the Atchafalaya Basin and Atchafalaya Bay; develop environmental awareness and educational programs for residents and visitors; seek recognition and federal funding for the trace area as a National Heritage Area; recognize and interpret the unique contributions to the regional landscape of the oil and gas, marine and maritime, fishing and aquaculture, sugarcane, and cypress timber industries; promote and market the region through a variety of communications media including maps, guides, tapes, videos, advertisement, signage, and electronic media; stimulate the development of necessary overnight accommodations and other conveniences; promote scientific research and scholarly activities pertaining to the region's resources, economy, and lifeways; and develop an integrated natural, scenic, cultural, and historic resource management plan for the trace area and assist appropriate federal, state, and local authorities in its implementation. (La. R.S. 25:1222)

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 7 and 8, 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.

Atchafalaya National Heritage Area:

ANHA is entirely federally operated through funds received from the National Park Service. Fluctuating federal funding could directly impact the operations of the heritage area.

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; for our Main Street program, and for the Atchafalaya National Heritage Area.

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 2028, 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 2028, 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, 2022.

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

Objective 3: By the year 2028, increase the number of Louisiana artists served by programs of the LDOA by 10% above the number served as of June 30, 2022.

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

Objective 4: By the year 2028, 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 2028, 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 2028, 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, 2022.

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 2028, increase the number of Louisiana artists served by programs of the LDOA by 10% above the number served as of June 30, 2022.

Program: Arts

Activity: Arts Grants & Administration

State Outcome Goal: Economic Development

Strategies

- 3.1** Continue and expand the LDOA's grant support for arts projects.
- 3.2** Increase the professional opportunities for artists in the state.

Indicators

Input	Number of workshops/seminars.
Output	Number of grant applications funded.
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 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 2028, 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 cultural ambassadors for Louisiana.
- 4.3** Strengthen cultural tourism partnerships with the Office of Tourism and the Atchafalaya National Heritage Area by promoting arts activities and facilitating 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

OCD assists in the development of cultural policy and initiatives in partnership with local community leaders.

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 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 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 able provide a certification process for designated cultural districts. Technical assistance is provided by OCD once certified.

Duplication

There is no duplication of operations between programs.

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. Also, the National Endowment for the Arts requires a new strategic plan for the LDOA every 3 years.

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
Objective 4: General Louisiana Public

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 Mt. 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.

Program C: OCD 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) and Atchafalaya National Heritage Area (ANHA).

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 and ANHA.

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, CODOFIL, and ANHA.

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.

PERFORMANCE INDICATOR DOCUMENTATION

Program: Cultural Development
Activity: State Historic Preservation Office (SHPO)
Objective: 1 – By 2028, 66% of the state’s parishes will be surveyed to identify historic properties.
Indicator Name: Cumulative percentage of parishes surveyed to identify historic properties.
LaPAS PI Code: 20811

1. **Type and Level:**
Outcome – Key
2. **Rationale:**
We are required to report on our progress toward surveying the entire state for historic properties as part of our annual federal grant agreement with the National Park Service. Under that agreement our office works toward surveying every building more than 50 years old.
3. **Use:**
To inform management decision-making about resource allocation; and see number 2 above.
4. **Clarity:**
Not applicable.
5. **Validity, Reliability and Accuracy:**
Unaudited. Parish surveys are reported to us by contract surveyors. We seek to engage only those who produce reliable and accurate work. Those whose work proves otherwise, we discontinue using.
6. **Data Source, Collection and Reporting:**
Data is submitted in the form of quarterly reports prepared by contract surveyors and reports from our staff. Each quarterly report is due one month after the close of the quarter.
7. **Calculation Methodology:**
Absolute Count.
8. **Scope:**
The figure is not broken out in any way beyond the absolute number.
9. **Caveats:**
Parishes vary sharply in the number of historic properties each contains. Our progress in this work is dependent upon our level of appropriation.
10. **Responsible Person:**
Nicole Hobson-Morris, Director, Division of Historic Preservation
Phone 225-342-8172; E-mail: nmorris@crt.la.gov

PERFORMANCE INDICATOR DOCUMENTATION

Program: Cultural Development
Activity: State Historic Preservation Office (SHPO)
Objective: 1 – By 2028, 66% of the state’s parishes will be surveyed to identify historic properties.
Indicator Name: Number of buildings surveyed annually.
LaPAS PI Code: 1291

1. **Type and Level:**
Output – Key
2. **Rationale:**
We are required to report this figure as part of our annual federal grant process. Under an annual agreement with the National Park Service, our office works toward surveying every building in the state more than 50 years old.
3. **Use:**
To inform management decision-making about resource allocation; and, see number 2 above.
4. **Clarity:**
Performing a “survey” of a building is a much less detailed review of a building than making a “record” of a building with a measured drawing.
5. **Validity, Reliability and Accuracy:**
Unaudited. Field surveyors and members of our staff canvass the state, parish-by-parish, creating written reports on properties more than 50 years old. Our agency strives to engage only those individuals who do accurate and professional work. We discontinue the services of any whose work proves otherwise.
6. **Data Source, Collection and Reporting:**
Data is submitted in the form of quarterly reports on our field surveys. Each quarterly report is due one month after the close of the quarter.
7. **Calculation Methodology:** Absolute Count.
8. **Scope:**
The figure is not broken out in any way beyond the absolute number.
9. **Caveats:**
See number 4 above. Also note that, in the past, Performance Indicator number 1291 had used the term “recorded,” however, the number of buildings reported in this indicator has merely been those simply surveyed, not recorded with a measured drawing.
10. **Responsible Person:**
Nicole Hobson-Morris, Director, Division of Historic Preservation
Phone 225-342-8172; E-mail: nmorris@crt.la.gov

PERFORMANCE INDICATOR DOCUMENTATION

Program: Cultural Development
Activity: State Historic Preservation Office (SHPO)
Objective: 2 – By 2028, improve management of the record of Louisiana’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.
Indicator Name: Number of archaeological sites newly recorded or updated annually.
LaPAS PI Code: 10308

1. **Type and Level:**
Output – Key
2. **Rationale:**
Shows how many site forms were submitted and added each year to the official state archaeological site files. That is a valid measure of our strategy to increase the number of sites recorded.
3. **Use:**
To inform management decision-making about resource allocation; and help protect important archaeological resources.
4. **Clarity:** Not applicable.
5. **Validity, Reliability and Accuracy:**
Unaudited. Almost all reports submitted to us are prepared by professional archaeologists working under federal and state guidelines.
6. **Data Source, Collection and Reporting:**
Archaeologists must submit site forms for each site recorded or updated as part of federal or state projects.
7. **Calculation Methodology:**
Addition.
8. **Scope:**
Number includes sites recorded or updated as a result of federal projects, state projects, regional archaeologists’ projects, and the station archaeologist’s projects.
9. **Caveats:**
Dependent on archaeologists submitting reports to provide accurate and timely information. Type, number, and location of proposed federal and state projects affect acreage surveyed. The amount of work and the locations are almost wholly outside the control of our agency.
10. **Responsible Person:**
Chip McGimsey, State Archaeologist
Phone: 225-342-8200; Email: cmcgimsey@crt.la.gov

PERFORMANCE INDICATOR DOCUMENTATION

Program: Cultural Development
Activity: State Historic Preservation Office (SHPO)
Objective: 2 – By 2028, improve management of the record of Louisiana’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.
Indicator Name: Number of cubic feet of artifacts and related records that are newly curated to state and federal standards.
LaPAS PI Code: 21901

1. **Type and Level:**
Outcome – Key
2. **Rationale:**
Shows annual number of cubic feet of artifacts and the number of cubic feet of records associated with those artifacts that are added to the collections at the state’s curation facility in Baton Rouge and that meet state and federal standards.
3. **Use:**
To show the annual size of new archaeological collection for which the state is meeting state and federal guidelines.
4. **Clarity:**
Not applicable.
5. **Validity, Reliability and Accuracy:**
Unaudited. Done by count of cubic feet of material.
6. **Data Source, Collection and Reporting:**
Archaeologists submit site artifacts and related records for permanent curation.
7. **Calculation Methodology:**
Addition.
8. **Scope:**
Number includes collections turned over to the state that result from federal projects, state projects, and regional archaeologists’ projects.
9. **Caveats:**
Dependent on amount of artifacts recovered by archaeologists. Fluctuates annually based on number and type of state and federal projects in the state.
10. **Responsible Person:**
Chip McGimsey, State Archaeologist
Phone: 225-342-8200; Email: cmcgimsey@crt.la.gov

PERFORMANCE INDICATOR DOCUMENTATION

Program: Cultural Development
Activity: State Historic Preservation Office (SHPO)
Objective: 3 – Assist in the restoration of 2,000 historic properties by 2028.
Indicator Name: Number of historic properties preserved.
LaPAS PI Code: 1287

1. **Type and Level:**
Outcome – Key
2. **Rationale:**
This figure provides an overview of our level of performance in tangibly preserving historic properties. The figure cumulates our performance in three separate, but related, areas: (1) number of historic properties restored using grants, (2) number of properties renovated through the Tax Credit programs, and (3) number of properties listed on the National Register of Historic Places (“NRHP”).
3. **Use:**
Internal management decision-making on allocating our resources, and the productivity of staff. Further, see number 2 above.
4. **Clarity:**
The first two of the three component parts of this indicator report on physical improvements to properties; but, the third component (listing on the NRHP) does not necessarily involve any physical change. We include it because, for commercial properties, listing on the NRHP is required for earning the federal rehabilitation tax credit.
5. **Validity, Reliability and Accuracy:**
Unaudited. The Division of Historic Preservation maintains a list of properties restored using grants, and those renovated through the Tax Credit programs. The National Park Service in Washington maintains the NRHP, and is an independent source that can verify Louisiana NRHP listings as well as federal tax credit projects. See also number 9 below.
6. **Data Source, Collection and Reporting:**
The State professional National Register staff compiles data quarterly.
7. **Calculation Methodology:** Absolute count.
8. **Scope:**
As noted above, we have now clearly delineated the three separate parts comprising this indicator: (1) number of historic properties restored using grants, (2) properties renovated through the Tax Credit programs, and (3) number of properties placed on the NRHP. Each of these parts is itself, a separate indicator.
9. **Caveats:**
A single “listing” on the National Register may be a single building, and it may also be an entire neighborhood of many buildings. When an entire neighborhood is listed, that requires dramatically more research than for a single building.
10. **Responsible Person:**
Nicole Hobson-Morris, Director, Division of Historic Preservation
Phone 225-342-8172; E-mail: nmorris@crt.la.gov

PERFORMANCE INDICATOR DOCUMENTATION

Program: Cultural Development
Activity: State Historic Preservation Office (SHPO)
Objective: 4 – Provide approximately 250,000 citizens with information about archaeology between 2023 and 2028.
Indicator Name: Number of persons reached with educational materials, outreach activities, website and Archaeology Month.
LaPAS PI Code: 20821

1. Type and Level:

Outcome – Key

2. Rationale:

Provides an overview of the level of performance in our outreach to citizens to provide them information about archaeology.

3. Use:

Helps us to assess internal staffing levels and resource deployment. Also helps us evaluate usefulness of, and level of interest in, our outreach efforts.

4. Clarity:

See number 8 and 9 below.

5. Validity, Reliability and Accuracy:

Unaudited. Done by manual count of booklets, quarterly reporting on outreach activities, reporting from our department's Information Services section, and reports from Archaeology Month partner organizations.

6. Data Source, Collection and Reporting:

Supplies of materials are inventoried quarterly. Separately, we also maintain a list of persons to whom we mail materials. See also number 5 above.

7. Calculation Methodology:

Addition.

8. Scope:

We feel it would make sense to replace all other performance indicators for this objective with this more comprehensive one that includes website hits and educational materials.

9. Caveats:

Dependent upon number of requests for educational materials. Website hits level is largely outside our control. Number of persons reached through Archaeology Month and interpretative events is partly dependent upon marketing efforts by our partner organizations, competing activities, and the weather.

10. Responsible Person:

Chip McGimsey, State Archaeologist
Phone: 225-342-8200; Email: cmcgimsey@crt.la.gov

PERFORMANCE INDICATOR DOCUMENTATION

Program: Cultural Development
Activity: State Historic Preservation Office (SHPO)
Objective: 5 – Create 1,000 new jobs by recruiting new businesses and supporting existing businesses in designated Main Street historic districts between 2023 and 2028.
Indicator Name: Number of new jobs created by the Main Street program.
LaPAS PI Code: 22342

- 1. Type and Level:**
Output – Key
- 2. Rationale:**
New jobs generated is an accepted measure of economic development programs.
- 3. Use:**
To inform management decision-making about resource allocation and program impact. Also see number 2 above.
- 4. Clarity:**
Not applicable.
- 5. Validity, Reliability and Accuracy:**
We rely upon our partnering Main Street communities to report to us accurately on job creation in their respective communities. They are well positioned to know what jobs have been created in their own community's Main Street district. However, the responsibility for sending us reliable and accurate information is squarely on the shoulders of the local Main Street manager in each of our participating communities.
- 6. Data Source, Collection and Reporting:**
Each local Program Manager monitors business activity in each designated community closely. Each new hire is recorded and submitted to the State staff quarterly, and compiled by the State Historic Preservation professional staff.
- 7. Calculation Methodology:**
Addition.
- 8. Scope:**
This figure is not broken out in any way beyond the absolute number. The number of jobs reported is the gross number of new jobs created.
- 9. Caveats:**
Economic fluctuations may impact this indicator.
- 10. Responsible Person:**
Nicole Hobson-Morris, Director, Division of Historic Preservation
Phone 225-342-8172; E-mail: nmorris@crt.la.gov

PERFORMANCE INDICATOR DOCUMENTATION

Program: Cultural Development
Activity: State Historic Preservation Office (SHPO)
Objective: 6 – Review 100% of the federally funded, licensed, or permitted projects submitted to assess their potential impact on historic and archaeological resources.
Indicator Name: Percentage of proposed projects reviewed.
LaPAS PI Code: 10310

1. **Type and Level:**
Efficiency – Key
2. **Rationale:**
Provides a measure of productivity and workload. Also, this information is important because it is a barometer of how many archaeological and historical sites could be jeopardized if we do not properly review the proposed projects.
3. **Use:**
See number 2 above.
4. **Clarity:**
Principally undertaken by staff of Division of Archaeology; however, Division of Historic Preservation staff are involved in these reviews throughout the review process. Section 106 of the National Historic Preservation Act mandates that our Office conduct these reviews. Thus, these reviews are most frequently referred to simply as “Section 106 reviews.”
5. **Validity, Reliability and Accuracy:**
Unaudited. We have in our files a physical, paper record of each project review. These paper files are kept for at least one year.
6. **Data Source, Collection and Reporting:**
Staff archaeologists record the number of project reviews. Calculated annually.
7. **Calculation Methodology:**
Simple math, to derive a percentage: divide the total number of projects reviewed in our office by the number of projects received in our office.
8. **Scope:**
None
9. **Caveats:**
None.
10. **Responsible Person:**
Chip McGimsey, State Archaeologist
Phone: 225-342-8200; Email: cmcgimsey@crt.la.gov

PERFORMANCE INDICATOR DOCUMENTATION

Program: Cultural Development
Activity: CODOFIL Educational Programs
Objective: 7 – Recruit and administer Foreign Associate Teachers from France, Canada, Belgium and other Francophone nations annually.
Indicator Name: Number of Foreign Associate Teachers recruited.
LaPAS PI Code: 4830

1. **Type and Level:**
Outcome – Key
2. **Rationale:**
This indicator provides a yardstick to measure the extent to which French is being taught in Louisiana public schools through the support of the Louisiana Minimum Foundation Program.
3. **Use:**
This indicator is used to help gauge the extent to which French is being taught in Louisiana public schools and the extent to which CODOFIL helps supply teachers of the French language.
4. **Clarity:**
None necessary.
5. **Validity, Reliability and Accuracy:**
The number of Foreign Associate Teachers is monitored by the J-1 visa program in compliance with Immigration and Customs Enforcement regulations.
6. **Data Source, Collection and Reporting:**
The source is the Student and Exchange Visitor Information System database maintained by the U.S. Department of Homeland Security.
7. **Calculation Methodology:**
The PI is calculated by counting the number of teachers
8. **Scope:**
Statewide.
9. **Caveats:**
The indicator can be affected by changes in international travel and worker permit policies of our country and the French speaking countries of the world. Also affected by the demand in school systems for foreign language teachers, the availability of international teachers, and increase in Louisiana teachers certified to teach immersion.
10. **Responsible Person:**
Peggy Feehan, CODOFIL Director
Phone: 337-262-5985; Email: pfeehan@crt.la.gov

PERFORMANCE INDICATOR DOCUMENTATION

Program: Cultural Development
Activity: CODOFIL Educational Programs
Objective: 8 – Enable Louisiana Teachers and students of French to study French abroad each year.
Indicator Name: Number of foreign scholarships awarded.
LaPAS PI Code: 8430

1. **Type and Level:**
Outcome – Key
2. **Rationale:**
This indicator was selected because it gives an idea of the extent to which Louisianans are being assisted in the study of the French language by countries outside the U.S.
3. **Use:**
This indicator will be used to gauge the extent to which Louisiana teachers and students are assisted in studying the French language in other countries.
4. **Clarity:**
None necessary.
5. **Validity, Reliability and Accuracy:**
The number of foreign scholarships awarded is monitored by the CODOFIL Scholarship Coordinator.
6. **Data Source, Collection and Reporting:**
The source is the number of foreign scholarships awarded to Louisiana teachers and students of French, tallied by CODOFIL.
7. **Calculation Methodology:**
Simple arithmetic calculation.
8. **Scope:**
Pertains to teachers and students of French throughout the State.
9. **Caveats:**
These scholarships have two sources: a) foreign countries; and b) a Louisiana nonprofit corporation, Fondation Louisiane. The funding is approximately 60% by foreign countries and approximately 40% from Louisiana. Scholarships may be impacted by funding availability.
10. **Responsible Person:**
Peggy Feehan, CODOFIL Director
Phone: 337-262-5985; Email: pfeehan@crt.la.gov

PERFORMANCE INDICATOR DOCUMENTATION

Program: Cultural Development
Activity: Atchafalaya National Heritage Area
Objective: 9 – Enhance the heritage, culture, and environment of the 14-parish Atchafalaya region.
Indicator Name: Dollars leveraged by ANHA grant funds
LaPAS PI Code: **NEW**

1. **Type and Level:**
Outcome – Key
2. **Rationale:**
This indicator was selected because it gives an idea of the impact of the grant funds issued by ANHA within the heritage area.
3. **Use:**
This indicator will be used to gauge the effectiveness of grantees and provide information for targeted grants in the future.
4. **Clarity:**
None necessary.
5. **Validity, Reliability and Accuracy:**
The dollars leveraged will be reliant on grant recipients to complete and submit final reports on projects as required.
6. **Data Source, Collection and Reporting:**
Leverage amounts will be submitted by grant recipients, collected by ANHA staff, and reported to the NPS with annual reports.
7. **Calculation Methodology:**
Addition.
8. **Scope:**
14 parish Atchafalaya region.
9. **Caveats:**
Dependent upon dollars available to be granted by ANHA.
10. **Responsible Person:**
Justin Lemoine, ANHA Director
Phone: 225-342-8037; Email: jlemoine@crt.la.gov

PERFORMANCE INDICATOR DOCUMENTATION

Program: Cultural Development
Activity: Atchafalaya National Heritage Area
Objective: 9 – Enhance the heritage, culture, and environment of the 14-parish Atchafalaya region.
Indicator Name: Number of persons reached with educational materials, outreach activities, website, and Atchafalaya Month.
LaPAS PI Code: **NEW**

1. **Type and Level:**
Outcome – Key
2. **Rationale:**
Provides an overview of the level of performance of our outreach to citizens about the ANHA.
3. **Use:**
Helps us assess internal staffing levels of resource deployment. Also, assists in evaluating usefulness of, and level of interest in, our outreach efforts.
4. **Clarity:**
None necessary.
5. **Validity, Reliability and Accuracy:**
Done by a manual count of materials distributed, attendees at outreach events, and reporting from the website.
6. **Data Source, Collection and Reporting:**
Supplies of materials are inventoried quarterly. We also collect estimated attendance at outreach events. Reporting on hits from website can be collected at anytime.
7. **Calculation Methodology:**
Addition.
8. **Scope:**
14 parish Atchafalaya region.
9. **Caveats:**
Dependent upon number of educational materials printed and available. Website hits level is largely outside of our control. Number of persons reached through Atchafalaya month and interpretive events is partially dependent upon marketing efforts by partner organizations, competing activities, and the weather.
10. **Responsible Person:**
Justin Lemoine, ANHA Director
Phone: 225-342-8037; Email: jlemoine@crt.la.gov

PERFORMANCE INDICATOR DOCUMENTATION

Program: Arts
Activity: Arts Grants and Administration
Objective: 1 – By the year 2028, increase the audiences for LDOA sponsored events to 10 million people per year.
Indicator Name: Number of people directly served by LDOA-supported programs and activities.
LaPAS PI Code: 1309

1. **Type and Level:**
Outcome – Key
2. **Rationale:**
This indicator provides a direct measurement of the annual reach of our sponsored programs.
3. **Use:**
See number 2 above.
4. **Clarity:**
This indicator has previously been phrased slightly differently: “Audience for sponsored events.” The term “audience” here means one person attending one event. Accordingly, in this sense the total “audience” may, and usually does, exceed the total number of persons living in the State of Louisiana.
5. **Validity, Reliability and Accuracy:**
Unaudited. While we do spot check attendance at sponsored events by having staff members attend a number of events, such spot-checking merely provides us with a general impression of the number of people in the audience. Accordingly, the reliability of these figures is a function of the reliability of the organizations that report their audience numbers to us. All grant agreements provide that our office, and the Legislative Auditor, may inspect all documentation the receiving organization compiles on each grant, for up to three years after the end of the grant agreement.
6. **Data Source, Collection and Reporting:**
Cumulative compiling of written reports from the organizations receiving grants from us. This is done by Division of the Arts staff. Collection of data is ongoing, throughout the year. We compile the data at the end of each fiscal year.
7. **Calculation Methodology:** Simple math.
8. **Scope:** None.
9. **Caveats:**
See number 5 above. Also, the number of people directly served by LDOA-sponsored programs and activities is dependent upon the marketing efforts of our partner organizations that actually present these events, as well as being dependent upon the general Louisiana economy.
10. **Responsible Person:**
Susannah Johannsen, Executive Director, Division of the Arts
Phone: 225-342-8180; Email: sjohannsen@crt.la.gov

PERFORMANCE INDICATOR DOCUMENTATION

Program: Arts
Activity: Arts Grants and Administration
Objective: 2 – By the year 2028, 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, 2022.
Indicator Name: Number of grants to organizations
LaPAS PI Code: 6464

1. **Type and Level:**
Output – Key
2. **Rationale:**
This indicator reports the gross number of organizations in the state that receive grant support from LDOA.
3. **Use:**
This indicator gauges how many organizations we support with grants.
4. **Clarity:**
None.
5. **Validity, Reliability and Accuracy:**
Unaudited. We maintain detailed written records and an electronic database of the grant support we provide to organizations.
6. **Data Source, Collection and Reporting:**
Manual count of organizations receiving grant support.
7. **Calculation Methodology:**
Manual count; Simple math.
8. **Scope:**
Numbers can be studied by region, type of organization or individual, etc.
9. **Caveats:**
Budget fluctuations have a direct impact on the functioning of this program. Budgetary constraints in recent years have slowly, but steadily, eroded the level of state dollars appropriated to this program.
10. **Responsible Person:**
Susannah Johannsen, Executive Director, Division of the Arts
Phone: 225-342-8180; Email: sjohannsen@crt.la.gov

PERFORMANCE INDICATOR DOCUMENTATION

Program: Arts
Activity: Arts Grants and Administration
Objective: 3 – By the year 2028, increase the number of artists served by programs of the LDOA by 10% above the number served as of June 30, 2022.
Indicator Name: Number of grants benefiting artists.
LaPAS PI Code: 6465

1. **Type and Level:**
Output – Key
2. **Rationale:**
Indicates absolute number of artists to whom financially benefit from art project grants. This indicates the amount of our reach to those members of our constituency who are professional artists, one of the components of our stated mission.
3. **Use:**
See number 2 above.
4. **Clarity:**
None.
5. **Validity, Reliability and Accuracy:**
Unaudited. This is tracked by detailed written records maintained in our office, and by an electronic database we also maintain. The Executive Director reviews this number personally.
6. **Data Source, Collection and Reporting:**
We compile this data in our office. We report it to, among others, the Louisiana State Arts Council, a citizens group appointed by the Governor to oversee policy in the LDOA.
7. **Calculation Methodology:**
Manual count.
8. **Scope:**
None.
9. **Caveats:**
Budget fluctuations have a direct impact on the functioning of this program. Budgetary constraints in recent years have slowly, but steadily, eroded the level of state dollars appropriated to this program. The number of grants also varies from year to year due to varying levels of applications from artists, and due to the varying levels of viable applications from those artists who do apply.
10. **Responsible Person:**
Susannah Johannsen, Executive Director, Division of the Arts
Phone: 225-342-8180; Email: sjohannsen@crt.la.gov

PERFORMANCE INDICATOR DOCUMENTATION

Program: Arts
Activity: Cultural Economy Initiative
Objective: 4 – By the year 2028, grow hubs of cultural activity by incentivizing art sales, building rehabilitations, and increasing new businesses in cultural districts.
Indicator Name: Net new businesses in cultural districts.
LaPAS PI Code: 25418

1. **Type and Level:**
Outcome – Key
2. **Rationale:**
The number of new businesses in Louisiana’s cultural districts gives us an indication of our ability to increase production capacity and develop new markets for cultural products. OCD assists in the development of cultural policy and initiatives in partnership with local community leaders.
3. **Use:**
To inform management decision-making about resource allocation; and see number 2 above.
4. **Clarity:**
Not applicable
5. **Validity, Reliability and Accuracy:**
Unaudited. Absolute count.
6. **Data Source, Collection and Reporting:**
Annual business reports provided by local governing authorities for cultural districts.
7. **Calculation Methodology:**
Addition
8. **Scope:**
Not applicable
9. **Caveats:**
Economic fluctuations. This data is collected in January/February and represents the previous calendar year.
10. **Responsible Person:**
Susannah Johannsen, Executive Director, Division of the Arts
Phone: 225-342-8180; Email: sjohannsen@crt.la.gov

PERFORMANCE INDICATOR DOCUMENTATION

Program: Arts
Activity: Cultural Economy Initiative
Objective: 4 – By the year 2028, grow hubs of cultural activity by incentivizing art sales, building rehabilitations, and increasing new businesses in cultural districts.
Indicator Name: Number of people attending cultural events in cultural districts.
LaPAS PI Code: 25419

1. **Type and Level:**
Outcome – Key
2. **Rationale:**
The number of people attending cultural events in cultural districts gives us an indication of the citizen's interest in the cultural economy. OCD assists in the development of cultural policy and initiatives in partnership with local community leaders.
3. **Use:**
To inform management decision-making about resource allocation; and see number 2 above.
4. **Clarity:**
Not applicable
5. **Validity, Reliability and Accuracy:**
Unaudited. Absolute count.
6. **Data Source, Collection and Reporting:**
Annual event reports provided by local governing authorities for cultural districts.
7. **Calculation Methodology:**
Addition
8. **Scope:**
Not applicable
9. **Caveats:**
Economic fluctuations. This data is collected in January/February and represents the previous calendar year. Also, the number of people attending cultural events is dependent upon the marketing efforts of our partner organizations that actually present these events, as well as being dependent upon the general Louisiana economy and weather.
10. **Responsible Person:**
Susannah Johannsen, Executive Director, Division of the Arts
Phone: 225-342-8180; Email: sjohannsen@crt.la.gov

PERFORMANCE INDICATOR DOCUMENTATION

Program: Arts
Activity: Cultural Economy Initiative
Objective: 4 – By the year 2028, grow hubs of cultural activity by incentivizing art sales, building rehabilitations, and increasing new businesses in cultural districts.
Indicator Name: Dollar amount of original art sales in cultural districts.
LaPAS PI Code: 25159

1. **Type and Level:**
Outcome– General.
2. **Rationale:**
The dollar amount of original arts sales in cultural districts gives us an indication of the strength of the cultural economy. OCD assists in the development of cultural policy and initiatives in partnership with local community leaders.
3. **Use:**
To inform management decision-making about resource allocation; and see number 2 above.
4. **Clarity:**
Not applicable
5. **Validity, Reliability and Accuracy:**
Unaudited. Absolute count.
6. **Data Source, Collection and Reporting:**
Annual event reports provided by local governing authorities for cultural districts.
7. **Calculation Methodology:**
Addition
8. **Scope:**
Not applicable
9. **Caveats:**
Economic fluctuations. This data is collected in January/February and represents the previous calendar year.
10. **Responsible Person:**
Susannah Johannsen, Executive Director, Division of the Arts
Phone: 225-342-8180; Email: sjohannsen@crt.la.gov

PERFORMANCE INDICATOR DOCUMENTATION

Program: Administrative
Activity: Office of Cultural Development Administration
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.
Indicator Name: Percentage of OCD objectives achieved
LaPAS PI Code: 22173

1. **Type and Level:**
Outcome - Key
2. **Rationale:**
Shows how well the agency is performing overall under the direction of the Administrative Program.
3. **Use:**
To inform management decision-making about the overall efficiency of the organization.
4. **Clarity:**
Not applicable.
5. **Validity, Reliability and Accuracy:**
Unaudited. The result is drawn directly from all the other performance indicators for the agency. Accordingly, it, in turn, directly reflects all the limitations that those underlying indicators inherently contain. Further, it may be that certain of the underlying objectives are only partially achieved. Such partial success would have to be assigned an appropriate weight. This process could introduce additional inexactness into this indicator.
6. **Data Source, Collection and Reporting:**
All the other LaPAS performance indicators currently in use by the agency.
7. **Calculation Methodology:**
Simple arithmetic average produced by dividing the number of performance objectives achieved by the total number of performance objectives.
8. **Scope:**
See immediately preceding item's explanation.
9. **Caveats:**
Many of the underlying performance objectives are dependent upon external factors that are, to varying degrees, not reflective of the effort expended by our agency. In addition, the underlying objectives do not fully and evenly represent all facets of our agency's activities; rather, the present only a partial picture.
10. **Responsible Person:**
Carrie Broussard, Deputy Assistant Secretary
Phone: 225-342-8181; Email: cbroussard@crt.la.go

PERFORMANCE INDICATOR DOCUMENTATION

Fiscal Year 2023-2024 through FY 2027-2028

Agency/Program Vision Statement

The vision of the Louisiana Office of Tourism is to strengthen Louisiana as a worldwide premier travel destination.

Agency/Program Mission Statement

The mission of the Louisiana Office of Tourism is to 1) promote and assist expansion of tourism and the tourism industry in Louisiana; 2) increase employment opportunities for all citizens throughout the state through the orderly by accelerated development of facilities for tourism, travel and hospitality; 3) invite visitors from this nation and foreign countries to visit Louisiana; and 4) conduct an ongoing promotional campaign of information, advertising and publicity to create and sustain a positive image and understanding of Louisiana.

Agency/Program Philosophy

The philosophy of the Louisiana Office of Tourism is to use all of its assets to develop quality advertising campaigns, public relations and a variety of programs to increase visitation to Louisiana, increase visitor spending in Louisiana, and increase the number of jobs in tourism-related fields.

The Office of Tourism partners with tourism professionals and industry stakeholders in private and public sectors to extend and enhance their efforts to reach domestic and international travel trade and consumers. These combined efforts implement tasks ranging from in-state, domestic and international marketing and promotion to the creation and support of new tourism product and tourism industry initiatives.

Agency/Program Goal

The goals of the Louisiana Office of Tourism is to maximize the economic impact of travel and tourism to Louisiana. Specific goals include:

- Increase length of stay, visitor expenditure (yield), dispersal (geographical and seasonal) and market share;
- Leverage economic benefits from Louisiana natural attractions, major events while also improving and developing innovative and sustainable man-made attractions;
- Continue to strengthen partnerships and working relationships with stakeholders in the region;

- Develop tourism programs that meet the needs and expectations of visitors and local communities in order to improve visitor experience;
- Maintain research program which measures the economic, cultural, and social benefits and impacts of tourism as well as measurement of visitor profile and trends. The research program will continue on an ongoing basis;
- Conduct an ongoing promotional campaign of information, advertising and marketing to create and sustain a positive image and understanding of Louisiana (R.S. 15:1255); and
- Develop the professionalism of the tourism industry in the region in terms of customer service, internationally ready product; and accreditation.

Program A: Administration

Program Mission: The mission of the Administration program of the Office of Tourism is to coordinate the efforts and initiatives of the other programs in the Office of Tourism with the advertising agency, the other agencies with the department, and other public and private travel industry partners in order to achieve the greatest impact on the tourism industry in Louisiana.

Program Goal: The Administration program will derive the maximum return on investment from the dollars invested in tourism advertising and promotion by the Office of Tourism.

Program Objective:

Objective 1: Increase the amount of spending by visitors by 25 percent from \$16.8 billion in 2021 to \$21 billion in 2028.

Program Activity:	Administration
State Outcome Goal:	Economic Development

Objective 1: Increase the amount of spending by visitors by 25 percent from \$16.8 billion in 2021 to \$21 billion in 2028.

Program A: Administration

Program Activity: Administration

State Outcome Goal: Economic Development

Strategies:

- 1.1** Seek out best practices, innovative solutions and models for efficiency to better manage the Office of Tourism.
- 1.2** Establish ambitious but realistic annual goals for the advertising and public relations agencies, and require the agency to report progress on these goals.
- 1.3** Coordinate all programs within the Office of Tourism to ensure maximum efficiency of resources in meeting all goals and objectives.
- 1.4** Establish regular benchmarks/standards for quality of performance by the advertising agency, such as campaign reports, click-through-rate, cost-per-acquisition, and advertising recall, and insure that these benchmarks/standards are driving the direction of the advertising.
- 1.5** Improve the communications between the advertising agency and the Office of Tourism through weekly conference calls.
- 1.6** Assure a quality tourism website and make improvements that afford visitors a state-of-the-art experience as well as access to up-to-date information.
- 1.7** Seek out innovative technologies that provide better customer service opportunities, attract new markets and assist with other tourism marketing initiatives.

Indicators: Direct visitor spending by visitors to Louisiana
Number of visitors to Louisiana

Output: Number of visitors to Louisiana

Outcome: Direct visitor spending by visitors to Louisiana

Program B: Marketing

Program Mission: It is the mission of the Marketing Program of the Office of Tourism to provide advertising and publicity for the assets of the state of Louisiana; to design, produce, and distribute advertising materials through all media; and to reach as many potential tourists as possible with an invitation to visit Louisiana.

Program Goal(s):

1. The Marketing program will increase the number of visitors to Louisiana by 2028.
2. The Marketing program will increase the number of jobs in the tourism industry by 2028.

Program Objectives:

Objective 1: Increase the number of visitors to Louisiana by 30 percent from 41 million in 2021 to 53.3 million in 2028.

Program Activity:	Sales
State Outcome Goal:	Economic Development

Objective 2: Increase the number of jobs within the Louisiana tourism industry by 15 percent from 207,900 in 2021 to 239,085 in 2028.

Program Activity:	Communications
State Outcome Goal:	Economic Development

Objective 3: Increase the number of rounds of golf played at Audubon Golf Trail (AGT) courses to 325,000 annually by 2028.

Program Activity:	Audubon Golf Trail
State Outcome Goal:	Economic Development

Objective 1: Increase the number of visitors to Louisiana by 30 percent from 41 million in 2021 to 53.3 million in 2028.

Program B: Marketing

Program Activity: Advertising

State Outcome Goal: Economic Development

Strategies:

- 2.1** Contract with professional advertising and public relations firms to develop and implement campaigns and news publications, in conjunction with LOT, including digital and social influencer campaigns and new brand partnerships.
- 2.2** Explore new and emerging domestic and international markets by promoting day, regional, long-haul and international trips
- 2.3** Increase the number of international and domestic sales missions and familiarization tours.
- 2.4** Continue LOTs presence at strategically important domestic and international trade shows.
- 2.5** Continue ongoing support of events, fairs & festivals, attractions and special events within Louisiana through grant programs.
- 2.6** Coordinate marketing programs with the State convention and visitor bureaus.
- 2.7** Create strong authentic themes and messages to promote Louisiana as a top-of-mind destination.
- 2.8** Develop and promote programs that encourage longer overnight visitation.
- 2.9** Continue sponsorship and marketing cooperative opportunities with private-sector sponsors.

Indicators: State taxes collected from visitor spending (in millions)

Total mail & telephone inquiries, signals of intent to visit, and walk-ins
Click-Through-Rate
Amount of expenditures in Louisiana by U.S. resident visitors
Amount of expenditures in Louisiana by international visitors
Number of U.S. resident visitors
Number of Canadian and overseas visitors

Outputs: Total mail, telephone, internet inquires and walk-ins
Number of U.S. resident visitors
Number of Canadian and overseas visitors

Outcomes: State taxes collected from visitor spending (in millions)
Amount of expenditures in Louisiana by U.S. resident visitors
Amount of expenditures in Louisiana by international visitors

Efficiency: Click-Through-Rate

Objective 2: Increase the number of jobs within the Louisiana tourism industry by 15 percent from 207,900 in 2021 to 239,085 in 2028.

Program B: Marketing

Program Activity: Communications

State Outcome Goal: Economic Development

Strategies:

- 3.1** Create external communications through distributing and publishing newsletters and maintaining relationships with industry partners and stakeholders.
- 3.2** Create public relation efforts to target key markets including media missions and familiarization tours.
- 3.3** Encourage more cruise lines, airlines and hotel chains to expand business into Louisiana.
- 3.4** Collaborate with local communities to prepare employees to attract visitors interested in Louisiana tourism activities.
- 3.5** Develop other educational outreach programs for the Louisiana tourism industry, such as workshops for social media.
- 3.6** Monitor all advertising results through various annual research methods, such as website conversion studies, mid and post-flight campaign reports, inquiry tracking reports, and utilize the findings from the research to increase the efficiency and effectiveness of the advertising.
- 3.7** Develop value-added products from byways systems and advertise byways to promote the use of Louisiana's most scenic roadways.
- 3.8** Develop rural tourism promotion and product development.
- 3.9** Maintain micro-websites to assess in the promotion of niche-markets.

Indicators: Hotel/motel room nights sold

Number of people employed in travel and tourism industry in Louisiana

Input: Hotel/motel room nights sold

Outcome: Number of people employed in travel and tourism in Louisiana

Objective 3: Increase the number of rounds of golf played at the Audubon Golf Trail courses to 325,000 annually by 2028.

Program B: **Marketing**

Program Activity: **Audubon Golf Trail**

State Outcome Goal: **Economic Development**

Strategies:

- 4.1** Implement a comprehensive marketing program which may include:
 - Social Media
 - Print Ads
 - Outdoor Advertisement
 - Online promotion
 - Trade Shows
 - Journalist FAM trips
- 4.2** Align AGT with a nationally recognized Louisiana resident Golf Professional to serve as the public face for AGT.
- 4.3** Develop interagency, intra-agency and public-private collaborations to help advance the awareness of the AGT.
- 4.4** Uphold the standards of each of the golf courses participating on the AGT through the use of regularly review courses with course managers.
- 4.5** Develop participation programs with AGT courses.
- 4.6** Add three new member courses across the state to the AGT.
- 4.7** Create sponsorship and marketing cooperative opportunities with private-sector sponsors.

Indicators: Annual number of rounds of golf played on AGT courses
Percent increase in rounds of golf played

Input: Percent increase in rounds of golf played

Outcome: Annual number of rounds of golf played on AGT courses

Program C: Welcome Center

Program Mission: The mission of Louisiana’s Welcome Centers, located along major highways entering the state and in two of Louisiana’s largest cities, is to provide a safe, friendly environment in which to welcome visitors and provide them information about area attractions and to encourage them to spend more time in the state.

Program Goal(s):

1. The Welcome Center program will provide a safer, friendlier environment in which an increasing number of travelers can learn more about Louisiana’s food, culture, and attractions.
2. The Welcome Center program will provide the highest quality, customer service at each center.

Program Objectives:

Objective 1: Increase the number of welcome center visitors by 20 percent from 337,910 in 2021 to 405,592 in 2028.

Program Activity:	Welcome Center
State Outcome Goal:	Economic Development

Objective 2: Maintain average length of stay by welcome center visitors at 2.0 nights from 2023 to 2028.

Program Activity:	Welcome Center
State Outcome Goal:	Economic Development

Objective 1: Increase the number of welcome center visitors by 20 percent from 337,910 in 2021 to 405,592 in 2028.

Program C: **Welcome Center**

Program Activity: **Welcome Center**

State Outcome Goal: **Economic Development**

Strategies:

- 5.1** Maintain the current level of travel counselor staff at each welcome center and add additional counselors, maintenance personnel, and custodians to larger centers as needed.
- 5.2** Provide a more inviting atmosphere to the exterior of the centers by improving the landscaping, adding interpretive exhibits, and enhancing the interior design.
- 5.3** Encourage visitors to sign the visitor book.
- 5.4** Work with DOTD in providing 24-hour security officers at all interstate rest areas in which a Welcome Center resides.

Indicators: Total visitors to welcome centers
 Number of Welcome Center Travel Counselors
 Number of welcome centers

Input: Number of Welcome Center Travel Counselors
 Number of welcome centers

Output: Total visitors to welcome centers

Objective 2: Maintain the average length of stay by welcome center visitors at 2.0 nights from 2023 to 2028.

Program C: **Welcome Center**

Program Activity: **Welcome Center**

State Outcome Goal: **Economic Development**

Strategies:

- 6.1** Provide appropriate preventative maintenance of facilities.
- 6.2** Management of workforce schedules to maximize efficiency.
- 6.3** Manage overall operating cost.

Indicators: Cost per visitor
Average length of stay for welcome center visitors

Outcome: Average length of stay for welcome center visitors

Efficiency: Cost per visitor

Office of Tourism Supporting Documentation

A. Statement identifying the principal clients and users of each program and program objective and the specific service or benefit derived by such persons or organizations:

As specified in its enabling legislation, the Office of Tourism is established to help the Louisiana economy grow by promoting Louisiana as a travel destination, thereby helping the Louisiana travel industry. Therefore, the Office of Tourism's clients are hotels, restaurants, attractions, convention and visitor bureaus and others within the travel industry, who depend on hospitality as their livelihood. Louisiana visitors are the Office of Tourism's clients since they depend on the Office's literature for information about Louisiana, and they depend on the Office's Welcome Centers as a safe, clean environment in which to learn more about what Louisiana has to offer.

B. List of external variables:

The successful accomplishment of the goals and objectives described within this document is heavily dependent upon a number of external variables. For example, travel and tourism must respond to global events, financial considerations, changing demographics, and traveler preferences in order to be effective. Also, national and international lifestyle/life stage trends can affect travel and tourism, such as the increasing/decreasing amount of leisure time available or the increasing number of people under the age of 35 and over age 55 within the U.S. population. National and international transportation trends and/or crises, such as airline disasters or airline fare wars can have either a positive or negative impact on travel to Louisiana. National and international man-made crises such as travel advisories due to war or terrorism can have an adverse impact; so can natural disasters, such as hurricanes or oil spills, which may cause temporary but significant changes in travel patterns. National and international media stories about Louisiana may significantly alter awareness of Louisiana as a travel destination.

C. Statement of how duplication will be avoided when the operations of more than one program are directed at achieving a single goal, objective or strategy:

All three programs within the Office of Tourism work in coordination to accomplish all goals and objectives identified within this plan. There is no duplication; rather there is a dependence on one another to handle complex tasks that are integral to the program's success.

D. Statement of how the plan will derive management decisions and other agency processes:

The strategic planning process continues to provide the impetus for the agency to evaluate opportunities for improved and increased service to the public armed with a clear mission; thorough self-assessment and stakeholder analysis; the agency formulated strategies; and priorities to achieve the goals described in the plan. As a result of the planning process, the agency has focused a new proactive approach to management of its resources. Annually, the agency will measure the effectiveness of the strategies in the attainment of the desired outcomes. Based on the measurements, and taking into account the impact of any external variables, the agency will be able to determine the need to modify its strategies and reallocate resources.

E. Authorizations for each goal:

All goals within the Office of Tourism are authorized under R.S. 36:4, R.S. 36:201 et seq, R.S. 51:1251 et seq.

F. Documentation as to the validity, reliability and appropriateness of each performance indicator and how such will drive decision-making and other agency processes:

The following is a list of primary performance indicators and their rationale, validity, reliability and appropriateness:

1. Number of visitors to Louisiana - The number of U.S. residents taking a trip to or within Louisiana that is at least 50 miles away from their residence and the number of international residents who visit Louisiana while on their trip within the U.S. The source for U.S. resident visitors is from the Louisiana Visitor Volume and Spending Report by D.K. Shifflet, a MMGY Global Company. The source for international visitors is from the National Travel & Tourism Office I-94 Publication and Survey of International Air Travelers to the U.S.-overseas and U.S. - Mexican markets, and Tourism Economics reporting of Canadian residents. All sources are widely used within the travel industry and are valid and reliable sources.

2. Number of inquiries - The number of brochures and other materials sent to potential travelers who have requested further information as the result of an advertisement or by some other source. Inquiries are subdivided into several categories. For example, consumer inquiries are the result of Advertising within consumer print publications and electronic media. Trade inquiries are the result of Advertising within travel trade publications. Internet inquiries are those inquiries left on the Office of Tourism's web site. Mail inquiries are those inquiries received from inquirers who sent either a business reply card or a letter requesting travel information. Generating inquiries is a primary goal of advertising; therefore, measuring the number of inquiries is a valid and effective method for determining the performance of advertising. Inquiry tracking reports are generated monthly by the Office of Tourism.

3. Amount of expenditures in Louisiana by all visitors - The exchange of money or the promise of money for goods or service while traveling, including any advance purchase of public transportation tickets, lodging or other items normally considered incidental to travel, but which may be purchased in advance of the trip. Expenditures are measured annually by D.K. Shifflet, a MMGY Global Company, the results of which are obtained by the Office of Tourism. The company has been used by the Office of Tourism for more than three years as a measurement of growth within the Louisiana travel industry.

4. Ad Recall from high BDI markets - Advertising recall from those areas which are most heavily advertised. This indicator comes from an Assessment of the Effectiveness of Louisiana's Tourism Advertising/Marketing Promotional Campaign. It is a qualified random sample mailed survey of households within those markets in which an adult in the household is asked a series of questions regarding Louisiana's advertising. Ad recall is an industry standard used for measuring the effectiveness of ad campaigns.

5. Number of people employed directly in travel and tourism - The number of jobs attributable to travel and tourism in Louisiana are determined monthly by the Bureau of Labor Statistics for leisure and hospitality and seasonally adjusted.

6. Average cost per inquiry packet - The advertising packet cost is determined by adding the following: a) the handling cost per packet derived from the ad agency fulfillment/telemarketing cost and dividing by the number of packets fulfilled; b) add the cost of the inquiry packet items (inspiration guide and map); and c) add the average postage cost.

7. *Hotel Room Demand* - The actual number of room nights sold for a period of time. The Office of Tourism uses the research from a national hospitality research company (STR) to determine the number of room nights sold by hotels in Louisiana. This figure is monitored on a monthly basis and comparisons are made with national trends as well as competing states. The percentage change in room nights sold provides an insight into increased tourism business in Louisiana.

8. *Number of welcome center visitors* - Visitors who enter any of Louisiana's 8 state welcome centers are asked to sign a registration sheet and record the number of people in their travel party, the state they are from, and the number of nights they are planning to stay in Louisiana. These sheets are then compiled into monthly reports in which the number of visitors and their state/country of origin are recorded. These reports serve as a measurement of how many visitors have come into the center. Monthly, calendar year and fiscal year reports are developed and provide standard measures for periodic performance.

9. *Cost per welcome center visitor* - The amount of dollars spent for staffing and operating welcome centers divided by the number of welcome center visitors determines the cost per welcome center visitor. While some differences exist between centers due to location and highway traffic volume, this performance indicator is still valid when tracked through time.

10. *Average length of stay for welcome center visitors* - The average number of nights welcome center visitors stayed in Louisiana while on their trip to Louisiana. This indicator is determined by comparing the number of visitor parties with the number of nights each party stays in Louisiana. This information is obtained from the visitor sign-in sheet located in each welcome center and reported monthly to the Communications and Research section.

11. *Advertising Return on Investment (ROI)* – An indicator derived from a survey of recent visitors to Louisiana. The ROI involves calculations of the following factors: 1) the number of Louisiana visitors' households who have seen a Louisiana advertisement and admitted that it had a positive impact on their trip; 2) average household expenditures on trip to Louisiana; 3) average expenditures for taxes from visitor spending; and 4) actual spending by the Office of Tourism for advertising placement and production.

12. *Number of inquiry packets mailed* - This is very similar to the number of inquiries but is broken into categories by mail delivery, such as bulk-rate packets, first-class packets and international packets. The mix of these packets has a significant impact on how much time it takes for inquirers get their LOT travel guide. For example, the large majority of travel guides are mailed using the U.S. Post Office's bulk rate system. This system is the least expensive method but is also the slowest. Domestic inquirers who do not indicate that their trip is within three weeks are sent travel guides using this method. Domestic inquirers who indicate that their trip is within three weeks of their request for information will receive their travel guide via first-class postage. International inquirers will be sent a travel guide via a private mail carrier.

G. Glossary of Terms

CGP – Competitive Grant Program. The program provides matching grants to reimburse a percentage of the actual cost of qualifying marketing expenses associated with the promotion of a tourism event. The goal of the program is to encourage and support marketing initiatives for tourism events that attract and retain visitors to the state and have a positive impact on Louisiana's economy.

CMP – Cooperative Marketing Program. A program which allows Convention and Visitors' Bureaus and, in some instances, industry members to buy at a special rate into cooperative advertising pages in magazines and newspapers.

Cost per Inquiry – The cost associated with an advertisement (usually the placement cost only) divided by the number of inquiries. For example, Ad X costs \$5,900 to place within the March issue of Southern Travel magazine. The ad generated 1,000 inquiries from readers wanting a copy of the Louisiana Inspiration Guide. Therefore, the cost per inquiry for that ad was \$5.90.

CVB – Convention and Visitors Bureau. A CVB is a non-profit organization supported by transient room taxes, government budget allocations, private memberships or a combination of any of these funding mechanisms. A CVB promotes tourism by encouraging groups to hold meetings, conventions and trade shows in its city.

FAM – Familiarization Tour. A complimentary or reduced-rate travel program for group tour operators, travel agents, travel writers, etc. designed to acquaint them with a specific destination in order to promote sales for that area. The suppliers on the itinerary usually provide their services at no charge. Area or state tourist commissions usually organize FAM tours.

LTA – Louisiana Travel Association. A non-profit, private-sector trade association representing the state's travel and hospitality industry. LTA offers cooperative programs to assist businesses by helping to assess needs and planning marketing strategies.

Louisiana Inspiration Guide – The primary fulfillment piece for LOT, the Louisiana Inspiration Guide is sent to a million people who call or write to express an interest in visiting Louisiana. The guide contains helpful information and inside tips. This piece is published annually in January.

Media Placement Budget – The amount of money used for buying advertising in television media (time) and print media (space). This budget does not include the actual production (design, photos, etc.) of the ad.

Sales Mission – A marketing strategy in which a number of coordinated promotions are conducted sequentially either in an area with high market potential and/or directed at a group of people with great potential to bring a large volume of people to Louisiana. For example, for a sales mission directed at French-speaking Canadians, Louisiana tourism officials may travel to Canada and participate in various radio and TV shows, a travel trade reception and direct meetings with key tour operators.

Byways – Part of a federal/state program to preserve rich rural heritage. Roads that receive this prestigious designation must meet stringent national standards. The byways, which cross almost every area of the state, cover much of Louisiana's most beautiful scenery.

Tour Operator – A company which creates and/or markets inclusive tours whose responsibilities include advertising, selling, folder distribution and reservation operations of a tour. Many tour operators sell through travel agents and directly to clients.

Tourism – The business of providing and marketing services and facilities for travelers.

Travel Agent – A company or individual selling travel services and representing transportation, accommodation and/or tour operators.

Travel Summit – An annual statewide conference sponsored by the Louisiana Travel Association (LTA) in which the Louisiana travel industry meets to exchange ideas and plans for promoting tourism.

Visitor – A visitor is any person who travels at least 50 miles from his residence for the purpose of entertainment, vacation, personal business and/or attending a meeting, conference, seminar or some other business function that is not routine. Travel involving commuting to work, foreign students, seasonal employment or any routine work-related travel (such as pilots or delivery truck drivers) is not recorded as travel/tourism.

Welcome Center – A program within the Office of Tourism that provides direct information to potential and actual visitors to Louisiana via the 8 state welcome centers around the state (six are on interstate highways near the state's borders).

H. Program evaluation used to develop objectives and strategies:

In establishing its objectives and strategies, the agency referred to the *Department of Culture, Recreation, and Tourism's Annual Report*. Also, numerous other reports were consulted to determine performance indicators, such as the *Tourism Spending in Louisiana Parishes, The University of New Orleans, 2022*; *Louisiana Visitor Volume & Spending Report, D.K. Shifflet, a MMGY Global Company 2022*; and *Louisiana Economic Impact, Tourism Economics, 2022*.

LOUISIANA OFFICE OF TOURISM

PERFORMANCE INDICATOR DOCUMENTATION

Program: Administration
Activity: Sales
Objective: 1 – Increase the amount of spending by visitors by 25 percent from \$16.8 billion in 2021 to \$21 billion in 2028.
Indicator Name: Direct visitor spending by visitors to Louisiana.
Indicator LaPAS PI Code: 1322

1. **Type and Level:**
Outcome – Key
2. **Rationale, Relevance, Reliability:**
Measures the total spending by visitors to Louisiana annually, which is a direct measure of progress toward meeting our objective of increasing visitor spending. This is a measurement of direct impact from visitors who choose Louisiana as their destination.
3. **Use:**
This indicator is used by management to analyze the effectiveness of marketing strategies.
4. **Clarity:**
See Glossary of Terms.
5. **Data Source, Collection and Reporting:**
A report titled Louisiana Visitor Volume and Spending is generated annually by D.K. Shifflet (DKSA), a MMGY Global Company, through a licensed agreement with the Office of Tourism. The Research Section receives the report from DKSA in May.
6. **Calculation Methodology:**
DKSA estimates the types of visitors using an online sample panel from a national sample. The sample is surveyed each month enabling DKSA to generate the best estimate of travel incidence (volume) within the total U.S. population. Person-Stays, which counts every stay on a trip.
7. **Scope:**
This indicator comes from a national aggregate, which is then divided into state data based on the results of nationwide travel survey.
8. **Caveats:**
Dependent upon the annual renewal of the Office of Tourism’s agreement with DKSA for the report, and timely and consistent updating by DKSA.
9. **Accuracy, Maintenance, Support:**
This indicator comes from the leading sources of national travel data and has been reviewed by the Legislative Auditor.
10. **Responsible Person:**
Lynne Coxwell, Director of Research
Phone: (225) 342-2876
Fax: (225) 342-1051
lcoxwell@crt.la.gov

PERFORMANCE INDICATOR DOCUMENTATION

Program: Administration
Activity: Sales
Objective: 1 – Increase the amount of spending by visitors by 25 percent from \$16.8 billion in 2021 to \$21 billion in 2028.
Indicator Name: Number of visitors to Louisiana.
Indicator LaPAS PI Code: 1323

1. **Type and Level:**
Output – Key
2. **Rationale, Relevance, Reliability:**
Measures the total number of people who chose Louisiana as their leisure/business destination. This is a valid indication of our progress toward meeting the objective to increase visitor spending.
3. **Use:**
This indicator is used to track the quantity of visitors to Louisiana annually and quarterly to assess the effectiveness of marketing efforts.
4. **Clarity:**
See Glossary of Terms.
5. **Data Source, Collection and Reporting:**
Total domestic & foreign visitation is calculated from the Louisiana Visitor Volume and Spending report by D.K. Shifflet (DKSA), a MMGY Global Company, and Tourism Economics International Travel Dashboard. Also, the number of international visitors is obtained quarterly from the National Travel & Tourism Office (NTTO) Visitors Arrival Program (I-94 data) of U.S.-overseas and U.S.-Mexican markets.
6. **Calculation Methodology:**
DKSA data are collected using an online methodology employing KnowledgePanel®, an address based sample panel offered by Knowledge Networks. The sample is drawn as a national probability sample and returns are balanced to ensure representation of the U.S. population according to the most recent U.S. Census. Tourism Economics database leverages multiple sources of data sets to arrive at estimates.
7. **Scope:**
This indicator comes from a national aggregate, which is then divided into state data based on the results of nationwide travel surveys.
8. **Caveats:**
Dependent upon the annual renewal of the Office of Tourism’s agreement with DKSA, Tourism Economics, and publication subscription with NTTO for the reports, and timely and consistent updating from DKSA, Tourism Economics, and NTTO.
9. **Accuracy, Maintenance, Support:**
This indicator comes from the leading sources of national travel data and has been reviewed by the Legislative Auditor.

- 10. Responsible Person:**
Lynne Coxwell, Director of Research
Phone: (225) 342-2876
Fax: (225) 342-1051
lcoxwell@crt.la.gov

PERFORMANCE INDICATOR DOCUMENTATION

Program: Marketing
Activity: Advertising
Objective: 1 – Increase the number of visitors to Louisiana by 30 percent from 41 million in 2021 to 53.3 million in 2028.
Indicator Name: State taxes collected from visitor spending (in millions).
Indicator LaPAS PI Code: 1325

1. **Type and Level:**
Outcome – Key
2. **Rationale, Relevance, Reliability:**
This indicator measures the total amount of state taxes generated by visitor spending. Since the Office of Tourism receives its budget from state tax revenue, there is a connection to the amount of state taxes generated by visitors.
3. **Use:**
This indicator is used to monitor annual growth as the result of visitor spending in Louisiana. It is used to analyze the success of the marketing plan.
4. **Clarity:**
See Glossary of Terms.
5. **Data Source, Collection and Reporting:**
A report titled Economic Impact of Tourism in Louisiana is generated annually by Tourism Economics through a contract with the Office of Tourism. The Research Section receives the report from Tourism Economics in May.
6. **Calculation Methodology:**
Tourism Economics compiles diverse data sets to measure visitor expenditures and uses a data cross-check method utilizing an Input-Output (I-O) model based on an IMPLAN (an economic impact assessment software system) model to create the report. An I-O model represents a profile of an economy by measuring the relationships among industries and consumers. The model will estimate direct, indirect, and induced impacts by industry and provide related economic impact data (payroll income, employment, and federal, state, and local tax revenue) on travel in Louisiana.
7. **Scope:**
This indicator comes from a national aggregate, which is then divided into state data based on the results of nationwide travel surveys.
8. **Caveats:**
Dependent upon the annual renewal of the Office of Tourism's contract with Tourism Economics, and timely and consistent updating by Tourism Economics.
9. **Accuracy, Maintenance, Support:**
This indicator comes from the leading sources of national travel data and has been reviewed by the Legislative Auditor.
10. **Responsible Person:**
Lynne Coxwell, Director of Research
Phone: (225) 342-2876
Fax: (225) 342-1051
lcxwell@crt.la.gov

PERFORMANCE INDICATOR DOCUMENTATION

Program: Marketing
Activity: Advertising
Objective: 1 – Increase the number of visitors to Louisiana by 30 percent from 41 million in 2021 to 53.3 million in 2028.
Indicator Name: Total mail, telephone, internet inquires and walk-ins.
Indicator LaPAS PI Code: 15675

1. **Type and Level:**
Output – Key
2. **Rationale, Relevance, Reliability:**
Measures the total number of inquiries received by the Office of Tourism, which is an indication of the effectiveness of marketing efforts.
3. **Use:**
The Office no longer relies solely on inquiry counts or research conducted of inquiries as a performance indicator. The discontinued use of inquiries as a primary indicator is due to the greater use and unpredictability of the Office of Tourism's website to produce inquiries. The website contains all of the same information that is in the Louisiana Inspiration Guide. Almost all inquiries are generated from advertising. However, not all inquiries generate a mailed packet since the large majority of internet inquiries do not request a mailed packet of information on Louisiana. This information is useful in decision making concerning marketing strategies as well as determining the volume of promotional materials (tour guides, brochures, etc.) that should be produced.
4. **Clarity:**
See Glossary of Terms.
5. **Data Source, Collection and Reporting:**
From monthly reports generated by the Office of Tourism through counts generated within each welcome center. Total inquiry counts are generated monthly and reported in monthly tracking reports developed by the Research Section.
6. **Calculation Methodology:**
Actual Count.
7. **Scope:**
This indicator includes all mail, telephone, e-mail and Internet inquiries as well as walk-in visitors.
8. **Caveats:**
None.
9. **Accuracy, Maintenance, Support:**
This indicator is an actual count of all inquiries, so there is no sample error.
10. **Responsible Person:**
Lynne Coxwell, Director of Research
Phone: (225) 342-2876
Fax: (225) 342-1051
lcoxwell@crt.la.gov

PERFORMANCE INDICATOR DOCUMENTATION

Program: Marketing
Activity: Advertising
Objective: 1 – Increase the number of visitors to Louisiana by 30 percent from 41 million in 2021 to 53.3 million in 2028.
Indicator Name: Number of U.S. resident visitors.
Indicator LaPAS PI Code: 21270

1. **Type and Level:**
Output – General Performance Information
2. **Rationale, Relevance, Reliability:**
Measures total number of U.S. resident visitors who choose Louisiana as a leisure/business trip destination. This is a valid indication of our progress toward meeting the objective of increasing visitor spending.
3. **Use:**
This indicator is used to track visitor volume to Louisiana among U.S. residents and compare our volume trends with other competing states in order to measure the effectiveness of our marketing efforts.
4. **Clarity:**
See Glossary of Terms.
5. **Data Source, Collection and Reporting:**
From Louisiana Visitor Volume and Spending report by D.K. Shifflet (DKSA), a MMGY Global Company. Total U.S. resident visitor counts are obtained annually from DKSA.
6. **Calculation Methodology:**
DKSA estimates the types of visitors using an online sample panel from a national sample. The sample is surveyed each month enabling DKSA to generate the best estimate of travel incidence (volume) within the total U.S. population.
7. **Scope:**
This indicator comes from a national aggregate, which is then divided into state data based on the results of nationwide travel surveys.
8. **Caveats:**
Dependent upon the annual renewal of the Office of Tourism's agreement with D.K. Shifflet for the report, and timely and consistent updates from DKSA.
9. **Accuracy, Maintenance, Support:**
This indicator comes from the leading sources of national travel data and has been reviewed by the Legislative Auditor.
10. **Responsible Person:**
Lynne Coxwell, Director of Research
Phone: (225) 342-2876
Fax: (225) 342-1051
lcxwell@crt.la.gov

PERFORMANCE INDICATOR DOCUMENTATION

Program: Marketing
Activity: Advertising
Objective: 1 – Increase the number of visitors to Louisiana by 30 percent from 41 million in 2021 to 53.3 million in 2028.
Indicator Name: Number of Canadian and overseas visitors.
Indicator LaPAS PI Code: 21271 and 21272

1. **Type and Level:**
Output – General Performance Information
2. **Rationale, Relevance, Reliability:**
Measures total number of overseas and Canadian resident visitors, who choose Louisiana as a leisure/business trip destination. This is a valid indication of our progress toward meeting the objective of increasing visitor spending.
3. **Use:**
This indicator is used to track the success of overseas and Canadian marketing initiatives in order to measure the effectiveness of our marketing efforts.
4. **Clarity:**
See Glossary of Terms.
5. **Data Source, Collection and Reporting:**
The number of overseas and Mexican international visitors to Louisiana is obtained from the National Travel and Tourism Office's (NTTO) Visitors Arrival Program (I-94 data) and Tourism Economics. The number of Canadian visitors is obtained from Tourism Economics.
6. **Calculation Methodology:**
Tourism Economics leverages multiple data sets to arrive at estimates. NTTO integrates the volume of inbound international visitors to the United States from residents of other countries, using three U.S. and international government sources.
7. **Scope:**
This indicator encompasses all visitors whose residence is not in the U.S.
8. **Caveats:**
Dependent on the annual renewal of the Office of Tourism's subscriptions to Tourism Economic International Travel Dashboard and the NTTO I-94 quarterly publication.
9. **Accuracy, Maintenance, Support:**
The validity of the data on Canadian visitors is very reliable because it comes from a trusted source (Tourism Economics) and a sound methodology. The reliability of the overseas visitation comes from the National Travel and Tourism Office's Visitors Arrival Program (I-94 data) publication, which gathers statistical data about international air passenger travelers via a survey.
10. **Responsible Person:**
Lynne Coxwell, Director of Research
Phone: (225) 342-2876
Fax: (225) 342-1051
lcoxwell@crt.la.gov

PERFORMANCE INDICATOR DOCUMENTATION

Program: Marketing
Activity: Communications
Objective: 2 – Increase the number of jobs within the Louisiana tourism industry by 15 percent from 207,900 in 2021 to 239,085 in 2028.
Indicator Name: Number of people employed directly in travel and tourism in Louisiana.
Indicator LaPAS PI Code: 15677

1. **Type and Level:**
Outcome – Key
2. **Rationale, Relevance, Reliability:**
Measures the total number of people directly employed in tourism due to visitor spending. This is a measurement of direct impact from visitors, who choose Louisiana as their destination and is a valid measurement of our success in meeting our objective to increase jobs in the tourism industry in Louisiana.
3. **Use:**
This indicator is used to track the size and scope of the travel industry in Louisiana, and to monitor the growth of this industry in comparison with other states. This information is useful in measuring the growth of the tourism industry in Louisiana.
4. **Clarity:**
See Glossary of Terms.
5. **Data Source, Collection and Reporting:**
Calendar year tourism direct employment is calculated by the U.S. Bureau of Labor Statistics (BLS), which provides Louisiana statewide leisure & hospitality employment calculations on a monthly basis and is seasonally adjusted.
6. **Calculation Methodology:**
The U.S. Bureau of Labor Statistics produces detailed industry estimates of employment of workers each month from NAICS classifications and a sample of establishments.
7. **Scope:**
This indicator includes all employees in Louisiana directly supported by visitor spending in Louisiana.
8. **Caveats:**
Dependent upon the monthly release of employment from BLS.
9. **Accuracy, Maintenance, Support:**
This indicator comes from a leading source of employment data and national data availability.
10. **Responsible Person:**
Lynne Coxwell, Director of Research
Phone: (225) 342-2876
Fax: (225) 342-1051
lcxwell@crt.la.gov

PERFORMANCE INDICATOR DOCUMENTATION

Program: Marketing
Activity: Research
Objective: 2 – Increase the number of jobs within the Louisiana tourism industry by 15 percent from 207,900 in 2021 to 239,085 in 2028.
Indicator Name: Hotel/motel room nights sold.
Indicator LaPAS PI Code: 15678

1. **Type and Level:**
Input – Supporting
2. **Rationale, Relevance, Reliability:**
Measures level of effort in pursuit of accomplishing objective.
3. **Use:**
This indicator is used to track hotel usage within the state of Louisiana and its large metropolitan areas. This information is used by management to track the growth of the travel industry in Louisiana.
4. **Clarity:**
See Glossary of Terms.
5. **Data Source, Collection and Reporting:**
Data collected and published from STR (Smith Travel Research) weekly and monthly destination lodging reports.
6. **Calculation Methodology:**
Proprietary from STR.
7. **Scope:**
This indicator includes all hotel/motel occupancy, average daily rate, room revenue, supply & demand in Louisiana.
8. **Caveats:**
Dependent on hotels/motels that submit information to STR.
9. **Accuracy, Maintenance, Support:**
This indicator comes from the leading source of national data on hotel/motel usage.
10. **Responsible Person:**
Lynne Coxwell, Director of Research
Phone: (225) 342-2876
Fax: (225) 342-1051
lcoxwell@crt.la.gov

PERFORMANCE INDICATOR DOCUMENTATION

Program: Marketing
Activity: Audubon Golf Trail
Objective: 3 – Increase the number of rounds of golf played at Audubon Golf Trail (AGT) courses to 325,000 annually by 2028.
Indicator Name: Annual number of rounds played annually on AGT courses
Indicator LaPAS PI Code: 20693

1. **Type and Level:**
Outcome – Key
2. **Rationale, Relevance, Reliability:**
Indicates the courses are being used.
3. **Use:**
Will be used for both internal purposes and for performance-based budgeting. Implement a marketing program to advance the awareness of the AGT.
4. **Clarity:**
Any round of golf played shall be counted.
5. **Data Source, Collection and Reporting:**
Each course is responsible for collecting and recording rounds played.
6. **Calculation Methodology:**
Standard to the golf industry: if a golfer plays any round at the course, it is recorded.
7. **Scope:**
The member courses of the Audubon Golf Trail are spread all over the state. The number of rounds played shall be for the entire group across the state. If needed, regional analysis could be made.
8. **Caveats:**
The indicator is reliant on the member courses properly training their staff to record all rounds.
9. **Accuracy, Maintenance, Support:**
Each of the member courses keep annual accounting records of rounds played.
10. **Responsible Person:**
Mary Williams, Programs Manager
Phone: (225) 342-8207
Fax: (225) 342-1051
mpwilliams@crt.la.gov

PERFORMANCE INDICATOR DOCUMENTATION

Program: Marketing
Activity: Audubon Golf Trail
Objective: 3 – Increase the number of rounds of golf played at Audubon Golf Trail (AGT) courses to 325,000 annually by 2028.
Indicator Name: Percent increase in rounds of golf played.
Indicator LaPAS PI Code: 23518

1. **Type and Level:**
Input – Key
2. **Rationale, Relevance, Reliability:**
Indicates the local courses and the state marketing efforts are being successfully received by consumers.
3. **Use:**
This indicator will be used for future marketing decisions.
4. **Clarity:**
Calculations of rounds will be made quarterly to determine the percentage of growth.
5. **Data Source, Collection and Reporting:**
Rounds are reported to the state by each member course for calculation.
6. **Calculation Methodology:**
Golf records.
7. **Scope:**
The member courses of the Audubon Golf Trail are spread all over the state. The number of rounds played shall be for the entire group across the state.
8. **Caveats:**
None.
9. **Accuracy, Maintenance, Support:**
Each course is responsible for collecting and reporting rounds played.
10. **Responsible Person:**
Mary Williams, Programs Manager
Phone: (225) 342-8207
Fax: (225) 342-1051
mpwilliams@crt.la.gov

PERFORMANCE INDICATOR DOCUMENTATION

Program: Welcome Center
Activity: Welcome Center
Objective: 1 – Increase the number of welcome center visitors by 20 percent from 337,910 in 2021 to 405,592 in 2028.
Indicator Name: Total visitors to welcome centers.
Indicator LaPAS PI Code: 1328

1. **Type and Level:**
Output – Key
2. **Rationale, Relevance, Reliability:**
Measures level of users of the welcome centers as recorded by the welcome center program's sign-in sheets. This is the only method of measuring the level of use a welcome center experiences.
3. **Use:**
Measuring the number of visitors to the welcome center aids the tracking of printed materials distributed at each center, as well as other traffic issues related to the welcome centers.
4. **Clarity:**
See Glossary of Terms.
5. **Data Source, Collection and Reporting:**
Each month, each welcome center compiles the results of those who have voluntarily signed the registration book and sends the results to the regional coordinator. The Regional Coordinator then compiles this information into a report and the Research Section extracts the data from the welcome center logging-reporting administration online site. Monthly, calendar year and fiscal year reports are generated.
6. **Calculation Methodology:**
Total sum of all visitors, who sign the registration sheets along with those in their travel party.
7. **Scope:**
This indicator encompasses all state welcome center visitors that are registered on the sign-in sheets. It is comparable to the methods used by other states' welcome centers.
8. **Caveats:**
Several welcome centers have been permanently closed. This and any highway construction as well as weather, natural disasters, special events, and holidays can adversely affect the amount of traffic through the centers.
9. **Accuracy, Maintenance, Support:**
This indicator is an actual figure and relies on no formulas or projections; therefore, the accuracy is good. However, since the indicator is dependent on the visitors who fill out the sign-in log at each center, it is strictly a voluntary system and may miss some visitors who refuse to sign the sheets.
10. **Responsible Person:**
Lynne Coxwell, Director of Research
Phone: (225) 342-2876
Fax: (225) 342-1051
lcoxwell@crt.la.gov

PERFORMANCE INDICATOR DOCUMENTATION

Program: Welcome Center
Activity: Welcome Center
Objective: 2 – Maintain average length of stay by welcome center visitors at 2.0 nights from 2021 to 2028.
Indicator Name: Cost per visitor
Indicator LaPAS PI Code: 1329

1. **Type and Level:**
Efficiency – Supporting
2. **Rationale, Relevance, Reliability:**
Measures level of users of the welcome centers as recorded by the welcome center program's registration sheets and divided by the welcome center budget expenditures. This calculation measures the level of resources allocated per welcome center visitor.
3. **Use:**
This indicator is used to illustrate the amount of resources that are allocated to the centers in proportion to their traffic volume. It is a measure of efficiency and is helpful to management in determining the allocation of resources.
4. **Clarity:**
See Glossary of Terms.
5. **Data Source, Collection and Reporting:**
Each month, each welcome center compiles the results of those who have voluntarily signed the registration book and sends the results to the regional coordinator. The Regional Coordinator then compiles this information into a report and the Research Section extracts the data from the welcome center logging-reporting administration online site. The annual count is then divided by the total budget allocated to welcome center program. Monthly, calendar year and fiscal year reports are generated on welcome center visitors.
6. **Calculation Methodology:**
The total sum of all visitors who sign the registration sheets along with those in their travel party is divided into the total annual welcome center expenditures.
7. **Scope:**
This indicator encompasses all state welcome center visitors that are registered on the sign-in sheets.
8. **Caveats:**
The welcome centers have been undergoing extensive renovations. This and any highway construction as well as weather, special events, and holidays can adversely affect the amount of traffic through the centers.
9. **Accuracy, Maintenance, Support:**
This indicator is an actual figure and relies on no formulas or projections, therefore the accuracy is good. However, since the indicator is dependent on the visitors who fill out the sign-in log at each center, it is strictly a voluntary system and may miss some visitors who refuse to sign the sheets.

- 10. Responsible Person:**
Lynne Coxwell, Director of Research
Phone: (225) 342-2876
Fax: (225) 342-1051
lcoxwell@crt.la.gov

PERFORMANCE INDICATOR DOCUMENTATION

Program: Welcome Center
Activity: Welcome Center
Objective: 2 – Maintain average length of stay by welcome center visitors at 2.0 nights from 2021 to 2028.
Indicator Name: Average length of stay for welcome center visitors.
Indicator LaPAS PI Code: 1327

1. **Type and Level:**
Outcome – Key
2. **Rationale, Relevance, Reliability:**
Measures the results of the travel counselors' efforts for visitors to extend their stay in Louisiana.
3. **Use:**
This indicator is used to measure the effectiveness of the welcome center staff whose role is to counsel the visitors to stay longer in Louisiana.
4. **Clarity:**
See Glossary of Terms.
5. **Data Source, Collection and Reporting:**
The average length of stay has been incorporated into the registration sheet that a visitor is requested to sign when a visitor enters the center. This provides more timely and accurate information.
6. **Calculation Methodology:**
The average number of nights per party in Louisiana is determined by dividing the total number of nights in Louisiana as indicated on the sign-in sheets, by the total number of parties registered at the welcome centers.
7. **Scope:**
This indicator encompasses all state welcome center visitors that are registered on the sign-in sheets.
8. **Caveats:**
None.
9. **Accuracy, Maintenance, Support:**
This indicator is an actual figure and relies on no formulas or projections, therefore the accuracy is good. However, since the indicator is dependent on the visitors who fill out the sign-in log at each center, it is strictly a voluntary system and may miss some visitors who refuse to sign the sheets.
10. **Responsible Person:**
Lynne Coxwell, Director of Research
Phone: (225) 342-2876
Fax: (225) 342-1051
lcxwell@crt.la.gov

DEPARTMENT OPERATIONAL PLANS AND ORGANIZATION CHARTS

Operational Plan

STATE OF LOUISIANA
Operational Plan Form
Department Goals

OP PLAN - ACT/OBJ
Fiscal Year 2024 - 2025
Report Date: 10/20/23

DEPARTMENT NUMBER AND NAME: CRT - Department of Culture Recreation and Tourism

DEPARTMENT MISSION

The mission of the Department of Culture, Recreation, and Tourism is to preserve and enhance Louisiana's unique heritage and natural landscape; provide cultural, informational, and recreational resources; and promote the use of these resources by our diverse citizens and visitors.

DEPARTMENT GOAL(S):

- I. The Department of Culture, Recreation and Tourism will create a greater awareness of Louisiana's culture, history and natural resources so that citizens and visitors will be more aware of the rich cultural, historical and natural assets of the state.
- II. The Department of Culture, Recreation and Tourism will promote the tourism and arts industries in Louisiana so that these industries will have greater economic impact in the state.
- III. The Department of Culture, Recreation and Tourism will improve the state's management and conservation of significant historical, natural, informational, and cultural sites and resources so that they will be better protected for future generations.
- IV. The Department of Culture, Recreation, and Tourism will provide opportunities for outdoor recreation in Louisiana so that there will be an increased number of citizens and visitors who are aware of, have access to, and who avail themselves of these opportunities.

The Department of Culture, Recreation, and Tourism is comprised of six agencies: Office of the Secretary, Office of State Library, Office of State Museum, Office of State Parks, Office of Cultural Development, and Office of Tourism.

STATE OF LOUISIANA
Operational Plan Form
Agency Goals

OP PLAN - ACT/OBJ
Fiscal Year 2024 - 2025
Report Date: 10/20/23

AGENCY NUMBER AND NAME: 261 - Office of the Secretary

AGENCY MISSION:

The mission of the Office of the Secretary is to position Louisiana to lead through action in defining a New South through Culture, Recreation and Tourism, through the development and implementation of strategic and integrated approaches to the management of the Office of State Parks, the Office of Tourism, the Office of State Museum, the Office of Cultural Development and the Office of State Library.

AGENCY GOAL(S):

The Office of the Secretary will ensure an efficient, accountable and entrepreneurial operation of all agencies within the department by providing the highest quality of leadership and support services and by administering targeted programs and initiatives conducive to the development of collaborative partnerships, thereby creating avenues of prosperity for all Louisianans by promoting diversity, creativity and unique, unparalleled assets. Further, the Office of the Secretary will measure and monitor the impact of the Department of Culture, Recreation and Tourism on Louisiana's economy and quality of life for Louisiana's citizens to ensure the greatest return on our investments.

STATEMENT OF AGENCY STRATEGIES FOR DEVELOPMENT AND IMPLEMENTATION OF HUMAN RESOURCE POLICIES THAT ARE HELPFUL AND BENEFICIAL TO WOMEN AND FAMILIES:

Strategy 1.4 under Objective 1 in the Office of Management and Finance states that we will:

Develop and implement human resource policies that benefit women and children that include:

- providing training on FMLA to managers statewide to ensure that all employees are treated fairly and equally.
- updating the employee handbook
- development 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 resource policies to ensure that management and employees are kept abreast of human resources issues
- continuing to work on the update 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.
- implementing a procedure with Information Services to post vacancies on the Human Resources website.

STATE OF LOUISIANA
Operational Plan Form
Program Goals

OP PLAN - ACT/OBJ
Fiscal Year 2024 - 2025
Report Date: 10/20/23

PROGRAM NUMBER AND NAME: 2611

PROGRAM AUTHORIZATION:

The authorization for the Administration Program is R.S. 25; 36:201-209; 56:1801-1808.

PROGRAM MISSION:

The mission of the Office of the Secretary is to position Louisiana to lead through action in defining a New South through Culture, Recreation and Tourism, through the development and implementation of strategic and integrated approaches to the management of the Office of State Parks, the Office of Tourism, the Office of State Museum, the Office of Cultural Development and the Office of State Library.

PROGRAM GOAL(S):

The Administration Program will ensure an efficient, accountable, and entrepreneurial operation of all agencies within the department by providing the highest quality of leadership and support services and by administering targeted programs and initiatives conducive to the development of collaborative partnerships.

PROGRAM ACTIVITY:

STATE OF LOUISIANA
Operational Plan Form
Program Goals

OP PLAN - ACT/OBJ
Fiscal Year 2024 - 2025
Report Date: 10/20/23

PROGRAM NUMBER AND NAME: 2612

PROGRAM AUTHORIZATION:

R.S. 25; 36:201-209; 56:1801-1808.

PROGRAM MISSION:

The mission of the Office of Management of Finance (OMF) is to direct the mandated functions of human resources, fiscal and information services for the six offices within the Department and the Office of the Lieutenant Governor and to support them in the accomplishment of their stated goals and objectives.

PROGRAM GOAL(S):

The Office of Management and Finance will provide the highest quality of fiscal, human resources and information services and enhance communications with the six offices within the Department and the Office of the Lieutenant Governor in order to ensure compliance with legislative mandates and increase efficiency and productivity.

PROGRAM ACTIVITY:

The Fiscal Division, the Human Resources Division, the Information Services Division and the Contracts Coordinator operate under the direction of the Undersecretary. The Fiscal Division is critical to the successful operation of CRT/OLG, coordinating, overseeing and/or handling all accounts payable/receivable, budgeting, purchasing, property control, capital outlay, federal reporting, fleet management, pc and telecommunications functions and all business functions for DCRT & OLG. The Human Resources Division plans, develops and administers human resources activities and functions in accordance with federal, state and local laws, control agency policies and procedures, internal agency policies and procedures and in accordance with Civil Service Rules and Regulations. Primary responsibilities include workforce and succession and retention planning, workforce diversity, employee performance oversight, enhanced recruitment strategies, class and pay, training and safety. The Information Services Division provides IT services/support for hardware/software including programming, networking WAN/LAN/WLAN, scanning, document management, e-mail, database design/administration, Web programming/design, Web hosting and office software. This office is responsible for providing a fast, secure, hardened network for exchanging data over the Internet, adding/replacing mission critical servers and network hardware as necessary, physically expanding the network within the Annex and throughout the state as necessary, providing help desk/desktop support to end users both in Baton Rouge and at the sixty remote sites at CRT facilities throughout the state, meeting new automation needs, maintaining/auditing software and hardware inventory, and ensuring OIT compliance. IT is also responsible for all aspects of 32 public wireless installations at State Parks and Welcome Centers statewide.

STATE OF LOUISIANA
Operational Plan Form
Program Goals

OP PLAN - ACT/OBJ
Fiscal Year 2024 - 2025
Report Date: 10/20/23

PROGRAM NUMBER AND NAME: 2613

PROGRAM AUTHORIZATION:

R.S. 56:578.1 - 578.7

PROGRAM MISSION:

The purpose of the Seafood Promotion and Marketing Board is to give assistance to the state's seafood industry through product promotion and market development in order to enhance the economic well-being of the industry and the state.

PROGRAM GOAL(S):

To increase consumption and value of LA seafood products.

PROGRAM ACTIVITY:

In 1981, the State of Louisiana's legislature created the Louisiana Seafood Promotion & Marketing Board with statute R.S. 56:578.2(A)(1), to enhance and support the commercial fisheries industry. Although seafood had grown from a subsistence economy to a world class operation, it was challenged by dramatic changes in the marketplace and in the environment. The Board's statutory mandate is to strengthen and revitalize the Louisiana seafood industry, to identify threats and execute strategic plans to meet them and overcome them. The Board is composed of 14 members appointed by the Lieutenant Governor. Each represents a sector of the industry: harvesters/farmers, processors/wholesalers, restaurateurs/retailers, and marketing specialists. The Board's operating budget is derived from license sales to Louisiana commercial fisher men and seafood wholesalers/retailers, as well as private and federal grants.

STATE OF LOUISIANA
Operational Plan Form
Activities/Objectives - Performance Indicators

OP PLAN - ACT/OBJ
Fiscal Year 2024 - 2025
Report Date: 10/20/23

DEPARTMENT ID: 06 - Culture Recreation and Tourism

AGENCY ID: 261 - Office of the Secretary

PROGRAM ID: 2611 - Administrative

PM OBJECTIVE: 2611-01 - To achieve 100% of the stated objectives of each program within the Department of Culture, Recreation and Tourism annually through 2028.

Children's Budget Link: N/A

Human Resource Policies Beneficial to Women and Families Link: See Strategy 1.4 in the Office of Management and Finance within the Office of the Secretary

Other Links (TANF, Tobacco Settlement, Workforce Development Commission, or Other): N/A

Explanatory Notes: N/A

Performance Indicator	Level	Performance Indicator Name	Unit of Measure	Performance Indicator Values						
				Year End Performance Standard 2022 - 2023	Actual Year End Performance 2022 - 2023	Performance Standard as Initially Appropriated	Existing Performance Standard 2023 - 2024	Performance at Continuation Budget Level 2024 - 2025	Performance at Executive Budget Level 2024 - 2025	Performance Standard as Initially Appropriated
22913	K	Percentage of departmental objectives achieved.	P	95	69	95	95	95	0	0
23503	K	Percentage of time WAN & State Capitol Annex are operational systemwide	P	99	99.7	99	99	99	0	0
25411	K	Average time to resolution of issues in the work log (minutes)	N	30	30	30	30	30	0	0

Footnote KS: N/A

STATE OF LOUISIANA
Operational Plan Form
Activities/Objectives - Performance Indicators

OP PLAN - ACT/OBJ
Fiscal Year 2024 - 2025
Report Date: 10/20/23

DEPARTMENT ID: 06 - Culture Recreation and Tourism

AGENCY ID: 261 - Office of the Secretary

PROGRAM ID: 2612 - Management and Finance

PM OBJECTIVE: 2612-01 - Through 2028, maximize human resource capital, enhance information technology and ensure fiscal reliability of the Department and the Office of the Lieutenant Governor.

Children's Budget Link: N/A

Human Resource Policies Beneficial to Women and Families Link: See Strategy 1.4 in the Office of Management and Finance within the Office of the Secretary

Other Links (TANF, Tobacco Settlement, Workforce Development Commission, or Other: N/A

Explanatory Notes: N/A

Performance Indicator	Level	Performance Indicator Name	Unit of Measure	Performance Indicator Values						
				Year End Performance Standard 2022 - 2023	Actual Year End Performance 2022 - 2023	Performance Standard as Initially Appropriated	Existing Performance Standard 2023 - 2024	Performance at Continuation Budget Level 2024 - 2025	Performance at Executive Budget Level 2024 - 2025	Performance Standard as Initially Appropriated
6431	K	Number of repeat reportable audit findings	N	0	3	0	0	0	0	0

Footnote KS: N/A

STATE OF LOUISIANA
Operational Plan Form
Activities/Objectives - Performance Indicators

OP PLAN - ACT/OBJ
Fiscal Year 2024 - 2025
Report Date: 10/20/23

DEPARTMENT ID: 06 - Culture Recreation and Tourism

AGENCY ID: 261 - Office of the Secretary

PROGRAM ID: 2613 - LA Seafood Promotion & Marketing Board

PM OBJECTIVE: 2613-01 - To assist Louisiana's initiatives for economic development, natural resource development, and hurricane recovery. The Board assists the seafood industry through product promotion and market development, to enhance the economic well-being of the industry, our citizens, and commercial users.

Children's Budget Link: N/A

Human Resource Policies Beneficial to Women and Families Link: N/A

Other Links (TANF, Tobacco Settlement, Workforce Development Commission, or Other): N/A

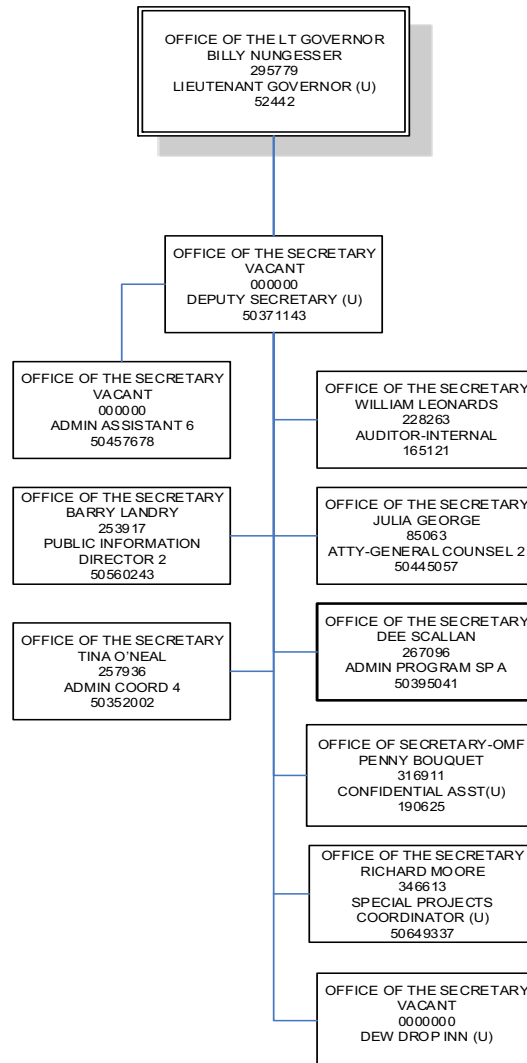
Explanatory Notes: N/A

Performance Indicator	Level	Performance Indicator Name	Unit of Measure	Performance Indicator Values						
				Year End Performance Standard 2022 - 2023	Actual Year End Performance 2022 - 2023	Performance Standard as Initially Appropriated	Existing Performance Standard 2023 - 2024	Performance at Continuation Budget Level 2024 - 2025	Performance at Executive Budget Level 2024 - 2025	Performance Standard as Initially Appropriated
15162	K	Number of requests and inquiries for Louisiana seafood to be supplied and promoted at events,....	N	200	256	200	200	200	0	0
15163	K	Number of visitors to the website	N	150,000	331,654	350,000	350,000	350,000	0	0
15164	S	Number of promotional and special events where Louisiana seafood has been supplied for consumption by event attendees.	N	150	49	150	150	150	0	0

Footnote KS: N/A

Office of the Secretary (OS)
Administration

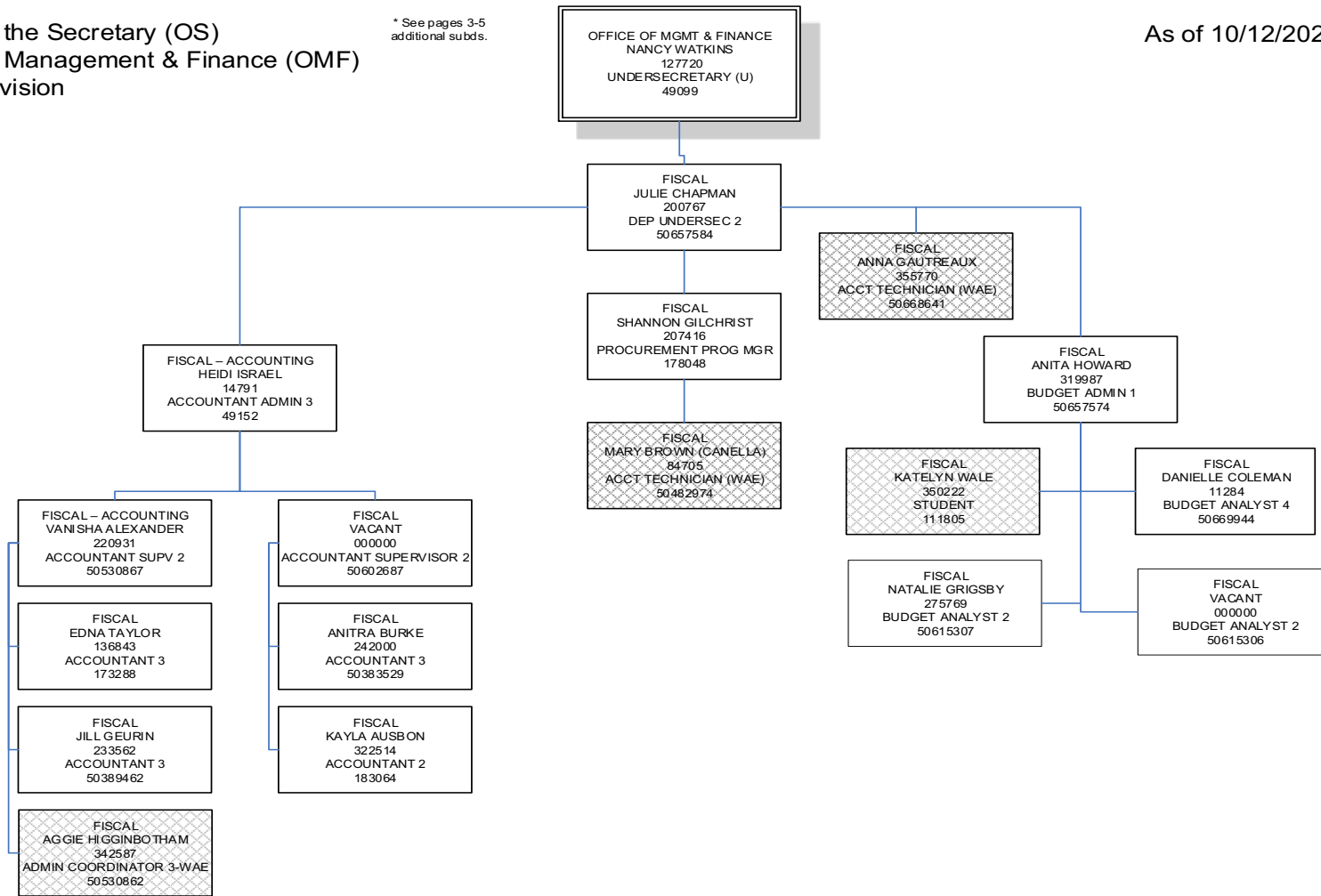
As of 10/01/2023; page 1 of 6



Office of the Secretary (OS)
Office of Management & Finance (OMF)
Fiscal Division

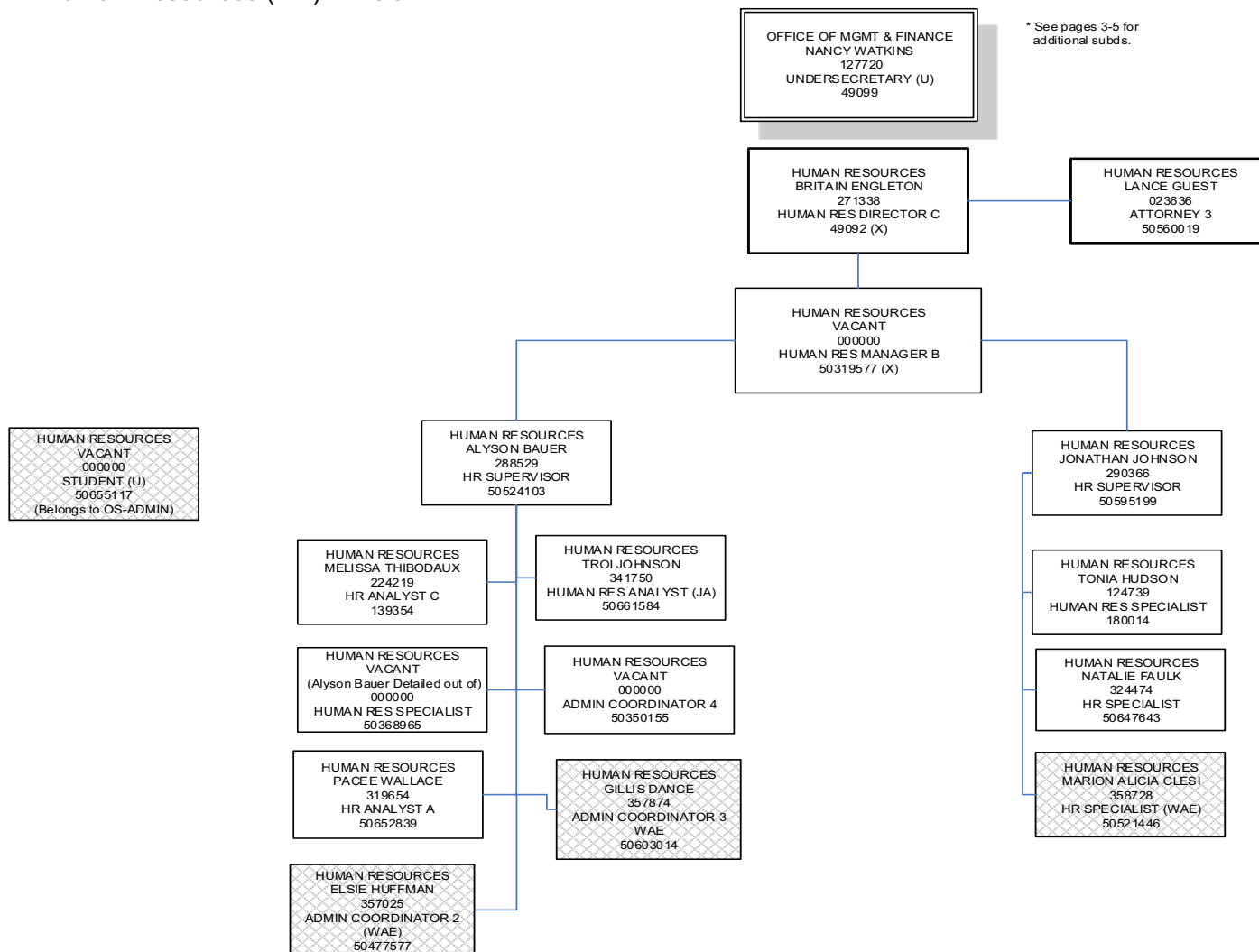
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additional subds.

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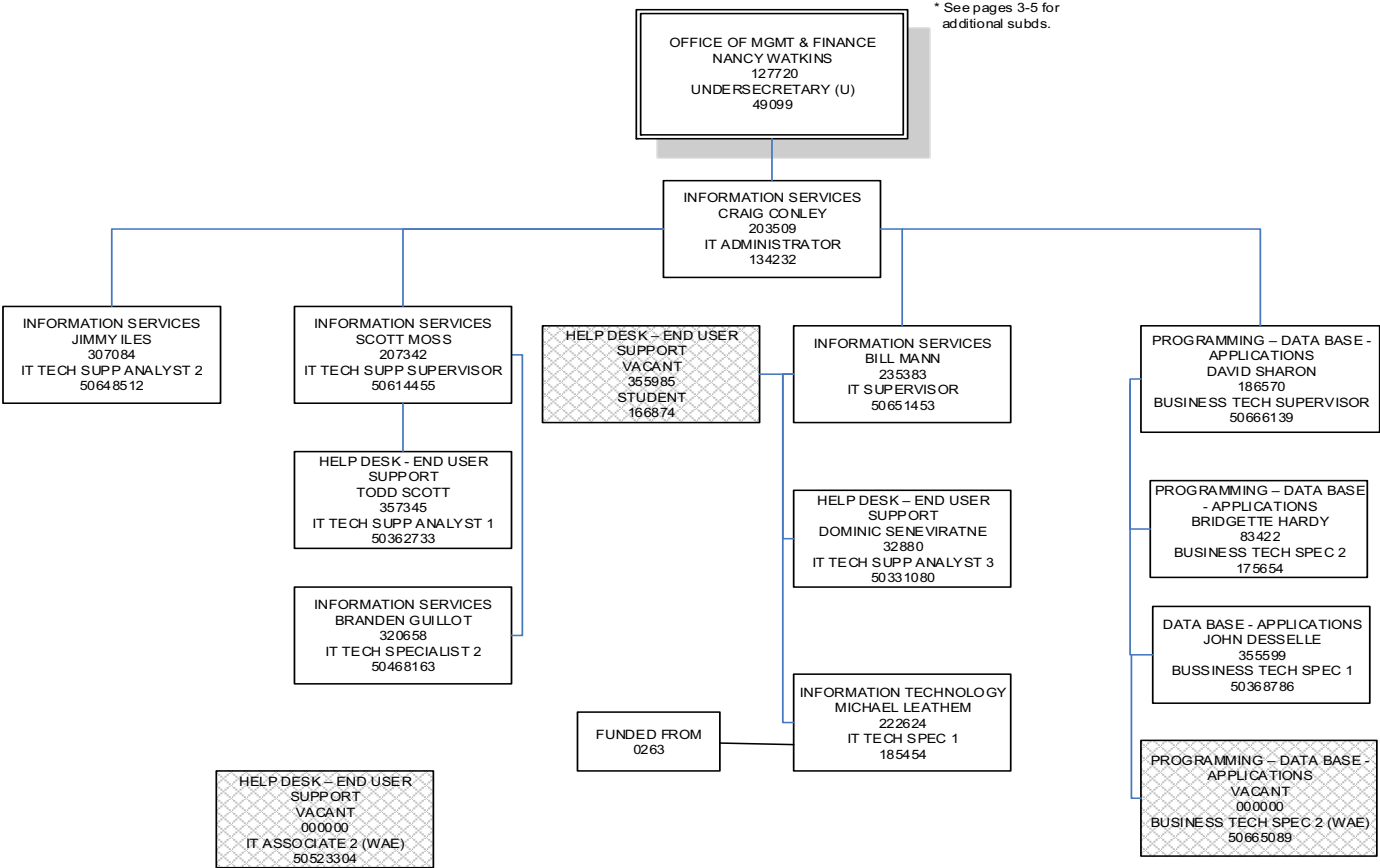
Office of the Secretary (OS)
Office of the Management & Finance (OMF)
Human Resources (HR) Division

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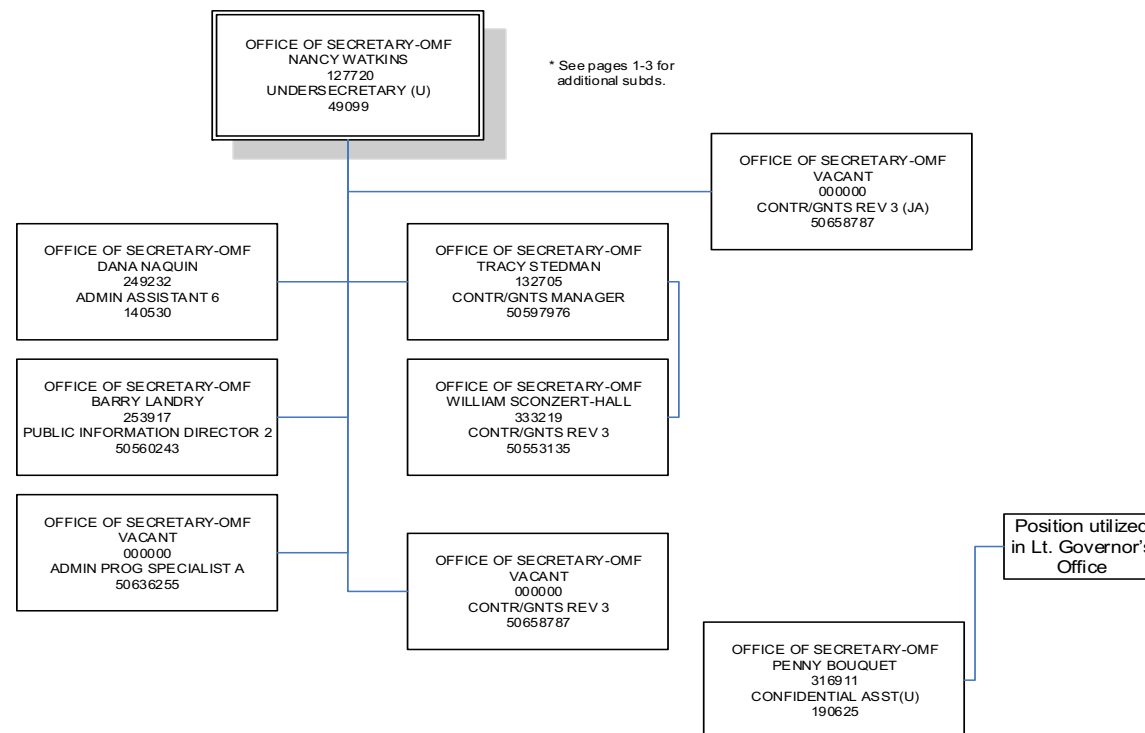
Office of the Secretary (OS)
Office of the Management & Finance (OMF)
Information Services (IS) Division

As of 10/01/2023; page 4 of 6



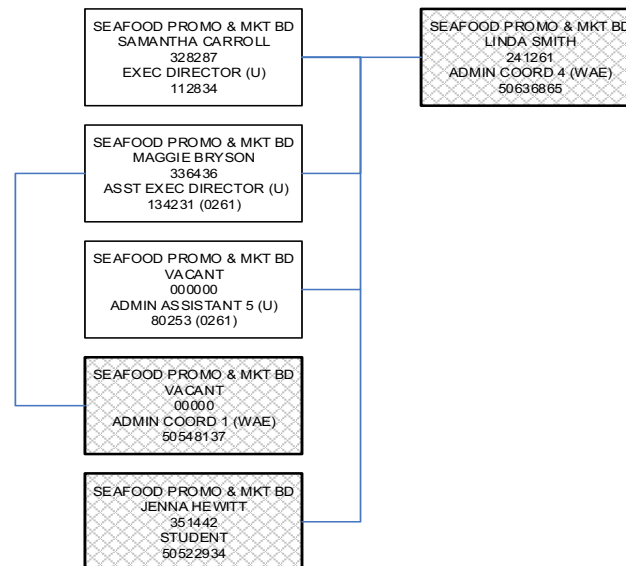
Office of the Secretary (OS)
Office of the Management & Finance (OMF)
Undersecretary Division

As of 10/01/2023 page 5 of 6



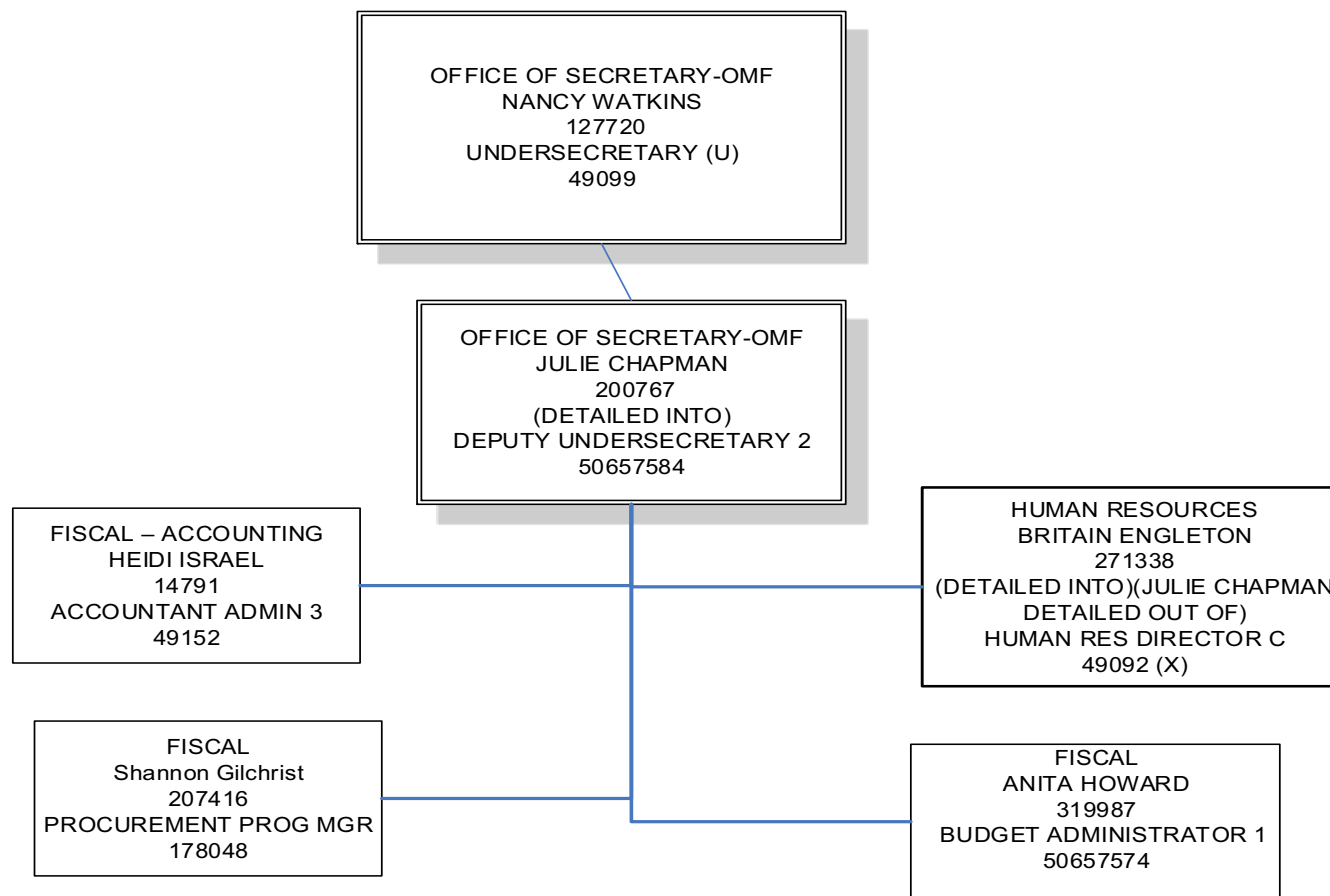
Office of the Secretary (OS)
Seafood Promotion & Marketing

As of 10/01/2023 page 6 of 6



Office of the Secretary (OS)
Office of the Management & Finance (OMF)
Undersecretary Division

As of 10/01/2023 page 5 of 6



STATE OF LOUISIANA
Operational Plan Form
Department Goals

OP PLAN - ACT/OBJ
Fiscal Year 2024 - 2025
Report Date: 10/24/23

DEPARTMENT NUMBER AND NAME: CRT - Department of Culture Recreation and Tourism

DEPARTMENT MISSION

The mission of the Department of Culture, Recreation, and Tourism is to preserve and enhance Louisiana's unique heritage and natural landscape; provide cultural, informational, and recreational resources; and promote the use of these resources by our diverse citizens and visitors.

DEPARTMENT GOAL(S):

- I. The Department of Culture, Recreation and Tourism will create a greater awareness of Louisiana's culture, history and natural resources so that citizens and visitors will be more aware of the rich cultural, historical and natural assets of the state.
- II. The Department of Culture, Recreation and Tourism will promote the tourism and arts industries in Louisiana so that these industries will have greater economic impact in the state.
- III. The Department of Culture, Recreation and Tourism will improve the state's management and conservation of significant historical, natural, informational, and cultural sites and resources so that they will be better protected for future generations.
- IV. The Department of Culture, Recreation, and Tourism will provide opportunities for outdoor recreation in Louisiana so that there will be an increased number of citizens and visitors who are aware of, have access to, and who avail themselves of these opportunities.

The Department of Culture, Recreation, and Tourism is comprised of six agencies: Office of the Secretary, Office of State Library, Office of State Museum, Office of State Parks, Office of Cultural Development, and Office of Tourism.

STATE OF LOUISIANA
Operational Plan Form
Agency Goals

OP PLAN - ACT/OBJ
Fiscal Year 2024 - 2025
Report Date: 10/24/23

AGENCY NUMBER AND NAME: 262 - Office of the State Library of Louisiana

AGENCY MISSION:

The State Library of Louisiana inspires and supports literacy and lifelong learning for all Louisianans through access to information, strengthening communities, supporting exceptional library services.

AGENCY GOAL(S):

- I. Provide access to and preserve Louisiana's cultural and literary heritage.
- II. Expand services to bring information and resources to Louisiana libraries and into the offices and homes of users through greater use of technology and electronic resources.
- III. Enhance the quality of life of Louisiana citizens by increasing awareness and usage of the vast array of available resources in Louisiana libraries, thus fostering economic growth, educational opportunities, and avenues of prosperity.
- IV. Foster the ongoing professional development of library staff throughout the state, enabling them to be well informed and competent to provide superior library services to their constituencies.
- V. Identify and serve the needs of special populations.
- VI. Remain an energetic and relevant organization through continual improvement and ongoing communication with its users while remaining flexible to the ever changing needs of our clients and stakeholders.

STATEMENT OF AGENCY STRATEGIES FOR DEVELOPMENT AND IMPLEMENTATION OF HUMAN RESOURCE POLICIES THAT ARE HELPFUL AND BENEFICIAL TO WOMEN AND FAMILIES:

These strategies can be found in the Office of Management and Finance within the Office of the Secretary.

STATE OF LOUISIANA
Operational Plan Form
Program Goals

OP PLAN - ACT/OBJ
Fiscal Year 2024 - 2025
Report Date: 10/24/23

PROGRAM NUMBER AND NAME: 2621

PROGRAM AUTHORIZATION:

Louisiana Revised Statutes 25:1-17, 121-124, 451-455; 36:208B, 209F, 209L, 910.

PROGRAM MISSION:

The mission of the State Library of Louisiana is to foster a culture of literacy, promote awareness of our state's rich literary heritage and ensure public access to and preservation of informational, educational, cultural and recreational resources, especially those unique to Louisiana.

PROGRAM GOAL(S):

The State Library focuses its services and resources on six fundamental priorities:

- (1) serve state government and libraries by collecting and disseminating public information and providing reference services and library materials.
- (2) assist libraries to become engines for economic growth, educational opportunity, and workforce development in their communities.
- (3) provide training and consulting to public libraries while assisting them in becoming stronger advocates within their communities.
- (4) meet the informational needs of the blind and physically-handicapped throughout the state as they continue to learn and navigate new technologies and new ways to obtain information.
- (5) expand the focus on Louisiana materials by providing extraordinary reference services and enhancing and preserving the collection.
- (6) develop a coordinated program to promote literacy among all ages, especially early childhood, and a lifelong love of reading among Louisianans that
 - I. Provide access to and preserve Louisiana's cultural and literary heritage.
 - II. Expand services to bring information and resources to Louisiana libraries and into the offices and homes of users through greater use of technology and electronic resources.
 - III. Enhance the quality of life of Louisiana citizens by increasing awareness and usage of the vast array of available resources in Louisiana libraries, fostering economic growth, educational opportunities, and avenues of prosperity.
 - IV. Foster the ongoing professional development of library staff throughout the state, enabling them to be well informed and competent to provide superior library services to their constituencies.
 - V. Remain an energetic and relevant organization through continual improvement and ongoing communication with its users.
 - VI. Identify and serve the needs of special populations.

PROGRAM ACTIVITY:

1. State Library Services to Government & Citizens: This provides for the day-to-day operation of the State Library, the annual Louisiana Book Festival, interlibrary loan services, the reference and research functions, IT services, and the Louisiana Collection.
2. State Library Services to Public Libraries: This provides support and training for the staff of Louisiana's 67 public library systems, statewide electronic resources including Homework Louisiana, literacy programs for all ages, an automated interlibrary loan and delivery system among public libraries, and State Aid to Public Libraries.
3. State Library Services to Special Populations: This provides for the operation of Louisiana's regional library for the blind and physically handicapped, including "talking books" for adults and children and outreach to institutions.

STATE OF LOUISIANA
Operational Plan Form
Activities/Objectives - Performance Indicators

OP PLAN - ACT/OBJ
Fiscal Year 2024 - 2025
Report Date: 10/24/23

DEPARTMENT ID: 06 - Culture Recreation and Tourism

AGENCY ID: 262 - Office of the State Library of Louisiana

PROGRAM ID: 2621 - Library Services

PM OBJECTIVE: 2621-01 - Increase usage of the State Library collections and services, both print and electronic, by at least 2% by 2028.

Children's Budget Link:

Human Resource Policies Beneficial to Women and Families Link:

Other Links (TANF, Tobacco Settlement, Workforce Development Commission, or Other):

Explanatory Notes:

Performance Indicator	Level	Performance Indicator Name	Unit of Measure	Performance Indicator Values						
				Year End Performance Standard 2022 - 2023	Actual Year End Performance 2022 - 2023	Performance Standard as Initially Appropriated	Existing Performance Standard 2023 - 2024	Performance at Continuation Budget Level 2024 - 2025	Performance at Executive Budget Level 2024 - 2025	Performance Standard as Initially Appropriated
1263	K	Number of reference inquiries at the State Library	N	7,000	9,020	7,000	7,000	10,000	0	0
21892	K	Number of items loaned from State Library collections	N	8,500	10,990	10,000	10,000	12,000	0	0
22339	K	Number of attendees at annual LA Book Festival	N	15,000	14,208	20,000	20,000	16,000	0	0
25412	K	Number of digital public documents added to the Digital Archive	N	1,100	2,096	4,500	4,500	3,000	0	0
25413	K	Number of uses of State Library wireless connectivity	N	150,000	435,994	175,000	175,000	460,000	0	0

STATE OF LOUISIANA
Operational Plan Form
Activities/Objectives - Performance Indicators

OP PLAN - ACT/OBJ
Fiscal Year 2024 - 2025
Report Date: 10/24/23

DEPARTMENT ID: 06 - Culture Recreation and Tourism

AGENCY ID: 262 - Office of the State Library of Louisiana

PROGRAM ID: 2621 - Library Services

PM OBJECTIVE: 2621-02 - Increase usage of public library resources by 5% by 2028.

Children's Budget Link:

Human Resource Policies Beneficial to Women and Families Link:

Other Links (TANF, Tobacco Settlement, Workforce Development Commission, or Other):

Explanatory Notes:

Performance Indicator	Level	Performance Indicator Name	Unit of Measure	Performance Indicator Values						
				Year End Performance Standard 2022 - 2023	Actual Year End Performance 2022 - 2023	Performance Standard as Initially Appropriated	Existing Performance Standard 2023 - 2024	Performance at Continuation Budget Level 2024 - 2025	Performance at Executive Budget Level 2024 - 2025	Performance Standard as Initially Appropriated
21891	K	Number of items loaned among public libraries	N	40,000	54,769	40,000	40,000	57,500	0	0
21896	K	Number of electronic database searches 1	N	12,500,000	13,131,801	12,500,000	12,500,000	16,000,000	0	0
21899	K	Number of uses of public access computers in public libraries	N	1,000,000	2,011,069	1,250,000	1,250,000	2,250,000	0	0
24337	K	Number of online tutoring engagements 2	N	80,000	59,441	65,000	65,000	65,000	0	0
25414	K	Number of uses of public library wireless hotspots	N	2,750,000	4,703,450	3,500,000	3,500,000	5,250,000	0	0

STATE OF LOUISIANA
Operational Plan Form
Activities/Objectives - Performance Indicators

OP PLAN - ACT/OBJ
Fiscal Year 2024 - 2025
Report Date: 10/24/23

DEPARTMENT ID: 06 - Culture Recreation and Tourism

AGENCY ID: 262 - Office of the State Library of Louisiana

PROGRAM ID: 2621 - Library Services

PM OBJECTIVE: 2621-03 - Provide a minimum of 90 educational opportunities per year for public library staff to improve and enhance their abilities to meet the needs of their communities.

Children's Budget Link:

Human Resource Policies Beneficial to Women and Families Link:

Other Links (TANF, Tobacco Settlement, Workforce Development Commission, or Other):

Explanatory Notes:

Performance Indicator	Level	Performance Indicator Name	Unit of Measure	Performance Indicator Values						
				Year End Performance Standard 2022 - 2023	Actual Year End Performance 2022 - 2023	Performance Standard as Initially Appropriated	Existing Performance Standard 2023 - 2024	Performance at Continuation Budget Level 2024 - 2025	Performance at Executive Budget Level 2024 - 2025	Performance Standard as Initially Appropriated
14869	K	Number of workshops held	N	125	111	125	125	125	0	0
14870	K	Number of attendees at workshops	N	1,600	2,277	2,300	2,300	2,500	0	0
21894	K	Number of libraries receiving consultations and site visits	N	15	1	20	20	20	0	0

STATE OF LOUISIANA
Operational Plan Form
Activities/Objectives - Performance Indicators

OP PLAN - ACT/OBJ
Fiscal Year 2024 - 2025
Report Date: 10/24/23

DEPARTMENT ID: 06 - Culture Recreation and Tourism

AGENCY ID: 262 - Office of the State Library of Louisiana

PROGRAM ID: 2621 - Library Services

PM OBJECTIVE: 2621-04 - By 2028, provide 180,000 items per year to special populations and maintain participation in children's programs at no less than 110,000 per year.

Children's Budget Link:

Human Resource Policies Beneficial to Women and Families Link:

Other Links (TANF, Tobacco Settlement, Workforce Development Commission, or Other:

Explanatory Notes:

Performance Indicator	Level	Performance Indicator Name	Unit of Measure	Performance Indicator Values						
				Year End Performance Standard 2022 - 2023	Actual Year End Performance 2022 - 2023	Performance Standard as Initially Appropriated	Existing Performance Standard 2023 - 2024	Performance at Continuation Budget Level 2024 - 2025	Performance at Executive Budget Level 2024 - 2025	Performance Standard as Initially Appropriated
20735	K	Number of participants in Summer Reading Program	N	85,000	54,968	60,000	60,000	61,000	0	0
21895	K	Number of participants in LA Young Readers' Choice Program	N	15,000	12,919	15,000	15,000	14,500	0	0
21898	K	Number of items loaned to persons with visual or physical disabilities	N	145,000	164,034	160,000	160,000	170,000	0	0
26421	K	Number of books read by LA Readers' Choice Program participants	N	40,000	41,973	40,000	40,000	50,000	0	0

STATE OF LOUISIANA
Operational Plan Form
Activities/Objectives - Performance Indicators

OP PLAN - ACT/OBJ
Fiscal Year 2024 - 2025
Report Date: 10/24/23

DEPARTMENT ID: 06 - Culture Recreation and Tourism

AGENCY ID: 262 - Office of the State Library of Louisiana

PROGRAM ID: 2621 - Library Services

PM OBJECTIVE: 2621-05 - The State Library will achieve a 90% satisfaction rate in surveys of its users.

Children's Budget Link:

Human Resource Policies Beneficial to Women and Families Link:

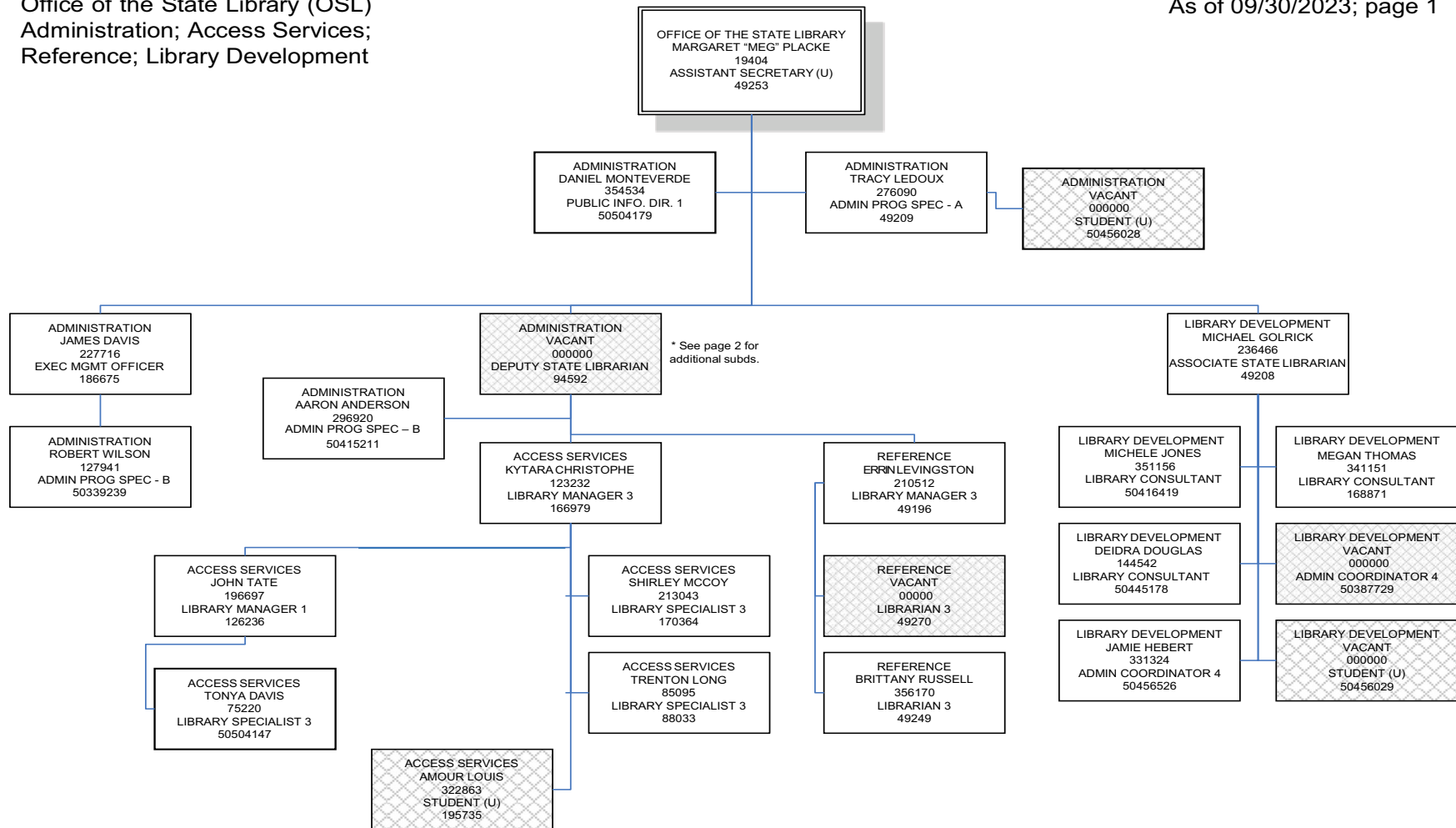
Other Links (TANF, Tobacco Settlement, Workforce Development Commission, or Other:

Explanatory Notes:

Performance Indicator	Level	Performance Indicator Name	Unit of Measure	Performance Indicator Values						
				Year End Performance Standard 2022 - 2023	Actual Year End Performance 2022 - 2023	Performance Standard as Initially Appropriated	Existing Performance Standard 2023 - 2024	Performance at Continuation Budget Level 2024 - 2025	Performance at Executive Budget Level 2024 - 2025	Performance Standard as Initially Appropriated
21897	K	Percentage of public libraries satisfied with OSL services	P	90	83	90	90	90	0	0
25415	K	Number of public library technology support incidents handled	N	350	412	300	300	575	0	0

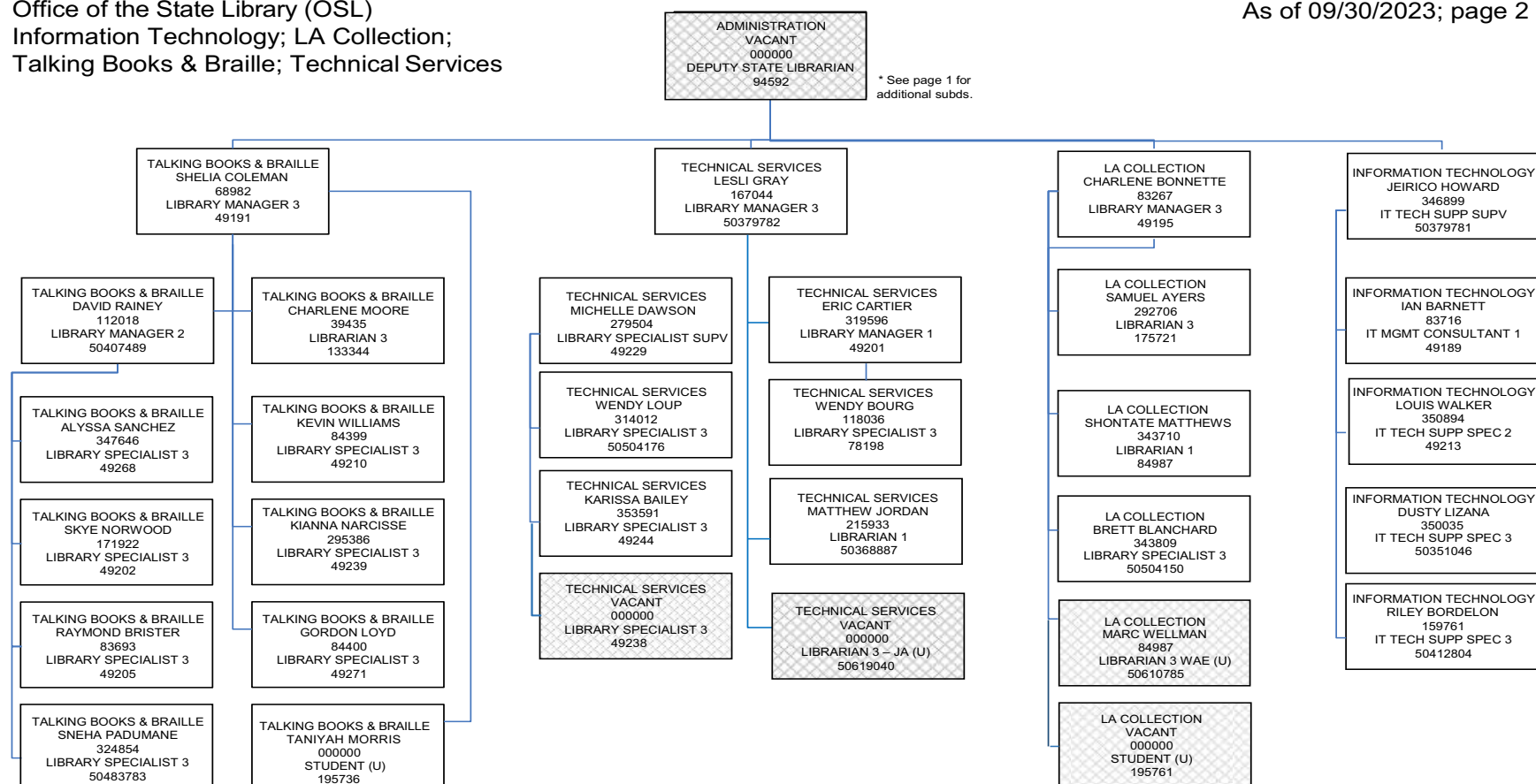
Office of the State Library (OSL)
Administration; Access Services;
Reference; Library Development

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Office of the State Library (OSL)
Information Technology; LA Collection;
Talking Books & Braille; Technical Services

As of 09/30/2023; page 2



STATE OF LOUISIANA
Operational Plan Form
Department Goals

OP PLAN - ACT/OBJ
Fiscal Year 2024 - 2025
Report Date: 10/24/23

DEPARTMENT NUMBER AND NAME: CRT - Department of Culture Recreation and Tourism

DEPARTMENT MISSION

The mission of the Department of Culture, Recreation, and Tourism is to preserve and enhance Louisiana's unique heritage and natural landscape; provide cultural, informational, and recreational resources; and promote the use of these resources by our diverse citizens and visitors.

DEPARTMENT GOAL(S):

- I. The Department of Culture, Recreation and Tourism will create a greater awareness of Louisiana's culture, history and natural resources so that citizens and visitors will be more aware of the rich cultural, historical and natural assets of the state.
- II. The Department of Culture, Recreation and Tourism will promote the tourism and arts industries in Louisiana so that these industries will have greater economic impact in the state.
- III. The Department of Culture, Recreation and Tourism will improve the state's management and conservation of significant historical, natural, informational, and cultural sites and resources so that they will be better protected for future generations.
- IV. The Department of Culture, Recreation, and Tourism will provide opportunities for outdoor recreation in Louisiana so that there will be an increased number of citizens and visitors who are aware of, have access to, and who avail themselves of these opportunities.

The Department of Culture, Recreation, and Tourism is comprised of six agencies: Office of the Secretary, Office of State Library, Office of State Museum, Office of State Parks, Office of Cultural Development, and Office of Tourism.

STATE OF LOUISIANA
Operational Plan Form
Agency Goals

OP PLAN - ACT/OBJ
Fiscal Year 2024 - 2025
Report Date: 10/24/23

AGENCY NUMBER AND NAME: 263 - Office of State Museum

AGENCY MISSION:

The mission of the Office of State Museum is to maintain the Louisiana State Museum as a true statewide Museum system that is accredited by the American Alliance of Museums; to collect, preserve, and interpret buildings, documents and artifacts that reveal Louisiana's history and culture; and to present those items using both traditional and innovative technology to educate, enlighten and provide enjoyment for the people of Louisiana and its visitors.

AGENCY GOAL(S):

- I. To collect, preserve, and interpret buildings, artifacts, documents and other items that reveal Louisiana's history and culture.
- II. To educate, enlighten and provide enjoyment for the people of Louisiana, visitors and others through the development of exhibits, programs and presentations of Louisiana's history, culture and people.
- III. To provide these services in accordance with the highest standards of professionalism, scholarship, management, and the American Alliance of Museums.

STATEMENT OF AGENCY STRATEGIES FOR DEVELOPMENT AND IMPLEMENTATION OF HUMAN RESOURCE POLICIES THAT ARE HELPFUL AND BENEFICIAL TO WOMEN AND FAMILIES:

These strategies can be found in the Office of Management and Finance within the Office of the Secretary.

STATE OF LOUISIANA
Operational Plan Form
Program Goals

OP PLAN - ACT/OBJ
Fiscal Year 2024 - 2025
Report Date: 10/24/23

PROGRAM NUMBER AND NAME: 2631

PROGRAM AUTHORIZATION:

R.S. 36:201, 207A, 209E and 909; R.S. 36:851.1; R.S. 341-353; 25:831-846; 25:871-874;

The Museum Program is devoted to the operation of the branches of the Louisiana State Museum located throughout the State and the implementation of programming that complement and enhance the exhibits presented in the branches. In FY 2023, the LSM should have had all ten of its locations open to the public: the Presbytere, the Cabildo complex, the Capitol Park Branch, the 1850 House, the New Orleans Jazz Museum at the Old U.S. Mint, the Civil Rights Museum, the Wedell-Williams Aviation and Cypress Sawmill Museum, E.D. White Historic Site, the Louisiana Sports Hall of Fame and Northwest Louisiana History Museum, and Madame John's Legacy (currently under renovation). Additionally, the legislature may fund the Louisiana Political Museum and Hall of Fame in Winnfield with LSM oversight. This program must meet the American Alliance of Museum standards in order for the Museum system to keep its current accreditation qualifications. In order meet those standards, in addition to operating support a Capital Outlay request will have to be made. The properties of the Louisiana State Museum has served the residents of, and the visitors to the state of Louisiana for more than a century, and its premises represent an architectural heritage dating back to 1788.

PROGRAM MISSION:

The mission of the Office of State Museum system is to maintain the Louisiana State Museum as a true statewide Museum system that is accredited by the American Alliance of Museums; to collect, preserve, and interpret buildings, documents and artifacts that reveal Louisiana's history and culture; and to present those items using both traditional and innovative technology to educate, enlighten and provide enjoyment for the people of Louisiana and its visitors.

PROGRAM GOAL(S):

1. To collect, preserve, and interpret buildings, artifacts, documents and other items that reveal Louisiana's history and culture.
2. To educate, enlighten and provide enjoyment for the people of Louisiana, visitors and others through the development of exhibits, programs and presentations on Louisiana's history, culture, art and people.
3. To provide these services in accordance with the highest standards of professionalism, scholarship, management, and the American Alliance of Museums.

PROGRAM ACTIVITY:

STATE OF LOUISIANA
Operational Plan Form
Program Goals

OP PLAN - ACT/OBJ
Fiscal Year 2024 - 2025
Report Date: 10/24/23

PROGRAM NUMBER AND NAME: 2631

Louisiana State Museum- Vieux Carre

LSM-VIEUX CARRE: The Office of State Museum operates with a core operations based in New Orleans that serves all branches of the Louisiana State Museum. Six LSM museums sit in a place of distinction—the French Quarter, with three sites on Jackson Square: the Cabildo (1799) and Presbytère (1813), one on each side of Saint Louis Cathedral, and the 1850 House, in the Lower Pontalba building. Nearby, Madame John's Legacy (1788) is one of the oldest examples of French Creole architecture in the Quarter, the Civil Rights Museum (2023) which is our newest museum housed in the New Orleans Ernest N. Morial Convention Center and the Old U.S. Mint (1838) holds the distinction of being the only mint in the United States to produce coinage for United States and the Confederate States. The Mint now serves as the location of the New Orleans Jazz Museum. In 2022, LSM will continue to present existing and new exhibitions on a variety of Louisiana subjects including, Living with Hurricanes, We Love You New Orleans, People and Power: Building History at the Cabildo, Rex: The 150th Anniversary of the School of Design, and The Wildest! Louis Prima Comes Home. Additionally the museums will continue to present a wide and constant stream of educational special programs and services. And the New Orleans Jazz Museum will continue to offer a significant array of musical performances by Louisiana artists (some in partnership with the National Park Service). The LSM's New Orleans museums serve as the base for system wide general administrative activities, exhibit planning, research and design: education services: and collections management functions for all branches statewide.

Louisiana State Museum- Baton Rouge

CAPITOL PARK MUSEUM- The Louisiana State Museum- In Baton Rouge, the Capitol Park Museum graces the mall of the Louisiana State Capitol building. Opened in 2006, the 69,000 square-foot museum features thematic exhibits on diverse aspects of Louisiana history, industry and culture. The Capitol Park Museum exhibit captures the complexity of Louisiana's history and the richness of its people and cultures. Major centerpieces of the Capitol Park exhibit include an authentic Louisiana made shrimp boat, a sugar cane harvester, and a Civil War era submarine. The museum serves as a proactive partner in PK-20 education by developing and implementing standards-based programs and instructional materials that address the needs of families, students, and educators.

Louisiana State Museum- Regional Initiatives

WEDELL-WILLIAMS AVIATION MUSEUM AND CYRESS SAWMILL MUSEUM- The dual focus of this museum highlights two very distinct—and compelling—aspects of Louisiana's rich history. The Wedell-Williams Aviation Museum focuses on the legacy of Louisiana aviation pioneers Jimmie Wedell and Harry P. Williams, who formed an air service together in 1928 in Patterson. Both men became nationally prominent during the Golden Age of Aviation. The Cypress Sawmill Museum documents the history of the cypress lumber industry in Louisiana. Patterson was once home to the largest cypress sawmill in the world, owned by Frank B. Williams. The exhibit features a variety of artifacts, photographs and film that tell the story of this important regional industry

E.D. WHITE HISTORIC SITE- This National Historic Landmark, situated on the banks of scenic Bayou Lafourche near Thibodaux, was the residence of two of Louisiana's foremost political figures: Edward Douglas White, who was governor from 1835 to 1839, and his son, Edward Douglass White, who was appointed to the United States Supreme Court in 1894 and served as chief justice from 1910 to 1921. An exhibit in this historic home tells the story of the Bayou Lafourche area, with features on the Chitimacha Indians, Acadian settlers, slavery, sugarcane plantations and the White family.

LOUISIANA SPORTS HALL OF FAME AND NORTHWEST LOUISIANA HISTORY MUSEUM - The Louisiana Sports Hall of Fame celebrates accomplishments by Louisiana athletes, coaches and sports stars in a dazzling museum complex in historic downtown Natchitoches. Exhibits and interactive media trace the history of Louisiana sports and highlight the importance of sports to life in Louisiana. High-definition videos capture in-game drama and excitement, and touch-screens reveal sports stars' life stories, career stats and colorful quotes. The Northwest Louisiana History Museum brings 3,000 years of history forward to the unique cultural traditions that survive and thrive in the region today. The museum tells the story of how diverse groups of people—Caddo Indians, French and Spanish settlers, free and enslaved Africans and rural southern whites—created the region's distinctive culture.

STATE OF LOUISIANA
Operational Plan Form
Activities/Objectives - Performance Indicators

OP PLAN - ACT/OBJ
Fiscal Year 2024 - 2025
Report Date: 10/24/23

DEPARTMENT ID: 06 - Culture Recreation and Tourism

AGENCY ID: 263 - Office of State Museum

PROGRAM ID: 2631 - Museum

PM OBJECTIVE: 2631-01 - Increase the number of attendees at museum functions, exhibits and educational programs by 25% by 2028.

Children's Budget Link:

Human Resource Policies Beneficial to Women and Families Link:

Other Links (TANF, Tobacco Settlement, Workforce Development Commission, or Other:

Explanatory Notes:

Performance Indicator	Level	Performance Indicator Name	Unit of Measure	Performance Indicator Values						
				Year End Performance Standard 2022 - 2023	Actual Year End Performance 2022 - 2023	Performance Standard as Initially Appropriated	Existing Performance Standard 2023 - 2024	Performance at Continuation Budget Level 2024 - 2025	Performance at Executive Budget Level 2024 - 2025	Performance Standard as Initially Appropriated
20756	S	Number of attendees at Baton Rouge Museum 2	N	60,000	32,980	60,000	60,000	60,000	0	0
23509	K	Percentage of non-Louisiana visitors at Vieux Carre Museums	P	78	92	78	78	85	0	0
23511	K	Percentage of non-Louisiana visitors at Baton Rouge Museum	P	3	40	3	3	30	0	0
23514	K	Percentage of non-Louisiana visitors at Regional Museums	P	1	26	1	1	20	0	0
26422	S	Collections Records Updates 4	N	10,000	4,741	10,000	10,000	10,000	0	0
6449	S	Number of attendees at New Orleans Museums 1	N	300,000	222,475	300,000	300,000	300,000	0	0
6450	S	Number of attendees at Wedell Williams Museum	N	15,000	4,532	15,000	15,000	15,000	0	0
6452	S	Number of times internet site accessed	N	5,250,000	1,296,919	5,250,000	5,250,000	5,250,000	0	0

Footnote KS: PI Codes 23509, 23511 and 23514 - Office of State Museums is increasing the percentage of each of these indicators because we have seen a rise in non-Louisiana visitors. Also, the zip code report gives a truer picture of the different areas people are coming from.

Performance Indicator	Level	Performance Indicator Name	Unit of Measure	General Performance Information				
				Performance Indicator Values				
				Prior Year Actual FY 2018 - 2019	Prior Year Actual FY 2019 - 2020	Prior Year Actual FY 2020 - 2021	Prior Year Actual FY 2021 - 2022	Prior Year Actual FY 2022 - 2023
15674	G	Number of attendees at E.D. White	N	2,057	595	504	0	1,393
25033	G	Number of attendees at Sports Hall of Fame and Regional History Museum 1	N	10,002	7,695	6,851	0	8,901

STATE OF LOUISIANA
Operational Plan Form
Activities/Objectives - Performance Indicators

OP PLAN - ACT/OBJ
Fiscal Year 2024 - 2025
Report Date: 10/24/23

DEPARTMENT ID: 06 - Culture Recreation and Tourism

AGENCY ID: 263 - Office of State Museum

PROGRAM ID: 2631 - Museum

PM OBJECTIVE: 2631-02 - Increase the number of conserved artifacts by 5% and add 5,000 artifacts to the database by 2022.

Children's Budget Link:

Human Resource Policies Beneficial to Women and Families Link:

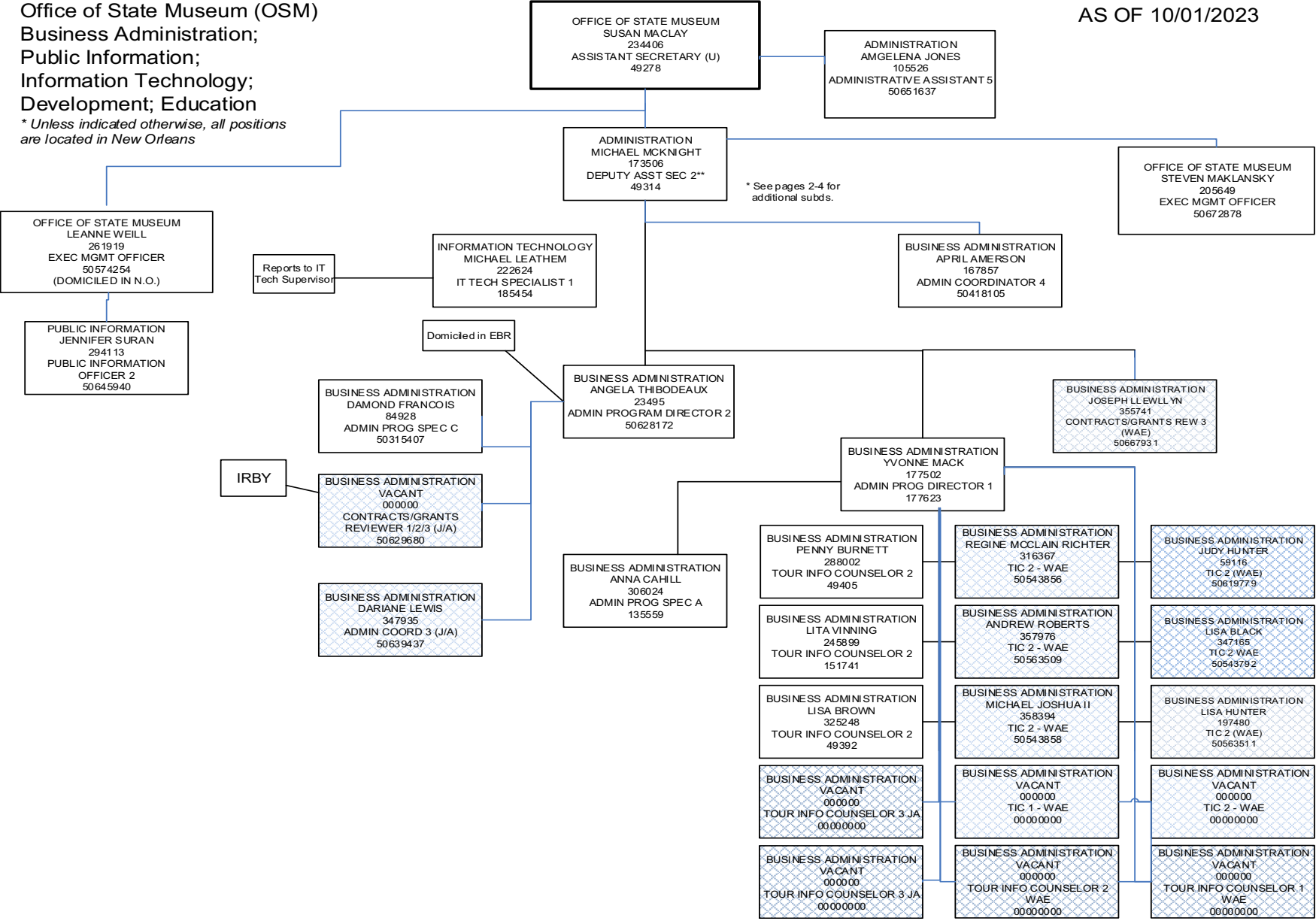
Other Links (TANF, Tobacco Settlement, Workforce Development Commission, or Other:

Explanatory Notes:

Office of State Museum (OSM)
Business Administration;
Public Information;
Information Technology;
Development; Education

** Unless indicated otherwise, all positions
are located in New Orleans*

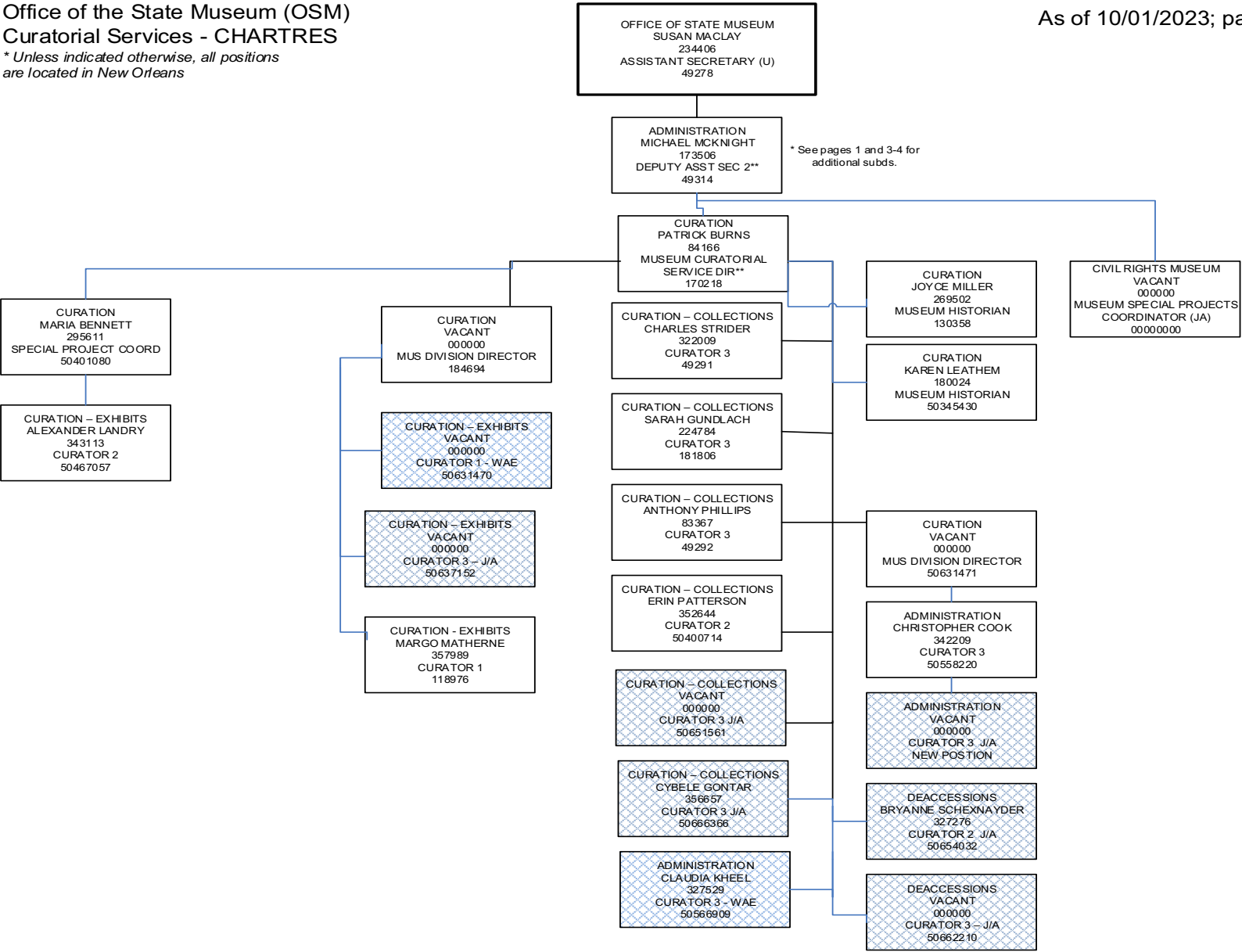
AS OF 10/01/2023



Office of the State Museum (OSM)
Curatorial Services - CHARTRES

* Unless indicated otherwise, all positions
are located in New Orleans

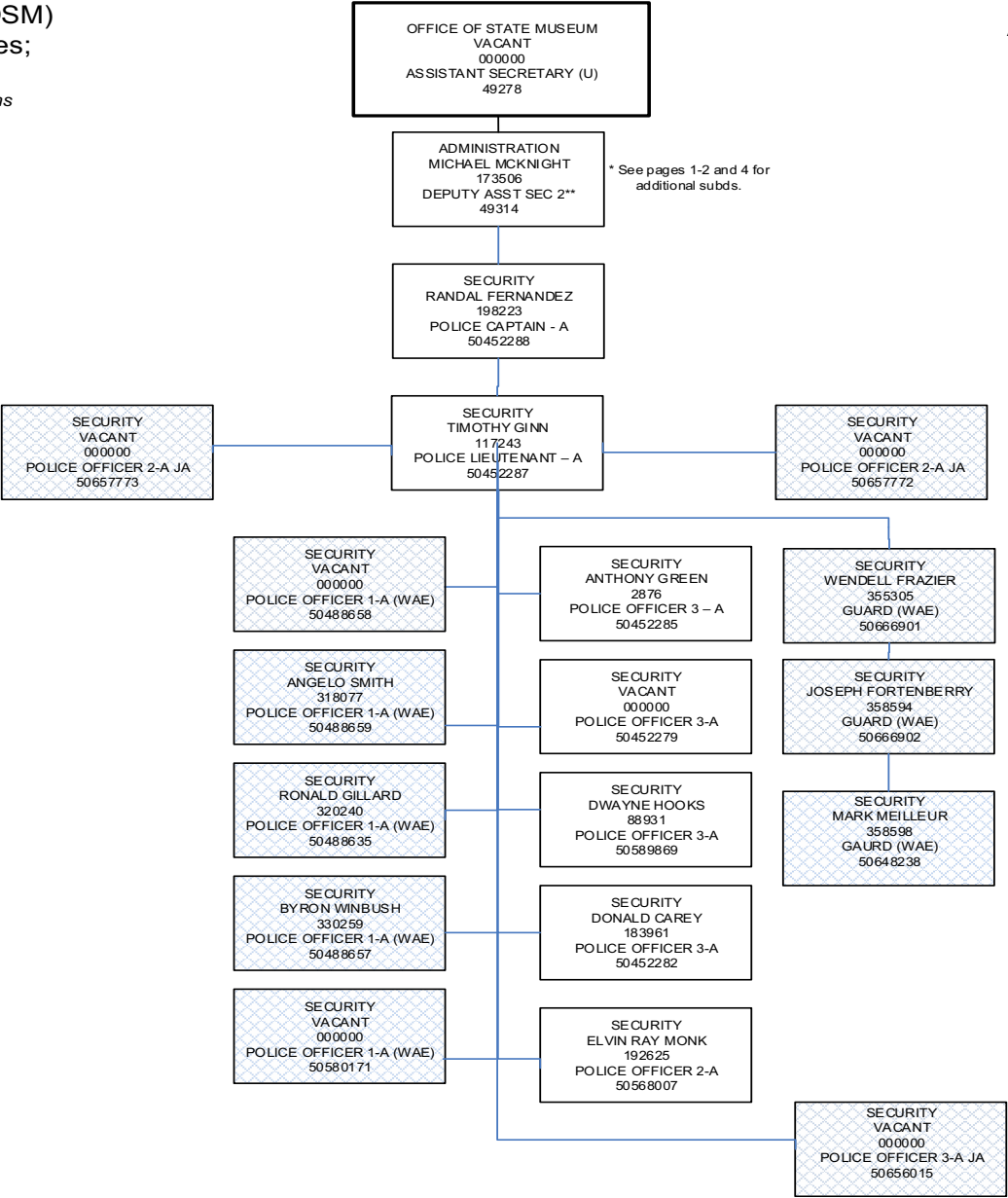
As of 10/01/2023; page 2



Office of State Museum (OSM)
Security and Guest Services;
CABILDO

** Unless indicated otherwise, all positions
are located in New Orleans*

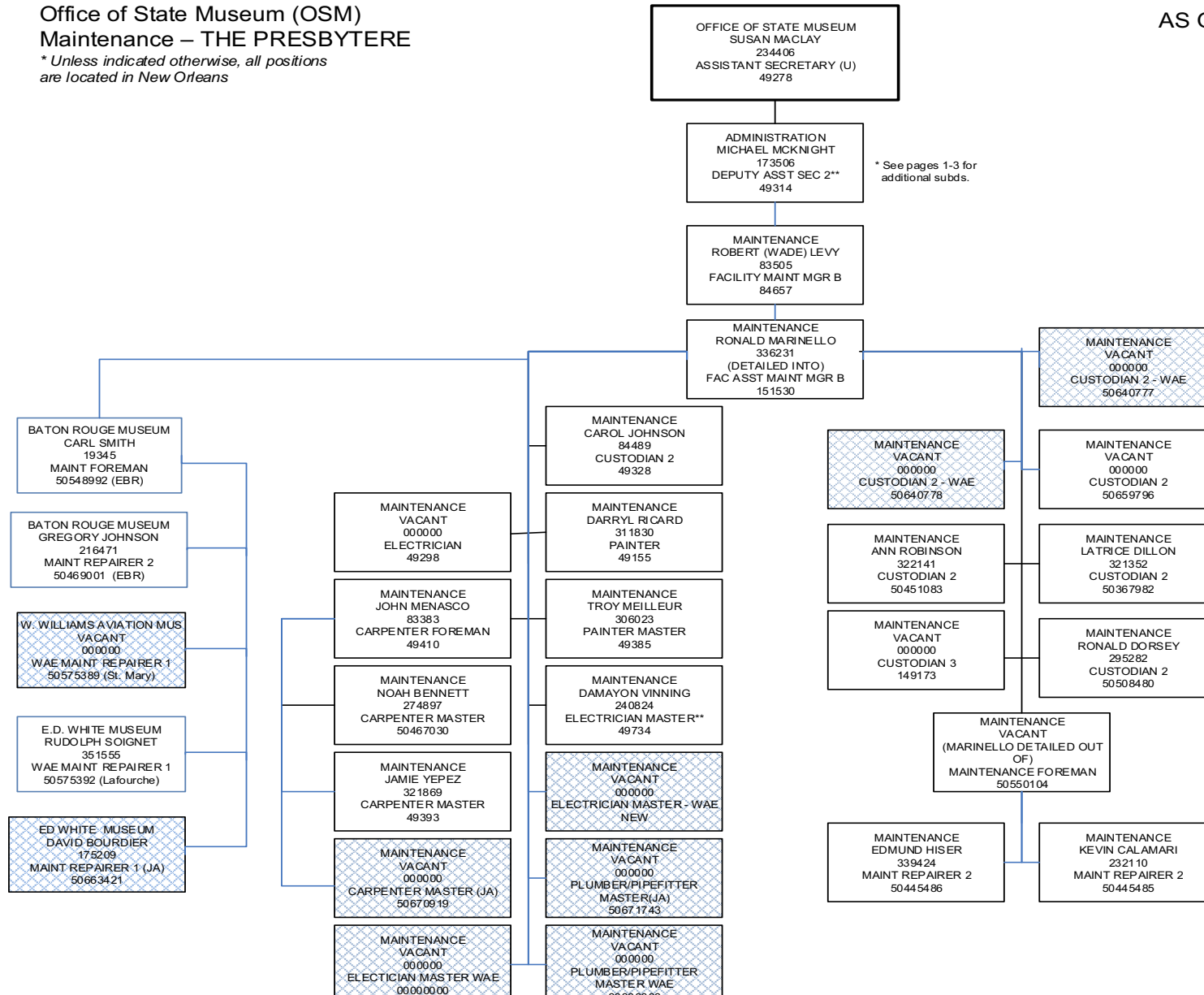
As of 10/01/2023; page 3



Office of State Museum (OSM)
Maintenance – THE PRESBYTERE

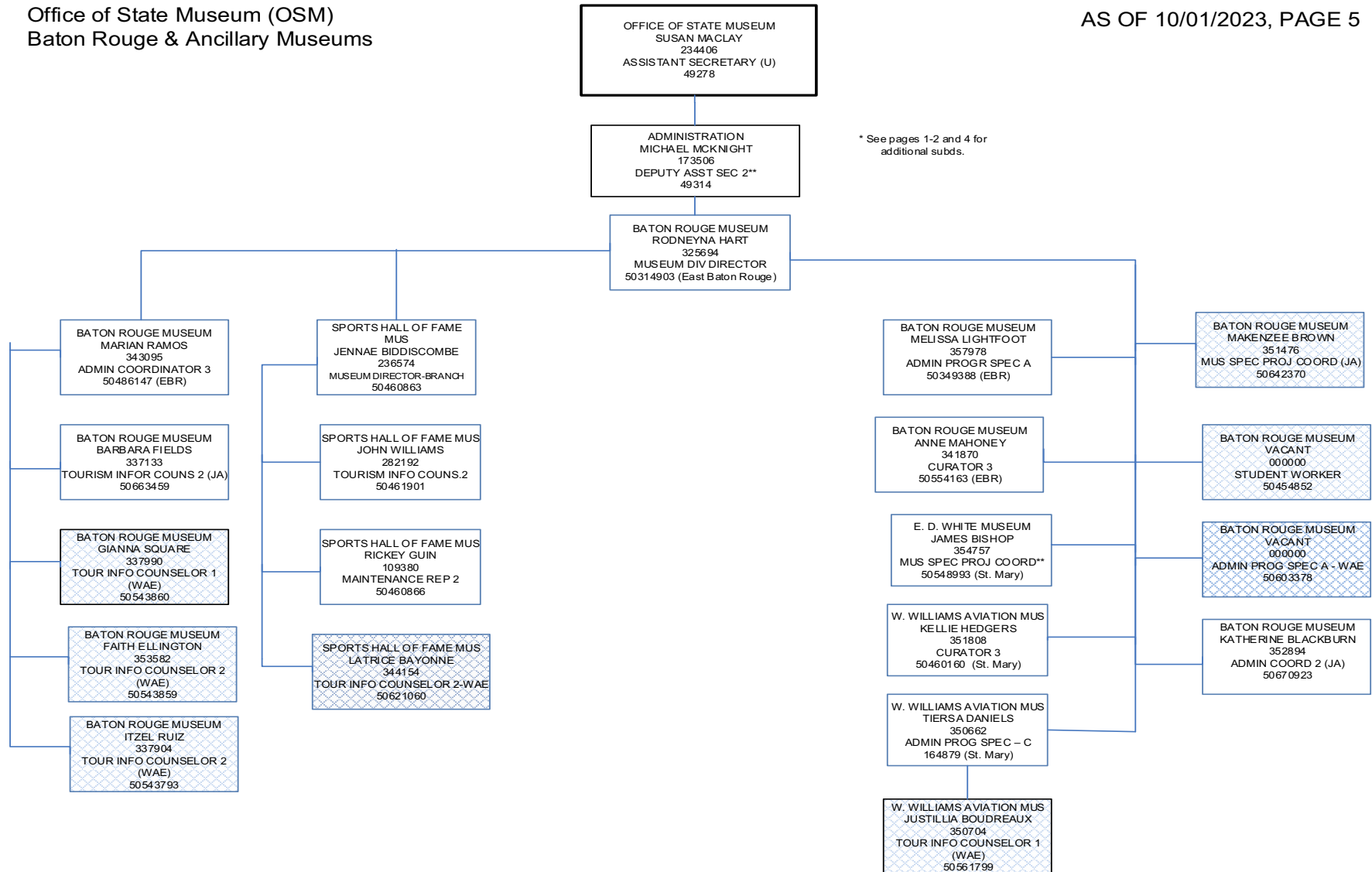
* Unless indicated otherwise, all positions
are located in New Orleans

AS OF 10/01/2023; PAGE 4



Office of State Museum (OSM)
Baton Rouge & Ancillary Museums

AS OF 10/01/2023, PAGE 5

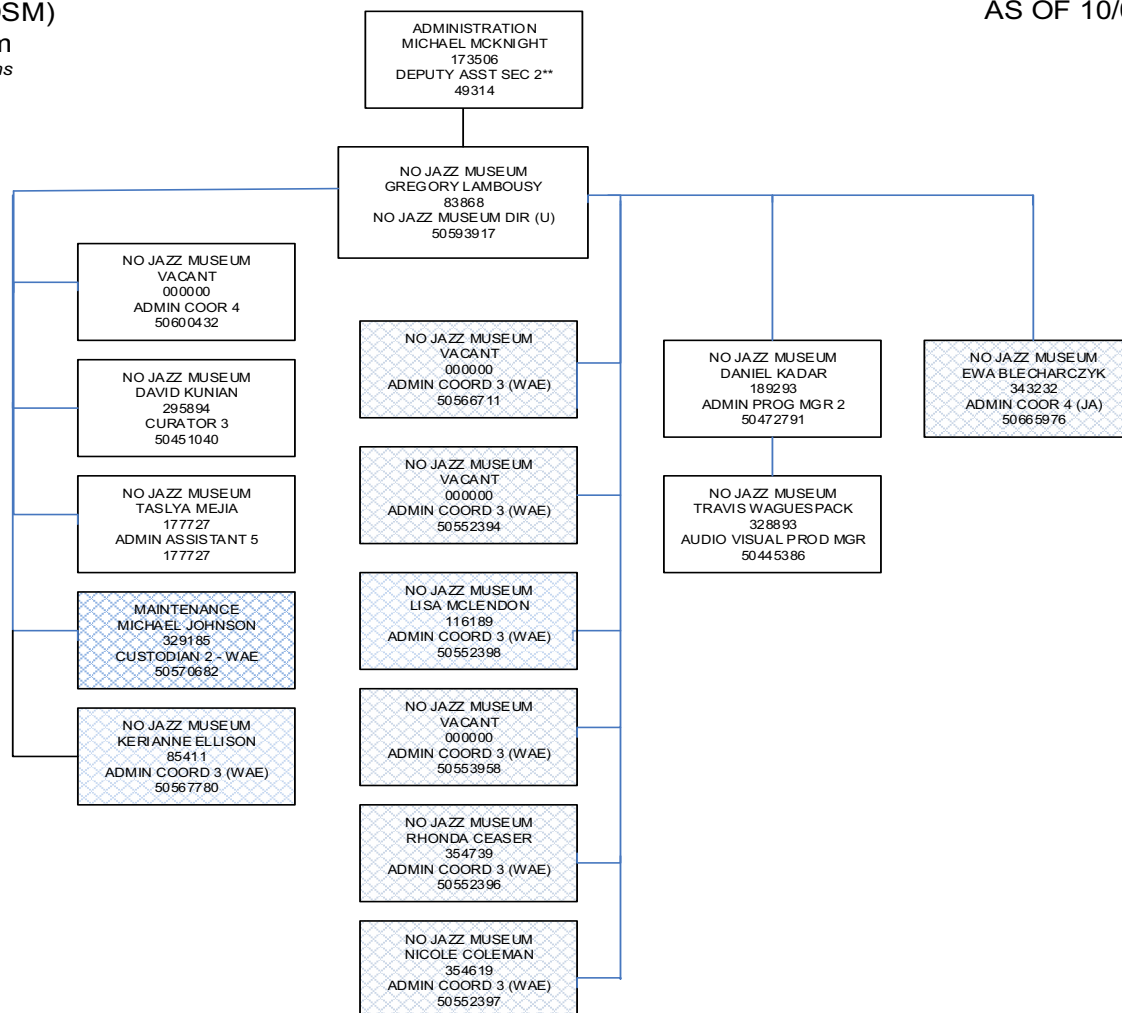


Office of State Museum (OSM)

New Orleans Jazz Museum

* Unless indicated otherwise, all positions
are located in New Orleans

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STATE OF LOUISIANA
Operational Plan Form
Department Goals

DEPARTMENT NUMBER AND NAME: CRT - Department of Culture Recreation and Tourism

DEPARTMENT MISSION

The mission of the Department of Culture, Recreation, and Tourism is to preserve and enhance Louisiana's unique heritage and natural landscape; provide cultural, informational, and recreational resources; and promote the use of these resources by our diverse citizens and visitors.

DEPARTMENT GOAL(S):

I. The Department of Culture, Recreation and Tourism will create a greater awareness of Louisiana's culture, history and natural resources so that citizens and visitors will be more aware of the rich cultural, historical and natural assets of the state.

II. The Department of Culture, Recreation and Tourism will promote the tourism and arts industries in Louisiana so that these industries will have greater economic impact in the state.

III. The Department of Culture, Recreation and Tourism will improve the state's management and conservation of significant historical, natural, informational, and cultural sites and resources so that they will be better protected for future generations.

IV. The Department of Culture, Recreation, and Tourism will provide opportunities for outdoor recreation in Louisiana so that there will be an increased number of citizens and visitors who are aware of, have access to, and who avail themselves of these opportunities.

The Department of Culture, Recreation, and Tourism is comprised of six agencies: Office of the Secretary, Office of State Library, Office of State Museum, Office of State Parks, Office of Cultural Development, and Office of Tourism.

STATE OF LOUISIANA
Operational Plan Form
Agency Goals

AGENCY NUMBER AND NAME: 264 - Office of State Parks

AGENCY MISSION:

The Office of State Parks serves the citizens of Louisiana and visitors by preserving and interpreting natural areas of unique or exceptional scenic value, planning, developing and operating sites that provide outdoor recreation opportunities in natural surroundings, preserving and interpreting historical and scientific sites of statewide importance and administering intergovernmental programs related to outdoor recreation and trails.

AGENCY GOAL(S):

The Office of State Parks will increase and improve the focus on Louisiana's vast natural resources for all Louisiana citizens and visitors to enjoy through planning, constructing, maintaining and operating a system of parks, historic sites and preservation areas in accordance with the highest standards of management, interpretation and conservation. The Office of State Parks will enrich educational opportunities through training and raise the quality of visitor experience.

STATEMENT OF AGENCY STRATEGIES FOR DEVELOPMENT AND IMPLEMENTATION OF HUMAN RESOURCE POLICIES THAT ARE HELPFUL AND BENEFICIAL TO WOMEN AND FAMILIES:

The Office of State Parks utilizes multiple human resource policies and strategies to balance the demands of the workplace with the needs of the family. Among these is adherence to the Family Medical Leave Act. This policy recognizes the hardships of serious medical conditions by the employee or a member of their immediate family. Additionally, a comprehensive flexible work hour and work schedule policy provides employees a greater opportunity to excel in the workplace while fulfilling all responsibilities of the family.

STATE OF LOUISIANA
Operational Plan Form
Program Goals

PROGRAM NUMBER AND NAME: 2641

PROGRAM AUTHORIZATION:

RS 36:201; RS 36:1681-1704; RS 56:1741; RS 56:1801-1809.

PROGRAM MISSION:

The Office of State Parks serves the citizens of Louisiana and visitors by preserving and interpreting natural areas of unique or exceptional scenic value, planning, developing and operating sites that provide outdoor recreation opportunities in natural surroundings, preserving and interpreting historical and scientific sites of statewide importance and administering intergovernmental programs related to outdoor recreation and trails.

PROGRAM GOAL(S):

The Office of State Parks will increase and improve opportunities for all Louisiana citizens and visitors to enjoy and appreciate Louisiana's natural, cultural and recreational resources by planning, constructing, maintaining and operating a system of parks, historic sites and preservation areas in accordance with the highest standards of management, interpretation and conservation.

PROGRAM ACTIVITY:

Parks and Recreation Administration - The Administrative Program of the Office of State Parks will provide direction and support to the agency and ensure that a minimum of 85% of its objectives are achieved annually.

Field Operations/Regional Offices - To sustain the number of visitors served by the park system to at least 2,000,000 by the end of fiscal year 2025-2026, and to sustain the number of individuals participating in interpretive programs and events of at least 50,000 individuals annually by the end of fiscal year 2025-2026.

Division of Outdoor Recreation - To fully obligate available Federal funds allocated to Louisiana annually through the Land and Water Conservation Fund (LWCF) and Recreational Trails Program (RTP) for the development of outdoor recreational facilities, and to uphold full compliance of all applicable Federal laws associated with projects developed through these programs.

STATE OF LOUISIANA

Operational Plan Form

Activities/Objectives - Performance Indicators

DEPARTMENT ID: 06 - Culture Recreation and Tourism

AGENCY ID: 264 - Office of State Parks

PROGRAM ID: 2641 - Parks and Recreation

PM OBJECTIVE: 2641-01 - The Administrative Program of the Office of State Parks will provide support to the agency and ensure that a minimum of 90% of its objectives are achieved annually.

Children's Budget Link: N/A

Human Resource Policies Beneficial to Women and Families Link: See strategy 1.4 in the Office of Management and Finance within the Office of the Secretary

Other Links (TANF, Tobacco Settlement, Workforce Development Commission, or Other: N/A

Explanatory Notes:

Performance Indicator	Level	Performance Indicator Name	Unit of Measure	Performance Indicator Values						
				Year End Performance Standard 2022 - 2023	Actual Year End Performance 2022 - 2023	Performance Standard as Initially Appropriated	Existing Performance Standard 2023 - 2024	Performance at Continuation Budget Level	Performance at Executive Budget Level 2024 - 2025	Performance Standard as Initially Appropriated
23515	K	Percentage of OSP Objectives Achieved	P	95	95	95	95	85	0	0
6453	S	Operation cost of Park System per Visitor	D	14.7	22.01	22.5	22.5	22.5	0	0

Footnote KS: N/A

STATE OF LOUISIANA

Operational Plan Form

Activities/Objectives - Performance Indicators

DEPARTMENT ID: 06 - Culture Recreation and Tourism

AGENCY ID: 264 - Office of State Parks

PROGRAM ID: 2641 - Parks and Recreation

PM OBJECTIVE: 2641-02 - To sustain the number of visitors served by the state park system of at least 2,000,000 by the end of fiscal year 2024-2025, and to sustain the number of individuals participating in interpretive programs and events of at least 150,000 individuals annually by the end of fiscal year 2024-2025.

Children's Budget Link: N/A

Human Resource Policies Beneficial to Women and Families Link: See strategy 1.4 in the Office of Management and Finance within the Office of the Secretary

Other Links (TANF, Tobacco Settlement, Workforce Development Commission, or Other: N/A

Explanatory Notes:

Performance Indicator	Level	Performance Indicator Name	Unit of Measure	Performance Indicator Values						
				Year End Performance Standard 2022 - 2023	Actual Year End Performance 2022 - 2023	Performance Standard as Initially Appropriated	Existing Performance Standard 2023 - 2024	Performance at Continuation Budget Level	Performance at Executive Budget Level 2024 - 2025	Performance Standard as Initially Appropriated
10304	K	Number of Interpretive Programs and Event participants annually	N	15,000	41,036	40,000	40,000	46,770	0	0
1276	K	Annual Visitation	N	1,700,000	1,754,794	1,700,000	1,700,000	2,000,000	0	0
1285	K	Number of interpretive programs and events offered annually	N	12,000	6,693	4,500	4,500	7,625	0	0

Footnote KS: N/A

STATE OF LOUISIANA

Operational Plan Form

Activities/Objectives - Performance Indicators

DEPARTMENT ID: 06 - Culture Recreation and Tourism

AGENCY ID: 264 - Office of State Parks

PROGRAM ID: 2641 - Parks and Recreation

PM OBJECTIVE: 2641-03 - To fully obligate available Federal funds allocated annually through the Land and Water Conservation Fund (LWCF) and Recreational Trails Program (RTP) for the development of outdoor recreational facilities, and to uphold full compliance of all applicable Federal laws associated with projects developed through these programs.

Children's Budget Link: N/A

Human Resource Policies Beneficial to Women and Families Link: See strategy 1.4 in the Office of Management and Finance within the Office of the Secretary

Other Links (TANF, Tobacco Settlement, Workforce Development Commission, or Other: N/A

Explanatory Notes:

Performance Indicator	Level	Performance Indicator Name	Unit of Measure	Performance Indicator Values						
				Year End Performance Standard 2022 - 2023	Actual Year End Performance 2022 - 2023	Performance Standard as Initially Appropriated	Existing Performance Standard 2023 - 2024	Performance at Continuation Budget Level	Performance at Executive Budget Level 2024 - 2025	Performance Standard as Initially Appropriated
15035	K	Percentage of Land and Water Conservation Fund (LWCF) projects in good standing	P	95	98	95	95	95	0	0
15037	S	Number of new LWCF projects funded annually 1	N	4	9	4	4	8	0	0
23516	K	Percentage of Federal monies obligated through the Grant Programs	P	95	35	95	95	70	0	0

Footnote KS: 1 The number of new LWCF projects funded annually depends on two primary factors beyond the control of the agency: 1) the level of apportionment to Louisiana through the federal budget; and 2) the number of qualified grant applications received by the agency.

STATE OF LOUISIANA
Operational Plan Form
Activities/Objectives - Performance Indicators

DEPARTMENT ID: 06 - Culture Recreation and Tourism

AGENCY ID: 264 - Office of State Parks

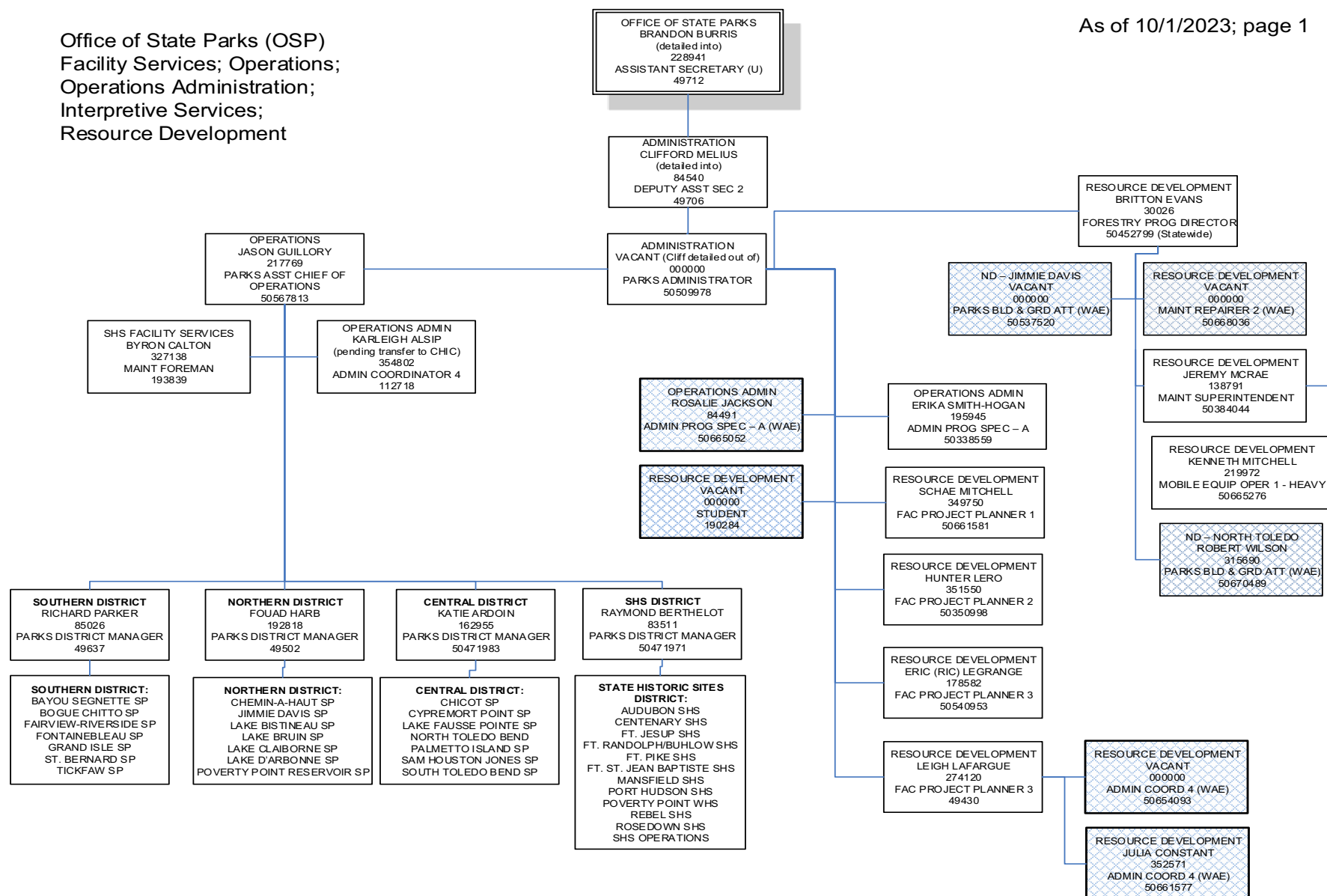
PROGRAM ID: 2641 - Parks and Recreation

Performance Indicator	Level	Performance Indicator Name	Unit of Measure	General Performance Information				
				Performance Indicator Values				
				Prior Year Actual FY 2018 - 2019	Prior Year Actual FY 2019 - 2020	Prior Year Actual FY 2020 - 2021	Prior Year Actual FY 2021 - 2022	Prior Year Actual FY 2022 - 2023
1278	G	Number of operational sites	N	35	36	31	37	37
1279	G	Number of State Parks	N	22	21	21	21	21
1280	G	Number of Historic Sites	N	12	17	11	16	16
1281	G	Number of Preservation Areas	N	1	1	1	1	1
15032	G	Number of programs offered off-site	N	91	73	18	19	22
15033	G	Number of outreach activities attended off-site	N	90	67	10	9	9
20784	G	Number of facilities repaired, renovated, or replaced 1	N	58	56	39	17	17
21900	G	Percentage of program and event participants to total visitation	P	8	6	2	2.33	2

Footnote GPI: 20784: This indicator was introduced in our FY 2006-2010 Strategic Plan for the first time. The staff felt repairs, renovations and replacement of old or damaged facilities has an important impact on the quality of the visitor experience and on return visits. These repairs, renovations, and replacement measures also contribute to increased visitation.

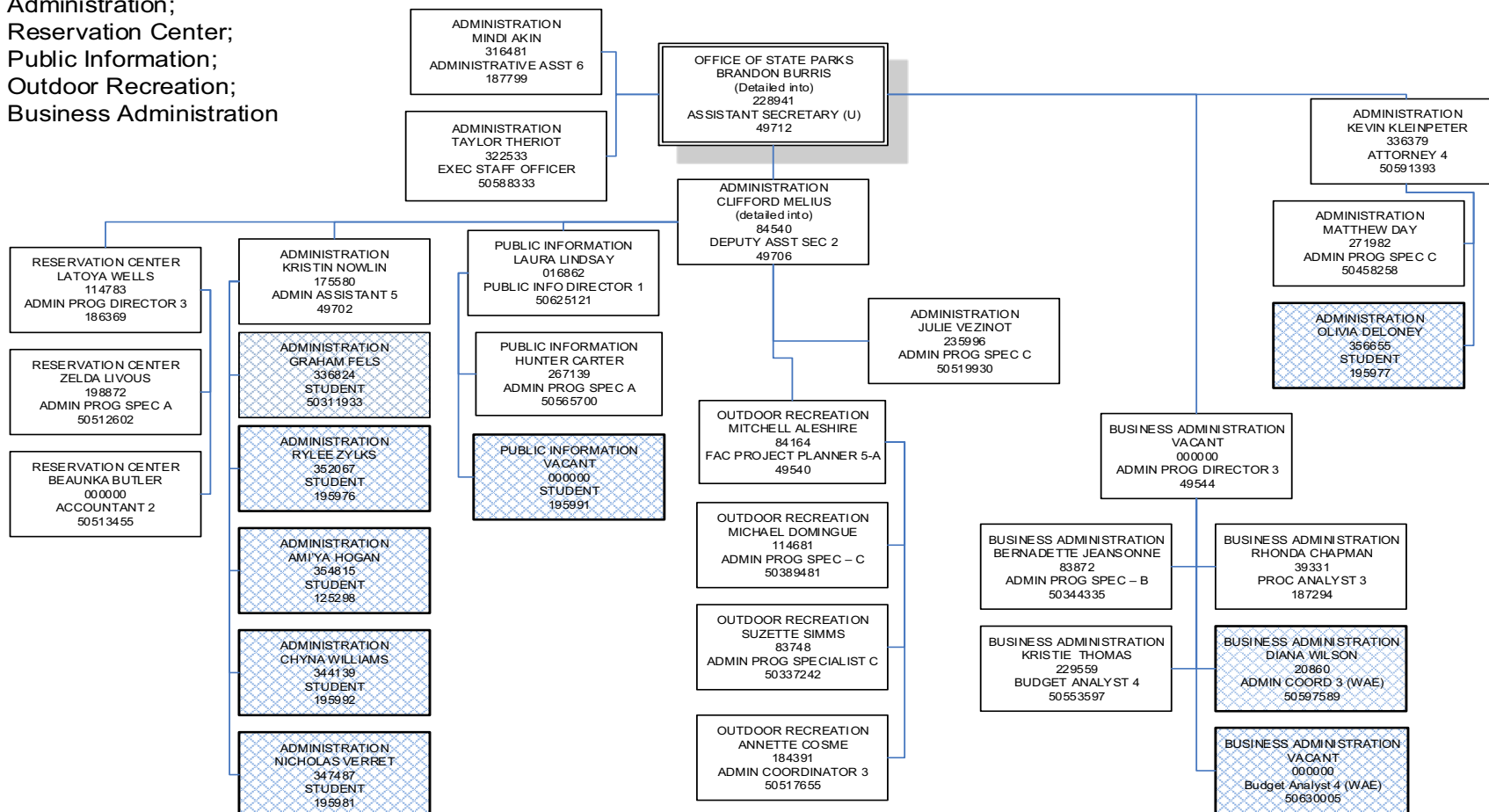
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Office of State Parks (OSP)
 Facility Services; Operations;
 Operations Administration;
 Interpretive Services;
 Resource Development



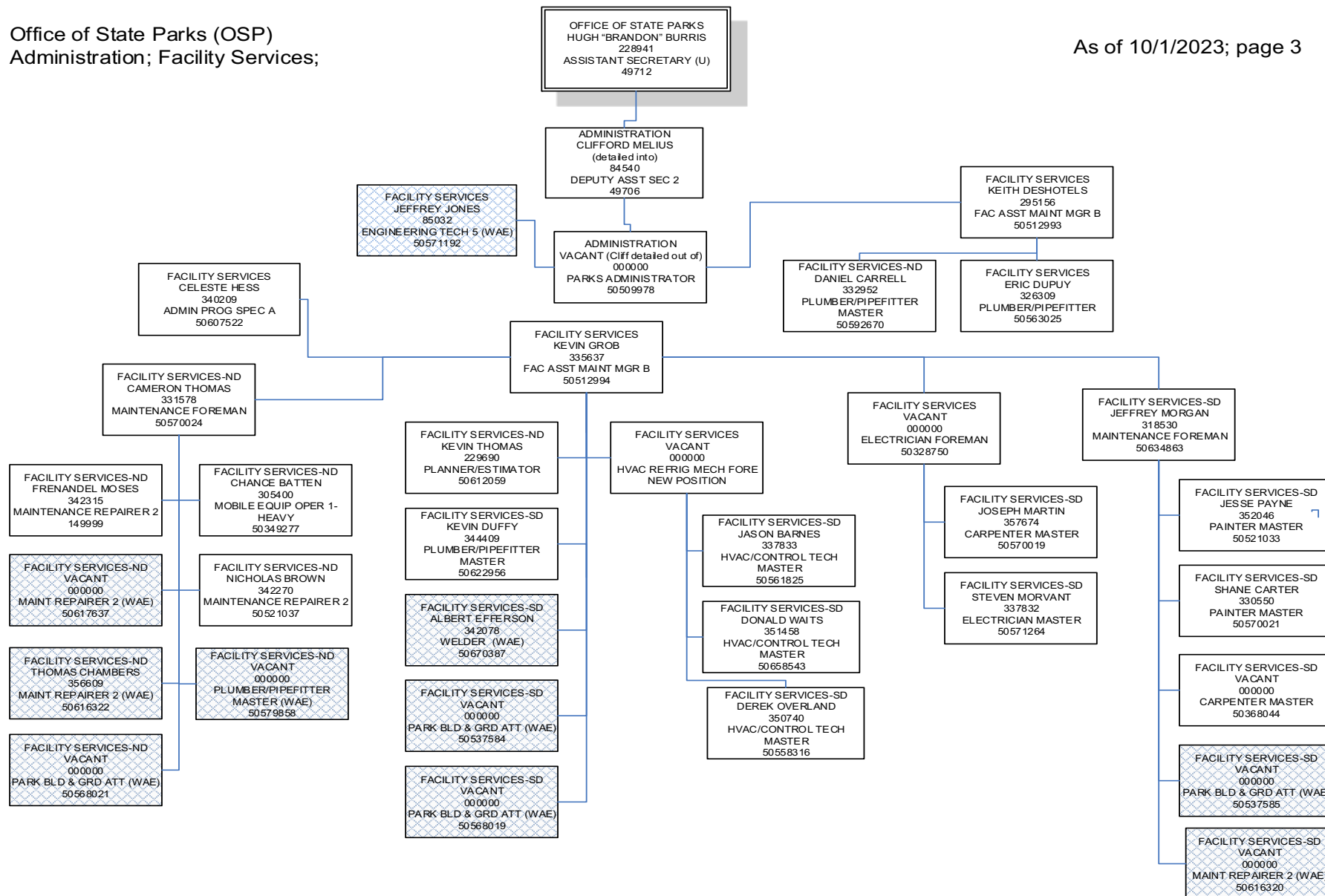
Office of State Parks (OSP)
Administration;
Reservation Center;
Public Information;
Outdoor Recreation;
Business Administration

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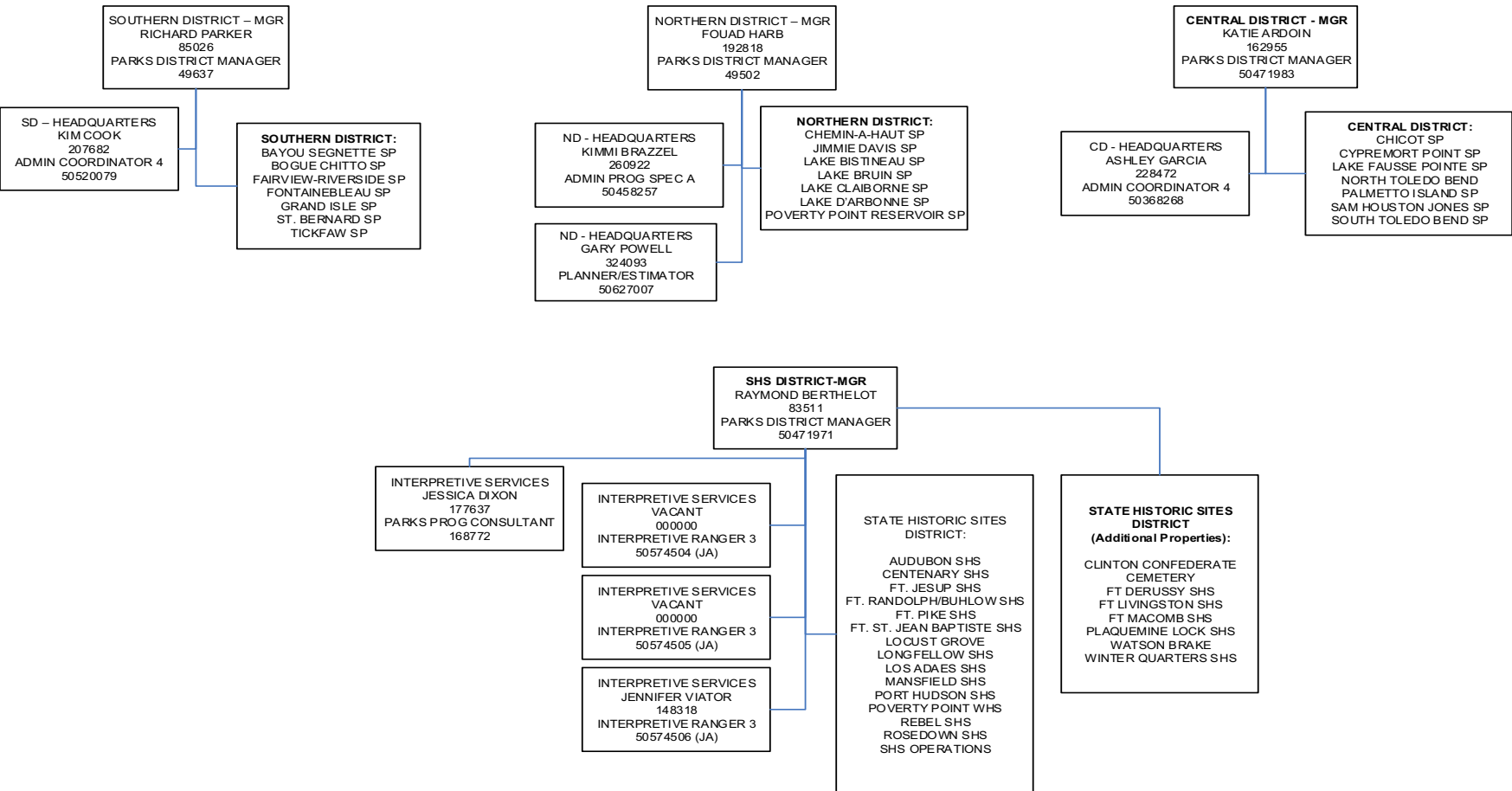
Office of State Parks (OSP)
Administration; Facility Services;

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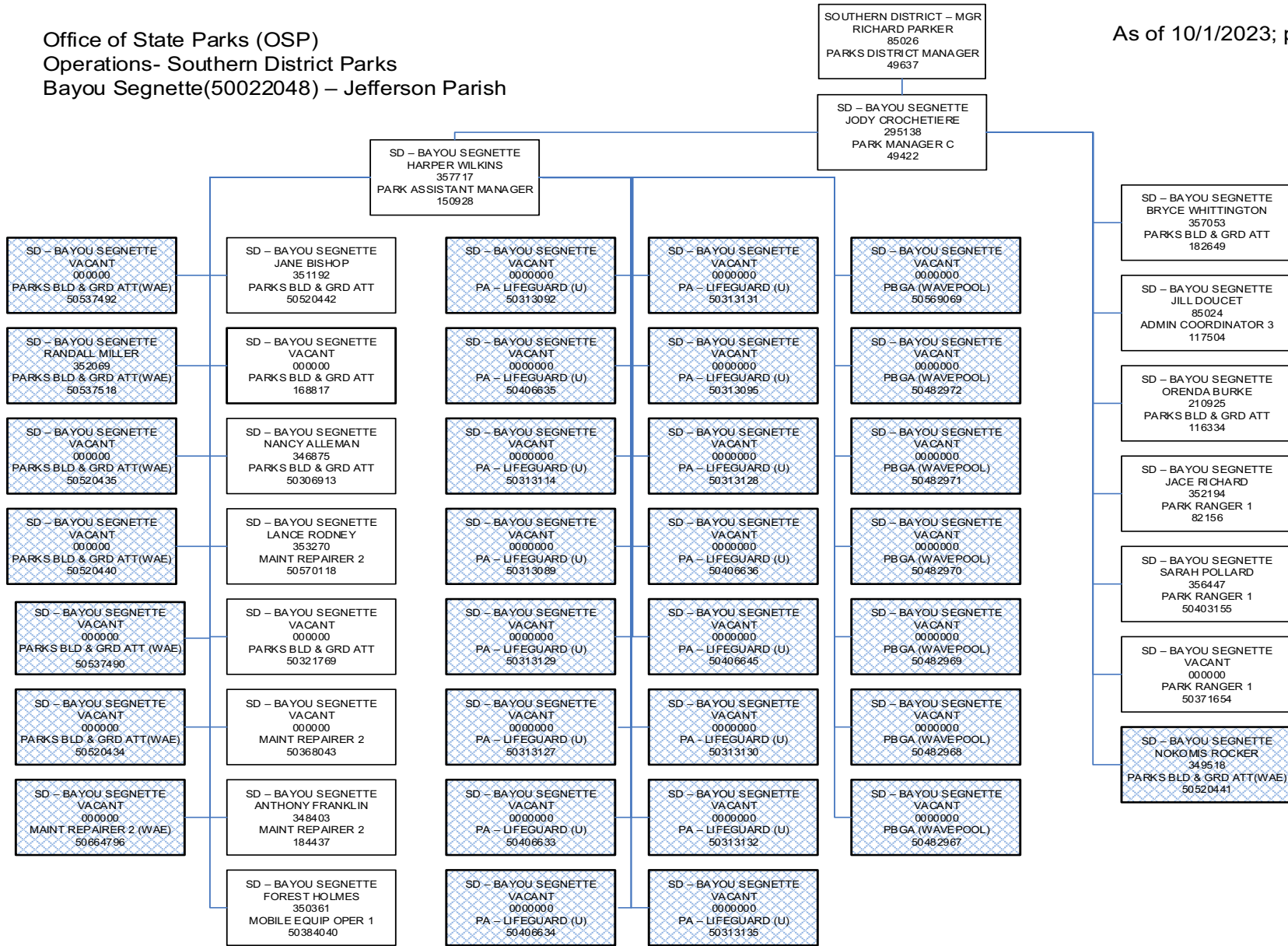
Office of State Parks (OSP)
Operations-Southern District Manager's Office (50471982) – St. Tammany Parish
Operations-Northern District Manager's Office (50471970) – East Baton Rouge Parish
Operations-Central District Manager's Office (50665047) – Evangeline Parish
Operations-SHS District Manager's Office (50665048) – East Baton Rouge Parish

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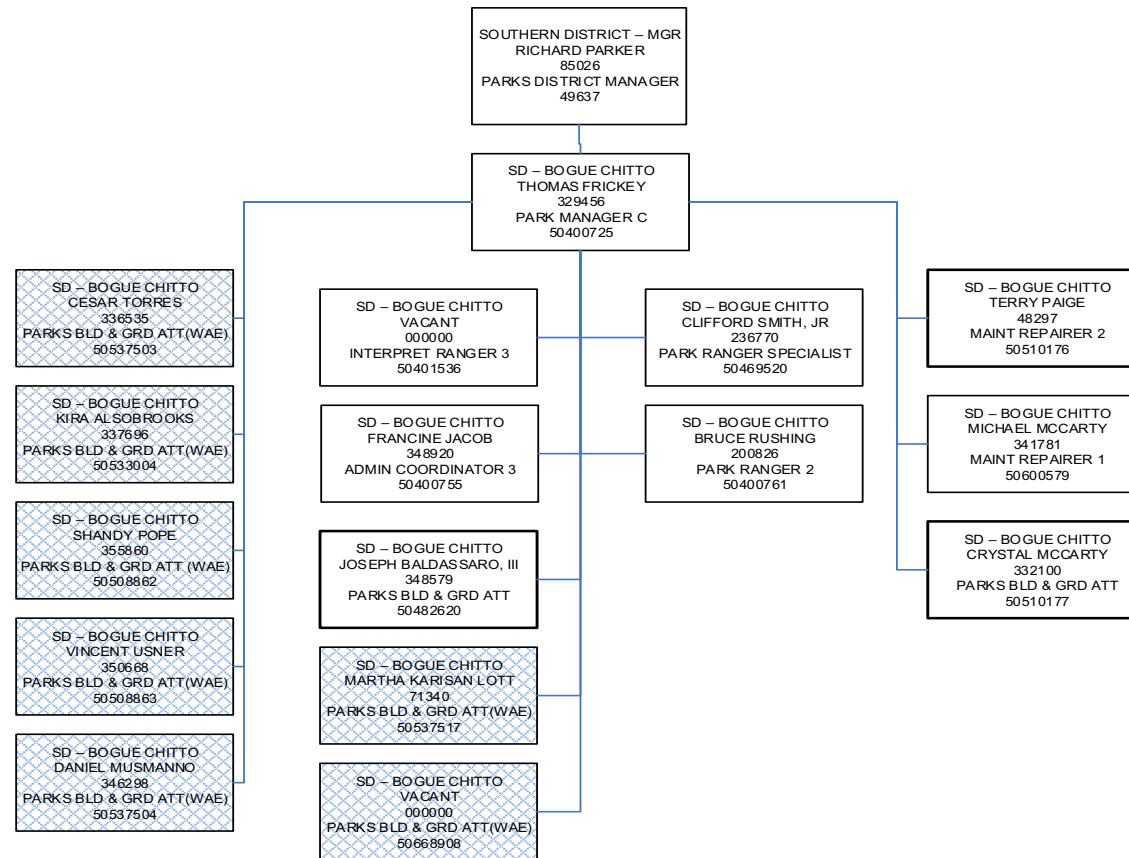
As of 10/1/2023; page 5

Office of State Parks (OSP)
Operations- Southern District Parks
Bayou Segnette(50022048) – Jefferson Parish



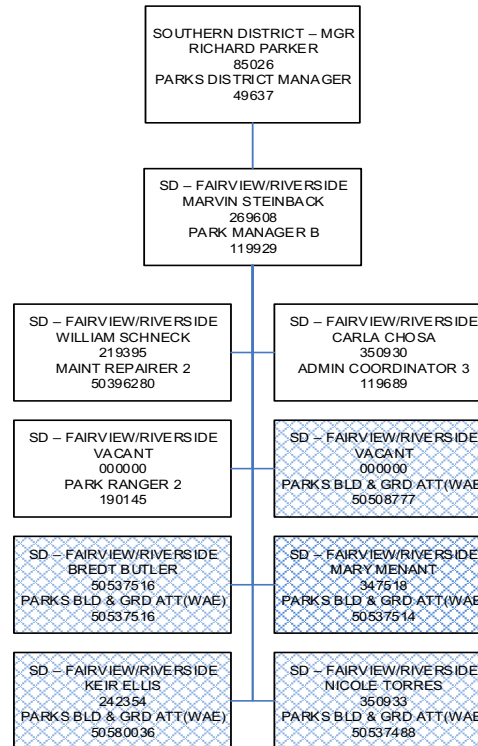
Office of State Parks (OSP)
Operations-Southern District Parks
Bogue Chitto(50400202) – Washington Parish

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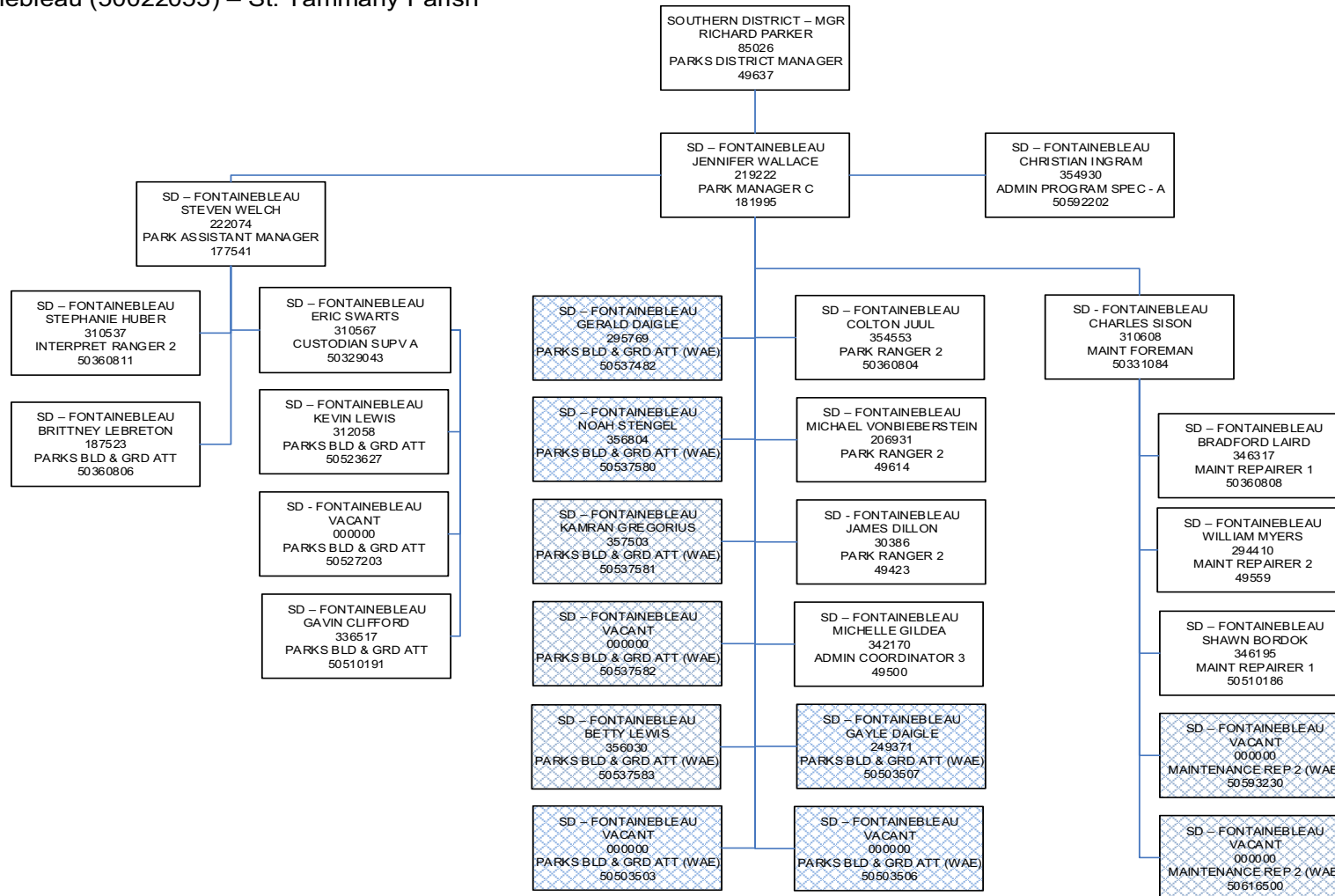
Office of State Parks (OSP)
Operations-Southern District Parks
Fairview/Riverside(50023563) – St. Tammany Parish

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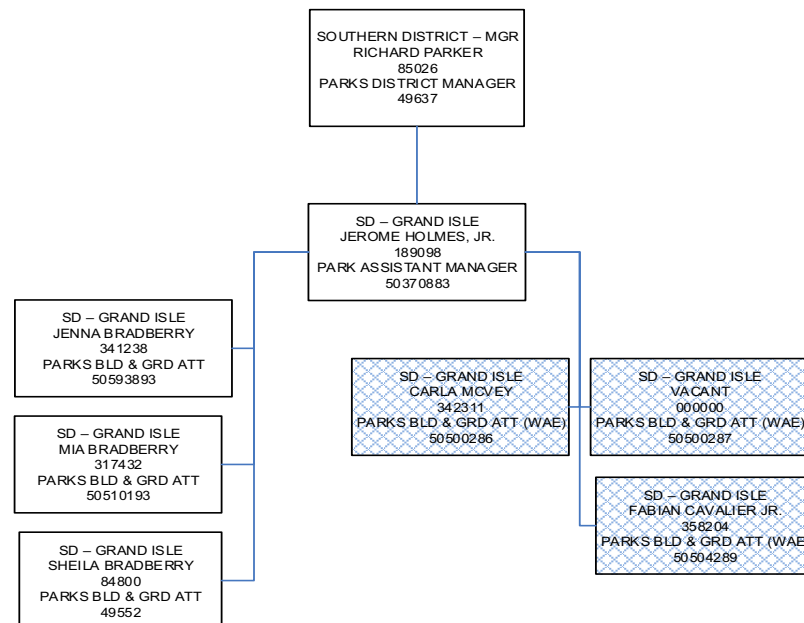
Office of State Parks (OSP)
Operations-Southern District Parks
Fontainebleau (50022053) – St. Tammany Parish

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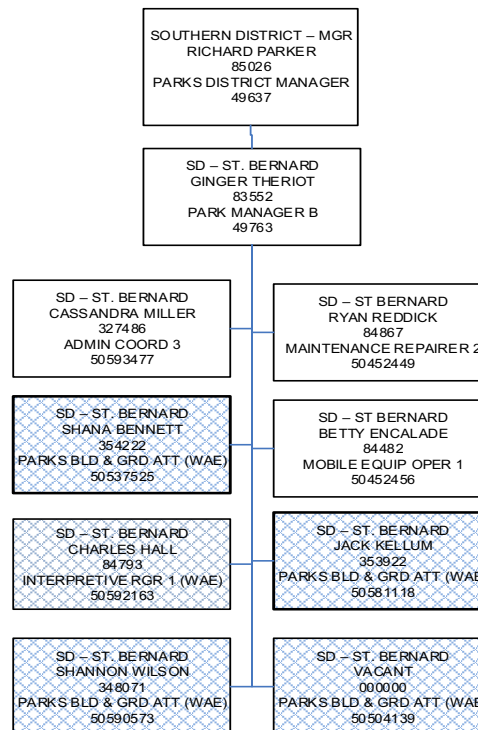
Office of State Parks (OSP)
Operations-Southern District Parks
Grand Isle(50023574) – Jefferson Parish

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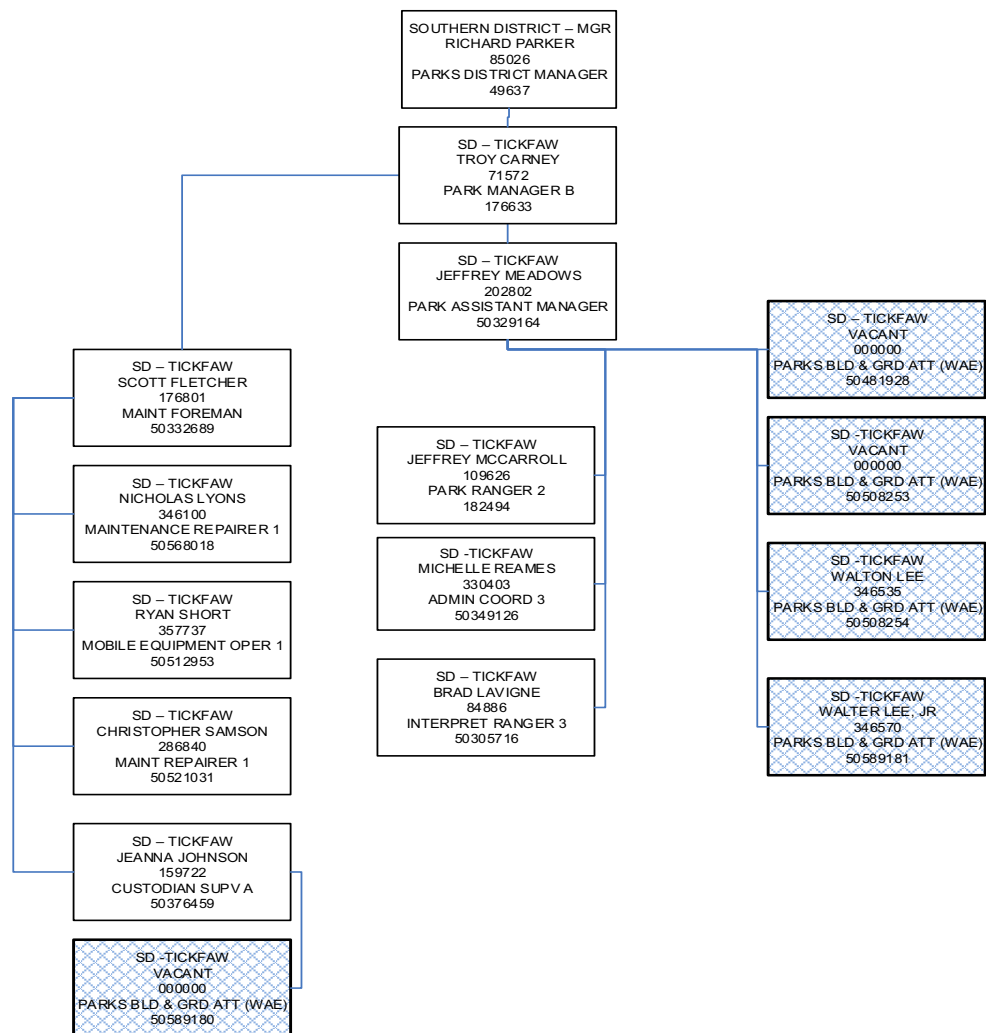
Office of State Parks (OSP)
Operations-Southern District Parks
St. Bernard(50023617) – St. Bernard Parish

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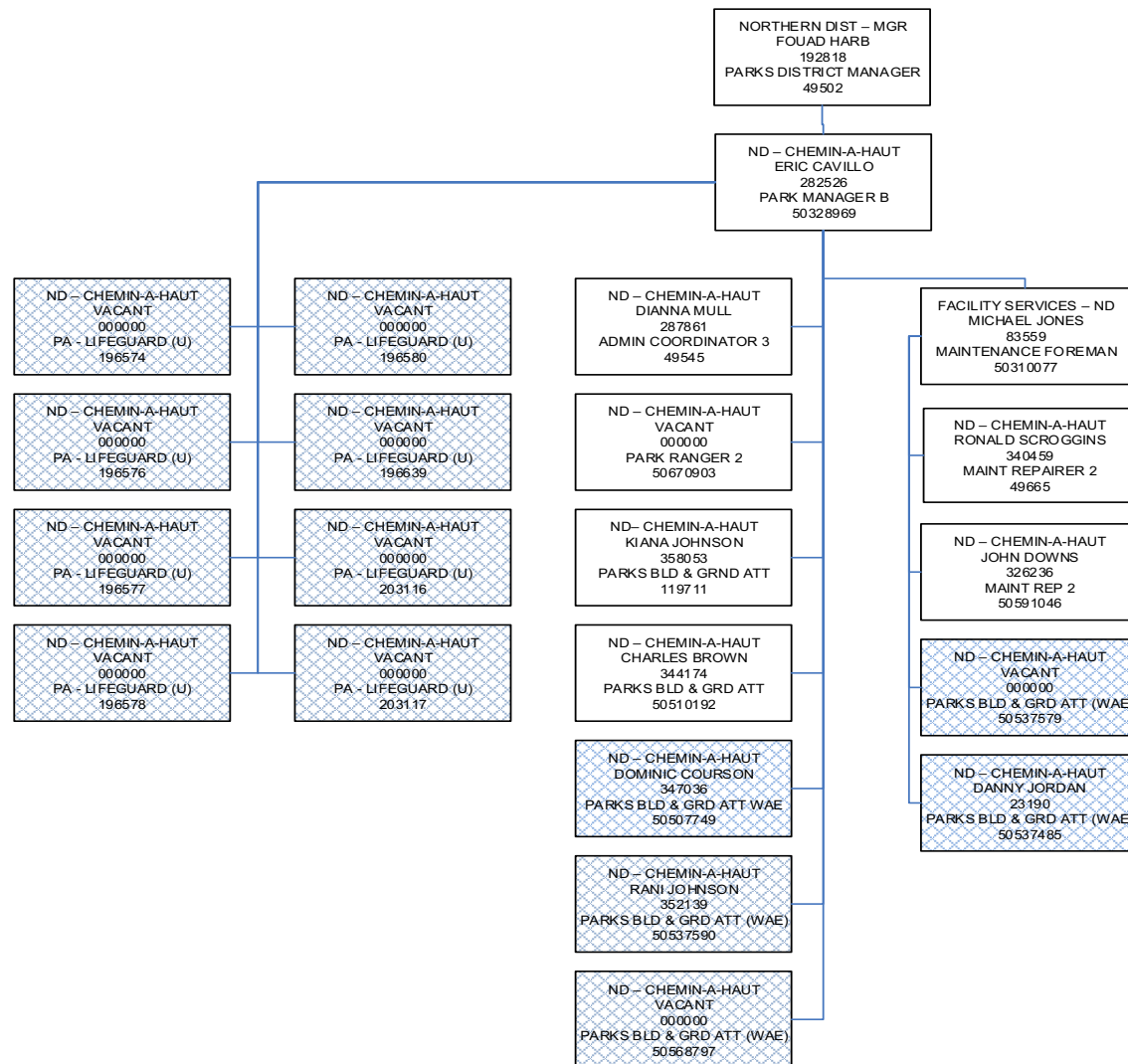
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Office of State Parks (OSP)
Operations-Southern District Parks
Tickfaw(50023620) – Livingston Parish



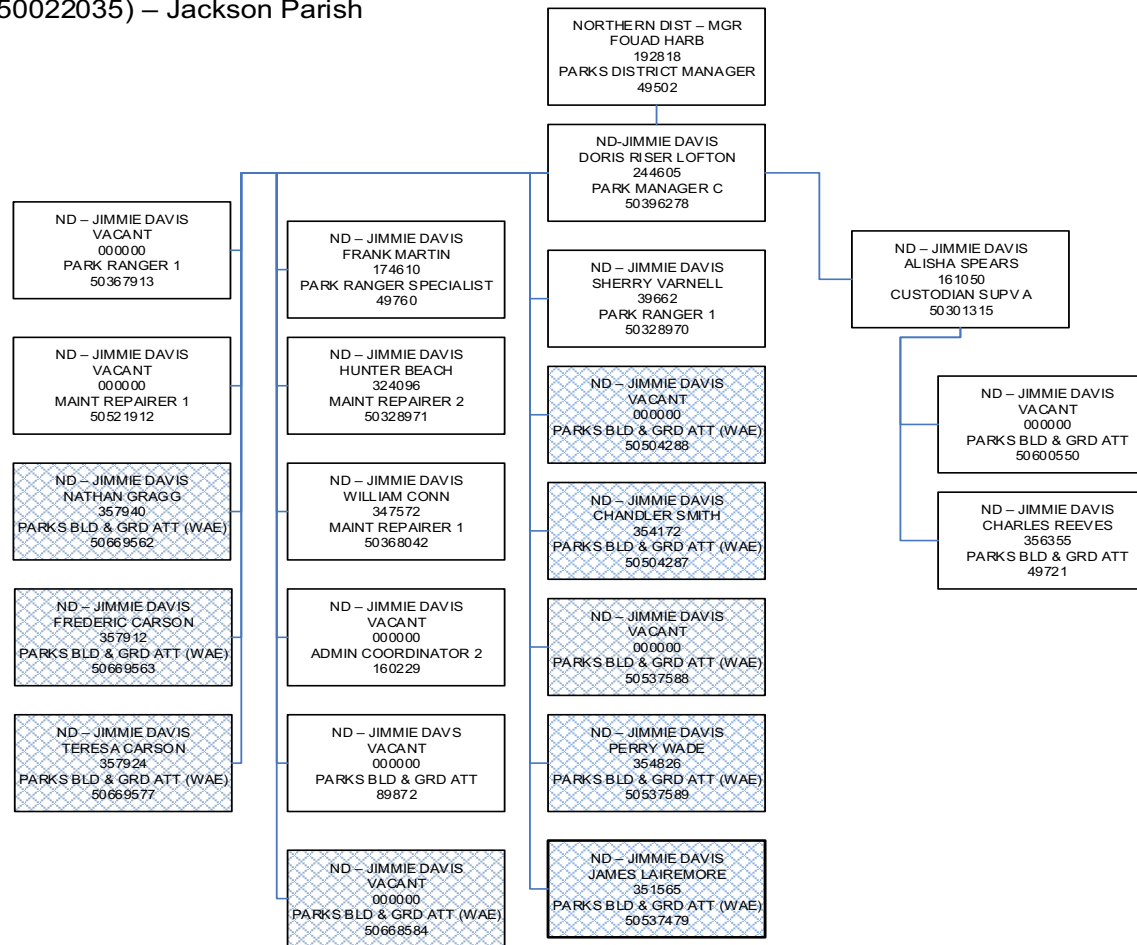
Office of State Parks (OSP)
Operations-Northern District Parks
Chemin-A-Haut (50022033) – Morehouse Parish

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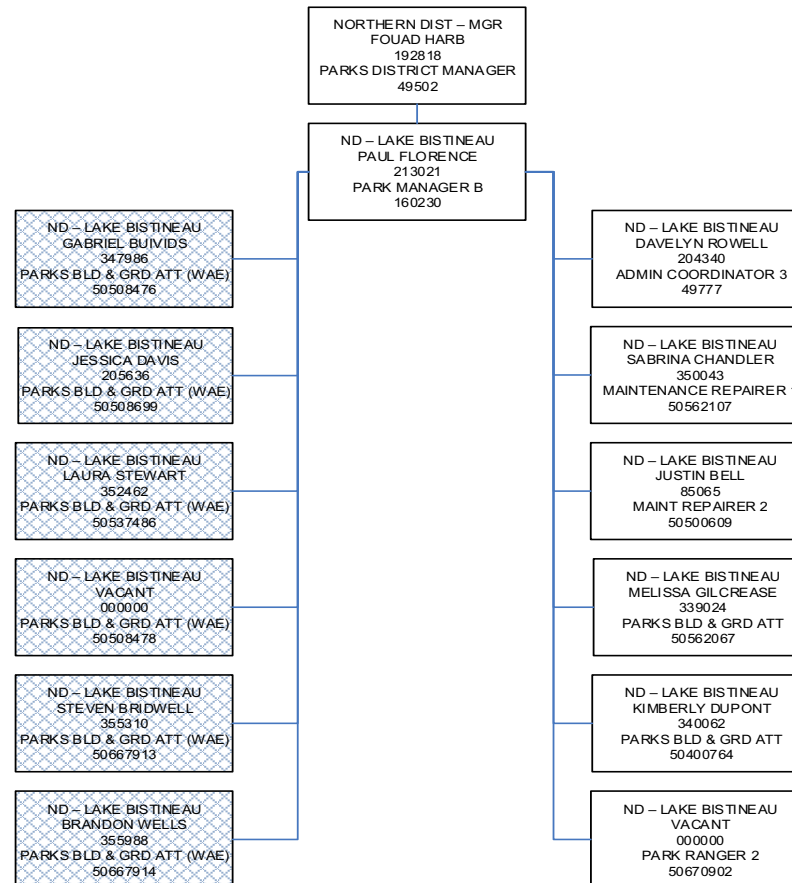
Office of State Parks (OSP)
Operations-Northern District Parks
Jimmie Davis(50022035) – Jackson Parish

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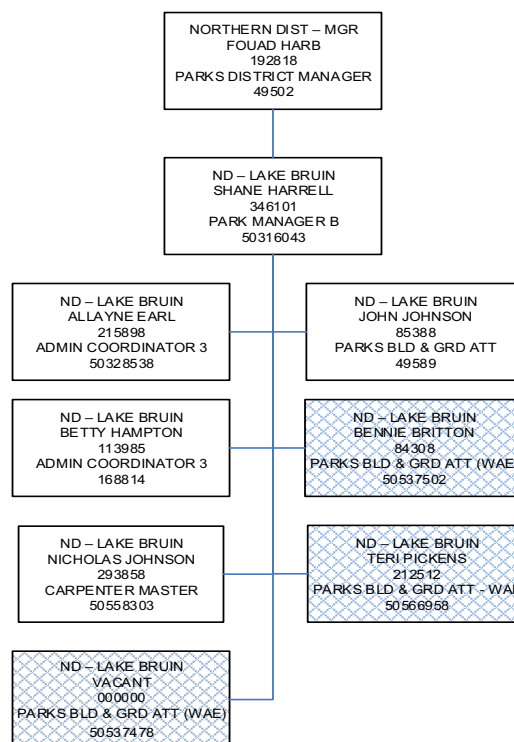
Office of State Parks (OSP)
Operations-Northern District Parks
Lake Bistineau(50022038) – Webster Parish

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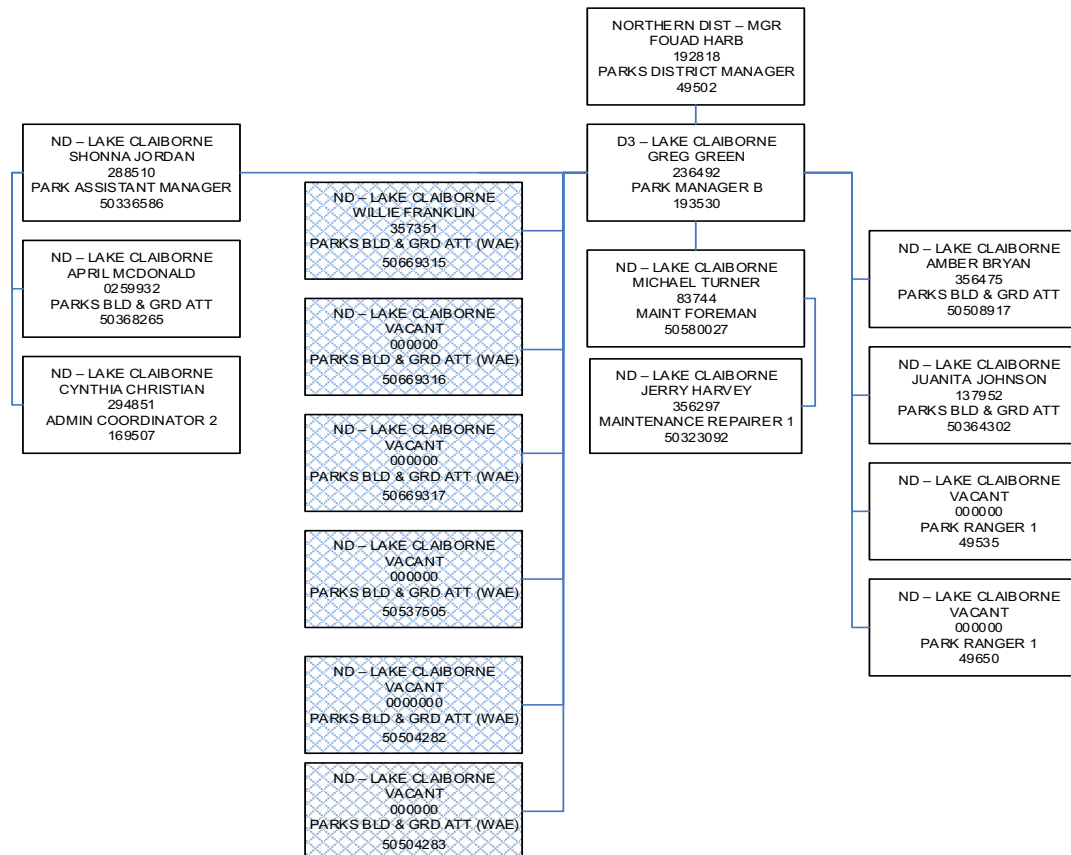
Office of State Parks (OSP)
Operations-Northern District Parks
Lake Bruin (50022034)– Tensas Parish

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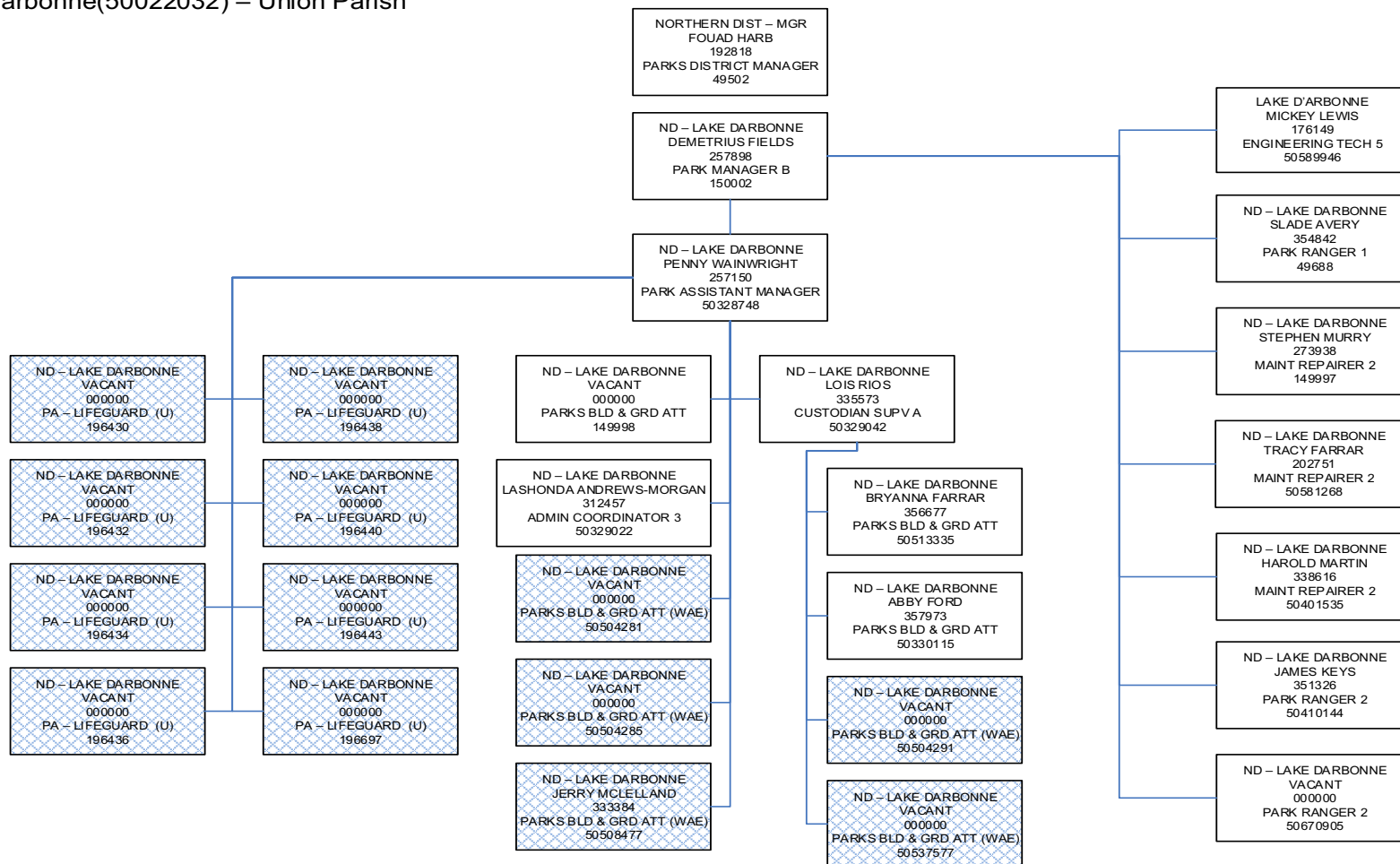
Office of State Parks (OSP)
Operations- Northern District Parks
Lake Claiborne(50023580) – Claiborne Parish

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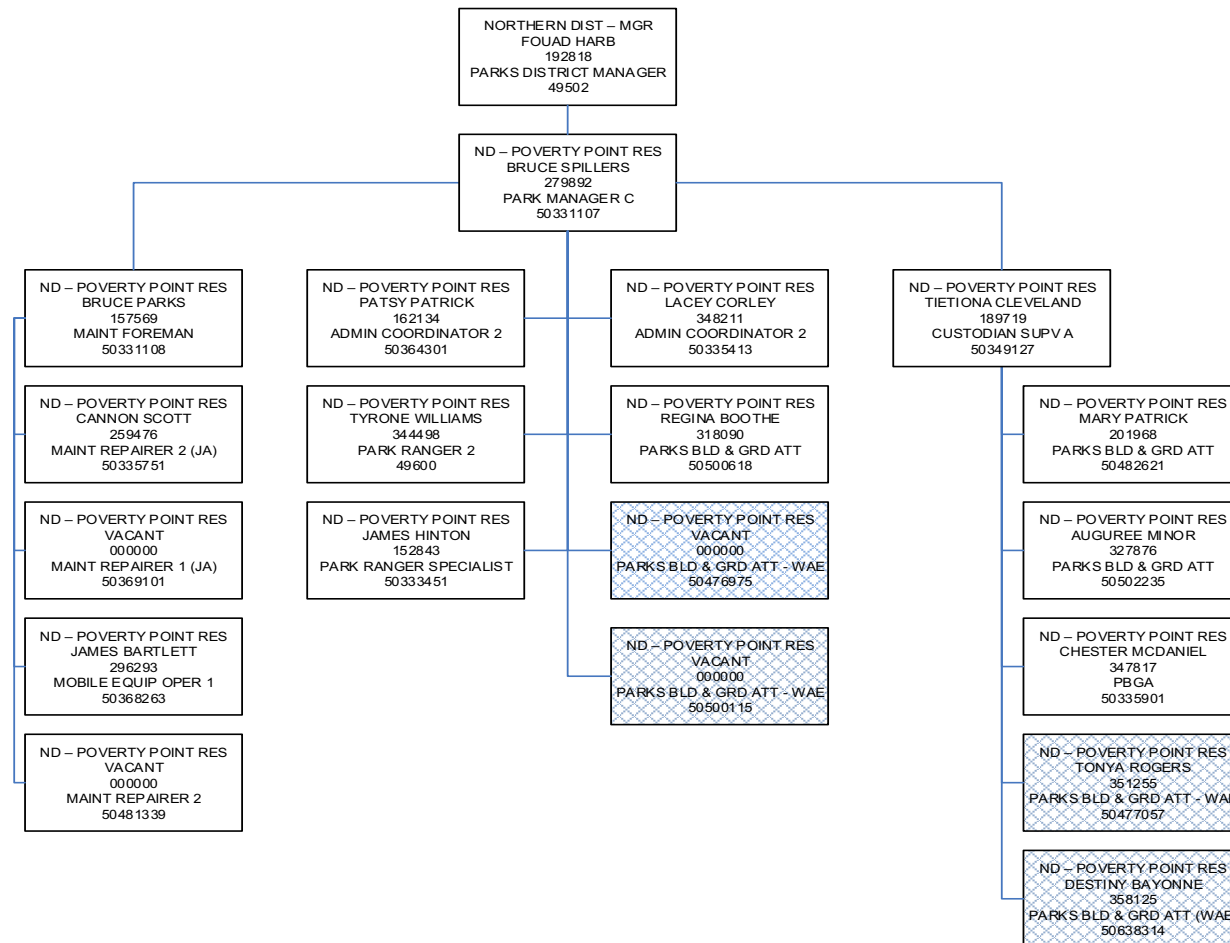
Office of State Parks (OSP)
Operations-Northern District Parks
Lake Darbonne(50022032) – Union Parish

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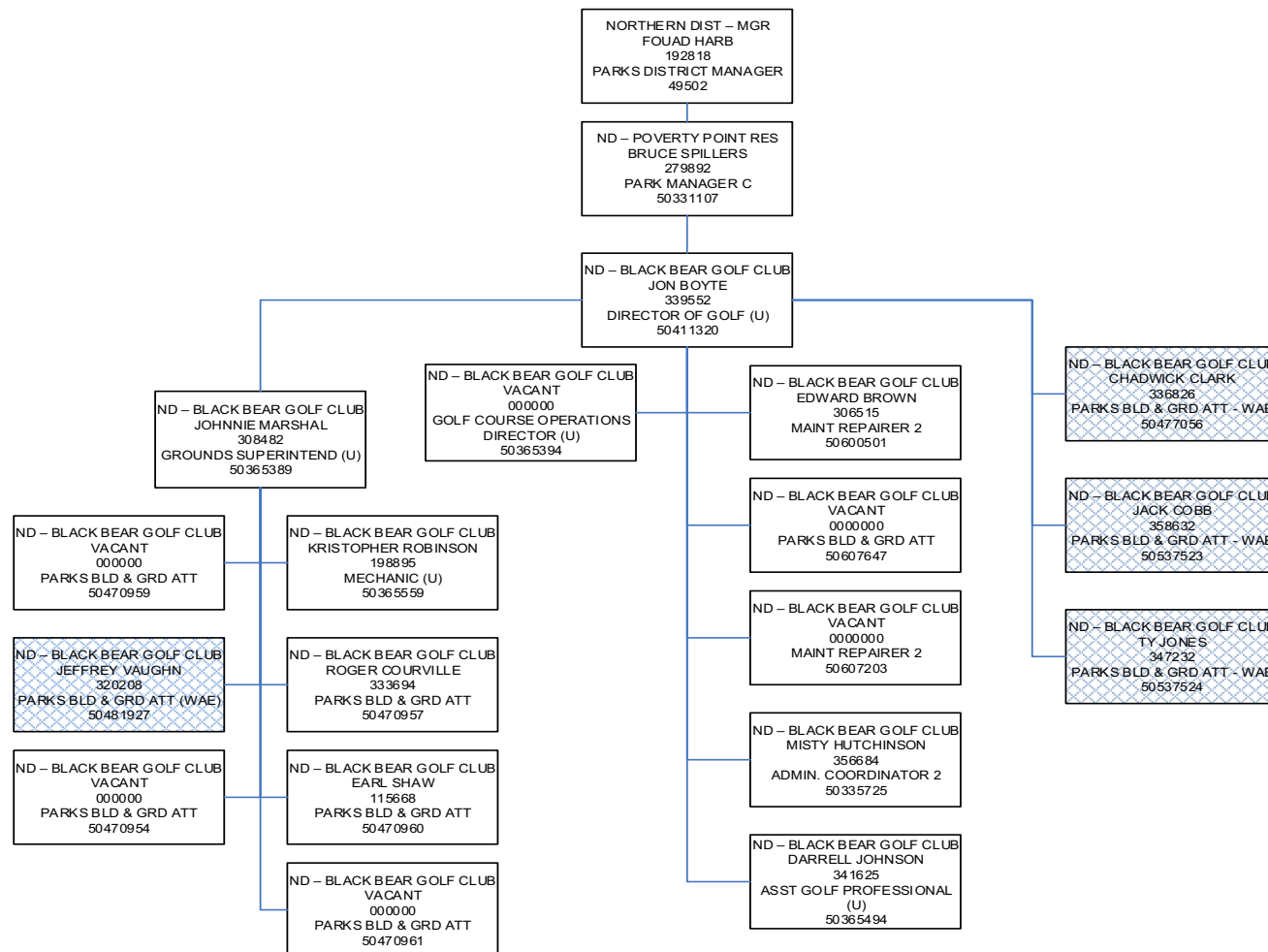
Office of State Parks (OSP)
Operations-Northern District Parks
Poverty Point Reservoir(50331104) – Richland Parish

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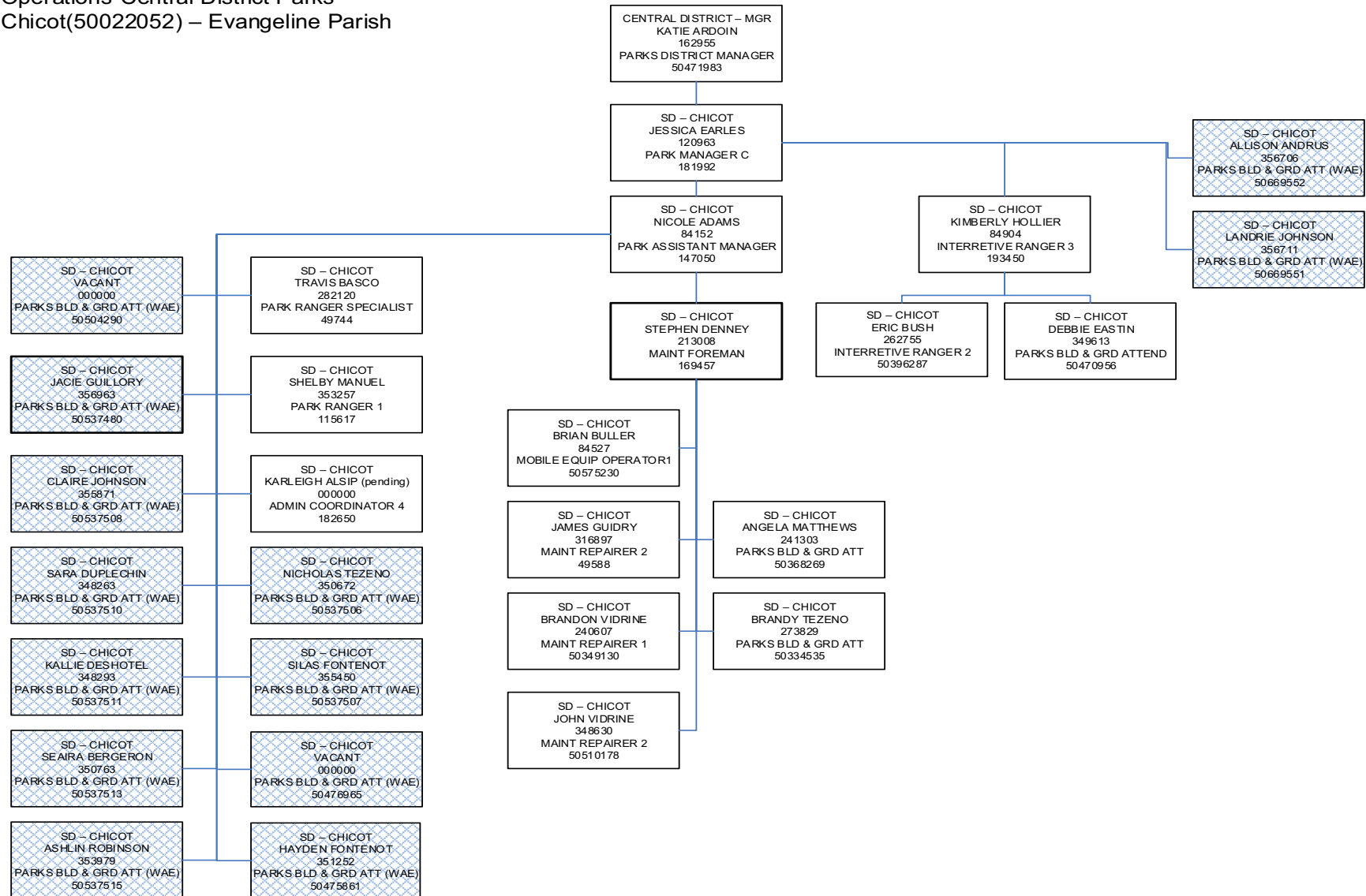
Office of State Parks (OSP)
Operations-Northern District Parks
Black Bear Golf Club(50411319) – Richland Parish

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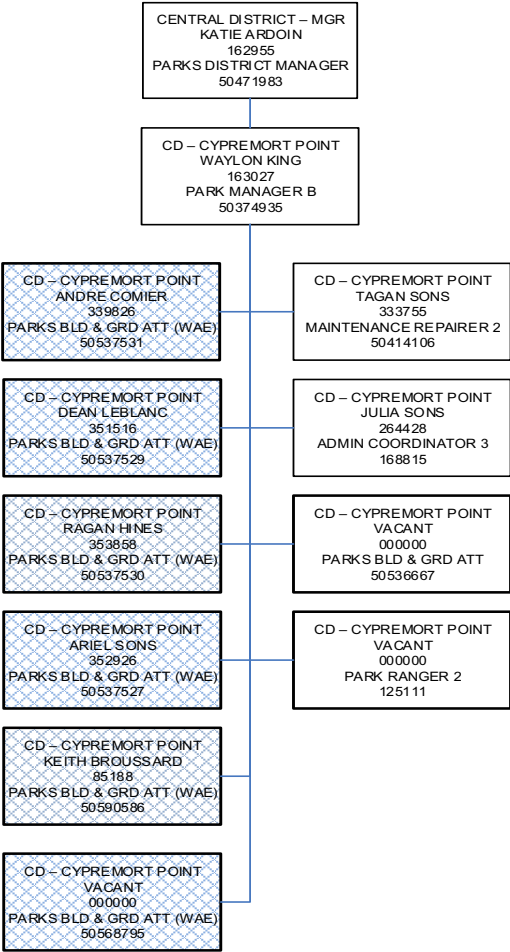
Office of State Parks (OSP)
Operations-Central District Parks
Chicot(50022052) – Evangeline Parish

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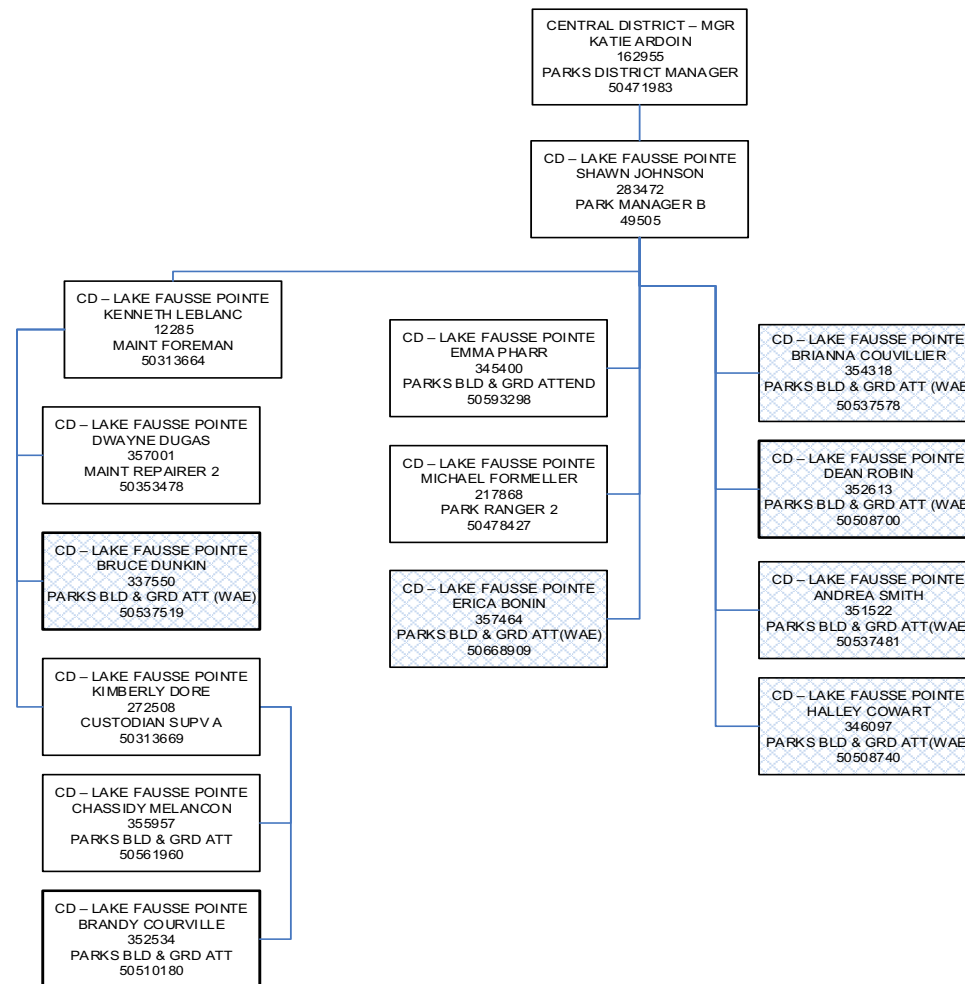
Office of State Parks (OSP)
Operations-Central District Parks
Cypremort Point(50023560) – St. Mary Parish

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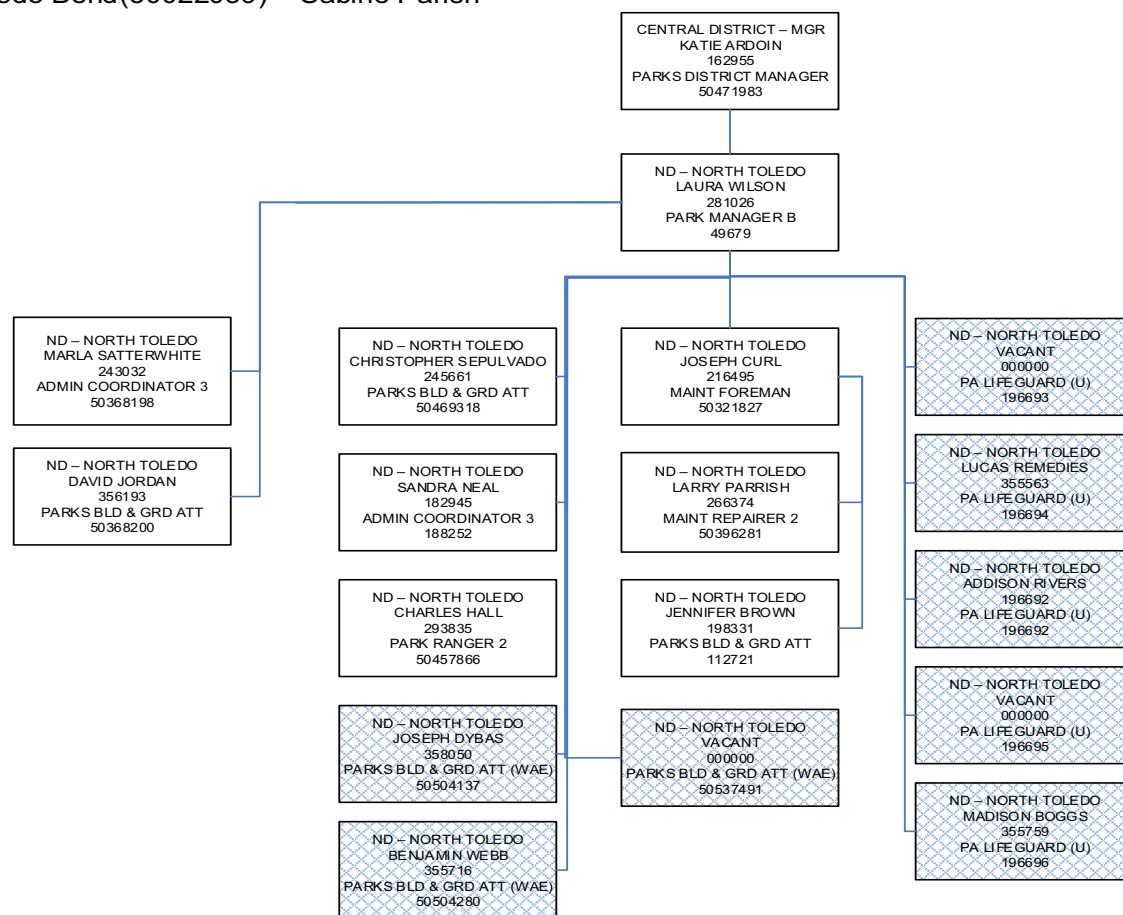
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Office of State Parks (OSP)
Operations-Central District Parks
Lake Fausse Pointe(50023586) – Iberia Parish



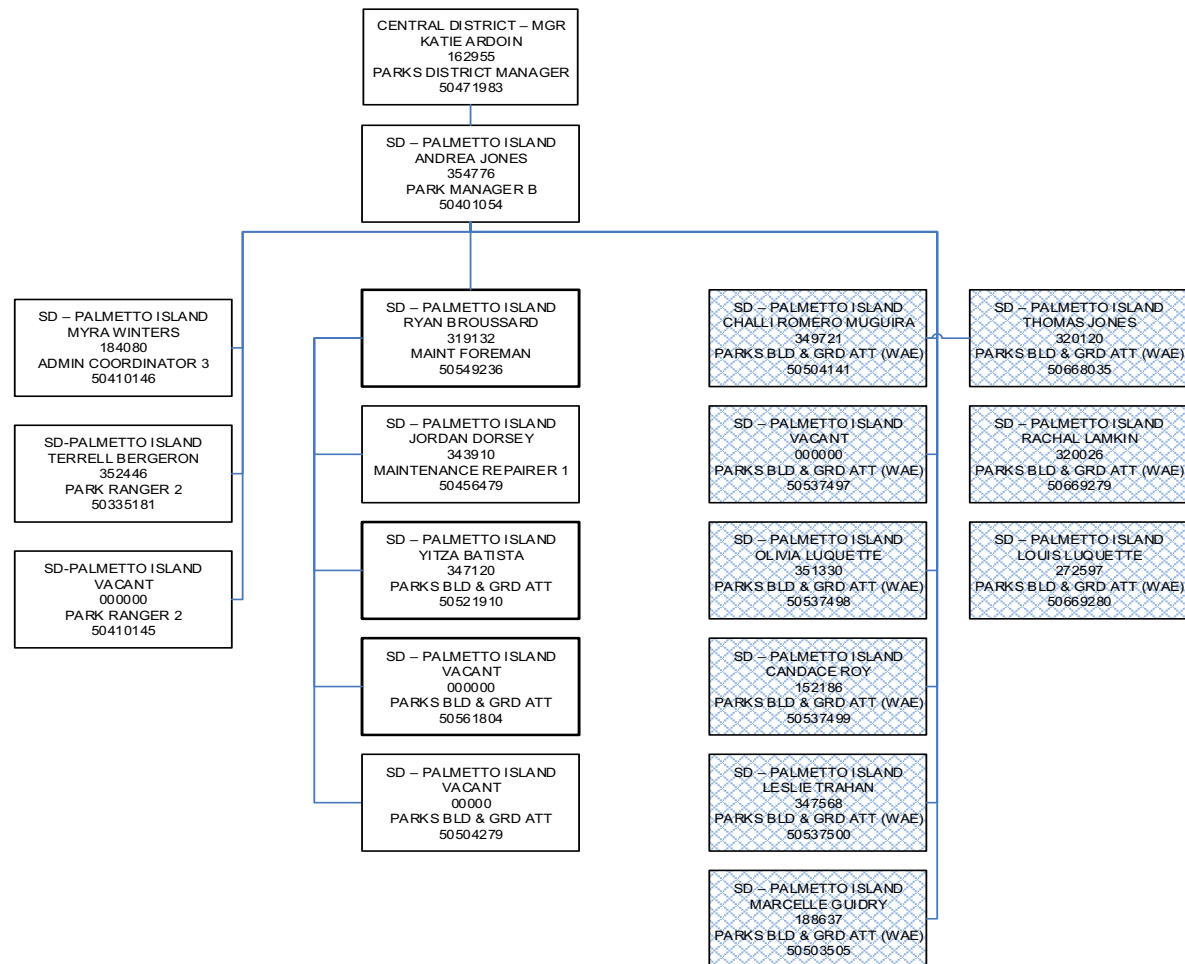
Office of State Parks (OSP)
Operations-Central District Parks
North Toledo Bend(50022039) – Sabine Parish

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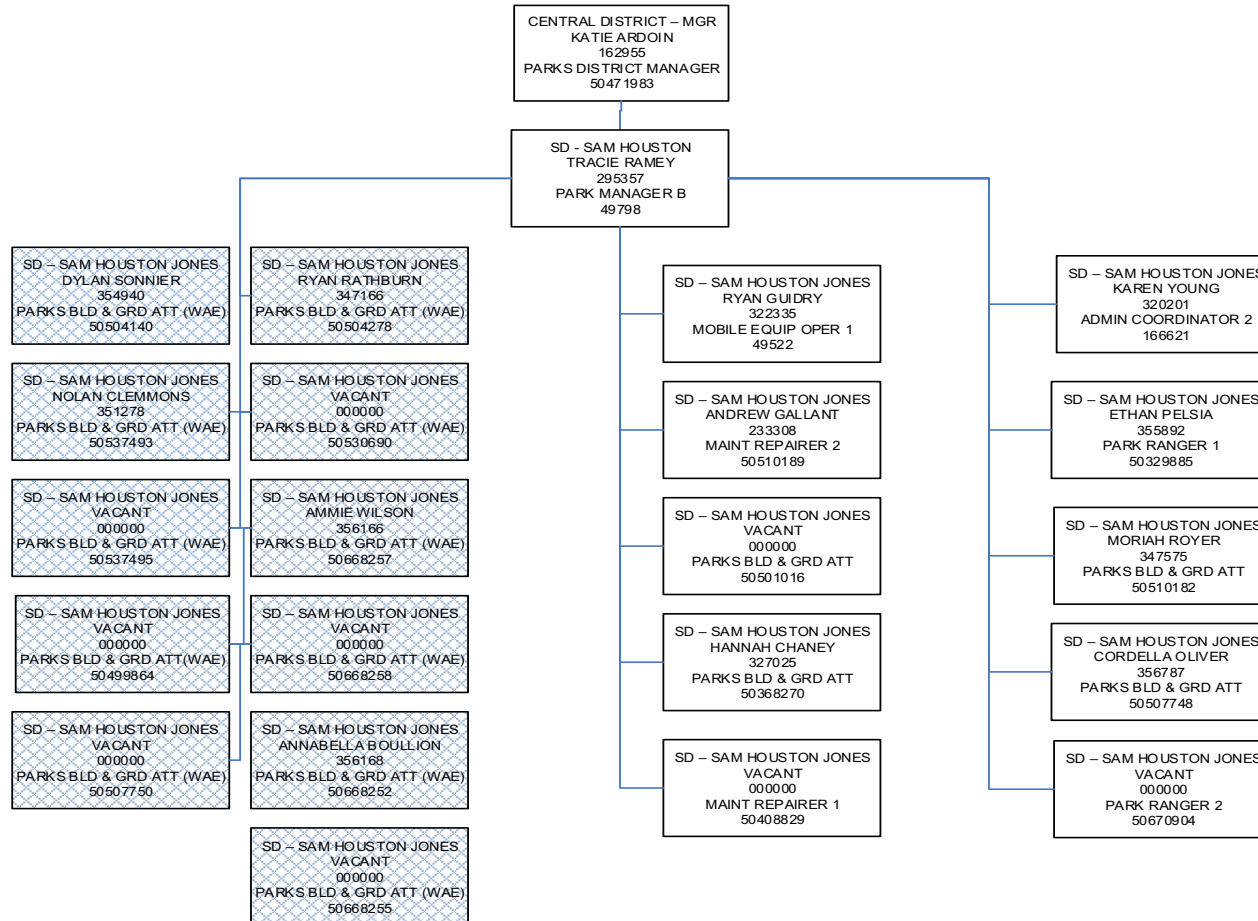
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Office of State Parks (OSP)
Operations-Central District Parks
Palmetto Island(50400203) – Vermilion Parish



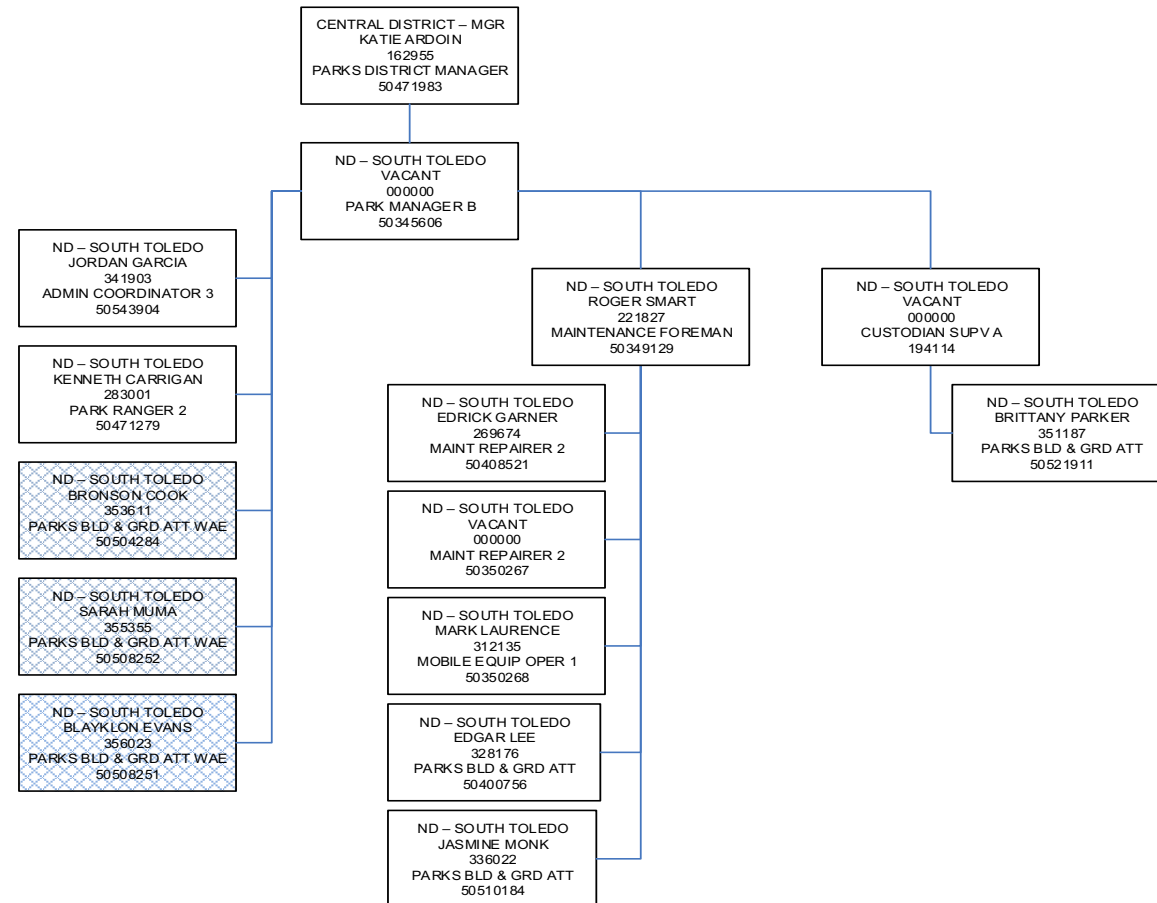
Office of State Parks (OSP)
Operations-Central District Parks
Sam Houston Jones(50022057) – Calcasieu Parish

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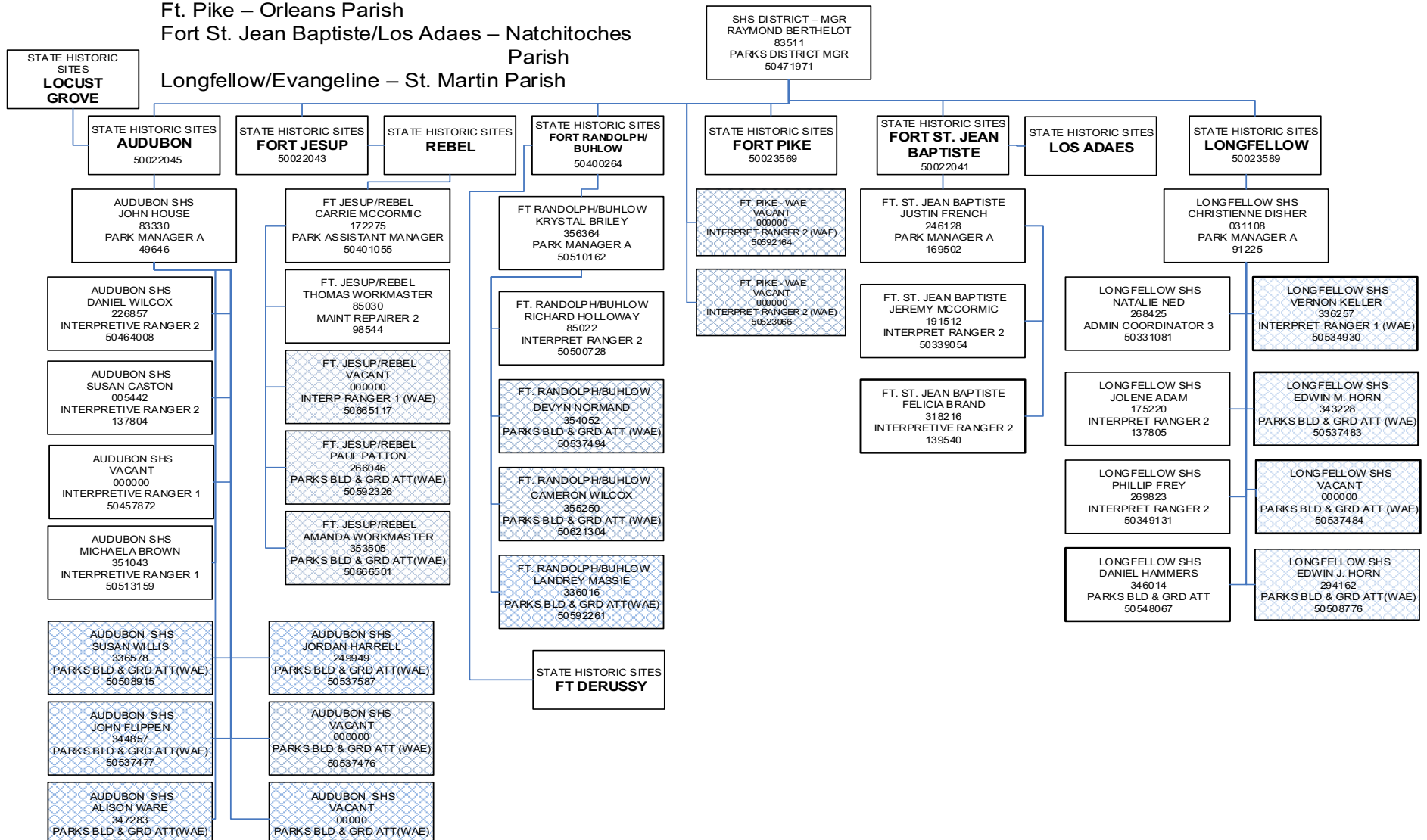
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Office of State Parks (OSP)
Operations-Central District Parks
South Toledo(50345605) – Sabine Parish



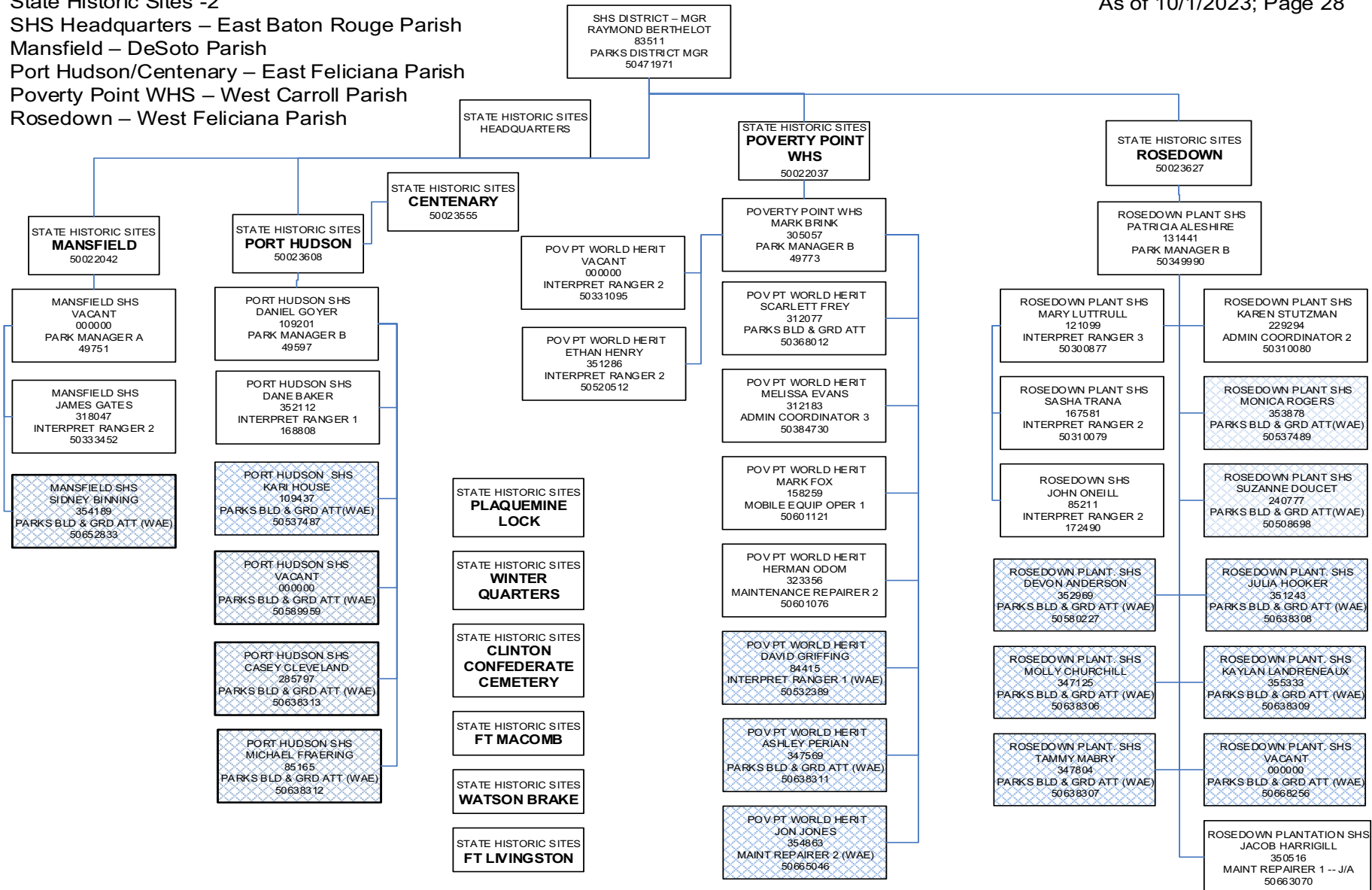
Office of State Parks (OSP)
 State Historic Sites -1
 Audubon/Locust Grove – West Feliciana
 Ft Jesup & Rebel – Sabine Parish
 Ft. Randolph Buhlow & Ft Derussy – Rapides Parish
 Ft. Pike – Orleans Parish
 Fort St. Jean Baptiste/Los Adaes – Natchitoches
 Parish
 Longfellow/Evangeline – St. Martin Parish

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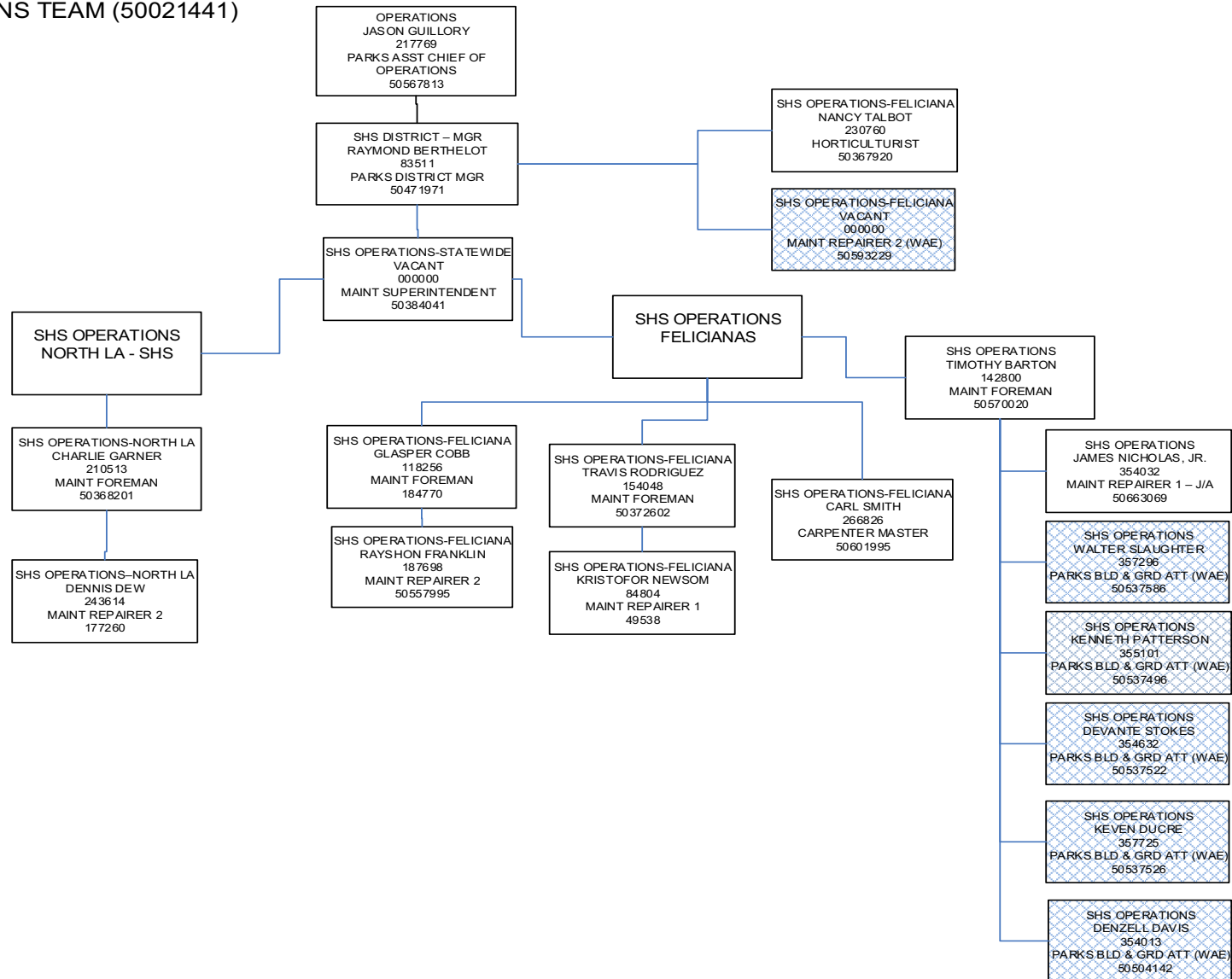
Office of State Parks (OSP)
 State Historic Sites -2
 SHS Headquarters – East Baton Rouge Parish
 Mansfield – DeSoto Parish
 Port Hudson/Centenary – East Feliciana Parish
 Poverty Point WHS – West Carroll Parish
 Rosedown – West Feliciana Parish

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Office of State Parks (OSP)
SHS OPERATIONS TEAM (50021441)

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STATE OF LOUISIANA
Operational Plan Form
Department Goals

OP PLAN - ACT/OBJ
Fiscal Year 2024 - 2025
Report Date: 10/24/23

DEPARTMENT NUMBER AND NAME: CRT - Department of Culture Recreation and Tourism

DEPARTMENT MISSION

The mission of the Department of Culture, Recreation, and Tourism is to preserve and enhance Louisiana's unique heritage and natural landscape; provide cultural, informational, and recreational resources; and promote the use of these resources by our diverse citizens and visitors.

DEPARTMENT GOAL(S):

- I. The Department of Culture, Recreation and Tourism will create a greater awareness of Louisiana's culture, history and natural resources so that citizens and visitors will be more aware of the rich cultural, historical and natural assets of the state.
- II. The Department of Culture, Recreation and Tourism will promote the tourism and arts industries in Louisiana so that these industries will have greater economic impact in the state.
- III. The Department of Culture, Recreation and Tourism will improve the state's management and conservation of significant historical, natural, informational, and cultural sites and resources so that they will be better protected for future generations.
- IV. The Department of Culture, Recreation, and Tourism will provide opportunities for outdoor recreation in Louisiana so that there will be an increased number of citizens and visitors who are aware of, have access to, and who avail themselves of these opportunities.

The Department of Culture, Recreation, and Tourism is comprised of six agencies: Office of the Secretary, Office of State Library, Office of State Museum, Office of State Parks, Office of Cultural Development, and Office of Tourism.

STATE OF LOUISIANA
Operational Plan Form
Agency Goals

OP PLAN - ACT/OBJ
Fiscal Year 2024 - 2025
Report Date: 10/24/23

AGENCY NUMBER AND NAME: 265 - Office of Cultural Development

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 GOAL(S):

- 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.

STATEMENT OF AGENCY STRATEGIES FOR DEVELOPMENT AND IMPLEMENTATION OF HUMAN RESOURCE POLICIES THAT ARE HELPFUL AND BENEFICIAL TO WOMEN AND FAMILIES:

The Children First Act is included in Department of Culture, Recreation and Tourism Human Resources policies. Our Department's Human Resources section is a unit of our Office of Management and Finance.

STATE OF LOUISIANA
Operational Plan Form
Program Goals

OP PLAN - ACT/OBJ
Fiscal Year 2024 - 2025
Report Date: 10/24/23

PROGRAM NUMBER AND NAME: 2651

PROGRAM AUTHORIZATION:

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. 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 et seq.). In 1974, Louisiana's Historic Preservation Program was established as the official state agency to carry out the mandate of the NHPA (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 Credits (La. R.S. 47:297.6 and 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 (La. R.S. 25:651-655). CODOFIL, according to La. R.S. 25:651, et. seq., exists to oversee the state's economic development and tourism activities designed to promote 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.

PROGRAM MISSION:

The Cultural Development Program has four main parts: Archaeology, Historic Preservation, the Council for the Development of French in Louisiana (CODOFIL), and the Atchafalaya National Heritage Area (ANHA). 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(S):

The Cultural Development Program has four main parts: Archaeology, Historic Preservation, the Council for the Development of French in Louisiana (CODOFIL), and the Atchafalaya National Heritage Area (ANHA). 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 ACTIVITY:

The State Historic Preservation Office activities include the Division of Historic Preservation which encourages the preservation of Louisiana's significant historic sites and buildings, both commercial and residential. The Division of Historic Preservation's Louisiana Main Street Program is our state's implementation of the concepts developed by the National Main Street Center of the National Trust for Historic Preservation. The Main Street Approach® is a comprehensive and incremental program that combines thoughtful preservation of historic assets with prudent business practices. The Division of Archaeology works to identify archaeological sites in our state, increases public awareness of those sites, and encourages preservation of our archaeological resources.

The Council for the Development of French in Louisiana activities are to offer Louisiana's citizens, whether they be of French ancestry or not, the opportunity either to learn French or to enhance and utilize the French they already know; and to explore, preserve and enhance Cajun, Creole and Francophone heritage in Louisiana for the cultural, economic and touristic benefit of all its citizens, including administration of visas.

The Atchafalaya National Heritage Area activities are to enhance the identity of our unique American landscape by preserving and promoting our heritage and by fostering progress for local champions that create authentic, powerful connections between people, culture, and the environment.

STATE OF LOUISIANA
Operational Plan Form
Program Goals

OP PLAN - ACT/OBJ
Fiscal Year 2024 - 2025
Report Date: 10/24/23

PROGRAM NUMBER AND NAME: 2652

PROGRAM AUTHORIZATION:

In 1975, by Executive Order No. 80, the Louisiana State Arts Council was created. In 1976, the official state arts agency was charged with the responsibility of responding to the needs of cultural community of Louisiana was created by Executive Order No.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 the 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.

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 GOAL(S):

- 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 ACTIVITY:

The Arts Grants and Administration serve every parish in the state. The Louisiana Division of the Arts administers open and competitive grants program for Louisiana artists and nonprofit organizations. The agency sponsors training and education programs for artists, art educators and art administrators. Finally, the Division serves as a clearinghouse for information about the arts in Louisiana and about national opportunities in the arts for Louisiana artists and organizations.

The Cultural Economy Initiative activities assist with providing incentives for the cultural workforce through grant programs. The activities are designed to sustain people and preserve artistic and cultural assets, enhance capacity for production, and develop new markets.

STATE OF LOUISIANA
Operational Plan Form
Program Goals

OP PLAN - ACT/OBJ
Fiscal Year 2024 - 2025
Report Date: 10/24/23

PROGRAM NUMBER AND NAME: 2653

PROGRAM AUTHORIZATION:

The Administrative Program was authorized in 1976, with the creation of the Department of Culture, Recreation and Tourism. The program is led by the Deputy Secretary and Louisiana State Historic Preservation Officer who exercise full signatory authority for all official documents relating to the provisions of federal and state law referenced in Chapter 21 (La. R.S. 25:901-943) and specifies the signatory authority of any Deputy Historic Preservation Officers who may be appointed. Under authority of the State Historic Preservation Officer, the division may enter into contracts and agreements to further the goals of the state's historic preservation programs, and accept façade easements and servitudes and enter into protective memoranda of agreement with public and private owners of real property. The office shall administer the provisions of law relating to the State Capitol Historic District. In addition, the office shall perform the functions of the state relating to planning and development of all museums and cultural collections transferred to the department, except state historic sites of the office of state parks and the Louisiana State Museum. The office shall be comprised of the following sections: Arts (R.S. 25:891 et seq.), Historic Preservation (R.S. 25:911 et seq.), Archaeology (R.S. 41:1601 et seq.), and CODOFIL (La. R.S. 25:651 et seq.). The Administrative Program provides oversight, accountability, monitoring, and authorization functions. The office shall perform the functions of the state relating to the arts, historical and archaeological preservation, crafts, humanities, cultural heritages and traditions, and related cultural programs and activities assigned to it by law or by the secretary. The Deputy Secretary of the office, who shall be appointed by the Secretary with consent of the Senate also serves as acting secretary in the absence of the Secretary (La. R.S. 36:205).

PROGRAM MISSION:

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 and the Atchafalaya National Heritage Area.

PROGRAM GOAL(S):

The Administrative Program will provide management and administrative support at high efficiency to all divisions within the Office of Cultural Development and to CODOFIL and the Atchafalaya National Heritage Area.

PROGRAM ACTIVITY:

The Office of Cultural Development Administrative program provides management services for the entire agency policy, formulating the agency's budget, providing fiscal oversight, and ensuring that the agency works toward successfully implementing its strategic and operational plans.

STATE OF LOUISIANA
Operational Plan Form
Activities/Objectives - Performance Indicators

OP PLAN - ACT/OBJ
Fiscal Year 2024 - 2025
Report Date: 10/24/23

DEPARTMENT ID: 06 - Culture Recreation and Tourism

AGENCY ID: 265 - Office of Cultural Development

PROGRAM ID: 2651 - Cultural Development

PM OBJECTIVE: 2651-01 - By 2028, 66% of the state's parishes will be surveyed to identify historic properties.

Children's Budget Link: N/A

Human Resource Policies Beneficial to Women and Families Link: See Agency (Budget Unit) Description Form

Other Links (TANF, Tobacco Settlement, Workforce Development Commission, or Other: Economic Development

Explanatory Notes: N/A

Performance Indicator	Level	Performance Indicator Name	Unit of Measure	Performance Indicator Values						
				Year End Performance Standard 2022 - 2023	Actual Year End Performance 2022 - 2023	Performance Standard as Initially Appropriated	Existing Performance Standard 2023 - 2024	Performance at Continuation Budget Level 2024 - 2025	Performance at Executive Budget Level 2024 - 2025	Performance Standard as Initially Appropriated
1291	K	Number of buildings surveyed annually	N	700	3,082	700	700	700	0	0
20811	K	Cumulative percentage of parishes surveyed to identify historic properties	P	66	40	66	66	66	0	0

Footnote KS: N/A

STATE OF LOUISIANA
Operational Plan Form
Activities/Objectives - Performance Indicators

OP PLAN - ACT/OBJ
Fiscal Year 2024 - 2025
Report Date: 10/24/23

DEPARTMENT ID: 06 - Culture Recreation and Tourism

AGENCY ID: 265 - Office of Cultural Development

PROGRAM ID: 2651 - Cultural Development

PM OBJECTIVE: 2651-02 - By 2028, 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.

Children's Budget Link: N/A

Human Resource Policies Beneficial to Women and Families Link: See Agency (Budget Unit) Description Form

Other Links (TANF, Tobacco Settlement, Workforce Development Commission, or Other: Economic Development

Explanatory Notes: N/A

Performance Indicator	Level	Performance Indicator Name	Unit of Measure	Performance Indicator Values						
				Year End Performance Standard 2022 - 2023	Actual Year End Performance 2022 - 2023	Performance Standard as Initially Appropriated	Existing Performance Standard 2023 - 2024	Performance at Continuation Budget Level 2024 - 2025	Performance at Executive Budget Level 2024 - 2025	Performance Standard as Initially Appropriated
10308	K	Number of archaeological sites newly recorded or updated annually	N	100	80	100	100	100	0	0
21901	K	Number of cubic feet of artifacts and related records that are newly curated to state and federal standards.	N	200	143	200	200	200	0	0

Footnote KS: N/A

STATE OF LOUISIANA
Operational Plan Form
Activities/Objectives - Performance Indicators

OP PLAN - ACT/OBJ
Fiscal Year 2024 - 2025
Report Date: 10/24/23

DEPARTMENT ID: 06 - Culture Recreation and Tourism

AGENCY ID: 265 - Office of Cultural Development

PROGRAM ID: 2651 - Cultural Development

PM OBJECTIVE: 2651-03 - Assist in the restoration of 2,000 historic properties by 2028.

Children's Budget Link: N/A

Human Resource Policies Beneficial to Women and Families Link: See Agency (Budget Unit) Description Form

Other Links (TANF, Tobacco Settlement, Workforce Development Commission, or Other: Economic Development

Explanatory Notes: N/A

Performance Indicator	Level	Performance Indicator Name	Unit of Measure	Performance Indicator Values						
				Year End Performance Standard 2022 - 2023	Actual Year End Performance 2022 - 2023	Performance Standard as Initially Appropriated	Existing Performance Standard 2023 - 2024	Performance at Continuation Budget Level 2024 - 2025	Performance at Executive Budget Level 2024 - 2025	Performance Standard as Initially Appropriated
1287	K	Number of historic properties preserved	N	400	143	400	400	400	0	0

Footnote KS: N/A

STATE OF LOUISIANA
Operational Plan Form
Activities/Objectives - Performance Indicators

OP PLAN - ACT/OBJ
Fiscal Year 2024 - 2025
Report Date: 10/24/23

DEPARTMENT ID: 06 - Culture Recreation and Tourism

AGENCY ID: 265 - Office of Cultural Development

PROGRAM ID: 2651 - Cultural Development

PM OBJECTIVE: 2651-04 - Provide approximately 250,000 citizens with information about archaeology between 2023 and 2028.

Children's Budget Link: N/A

Human Resource Policies Beneficial to Women and Families Link: See Agency (Budget Unit) Description Form

Other Links (TANF, Tobacco Settlement, Workforce Development Commission, or Other: Economic Development

Explanatory Notes: N/A

Performance Indicator	Level	Performance Indicator Name	Unit of Measure	Performance Indicator Values						
				Year End Performance Standard 2022 - 2023	Actual Year End Performance 2022 - 2023	Performance Standard as Initially Appropriated	Existing Performance Standard 2023 - 2024	Performance at Continuation Budget Level 2024 - 2025	Performance at Executive Budget Level 2024 - 2025	Performance Standard as Initially Appropriated
10313	K	Number of interpretive projects completed by station archaeologists	N	0	3	0	0	4	0	0
20821	K	Number of persons reached with educational materials, outreach activities, website and Atchafalaya Month.	N	50,000	150,854	0	0	100,000	0	0

Footnote KS: N/A

STATE OF LOUISIANA
Operational Plan Form
Activities/Objectives - Performance Indicators

OP PLAN - ACT/OBJ
Fiscal Year 2024 - 2025
Report Date: 10/24/23

DEPARTMENT ID: 06 - Culture Recreation and Tourism

AGENCY ID: 265 - Office of Cultural Development

PROGRAM ID: 2651 - Cultural Development

PM OBJECTIVE: 2651-05 - Create 1,000 new jobs by recruiting new businesses and supporting existing businesses in designated Main Street historic districts between 2023 and 2028.

Children's Budget Link: N/A

Human Resource Policies Beneficial to Women and Families Link: See Agency (Budget Unit) Description Form

Other Links (TANF, Tobacco Settlement, Workforce Development Commission, or Other: Economic Development

Explanatory Notes: N/A

Performance Indicator	Level	Performance Indicator Name	Unit of Measure	Performance Indicator Values						
				Year End Performance Standard 2022 - 2023	Actual Year End Performance 2022 - 2023	Performance Standard as Initially Appropriated	Existing Performance Standard 2023 - 2024	Performance at Continuation Budget Level 2024 - 2025	Performance at Executive Budget Level 2024 - 2025	Performance Standard as Initially Appropriated
22342	K	Number of new jobs created through the Main Street Program	N	200	268	200	200	400	0	0

Footnote KS: N/A

STATE OF LOUISIANA
Operational Plan Form
Activities/Objectives - Performance Indicators

OP PLAN - ACT/OBJ
Fiscal Year 2024 - 2025
Report Date: 10/24/23

DEPARTMENT ID: 06 - Culture Recreation and Tourism

AGENCY ID: 265 - Office of Cultural Development

PROGRAM ID: 2651 - Cultural Development

PM OBJECTIVE: 2651-06 - Review 100% of the federally funded, licensed, or permitted projects submitted to assess their potential impact on historic and archaeological resources.

Children's Budget Link: N/A

Human Resource Policies Beneficial to Women and Families Link: See Agency (Budget Unit) Description Form

Other Links (TANF, Tobacco Settlement, Workforce Development Commission, or Other: Economic Development

Explanatory Notes: N/A

Performance Indicator	Level	Performance Indicator Name	Unit of Measure	Performance Indicator Values						
				Year End Performance Standard 2022 - 2023	Actual Year End Performance 2022 - 2023	Performance Standard as Initially Appropriated	Existing Performance Standard 2023 - 2024	Performance at Continuation Budget Level 2024 - 2025	Performance at Executive Budget Level 2024 - 2025	Performance Standard as Initially Appropriated
10310	K	Percentage of proposed projects reviewed	P	100	99	100	100	100	0	0

Footnote KS: N/A

STATE OF LOUISIANA
Operational Plan Form
Activities/Objectives - Performance Indicators

OP PLAN - ACT/OBJ
Fiscal Year 2024 - 2025
Report Date: 10/24/23

DEPARTMENT ID: 06 - Culture Recreation and Tourism

AGENCY ID: 265 - Office of Cultural Development

PROGRAM ID: 2651 - Cultural Development

PM OBJECTIVE: 2651-07 - Recruit and administer Foreign Associate Teachers from France, Belgium, Canada and other Francophone nations annually.

Children's Budget Link: N/A

Human Resource Policies Beneficial to Women and Families Link: See Agency (Budget Unit) Description Form

Other Links (TANF, Tobacco Settlement, Workforce Development Commission, or Other: Education

Explanatory Notes: N/A

Performance Indicator	Level	Performance Indicator Name	Unit of Measure	Performance Indicator Values						
				Year End Performance Standard 2022 - 2023	Actual Year End Performance 2022 - 2023	Performance Standard as Initially Appropriated	Existing Performance Standard 2023 - 2024	Performance at Continuation Budget Level 2024 - 2025	Performance at Executive Budget Level 2024 - 2025	Performance Standard as Initially Appropriated
4830	K	Number of Foreign Associate Teachers recruited	N	170	150	170	170	170	0	0

Footnote KS: N/A

STATE OF LOUISIANA
Operational Plan Form
Activities/Objectives - Performance Indicators

OP PLAN - ACT/OBJ
Fiscal Year 2024 - 2025
Report Date: 10/24/23

DEPARTMENT ID: 06 - Culture Recreation and Tourism

AGENCY ID: 265 - Office of Cultural Development

PROGRAM ID: 2651 - Cultural Development

PM OBJECTIVE: 2651-08 - Enable Louisiana Teachers and students of French to study French abroad each year.

Children's Budget Link: N/A

Human Resource Policies Beneficial to Women and Families Link: See Agency (Budget Unit) Description Form

Other Links (TANF, Tobacco Settlement, Workforce Development Commission, or Other: Education

Explanatory Notes: N/A

Performance Indicator	Level	Performance Indicator Name	Unit of Measure	Performance Indicator Values						
				Year End Performance Standard 2022 - 2023	Actual Year End Performance 2022 - 2023	Performance Standard as Initially Appropriated	Existing Performance Standard 2023 - 2024	Performance at Continuation Budget Level 2024 - 2025	Performance at Executive Budget Level 2024 - 2025	Performance Standard as Initially Appropriated
8430	K	Number of foreign scholarships awarded	N	32	13	32	32	32	0	0

Footnote KS: N/A

STATE OF LOUISIANA
Operational Plan Form
Activities/Objectives - Performance Indicators

OP PLAN - ACT/OBJ
Fiscal Year 2024 - 2025
Report Date: 10/24/23

DEPARTMENT ID: 06 - Culture Recreation and Tourism

AGENCY ID: 265 - Office of Cultural Development

PROGRAM ID: 2651 - Cultural Development

PM OBJECTIVE: 2651-09 - Enhance the heritage, culture, and environment of the 14-parish Atchafalaya region.

Children's Budget Link: N/A

Human Resource Policies Beneficial to Women and Families Link: See Agency (Budget Unit) Description Form

Other Links (TANF, Tobacco Settlement, Workforce Development Commission, or Other: Education

Explanatory Notes: N/A

Performance Indicator	Level	Performance Indicator Name	Unit of Measure	Performance Indicator Values						
				Year End Performance Standard 2022 - 2023	Actual Year End Performance 2022 - 2023	Performance Standard as Initially Appropriated	Existing Performance Standard 2023 - 2024	Performance at Continuation Budget Level 2024 - 2025	Performance at Executive Budget Level 2024 - 2025	Performance Standard as Initially Appropriated
2651001	K	Dollars leveraged by ANHA grant funds	D	0	140,000	Not Applicable	Not Applicable	Not Applicable	Not Applicable	Not Applicable

Footnote KS: N/A

STATE OF LOUISIANA
Operational Plan Form
Activities/Objectives - Performance Indicators

OP PLAN - ACT/OBJ
Fiscal Year 2024 - 2025
Report Date: 10/24/23

DEPARTMENT ID: 06 - Culture Recreation and Tourism

AGENCY ID: 265 - Office of Cultural Development

PROGRAM ID: 2652 - Arts

PM OBJECTIVE: 2652-01 - By the year 2028, increase the audiences for Louisiana Division of the Arts (LDOA) sponsored events to 10 million people per year.

Children's Budget Link: N/A

Human Resource Policies Beneficial to Women and Families Link: See Agency (Budget Unit) Description Form

Other Links (TANF, Tobacco Settlement, Workforce Development Commission, or Other: Economic Development

Explanatory Notes: N/A

Performance Indicator	Level	Performance Indicator Name	Unit of Measure	Performance Indicator Values						
				Year End Performance Standard 2022 - 2023	Actual Year End Performance 2022 - 2023	Performance Standard as Initially Appropriated	Existing Performance Standard 2023 - 2024	Performance at Continuation Budget Level 2024 - 2025	Performance at Executive Budget Level 2024 - 2025	Performance Standard as Initially Appropriated
1309	K	Number of people directly served by LDOA supported programs and activities	N	10,000,000	758,441	10,000,000	10,000,000	10,000,000	0	0

Footnote KS: N/A

STATE OF LOUISIANA
Operational Plan Form
Activities/Objectives - Performance Indicators

OP PLAN - ACT/OBJ
Fiscal Year 2024 - 2025
Report Date: 10/24/23

DEPARTMENT ID: 06 - Culture Recreation and Tourism

AGENCY ID: 265 - Office of Cultural Development

PROGRAM ID: 2652 - Arts

PM OBJECTIVE: 2652-02 - By the year 2028, 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, 2022.

Children's Budget Link: N/A

Human Resource Policies Beneficial to Women and Families Link: See Agency (Budget Unit) Description Form

Other Links (TANF, Tobacco Settlement, Workforce Development Commission, or Other: Economic Development)

Explanatory Notes: N/A

Performance Indicator	Level	Performance Indicator Name	Unit of Measure	Performance Indicator Values						
				Year End Performance Standard 2022 - 2023	Actual Year End Performance 2022 - 2023	Performance Standard as Initially Appropriated	Existing Performance Standard 2023 - 2024	Performance at Continuation Budget Level 2024 - 2025	Performance at Executive Budget Level 2024 - 2025	Performance Standard as Initially Appropriated
6464	K	Number of grants to organizations	N	300	490	300	300	300	0	0

Footnote KS: N/A

STATE OF LOUISIANA
Operational Plan Form
Activities/Objectives - Performance Indicators

OP PLAN - ACT/OBJ
Fiscal Year 2024 - 2025
Report Date: 10/24/23

DEPARTMENT ID: 06 - Culture Recreation and Tourism

AGENCY ID: 265 - Office of Cultural Development

PROGRAM ID: 2652 - Arts

PM OBJECTIVE: 2652-03 - By the year 2028, increase the number of artists directly served by programs of the LDOA by 10% above the number served as of June 30, 2022.

Children's Budget Link: N/A

Human Resource Policies Beneficial to Women and Families Link: See Agency (Budget Unit) Description Form

Other Links (TANF, Tobacco Settlement, Workforce Development Commission, or Other: Economic Development

Explanatory Notes: N/A

Performance Indicator	Level	Performance Indicator Name	Unit of Measure	Performance Indicator Values						
				Year End Performance Standard 2022 - 2023	Actual Year End Performance 2022 - 2023	Performance Standard as Initially Appropriated	Existing Performance Standard 2023 - 2024	Performance at Continuation Budget Level 2024 - 2025	Performance at Executive Budget Level 2024 - 2025	Performance Standard as Initially Appropriated
6465	K	Number of grants to artists	N	21	6	21	21	21	0	0

Footnote KS: N/A

STATE OF LOUISIANA
Operational Plan Form
Activities/Objectives - Performance Indicators

OP PLAN - ACT/OBJ
Fiscal Year 2024 - 2025
Report Date: 10/24/23

DEPARTMENT ID: 06 - Culture Recreation and Tourism

AGENCY ID: 265 - Office of Cultural Development

PROGRAM ID: 2652 - Arts

PM OBJECTIVE: 2652-04 - By the year 2028, grow hubs of cultural activity by incentivizing art sales, building rehabilitations, and increasing new businesses in cultural districts.

Children's Budget Link: N/A

Human Resource Policies Beneficial to Women and Families Link: See Agency (Budget Unit) Description Form

Other Links (TANF, Tobacco Settlement, Workforce Development Commission, or Other: Economic Development

Explanatory Notes: N/A

Performance Indicator	Level	Performance Indicator Name	Unit of Measure	Performance Indicator Values						
				Year End Performance Standard 2022 - 2023	Actual Year End Performance 2022 - 2023	Performance Standard as Initially Appropriated	Existing Performance Standard 2023 - 2024	Performance at Continuation Budget Level 2024 - 2025	Performance at Executive Budget Level 2024 - 2025	Performance Standard as Initially Appropriated
25418	K	Net new businesses in Cultural Districts	N	500	261	500	500	500	0	0
25419	K	Number of people attending cultural events in Cultural Districts	N	4,500,000	193,584	4,500,000	4,500,000	4,500,000	0	0

Footnote KS: N/A

Performance Indicator	Level	Performance Indicator Name	Unit of Measure	General Performance Information				
				Performance Indicator Values				
				Prior Year Actual FY 2018 - 2019	Prior Year Actual FY 2019 - 2020	Prior Year Actual FY 2020 - 2021	Prior Year Actual FY 2021 - 2022	Prior Year Actual FY 2022 - 2023
25159	G	Dollar amount in original art sales in cultural districts	D	0	0	0	2,699,694,521	0

STATE OF LOUISIANA
Operational Plan Form
Activities/Objectives - Performance Indicators

OP PLAN - ACT/OBJ
Fiscal Year 2024 - 2025
Report Date: 10/24/23

DEPARTMENT ID: 06 - Culture Recreation and Tourism

AGENCY ID: 265 - Office of Cultural Development

PROGRAM ID: 2653 - Administrative

PM OBJECTIVE: 2653-01 - 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.

Children's Budget Link: N/A

Human Resource Policies Beneficial to Women and Families Link: See Agency (Budget Unit) Description Form

Other Links (TANF, Tobacco Settlement, Workforce Development Commission, or Other: Economic Development, Education, Transparent, Accountable, and Effective Government

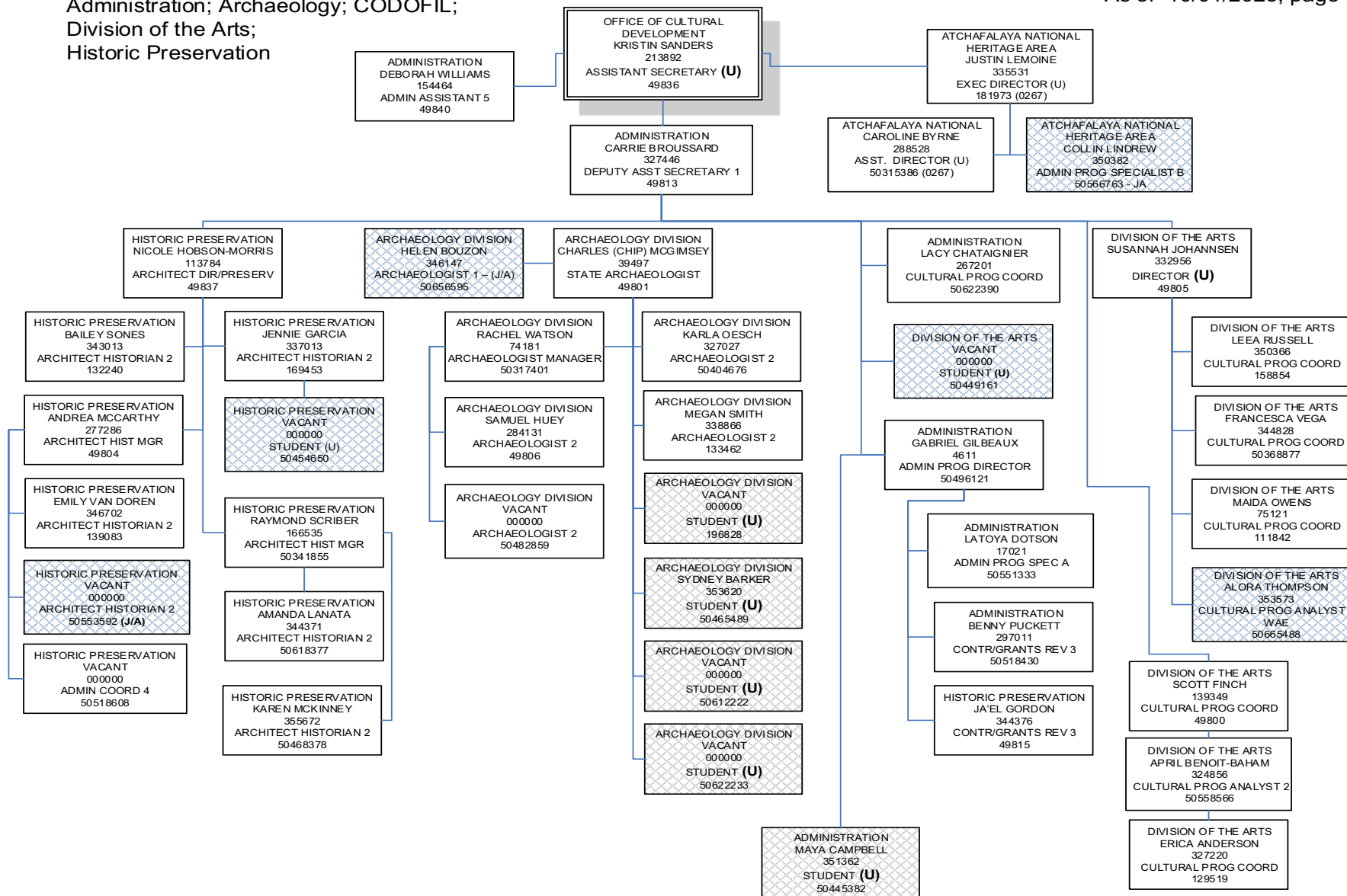
Explanatory Notes: N/A

Performance Indicator	Level	Performance Indicator Name	Unit of Measure	Performance Indicator Values						
				Year End Performance Standard 2022 - 2023	Actual Year End Performance 2022 - 2023	Performance Standard as Initially Appropriated	Existing Performance Standard 2023 - 2024	Performance at Continuation Budget Level 2024 - 2025	Performance at Executive Budget Level 2024 - 2025	Performance Standard as Initially Appropriated
22173	K	Percentage of Office of Cultural Development objectives achieved	P	90	90	90	90	90	0	0

Footnote KS: N/A

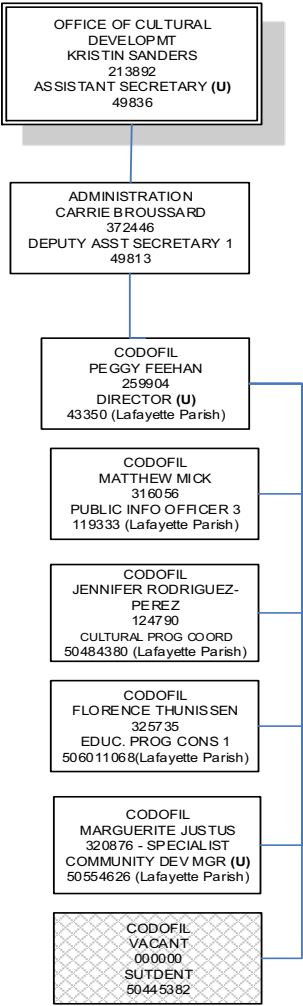
Office of Cultural Development (OCD)
Administration; Archaeology; CODOFIL;
Division of the Arts;
Historic Preservation

As of 10/01/2023; page 1



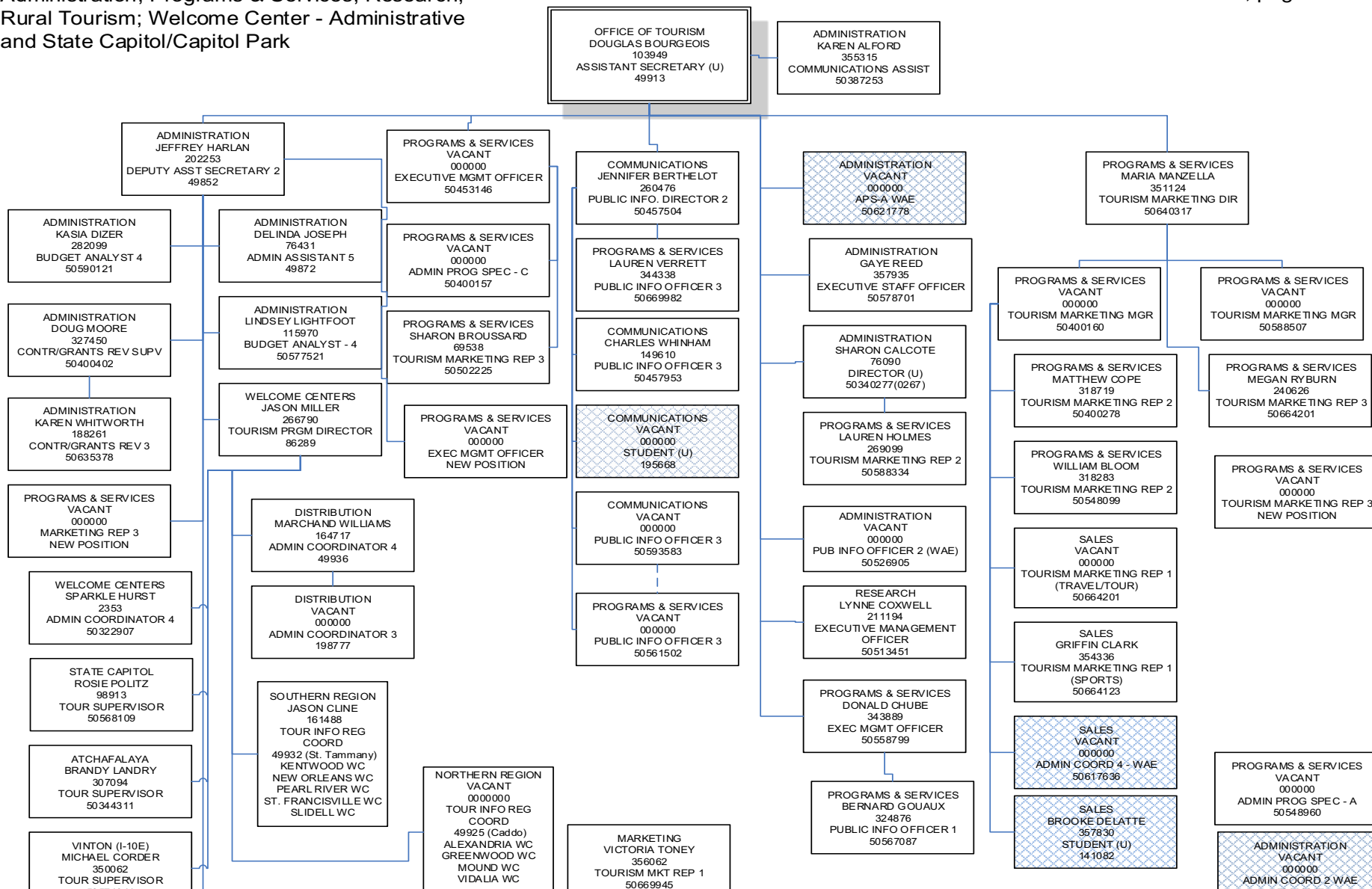
Office of Cultural Development (OCD)
CODOFIL

As of 10/01/23; page 1



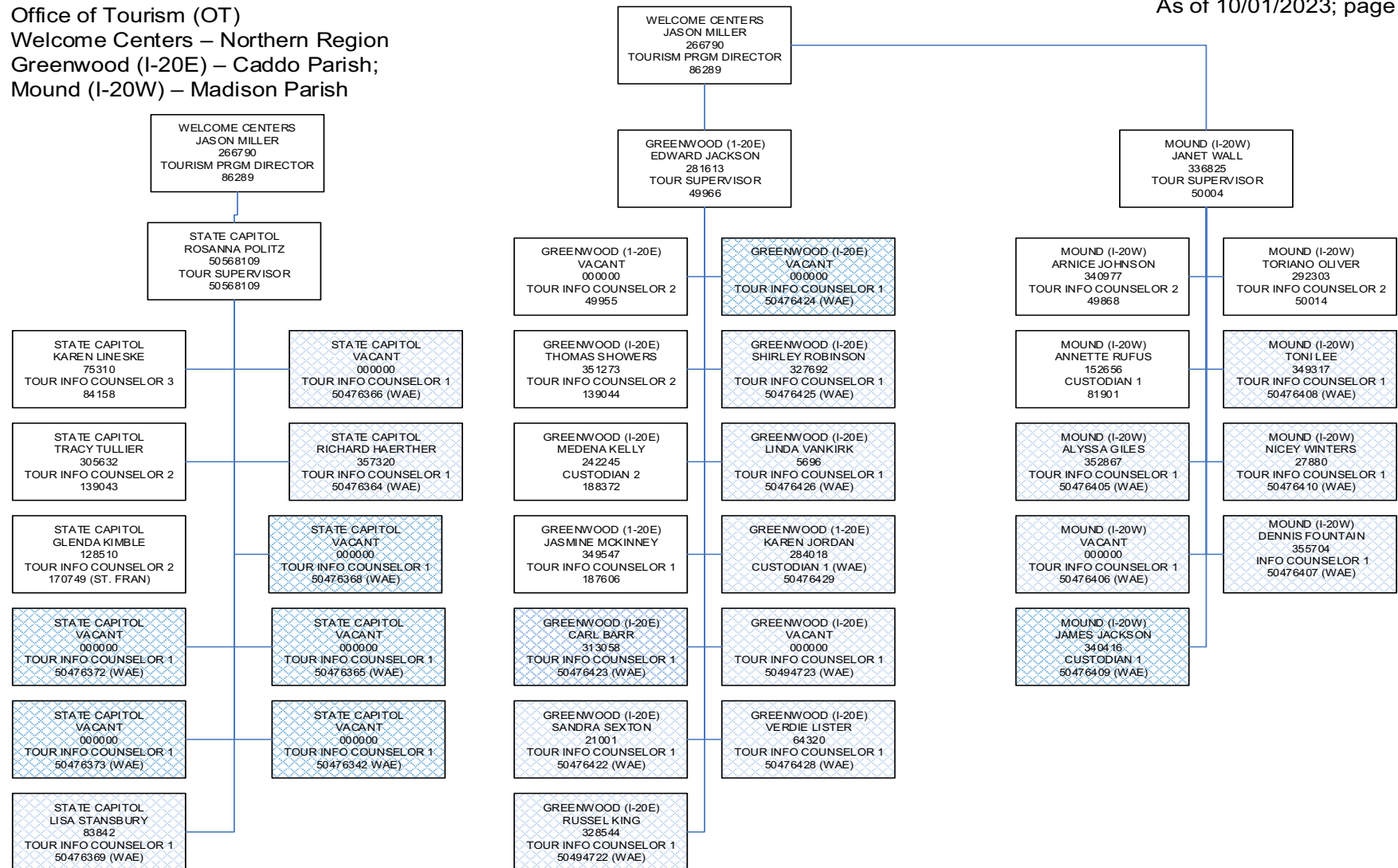
Office of Tourism (OT)
Administration; Programs & Services; Research;
Rural Tourism; Welcome Center - Administrative
and State Capitol/Capitol Park

As of 10/01/2023; page 1



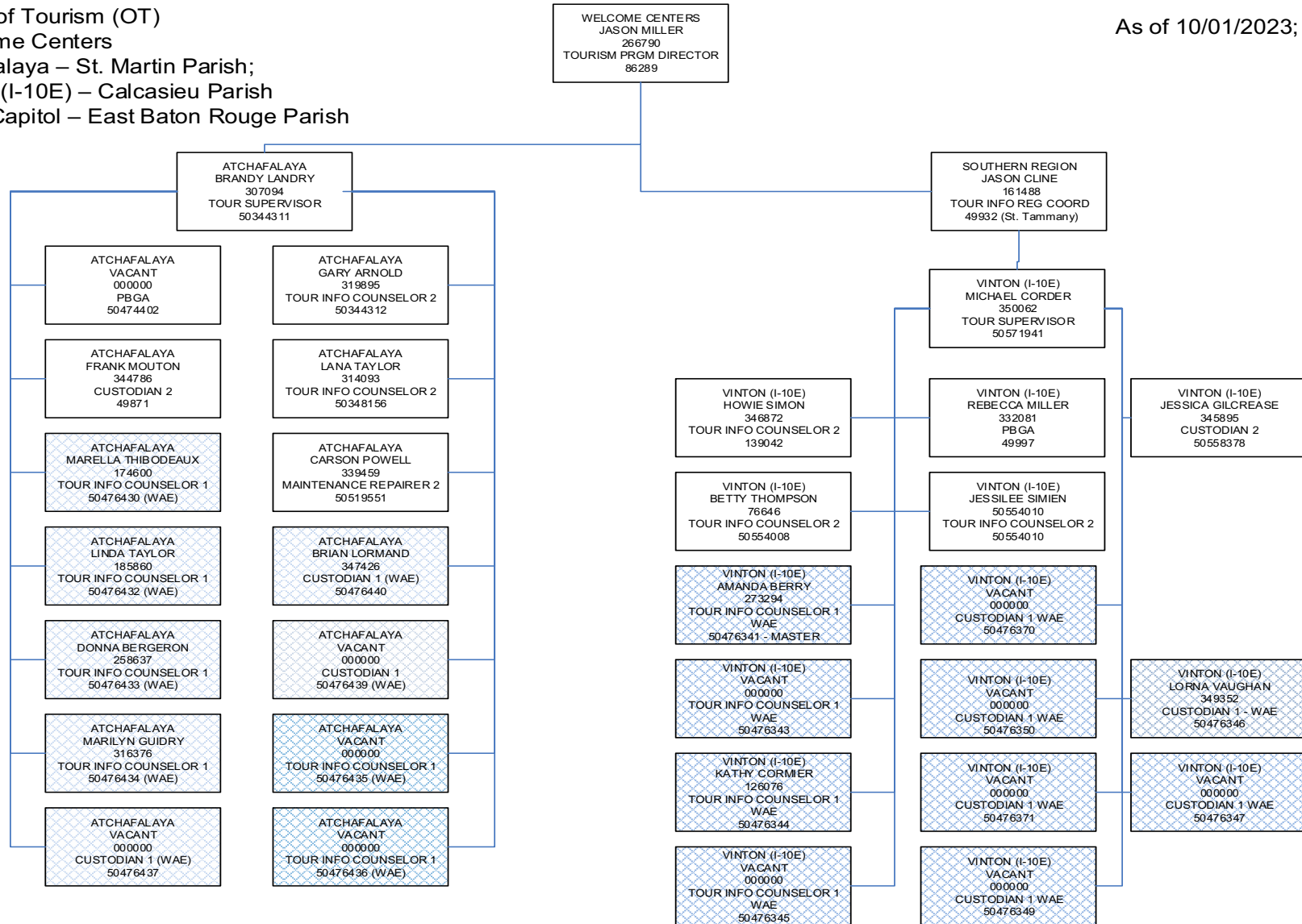
Office of Tourism (OT)
 Welcome Centers – Northern Region
 Greenwood (I-20E) – Caddo Parish;
 Mound (I-20W) – Madison Parish

As of 10/01/2023; page 2



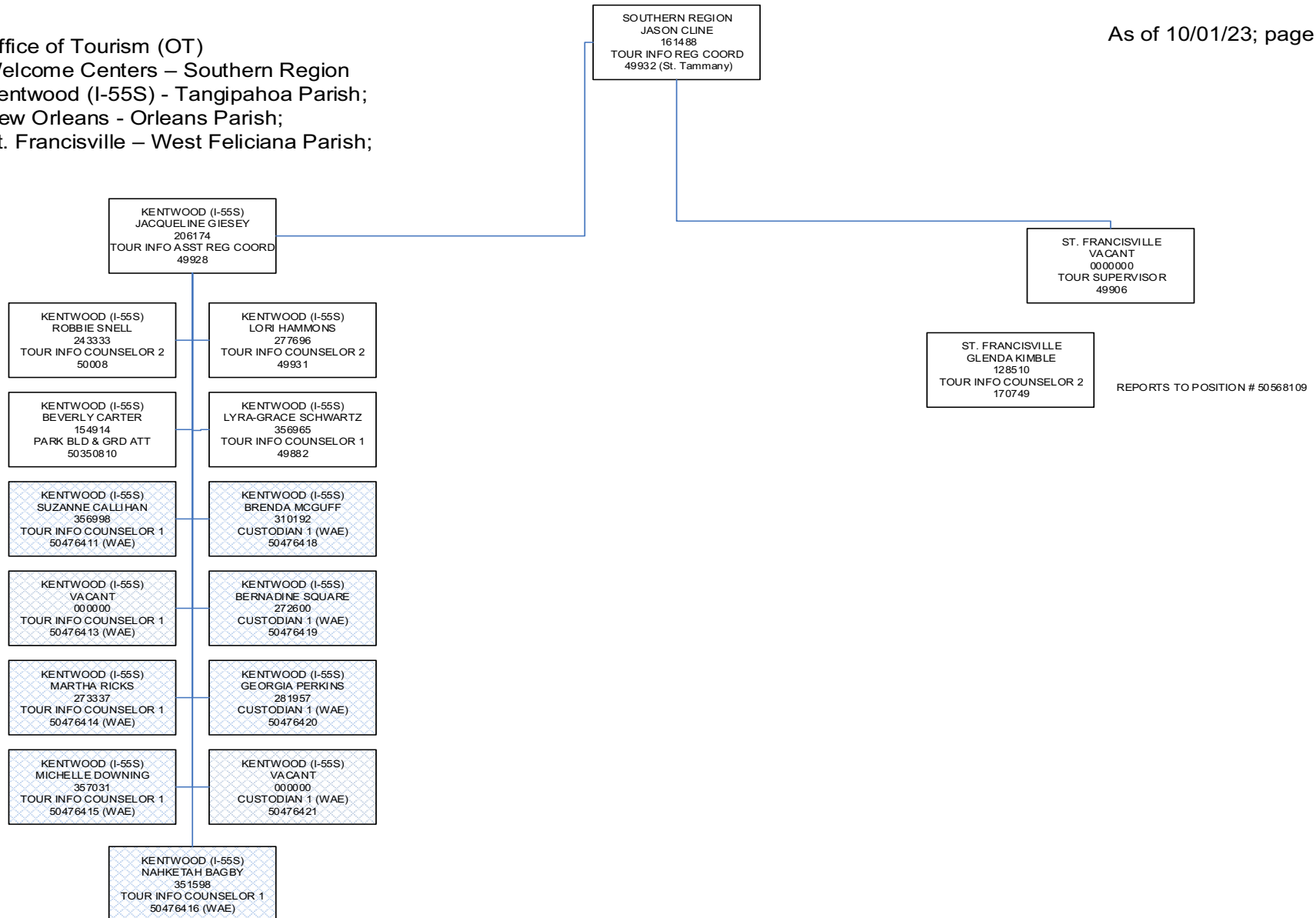
Office of Tourism (OT)
 Welcome Centers
 Atchafalaya – St. Martin Parish;
 Vinton (I-10E) – Calcasieu Parish
 State Capitol – East Baton Rouge Parish

As of 10/01/2023; page 3



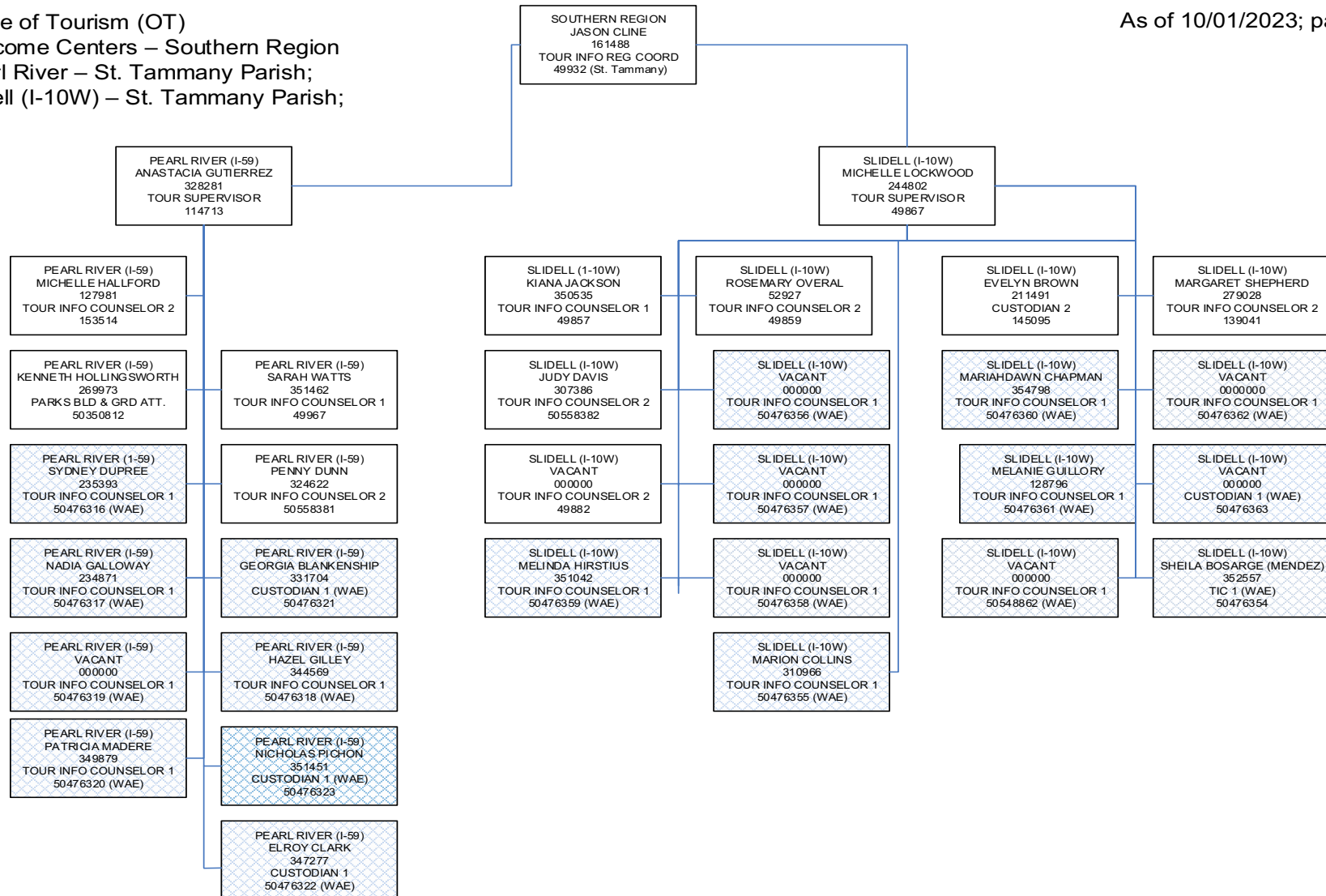
Office of Tourism (OT)
 Welcome Centers – Southern Region
 Kentwood (I-55S) - Tangipahoa Parish;
 New Orleans - Orleans Parish;
 St. Francisville – West Feliciana Parish;

As of 10/01/23; page 4



Office of Tourism (OT)
 Welcome Centers – Southern Region
 Pearl River – St. Tammany Parish;
 Slidell (I-10W) – St. Tammany Parish;

As of 10/01/2023; page 5



STATE OF LOUISIANA
Operational Plan Form
Department Goals

DEPARTMENT NUMBER AND NAME: CRT - Department of Culture Recreation and Tourism

DEPARTMENT MISSION

The mission of the Department of Culture, Recreation, and Tourism is to preserve and enhance Louisiana's unique heritage and natural landscape; provide cultural, informational, and recreational resources; and promote the use of these resources by our diverse citizens and visitors.

DEPARTMENT GOAL(S):

I. The Department of Culture, Recreation and Tourism will create a greater awareness of Louisiana's culture, history and natural resources so that citizens and visitors will be more aware of the rich cultural, historical and natural assets of the state.

II. The Department of Culture, Recreation and Tourism will promote the tourism and arts industries in Louisiana so that these industries will have greater economic impact in the state.

III. The Department of Culture, Recreation and Tourism will improve the state's management and conservation of significant historical, natural, informational, and cultural sites and resources so that they will be better protected for future generations.

IV. The Department of Culture, Recreation, and Tourism will provide opportunities for outdoor recreation in Louisiana so that there will be an increased number of citizens and visitors who are aware of, have access to, and who avail themselves of these opportunities.

The Department of Culture, Recreation, and Tourism is comprised of six agencies: Office of the Secretary, Office of State Library, Office of State Museum, Office of State Parks, Office of Cultural Development, and Office of Tourism.

STATE OF LOUISIANA

Operational Plan Form

Agency Goals

AGENCY NUMBER AND NAME: 267 - Office of Tourism

AGENCY MISSION:

The mission of the Louisiana Office of Tourism is to 1) promote and assist expansion of tourism and the tourism industry in Louisiana; 2) increase employment opportunities for all citizens throughout the state through the orderly by accelerated development of facilities for tourism, travel and hospitality; 3) invite visitors from this nation and foreign countries to visit Louisiana; and 4) conduct an ongoing promotional campaign of information, advertising and publicity to create and sustain a positive image and understanding of Louisiana.

AGENCY GOAL(S):

1. Increase length of stay, visitor expenditure (yield), dispersal (geographical and seasonal) and market share.
2. Leverage economic benefits from Louisiana natural attractions, major events while also improving and developing innovative and sustainable man made attractions.
3. Continue to strengthen partnerships and working relationships with stakeholders in the region.
4. Develop tourism programs that meets the needs and expectations of visitors and local communities in order to improve visitor experience.
5. Maintain research program, which measures the economic, cultural, and social benefits and impacts of tourism as well as measurement of visitor profile and trends. The research program will continue on an ongoing basis.
6. Conduct an ongoing promotional campaign of information, advertising and publicity to create and sustain a positive image and understanding of Louisiana (R.S. 15:1255).
7. Develop the professionalism of the tourism industry in the region in terms of customer service, internationally ready product, and accreditation.

STATEMENT OF AGENCY STRATEGIES FOR DEVELOPMENT AND IMPLEMENTATION OF HUMAN RESOURCE POLICIES THAT ARE HELPFUL AND BENEFICIAL TO WOMEN AND FAMILIES:

These strategies can be found in the Office of Management and Finance within the Office of the Secretary.

STATE OF LOUISIANA

Operational Plan Form

Program Goals

PROGRAM NUMBER AND NAME: 2671 - Administrative

PROGRAM AUTHORIZATION:

LEGAL CITATIONS: RS 36:201, 208, 912: 36: 4 AND 209; 51:1252-1276; Act 396 of 1990; Act 1038 of 1990; Act 1089 of 1990; Act 624 of 1993.

PROGRAM MISSION:

The mission of the Administration Program of the Office of Tourism is to coordinate the efforts and initiatives of the other programs in the Office of Tourism with the advertising agency, the other agencies within the department, and other public and private travel industry partners in order to achieve the greatest impact on the tourism industry in Louisiana.

PROGRAM GOAL(S):

The Administration Program will derive the maximum return on investment from the dollars invested in tourism advertising and promotion by the Office of Tourism.

PROGRAM ACTIVITY:

This activity provides for the administrative support, operational support and business services support functions necessary to direct the efforts of the agency to accomplish an economic impact of growing the state's economy with jobs and revenue through tourism efforts. This leadership includes directing and supporting the efforts of the programs services section, the research and product development section. These efforts are inclusive of collaborative strategic partnerships with other state departments, sister agencies and other tourism professionals and industry stakeholders.

These activities instill confidence in stakeholders. The administration section continually serves as a model for best practices. The Assistant Secretary of Tourism serves as the official liaison between the Offices of the Lt. Governor, the Dept. of Culture, Recreation & Tourism Secretary and other CRT agencies.

The Assistant Secretary, Deputy Assistant Secretary, along with remaining staff of the administrative activity are fully engaged in every aspect of agency activities including support functions of policy development, purchasing, fleet and telecommunications management, property management and accounts payables and receivables.

PROGRAM AUTHORIZATION:

LEGAL CITATIONS: RS 36:201, 208, 912: 36: 4 AND 209; 51:1252-1276; Act 396 of 1990; Act 1038 of 1990; Act 1089 of 1990; Act 624 of 1993. The Centralized Product Development/Rural Tourism function integrates the Atchafalaya Trace Commission, authorized in R.S. 25:1222-1225; the Mississippi River Road Commission, authorized by R.S. 25:1252-1255 and transferred to DCRT by R.S. 36:802.17; and the LA Byways Commission, authorized in R.S. 56:1948.11-1948.13.

PROGRAM MISSION:

It is the mission of the Marketing Program of the Office of Tourism to provide advertising and publicity for the assets of the state of Louisiana; to design, produce, and distribute advertising materials in all media; and to reach as many potential tourists as possible with an invitation to visit Louisiana.

PROGRAM GOAL(S):

1. The Marketing Program will increase the number of visitors to Louisiana by 2028.
2. The Marketing Program will increase the number of jobs in the tourism industry by 2028.

PROGRAM ACTIVITY:

STATE OF LOUISIANA

Operational Plan Form

Program Goals

PROGRAM NUMBER AND NAME: 2671 - Administrative

This program encompass five activities: Communications, Research, Advertising, Marketing/Sales and Welcome Centers.

Research tactics and tools include data collection, analysis and database management and dissemination; visitor surveys and profiling; trend identification and forecasting; and public input and focus group assessment. Develop tourism promotion ideas based on the information from visitor and industry research.

Communications tasks include plan, organize, and conduct familiarization tours of the state to members of the media. Handle all inquiries from the media and route such as per the communication policy. Coordinate and facilitate media missions in conjunction with sales missions. Direct the promotion of the development of cultural, heritage tourism products and programs and coordinates these efforts with tourism stakeholders.

Advertising directs, manages and monitors public relations and advertising agencies through contracts with private sector companies specializing in different aspects of destination marketing practices. Oversees the development, maintenance, and marketing within LouisianaTravel.com website. Designs, activates, and monitors special promotional initiatives. Guides and supervises marketing efforts including brand management, creative product, and media and campaign strategies for LOT.

Marketing and Sales plans, organizes, and manages domestic and international sales missions, trade shows, familiarization tours, and meetings. Works with CVBs, industry partners, and stakeholders to build and sustain top-of-mind awareness. Supervises international, advertising and promoting Louisiana travel in markets including Canada, Brazil, U.K., France, Italy, Spain, India, and Germany.

Welcome Centers provide a safe, friendly environment in which welcome visitors and provide them information about area attractions and to encourage them to spend more time in the state.

PROGRAM AUTHORIZATION:

LEGAL CITATIONS: RS 36:201, 208, 912: 36: 4 AND 209;51:1252-1276; Act 396 OF 1990; Act 1038 OF 1990; Act 1089 OF 1990; Act 624 OF 1993

PROGRAM MISSION:

The mission of Louisiana's Welcome Centers, located along major highways entering the state and in two of Louisiana's largest cities, is to provide a safe, friendly environment in which to welcome visitors and provide them information about area attractions, and to encourage them to spend more time in the state.

PROGRAM GOAL(S):

1. The Welcome Center Program will provide a safer, friendlier environment in which an increasing number of travelers can learn more about Louisiana's food, culture and attractions.
2. The Welcome Center Program will provide the highest quality customer service at each center.

PROGRAM ACTIVITY:

Each center represents a particular opportunity for visitors and stakeholders to communicate with each other. We will facilitate the most favorable environment possible to make this communication successful for all involved. This is accomplished with optimum and strategic staffing, a program of maintenance and repairs, working closely with our partners at the Department of Transportation and Development on clean, neat and visitor friendly sites with amenities for 21st Century travelers. Our Welcome Centers are where we display the portfolio of opportunities for visitors who come to learn more about Louisiana, her people, food, music and culture. Welcome Centers are where our local citizens and stakeholders feel a special pride of place, and come to learn more about where they live. Our Centers improve the quality of life for visitors and Louisianans by educating them about the variety and diversity of people and cultures and tourism assets in the state.

STATE OF LOUISIANA

Operational Plan Form

Program Goals

PROGRAM NUMBER AND NAME: 2672 - Marketing

PROGRAM AUTHORIZATION:

LEGAL CITATIONS: RS 36:201, 208, 912: 36: 4 AND 209; 51:1252-1276; Act 396 of 1990; Act 1038 of 1990; Act 1089 of 1990; Act 624 of 1993.

PROGRAM MISSION:

The mission of the Administration Program of the Office of Tourism is to coordinate the efforts and initiatives of the other programs in the Office of Tourism with the advertising agency, the other agencies within the department, and other public and private travel industry partners in order to achieve the greatest impact on the tourism industry in Louisiana.

PROGRAM GOAL(S):

The Administration Program will derive the maximum return on investment from the dollars invested in tourism advertising and promotion by the Office of Tourism.

PROGRAM ACTIVITY:

This activity provides for the administrative support, operational support and business services support functions necessary to direct the efforts of the agency to accomplish an economic impact of growing the state's economy with jobs and revenue through tourism efforts. This leadership includes directing and supporting the efforts of the programs services section, the research and product development section. These efforts are inclusive of collaborative strategic partnerships with other state departments, sister agencies and other tourism professionals and industry stakeholders.

These activities instill confidence in stakeholders. The administration section continually serves as a model for best practices. The Assistant Secretary of Tourism serves as the official liaison between the Offices of the Lt. Governor, the Dept. of Culture, Recreation & Tourism Secretary and other CRT agencies.

The Assistant Secretary, Deputy Assistant Secretary, along with remaining staff of the administrative activity are fully engaged in every aspect of agency activities including support functions of policy development, purchasing, fleet and telecommunications management, property management and accounts payables and receivables.

PROGRAM AUTHORIZATION:

LEGAL CITATIONS: RS 36:201, 208, 912: 36: 4 AND 209; 51:1252-1276; Act 396 of 1990; Act 1038 of 1990; Act 1089 of 1990; Act 624 of 1993. The Centralized Product Development/Rural Tourism function integrates the Atchafalaya Trace Commission, authorized in R.S. 25:1222-1225; the Mississippi River Road Commission, authorized by R.S. 25:1252-1255 and transferred to DCRT by R.S. 36:802.17; and the LA Byways Commission, authorized in R.S. 56:1948.11-1948.13.

PROGRAM MISSION:

It is the mission of the Marketing Program of the Office of Tourism to provide advertising and publicity for the assets of the state of Louisiana; to design, produce, and distribute advertising materials in all media; and to reach as many potential tourists as possible with an invitation to visit Louisiana.

PROGRAM GOAL(S):

1. The Marketing Program will increase the number of visitors to Louisiana by 2028.
2. The Marketing Program will increase the number of jobs in the tourism industry by 2028.

PROGRAM ACTIVITY:

STATE OF LOUISIANA

Operational Plan Form

Program Goals

PROGRAM NUMBER AND NAME: 2672 - Marketing

This program encompass five activities: Communications, Research, Advertising, Marketing/Sales and Welcome Centers.

Research tactics and tools include data collection, analysis and database management and dissemination; visitor surveys and profiling; trend identification and forecasting; and public input and focus group assessment. Develop tourism promotion ideas based on the information from visitor and industry research.

Communications tasks include plan, organize, and conduct familiarization tours of the state to members of the media. Handle all inquiries from the media and route such as per the communication policy. Coordinate and facilitate media missions in conjunction with sales missions. Direct the promotion of the development of cultural, heritage tourism products and programs and coordinates these efforts with tourism stakeholders.

Advertising directs, manages and monitors public relations and advertising agencies through contracts with private sector companies specializing in different aspects of destination marketing practices. Oversees the development, maintenance, and marketing within LouisianaTravel.com website. Designs, activates, and monitors special promotional initiatives. Guides and supervises marketing efforts including brand management, creative product, and media and campaign strategies for LOT.

Marketing and Sales plans, organizes, and manages domestic and international sales missions, trade shows, familiarization tours, and meetings. Works with CVBs, industry partners, and stakeholders to build and sustain top-of-mind awareness. Supervises international, advertising and promoting Louisiana travel in markets including Canada, Brazil, U.K., France, Italy, Spain, India, and Germany.

Welcome Centers provide a safe, friendly environment in which welcome visitors and provide them information about area attractions and to encourage them to spend more time in the state.

PROGRAM AUTHORIZATION:

LEGAL CITATIONS: RS 36:201, 208, 912: 36: 4 AND 209;51:1252-1276; Act 396 OF 1990; Act 1038 OF 1990; Act 1089 OF 1990; Act 624 OF 1993

PROGRAM MISSION:

The mission of Louisiana's Welcome Centers, located along major highways entering the state and in two of Louisiana's largest cities, is to provide a safe, friendly environment in which to welcome visitors and provide them information about area attractions, and to encourage them to spend more time in the state.

PROGRAM GOAL(S):

1. The Welcome Center Program will provide a safer, friendlier environment in which an increasing number of travelers can learn more about Louisiana's food, culture and attractions.
2. The Welcome Center Program will provide the highest quality customer service at each center.

PROGRAM ACTIVITY:

Each center represents a particular opportunity for visitors and stakeholders to communicate with each other. We will facilitate the most favorable environment possible to make this communication successful for all involved. This is accomplished with optimum and strategic staffing, a program of maintenance and repairs, working closely with our partners at the Department of Transportation and Development on clean, neat and visitor friendly sites with amenities for 21st Century travelers. Our Welcome Centers are where we display the portfolio of opportunities for visitors who come to learn more about Louisiana, her people, food, music and culture. Welcome Centers are where our local citizens and stakeholders feel a special pride of place, and come to learn more about where they live. Our Centers improve the quality of life for visitors and Louisianans by educating them about the variety and diversity of people and cultures and tourism assets in the state.

STATE OF LOUISIANA

Operational Plan Form

Program Goals

PROGRAM NUMBER AND NAME: 2673 - Welcome Centers

PROGRAM AUTHORIZATION:

LEGAL CITATIONS: RS 36:201, 208, 912: 36: 4 AND 209; 51:1252-1276; Act 396 of 1990; Act 1038 of 1990; Act 1089 of 1990; Act 624 of 1993.

PROGRAM MISSION:

The mission of the Administration Program of the Office of Tourism is to coordinate the efforts and initiatives of the other programs in the Office of Tourism with the advertising agency, the other agencies within the department, and other public and private travel industry partners in order to achieve the greatest impact on the tourism industry in Louisiana.

PROGRAM GOAL(S):

The Administration Program will derive the maximum return on investment from the dollars invested in tourism advertising and promotion by the Office of Tourism.

PROGRAM ACTIVITY:

This activity provides for the administrative support, operational support and business services support functions necessary to direct the efforts of the agency to accomplish an economic impact of growing the state's economy with jobs and revenue through tourism efforts. This leadership includes directing and supporting the efforts of the programs services section, the research and product development section. These efforts are inclusive of collaborative strategic partnerships with other state departments, sister agencies and other tourism professionals and industry stakeholders.

These activities instill confidence in stakeholders. The administration section continually serves as a model for best practices. The Assistant Secretary of Tourism serves as the official liaison between the Offices of the Lt. Governor, the Dept. of Culture, Recreation & Tourism Secretary and other CRT agencies.

The Assistant Secretary, Deputy Assistant Secretary, along with remaining staff of the administrative activity are fully engaged in every aspect of agency activities including support functions of policy development, purchasing, fleet and telecommunications management, property management and accounts payables and receivables.

PROGRAM AUTHORIZATION:

LEGAL CITATIONS: RS 36:201, 208, 912: 36: 4 AND 209; 51:1252-1276; Act 396 of 1990; Act 1038 of 1990; Act 1089 of 1990; Act 624 of 1993. The Centralized Product Development/Rural Tourism function integrates the Atchafalaya Trace Commission, authorized in R.S. 25:1222-1225; the Mississippi River Road Commission, authorized by R.S. 25:1252-1255 and transferred to DCRT by R.S. 36:802.17; and the LA Byways Commission, authorized in R.S. 56:1948.11-1948.13.

PROGRAM MISSION:

It is the mission of the Marketing Program of the Office of Tourism to provide advertising and publicity for the assets of the state of Louisiana; to design, produce, and distribute advertising materials in all media; and to reach as many potential tourists as possible with an invitation to visit Louisiana.

PROGRAM GOAL(S):

1. The Marketing Program will increase the number of visitors to Louisiana by 2028.
2. The Marketing Program will increase the number of jobs in the tourism industry by 2028.

PROGRAM ACTIVITY:

STATE OF LOUISIANA

Operational Plan Form

Program Goals

PROGRAM NUMBER AND NAME: 2673 - Welcome Centers

This program encompass five activities: Communications, Research, Advertising, Marketing/Sales and Welcome Centers.

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Communications tasks include plan, organize, and conduct familiarization tours of the state to members of the media. Handle all inquiries from the media and route such as per the communication policy. Coordinate and facilitate media missions in conjunction with sales missions. Direct the promotion of the development of cultural, heritage tourism products and programs and coordinates these efforts with tourism stakeholders.

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Welcome Centers provide a safe, friendly environment in which welcome visitors and provide them information about area attractions and to encourage them to spend more time in the state.

PROGRAM AUTHORIZATION:

LEGAL CITATIONS: RS 36:201, 208, 912: 36: 4 AND 209;51:1252-1276; Act 396 OF 1990; Act 1038 OF 1990; Act 1089 OF 1990; Act 624 OF 1993

PROGRAM MISSION:

The mission of Louisiana's Welcome Centers, located along major highways entering the state and in two of Louisiana's largest cities, is to provide a safe, friendly environment in which to welcome visitors and provide them information about area attractions, and to encourage them to spend more time in the state.

PROGRAM GOAL(S):

1. The Welcome Center Program will provide a safer, friendlier environment in which an increasing number of travelers can learn more about Louisiana's food, culture and attractions.
2. The Welcome Center Program will provide the highest quality customer service at each center.

PROGRAM ACTIVITY:

Each center represents a particular opportunity for visitors and stakeholders to communicate with each other. We will facilitate the most favorable environment possible to make this communication successful for all involved. This is accomplished with optimum and strategic staffing, a program of maintenance and repairs, working closely with our partners at the Department of Transportation and Development on clean, neat and visitor friendly sites with amenities for 21st Century travelers. Our Welcome Centers are where we display the portfolio of opportunities for visitors who come to learn more about Louisiana, her people, food, music and culture. Welcome Centers are where our local citizens and stakeholders feel a special pride of place, and come to learn more about where they live. Our Centers improve the quality of life for visitors and Louisianans by educating them about the variety and diversity of people and cultures and tourism assets in the state.

STATE OF LOUISIANA

Operational Plan Form

Activities/Objectives - Performance Indicators

DEPARTMENT ID: 06 - Culture Recreation and Tourism

AGENCY ID: 267 - Office of Tourism

PROGRAM ID: 2671 - Administrative

PM OBJECTIVE: 2671-01 - Increase the amount of spending by visitors by 25% from \$16.8 billion in 2021 to \$21 billion in 2028.

Children's Budget Link: N/A

Human Resource Policies Beneficial to Women and Families Link: N/A

Other Links (TANF, Tobacco Settlement, Workforce Development Commission, or Other): N/A

Explanatory Notes: N/A

Performance Indicator	Level	Performance Indicator Name	Unit of Measure	Performance Indicator Values						
				Year End Performance Standard 2022 - 2023	Actual Year End Performance 2022 - 2023	Performance Standard as Initially Appropriated	Existing Performance Standard 2023 - 2024	Performance at Continuation Budget Level	Performance at Executive Budget Level 2024 - 2025	Performance Standard as Initially Appropriated
1322	K	Direct visitor spending by visitors to Louisiana (billions) 1	D	18.5	17.1	20	20	18	0	0
1323	K	Total number of visitors to Louisiana (millions) 2	N	44	42.6	55.2	55.2	44.5	0	0

Footnote KS:

1322 - 1 Calendar year tax generated visitor spending is calculated annually by DK Shifflet (DKSA) in May for the Office of Tourism. Therefore, the fiscal year actual is the best guess available based on the most recent of visitor spending reports. D.K. Shifflet, a MMGY Global Corporation, data is collected using KnowledgePanel®, an online, address based sample panel offered by Knowledge Networks, that draws a national probability sample and returns are balanced to ensure representation of the U.S. population.

1323 - 2 Calendar year visitation is calculated annually by DK Shifflet (DKSA), a MMGY Global Corporation, and by the Tourism Economics International Travel Dashboard in May for the Office of Tourism. Therefore, the end of year actual is the best guess available based on the most recent of visitor spending reports. DKSA uses person-stays which counts every stay on a trip through a comprehensive study measuring the travel behavior of US residents. Tourism Economics calculates international visitation by leveraging multiple sources of data sets to arrive at estimates.

STATE OF LOUISIANA

Operational Plan Form

Activities/Objectives - Performance Indicators

DEPARTMENT ID: 06 - Culture Recreation and Tourism

AGENCY ID: 267 - Office of Tourism

PROGRAM ID: 2672 - Marketing

PM OBJECTIVE: 2672-01 - Increase the number of visitors to Louisiana by 30% from 41 million in 2021 to 53.3 million in 2028.

Children's Budget Link: N/A

Human Resource Policies Beneficial to Women and Families Link: N/A

Other Links (TANF, Tobacco Settlement, Workforce Development Commission, or Other: N/A

Explanatory Notes: N/A

Performance Indicator	Level	Performance Indicator Name	Unit of Measure	Performance Indicator Values						
				Year End Performance Standard 2022 - 2023	Actual Year End Performance 2022 - 2023	Performance Standard as Initially Appropriated	Existing Performance Standard 2023 - 2024	Performance at Continuation Budget Level	Performance at Executive Budget Level 2024 - 2025	Performance Standard as Initially Appropriated
1325	K	State taxes collected from visitor spending (millions) 1	D	900	858	995	995	900	0	0
15675	K	Total mail and telephone inquiries, signals of intent to visit and walk-ins 2	N	545,000	721,576	560,000	560,000	720,000	0	0

Footnote KS: 1325 - 1 Calendar year state sales tax generated from visitor spending is calculated annually in June by UNO-HRC for visitors to Louisiana. UNO does not provide quarterly estimations of this indicator. Therefore, the end of year actual is the best guess available based on the most recent tax collections.

15675 - 2 The Office of Tourism has traditionally relied on the number of inquiries as a performance indicator. The Office no longer relies solely on inquiry counts or research conducted of inquiries as a performance indicator. The discontinued use of inquiries as a primary indicator is due to the greater use and unpredictability of the Office of Tourism's website to produce inquiries. The website contains all of the same information that is in the Louisiana Inspirational Guide. Louisiana's travel web address is contained in every ad. Four (4) welcome centers are permanently closed.

STATE OF LOUISIANA

Operational Plan Form

Activities/Objectives - Performance Indicators

DEPARTMENT ID: 06 - Culture Recreation and Tourism

AGENCY ID: 267 - Office of Tourism

PROGRAM ID: 2672 - Marketing

PM OBJECTIVE: 2672-02 - Increase the number of jobs within the Louisiana tourism industry by 15 percent from 207,900 in 2021 to 239,085 in 2028.

Children's Budget Link:

Human Resource Policies Beneficial to Women and Families Link:

Other Links (TANF, Tobacco Settlement, Workforce Development Commission, or Other):

Explanatory Notes:

Performance Indicator	Level	Performance Indicator Name	Unit of Measure	Performance Indicator Values						
				Year End Performance Standard 2022 - 2023	Actual Year End Performance 2022 - 2023	Performance Standard as Initially Appropriated	Existing Performance Standard 2023 - 2024	Performance at Continuation Budget Level	Performance at Executive Budget Level 2024 - 2025	Performance Standard as Initially Appropriated
15677	K	Number of people employed directly in travel and tourism industry in Louisiana 1	N	219,000	217,300	225,300	225,300	219,200	0	0
15678	S	Hotel/Motel Room Nights Sold 2	N	21,445,000	20,500,000	23,250,000	23,250,000	22,350,000	0	0

Footnote KS: 15678 - 1 Employment within hotels and motels make a major part of tourism employment. The number of hotel/motel room nights sold (demand) is a direct indicator of hotel/motel business and supplied by STR; therefore, an ideal supporting indicator for employment.

15677 - 2 Calendar year tourism direct employment is calculated by the Bureau of Labor Statistics, which provides leisure hospitality employment calculations on a monthly and quarterly basis. Therefore, the end of year actual is the estimated average based on industry performance indicators.

STATE OF LOUISIANA

Operational Plan Form

Activities/Objectives - Performance Indicators

DEPARTMENT ID: 06 - Culture Recreation and Tourism

AGENCY ID: 267 - Office of Tourism

PROGRAM ID: 2672 - Marketing

PM OBJECTIVE: 2672-03 - Increase the number of rounds of golf played at Audubon Golf Trail (AGT) courses to 325,000 annually by 2028.

Children's Budget Link: N/A

Human Resource Policies Beneficial to Women and Families Link: N/A

Other Links (TANF, Tobacco Settlement, Workforce Development Commission, or Other: N/A

Explanatory Notes: The Office of Tourism requested this indicator be deleted for FY 24 and were approved for this removal.

Performance Indicator	Level	Performance Indicator Name	Unit of Measure	Performance Indicator Values						
				Year End Performance Standard 2022 - 2023	Actual Year End Performance 2022 - 2023	Performance Standard as Initially Appropriated	Existing Performance Standard 2023 - 2024	Performance at Continuation Budget Level	Performance at Executive Budget Level 2024 - 2025	Performance Standard as Initially Appropriated
23518	K	Percent increase in rounds of golf played	P	1	0	1	1	0	0	0

Footnote KS: 23518 - The Office of Tourism requested this indicator be deleted for FY 24 and were approved for this removal.

Performance Indicator	Level	Performance Indicator Name	Unit of Measure	General Performance Information				
				Performance Indicator Values				
				Prior Year Actual FY 2018 - 2019	Prior Year Actual FY 2019 - 2020	Prior Year Actual FY 2020 - 2021	Prior Year Actual FY 2021 - 2022	Prior Year Actual FY 2022 - 2023
21269	G	Positive Visitation Intentions	P	46	46	46	46	37
21270	G	U.S. Resident Visitors (millions)	N	50.8	52.51	31.59	31.6	42.31
21271	G	Canadian Resident Visitors	N	194,600	188,100	54,042	18,000	108,100
21272	G	Overseas Resident Visitors	N	503,954	789,800	224,829	190,843	315,000

STATE OF LOUISIANA
Operational Plan Form
Activities/Objectives - Performance Indicators

DEPARTMENT ID: 06 - Culture Recreation and Tourism

AGENCY ID: 267 - Office of Tourism

PROGRAM ID: 2673 - Welcome Centers

PM OBJECTIVE: 2673-01 - Increase the number of welcome center visitors by 20% from 337,910 in 2021 to 405,592 in 2028.

Children's Budget Link: N/A

Human Resource Policies Beneficial to Women and Families Link: N/A

Other Links (TANF, Tobacco Settlement, Workforce Development Commission, or Other: N/A

Explanatory Notes: N/A

Performance Indicator	Level	Performance Indicator Name	Unit of Measure	Performance Indicator Values						
				Year End Performance Standard 2022 - 2023	Actual Year End Performance 2022 - 2023	Performance Standard as Initially Appropriated	Existing Performance Standard 2023 - 2024	Performance at Continuation Budget Level	Performance at Executive Budget Level 2024 - 2025	Performance Standard as Initially Appropriated
1328	K	Total Visitors to Welcome Centers 1	N	475,000	653,392	482,000	482,000	655,250	0	0

Footnote KS: 1328 - Welcome center visitation fluctuates based on how visitors are obtaining travel information. Visitation can be attributed to general travel, weather, school schedules, natural disasters, sporting events, and the holiday season.

STATE OF LOUISIANA

Operational Plan Form

Activities/Objectives - Performance Indicators

DEPARTMENT ID: 06 - Culture Recreation and Tourism

AGENCY ID: 267 - Office of Tourism

PROGRAM ID: 2673 - Welcome Centers

PM OBJECTIVE: 2673-02 - Maintain average length of stay by welcome center visitors at 2.0 nights from 2021 to 2028.

Children's Budget Link: N/A

Human Resource Policies Beneficial to Women and Families Link: N/A

Other Links (TANF, Tobacco Settlement, Workforce Development Commission, or Other: N/A

Explanatory Notes: N/A

Performance Indicator	Level	Performance Indicator Name	Unit of Measure	Performance Indicator Values						
				Year End Performance Standard 2022 - 2023	Actual Year End Performance 2022 - 2023	Performance Standard as Initially Appropriated	Existing Performance Standard 2023 - 2024	Performance at Continuation Budget Level	Performance at Executive Budget Level 2024 - 2025	Performance Standard as Initially Appropriated
1327	K	Average length of stay for WC visitors 1	N	2	2	2	2	2	0	0
1329	S	Cost per visitor	D	1.5	1.5	1.5	1.5	1.5	0	0

Footnote KS: 1327 - 1 The average length of stay has now been incorporated into the registration sheet that a visitor is requested to sign when he/she enters the center. This provides more timely and accurate information.

Audit Reports

OFFICE OF LIEUTENANT GOVERNOR AND DEPARTMENT OF CULTURE, RECREATION, AND TOURISM

STATE OF LOUISIANA

FINANCIAL AUDIT SERVICES

Procedural Report
Issued May 17, 2023

**LOUISIANA LEGISLATIVE AUDITOR
1600 NORTH THIRD STREET
POST OFFICE BOX 94397
BATON ROUGE, LOUISIANA 70804-9397**

LEGISLATIVE AUDITOR
MICHAEL J. "MIKE" WAGUESPACK, CPA

FIRST ASSISTANT LEGISLATIVE AUDITOR
ERNEST F. SUMMERVILLE, JR., CPA

Under the provisions of state law, this report is a public document. A copy of this report has been submitted to the Governor, to the Attorney General, and to other public officials as required by state law. A copy of this report is available for public inspection at the Baton Rouge office of the Louisiana Legislative Auditor and online at www.la.la.gov. When contacting the office, you may refer to Agency ID No. 3365 or Report ID No. 80220018 for additional information.

This document is produced by the Louisiana Legislative Auditor, State of Louisiana, Post Office Box 94397, Baton Rouge, Louisiana 70804-9397 in accordance with Louisiana Revised Statute 24:513. One copy of this public document was produced at an approximate cost of \$0.48. This material was produced in accordance with the standards for state agencies established pursuant to R.S. 43:31.

In compliance with the Americans With Disabilities Act, if you need special assistance relative to this document, or any documents of the Legislative Auditor, please contact Jenifer Schaye, General Counsel, at 225-339-3800.

Louisiana Legislative Auditor

Michael J. "Mike" Waguespack, CPA

Office of Lieutenant Governor and
Department of Culture, Recreation, and Tourism



May 2023

Audit Control # 80220018

Introduction

The primary purpose of our procedures at the Office of Lieutenant Governor (OLG) and the Department of Culture, Recreation, and Tourism (CRT) was to evaluate certain controls OLG/CRT uses to ensure accurate financial reporting, compliance with applicable laws and regulations, and accountability over public funds. In addition, we determined whether management has taken action to correct the findings reported in the prior report.

Results of Our Procedures

We evaluated OLG/CRT's operations and system of internal control through inquiry, observation, and review of its policies and procedures, including a review of the applicable laws and regulations. Based on the documentation of OLG/CRT's controls and our understanding of related laws and regulations, and the results of our analytical procedures, we performed procedures on selected controls and transactions relating to the William R. Irby Trust, Office of State Museums admission fees, Office of State Parks admission fees, payroll and personnel, LaCarte expenditures, travel expenditures, and contract expenditures.

Follow-up on Prior-report Findings

We reviewed the status of the prior-report findings in OLG/CRT's procedural report dated November 12, 2020. We determined that management has resolved the prior-report findings related to Weakness in Controls over Payroll, Incorrect Admission Fees for the Rosedown Plantation and Historic Site, and Weaknesses in Controls over Contracts. The prior-report findings related to Control Weaknesses and Noncompliance Related to Apartment Use, Untimely Collection of Museum Admission Fees from Foundation, and Weakness in Controls over Admission Fee Waivers and Discounts at State Parks have not been resolved and are addressed again in this report.

Current-report Findings

Control Weaknesses over William R. Irby Trust Expenditures and Noncompliance Related to Apartment Use

CRT's Office of State Museum (OSM), also referred to as the Louisiana State Museum (LSM), does not have appropriate policies or sufficient internal controls as it relates to guest stays in the apartment designated by the William R. Irby Trust (Trust) for museum-related purposes and did not ensure prior authorization to make purchases with funds dedicated through the Trust. Certain uses of the apartment do not appear to comply with the Irby Public Trust. The consequences of possible breaches of the Trust are not determinable absent legal action. In addition, certain uses of the apartment may violate the Louisiana Constitution. Failure to follow established policies and procedures for the expenditure of funds dedicated by the Trust increases the risks that unauthorized and/or improper purchases could be made.

Based on our review of all 20 apartment guest stays approved by LSM on the apartment guest approval log from July 2020 through April 2022, we identified eight (40%) exceptions, as follows:

- Two (10%) had a vague or non-specific purpose that was insufficient to demonstrate a museum-related purpose.
- Three (15%) approved stays were for OLG and/or non-LSM CRT personnel for which the documented purposes were insufficient to demonstrate a museum-related purpose. Although LSM's policy allows the OLG and CRT, in addition to LSM, to use the apartment for purposes which they are "legally authorized to pursue," this policy does not appear to comply with the terms of the Irby Public Trust. Because the Board only has the authority to use the apartment for the benefit of the LSM in accordance with the Trust, use of the apartment for the benefit of the OLG/CRT may also violate the Louisiana Constitution.
- Three (15%) were donated as raffles or auction items for fund-raising purposes that were unrelated to the museum. Donations of guest stays that do not provide a clear benefit to the LSM may violate the Irby Public Trust and the Louisiana Constitution.

In addition, we reviewed 30 Trust expenditures occurring between July 1, 2020, and April 30, 2022, and identified the following:

- Six (20%) expenditures lacked evidence of prior authorization to purchase. Two of the six expenditures were requested and approved by the same employee without written authorization to do so, and one of the six expenditures was made without an appropriate purchase order.
- One (3%) expenditure exceeded the total of the approved purchase order.

Mr. William Ratcliffe Irby, in his 1926 will, bequeathed the Lower Pontalba Building located in New Orleans to LSM, requiring that the property and all revenues derived from the property be used for the preservation of the public landmark and for the purpose of the LSM. The Lower Pontalba Building consists of 28 residential apartment units and 12 commercial units. The LSM Board, as trustee for the building, designated one of the residential apartments for LSM to use for museum-related purposes. LSM is responsible for the management, operation, and maintenance of the building. The LSM's policy designates the LSM director or his designee as the person with control and approval authority for use of this apartment and requires a log be maintained showing the name of the guest and the purpose for the visit. Although the log of guest stays included a documented purpose for each stay, the purpose did not consistently support a specific museum-related purpose.

The Attorney General has consistently opined that the purpose for which an entity uses the property must be within its specific authority when considering application of Article 7, Section 14 of the Louisiana Constitution, which prohibits funds, credit, property, or things of value of the state to be loaned, pledged, or donated to or for any person, association, or corporation, public or private.

LSM policy requires prior authorization for all purchases, except when there is a written authorization for self-approval. LSM did not consistently ensure prior approvals were obtained for Trust expenditures.

We recommend the following:

- The OLG/CRT's use of the apartment for its own purposes that are unrelated to the museum should cease immediately, and the LSM should revise its apartment use policy accordingly. Also, the Board should consider whether the OLG/CRT should reimburse the Irby Public Trust for its uses that were not clearly museum-related.
- The Board, as trustee for the property, should exercise more oversight over the use of the apartment, including a periodic review of guest logs to ensure the apartment use is adequately documented and is limited to only museum-related purposes.
- LSM should ensure prior approvals are obtained for expenditures of the Trust in accordance with the established policies and procedures.

Management concurred with the finding and recommendation related to Irby Trust expenditures and provided a corrective action plan. However, management stated they "...continue to respectfully disagree with LLA's conclusions in regards to the use of the Irby Apartment." (see Appendix A, pages 1-2)

Untimely Deposits of Museum Admission Fees

For the third consecutive engagement, OSM did not ensure that admission fees for the Wedell-Williams Aviation and Cypress Sawmill Museum (Museum) were deposited timely. Since December 2013, the Wedell-Williams Memorial Foundation (Foundation) agreed to pay the costs of admission fees so that admissions to the museum could remain free to the public. Based on our review of the 22 monthly billings of admission fees totaling \$8,367 to the Foundation from July 1, 2020, through April 30, 2022, 15 (68%) payments from the Foundation were not timely deposited with the State Treasurer as required by Louisiana Revised Statute 49:308, with OSM taking between three and 10 days after receipt of the check to make the deposit.

Revised Statute 49:308 requires money received by a state agency to be deposited immediately upon receipt, understood to mean within 24 hours, in the State Treasury. OSM has a Cash Management Review Board approved exemption to this rule that requires all receipts not exceeding \$1,000 be deposited on Monday, Wednesday, and Friday of each week (within two business days). Failure to timely deposit checks with the State Treasurer results in noncompliance with state law and places those receipts at risk of loss due to theft or misuse.

OSM should implement internal controls to ensure all funds are deposited with the State Treasurer in accordance with the required timeframes. Management concurred with the finding and provided a corrective action plan (see Appendix A, page 3).

Weakness in Controls over Admission Fee Waivers and Discounts at State Parks

For the second consecutive engagement, the Office of State Parks (OSP) did not have adequate controls over admission fee waivers and discounts, which may result in uncollected revenues. Based on our review of certain admission fee waivers and discounts for two days selected at seven state parks and historic sites with admission fees, we identified 98 admission fee waivers and discounts as listed below that were granted without a written request from the potential users of the waivers and discounts and without evidence of the assistant secretary's authorization, as required by OSP policies and procedures.

- 40 admission fee waivers for Bayou Segnette State Park
- 2 volunteer fee waivers for Bogue Chitto State Park
- 1 volunteer and 1 admission fee waiver for Fontainebleau State Park
- 3 admission fee waivers for Jimmie Davis State Park
- 51 admission fee discounts (group rate charge) for Rosedown Plantation and Historic Site.

OSP's Policy and Procedure Memorandum (PPM) No. 48 requires all fee waivers and discounts, except day use admission by OSP employees performing official OSP business, must be authorized by the assistant secretary or his/her designee following a written request from the potential user via the Fee Waiver/Fee Reduction Request Form. OSP staff did not comply with this policy when granting the waivers and discounts. OSP represented that in order to ensure compliance with PPM No. 48, a monthly monitoring process has been implemented to review fee waivers and discounts granted for the required support forms and provide additional training and guidance on the process.

Management should continue to emphasize compliance with established policies and procedures through employee training, guidance, and oversight. Management concurred with the finding and provided a corrective action plan (see Appendix A, page 4).

Weakness in Controls over Travel Expenditures

The CRT does not have adequate controls in place to ensure prior authorization is obtained for travel expenditures, which increases the risk of noncompliance with state policies and the occurrence of fraudulent or unauthorized purchases.

Based on our review of 40 travel expenditures for the period July 1, 2020, to February 28, 2022, we identified the following instances of noncompliance with relevant policies:

- Four (10%) expenditures included travel costs which were not included in the approved prior authorization form.
- One (2.5%) expenditure included amounts that exceeded those allowed by state travel policy.
- One (2.5%) expenditure included amounts for which the approved travel authorization form was not obtained until after the travel had occurred.
- One (2.5%) expenditure included amounts for which an approved travel authorization form was not obtained.

PPM No. 49 and CRT's Travel Policy require that all requests for travel be submitted for approval using the travel authorization form prior to travel. The travel authorization form must be completed in its entirety and must include all projected expenses. During the period reviewed, CRT staff did not always comply with these policies and procedures for travel-related expenditures.

CRT management should implement adequate controls to ensure compliance with established policies and procedures for travel expenditures. Management concurred with the finding and provided a corrective action plan (see Appendix A, page 5).

William R. Irby Trust

We obtained an understanding of the LSM's controls over the administration of the William R. Irby Trust (Trust) and performed procedures to address the prior-report finding titled Control Weaknesses and Noncompliance Related to Apartment Use.

We reviewed all LSM-approved apartment guest stays during the period July 1, 2020, through April 30, 2022, for proper approval and adequate documentation to support that the stays were for allowable uses of the apartment. Based on the results of our procedures, LSM did not resolve the prior-report finding. As noted in the Current-report Findings section, LSM did not have sufficient documentation to demonstrate that approved guest stays in the apartment designated by the Board for LSM's use were for museum-related purposes. Also, the use of the apartment for the benefit of OLG/CRT does not appear to comply with the Trust and may violate the Article 7, Section 14 of the Louisiana Constitution.

We performed a test of expenditures for the period July 1, 2020, through April 30, 2022, to determine whether purchases were properly authorized and adequately supported, and in compliance with applicable policies and regulations. Based on the results of our procedures, except as noted in the Current-report Findings section, LSM had adequate controls in place over Trust purchases and complied with applicable policies and regulations.

We reviewed the fiscal years 2021 and 2022 Trust budgets and concluded that they were approved by the LSM Board of Directors, as required.

Office of State Museums – Admission Fees

CRT's OSM operates nine museums. We performed procedures to address the prior-report finding titled Untimely Collection of Museum Admission Fees from Foundation by reviewing system generated attendance reports, daily collection reconciliations, and other documentation for the Wedell-Williams Memorial Aviation & Cypress Sawmill Museum to ensure that admission fees were being accurately collected and deposited in compliance with relevant requirements.

Based on the results of our procedures, OSM did not fully resolve the prior-report finding. As noted in the Current-report Findings section, OSM did not ensure admission fees were deposited timely in accordance with required timeframes.

Office of State Parks – Admission Fees

CRT's OSP operates 39 state parks and historic sites. We performed procedures to address the prior report findings titled Incorrect Admission Fees for the Rosedown Plantation and Historic Site and Weakness in Controls over Admission Fee Waivers

and Discounts at State Parks. We reviewed system generated attendance reports, daily collection reconciliations, and other documentation for selected state parks and historic sites to ensure admission fees were being accurately collected. We also reviewed documentation to ensure that admission fee waivers and discounts at selected state parks and historic sites were approved in accordance with established policies and procedures.

Based on the results of our procedures, OSP had adequate controls in place to ensure admission fees at state parks and historic sites were accurately collected and complied with applicable policies and regulations. However, OSP did not have adequate controls over admission fee waivers and discounts; therefore, a repeat finding on Weakness in Controls over Admission Fee Waivers and Discounts at State Parks is included in the Current-report Findings section.

Payroll and Personnel

Salaries and related benefits comprise approximately 41% of OLG/CRT's expenditures in fiscal years 2021 and 2022. We performed procedures to address the prior-report finding by analyzing payroll system reports from July 1, 2020, through February 23, 2022, to determine the timeliness of leave approvals and time sheet certifications and approvals. Based on the results of our procedures, OLG/CRT has resolved the prior-report finding. OLG/CRT had adequate controls in place to ensure timely review and approval of employee time statements and leave requests.

LaCarte Expenditures

OLG/CRT participates in the state of Louisiana's LaCarte purchasing card program for general supplies and administrative expenses. We obtained an understanding of OLG/CRT's controls over LaCarte purchases. We analyzed LaCarte card transaction listings for the period of July 1, 2020, through February 28, 2022, and reviewed selected transactions. Based on the results of our procedures, OLG/CRT had adequate controls in place to ensure that purchases were approved and made for proper business purposes; and purchases were properly reconciled to invoices and receipts.

Travel Expenditures

We obtained an understanding of OLG/CRT's controls over travel expenditures, which primarily included employee reimbursements for mileage, meals and direct payments through OLG/CRT's Controlled Billed Account (CBA) for flights, car rentals, hotels, and conference registrations and sponsorships. We analyzed selected travel reimbursements and CBA transactions for the period of July 1, 2020, through February 28, 2022, and reviewed selected transactions. Based on the results of our procedures, except as noted in the Current-report Findings section, OLG/CRT had

adequate controls to ensure that travel reimbursements and CBA purchases were approved and made for proper business purposes, sufficiently documented, and complied with state laws and regulations.

Contract Expenditures

We obtained an understanding of OLG/CRT's controls over professional, consulting and personal service contracts, grant agreements, sponsorship agreements, and cooperative endeavor agreements (contracts) and performed procedures to address the prior-report finding titled Weaknesses in Controls over Contracts. We analyzed contracts that were initiated or in effect during the period of July 1, 2020, through February 28, 2022. Based on the results of our procedures, OLG/CRT has resolved the prior-report finding. Contracts complied with applicable state procurement regulations, contract payments were sufficiently supported and approved, and contracts were properly monitored for compliance with contract terms.

Trend Analysis

We compared the most current and prior-year financial activity using OLG/CRT's Annual Fiscal Reports and/or system-generated reports and obtained explanations from OLG/CRT's management for any significant variances.

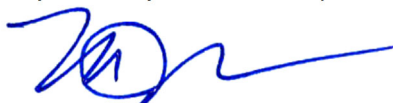
Other Reports

On March 8, 2023, a report was issued by Louisiana Legislative Auditor's (LLA) Performance Audit Services on the Office of State Museum's management of its museum system. This report is available on the LLA website.

On December 7, 2022, a report was issued by Louisiana Legislative Auditor's Performance Audit Services on the Office of Tourism's management of tourism dollars. This report is available on the LLA website.

Under Louisiana Revised Statute 24:513, this report is a public document, and it has been distributed to appropriate public officials.

Respectfully submitted,



Michael J. "Mike" Waguespack, CPA
Legislative Auditor

APPENDIX A: MANAGEMENT'S RESPONSES



BILLY NUNGESSER
LIEUTENANT GOVERNOR

State of Louisiana
OFFICE OF THE LIEUTENANT GOVERNOR
DEPARTMENT OF CULTURE, RECREATION & TOURISM
OFFICE OF STATE MUSEUM

SUSAN MACLAY
INTERIM ASSISTANT SECRETARY

May 3, 2023

Michael J. "Mike" Waguespack, CPA
Louisiana Legislative Auditor
Post Office Box 94397
Baton Rouge, Louisiana 70804

Re: Control Weaknesses over William R. Irby Trust Expenditures and Noncompliance Related to Apartment Use

Dear Mr. Waguespack:

As per your staff's request on April 24, 2023, please accept this letter as our official response to the LLA's audit finding titled "Control Weaknesses over William R. Irby Trust Expenditures and Noncompliance Related to Apartment Use."

We continue to respectfully disagree with the LLA's conclusions in regards to the use of the Irby Apartment and do not concur with the finding and recommendations. The Louisiana State Museum (LSM) is an entity within the Department of Culture, Recreation and Tourism (DCRT). The LSM receives direct support from various functions, services, and resources of DCRT, including significant funding for its operations; marketing, advertising, and communications services; as well as administrative services such as human resources, accounting, and legal services. The exchange and coordination between the various agencies that make up DCRT benefit all. We do not concur with the suggestion that use of the Irby Apartment and the policy pertaining thereto in any way implicate the Irby Trust. We also do not concur with the suggestion that the use of the Irby Apartment for tourism, cultural development, and other DCRT purposes is inconsistent with "museum purposes" and/or that the policy related thereto is inconsistent with Article VII, Section 14 of the Louisiana Constitution.

The LSM and the LSM Board work collectively regarding the use of the Irby Apartment, including establishing the policies over the allowable uses of the Apartment¹. Additionally, the LSM Board already provides oversight over the use of the Irby Apartment by periodically reviewing the guest log to ensure the uses of the Apartment are for allowable purposes as established in the Irby Policy I-14. Finally, the DCRT, LSM and LSM Board have executed an intradepartmental Cooperative Endeavor Agreement to provide additional documentation that the establishment of Irby Policy I-14 and approval of uses of the Irby Apartment in accordance therewith fall within the authority of the LSM, and comply with the Louisiana Constitution Article VII, Section 14(A), Mr. Irby's will, and the LSM Board's obligations as trustees of the Irby Public Trust.

¹ The LSM Board most recently reviewed and approved the Irby PPM (Irby Policy I-14) outlining the allowable uses of the Irby Apartment in November 2020.

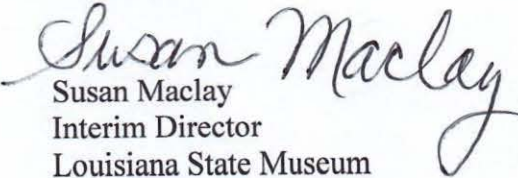
We concur with the finding and recommendation related to Irby Trust expenditures. Our review of these instances indicate that the additional levels of approval were not obtained for most of these expenditures due to a coding error in the program that routes purchases for approval. Corrective actions to fix this coding error have already been implemented; however, LSM management will implement further corrective actions by educating staff of the requirements that all purchases require prior approval and by conducting periodic monitoring to ensure these requirements are being followed.

Anticipated Completion Date: May 2023

Person Responsible for Corrective Action: Michael McKnight

We thank the LLA for its efforts to evaluate the Irby Trust. If we can be of further assistance, please do not hesitate to contact our office.

Sincerely,


Susan Maclay
Interim Director
Louisiana State Museum



BILLY NUNGESSER
LIEUTENANT GOVERNOR

State of Louisiana
OFFICE OF THE LIEUTENANT GOVERNOR
DEPARTMENT OF CULTURE, RECREATION & TOURISM
OFFICE OF STATE MUSEUM

SUSAN MACLAY
INTERIM ASSISTANT SECRETARY

April 27, 2023

Michael J. "Mike" Waguespack, CPA
Louisiana Legislative Auditor
Post Office Box 94397
Baton Rouge, Louisiana 70804

Re: Untimely Deposits of Museum Admission Fees

Dear Mr. Waguespack:

As per your staff's request on April 24, 2023, please accept this letter as our official response to the LLA's audit finding titled "Untimely Deposits of Museum Admission Fees." We concur with this finding and have already started working on implementing corrective actions to address this issue.

OSM corrected many of the issues outlined in the LLA's last finding, including entering into a written agreement with the Foundation and ensuring that funds due from the Foundation for reimbursement of admission fees are timely billed and collected. Unfortunately, difficulties brought about with the COVID-19 pandemic resulted in delays in depositing these funds. Specifically, a lack of staff availability due to mandated office closures and limited banking availability with more restrictive COVID provisions in the city of New Orleans affected the turnaround time in processing checks for deposit.

OSM will implement corrective actions of better ensuring that funds are deposited in the timeframes authorized by the Cash Management Review Board. Additionally, OSM management will better monitor staff's adherence with these requirements to ensure funds are deposited timely.

Anticipated Completion Date: May 2023

Person Responsible for Corrective Action: Michael McKnight

We thank the LLA for its efforts to evaluate OSM's compliance with these requirements. If we can be of further assistance, please do not hesitate to contact our office.

Sincerely,

A handwritten signature in blue ink that reads "Michael McKnight".

Michael McKnight
Deputy Assistant Secretary
Office of State Museum



BILLY NUNGESSER
LIEUTENANT GOVERNOR

State of Louisiana
OFFICE OF THE LIEUTENANT GOVERNOR
DEPARTMENT OF CULTURE, RECREATION & TOURISM
OFFICE OF STATE PARKS

BRANDON BURRIS
ASSISTANT SECRETARY

April 27, 2023

Michael J. "Mike" Waguespack, CPA
Louisiana Legislative Auditor
Post Office Box 94397
Baton Rouge, Louisiana 70804

Re: Weakness in Controls over Admission Fee Waivers and Discounts at State Parks

Dear Mr. Waguespack:

As per your staff's request on April 24, 2023, please accept this letter as our official response to the LLA's audit finding titled "Weakness in Controls over Admission Fee Waivers and Discounts at State Parks." We concur with the finding and recommendation and have already implemented corrective actions to ensure that all authorized admission fee discounts and waivers have proper documentation and support to show evidence of their approval.

After the LLA's last review, the Office of State Parks (OSP) implemented corrective actions by revising its internal policies and procedures (OSP PPM #48) to better address the approval of waivers and discounts by requiring the use of a designated form to document the assistant secretary's approval. Additionally, OSP developed a procedure to monitor waivers and discounts to better ensure they are fully supported with the required form showing the assistant secretary's approval. If instances of noncompliance are identified during this monitoring process, management provides individual employees with training and guidance to better prevent these instances from occurring again in the future. Unfortunately, the instances referenced in this finding all occurred prior to OSP fully implementing the new requirements and processes over granting fee waivers and discounts. OSP considers this issue resolved and corrective actions fully implemented as of February 2022.

We thank the LLA for its efforts to evaluate OSP's admission fees. If we can be of further assistance, please do not hesitate to contact our office.

Sincerely,

H. Brandon Burris
Assistant Secretary
Office of State Parks



BILLY NUNGESSER
LIEUTENANT GOVERNOR

State of Louisiana
OFFICE OF THE LIEUTENANT GOVERNOR
DEPARTMENT OF CULTURE, RECREATION & TOURISM
OFFICE OF MANAGEMENT AND FINANCE

NANCY WATKINS
UNDERSECRETARY

May 9, 2023

Michael J. "Mike" Waguespack, CPA
Louisiana Legislative Auditor
Post Office Box 94397
Baton Rouge, Louisiana 70804

Re: Weakness in Controls over Travel Expenditures

Dear Mr. Waguespack:

As per your staff's request on May 3, 2023, please accept this letter as our official response to the LLA's audit finding titled "Weakness in Controls over Travel Expenditures." We concur with the finding and recommendation and are implementing corrective actions to better ensure that all travel expenditures are in compliance with established policies and procedures.

After reviewing our policies and procedures regarding travel, we are implementing new processes that will better ensure all travel expenses have proper prior authorization. Specifically, as the agency with the highest frequency of travel, the Office of Tourism is implementing a process that will ensure all travel is properly documented on the Travel Authorization Form and has been approved prior to the purchase of the travel expense. Additionally, we have conducted training sessions for all staff so that they are aware of the various requirements of travel outlined in the DCRT and statewide policies and procedures.

Anticipated Completion Date: June 2023
Person Responsible for Corrective Action: Nancy Watkins

We thank the LLA for its efforts to evaluate DCRT's travel expenditures. If we can be of further assistance, please do not hesitate to contact our office.

Sincerely,

A handwritten signature in cursive script that reads "Nancy Watkins".

Nancy Watkins
Undersecretary
Department of Culture, Recreation and Tourism

APPENDIX B: SCOPE AND METHODOLOGY

We performed certain procedures at the Office of Lieutenant Governor (OLG) and Department of Culture, Recreation, and Tourism (CRT) for the period from July 1, 2020, through June 30, 2022. Our objective was to evaluate certain controls OLG/CRT uses to ensure accurate financial reporting, compliance with applicable laws and regulations, and accountability over public funds. The scope of our procedures, which is summarized below, was significantly less than an audit conducted in accordance with *Government Auditing Standards*, issued by the Comptroller General of the United States. We did not audit or review the OLG/CRT's Annual Fiscal Reports, and accordingly, we do not express an opinion on those reports. The OLG/CRT's accounts are an integral part of the State of Louisiana's financial statements, upon which the Louisiana Legislative Auditor expresses opinions.

- We evaluated OLG/CRT's operations and system of internal controls through inquiry, observation, and review of its policies and procedures, including a review of the laws and regulations applicable to OLG/CRT.
- Based on the documentation of OLG/CRT's controls and our understanding of related laws and regulations, and results of our analytical procedures, we performed procedures relating to the William R. Irby Trust, Office of State Museums admission fees, Office of State Parks admission fees, payroll and personnel, LaCarte expenditures, travel expenditures, and contract expenditures.
- We compared the most current and prior-year financial activity using OLG/CRT's Annual Fiscal Reports and/or system-generated reports to identify trends and obtained explanations from OLG/CRT's management for any significant variances that could potentially indicate areas of risk.

The purpose of this report is solely to describe the scope of our work at OLG/CRT, and not to provide an opinion on the effectiveness of OLG/CRT's internal control over financial reporting or on compliance. Accordingly, this report is not intended to be, and should not be, used for any other purpose.

LOUISIANA OFFICE OF TOURISM

DEPARTMENT OF CULTURE, RECREATION,
AND TOURISM

PERFORMANCE AUDIT SERVICES

Issued December 7, 2022

**LOUISIANA LEGISLATIVE AUDITOR
1600 NORTH THIRD STREET
POST OFFICE BOX 94397
BATON ROUGE, LOUISIANA 70804-9397**

LEGISLATIVE AUDITOR
MICHAEL J. "MIKE" WAGUESPACK, CPA

FIRST ASSISTANT LEGISLATIVE AUDITOR
ERNEST F. SUMMERVILLE, JR., CPA

DIRECTOR OF PERFORMANCE AUDIT SERVICES
KAREN LEBLANC, CIA, CGAP, MSW

PERFORMANCE AUDIT MANAGER
KRISTA BAKER-HERNANDEZ, CIA, CGAP, CRMA, MPP

AUDIT TEAM
KRISTEN JACOBS, CIA, CGAP, MA
LAUREN WHATLEY, MBA
PHILIP FACH, MPA

Under the provisions of state law, this report is a public document. A copy of this report has been submitted to the Governor, to the Attorney General, and to other public officials as required by state law. A copy of this report is available for public inspection at the Baton Rouge office of the Louisiana Legislative Auditor and online at www.la.la.gov. When contacting the office, you may refer to Agency ID No. 9726 or Report ID No. 40210027 for additional information.

This document is produced by the Louisiana Legislative Auditor, State of Louisiana, Post Office Box 94397, Baton Rouge, Louisiana 70804-9397 in accordance with Louisiana Revised Statute 24:513. Five copies of this public document were produced at an approximate cost of \$5.88. This material was produced in accordance with the standards for state agencies established pursuant to R.S. 43:31.

In compliance with the Americans With Disabilities Act, if you need special assistance relative to this document, or any documents of the Legislative Auditor, please contact Jenifer Schaye, General Counsel, at 225-339-3800.

December 7, 2022

The Honorable Patrick Page Cortez,
President of the Senate
The Honorable Clay Schexnayder,
Speaker of the House of Representatives

Dear Senator Cortez and Representative Schexnayder:

This report provides the results of our performance audit of the Louisiana Office of Tourism (LOT). The purpose of this audit was to evaluate LOT's management of tourism dollars.

We found that the office could better measure the effectiveness of its advertising dollars by using an independent vendor to review its advertising campaigns.

In addition, LOT could increase the transparency surrounding how it spends tourism dollars by reporting publicly on what entities receive grants and sponsorships and by developing clear criteria for sponsorship awards.

We found, too, that LOT could improve its internal controls and overall documentation for tourism grants and sponsorships, including its policies and procedures and record keeping.

The report contains our findings, conclusions, and recommendations. I hope this report will benefit you in your legislative decision-making process.

We would like to express our appreciation to the Louisiana Office of Tourism for its assistance during this audit.

Respectfully submitted,



Michael J. "Mike" Waguespack, CPA
Legislative Auditor



MJW/aa
FILENAME

Louisiana Legislative Auditor

Michael J. "Mike" Waguespack, CPA



Louisiana Office of Tourism
Department of Culture, Recreation, and Tourism

December 2022

Audit Control #40210027

Introduction

We evaluated the Louisiana Office of Tourism's (LOT) management of tourism dollars. LOT is housed within the Department of Culture, Recreation, and Tourism (CRT) and is responsible for managing \$28.1 million in tourism dollars on average each year. We conducted this audit because tourism is an integral part of Louisiana's economy. State law¹ authorizes LOT to enhance the state's economy by encouraging tourism, and LOT strives to derive the maximum return on investment from dollars invested in tourism, advertising, and promotion. In addition, LOT's goals include increasing the number of visitors to Louisiana and number of jobs in the tourism industry. This report is the first in a series of reports on CRT.

In 2021, Louisiana saw approximately **41 million** international and domestic visitors who generated approximately **\$16.8 billion** in visitor spending.

Source: DK Shifflet, *Year-End 2021 Louisiana Visitor Volume and Spending*

Funding. LOT receives most of its funding from the Louisiana Tourism Promotion District.² The Tourism Promotion District is a special taxing district whose boundaries are coterminous with the state. In order to provide funds for the purpose of assisting the state in the promotion of tourism, state law³ authorizes the district to levy and collect a sales and use tax not to exceed three one hundredths of one percent. During fiscal years 2016 through 2022, \$171.6 million (87.4%) of LOT's means of financing came from the district. In addition, LOT received \$8 million over the same time period from the State General Fund, federal funds,⁴ and the Audubon Golf Trail Development Fund.⁵ In fiscal year 2022, LOT also received \$16.8 million from the Tourism Revival Fund as part of the American

¹ Louisiana Revised Statute (R.S.) 51:1252

² R.S. 51:1282

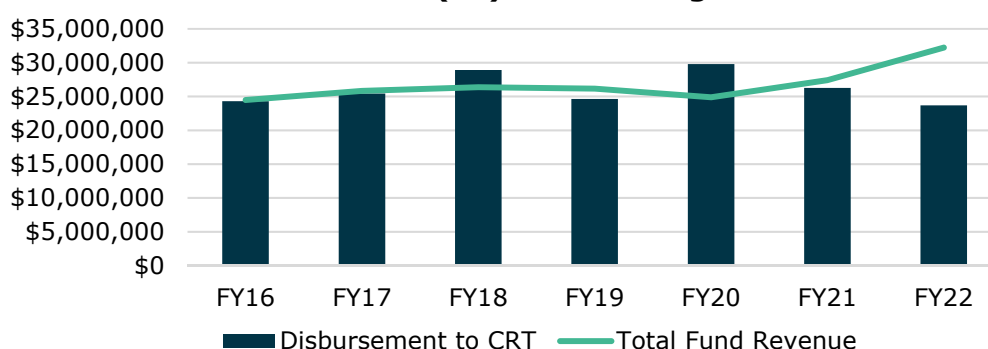
³ R.S. 51:1286

⁴ Federal funds include funding from the U.S. Department of Interior/National Park Service to help develop and implement a management plan for the Atchafalaya Trace National Heritage Area and from the U.S. Department of Commerce to update and rebrand existing Louisiana Birding Trails.

⁵ R.S. 56:1706 created the Audubon Golf Trail Development Fund which is made up of the total fees and self-generated revenues collected in the year from the Audubon Golf Trail, and funds are to be used to support the trail. This statute was repealed by Act 114 of the 2021 Regular Legislative Session.

Rescue Plan Act.⁶ Between fiscal years 2016 and 2022, CRT received approximately \$26.1 million per year, on average, from the Louisiana Tourism Promotion District Fund. Some of the designated funds LOT receives is then transferred to other CRT agencies for operating expenses, such as the Office of State Museum, the Office of Cultural Development, and the Office of the Lieutenant Governor. On average during fiscal years 2016 through 2021, LOT transferred \$5.1 million (19.7%) of the funds it received to CRT agencies. Exhibit 1 shows the total Louisiana Tourism Promotion District Fund revenue and its disbursements to CRT during fiscal years 2016 through 2022.

Exhibit 1
Tourism Promotion District Funds and Disbursements
Fiscal Years (FY) 2016 through 2022



Source: Prepared by legislative auditor's staff using information provided by the Department of Treasury.

Tourism activities. LOT performs various activities to promote tourism in Louisiana, such as tourism research, domestic and international marketing, encouraging rural tourism through the Atchafalaya Heritage Area and Scenic Byways, and managing the state's welcome centers. This report focuses on its advertising contracts, tourism grants, and sponsorships.

- *Advertising Contracts* –LOT spends \$9.5 million a year on average on contracts with advertising and public relations firms to create advertisement campaigns promoting Louisiana as a travel destination. LOT and its contractors conduct a variety of activities to encourage visitation to Louisiana. For example, they create advertisement content, develop various advertisement campaigns, such as a

Exhibit 2
Louisiana Logo



Source: CRT website

⁶ Pursuant to the American Rescue Plan Act, Louisiana has allocated \$60 million to the Louisiana Tourism Revival Program, established by R.S. 39:100.55, from the state's allocation of American Rescue Plan funding from the Coronavirus State Fiscal Recovery Fund. The program was established to provide grants to local and regional tourist commissions for marketing and promoting Louisiana as a tourism destination for in-state and out-of-state travel activity.

spring campaign and Mardi Gras campaign, maintain LouisianaTravel.com, promote Louisiana through social media, as well as many other promotion activities. Currently, Louisiana's official slogan is Louisiana: "Feed Your Soul," as seen in Exhibit 2 on the previous page.

- *Tourism Grants* – LOT also supports state tourism through its awarding of tourism grants to convention and visitors bureaus, local governments, nonprofits, festivals, and events. LOT's primary grants are the Cooperative Marketing Program and the Competitive Grant Program.⁷ Grant funds must be used strictly for placing advertisements. Award recipients must include the Louisiana logo on promotional materials. Between fiscal years 2016 through 2021, grant recipients spent \$3.7 million in awards.
- *Sponsorships* – LOT enters into sponsorship agreements with entities to support events with the potential to increase tourism, such as festivals and sporting events. Sponsorships are a form of advertising where the state provides financial support for an event, organization, project, facility, or program, in order to obtain positive publicity and other benefits. Between fiscal years 2016 through 2021, sponsorship recipients spent \$12.6 million in funds.

Impact of COVID-19. Effective tourism promotion is especially important as COVID-19 deeply affected the tourism industry due to individuals staying home and traveling less. Like other states, LOT adjusted its marketing strategies during the COVID-19 pandemic to reflect traveler sentiment and expanded grant programs to assist local entities. In Louisiana, LOT launched the Sunshine Marketing Plan (See Exhibit 3 at right), with goals to restore tourism growth to pre-pandemic levels, increase the rate of events and attractions restarting, and improve visibility into real-time visitation as a tool to monitor recovery. The plan had four phases, which launched as the state began easing restrictions: 1. Staycations, 2. Regional trips, 3. Long-haul trips, and 4. International trips. Part of the Sunshine Plan also included a series of grants to assist local convention and visitors bureaus during the pandemic. LOT awarded \$4.8 million in state funds to Sunshine Plan Grants as part of COVID-19 relief. Appendix C shows the Sunshine Grant recipients and total grant amounts.

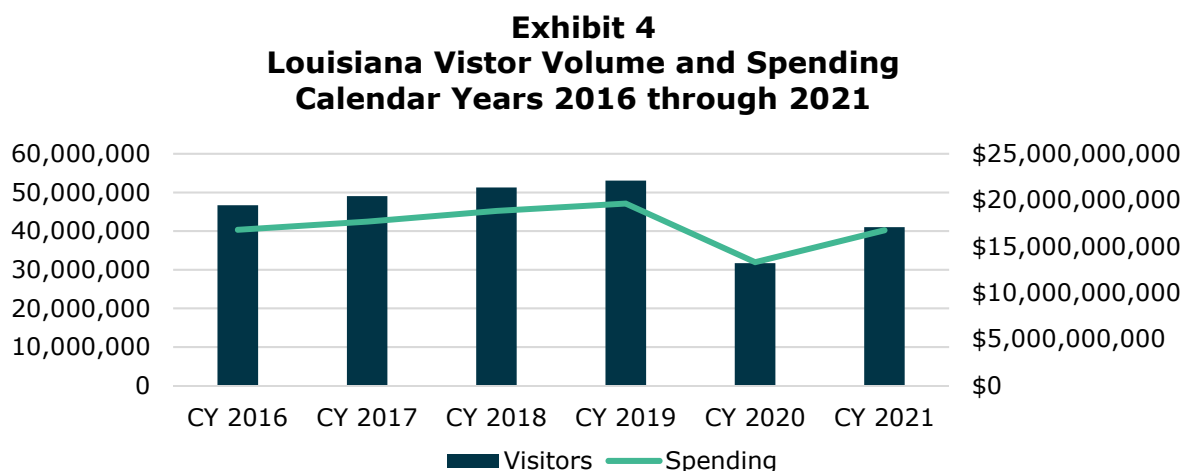
As the pandemic has eased, the tourism industry is beginning to bounce back. According to DK Shifflet

Exhibit 3
Sunshine Plan Advertising



⁷ In response to the COVID-19 pandemic, LOT also offered one-time or short-term grants, some using state dollars and some using federal recovery dollars.

reports,⁸ the number of Louisiana visitors in calendar year 2021 (41.02 million) was a 22.6% decrease from its height in calendar year 2019 (53.03 million); however, visitation and spending are returning to levels similar to calendar year 2016. Exhibit 4 shows Louisiana Visitor Volume and Spending for calendar years 2016 through 2021.



Source: Prepared by legislative auditor's staff using DK Shifflet Year-End Visitor and Volume Reports.

The objective of this audit was:

To evaluate LOT's management of tourism dollars.

Our results are summarized on the next page and discussed in detail throughout the remainder of the report. Appendix A contains management's response, and Appendix B contains our scope and methodology. Appendix C contains a listing of Sunshine Plan Grant recipients and amounts. Appendix D contains a listing of sponsorship recipients and amounts for fiscal years 2016 through 2021, and Appendix E contains Cooperative Marketing Grant and Competitive Grant Program recipients and amounts for fiscal years 2016 through 2021.

⁸ CRT engages DK Shifflet to conduct visitor volume and spending studies.

Objective: To evaluate LOT's management of tourism dollars

LOT spends more than half of its tourism dollars on advertising contracts, grants, and sponsorships. LOT could better manage tourism dollars by evaluating the effectiveness of its advertising campaigns through independent reviews. In addition, LOT could increase the transparency of sponsorship funding by creating clear parameters regarding eligibility, funding amounts, and deadlines. LOT should also improve its record keeping procedures for sponsorships and grants and develop policies and procedures for maintaining documentation. Specifically, we found:

- **LOT could better measure the effectiveness of its advertising contracts. From fiscal year 2016 to fiscal year 2021, LOT spent on average \$9.5 million a year on advertising contract costs.** Independent reviews of advertising campaigns could help LOT ensure it is receiving a positive return on its investment. While LOT regularly collects overall Louisiana tourism statistics and receives industry metrics on advertisement campaigns from its contractor, LOT could better evaluate specific advertisement campaigns by engaging an independent vendor to evaluate their effectiveness.
- **To improve transparency on how tourism dollars are spent, LOT should publicly report on what entities receive grants and sponsorships.** During fiscal years 2016 through 2021, LOT spent \$12.6 million on sponsorships and \$3.7 million on its two primary tourism grants.
- **To increase transparency surrounding funding decisions, LOT should develop a structured process for awarding sponsorships.** This process should include clear eligibility criteria and how LOT determines which sponsorships are funded.
- **LOT could improve internal controls and overall documentation for tourism grants and sponsorships, including policies and procedures and record keeping.** In addition, LOT could better track the use of tickets provided to LOT as part of sponsorship deliverables as required by its Standard Operating Procedure.

Our findings and recommendations are discussed in more detail in the sections below.

LOT could better measure the effectiveness of its advertising contracts. From fiscal year 2016 to fiscal year 2021, LOT spent on average \$9.5 million a year on advertising contract costs.

LOT contracts with various companies for advertising and marketing services to promote Louisiana as a tourist destination. Between fiscal years 2016 and 2021, LOT split its advertising and marketing contracts into three components that were awarded to one or more vendors:

1. Component 1: Creative/Marketing/Media/Brand Identity
2. Component 2: Public Relations
3. Component 3: Internet/Social/Digital Marketing

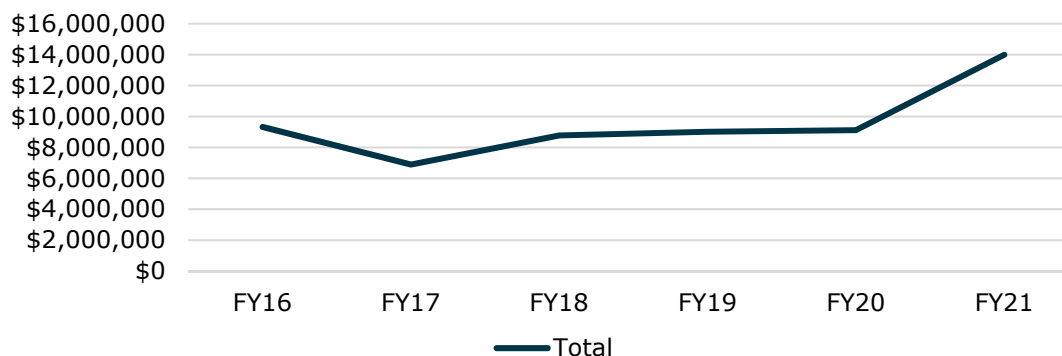
In fiscal year 2022, LOT added project management to Component 3, naming Miles Partnership as the lead agency that will coordinate the other vendors to create cohesive ad campaigns. Exhibit 5 shows the contracts, awarded vendors, components, and contract amounts for fiscal years 2015 through 2024.

Exhibit 5 Advertising Contract Amounts Fiscal Years 2015 through 2024			
Contract	Component Description	Contract Term	Final/Current Contract Amount
Trumpet, LLC	1 - Creative/Marketing/Media/Brand Identity	FY15 - FY17	\$18,395,596
The Ehrhardt Group, Inc.	2 - Public Relations		\$568,084
Miles Partnership, LLLP	3 - Internet/Social/Digital Marketing		\$5,072,625
BBR Creative, Inc.	1 - Creative/Marketing/Media/Brand Identity	FY18 - FY20	\$1,476,180
Trumpet, LLC	1 - Creative/Marketing/Media/Brand Identity		\$18,090,845
The Ehrhardt Group, Inc.	2 - Public Relations		\$321,218
The Graham Group	2 - Public Relations		\$289,460
Miles Partnership, LLLP	3 - Internet/Social/Digital Marketing		\$8,503,620
Trumpet, LLC*	1 - Creative/Marketing/Media/Brand Identity	6/8/2020-2/28/2021	\$3,000,000
The Ehrhardt Group, Inc.*	2 - Public Relations		\$1,000
The Graham Group*	2 - Public Relations		\$16,000
Miles Partnership, LLLP*	3 - Internet/Social/Digital Marketing		\$2,700,000

Contract	Component Description	Contract Term	Final/Current Contract Amount
Trumpet, LLC**	1 - Creative/Marketing/Media/Brand Identity	2/1/2021 - 1/1/2024 (with option to extend two years)	\$13,050,000
Peter A. Mayer Advertising	2 - Public Relations		\$1,650,000
Miles Partnership, LLLP	3 - Internet/Social/Digital Marketing + <i>Project Lead</i>		\$19,800,000
Miles Partnership, LLLP*	1 - Creative/Marketing/Media/Brand Identity	FY23	\$5,000,000
*Emergency Contracts **Trumpet was terminated in FY22. Source: Prepared by legislative auditor's staff using information provided by LOT.			

From fiscal year 2016 to fiscal year 2021, total advertising contract expenditures increased 50%, from \$9.3 million to \$14 million. Each year LOT creates a marketing plan to outline its proposed advertising efforts for the year. In fiscal year 2021, LOT received an additional \$5 million in state general funds for advertising recovery after the pandemic. These funds were used to fund the sunshine grants, civil rights trail development, securing visual and creative assets, and other marketing enhancements. Exhibit 6 shows the total contract expenditures and fiscal year.

Exhibit 6
Advertising Contracts Expenditures
Fiscal Years (FY) 2016 through 2021



Source: Prepared by legislative auditor's staff using information provided by LOT.

While LOT regularly collects overall Louisiana tourism statistics and receives industry metrics on advertisement campaigns from its contractor, LOT could better evaluate specific advertisement campaigns by engaging an independent vendor to evaluate their effectiveness. State law⁹ requires

⁹ R.S. 51:1263

LOT to develop criteria and implement an ongoing means of measurement¹⁰ whereby it shall monitor, study, and evaluate its promotional programs and events to determine their effectiveness in a particular market or of a particular medium, an advertising or marketing lure, or any feature of aspect of promotion expended from monies appropriated from the office. According to LOT staff, it meets this requirement through annual visitation and spending data reports¹¹ and through collecting other visitor and data throughout the fiscal year. LOT also produces an annual State of Tourism Industry report. These reports help LOT measure overall trends related to the Louisiana tourism industry.

In addition, LOT monitors advertising campaigns, in part, through analysis of industry metrics such as click-through rate, impressions, and cost per click midway through the campaign and after its completion. These reports are provided by the contracted advertising vendor. While these reports are important for LOT and the vendor to assess how well a campaign is performing, engaging an independent vendor to conduct additional research on Louisiana's advertising campaigns would help LOT better meet the requirements in state law and provide information to help make future advertising decisions. Independent reviews of advertising campaigns could also help LOT ensure it is receiving a positive return on its investment. We identified at least 11 states¹² that contracted with independent vendors to measure the effectiveness or return on investment of specific advertising campaigns. One state reported that its annual costs to engage an outside vendor to evaluate its advertisement campaigns in 2021 and 2022 has ranged from \$33,000 to \$88,000 per year, depending on how many campaigns it reviewed. Since 2017, Arkansas has contracted with a vendor to measure the effectiveness of its advertising program. The analysis is designed to:

- Compare consumer views of and interest in Arkansas to other states
- Measure the reach of the ad campaign in target markets
- Evaluate the strength of the creative at communicating key messaging
- Look at ad impact on brand health measures such as familiarity, top-of-mind awareness, and image
- Gauge how well the ads influence interest in an Arkansas visit
- Provide actionable insights to enable the state to manage its marketing strategy to maximize leisure visits and visitor spending

Recommendation 1: LOT should consider engaging an outside, independent vendor to measure the effectiveness of LOT's advertising campaigns.

¹⁰ Pursuant to R.S. 51:1255(14) which reads: "Develop and test data on numbers of visitors, expenditures by visitors, points of origin and destination, and other relevant information on tourism and visitors."

¹¹ LOT contracts with D.K. Shifflet to conduct this research. Exhibit 4 shows Louisiana Visitor Volume and Spending for calendar years 2016 through 2021.

¹² Arkansas, Colorado, Connecticut, Georgia, Minnesota, Missouri, New Hampshire, New Mexico, South Carolina, Tennessee, and Wyoming.

Summary of Management's Response: CRT agreed with this recommendation and stated that LOT will work to strengthen its current efforts by identifying and engaging independent, outside parties for these services that will serve to enhance its current measures of effectiveness. See Appendix A for CRT's full response.

To improve transparency on how tourism dollars are spent, LOT should publicly report on what entities receive grants and sponsorships. During fiscal years 2016 through 2021, LOT spent \$12.6 million on sponsorships and \$3.7 million on its two primary tourism grants.

LOT supports tourism and assists local events through sponsorships and tourism grants. Sponsorships are 100% reimbursable agreements to support events that promote Louisiana tourism. Tourism grants, on the other hand, are funding opportunities where LOT matches the grantee's spending, usually 50%, for placing approved advertisements for a location, event, or festival.

During fiscal years 2016 through 2021, LOT expended \$3.7 million on 366 grants for its Cooperative Marketing Program and Competitive Grant Program. LOT administers tourism grants to non-profits, convention and visitor bureaus, and other organizations. The two grants that LOT offers each year are:

- *Cooperative Marketing Program* – Supports the promotion of tourism by providing grants to entities for placement of qualifying advertisements. The maximum award is \$20,000, and eligible entities include Louisiana-based convention and visitor bureaus, tourism commissions, destination management organizations, and political subdivisions of the state. This grant provides for a 50% reimbursement of approved advertising expenditures, or 67% for those entities with a budget less than \$300,000.¹³
- *Competitive Grant Program* – Helps fund marketing expenses associated with tourism events throughout Louisiana. The maximum award is \$10,000, and eligible events include fairs and festivals, tourism events that will bring future travel to Louisiana, competitions or sporting events, and grand openings of new tourism attractions. This grant provides for a 50% reimbursement of eligible marketing expenses, or a 66% reimbursement for new events.

¹³ During COVID-19, LOT waived the match requirement and reimbursed 100% of qualifying expenses.

Exhibit 7 shows the total number of grants and amount spent for these two grant programs for fiscal years 2016 through 2021. Appendix E lists individual grant awards and amounts from fiscal years 2016 through 2021.

Exhibit 7 Number of Grants and Total Grant Spending Fiscal Years 2016 through 2021						
Fiscal Year	Cooperative Marketing Grant		Competitive Grant Program		Total	
	Number	Total Spent	Number*	Total Spent	Number	Total Spent
FY 16	27	\$455,489	24	\$151,500	51	\$606,989
FY 17	25	\$409,416	30	\$127,359	55	\$536,775
FY 18	30	\$475,849	35	\$138,353	65	\$614,202
FY 19	33	\$535,257	40	\$198,988	73	\$734,245
FY 20	33	\$542,074	32	\$114,138	65	\$656,212
FY 21	33	\$526,468	24	\$35,332	57	\$561,800
Total	181	\$2,944,553	185	\$765,670	366	\$3,710,223
*Fifty-five of the total-awarded Competitive Grant Program grants were cancelled or withdrawn, most due to COVID-19. Source: Prepared by legislative auditor's staff using information provided by LOT.						

Between fiscal years 2016 through 2021, LOT awarded 164 sponsorships, totaling \$12.6 million.¹⁴ Sponsorship amounts ranged from \$500 to \$948,000. LOT enters into agreements with entities that describe the amount of the sponsorship and the sponsorship deliverables. For example, for most sponsorships, the entity must display the *Louisiana: Feed Your Soul* logo on event materials and advertisements. Unlike LOT's tourism grants, which can only be spent on qualifying advertising placements, sponsorship funds can be spent on a variety of things depending on the sponsorship agreement and as long as deliverables are met. For example, \$95,420 of the \$200,000 from the Louisiana Special Olympics sponsorship were spent on salaries, while all \$175,000 of the Independence Bowl sponsorship funds were spent on team payouts. In addition, all \$50,000 from the Bassmaster Elite sponsorship went to marketing expenses. Exhibit 8 shows the total number and amount of sponsorships from fiscal years 2016 through 2021.

Exhibit 8 Number and Amount of Sponsorships Fiscal Years 2016 through 2021		
Fiscal Year	Number	Total
FY 16	24	\$2,950,856
FY 17	24	\$3,046,569
FY 18	29	\$2,535,750
FY 19	40	\$2,154,325
FY 20	28	\$1,443,701*
FY 21	19	\$427,500*
Total	164**	\$12,558,701
*Twenty-four sponsorships were cancelled in FYs 2020 and 2021 due to COVID-19, which would have totaled \$1.6 million. **Seven sponsorships were in-kind agreements. Source: Prepared by legislative auditor's staff using information provided by LOT.		

¹⁴ LOT also enters into sponsorships or partnerships with entities or events through its Miles Partnership advertising contract.

Appendix D lists all individual sponsorships and amounts from fiscal years 2016 through 2021.

LOT could improve transparency by publicly reporting the grants and sponsorships that it funds. While LOT annually reports some information to the legislature, it does not publicly report, such as on its website, which entities receive grants and sponsorships and the amount each receives. Some states publish annual reports or lists of grant recipients. For example, Missouri issues a Cooperative Marketing Summary that shows how much in grant funds was awarded and reimbursed, as well as what entities received funds.

Recommendation 2: LOT should place on its website entities and events it awards funding to from grants and sponsorships.

Summary of Management's Response: CRT agreed with this recommendation and stated that LOT will identify a suitable location on the agency's website to list grant and sponsorship award recipients. See Appendix A for CRT's full response.

To increase transparency surrounding funding decisions, LOT should develop a structured process for awarding sponsorships. This process should include clear eligibility criteria and how LOT determines which sponsorships are funded.

Clear eligibility parameters could help entities applying for tourism funding to better understand if they are eligible to apply and help LOT in making consistent funding decisions. Because sponsorships have broad eligibility requirements, some entities may be eligible for multiple LOT funding opportunities, including the Competitive Grant Program, sponsorships, and the Major Events Fund. In addition, a process to clearly and consistently award funding would increase transparency.

While the Competitive Grant Program and Cooperative Marketing Program have eligibility guidelines, sponsorships do not have clear parameters regarding what types of organizations and events are eligible for funding.

LOT has a policy for sponsorships, but it is vague and does not include parameters about what is considered an eligible event. As a result, some events that are eligible for the Competitive Grant Program receive sponsorships instead. LOT staff noted that some smaller events, such as festivals, may prefer sponsorships because they are more flexible than a LOT grant. In addition, according to LOT staff, some of the events funded by sponsorships used to be line items in the state budget, such as Essence Fest. Defining parameters for sponsorships, such as a minimum and maximum funding amount, the type of event, or number of attendees could help LOT better manage the sponsorship and grant programs.

In fiscal year 2019, Festival Acadiens et Creoles received a **\$7,500 Competitive Grant Program award**. In fiscal year 2020, it received, instead, a **\$10,000 sponsorship** and another **\$15,000 sponsorship** in fiscal year 2022. This festival is an example of a smaller event that is eligible for the Competitive Grant Program but has moved to requesting sponsorships instead.

Source: LOT grant and sponsorship files

In addition, LOT does not have a deadline for accepting requests for sponsorships, such as 90 days prior to the event or on a fiscal-year basis. Both of LOT's primary tourism grants have some type of timetable for accepting applications. The Cooperative Marketing Program has an annual deadline in June, while the Competitive Grant Program has a deadline of 90 days prior to the event.¹⁵

Act 751 of the 2022 Regular Legislative Session created the Major Events Incentive Fund and Major Events Incentive Program, formerly a fund and program overseen by the Department of Economic Development. Monies in the fund are to be used to attract, host, and stage major events. The program will provide grant funding to event producers and hosts, local organizing committees, municipalities, parishes, etc. for costs associated with hosting qualified major events. According to LOT staff, developing clear parameters for sponsorships and the Major Events Incentive Program will be important to manage these programs and ensure organizations request the most appropriate funding mechanism and are not granted funding through multiple programs for the same event. LOT is currently in the process of promulgating rules for this program.

LOT does not have a structured scoring process for sponsorships to determine eligibility, appropriate funding amounts, or if the event is in line with LOT goals. Entities interested in obtaining a sponsorship contact CRT to request a sponsorship request form that includes information about the event, funding request amount, overall budget, and a proposal narrative. After negotiations, if LOT approves the request, it drafts a sponsorship agreement. While LOT's policy includes what individuals should approve sponsorships, it does not

¹⁵ The Competitive Grant Program had an annual deadline prior to COVID-19; however, during the pandemic, LOT changed the requirements to 90 days prior to the event. According to LOT, it intends to return to an annual deadline.

have a structured process or criteria to consistently approve sponsorship requests. Sponsorships range from large events, such as \$500,000 for Essence Fest, to smaller events, such as \$1,000 for the motorcycle Mardi Gras Madness Rally. Developing a consistent process with criteria to score or review sponsorship requests would increase the transparency for sponsorships. In addition, while sponsorships are not considered grants, implementing a scoring process for sponsorship requests could help LOT ensure that it is funding events that have the greatest potential for increasing tourism. Even if sponsorships remain flexible, LOT should develop more specific parameters to ensure that it is funding events through the most appropriate means and to increase transparency about its funding decisions.

Prior to the pandemic, LOT used a scoring process to determine Competitive Grant Program awards¹⁶ that included a blind scoring committee and a scoring matrix. According to LOT staff, it is not using the scoring committee because, in response to the COVID-19 pandemic, it changed the grant deadline to 90 days prior to the event rather than an annual deadline. According to LOT staff, it plans to resume using a scoring committee for this grant. In addition, other states often use scoring committees or scoring criteria to determine what grants to award. For example, scoring criteria from other states include elements such as past performance. LOT requires sponsorship recipients to submit a final report that includes proof of deliverables and any measures of effectiveness the recipient has gathered. LOT could use the final reports as part of a scoring process for entities or events that have received past funding to assist in funding decisions, such as whether or not to award funding and for how much. While LOT may be funding only appropriate entities and events, it does not always have clear justification for sponsorship funding decisions.

Recommendation 3: LOT should develop policies that delineate the criteria for sponsorship funding, including what organizations and events are eligible, minimum and maximum funding amounts, and a deadline for funding requests.

Recommendation 4: LOT should develop a formal process to determine whether or not to grant sponsorship funding requests, which may include specific criteria based on the use of a scoring committee and/or scoring matrix.

Recommendation 5: LOT should resume using a scoring committee for the Competitive Grant Program.

Summary of Management's Response: CRT agreed with these recommendations and stated that LOT will assemble a team to

¹⁶ A scoring process would not be needed for the Cooperative Marketing Grant because it is not a competitive grant. Each parish convention and visitors bureau can apply for up to \$20,000 if it can meet the match requirement.

develop criteria for sponsorship funding and eligibility, while remaining flexible to allow for the differing types of events that may be eligible for a sponsorship. In addition, LOT will resume the scoring committee for the Competitive Grant Program in May 2023. See Appendix A for CRT's full response.

LOT could improve internal controls and overall documentation for tourism grants and sponsorships, including policies and procedures and record keeping. In addition, LOT could better track the use of tickets it receives as part of sponsorship deliverables as required by its Standard Operating Procedure.

In order for LOT to process reimbursements for sponsorships and grants,¹⁷ LOT staff create a payment package and attach the final report and proof of deliverables that the recipient submitted. However, stronger internal controls that show clear evidence of LOT review at various points throughout the monitoring process would strengthen LOT's overall monitoring of funding recipients. An effective internal control system is a key factor in improving accountability in achieving an entity's mission and helps an entity adapt to shifting environments, evolving demands, changing risks, and new priorities.¹⁸

LOT does not have clear procedures for managing and monitoring its sponsorships and grant programs. While LOT has grant application guidelines that delineates the eligibility criteria and maximum award amounts for grantees, LOT does not have policies and procedures for maintaining grant and sponsorship documentation. During fiscal years 2016 through 2021, various LOT staff were assigned to manage the grant programs and they did not always maintain documentation similarly. We conducted a targeted selection of 90 awarded grants and sponsorships¹⁹ and found that documentation was not consistent. While LOT staff include supporting documents, such as the final report or proof of deliverables, alongside the invoice for reimbursement to the grantee or sponsorship recipient, these documents were not always in the sponsorship or grant files. For example, LOT staff could not locate files for all five 2016 Competitive Grant Program records in our sample. In addition, out of the 60 grants reviewed, one (1.7%) did not include any invoices for placed ads, one (1.7%) did not include the final report, and 12 (20%) did not include a mid-year status report. For three (11.5%) of the 26 sponsorship files²⁰ LOT could not locate the final report, which was required by the

¹⁷Reimbursements may be a one-time reimbursement at the conclusion of an event or may be periodic reimbursements, depending on the grant or sponsorship.

¹⁸ Government Accountability Office, *Standards for Internal Control in the Federal Government* (also referred to as *The Green Book*), September 2014

¹⁹ We selected five records per fiscal year per grant program and sponsorship, for a total of 90 records. We selected a variety of award amounts and locations throughout the state.

²⁰ Four out of the 30 sponsorship targeted selection were not actually sponsorships.

agreements. However, LOT does not have any policies or procedures specifying what documentation to maintain in grant and sponsorship files.

LOT staff responsible for administering and monitoring grants and sponsorships had different methods of keeping track of their monitoring activities. While differing methods may be reasonable, providing guidance to staff may be beneficial, especially as the staff responsible for monitoring activities may change year to year. For example, for one grant program, the monitor maintained a spreadsheet that listed each advertisement placement and the invoice amount based on the documentation provided by the grantee. Another grant program, on the other hand, did not keep track of the invoices and amounts for the advertising placements. While that staff may have verified totals as necessary, the documentation does not show evidence of such.

LOT should develop procedures for managing grants and sponsorships, including how and where to maintain documentation for monitoring activities, such as approvals, and verifying proof of payment and invoice totals, final reports, etc. Because different staff may manage sponsorships or grants from year to year, having a defined process for how to maintain documentation would increase transparency.

LOT could better track the use of tickets provided to LOT as part of sponsorship deliverables as required by its Standard Operating Procedure.

LOT's Standard Operating Procedure states that the LOT sponsorship contract monitor is responsible for creating and maintaining a list or inventory of any items received (e.g., tickets, passes, memorabilia, other sponsor benefits); determining whether the items are compliant (e.g., received timely, in the quantity specified, etc.); tracking how the items were used/distributed (e.g., to whom, for what purpose); and keeping a record of the location or disposition of any unused items. LOT receives tickets and forwards them to the Office of the Lieutenant Governor (OLG). According to OLG, it does not have a standard way to track tickets received from sponsorships. For example, for larger events, it may keep track of who tickets were given to in a spreadsheet, while it may not track them for smaller events. However, per its Standard Operating Procedure and to increase transparency, LOT should document the specific individuals or entities who receive the tickets are distributed and for what purpose.

LOT's agreement with Essence Fest included **1,296 tickets** to the event each year for fiscal years 2015 through 2019, which may include access to box suites and invitations to VIP receptions.

LOT's agreement with the Bayou Classic for fiscal year 2020 included **26 game tickets** and **four pre-game** reception tickets.

Source: LOT's sponsorship files

Recommendation 6: LOT should develop policies and procedures for managing grants and sponsorships, including how and where to maintain documentation for monitoring activities so that records will be maintained consistently.

Recommendation 7: LOT should document the specific individuals or entities who receive the tickets provided as part of sponsorship deliverables as required by its policies and procedures.

Summary of Management's Response: CRT agreed with these recommendations and stated that LOT will take its current, informal guidelines for documenting and monitoring grants and sponsorships, and develop and implement a formal policy. LOT will continue to account for all deliverables as they are received and will work with all entities involved to develop a standard way to document ticket recipients. See Appendix A for CRT's full response.

APPENDIX A: MANAGEMENT'S RESPONSE



BILLY NUNGESSER
LIEUTENANT GOVERNOR

State of Louisiana
OFFICE OF THE LIEUTENANT GOVERNOR
DEPARTMENT OF CULTURE, RECREATION & TOURISM
OFFICE OF TOURISM

DOUG BOURGEOIS
ASSISTANT SECRETARY

November 30, 2022

Michael J. "Mike" Waguespack, CPA
Louisiana Legislative Auditor
P.O. Box 94397
Baton Rouge, LA 70804-9397

Re: Audit Title: Louisiana Office of Tourism
Audit Report Number: 40210027

Dear Mr. Waguespack:

As per your staff's request, please accept this letter as our official response to the LLA's audit report on the Louisiana Office of Tourism (LOT). We concur with the findings and recommendations outlined in the report and would like to thank you and your audit team for your work in reviewing LOT over the last several months. During that time, your team has interviewed several members of my staff, reviewed policies and contracts, and gained a proficient working knowledge of our operations. Their professionalism and unbiased report of their findings and recommendations based on best practices is welcome and we look forward to exploring these further to strengthen LOT's operations.

We are proud of the efforts undertaken by LOT to promote Louisiana and increase the number of visitors to our great state. In 2019, Louisiana welcomed 53.2 million total visitors who generated \$18.9 billion in tourism spending and \$1.92 billion in state and local tax revenue. These record-breaking numbers also contributed to 242,200 hospitality sector jobs, keeping the hospitality sector the fourth largest employer in the state. With the onset of the COVID-19 pandemic, those milestones were severely impacted with visitation falling by over 40%; spending and tax revenue down by 30% and 32% respectively; and jobs down by nearly 20%. We appreciate your staff's consideration of the challenges faced by LOT, and the tourism industry as a whole, during the pandemic. As LOT continues with our recovery efforts, we are confident your recommendations will help us return to the record-breaking figures to which we have become accustomed.

With that said, I would like to address the specific audit report findings and recommendations for the Office of Tourism:

Finding 1: LOT could better measure the effectiveness of its advertising contracts. From fiscal year 2016 to fiscal year 2021, LOT spent, on average, \$9.5 million a year on advertising contract costs.

Recommendation 1: LOT should consider engaging an outside, independent vendor to measure the effectiveness of LOT's advertising campaigns.

LOT concurs with this finding and recommendation. As indicated in the report, LOT measures various indicators and statistics on the efforts undertaken to promote tourism, including overall annual visitation and spending, as well as various metrics of specific advertising campaigns.

LOT will work to strengthen these efforts by identifying and engaging independent, outside parties for these services that will serve to enhance our current measures of effectiveness.

Finding 2: To improve transparency on how tourism dollars are spent, LOT should publicly report on what entities receive grants and sponsorships. During fiscal years 2016 through 2021, LOT spent \$12.6 million on sponsorships and \$3.7 million on its two primary tourism grants.

Recommendation 2: LOT should place on its website entities and events it awards funding to from grants and sponsorships.

LOT concurs with this finding and recommendation. LOT produces an annual State of Tourism Industry report that outlines overall statistics related to the tourism industry and includes various aspects of LOT's efforts to promote tourism in Louisiana, including its advertising campaigns, grants and sponsorships. This report is provided to the legislature each year. To improve on the reporting of LOT's various efforts, LOT will identify a suitable location on our website to list grant and sponsorship award recipients.

Finding 3: To increase transparency surrounding funding decisions, LOT should develop a structured process for awarding sponsorships. This process should include clear eligibility criteria and the how LOT determines which sponsorships are funded.

Recommendation 3: LOT should develop policies that delineate the criteria for sponsorship funding, including what organizations and events are eligible, minimum and maximum funding amounts, and a deadline for funding requests.

Recommendation 4: LOT should develop a formal process to determine whether or not to grant sponsorship funding requests, which may include specific criteria based on the use of a scoring committee and/or scoring matrix.

Recommendation 5: LOT should resume using a scoring committee for the Competitive Grant Program.

LOT concurs with this finding and the recommendations. LOT will assemble a team to develop criteria for sponsorship funding and eligibility, while remaining flexible to allow to

allow for the differing types of events that may be eligible for a sponsorship. Additionally, LOT will resume the scoring committee for the Competitive Grant Program. As indicated in the report, LOT temporarily suspended the use of this scoring committee due to the uncertainty associated with the COVID-19 pandemic; however, we anticipate restoring the committee in May 2023.

Finding 4: LOT could improve internal controls and overall documentation for tourism grants and sponsorships, including policies and procedures and record keeping. In addition, LOT could better track the use of tickets it receives as part of sponsorship deliverables as required by its Standard Operating Procedure.

Recommendation 6: LOT should develop policies and procedures for managing grants and sponsorships, including how and where to maintain documentation for monitoring activities so that records will be maintained consistently.

Recommendation 7: LOT should document the specific individuals or entities who receive the tickets provided as part of sponsorship deliverables as required by its policies and procedures.

LOT concurs with this finding and the recommendations. LOT will assemble team members to gather our current, informal guidelines for documenting and monitoring grants and sponsorships, and then develop and implement a formal policy. LOT will continue to account for all deliverables as they are received and will work with all entities involved to develop a standard way to document ticket recipients.

We thank the LLA for its efforts to evaluate LOT and make recommendations to further strengthen the efforts of LOT to promote tourism in Louisiana. If we can be of further assistance, please contact Jeff Harlan at (225) 342-8100 or by email at JHarlan@crt.la.gov.

Sincerely,

A handwritten signature in black ink, appearing to read 'Doug Bourgeois', with a long horizontal line extending to the right.

Doug Bourgeois

cc: Nancy Watkins, DCRT Undersecretary
Jeff Harlan, Deputy Assistant Secretary

APPENDIX B: SCOPE AND METHODOLOGY

This report provides the results of our performance audit of the Louisiana Office of Tourism (LOT). We conducted this performance audit under the provisions of Title 24 of the Louisiana Revised Statutes of 1950, as amended. This audit covered fiscal years 2016 through 2021, as well as some fiscal year 2022 information. Our audit objective was:

To evaluate LOT's management of tourism dollars.

We conducted this performance audit in accordance with generally accepted *Government Auditing Standards* issued by the Comptroller General of the United States. Those standards require that we plan and perform the audit to obtain sufficient, appropriate evidence to provide reasonable basis for our findings and conclusions based on our audit objective. We believe the evidence obtained provides a reasonable basis for our findings and conclusions based on our audit objective.

We obtained an understanding of internal control that is significant to the audit objective and assessed the design and implementation of such internal control to the extent necessary to address our audit objective. We also obtained an understanding of legal provisions that are significant within the context of the audit objective, and we assessed the risk that illegal acts, including fraud, and violations of applicable contract, grant agreement, or other legal provisions could occur. Based on that risk assessment, we designed and performed procedures to provide reasonable assurance of detecting instances of noncompliance significant to those provisions.

To answer our objective, we performed the following audit steps:

- Reviewed Louisiana state laws regarding tourism activities.
- Interviewed LOT management and staff to understand its tourism-related processes.
- Obtained advertising contracts and amendments for those active during fiscal years 2016 through 2022.
- Obtained and reviewed LOT policies and procedures, marketing plans, statewide tourism reports, advertising campaign reports, and other relevant tourism documents.
- Obtained a listing of all Cooperative Marketing Grants, Competitive Grant Program awards, and sponsorships for fiscal years 2016 through 2021.

- Conducted a file review of a targeted selection of grants and sponsorships to determine whether they met eligibility criteria and deliverables. Our selection included 90 (17.0%) out of a total of 530 total awards. We selected five Cooperative Marketing Grants, Competitive Grant Program awards, and sponsorships from each fiscal year, including awards of various sizes.
- Obtained and analyzed tourism expenditures for fiscal years 2016 through 2021.
- Conducted best practices research on state tourism grants and advertising contracts.
- Contacted other states to gather information on their tourism practices. We received responses from South Carolina, Arkansas, Missouri, and Texas.
- Provided LOT our results to review for accuracy and reasonableness.

APPENDIX C: SUNSHINE PLAN GRANTS, FISCAL YEAR 2021

Convention and Visitors Bureau	Parish	COVID Marketing Grant	COVID Holiday Grant	COVID Phase 1	COVID Phase 2	Total
New Orleans & Company	Orleans	\$2,999	\$10,000	\$32,000	\$2,000,000	\$2,044,999
Shreveport-Bossier Convention & Tourist Bureau	Caddo/Bossier	\$3,000	\$3,000	\$22,500	\$125,000	\$153,500
Lake Charles/Southwest Louisiana Convention and Visitors Bureau	Calcasieu	\$3,000	\$3,000	\$22,500	\$125,000	\$153,500
Jefferson Convention & Visitors Bureau	Jefferson	\$3,000	\$3,000	\$22,500	\$125,000	\$153,500
Lafayette Convention & Visitors Commission	Lafayette	\$3,000	\$3,000	\$22,500	\$125,000	\$153,500
Visit Baton Rouge	East Baton Rouge	\$3,000		\$22,500	\$125,000	\$150,500
Discover Monroe-West Monroe (Monroe-West Monroe CVB)	Ouachita	\$2,950	\$3,000	\$22,500	\$75,000	\$103,450
Houma Area Convention & Visitor's Bureau	Terrebonne	\$3,000	\$3,000	\$17,500	\$75,000	\$98,500
Cajun Coast Visitors & Convention Bureau	St. Mary	\$2,957	\$3,000	\$17,500	\$75,000	\$98,457
St. Tammany Tourist Commission/Louisiana's Northshore	St. Tammany	\$2,700	\$3,000	\$17,500	\$75,000	\$98,200
Louisiana State Parks	Statewide	\$90,000				\$90,000

Convention and Visitors Bureau	Parish	COVID Marketing Grant	COVID Holiday Grant	COVID Phase 1	COVID Phase 2	Total
Tangipahoa Parish Convention & Visitors Bureau	Tangipahoa	\$3,000	\$3,000	\$17,500	\$60,000	\$83,500
West Baton Rouge Convention & Visitors Bureau	West Baton Rouge	\$3,000	\$3,000	\$17,500	\$60,000	\$83,500
Louisiana's River Parishes	River Parishes	\$3,000	\$3,000	\$9,500	\$60,000	\$75,500
Tour Ascension	Ascension	\$3,000	\$3,000	\$9,500	\$60,000	\$75,500
DeSoto Parish Tourist Bureau	DeSoto	\$3,000	\$3,000	\$9,500	\$60,000	\$75,500
Louisiana's Cajun Bayou Tourism	Lafourche	\$3,000	\$3,000	\$9,500	\$60,000	\$75,500
Ruston Lincoln Convention & Visitors Bureau	Lincoln	\$3,000	\$3,000	\$9,500	\$60,000	\$75,500
Livingston Parish Convention and Visitor's Bureau	Livingston	\$3,000	\$3,000	\$9,500	\$60,000	\$75,500
Alexandria Pineville Area Convention & Visitors Bureau	Rapides	\$3,000	\$3,000	\$9,500	\$60,000	\$75,500
Natchitoches Convention & Visitors Bureau	Natchitoches	\$2,950	\$3,000	\$9,500	\$60,000	\$75,450
St. Landry Parish Tourist Commission	St. Landry	\$3,000	\$3,000	\$9,500	\$35,000	\$50,500
Louisiana Restaurant Association	Statewide	\$50,000				\$50,000
Jefferson Davis Parish Tourist Commission	Jefferson Davis	\$2,400	\$3,000	\$9,500	\$35,000	\$49,900
Allen Parish Tourist Commission	Allen	\$3,000	\$3,000	\$7,000	\$35,000	\$48,000
Iberia Parish Convention & Visitors Bureau	Iberia	\$3,000	\$3,000	\$7,000	\$35,000	\$48,000

Convention and Visitors Bureau	Parish	COVID Marketing Grant	COVID Holiday Grant	COVID Phase 1	COVID Phase 2	Total
Sabine Parish Tourist and Recreation Commission	Sabine	\$3,000	\$3,000	\$7,000	\$35,000	\$48,000
Vernon Parish Tourism and Recreation Commission	Vernon	\$3,000	\$3,000	\$7,000	\$35,000	\$48,000
Webster Parish Convention & Visitors Commission	Webster	\$3,000	\$3,000	\$7,000	\$35,000	\$48,000
St. Martin Parish Tourist Commission	St. Martin	\$2,755	\$3,000	\$7,000	\$35,000	\$47,755
Louisiana Seafood Promotion Board	Statewide	\$25,000				\$25,000
Avoyelles Commission of Tourism	Avoyelles	\$3,000	\$3,000	\$5,000	\$12,000	\$23,000
Evangeline Parish Tourist Commission	Evangeline	\$3,000	\$3,000	\$5,000	\$12,000	\$23,000
City of Gretna	Jefferson	\$3,000	\$3,000	\$5,000	\$12,000	\$23,000
Visit Kenner	Jefferson	\$3,000	\$3,000	\$5,000	\$12,000	\$23,000
Pointe Coupee Office of Tourism	Point Coupee	\$3,000	\$3,000	\$5,000	\$12,000	\$23,000
Vermilion Parish Tourist Commission	Vermilion	\$3,000	\$3,000	\$5,000	\$12,000	\$23,000
West Feliciana Parish Tourist Commission	West Feliciana	\$3,000	\$3,000	\$5,000	\$12,000	\$23,000
St. Bernard Parish Government Office of Tourism/St. Bernard Tourist Commission	St. Bernard	\$2,070	\$3,000	\$5,000	\$12,000	\$22,070
Acadia Parish Tourist Commission	Acadia Parish		\$3,000	\$5,000	\$12,000	\$20,000

Convention and Visitors Bureau	Parish	COVID Marketing Grant	COVID Holiday Grant	COVID Phase 1	COVID Phase 2	Total
Beauregard Tourist Commission	Beauregard		\$3,000	\$5,000	\$12,000	\$20,000
Grand Isle Tourism Commission	Jefferson			\$5,000	\$12,000	\$17,000
Brewers Guild	Statewide	\$15,400				\$15,400
Louisiana Main Street Program	Statewide	\$10,000				\$10,000
Bed and Breakfast Association	Statewide	\$6,000				\$6,000
Plantation Parade	River Parishes Ascension	\$5,000				\$5,000
Cameron Parish	Cameron		\$3,000			\$3,000
Concordia Tourism	Concordia		\$3,000			\$3,000
East Feliciana Parish Tourist Commission	East Feliciana		\$3,000			\$3,000
Franklin Parish Tourist Commission	Franklin		\$3,000			\$3,000
Grant Parish Tourist Commission	Grant		\$3,000			\$3,000
Iberville Parish Tourism Department	Iberville		\$3,000			\$3,000
Madison Parish Tourism Commission	Madison		\$3,000			\$3,000
Bastrop-Morehouse Chamber of Commerce	Morehouse	\$3,000				\$3,000
Plaquemines Parish Office of Tourism	Plaquemines		\$3,000			\$3,000
St. Helena Parish Tourist Commission	St. Helena		\$3,000			\$3,000

Convention and Visitors Bureau	Parish	COVID Marketing Grant	COVID Holiday Grant	COVID Phase 1	COVID Phase 2	Total
Union Parish Tourist Commission	Union		\$3,000			\$3,000
Washington Parish Tourism Commission	Washington		\$3,000			\$3,000
Winn Parish Tourist Commission	Winn		\$3,000			\$3,000
Total		\$310,182	\$154,000	\$446,500	\$3,937,000	\$4,847,682
Source: Prepared by legislative auditor's staff using information provided by LOT.						

APPENDIX D: SPONSORSHIPS

Contractor Name	Event Name	FY 16	FY 17	FY 18	FY 19	FY 20	FY 21	Total
Essence Festivals Production	Essence Music Festival	\$948,112	\$500,000	\$500,000	\$250,000	\$349,000		\$2,547,112
Independence Bowl Foundation, Inc.	Independence Bowl	\$300,616	\$175,000	\$175,000	\$200,000	\$200,000		\$1,050,616
New Orleans & Co.	Dick Clark's Rockin' New Year's Eve		\$700,000	\$150,000	\$150,000			\$1,000,000
New Orleans & Co.	British Airways		\$485,000	\$500,000				\$985,000
New Orleans Bowl, Inc.	New Orleans Bowl	\$280,577	\$175,000	\$175,000	\$175,000	\$100,000	\$50,000	\$955,577
Louisiana Special Olympics	Louisiana Special Olympics	\$250,000	\$100,000	\$100,000	\$150,000	\$200,000	\$100,000	\$900,000
Fore! Kids Foundation, Inc.	Zurich Classic of New Orleans	\$314,108	\$175,000	\$175,000	\$175,000			\$839,108
Festival Productions, New Orleans, Inc.	Bayou Country SuperFest	\$100,000	\$100,000	\$200,000	\$350,000			\$750,000
Southern University System Foundation	Bayou Classic	\$250,000	\$100,000	\$100,000	\$100,000	\$100,000		\$650,000
Louisiana Travel Association	Louisiana Culinary Trails			\$75,000	\$40,000	\$37,000		\$152,000

Contractor Name	Event Name	FY 16	FY 17	FY 18	FY 19	FY 20	FY 21	Total
Louisiana Travel Association	Lt. Governor's Summit		\$70,000	\$71,500				\$141,500
NOLA Gold Rugby	Major League Rugby Season				\$70,000		\$70,000	\$140,000
Black Caucus	National Black Caucus of State Legislators Conference		\$125,000					\$125,000
Travel South USA	Domestic Showcase			\$25,000		\$100,000		\$125,000
City of Vidalia	Major League Fishing			\$25,000	\$50,000	\$40,000		\$115,000
Louisiana Association of Convention and Visitors Bureaus	LACVB (multiple shows)		\$50,000	\$55,000				\$105,000
Atlanta Food & Wine Festival	Atlanta Food & Wine Festival	\$40,000	\$50,000					\$90,000
Louisiana Rodeo Cowboy Association	Louisiana Rodeo Cowboy Association Championship Rodeo					\$50,000	\$35,000	\$85,000
Louisiana Senior Olympics	Louisiana Senior Olympics	\$33,750	\$25,000	\$25,000				\$83,750
Squire Creek Country Club	United States Golf Association Women's Mid Amateur	\$75,000						\$75,000

Contractor Name	Event Name	FY 16	FY 17	FY 18	FY 19	FY 20	FY 21	Total
Congres Mondial Acadien	2019 Congres Mondial Acadien					\$65,000		\$65,000
Shreveport-Bossier Convention and Tourist Bureau	Red River Balloon Rally		\$25,000		\$10,000	\$14,000	\$15,000	\$64,000
Shreveport-Bossier Convention and Tourist Bureau	Miss USA / Miss Teen USA			\$60,000				\$60,000
Travel South USA	Domestic / International Showcases				\$60,000			\$60,000
Lafayette Parish Convention and Visitors Bureaus	Grand Reveil Acadien	\$50,000						\$50,000
Louisiana Public Broadcasting	Attakapas, The Cajun Story		\$50,000					\$50,000
New Orleans & Co.	Meiers Weltreisen Go West Fam	\$50,000						\$50,000
Ouachita African American Historical Society	Northeast Louisiana Delta African American Heritage Museum				\$50,000			\$50,000
Sabine Parish Tourist Commission	Bassmaster Elite		\$50,000					\$50,000

Contractor Name	Event Name	FY 16	FY 17	FY 18	FY 19	FY 20	FY 21	Total
Shreveport-Bossier Convention and Tourist Bureau	Bayou Classic						\$50,000	\$50,000
NOLA Motorsports Park	NOLA Motorsports	\$46,193						\$46,193
Sabine Parish Tourist Commission	Bassmaster Open Tournaments			\$12,500	\$15,000	\$17,500		\$45,000
Nom De Guerre Films LLC	A Tuba to Cuba Cultural Experience				\$40,000			\$40,000
Sabine Parish Tourist Commission	Bass Pro Elite	\$40,000						\$40,000
Visit Baton Rouge	USBA Bowling Conference		\$40,000					\$40,000
MVA Presents, LLC	Michael Arnone Crawfish Festival			\$12,500	\$25,000			\$37,500
Bunk Johnson Jazz Festival	Bunk Johnson Jazz Festival		\$35,069					\$35,069
American Routes	American Routes	\$35,000						\$35,000
DBH Fishing LLC	DBH Partnership Program				\$30,000	\$5,000		\$35,000
Travel South USA	Domestic & International Showcase	\$35,000						\$35,000
Union Parish Tourist Commission	Crappie Master's National Championship						\$30,000	\$30,000

Contractor Name	Event Name	FY 16	FY 17	FY 18	FY 19	FY 20	FY 21	Total
Visit Baton Rouge	Marucci World Series			\$7,500	\$10,000	\$10,000		\$27,500
Festivals For Good	Fried Chicken Festival					\$25,000		\$25,000
Film Prize Foundation, Inc.	LA Film Prize				\$10,000	\$15,000		\$25,000
Hogs for the Cause, Inc.	Hogs for the Cause						\$25,000	\$25,000
Lafayette Parish CVC	Midwest Travel Writers Association			\$25,000				\$25,000
Lake Charles/South west Louisiana Convention and Visitors Bureau	Society of American Travel Writers (SATW) Freelance Writers	\$25,000						\$25,000
Miss USA	Miss USA	\$25,000						\$25,000
Shreveport-Bossier Convention and Tourist Bureau	Team USA Women's Volleyball Olympic Qualifier					\$25,000		\$25,000
Tall Ships America	Tall Ships			\$25,000				\$25,000
Visit Baton Rouge	Southeast Tourism Society	\$25,000						\$25,000
Bon Temps Social Club of San Diego	Gator by the Bay			\$10,000	\$10,000			\$20,000
LA Open, Inc.	Chitimacha LA Open			\$10,000	\$10,000			\$20,000

Contractor Name	Event Name	FY 16	FY 17	FY 18	FY 19	FY 20	FY 21	Total
Louisiana Association of Convention and Visitors Bureaus	National Association of Sports Commissions Symposium				\$20,000			\$20,000
New Orleans Film Festival	New Orleans Film Festival	\$10,000	\$10,000					\$20,000
Ruston-Lincoln Convention and Visitors Bureau	American Crappie Trail				\$10,000	\$10,000		\$20,000
Sports BR	Night of Champions					\$20,000		\$20,000
Visit Baton Rouge	US Youth Soccer Region III Championships				\$20,000			\$20,000
West Feliciana Parish Tourist Commission	American Junior Golf Association Qualifying Series						\$20,000	\$20,000
Sabine Parish Tourist Commission	Kayak Bassin'				\$17,800			\$17,800
Livingston Parish Convention and Visitors Bureau	Laine Hardy's Hometown Visit for American Idol				\$16,525			\$16,525
Grammy Museum MS	A Night on the River				\$15,000			\$15,000
Sabine Parish Tourist Commission	Kayak Bass Fishing Tournament				\$15,000			\$15,000

Contractor Name	Event Name	FY 16	FY 17	FY 18	FY 19	FY 20	FY 21	Total
Shreveport-Bossier Convention and Tourist Bureau	2021 Team USA National Boxing Championship						\$15,000	\$15,000
Shreveport-Bossier Convention and Tourist Bureau	Showtime Boxing Event				\$15,000			\$15,000
Travel South USA	International Showcase					\$15,000		\$15,000
Louisiana Association of Convention and Visitors Bureaus	United States Specialty Sports Association National Convention				\$7,000	\$7,000		\$14,000
Sabine Parish Tourist Commission	Bassmaster Nations Tournament						\$12,500	\$12,500
Festival Acadiens et Creoles, Inc.	Festival Acadiens et Creoles					\$10,000		\$10,000
French Quarter Festival	Satchmo Festival	\$10,000						\$10,000
Home & Garden Show of Greater NOLA	Bayou Road Balloon Festival					\$10,000		\$10,000
Tourism Cares Inc.	Tourism Cares New Orleans				\$10,000			\$10,000

Contractor Name	Event Name	FY 16	FY 17	FY 18	FY 19	FY 20	FY 21	Total
Baton Rouge Wheelchair Tennis Association	Cajun Classic				\$7,500			\$7,500
Louisiana Quarter Horse Association	Crawfish Classic				\$7,500			\$7,500
Sabine Parish Tourist Commission	No Man's Land					\$5,701		\$5,701
Country Roads Magazine	Supper Club			\$5,250				\$5,250
City of Gretna	BMX Gold Cup Race				\$5,000			\$5,000
Gueydan Duck Festival Association	Gueydan Duck Festival					\$5,000		\$5,000
Lafayette Parish Convention and Visitors Commission	Chef Mould for Canada Mission			\$5,000				\$5,000
Lafayette Parish Convention and Visitors Commission	Only in Cajun Country Grammy Event		\$2,500	\$2,500				\$5,000
New Orleans City Park Improvement Association	Floats in the Oaks						\$5,000	\$5,000
WWOZ Tricentennial	WWOZ Tricentennial			\$5,000				\$5,000

Contractor Name	Event Name	FY 16	FY 17	FY 18	FY 19	FY 20	FY 21	Total
LA Northshore	Spotlight on the Southeast	\$3,500						\$3,500
IRF, Inc.	International Rice Festival					\$3,000		\$3,000
New Orleans Fashion Week	Orléans X Orleans					\$3,000		\$3,000
Houma Area Convention and Visitors Bureau	Travel Alliance Partners Meeting	\$2,500						\$2,500
LA Northshore	Decaman USA				\$2,500			\$2,500
Louisiana Chapter FBINAA	2019 FBI National Academy Associates Conference					\$2,500		\$2,500
Southern Development Foundation	Southwest Zydeco Festival			\$2,500				\$2,500
Tanya S Carpenter	National Barrel Horse Association LA State Championship				\$2,500			\$2,500
Travel South USA	Chef Ryan Andre		\$2,500					\$2,500
Hometown Productions		\$1,500	\$750					\$2,250
Lafayette Parish Convention and Visitors Commission	Cajun et Zydeco Festival - TOPE-la			\$1,500				\$1,500

Contractor Name	Event Name	FY 16	FY 17	FY 18	FY 19	FY 20	FY 21	Total
Tanya S Carpenter	Final Friday Series				\$1,500			\$1,500
Gold Wing Road Riders Assoc. Louisiana District	2019 Mardi Gras Madness Rally and 3-Day Cajun Guided Tour				\$1,000			\$1,000
Sac-a-Lait	Atlanta Food & Wine Festival		\$750					\$750
Royal Street Art District	Dirty Linen Night				\$500			\$500
Bayou Civic Club	Swamp Stomp						In-kind	In-kind
Dugdemonia Summer Fest	Dugdemonia Summer Fest						In-kind	In-kind
Emeril Lagasse Foundation	Line, Vine, and Dine						In-kind	In-kind
Louisiana Crawfish Festival	Louisiana Crawfish Festival						In-kind	In-kind
Merryville Historic Museum	Pioneer Heritage Festival						In-kind	In-kind
Natchitoches Jazz/R&B Festival	Natchitoches Jazz/R&B Festival						In-kind	In-kind
Visit Baton Rouge	Highway 61 Challenge						In-kind	In-kind
Total		\$2,950,856	\$3,046,569	\$2,535,750	\$2,154,325	\$1,443,701	\$427,500	\$12,558,701
Source: Prepared by legislative auditor's staff using information provided by LOT.								

APPENDIX E: GRANT AWARDS

Cooperative Marketing Program Grants (CMP)

Parish Convention and Visitors Bureau	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Total
Acadia						\$13,531	\$13,531
Allen				\$9,045	\$14,137	\$4,174	\$27,356
Ascension			\$7,779	\$19,750	\$19,696	\$19,965	\$67,190
Avoyelles	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000	\$120,000
Beauregard				\$9,253	\$1,166		\$10,419
Caddo, Bossier	\$20,000	\$20,000	\$9,903	\$20,000	\$16,563	\$17,085	\$103,551
Calcasieu	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000	\$19,873	\$119,873
DeSoto				\$10,151	\$20,000	\$13,793	\$43,944
East Baton Rouge	\$15,279	\$19,203	\$19,924	\$20,000	\$20,000	\$20,000	\$114,406
Iberia	\$20,000	\$19,760	\$20,000	\$20,000	\$18,806	\$20,000	\$118,566
Iberville	\$20,000			\$19,671	\$19,730		\$59,401
Jefferson			\$18,975	\$11,750	\$17,276	\$19,025	\$67,026
Jefferson Davis	\$9,872		\$2,293	\$2,668		\$2,025	\$16,857
Lafayette	\$19,049	\$20,000	\$20,000	\$18,659	\$16,005	\$20,000	\$113,713
Lafourche	\$20,000	\$20,000	\$19,765	\$14,722	\$19,055	\$19,851	\$113,393
Lincoln	\$11,663	\$8,325	\$16,249	\$18,253	\$12,283		\$66,772
Livingston					\$8,295		\$8,295
Madison	\$2,407	\$2,084	\$2,338				\$6,830
Natchitoches	\$20,000	\$18,899	\$20,000	\$20,000	\$20,000	\$20,000	\$118,899
Orleans	\$19,586	\$17,867	\$19,470	\$20,000	\$16,135	\$15,544	\$108,602
Ouachita	\$18,666	\$11,740	\$12,437	\$11,650	\$19,400	\$20,000	\$93,892
Rapides	\$16,811	\$9,122	\$13,567	\$15,634	\$8,365	\$11,493	\$74,990
River Parishes	\$19,525	\$20,000	\$16,673	\$14,581	\$16,968	\$19,925	\$107,671

Parish Convention and Visitors Bureau	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Total
Ruston						\$16,805	\$16,805
Sabine	\$19,683	\$19,136	\$19,986	\$19,953	\$16,486	\$16,625	\$111,869
St. Bernard	\$18,823	\$19,436	\$20,000	\$20,000	\$20,000	\$17,365	\$115,624
St. Landry	\$19,881	\$19,900	\$20,000	\$19,952	\$19,918	\$19,794	\$119,444
St. Martin		\$20,000	\$19,461	\$17,950	\$18,900	\$0	\$76,311
St. Mary	\$20,000	\$17,368	\$20,000	\$20,000	\$20,000	\$20,000	\$117,368
St. Tammany	\$20,000	\$19,894	\$20,000	\$20,000	\$20,000	\$20,000	\$119,894
Tangipahoa	\$12,000		\$19,065	\$20,000	\$19,185	\$16,018	\$86,268
Terebonne	\$19,101	\$16,332	\$9,818	\$15,919		\$15,337	\$76,506
Union	\$8,148	\$4,261	\$6,803	\$8,024	\$2,479	\$2,663	\$32,378
Vermilion			\$9,703	\$10,666	\$14,543	\$17,421	\$52,334
Vernon	\$5,098	\$6,090	\$11,553	\$7,007	\$7,510	\$8,340	\$45,597
Webster					\$19,175	\$19,968	\$39,143
West Baton Rouge	\$19,900	\$20,000	\$20,000	\$20,000	\$20,000	\$19,851	\$119,751
West Feliciana	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000	\$120,000
Total	\$455,489	\$409,416	\$475,759	\$535,257	\$542,074	\$526,468	\$2,944,463
Source: Prepared by legislative auditor's staff using information provided by LOT.							

Competitive Grant Program (CGP)

Event	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Total
Natchitoches Christmas Season	\$10,000		\$10,000	\$10,000	\$10,000		\$40,000
Louisiana State Games	\$10,000	\$10,000	\$10,000				\$30,000
World Championship Gumbo Cook Off		\$10,000	\$9,882		\$9,985		\$29,867
Bogalusa Blues & Heritage Festival	\$10,000			\$9,690	\$10,000		\$29,690
Christmas on the River Festival		\$1,000	\$10,000	\$7,918		\$10,000	\$28,918
Red River Revel Arts Festival	\$10,000		\$10,000	\$7,483			\$27,483
State Fair of Louisiana			\$6,792	\$10,000	\$10,000		\$26,792
Louisiana Peach Festival	\$10,000		\$10,000			\$4,879	\$24,879
Wooden Boat Festival	\$10,000			\$9,500	\$4,954		\$24,454
Audubon Pilgrimage	\$7,500	\$5,243	\$5,453		\$5,168		\$23,365
Eagle Expo & More	\$4,500		\$4,472	\$7,238	\$6,895		\$23,105
Festival Acadiens et Creoles	\$10,000		\$6,770	\$5,246			\$22,016
Alma Plantation Harvest Festival	\$5,000		\$5,625	\$6,000	\$5,000		\$21,625
LA Shrimp & Petroleum Festival	\$4,500	\$9,915		\$3,875	\$3,188		\$21,477
Experience Louisiana Festival	\$10,000	\$10,000					\$20,000
New Orleans Wine and Food Experience		\$10,000		\$10,000			\$20,000
Books Along the Teche Literary Festival		\$5,000		\$10,000		\$4,250	\$19,250
Festival International de Louisiane			\$9,066	\$8,760			\$17,826
Little Walter Music Festival		\$10,000	\$6,890				\$16,890
Zydeco Marathon		\$10,000		\$6,063			\$16,063
New Orleans Oyster Festival			\$6,143	\$9,750			\$15,893
Cycle Zydeco		\$5,000		\$5,078	\$4,307		\$14,385
Louisiana Seafood Festival	\$10,000		\$1,875				\$11,875

Event	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Total
New Exhibitions at the Alexandria Museum of Art		\$3,373	\$2,850	\$2,257	\$2,871		\$11,351
Tangipahoa Parish Free Fair		\$6,000		\$4,133			\$10,133
Bayou Road Balloon Festival				\$10,000			\$10,000
Jean Lafitte Seafood Festival						\$10,000	\$10,000
Louisiana Pirate Festival		\$10,000					\$10,000
No Man's Land Bicentennial Poker Run				\$10,000			\$10,000
New Orleans Film Festival				\$9,998			\$9,998
Natchitoches-NSU Folk Festival	\$2,500	\$2,010		\$2,310	\$2,560		\$9,380
Antiques & Uniques Festival		\$3,750		\$5,000			\$8,750
Lake Arthur Regatta	\$8,000						\$8,000
CCA Louisiana STAR Tournament			\$7,500				\$7,500
Rainbow City in THE COMMON Park					\$7,500		\$7,500
Rougarou Fest		\$7,000					\$7,000
Bikers on the Bayou					\$6,458		\$6,458
Natchitoches Car Show		\$2,040		\$2,495	\$1,500		\$6,035
First-Time Exhibitions at HUAM					\$3,861	\$2,066	\$5,927
St. John the Baptist Parish Andouille Festival					\$5,594		\$5,594
2020 Humana Rock 'n' Roll New Orleans Marathon and Half Marathon					\$5,000		\$5,000
Bastille Day Festival	\$5,000						\$5,000
Gusher Days Festival	\$5,000						\$5,000
Jazz in the Park	\$5,000						\$5,000
Louisiana Highland Games and Celtic Festival				\$5,000			\$5,000
Vintage Market Days of Southeast Louisiana				\$5,000			\$5,000
WWII Air, Sea & Land Festival			\$5,000				\$5,000

Event	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Total
Treme Fall Festival				\$4,943			\$4,943
Greenwood Pioneer Heritage Festival	\$2,500	\$1,088	\$1,142				\$4,730
MayFest			\$1,250	\$3,148			\$4,398
Louisiana Veterans Festival			\$4,390				\$4,390
Latin Music Festival					\$3,684		\$3,684
Return to the 50's Car Show	\$3,500						\$3,500
Shreveport Southern Soul Labor Day Blues Festival	\$2,500	\$1,000					\$3,500
Freedom Fest					\$3,188		\$3,188
Highland Jazz & Blues Festival		\$1,000	\$2,000				\$3,000
Shrimp Boat Boogie				\$2,843			\$2,843
Best on the Bayou	\$2,500						\$2,500
The BALL - Biking Across La Louisiane						\$2,500	\$2,500
Baton Rouge Blues Festival					\$2,428		\$2,428
Natchez Heritage Festival	\$1,500	\$565					\$2,065
Our Fragile Home	\$2,000						\$2,000
Mudbug Madness						\$1,638	\$1,638
Beauregard Watermelon Festival				\$1,432			\$1,432
Teddy's Bearfest 18				\$1,395			\$1,395
Choctaw-Apache Tribe of Ebarb Veterans Pow Wow & Art Fest		\$1,375					\$1,375
Art for Arts Sake				\$1,260			\$1,260
Cane River Film Festival			\$1,253				\$1,253
Louisiana Food & Music Festival				\$1,175			\$1,175
The Holiday Market		\$1,000					\$1,000
Christmas on Caddo Fireworks Festival		\$500					\$500
River Rat Paddling Challenge		\$500					\$500
Total	\$151,500	\$127,359	\$138,353	\$198,988	\$114,138	\$35,332	\$765,670
Source: Prepared by legislative auditor's staff using information provided by LOT.							

OFFICE OF STATE MUSEUM

DEPARTMENT OF CULTURE, RECREATION,
AND TOURISM

PERFORMANCE AUDIT SERVICES

Issued March 8, 2023

LOUISIANA LEGISLATIVE AUDITOR
1600 NORTH THIRD STREET
POST OFFICE BOX 94397
BATON ROUGE, LOUISIANA 70804-9397

LEGISLATIVE AUDITOR
MICHAEL J. "MIKE" WAGUESPACK, CPA

FIRST ASSISTANT LEGISLATIVE AUDITOR
ERNEST F. SUMMERVILLE, JR., CPA

DIRECTOR OF PERFORMANCE AUDIT SERVICES
KAREN LEBLANC, CIA, CGAP, MSW

PERFORMANCE AUDIT MANAGER
KRISTA BAKER-HERNANDEZ, CIA, CGAP, CRMA, MPP

AUDIT TEAM
KRISTEN JACOBS, CIA, CGAP, MA
LAUREN WHATLEY, CIA, MBA
PHILIP FACH, MPA

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March 8, 2023

The Honorable Patrick Page Cortez,
President of the Senate
The Honorable Clay Schexnayder,
Speaker of the House of Representatives

Dear Senator Cortez and Representative Schexnayder:

The purpose of this performance audit was to evaluate the Office of State Museum's (OSM) management of its museum system.

OSM – also referred to as the Louisiana State Museum (LSM) – is housed within the Department of Culture, Recreation, and Tourism (CRT), which is led by Louisiana's lieutenant governor. This report is the second in a series of reports on CRT.

We conducted this audit because museums are an important part of preserving and sharing Louisiana's history and because museums were among the organizations most severely affected by the COVID-19 pandemic when travel and indoor activities were limited.

We found that OSM has not had a permanent museum director since May 2016, which has resulted in a pattern of inconsistent leadership. According to multiple stakeholders, the museum director's position has little autonomy and is political in nature due, in part, to the governance structure.

We also found that OSM does not have a comprehensive strategic plan or a detailed budget for the museum system or its exhibits.

In addition, reduced staffing levels over several years has led to low employee morale and may affect museum operations. For example, full-time staff decreased 41.7%, from 108 employees in fiscal year 2009 to 63 in fiscal year 2022.

We found as well that OSM could better use data to manage museum operations. Currently, OSM does not have accurate visitation data for each museum because it lacks a standard process for calculating and tracking admissions and event rentals.



OSM also does not have dedicated resources for museum marketing, including a budget, plan, and specialized staff. That limits its ability to promote the museums to the public.

We found, too, that OSM should work to increase its fundraising efforts. From fiscal year 2018 through fiscal year 2021, support organizations provided \$2.6 million per year, on average, to museums, as well as supporting services.

Additionally, we found that OSM should strengthen its internal controls over the grants and contracts that flow through support organizations. For example, between fiscal years 2020 and 2022, the Jazz Museum expended \$1.5 million in grants and private donations from more than 20 different funding streams, but did not have a clear process to track requirements and deliverables.

This report contains our findings, conclusions, and recommendations. I hope it will benefit you in your legislative decision-making process.

We would like to express our appreciation to OSM for its assistance with this report.

Respectfully submitted,



Michael J. "Mike" Waguespack, CPA
Legislative Auditor

MJW/aa

Louisiana Legislative Auditor

Michael J. "Mike" Waguespack, CPA



Office of State Museum
Department of Culture, Recreation, and Tourism

March 2023

Audit Control #40210034

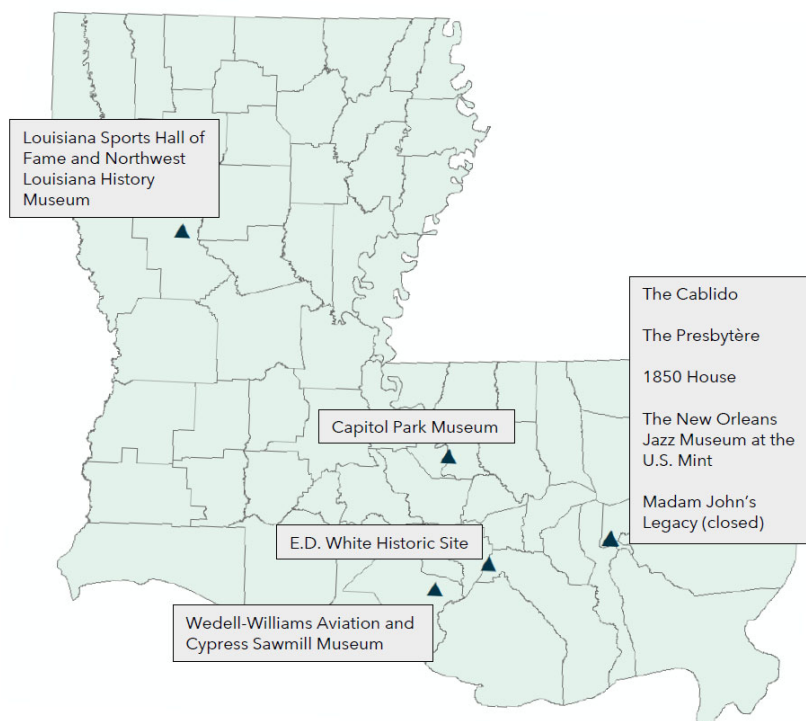
Introduction

We evaluated the Office of State Museum's (OSM), also referred to as the Louisiana State Museum (LSM), management of its museum system. OSM is housed within the Department of Culture, Recreation, and Tourism (CRT), which is led by the Louisiana Lieutenant Governor. We conducted this audit because museums are an important component of preserving and sharing Louisiana's history, and because organizations such as museums were heavily impacted by the COVID-19 pandemic when travel and indoor activities were limited. This report is second in a series of reports on CRT.¹

Overview. OSM oversees nine state museum locations: five in New Orleans, one in Baton Rouge, one in Natchitoches, and two in rural southeast Louisiana.

Exhibit 1 shows a map of the OSM museum locations. OSM has three goals: (1) To collect, preserve, and interpret buildings, artifacts, documents, and other items that reveal the State's history and culture; (2) To educate, enlighten, and provide enjoyment for the people of Louisiana, visitors, and others through the development of exhibits, programs, and presentations of Louisiana's history, culture, and people; and (3) To provide these services with the highest level of professionalism, scholarship, management, and in accordance with the American Alliance of

Exhibit 1 OSM Museums



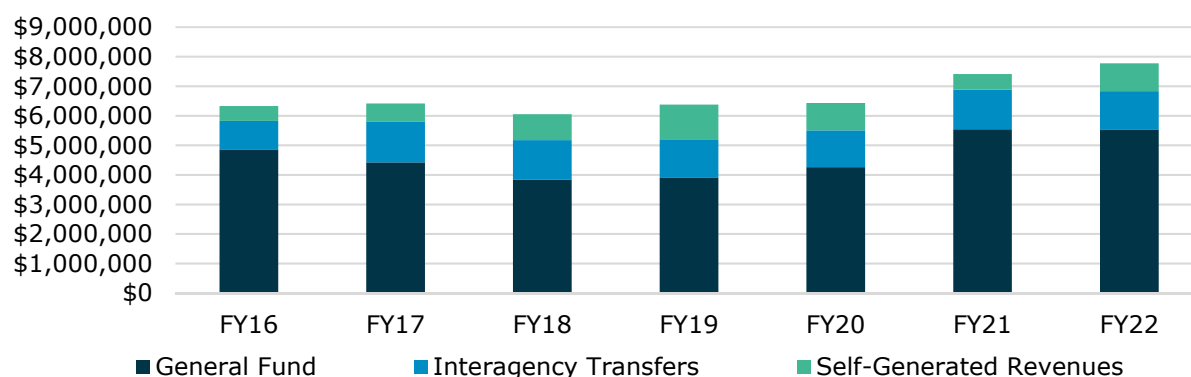
¹ The first performance audit, issued December 7, 2022, was on the [Louisiana Office of Tourism](#).

Museums (AAM). The state museum system is accredited² by AAM until 2025.

OSM museums are also overseen, in part, by the Board of Directors of the Louisiana State Museum (LSM Board), which also serves as the trustees for the William Irby Trust.³

Funding. Between fiscal years 2016 through 2022, OSM's budget was \$6.7 million, on average, per year. OSM is primarily funded through the State General Fund. In fiscal year 2022, 71.2% (\$5.5 million) of OSM's funding came from State General Funds, 16.7% (\$1.3 million) was from interagency transfers,⁴ and 12.1% (\$940,960) was from self-generated revenues. Exhibit 2 shows OSM's revenue sources from fiscal years 2016 through 2022.

Exhibit 2
OSM Revenue Source
Fiscal Years 2016 through 2022



Source: Prepared by legislative auditor's staff using information from LaGov and ISIS/AFS

Impact of COVID-19. Nationwide, the COVID-19 pandemic created serious challenges for museums. As governments issued stay-at-home orders and mask mandates, visitation to indoor organizations, such as museums, significantly decreased. According to a survey conducted by the AAM, museums that have reopened since the pandemic have experienced an average of 62% of their normal, pre-pandemic attendance.⁵

² The Louisiana Sports Hall of Fame opened after the last accreditation date.

³ The William Irby Trust was created by the will of William Ratcliffe Irby, wherein he bequeathed the Lower Pontalba Building in the City of New Orleans to the Louisiana State Museum. Under the terms of the 1926 will, the revenue from this property was to be used "for the upkeep and maintenance of the property and for the general purpose of the Louisiana State Museum."

⁴ Primarily from the Louisiana Office of Tourism, also housed within CRT.

⁵ American Alliance of Museums and Wilkening Consulting, *National Snapshot of COVID-19 Impact on United States Museums*, Fielded December 8, 2021 through January 20, 2022. At the time of the survey, 12% of responding museums were still closed to the public.

To conduct this audit, we conducted interviews of museum staff, current and former museum board members, and support organizations. In addition, we conducted a survey of all museum staff and a survey of current and former LSM Board members. We visited several museums and researched museum best practices and reviewed the AAM accreditation standards. In addition, we reviewed budget documents, visitation records, planning documents, and staffing data.

The objective of this audit was:

To evaluate the Office of State Museum's management of its museum system.

Our results are summarized on the next page and discussed in detail throughout the remainder of the report. Appendix A-1 contains OSM management's response, and Appendix A-2 contains the LSM Board's response. Appendix B includes our scope and methodology, and Appendix C contains an overview of the LSM Board composition.

Objective: To evaluate the Office of State Museum's management of its museum system

Overall, OSM can improve the management of its state museums by building consistent leadership, conducting strategic planning, and proactively budgeting. OSM has been without a full-time permanent director for nearly seven years. The inconsistent leadership since 2016 has had a negative impact on staff morale, funding, exhibits, and exhibit planning, which can ultimately affect visitation levels.

- **OSM has not had a permanent Museum Director since May 2016, resulting in a pattern of inconsistent leadership. According to multiple stakeholders, the Museum Director position holds little autonomy and is political in nature due, in part, to the governance structure. The American Alliance of Museums (AAM) states that effective governance and executive leadership are key components of museum accreditation.** According to OSM staff and current/former LSM Board members, turnover and vacancies in the Museum Director position is one of the major challenges facing the museums.
- **OSM does not have a comprehensive strategic plan or a detailed budget for the museum system or for exhibits.** Effective planning includes budgeting for museum programs and exhibits and communicating those budgets to the appropriate museum staff. However, OSM does not have a comprehensive plan for exhibits, including exhibit start dates and end dates, and it does not have a clear budget for museum programs and exhibits.
- **Low staffing over several years has led to low employee morale and may affect museum operations.** For example, full-time staff decreased 41.7%, from 108 employees in fiscal year 2009 to 63 in fiscal year 2022. According to 65.2% (30 of 46) of staff survey respondents, staffing cuts are a major challenge for the museum system.
- **OSM could better use data to manage museum operations. OSM does not have accurate visitation data for each museum because it lacks a standard process for calculating and tracking museum admissions and event rentals.** As a result, visitation numbers that OSM maintained internally, as well as those provided to the Division of Administration, were inaccurate. Accurately calculating museum visitation and sources of self-generated revenue is important for OSM to make management decisions and determine what museum initiatives are successful.

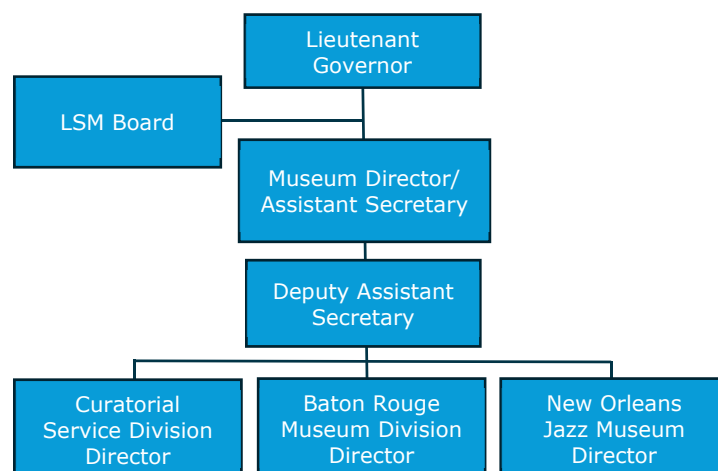
- **OSM does not have dedicated resources for museum marketing, including a budget, plan, and specialized staff, which limits its ability to promote the museums to the public.** OSM does not have a dedicated budget or adequate staff, making it difficult for OSM to create a cohesive plan for marketing and community engagement. Currently, OSM utilizes some marketing resources through the communications staff of CRT and the Lieutenant Governor's office; however, this process functions more as approvals rather than a strategic vision for promoting the museums.
- **OSM should work to increase fundraising efforts. Strengthening relationships with support organizations could help OSM maximize private funding and grants.** From fiscal year 2018 through fiscal year 2021, support organizations provided \$2.6 million, on average, in support per year to museums, as well as providing supporting services.
- **OSM should strengthen its internal controls over grants and contracts that flow through support organizations. For example, between fiscal years 2020 and 2022, the Jazz Museum expended \$1.5 million in grants and private donations from more than 20 different funding streams, but did not have a clear process to track requirements and deliverables.** Developing a systematic mechanism, such as a spreadsheet, to track the agreements, deliverables, and invoices for these agreements could help ensure that contracts are all completed and deliverables are met appropriately.

Our findings and our recommendations are discussed in more detail in the sections below.

OSM has not had a permanent Museum Director since May 2016,⁶ resulting in a pattern of inconsistent leadership. According to multiple stakeholders, the Museum Director position holds little autonomy and is political in nature due, in part, to the governance structure. The American Alliance of Museums (AAM) states that effective governance and executive leadership are key components of museum accreditation.

The Assistant Secretary of OSM also serves as the Museum Director, overseeing all nine museums. The Museum Director role is important because it provides museum-specific leadership and drives the overall direction of the museums. State law⁷ created the LSM Board within CRT, made up of 21 members. In addition to the Lieutenant Governor (or his designee), the LSM Board is made up of at-large individuals and from the various museum support organizations, such as foundations and “friends of” groups, all of which are selected by the Lieutenant Governor. The LSM Board assists OSM in establishing fiscal policies, such as operational budgets, commercial and residential leases in the Pontalba building, and serves as trustees of the William Irby Trust. See Appendix C for the LSM Board composition. Exhibit 3 summarizes the leadership structure of OSM.

**Exhibit 3
CRT/OSM Organizational Chart**



Source: Prepared by legislative auditor’s staff using information provided by OSM.

OSM has not had a permanent Museum Director since May 2016. According to multiple stakeholders, the Museum Director position holds little autonomy and is political in nature due, in part, to the governance structure. The AAM states that effective governance and executive leadership are key components of museum accreditation. State law⁸ specifies that the LSM Board provide three candidates for the Museum Director to the Lieutenant Governor, who has the authority to hire and fire the director. Prior to

⁶ Mark Tullos was confirmed Museum Director in January 2013 and resigned in May 2016.

⁷ Louisiana Revised Statute (R.S.) 25:341

⁸ R.S. 25.343. This statute was amended by Act 908 of the 2008 Regular Legislative Session, which moved the authority to hire the Museum Director from the LSM Board to the Lieutenant Governor, and Act 263 of the 2015 Regular Legislative Session, which required the Lieutenant Governor to appoint the Museum Director from a list of three candidates nominated by the LSM Board.

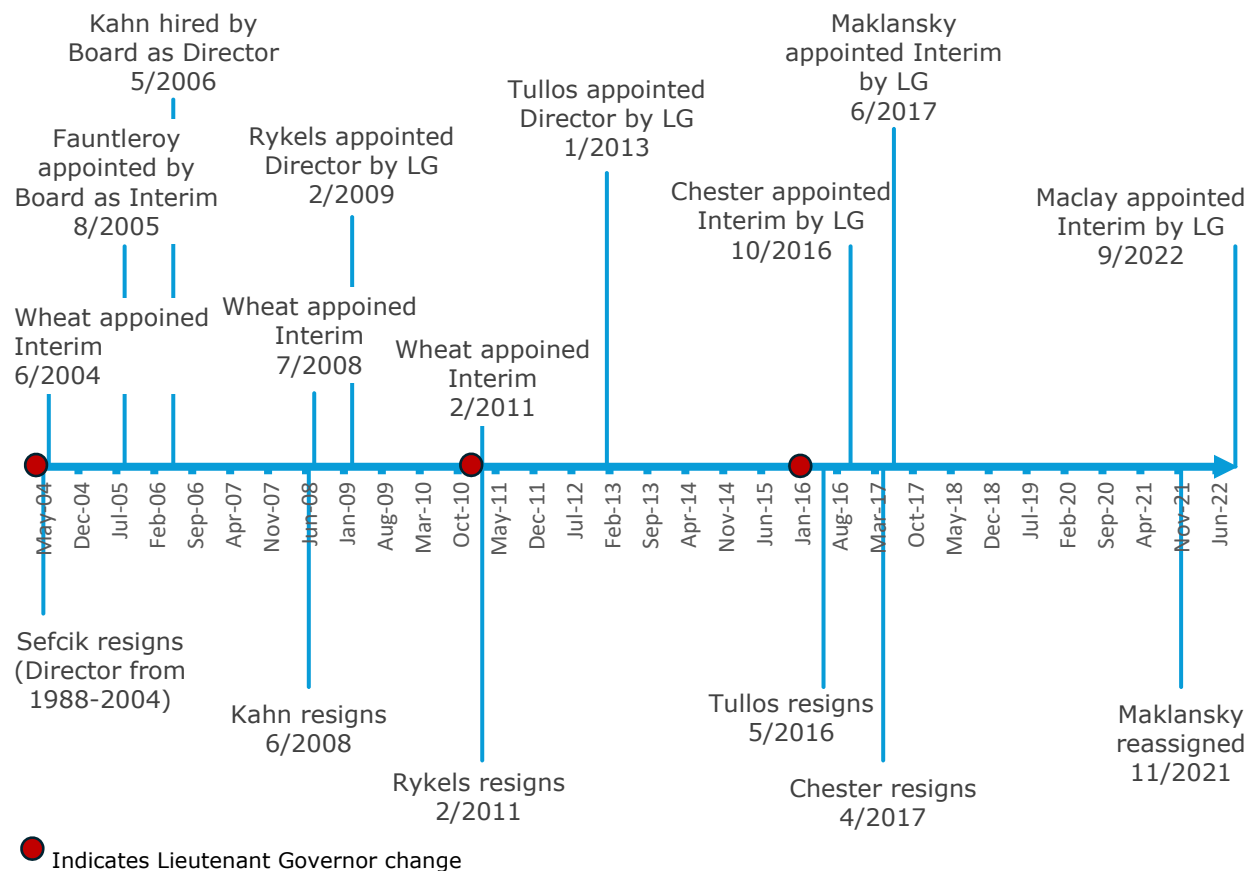
2008, the LSM Board had the authority to hire and fire the director. The director position has seen frequent turnover as lieutenant governors were elected and terms ended. For example, since 2004 there have been 11 Museum Directors, seven of which were interim directors.⁹ The last Museum Director that was officially appointed through the process set in law in January 2013 resigned in May 2016. In a letter from AAM, dated September 2017, the chair of the AAM Accreditation Commission stated that at the next accreditation cycle,¹⁰ the Commission will examine the museums' adherence to the standards for accreditation. The AAM letter goes on to remind OSM that as it seeks a permanent director, to keep in mind the need to establish clear roles and responsibilities for the executive leadership and the governing authorities, and that effective governance and executive leadership are key components of the accreditation standards.

The governance structure of other state museum systems varies; however, we did not identify any with oversight from an elected official. For example, New Mexico has nine divisions, one for its several historical sites and one for each of the eight state museums. Each has its own division director and each director has its own board. Each director reports directly to the cabinet position under the Governor. In Texas, each museum has its own director or site manager, and the two largest museums have their own board; the directors and site managers report to one executive who reports to the Texas Historical Commission. Exhibit 4 shows the timeline of museum directors since 2004.

⁹ Robert Wheat was Interim Director three times.

¹⁰ OSM was reaccredited in 2011, with it expiring in 2025. OSM will start the reaccreditation self-study component in 2024.

Exhibit 4 Museum Director Timeline 2004 through 2022



Source: Prepared by legislative auditor's staff using information from LaGov.

According to OSM staff and current/former LSM Board members, turnover and vacancies in the Museum Director position is one of the major challenges facing the museums. In our surveys of OSM staff and current/former LSM Board members,¹¹ 56.5% (26 of 46) of staff respondents and 88.9% (16 of 18) of LSM Board respondents stated that turnover and vacancies in the Director position is a challenge for the museums. Stakeholders also noted that the perceived politization of the Museum Director position makes it difficult to recruit and retain quality candidates for the position.

"[The Museum Director turnover/vacancies] is probably the greatest challenge that the museum has faced since 2008, when the constant turnover of directors and interim/acting directors began. Priorities shift constantly, and it is not possible for a constantly changing leadership to advocate effectively for the museum."

Source: OSM staff survey response

¹¹ We conducted a survey in September 2022 of all OSM staff and a survey in September/October 2022 of former/current LSM Board members to obtain their feedback on museum operations.

In June 2019, OSM engaged an outside consultant, Lord Cultural Resources, to review the governance structure of the museum system.¹²

According to the study, the current governance structure creates political interference and tension, makes fundraising a challenge, and could risk OSM losing accreditation. In addition, according to multiple stakeholders, there is long-standing tension between the LSM Board and OSM, as well as internal tension within the LSM Board. According to the Lord study, most successful state museum systems utilize a mixed governance system that places management for operations under the leadership of a not-for-profit organization that also raises funds while maintaining state ownership, control and funding of the buildings, grounds, and collections. The study recommended creating three independent non-profit organizations and three regional boards, one for New Orleans, one for Baton Rouge, and one for the remaining regional museums. The non-profits would manage and raise operating funds for the museums in its region, and the state would continue to own and be directly responsible for the buildings, grounds, and collections. Each region would appoint its own Executive Director.¹³

Stakeholders are divided in opinion regarding the Lord study's recommendation to split the LSM Board into three regional boards. Numerous stakeholders were concerned that it would create more confusion and potential for political interference, while others welcomed the recommendation. According to LSM Board members, they paused the permanent director search once engaging with Lord for the governance study, as well as due to the COVID-19 pandemic. OSM and the LSM Board stated they are moving forward with implementing Lord study recommendations.

Recommendation 1: The LSM Board should prioritize selecting three candidates for the Lieutenant Governor to consider for the permanent Museum Director position.

Recommendation 2: OSM, in conjunction with the LSM Board, should prioritize hiring a permanent Museum Director.

Recommendation 3: OSM and the LSM Board should determine what governance structure would be the most effective for the success of the museum system.

Recommendation 4: OSM and the LSM Board should work to improve the functionality of their relationship in order to better manage the museum system.

Summary of LSM Board's Response: The LSM Board agrees with these recommendations and stated that it established a Governance Committee to review the Lord study to make recommendations for potential changes to the

¹² CRT paid \$151,480 to Lord Cultural Resources to conduct the study.

¹³ The Lord study also recommended that the OSM museum system absorb the Secretary of State's museum system, which includes the Old Governor's Mansion, the Old State Capitol, and other museums.

governance structure, and it is closely working with OSM to draft proposed legislation. In addition, it has made the hiring of a permanent director a priority by assigning a Museum Director's Search Committee to execute the search and recommend three names to the Lieutenant Governor. See Appendix A.2 for the LSM Board's full response.

Summary of Management's Response: OSM agrees with these recommendations and stated that it is working with the LSM Board to implement a plan based on recommendations from the Lord study, including potential changes to the governance structure. In addition, it is working on possible options to implement legislation based on recommendations from the Lord study. See Appendix A.1 for management's full response.

OSM does not have a comprehensive strategic plan or a detailed budget for the museum system or for exhibits.

The AAM Core Standards for Museums, part of the museum accreditation standards, states that (1) museums should have a clear understanding of its mission and communicate why it exists and who benefits from the results of its efforts; (2) all aspects of the museum's operations are integrated and focused on meeting its mission; (3) the museum's governing authority and staff think and act strategically to acquire, develop, and allocate resources to advance the mission; (4) the museum engages in ongoing and reflective institutional planning that includes involvement of its audiences and community; and (5) the museum establishes measures of success and uses them to evaluate and adjust its activities.

OSM does not have a comprehensive strategic plan for the museum system or for exhibits. While OSM has a five-year strategic plan that includes its mission, overall goals, and performance indicators, it does not include details on how it will meet these goals and who is responsible for them. For example, one objective of the strategic plan is to increase the number of attendees at museum functions, exhibitions, and educational programs by 25% by the year 2025. It then includes various strategies for that objective, such as "continue the practices of utilizing contract curators to create exhibitions; bring in travelling exhibitions; increase rotation of collection items from storage into temporary exhibitions." However, the plan does not indicate who is responsible for this strategy, nor details how it will accomplish this strategy. In addition, OSM staff were not always aware that OSM has a five-year plan or used an existing plan.

OSM does not have a comprehensive plan for exhibits, including exhibit start dates and end dates. According to CRT, a previous Curatorial Director began the process of creating a five-year exhibition plan that included upcoming exhibits for all museums; however, this plan was never completed as the Curatorial Director left employment before it was complete. Stakeholders and OSM staff stated that many exhibits need updating, museums need more interactive exhibits, and there needs to be more rotation in exhibits. An exhibit plan that coordinates all museums in the system could help OSM better manage its collection, plan for future exhibits and updates, and clearly communicate the plan to museum staff. A comprehensive exhibit plan could help OSM have a more unified approach and increase collaboration among the museums.

"We have talented professionals, but suffer from planning and capacity issues. Permanent exhibits have not had updates in over 15 years in some cases. We do not have enough staff to complete exhibit updates and changes in a timely manner, and lack of investment in exhibits, and lack of use of our collection, impacts other programming."

Source: OSM staff survey response

OSM staff indicated that the museums do not have clear direction. In our survey of OSM staff, 43.5% (20 of 46) of respondents disagreed that the museum leadership has a long-term vision for exhibits, and 47.8% (22 of 46) of staff survey respondents disagreed that the museum leadership has a clear plan for exhibits. In addition, 72.2% (13 of 18) of current/former LSM Board members disagreed that museum leadership has a long-term vision for exhibits while 66.7% (12 of 18) disagreed that museum leadership has a clear plan for exhibits.

OSM does not have a detailed budget for museum programs and exhibits. OSM has an overall budget for broad categories, such as salaries, benefits, operating services, supplies, and other services. However, these budgets do not include specifics regarding how the funds will be spent or for what museum. Proactive budgeting could help OSM use its limited funding more strategically. Exhibit 5 shows OSM's fiscal year 2022 budget.

Exhibit 5 OSM Budget Fiscal Year 2022		
Fund	Category	Budget
General Fund	Salaries	\$2,899,938
	Other Compensation	\$0
	Related Benefits	\$1,619,605
	Operating Services	\$0
	Supplies	\$0
	Other Charges	\$308,842
	Interagency Transfer Expense	\$359,781
	Total	\$5,188,166

Self-Generated Funds	Travel	\$5,000
	Operating Services	\$668,907
	Supplies	\$148,961
	Other Charges	\$2,000
	Interagency Transfer Expense	\$371,175
	Total	\$1,196,043
Interagency Transfers (such as from Louisiana Office of Tourism)	Salaries	\$353,088
	Other Compensation	\$4,066
	Related Benefits	\$283,275
	Operating Services	\$350,000
	Other Charges	\$27,322
	Interagency Transfer Expense	\$422,723
	Total	\$1,440,474
Source: Prepared by legislative auditor's staff using information provided by OSM.		

Effective planning includes budgeting for individual museums, programs, and exhibits and then communicating those budgets to the appropriate museum staff. In our survey of OSM staff, 47.8% (22 of 46) of staff disagreed that their department has a clear budget for the fiscal year, while only 15.2% (7) agreed. Museum support organizations often provide funding to support museum exhibits; therefore, strategic budgeting with these groups could further help OSM plan and budget for exhibits accordingly.

Recommendation 5: OSM should develop a comprehensive exhibit plan that includes when exhibits will begin and end.

Recommendation 6: OSM should develop more specific budgets for each museum, including programs and exhibits.

Summary of Management's Response: OSM agrees with these recommendations and stated that it will develop a proposed annual budget for the fiscal year 2025 state budget that pursues the revenue needed to better fund each museum, including programs and exhibits. It will also work to create a three-year exhibition plan, complete with beginning and ending dates. See Appendix A.1 for management's full response.

Low staffing over several years has led to low employee morale and may affect museum operations.

Staffing is integral to the success of museums. According to the AAM, staff structures and processes should effectively advance the mission of the museums, and staff should have a clear and shared understanding of their roles and responsibilities. However, several staff stated that their budgets are unknown, the

museum does not have a strategic plan, the museums are understaffed, and staff morale is low. As a result, the staff structure may not be effectively advancing the mission of the museums. According to CRT management, it has requested increases in funding and the number of positions in the past, but the legislature has not approved those increases.

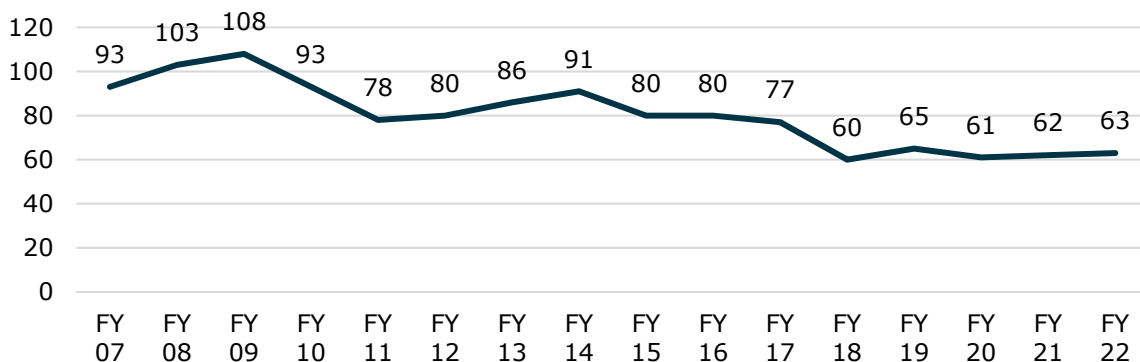
Low staffing is a challenge for museums.

Since fiscal year 2009, full-time museum staff has decreased 41.7%, from 108 employees in fiscal year 2009 to 63 in fiscal year 2022. According to 65.2% (30 of 46) of staff survey respondents, staffing cuts are a major challenge for the museum system. Survey comments also allude to the years of budget cuts at OSM. One respondent noted, "The lack of long-range planning has resulted in huge gaps in our coverage of certain historical topics. And years of budget/staff cuts have taken a huge toll on the institution, collection, and staff." Exhibit 6 shows the decrease in full-time OSM employees from fiscal years 2007 through 2022.

"We already have an extremely small staff and cannot afford to lose anyone, especially because it takes so long to fill positions (if it happens at all)."

Source: OSM staff survey

**Exhibit 6
Number of Full Time OSM Staff
Fiscal Years 2007 through 2022**



Source: Prepared by legislative auditor's staff using information from ISIS/HR.

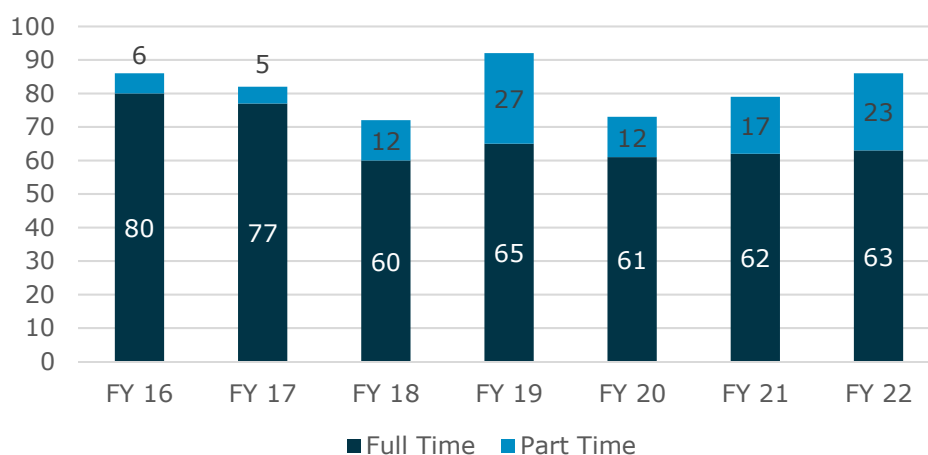
In addition to low staffing levels, key positions have seen cuts, turnover, or vacancies. For example, the Director of Curatorial Services was filled in August 2022, after being vacant for seven months. Prior to that the position was vacant for three and a half years, from August 2016 to December 2020. Curator positions have decreased 43.8% since fiscal year 2007, from 16 positions to nine in fiscal year 2021. Since fiscal year 2016, OSM has had an average of eight curatorial positions filled.

The Lord governance study also found that OSM is "woefully underfunded and understaffed." The report recommended increasing staffing to 208 full-time employees, which is an increase of nearly 145 full-time employees from current

staffing levels. In comparison to OSM, other museums in the New Orleans area have higher staffing levels for one museum than OSM has for all nine in its system. For example, the National World War II Museum, which is a non-profit organization and governed by a board of trustees, has approximately 200 employees for its single museum. The New Orleans Museum of Art, which is a non-profit organization, affiliated with the City of New Orleans and governed by an unattached board of trustees, employs approximately 85 employees for its museum.

Due to staffing limitations, OSM has relied more heavily on part-time positions, as well as guest curators and other contracted employees. Between fiscal years 2016 through 2022, part-time positions increased 283.3% from six part-time positions in fiscal year 2016 to 23 in fiscal year 2022. Most of the part-time employees are retired and rehired staff. In addition, OSM has utilized guest curators to work on various exhibits. From fiscal years 2016 through 2021, OSM has engaged eight guest curators. The Jazz Museum has also funded some positions through grants or private funds. OSM should work to identify additional grants that could help increase OSM revenues that may potentially be used to increase staffing. Exhibit 7 shows the number of full-time and part-time employees in the museum system since fiscal year 2016.

Exhibit 7
Museum Staffing Full vs Part Time
Fiscal Years 2016 through 2022



Source: Prepared by legislative auditor's staff using information from ISIS/HR.

Low staffing and funding levels and gaps in planning and leadership has led to low staff morale. While staff are proud of the museum collections and exhibits, staff feel overworked and undervalued. Survey responses indicated that staff shortages have led to current employees being stretched thin with unrealistic workload expectations. In addition, multiple staff indicated the lack of key positions, including a permanent director, has contributed to low employee morale. One staff's response summarized many of the others' reported concerns: "Morale amongst staff is at an all-time low. We are under-compensated and overworked."

There is no clear direction in this institution. When staff tries to move forward, we are often sidelined with unrealistic deadlines and spur of the minute changes. The staff is not valued.”

Recommendation 7: OSM should work to identify and secure grants to help increase OSM revenue, which could lead to more resources being dedicated to staffing.

Recommendation 8: OSM should obtain a better understanding of the needs of its staff to address the low staff morale.

Summary of Management’s Response: OSM agrees with these recommendations and stated that it will develop a staffing plan that identifies areas of need to further the OSM’s mission. This staffing plan will be used to request additional positions through the state budget process to increase staffing numbers. See Appendix A.1 for management’s full response.

OSM could better use data to manage museum operations. OSM does not have accurate visitation data for each museum because it lacks a standard process for calculating and tracking museum admissions and event rentals.

Accurately calculating museum visitation and sources of self-generated revenue is important for OSM to make management decisions and determine what museum initiatives are successful. OSM uses a point-of-sale system for museum admission ticket sales. In addition, some museums also offer rental spaces for events, such as weddings or social events. Event attendance and payments are recorded separately at each museum.

OSM does not have accurate visitation data for each museum because it does not have a standard process for calculating and tracking museum admissions and event rentals. Visitation numbers that OSM maintained internally, as well as those provided to the Division of Administration (DOA) were inaccurate. According to OSM, staff were not using a consistent methodology to count museum visitors, which may have inflated visitation counts. For example, we identified the following issues:

- OSM maintains an internal spreadsheet that tracks monthly museum visitation and revenue from ticket sales and event rentals; however, we performed data reliability testing on the spreadsheet and found that it was not always accurate. To populate the spreadsheet, one OSM employee runs reports in the point-of-sale system and provides them to another OSM employee, who then enters the numbers into the spreadsheet. The point-of-sale system reports are currently only available in PDF format, so staff have to manually calculate ticket sales

and visitation using these reports. Staff from other museums also provide event rental information which is then entered into this spreadsheet. According to OSM, the staff that was responsible for maintaining its spreadsheet is no longer employed at OSM, and current OSM staff do not know what methodology this staff used to calculate monthly numbers. OSM should work with its point-of-sale vendor to develop a report to easily and accurately calculate visitation, such as in a spreadsheet.

- OSM staff, at times, included event visitors in museum attendance when they did not purchase museum tickets. For example, staff may have counted individuals attending a festival towards museum admission in addition to the event attendance, and staff may have double counted individuals visiting through a riverboat cruise.
- OSM reports quarterly visitation statistics for some museums¹⁴ to the DOA, through the Louisiana Performance Accountability System. During our data reliability testing, we were not able to verify the numbers submitted because former OSM staff were responsible for calculating and submitting these statistics and current OSM staff do not know how they were calculated. In addition, the numbers reported to DOA do not show the full picture of museum visitation as it does not include all data on all museums.

Inaccurate visitation data prevents OSM from making data-driven management decisions based on attendance and revenue from ticket sales and event rentals. As a result, OSM may not have a clear picture of actual visitation and self-generated revenue amounts or what affects increases or decreases in these numbers. OSM raised museum ticket prices in fiscal year 2020. For example, the price for a regular adult ticket for the Cabildo increased from \$6 to \$10 and from \$6 to \$7 at the Presbytère and Capitol Park. Analyzing visitation by museum would help OSM determine whether ticket prices affect visitation numbers. Accurately and consistently calculating and analyzing visitation levels by museum could help OSM determine how individual museums are performing and make informed management decisions.

Recommendation 9: OSM should develop formal procedures for calculating museum visitation and self-generated revenue figures to ensure that staff are calculating it consistently and accurately.

Recommendation 10: OSM should work with its point-of-sale vendor to create a report that can easily and accurately capture museum attendance.

Recommendation 11: Once it determines a methodology for calculating visitation and self-generated revenues, OSM should use that information in making management decisions about museum operations.

¹⁴ Including New Orleans museums, Capitol Park, and Wedell-Williams Aviation and Sawmill Museum, but not including the Sports Hall of Fame or E.D. White Historic Site.

Summary of Management's Response: OSM agrees with these recommendations and stated that it has already implemented a process to better track museum visitation at all museum sites. It is also in the process of purchasing a new ticketing system with real-time attendance capabilities. See Appendix A.1 for management's full response.

OSM does not have dedicated resources for museum marketing, including a budget, plan, and specialized staff, which limits its ability to promote the museums to the public.

One of OSM's goals is to educate, enlighten, and provide enjoyment for the people of Louisiana, visitors, and others through the development of exhibits, programs, and presentations of Louisiana's history, culture, and people. In addition, one objective of OSM's strategic plan is to increase visitation by 25% by the year 2025. Effectively marketing the museums and what they have to offer can help OSM educate the public about the museums and encourage visitation.

The lack of dedicated resources for museum marketing, including a budget, plan, and specialized staff, limits the ability for OSM to promote the museums to the public. OSM only has one public information officer position filled. Two public information officer positions are vacant. In addition, OSM's Public Information Director position has not been filled since September 2017, and OSM is not planning on filling the position. While one public information officer remains on staff, she does not work exclusively for the museums as CRT administration relies on this staff to create agency-wide public information documentation. In addition, this employee focuses on graphic design rather than marketing, promotion, and community outreach.

OSM does not have a dedicated marketing budget or adequate marketing staff, which makes it difficult for OSM to create a cohesive plan for marketing and community engagement. Currently, OSM utilizes some marketing resources through the communications staff of CRT and the Lieutenant Governor's office; however, this process functions more as approvals rather than a strategic vision for promoting the museums. In addition, OSM, at times, works with the Office of Tourism's advertising contractor, but it does not appear to be a standard practice. Forty-five percent (21 of 46) of staff survey respondents listed marketing limitations as one of OSM's major challenges, and only 39.1% (18 of 46) of respondents agreed that the public knows about the museum(s) they work in. The Lord study noted a need for more marketing planning and resources, as well as collaboration with the Office of Tourism. In addition, the Lord study and LLA audit staff observed poor signage at museums. For example, the Cabildo, Presbytère, and 1850 House are all located in Jackson Square but there is little signage notifying the public of their existence and encouraging visitors to enter. OSM's lack of marketing resources hinders its ability to strategically self-promote via social media, print, television, and radio, as well as engage with the community.

Recommendation 12: OSM should build its marketing abilities, such as creating a marketing plan, working closer with the Office of Tourism, and filling its public information officer positions.

Summary of Management's Response: OSM agrees with this recommendation and stated that it will consider seeking outside assistance from a consulting firm with marketing and events expertise to assess the current structure and staffing levels and to recommend ways to better maximize marketing opportunities. See Appendix A.1 for management's full response.

OSM should work to increase fundraising efforts. Strengthening relationships with support organizations could help OSM maximize private funding and grants.

Across the museum industry, fundraising and private donations are a crucial element for museum success. According to the AAM, as state museums are often reliant on legislative appropriations and may be subject to funding cuts, diversifying income sources can help minimize the impact of funding cuts. Further, by being strongly connected to the community, reaching out to a broad constituency, attracting new sources of funding, garnering positive publicity and being valued by a large number of people, a museum makes itself less vulnerable to cutbacks.¹⁵ A number of non-profit organizations support OSM museums through activities such as fundraising, operating gift shops, providing volunteers, and receiving grant funds on the behalf of museums. In addition, each of OSM's nine museums have at least one support organization such as a foundation or friends group. While the goal of state museums is not to make a profit, increasing private and grant funds could help shield the museums from legislative budget cuts.

Multiple stakeholders expressed concern that support organizations do not actively fundraise for museum purposes. From fiscal year 2018 through fiscal year 2021, support organizations provided \$2.6 million, on average, in support per year to museums, as well as providing supporting services. The Lord governance study identified low levels of fundraising, and multiple stakeholders expressed concern that the support organizations do not actively fundraise and are not always focused on providing support to the museums. For example, between fiscal years 2019 through 2021, 50.9% (\$1 million of \$2 million) of the Louisiana Museum Foundation's direct financial support to OSM was for the Jazz Museum, funds that were raised by the Jazz Museum Director rather than the foundation. However, support organizations noted that it can be difficult to fundraise, in part, due to OSM not having clear exhibit plans that include beginning and ending dates or infrequently launching new exhibits. As a result, support organizations do not always have enough information to conduct focused fundraising campaigns. For

¹⁵ American Alliance of Museums, *Ethics, Standards, and Professional Practices*

example, stakeholders stated that OSM's Rex exhibit was unique in that \$1.2 million was raised for that exhibit, in part, due to having a clear fundraising purpose. According to AAM, each museum should have a fundraising policy that should address the museum's goals for developing and managing financial support and define the sources of income that it may generate or accept.¹⁶ Developing coordinated, targeted fundraising campaigns and building stronger relationships with support organizations could help increase fundraising for museums.

OSM has agreements with eight support organizations, as well as support from the Irby Trust. Agreements generally stipulate the amount of support that the organization must provide each year. For example, the agreement with Friends of the Cabildo states that it must contribute at least \$35,000 each year in direct support, and the agreement with the Louisiana Sports Hall of Fame Foundation states it must contribute at least \$10,000 per year. However, the agreement with the Louisiana Museum Foundation does not include a minimum dollar amount or percentage. In addition to direct financial contributions, support organizations provide other supporting services, such as managing grant funds, providing docent volunteers, etc. For example, after OSM cut the contract/grant writing position, the Louisiana Museum Foundation has provided OSM assistance using foundation employees that work on contracts and grant writing. In addition, the Friends of the Cabildo manages the museum gift shop in New Orleans. Upon expiration, OSM could consider renegotiating the cooperative endeavor agreements to enhance the benefits the organizations are required to provide. Exhibit 8 shows the direct financial support from support organizations from fiscal years 2018 through 2021.

¹⁶ International Council of Museums, *Standards on Fundraising*. AAM uses this document as part of its guidelines for financial stability.

Exhibit 8 Direct Financial Support from Support Organizations to OSM* Fiscal Years 2018 through 2021				
Support Organization	FY18	FY19	FY20	FY21
Irby Trust	\$1,642,063	\$1,697,433	\$2,494,950	\$1,688,036
Louisiana Museum Foundation	\$386,939	\$657,503	\$635,887	\$673,391
Friends of the Cabildo	\$58,607	\$84,781	\$58,146	\$30,240
Wedell-Williams Memorial Foundation, Inc.	\$23,760	\$23,814	\$12,726	\$19,197
Louisiana Sports Hall of Fame Foundation	\$17,500	\$17,500	\$17,500	\$17,500
Friends of the LA Sports Hall of Fame**	\$4,294	\$5,785	\$3,738	\$11,103
Friends of the Edward Douglass White Historic Site	unavailable			
Friends of the Capitol Park Museum	none			
Total	\$2,133,163	\$2,486,816	\$3,222,947	\$2,439,467
*Not including other support services provided, such as staff and volunteers. **Expenditures from September to August Source: Prepared by legislative auditor's staff using information provided by the support organizations to OSM.				

OSM has only two unclassified positions with the ability to fundraise.

The Museum Director and the Jazz Museum Director are the only two positions in OSM with the ability to actively fundraise. However, a similar position, the Museum Director over all museums outside of New Orleans, is a classified position and cannot fundraise. The support organization for the Capitol Park Museum is not currently actively fundraising, and if the Museum Director over that museum had the ability to fundraise, it could work to increase funding levels. For example, the Jazz Museum Director has raised \$2.3 million for the Jazz Museum specifically through grants and private funds, which are held by the Louisiana Museum Foundation. Because fundraising is crucial to any museum's success, OSM may want to consider creating unclassified positions to allow for more active fundraising where needed.

Recommendation 13: The Museum Director should prioritize fundraising, in conjunction with OSM support organizations.

Recommendation 14: OSM may want to work with Civil Service to create unclassified positions to allow for more active fundraising where needed.

Summary of Management's Response: OSM agrees with these recommendations and stated that it will work with Civil Service regarding the potential creation of unclassified positions to better generate new fundraising opportunities. In addition, OSM will assess hiring a staff position who will be responsible for identifying funding opportunities, and curatorial staff will also be tasked with researching possible grant sources. See Appendix A.1 for management's full response.

OSM should strengthen its internal controls over grants and contracts that flow through support organizations. For example, between fiscal years 2020 and 2022, the Jazz Museum expended \$1.5 million in grants and private donations from more than 20 different funding streams, but did not have a clear process to track requirements and deliverables.

Support organizations, such as foundations, often hold private funds raised for their beneficiaries, such as museums, universities, or non-profits. Strong internal controls are important to maintain transparency and ensure that funds are spent appropriately and in accordance with the parent agency's mission and goals.

OSM needs stronger controls over expenditures, contracts, and other agreements made by support organizations on behalf of OSM, particularly for the Jazz Museum. The Jazz Museum functions differently than the other eight OSM museums, as it has a stand-alone director who conducts extensive fundraising. Between fiscal years 2020 and 2022, the Jazz Museum expended \$1.5 million in grants and private donations from more than 20 different funding streams. The Jazz Museum uses these funds in various ways, such as funding jazz concerts, developing exhibits, and hiring consultants and staff. While we obtained expenditures for each of these funding streams, neither the Louisiana Museum Foundation nor OSM could readily provide copies of all of the contracts or agreements for Jazz Museum purposes because these documents are not stored in a central location. In addition, while the Jazz Museum Director acts as the contract monitor for all Jazz Museum contracts and agreements, he does not have a system to track deliverables and expenditures related to each, such as a tracking spreadsheet.

The Louisiana Museum Foundation, on behalf of the Jazz Museum, enters into a large number of agreements with musicians as the museum holds regular, sometimes daily concerts. It also has agreements with various consultants, as well as a record store/gift shop. Developing a systematic mechanism, such as a spreadsheet, to track the agreements, deliverables, and invoices for these agreements could help ensure that contracts are all completed and deliverables are met appropriately. For example, the Jazz Museum recently placed an ATM in its building, but the contract for the ATM is not yet completed; therefore, the Louisiana Museum Foundation cannot accept ATM-related payments until it is completed. The Jazz Museum functions more independently than the other OSM museums, which allows for more flexibility and a more focused vision; however, another layer of oversight or review could add more transparency and reduce risk.

Recommendation 15: OSM should strengthen internal controls for funds and agreements that flow through support organizations.

Recommendation 16: OSM should maintain copies of all contracts and agreements that the Louisiana Museum Foundation entered into on behalf of the New Orleans Jazz Museum in a central location.

Summary of Management's Response: OSM agrees with these recommendations and stated that it will assess hiring a Contracts and Grants Manager to assist with maintaining these records. OSM will also work to strengthen its internal controls for funds and agreements that flow through support organizations. See Appendix A.1 for management's full response.

APPENDIX A: MANAGEMENT'S RESPONSES



BILLY NUNGESSER
LIEUTENANT GOVERNOR

State of Louisiana
OFFICE OF THE LIEUTENANT GOVERNOR
DEPARTMENT OF CULTURE, RECREATION & TOURISM
OFFICE OF STATE MUSEUM

SUSAN MACLAY
INTERIM ASSISTANT SECRETARY

March 1, 2023

Michael J. "Mike" Waguespack, CPA
Louisiana Legislative Auditor
P.O. Box 94397
Baton Rouge, LA 70804-9397

Re: Audit Title: Office of State Museum
Audit Report Number: 40210034

Dear Mr. Waguespack:

Please accept this letter as our response to the LLA's audit report on the Office of State Museum (OSM). We would like to thank you and your audit team for your work in reviewing OSM over the last several months.

For several years, OSM has operated with a lack of sufficient funding and staffing. Additionally, while funding and staffing levels have diminished, responsibility for additional properties has increased. Less resources with added responsibilities have resulted in many of the issues outlined in the audit report. Recognizing several of these issues facing the museums, OSM hired an outside consulting firm, Lord Cultural Resources, to review the governance structure of the museums and make recommendations for improvements. OSM is currently working in conjunction with the LSM Board to implement several changes to the museum system based on the Lord study, including potential changes to the governance structure. It is our hope that these changes will address many of the issues stated in the audit report.

Additionally, OSM staff has begun corrective actions to address other administrative issues identified, including better defining the methodology for calculating museum visitation, strengthening internal controls over grants and contracts, and developing a more comprehensive plan for exhibits. With that said, I would like to address the specific audit report findings and recommendations for the Office of State Museum:

Finding 1: OSM has not had a permanent Museum Director since May 2016, resulting in a pattern of inconsistent leadership. According to multiple stakeholders, the Museum Director position holds little autonomy and is political in nature due, in part, to the governance structure. The American Alliance of Museums (AAM) states that effective governance and executive leadership are key components of museum accreditation.

Recommendation 1: The LSM Board should prioritize selecting three candidates for the Lieutenant Governor to consider for the permanent Museum Director position.

Recommendation 2: OSM, in conjunction with the LSM Board, should prioritize hiring a permanent Museum Director.

Recommendation 3: OSM and the LSM Board should determine what governance structure would be the most effective for the success of the museum system.

Recommendation 4: OSM and the LSM Board should work to improve the functionality of their relationship in order to better manage the museum system.

As outlined in the report, OSM hired an outside consultant, Lord Cultural Resources, to review the governance structure of the State Museum and make recommendations for improvement. OSM is currently working closely with the LSM Board to implement a plan based on recommendations from the Lord study, including the potential changes to the governance structure. OSM is also working on possible options to implement legislation based on recommendations from the Lord study.

Finding 2: OSM does not have a comprehensive strategic plan or a detailed budget for the museum system or for exhibits.

Recommendation 5: OSM should develop a comprehensive exhibit plan that includes when exhibits will begin and end.

Recommendation 6: OSM should develop more specific budgets for each museum, including programs and exhibits.

OSM understands that we are competing for discretionary dollars with a multitude of similar state agencies and we must remain diligent listeners to the needs and concerns of visitors. OSM will develop a proposed annual budget for the FY 25 state budget that pursues the revenue needed to better fund each museum, including programs and exhibits. OSM will also develop more specific budgets through innovative partnerships with internal and external stakeholders. The current interim director is committed to working with internal and external stakeholders to create a three-year exhibition plan, complete with beginning and ending deadlines. As part of this process, OSM curatorial and other pertinent staff will be tasked with creating budgets for staff members' projects early in the process and will assist in the identification of possible community and grants funding sources to determine the viability of funding for the project budgets. Partnerships with the pertinent nonprofit museum support groups will also be engaged in the process to help determine the viability of projects and their ensuing budgets and whether community and grant support exists.

Finding 3: *Low staffing over several years has led to low employee morale and may affect museum operations.*

Recommendation 7: *OSM should work to identify and secure grants to help increase OSM revenue, which could lead to more resources being dedicated to staffing.*

Recommendation 8: *OSM should obtain a better understanding of the needs of its staff to address the low staff morale.*

OSM will develop a staffing plan that identifies areas of need to further the OSM's mission. This staffing plan will be used to request additional positions through the state budget process to increase staffing numbers. Currently, due to low staffing numbers, staff members are performing multiple job functions to keep the museums operating. Increased staffing will help to improve organizational productivity and thus presumably improve staff morale.

Finding 4: *OSM could better use data to manage museum operations. OSM does not have accurate visitation data for each museum because it does not have a standard process for calculating and tracking museum admissions and event rentals.*

Recommendation 9: *OSM should develop formal procedures for calculating museum visitation and self-generated revenue figures to ensure that staff are calculating it consistently and accurately.*

Recommendation 10: *OSM should work with its point-of-sale vendor to create a report that can easily and accurately capture museum attendance.*

Recommendation 11: *Once it determines a methodology for calculating visitation and self-generated revenues, OSM should use that information in making management decisions about museum operations.*

OSM has already implemented a process to better track museum visitation at all museum sites. OSM is also in the process of purchasing a new ticketing system with real-time attendance capabilities. Museum visitation statistics can provide a wealth of information about the popularity of a museum, the types of visitors it attracts, and the times of year that are most popular. OSM will analyze these statistics, to better understand our audience, adjust programming, and market accordingly.

Finding 5: *OSM does not have dedicated resources for museum marketing, including a budget, plan, and specialized staff, which limits its ability to promote the museums to the public.*

Recommendation 12: OSM should build its marketing abilities, such as creating a marketing plan, working closer with the Office of Tourism, and filling its public information officer positions.

As OSM staffing was reduced over the years due to a limited budget, personnel from other agencies within DCRT have assisted OSM in its marketing efforts. Specifically, dedicated communications staff in the Office of the Secretary and within the Office of Tourism have assisted OSM in the promotion and marketing for exhibits and other events. OSM understands marketing is essential to OSM's long-term survival and growth. OSM will consider seeking outside assistance from a consulting firm with marketing and events expertise to assess the current structure and staffing levels, and to recommend ways to better maximize marketing opportunities.

Finding 6: OSM should work to increase fundraising efforts. Strengthening relationships with support organizations could help OSM maximize private funding and grants.

Recommendation 13: The Museum Director should prioritize fundraising, in conjunction with OSM support organizations.

Recommendation 14: OSM may want to work with Civil Service to create unclassified positions to allow for more active fundraising where needed.

OSM will work with Louisiana State Civil Service regarding the potential creation of unclassified positions to better generate new fundraising opportunities. The new interim Director has museum fundraising and museum support group background and is making community fundraising, particularly in partnership with the museums' support groups a priority, including the identification of ways to carry out grant-funded projects, despite the low level of program staff who can carry out such projects. OSM will assess hiring a staff position who will be responsible for identifying funding opportunities. Curatorial staff will also be tasked with researching possible grant sources and with providing budget plans and narratives for grants and projects.

Finding 7: OSM should strengthen its internal controls over grants and contracts that flow through support organizations. For example, between fiscal years 2020 and 2022, the Jazz Museum expended \$1.5 million in grants and private donations from over 20 different funding streams, but did not have a clear process to track requirements and deliverables.

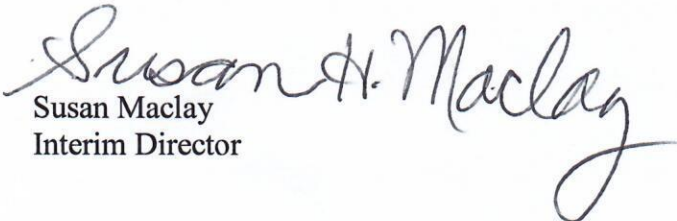
Recommendation 15: OSM should strengthen internal controls for funds and agreements that flow through support organizations.

Recommendation 16: OSM should maintain copies of all contracts and agreements that the Louisiana Museum Foundation entered into on behalf of the New Orleans Jazz Museum in a central location.

OSM will assess hiring a Contracts and Grants Manager to assist with maintaining these important records. In the past, OSM had a designated staff person who was responsible for contracts and who worked closely with the support groups in tracking the contracts for OSM programming resulting from grants and donations. This position was eliminated around 2017 due to budget and staffing cuts and there has been no one who could absorb these duties. OSM will work to strengthen its internal controls for funds and agreements that flow through its support organizations.

We thank the LLA for its efforts to evaluate OSM and make recommendations to further strengthen the management of its museums. Please let us know if we can be of further assistance.

Sincerely,



Susan MacLay
Interim Director

Agency: Department of Culture, Recreation, and Tourism

Audit Title: Office of State Museum

Audit Report Number: 40210034

Instructions to Audited Agency: Please fill in the information below for each recommendation. A summary of your response for each recommendation will be included in the body of the report. The entire text of your response will be included as an appendix to the audit report.

<p>Finding 1: OSM has not had a permanent Museum Director since May 2016, resulting in a pattern of inconsistent leadership. According to multiple stakeholders, the Museum Director position holds little autonomy and is political in nature due, in part, to the governance structure. The American Alliance of Museums (AAM) states that effective governance and executive leadership are key components of museum accreditation.</p>
<p><i>Recommendation 2:</i> OSM, in conjunction with the LSM Board, should prioritize hiring a permanent Museum Director.</p>
<p>Does Agency Agree with Recommendation? <input checked="" type="checkbox"/> Agree <input type="checkbox"/> Disagree</p>
<p>Agency Contact Responsible for Recommendation:</p>
<p><i>Name/Title:</i> Susan H. Maclay – Interim Director</p>
<p><i>Address:</i> PO Box 44243</p>
<p><i>City, State, Zip:</i> Baton Rouge, LA 70804-4243</p>
<p><i>Phone Number:</i> (504) 568-6967</p>
<p><i>Email:</i> smaclay@crt.la.gov</p>
<p><i>Recommendation 3:</i> OSM and the LSM Board should determine what governance structure would be the most effective for the success of the museum system.</p>
<p>Does Agency Agree with Recommendation? <input checked="" type="checkbox"/> Agree <input type="checkbox"/> Disagree</p>
<p>Agency Contact Responsible for Recommendation:</p>
<p><i>Name/Title:</i> Susan H. Maclay – Interim Director</p>
<p><i>Address:</i> PO Box 44243</p>
<p><i>City, State, Zip:</i> Baton Rouge, LA 70804-4243</p>
<p><i>Phone Number:</i> (504) 568-6967</p>
<p><i>Email:</i> smaclay@crt.la.gov</p>
<p><i>Recommendation 4:</i> OSM and the LSM Board should work to improve the functionality of their relationship in order to better manage the museum system.</p>
<p>Does Agency Agree with Recommendation? <input checked="" type="checkbox"/> Agree <input type="checkbox"/> Disagree</p>

Agency Contact Responsible for Recommendation:
<i>Name/Title: Susan H. Maclay – Interim Director</i>
<i>Address: PO Box 44243</i>
<i>City, State, Zip: Baton Rouge, LA 70804-4243</i>
<i>Phone Number: (504) 568-6967</i>
<i>Email: smaclay@crt.la.gov</i>

Finding 2: OSM does not have a comprehensive strategic plan or a detailed budget for the museum system or for exhibits.
<i>Recommendation 5:</i> OSM should develop a comprehensive exhibit plan that includes when exhibits will begin and end.
Does Agency Agree with Recommendation? <input checked="" type="checkbox"/> Agree <input type="checkbox"/> Disagree
Agency Contact Responsible for Recommendation:
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<i>Phone Number: (504) 568-6967</i>
<i>Email: smaclay@crt.la.gov</i>
<i>Recommendation 6:</i> OSM should develop more specific budgets for each museum, including programs and exhibits.
Does Agency Agree with Recommendation? <input checked="" type="checkbox"/> Agree <input type="checkbox"/> Disagree
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<i>Email: smaclay@crt.la.gov</i>

Finding 3: Low staffing over several years has led to low employee morale and may affect museum operations.
<i>Recommendation 7:</i> OSM should work to identify and secure grants to help increase OSM revenue, which could lead to more resources being dedicated to staffing.
Does Agency Agree with Recommendation? <input checked="" type="checkbox"/> Agree <input type="checkbox"/> Disagree
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<i>Phone Number: (504) 568-6967</i>
<i>Email: smaclay@crt.la.gov</i>
<i>Recommendation 8:</i> OSM should obtain a better understanding of the needs of its staff to address the low staff morale.
Does Agency Agree with Recommendation? <input checked="" type="checkbox"/> Agree <input type="checkbox"/> Disagree

Agency Contact Responsible for Recommendation:
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Finding 4: OSM could better use data to manage museum operations. OSM does not have accurate visitation data for each museum because it does not have a standard process for calculating and tracking museum admissions and event rentals.
<i>Recommendation 9:</i> OSM should develop formal procedures for calculating museum visitation and self-generated revenue figures to ensure that staff are calculating it consistently and accurately.
Does Agency Agree with Recommendation? <input checked="" type="checkbox"/> Agree <input type="checkbox"/> Disagree
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<i>Email: smaclay@crt.la.gov</i>
<i>Recommendation 10:</i> OSM should work with its point-of-sale vendor to create a report that can easily and accurately capture museum attendance.
Does Agency Agree with Recommendation? <input checked="" type="checkbox"/> Agree <input type="checkbox"/> Disagree
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<i>Recommendation 11:</i> Once it determines a methodology for calculating visitation and self-generated revenues, OSM should use that information in making management decisions about museum operations.
Does Agency Agree with Recommendation? <input checked="" type="checkbox"/> Agree <input type="checkbox"/> Disagree
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Finding 5: OSM does not have dedicated resources for museum marketing, including a budget, plan, and specialized staff, which limits its ability to promote the museums to the public.
<i>Recommendation 12:</i> OSM should build its marketing abilities, such as creating a marketing plan, working closer with the Office of Tourism, and filling its public information officer positions.
Does Agency Agree with Recommendation? <input checked="" type="checkbox"/> Agree <input type="checkbox"/> Disagree
Agency Contact Responsible for Recommendation:
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Finding 6: OSM should work to increase fundraising efforts. Strengthening relationships with support organizations could help OSM maximize private funding and grants.
<i>Recommendation 13:</i> The Museum Director should prioritize fundraising, in conjunction with OSM support organizations.
Does Agency Agree with Recommendation? <input checked="" type="checkbox"/> Agree <input type="checkbox"/> Disagree
Agency Contact Responsible for Recommendation:
<i>Name/Title:</i> Susan H. Maclay – Interim Director
<i>Address:</i> PO Box 44243
<i>City, State, Zip:</i> Baton Rouge, LA 70804-4243
<i>Phone Number:</i> (504) 568-6967
<i>Email:</i> smaclay@crt.la.gov
<i>Recommendation 14:</i> OSM may want to work with Civil Service to create unclassified positions to allow for more active fundraising where needed.
Does Agency Agree with Recommendation? <input checked="" type="checkbox"/> Agree <input type="checkbox"/> Disagree
Agency Contact Responsible for Recommendation:
<i>Name/Title:</i> Susan H. Maclay – Interim Director
<i>Address:</i> PO Box 44243
<i>City, State, Zip:</i> Baton Rouge, LA 70804-4243
<i>Phone Number:</i> (504) 568-6967
<i>Email:</i> smaclay@crt.la.gov

Finding 7: OSM should strengthen its internal controls over grants and contracts that flow through support organizations. For example, between fiscal years 2020 and 2022, the Jazz Museum expended \$1.5 million in grants and private donations from over 20 different funding streams, but did not have a clear process to track requirements and deliverables.
<i>Recommendation 15:</i> OSM should strengthen internal controls for funds and agreements that flow through support organizations.

Does Agency Agree with Recommendation? <input checked="checked" type="checkbox"/> Agree <input type="checkbox"/> Disagree
Agency Contact Responsible for Recommendation:
<i>Name/Title: Susan H. Maclay – Interim Director</i>
<i>Address: PO Box 44243</i>
<i>City, State, Zip: Baton Rouge, LA 70804-4243</i>
<i>Phone Number: (504) 568-6967</i>
<i>Email: smaclay@crt.la.gov</i>
<i>Recommendation 16: OSM should maintain copies of all contracts and agreements that the Louisiana Museum Foundation entered into on behalf of the New Orleans Jazz Museum in a central location.</i>
Does Agency Agree with Recommendation? <input checked="checked" type="checkbox"/> Agree <input type="checkbox"/> Disagree
Agency Contact Responsible for Recommendation:
<i>Name/Title: Susan H. Maclay – Interim Director</i>
<i>Address: PO Box 44243</i>
<i>City, State, Zip: Baton Rouge, LA 70804-4243</i>
<i>Phone Number: (504) 568-6967</i>
<i>Email: smaclay@crt.la.gov</i>



LOUISIANA STATE MUSEUMS
BOARD OF DIRECTORS

Suzie Terrell
Chair

Jay Batt
Vice Chair

February 24, 2023

Michael J. "Mike" Waguespack, CPA
Louisiana Legislative Auditor
P.O. Box 94397
Baton Rouge, LA 70804-9397

Re: Audit Title: Office of State Museum
Audit Report Number: 40210034

Dear Mr. Waguespack:

Please accept this letter as the LSM Board's response to the LLA's audit report on the Office of State Museum (OSM). We would like to thank you and your audit team for your work in reviewing OSM over the last several months.

The LSM Board has a number of responsibilities as it relates to the Louisiana State Museum including but not limited to ensuring the continuity of the museum's mission, mandate, and purposes. To effectively run a museum there has to be a clear definition of roles and responsibilities of board members, the director, and staff. Each of them need to work together to fulfill the museum's mission and meet the needs of its constituencies. OSM is currently working in conjunction with the LSM Board to implement several changes to the museum system based on the Lord study, including potential changes to the governance structure. It is our hope that these changes will address many of the issues stated in the audit report.

Finding 1: OSM has not had a permanent Museum Director since May 2016, resulting in a pattern of inconsistent leadership. According to multiple stakeholders, the Museum Director position holds little autonomy and is political in nature due, in part, to the governance structure. The American Alliance of Museums (AAM) states that effective governance and executive leadership are key components of museum accreditation.

Recommendation 1: The LSM Board should prioritize selecting three candidates for the Lieutenant Governor to consider for the permanent Museum Director position.

Recommendation 2: OSM, in conjunction with the LSM Board, should prioritize hiring a permanent Museum Director.

Recommendation 3: OSM and the LSM Board should determine what governance structure would be the most effective for the success of the museum system.



LOUISIANA STATE MUSEUMS
BOARD OF DIRECTORS

Suzie Terrell
Chair

Jay Batt
Vice Chair

Recommendation 4: *OSM and the LSM Board should work to improve the functionality of their relationship in order to better manage the museum system.*

The LSM Board concurs with this finding and recommendations. As outlined in the report, OSM hired an outside consultant, Lord Cultural Resources, to review the governance structure of the State Museum and make recommendations for improvement. The LSM Board established a Governance Committee to review the Lord Study to make recommendations for potential changes to the governance structure. The LSM Board is closely working with OSM to draft proposed legislation to be considered during the 2023 Legislative Session.

As it relates to the hiring of a permanent director, RS 25:343 states the museum director shall be appointed by the Lieutenant Governor from a list of three candidates nominated by a search committee appointed by the board. In March of 2022 the LSM Board had a change in leadership and shortly thereafter established two ad hoc committees. One of the ad hoc committees is a Museum Director's Search Committee that is developing criteria to hire a new director as well as salary requirements. The LSM Board has made the hiring of a permanent director a priority by assigning this committee to execute the search and to recommend three candidates to the LSM Board to be forwarded to the Lieutenant Governor.

The LSM Board and OSM will continue to work together to cultivate a better working relationship. With the addition of new board members and leadership, OSM and the LSM Board are committed to increased coordination by improving the relationships between all stakeholders. OSM and the LSM Board will form a constructive partnership to become stronger and more effective meaningful and participation and engagement.

Agency: Louisiana State Museum Board

Audit Title: Office of State Museum

Audit Report Number: 40210034

Instructions to Audited Agency: Please fill in the information below for each recommendation. A summary of your response for each recommendation will be included in the body of the report. The entire text of your response will be included as an appendix to the audit report.

<p>Finding 1: OSM has not had a permanent Museum Director since May 2016, resulting in a pattern of inconsistent leadership. According to multiple stakeholders, the Museum Director position holds little autonomy and is political in nature due, in part, to the governance structure. The American Alliance of Museums (AAM) states that effective governance and executive leadership are key components of museum accreditation.</p> <p><i>Recommendation 1:</i> The LSM Board should prioritize selecting three candidates for the Lieutenant Governor to consider for the permanent Museum Director position.</p> <p>Does Agency Agree with Recommendation? <input checked="" type="checkbox"/> Agree <input type="checkbox"/> Disagree</p> <p>Agency Contact Responsible for Recommendation: <u>LSM Board</u></p> <p>Name/Title: <u>Suzanne Terrell, chair LSM Board</u></p> <p>Address: <u>P.O. Box 9427</u></p> <p>City, State, Zip: <u>Metairie La. 70055</u></p> <p>Phone Number: <u>(504) 952-4252</u></p> <p>Email: <u>suzieterrell@gmail.com</u></p>
<p><i>Recommendation 3:</i> OSM and the LSM Board should determine what governance structure would be the most effective for the success of the museum system.</p> <p>Does Agency Agree with Recommendation? <input checked="" type="checkbox"/> Agree <input type="checkbox"/> Disagree</p> <p>Agency Contact Responsible for Recommendation: <u>LSM Board</u></p> <p>Name/Title: <u>Suzanne Terrell, chair LSM Board</u></p> <p>Address: <u>PO Box 9427</u></p> <p>City, State, Zip: <u>Metairie La. 70055</u></p> <p>Phone Number: <u>(504) 952-4252</u></p> <p>Email: <u>suzieterrell@gmail.com</u></p>
<p><i>Recommendation 4:</i> OSM and the LSM Board should work to improve the functionality of their relationship in order to better manage the museum system.</p> <p>Does Agency Agree with Recommendation? <input checked="" type="checkbox"/> Agree <input type="checkbox"/> Disagree</p>

Agency Contact Responsible for Recommendation:	ELSM Board
Name/Title:	Suzanne Terrell, L.S.M. Chair
Address:	PO Box 9427
City, State, Zip:	Metairie La. 70055
Phone Number:	(504) 952-4252
Email:	suzieterrell@gmail.com

APPENDIX B: SCOPE AND METHODOLOGY

This report provides the results of our performance audit of the Office of State Museum (OSM). We conducted this performance audit under the provisions of Title 24 of the Louisiana Revised Statutes of 1950, as amended. This audit covered fiscal years 2016 through 2022, with some information from prior fiscal years. Our audit objective was:

To evaluate the Office of State Museum’s management of its museum system.

We conducted this performance audit in accordance with generally accepted *Government Auditing Standards* issued by the Comptroller General of the United States. Those standards require that we plan and perform the audit to obtain sufficient, appropriate evidence to provide reasonable basis for our findings and conclusions based on our audit objective. We believe the evidence obtained provides a reasonable basis for our findings and conclusions based on our audit objective.

We obtained an understanding of internal control that is significant to the audit objective and assessed the design and implementation of such internal control to the extent necessary to address our audit objective. We also obtained an understanding of legal provisions that are significant within the context of the audit objective, and we assessed the risk that illegal acts, including fraud, and violations of applicable contract, grant agreement, or other legal provisions could occur. Based on that risk assessment, we designed and performed procedures to provide reasonable assurance of detecting instances of noncompliance significant to those provisions.

To answer our objective, we performed the following audit steps:

- Reviewed Louisiana state laws regarding state museums.
- Interviewed OSM management and staff to understand museum operations, and visited New Orleans and Baton Rouge museums.
- Interviewed former and current LSM Board members about museum operations and the LSM Board’s role.
- Interviewed staff from museum support organizations, including the Louisiana Museum Foundation, the Friends of the Cabildo, the Louisiana Sports Hall of Fame Foundation, and Friends of the Capitol Park Museum.
- Obtained and reviewed OSM policies and procedures, strategic plan, the Lord Cultural Resources study, and other relevant museum documents.

- Conducted a staff survey in September 2022 of all museum employees to gather their feedback and concerns. We had a 54% response rate of 46 responses out of 85 potential respondents.
- Conducted a LSM Board survey in September/October 2022 of former and current board members to gather their feedback and concerns. We had a 51% response rate of 18 responses out of 35 potential responses.
- Obtained and analyzed OSM expenditures and revenue information from LaGov and ISIS/AFS.
- Obtained and analyzed OSM's internal spreadsheet for tracking museum visitation and self-generated revenue.
 - We conducted reliability testing on this spreadsheet using supporting documentation and found that it was unreliable.
- Obtained and analyzed OSM staffing information from ISIS/HR for fiscal years 2007 through 2022.
- Obtained from museum support organizations the amount of direct financial support they provided to museums from fiscal years 2018 through 2021.
- Obtained and analyzed contracts and expenditures for agreements and grants made for the New Orleans Jazz Museum through the Louisiana Museum Foundation.
- Conducted best practices research on state museum governance and operations, including reviewing the American Alliance of Museums core standards and guidance.
- Contacted other states to gather information on their state museum operations. We received responses from Alabama, Florida, Georgia, Mississippi, New Mexico, and Texas.
- Provided our results to OSM to review for accuracy and reasonableness.

APPENDIX C: LSM BOARD COMPOSITION

State law outlines the LSM Board composition.¹⁷ The secretary of the Department of Culture, Recreation and Tourism, or his designee, shall serve as a member of the board. Each of the following shall submit a list of four names, and the lieutenant governor shall appoint the following:

- Two members nominated by the Friends of the Cabildo.
- One member nominated by the Louisiana Historical Society.
- One member nominated by the Louisiana Historical Association.
- One member nominated by the Foundation for Historical Louisiana.
- One member nominated by the Wedell-Williams Memorial Foundation of the Wedell-Williams Aviation and Cypress Sawmill Foundation in Patterson.
- Two members nominated by the Louisiana Museum Foundation.
- One member nominated by the Friends of the Edward Douglass White Historic Site.
- One member nominated by the Louisiana Sports Hall of Fame Foundation.
- One member nominated by the Louisiana Civil Rights Museum Advisory Board.
- Two members nominated by the Friends of Capitol Park Museum.
- Seven members shall be appointed from the state at large in such manner as to provide that membership on the board will reflect the ethnic and cultural diversity of the population of the state and encourage statewide representation on the board.

Members of the board shall have a knowledge of and interest in art, history, and cultural restoration. In addition, each member nominee shall have experience in at least one of the following subject areas: marketing, law, historic preservation, museum sciences, finance, accounting, business administration, fundraising for nonprofits, facility management, community or consumer advocacy, or other pertinent disciplines.

¹⁷ R.S. 25:341

OFFICE OF STATE PARKS

DEPARTMENT OF CULTURE, RECREATION,
AND TOURISM

PERFORMANCE AUDIT SERVICES

Issued July 12, 2023

**LOUISIANA LEGISLATIVE AUDITOR
1600 NORTH THIRD STREET
POST OFFICE BOX 94397
BATON ROUGE, LOUISIANA 70804-9397**

LEGISLATIVE AUDITOR
MICHAEL J. "MIKE" WAGUESPACK, CPA

FIRST ASSISTANT LEGISLATIVE AUDITOR
BETH Q. DAVIS, CPA

DIRECTOR OF PERFORMANCE AUDIT SERVICES
KAREN LEBLANC, CIA, CGAP, MSW

PERFORMANCE AUDIT MANAGER
KRISTA BAKER-HERNANDEZ, CIA, CGAP, CRMA, MPP

AUDIT TEAM
KRISTEN JACOBS, CIA, CGAP, MA
LAUREN WHATLEY, CIA, MBA
PHILIP FACH, MPA

Under the provisions of state law, this report is a public document. A copy of this report has been submitted to the Governor, to the Attorney General, and to other public officials as required by state law. A copy of this report is available for public inspection at the Baton Rouge office of the Louisiana Legislative Auditor and online at www.la.la.gov. When contacting the office, you may refer to Agency ID No. 9726 or Report ID No. 40210035 for additional information.

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In compliance with the Americans With Disabilities Act, if you need special assistance relative to this document, or any documents of the Legislative Auditor, please contact Jenifer Schaye, General Counsel, at 225-339-3800.

July 12, 2023

The Honorable Patrick Page Cortez,
President of the Senate
The Honorable Clay Schexnayder,
Speaker of the House of Representatives

Dear Senator Cortez and Representative Schexnayder:

This report provides the results of our performance audit of the Office of State Parks (OSP), which is housed within the Department of Culture, Recreation, and Tourism (CRT). It is the third in a series of reports on CRT.

The purpose of this audit was to evaluate how OSP manages Louisiana's state parks and historic sites.

We found that low staffing levels present challenges for OSP, which can ultimately affect visitation levels to the state's parks and historic sites. While OSP has found alternatives to work around the decreased manpower, such as cross-training employees and temporarily loaning staff from one park to another, the office has had difficulty recruiting new employees because of a smaller pool of candidates and higher salary demands since the COVID-19 pandemic.

In addition, since 2010, OSP has been required to spend money from the Louisiana State Parks Improvement and Repair Dedicated Fund Account on operations. Using these funds for operations has helped OSP rely less on state general fund dollars, but it also has contributed to a backlog of repair and improvement needs. According to OSP, it needs approximately \$42 million to keep parks and historic sites operating at expected service levels.

We also found that OSP does not have a current master plan, which would provide the office with a framework to set priorities and determine where to allocate resources. Additionally, while OSP has implemented maintenance strategies that save time and money, it should develop a formal process to document repair and improvement decisions.

We found that, despite lower visitation numbers, OSP's revenue increased 42.9% from fiscal years 2016 through 2022, largely due to short-term revenues, including COVID-19 relief funds. While the pandemic resulted in increased visitation, recent hurricanes have reduced the number of visitors, because some parks were closed or damaged.

In order to sustain the state's parks and historic sites and meet the needs of visitors, OSP should evaluate fee adjustments and pricing strategies. Since fiscal year 2017, OSP has increased various fees and implemented differential pricing, but further increases may be warranted.

We found as well that, during fiscal years 2019 through 2022, OSP took in \$350,424 from revenue-generating agreements, including public-private partnerships to provide services that improve visitors' experience. OSP should continue to seek revenue-generating agreements as a way to increase visitation and revenue.

In addition, a more cohesive marketing strategy, including developing a marketing plan and having dedicated marketing staff, could improve OSP's efforts to increase visitation and revenue.

The report contains our findings, conclusions, and recommendations. I hope this report will benefit you in your legislative decision-making process.

We would like to express our appreciation to OSP for its assistance during this audit.

Respectfully submitted,

A handwritten signature in blue ink, appearing to read "Mike Waguespack", with a stylized flourish extending to the right.

Michael J. "Mike" Waguespack, CPA
Legislative Auditor

MJW/ch

OSP

Louisiana Legislative Auditor

Michael J. "Mike" Waguespack, CPA



Office of State Parks

Department of Culture, Recreation, and Tourism

July 2023

Audit Control # 40210035

Introduction

We evaluated the Office of State Parks' (OSP) management of Louisiana's state parks and historic sites. OSP is housed within the Department of Culture, Recreation, and Tourism (CRT), which is led by the Louisiana Lieutenant Governor. We conducted this audit because state parks help facilitate the connection between the public and Louisiana's natural environment, and state parks were impacted by the COVID-19 pandemic and recent hurricanes. This report is the third in a series of reports on CRT.¹

Overview. OSP oversees 21 state parks and 16 historic sites across Louisiana. Exhibit 1 identifies locations of state parks and Exhibit 2 identifies locations of historic sites. OSP's mission is to: (1) Preserve and interpret natural areas of unique or exceptional scenic value; (2) Plan, develop, and operate sites that provide outdoor recreation opportunities in natural surroundings; (3) Preserve and interpret historical and scientific sites of statewide importance; and (4) Administer intergovernmental programs related to outdoor recreation and trails.

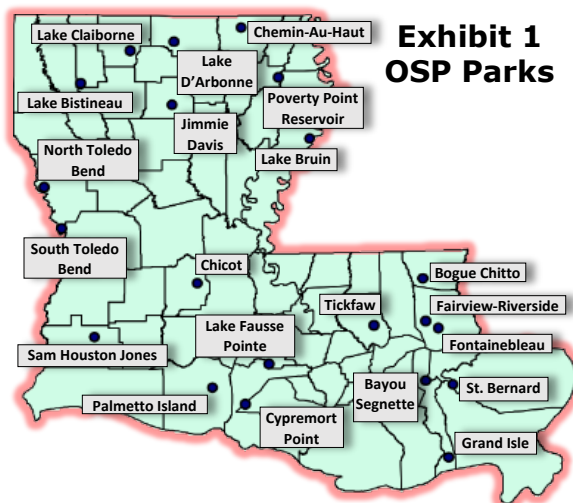


Exhibit 1
OSP Parks

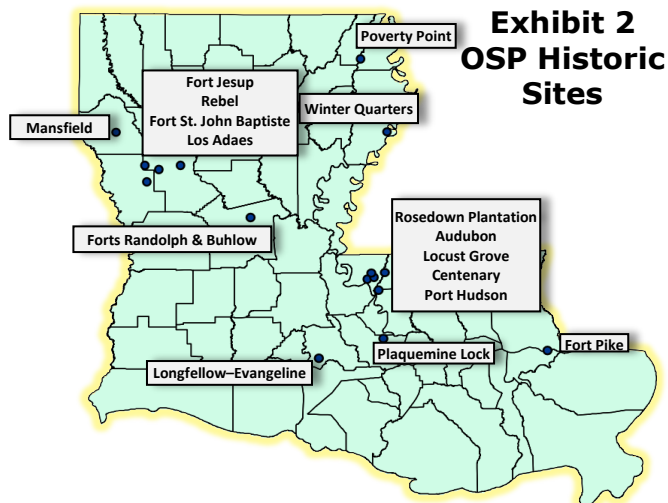
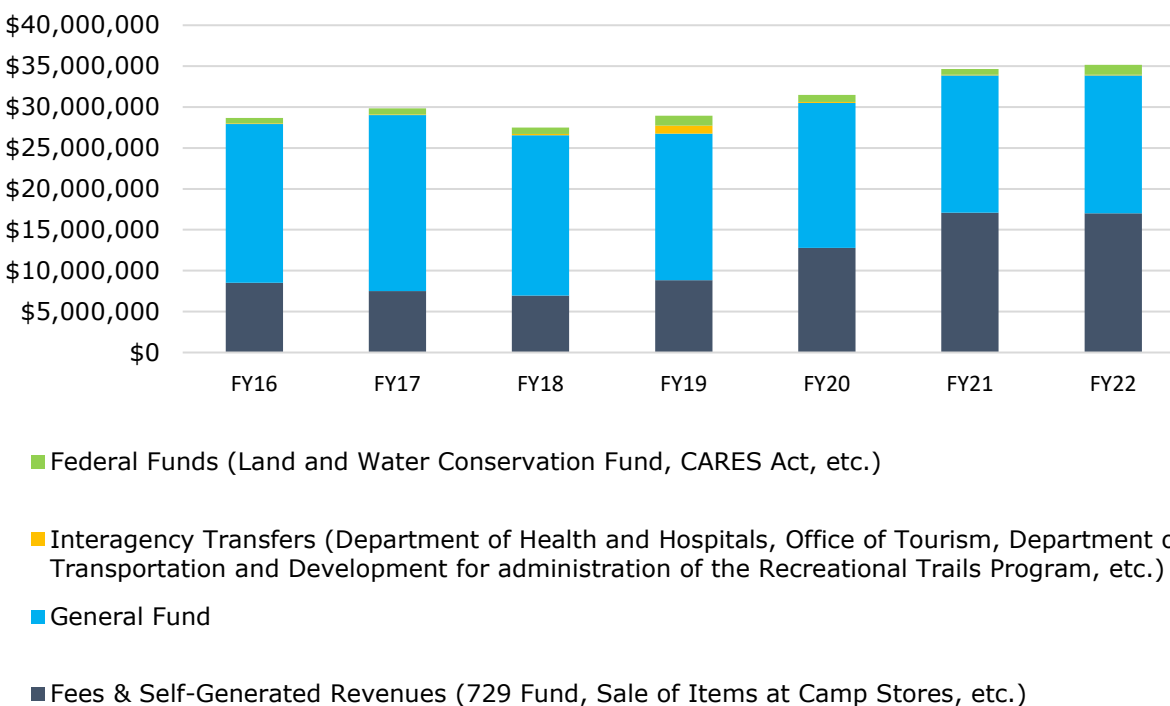


Exhibit 2
OSP Historic Sites

¹ The first report, issued December 7, 2022, was on the [Louisiana Office of Tourism](#). The second report, issued March 8, 2023, was on the [Office of State Museum](#).

Funding. Between fiscal years 2016 through 2022, OSP's budget was, on average, \$30.9 million per year. OSP is primarily funded through state general funds and through fees and self-generated revenues from the Louisiana State Parks Improvement and Repair Dedicated Fund Account.² In fiscal year 2022, 48.0% of OSP's means of financing came from state general funds, 48.4% from fees and self-generated revenues, and 3.6% was from a combination of federal funding and interagency transfers. Exhibit 3 shows OSP's revenue sources from fiscal years 2016 through 2022.

Exhibit 3
OSP Revenue Sources
Fiscal Years 2016 through 2022



Source: Prepared by legislative auditor's staff using information provided by OSP.

Staffing. Staffing levels have steadily decreased for OSP, with full-time, authorized positions decreasing 17.4% from 316 in fiscal year 2016 to 261 in fiscal year 2022. Full-time authorized positions have decreased over the last 15 years by 47.2%, from 494 positions in fiscal year 2007 to 261 in fiscal year 2022. According to OSP, the decrease in positions has required administrators and park staffers to consolidate or develop alternative methods of operating in order to maintain services to the public.

² The LA State Parks Improvement and Repair Dedicated Fund Account is sometimes referred to as the "729 fund."

Impact of COVID-19 and Hurricanes. Parks across the country experienced an increase in visitation as a result of the COVID-19 pandemic. As indoor interactions were restricted and mask mandates implemented; outdoor activities provided relief for the public with state, local, and national parks benefiting as a result. However, during this period, Louisiana also experienced multiple hurricanes that impacted its parks and historic sites, including Hurricane Laura, which damaged parks across the western part of the state in August 2020, and Hurricane Ida, which damaged parks in the eastern part of the state in August 2021.

The objective of this audit was:

To evaluate how the Office of State Parks manages Louisiana’s state parks and historic sites.

Our results are summarized on the next page and discussed in detail throughout the remainder of the report. Appendix A contains OSP management’s response. Appendix B includes our scope and methodology. Appendix C contains visitation revenues by revenue category. Appendix D contains non-visitation revenues by revenue category. Appendix E contains visitation revenues by park. Appendix F contains visitation revenues by historic site. Appendix G contains total visitation by park. Appendix H contains total visitation by historic site. Appendix I contains a list of revenue-generating agreements.

Objective: To evaluate how the Office of State Parks manages Louisiana's state parks and historic sites.

Overall, we found the following:

- **Low staffing levels present challenges for administering parks, which can ultimately affect visitation levels. In response to staffing cuts, OSP found alternative methods, such as cross-training park employees and temporarily loaning staff from one park to another, for operating parks with decreased manpower.** OSP has had difficulty recruiting new employees post-COVID-19 due to a smaller pool of candidates and higher salary demands.
- **Since 2010, OSP has received reduced general fund appropriations and has been required to spend funds from the Louisiana State Parks Improvement and Repair Dedicated Fund Account on operations. While the use of funds from this dedicated fund account helps OSP rely less on state general fund dollars, a lack of overall funding has contributed to a backlog of repair and improvement needs. OSP should better track expenditures from this dedicated fund account to show how much is being spent on operations rather than on needed repairs and improvements.** According to OSP, the amount needed for improvements to keep parks and historic sites operating at expected service levels is approximately \$42 million.
- **OSP does not have a current master plan, which would provide OSP with a framework to set priorities and determine where to allocate resources. In addition, while OSP has implemented maintenance strategies that save time and money, it should implement a formal process to document repair and improvement decisions.** According to OSP officials, it is difficult to develop and implement a new master plan with its limited resources and other on-going issues, including dealing with the impact of recent hurricanes.
- **Despite lower visitation, OSP revenue increased by 42.9% from fiscal years 2016 through 2022, largely due to short-term revenues, including COVID-19 relief funds. While the COVID-19 pandemic resulted in increased visitation, recent hurricanes have reduced the number of visitors as some parks were closed or damaged.** OSP generates visitation revenues through sources like

cabins, campsites, and day use admissions and non-visitation revenues such as COVID-19 relief, leases, royalties, and timber sales.

- **In order to sustain parks and historic sites and meet the needs of visitors, OSP should evaluate fee adjustments and pricing strategies. Since fiscal year 2017, OSP increased various fees and implemented differential pricing, but further increases may be warranted.** Fees are critical to OSP's budget, which has relied more heavily on fees and self-generated revenues in recent years.
- **During fiscal years 2019 through 2022, OSP generated \$350,424 from revenue-generating agreements, including public-private partnerships to provide services that improve the visitor experience. OSP should continue to seek revenue-generating agreements as a way to increase visitation and revenue.** OSP contracted with 14 vendors during this time period to provide services, such as recreational equipment rentals and guided tours, to visitors. Beginning in fiscal year 2022, OSP signed agreements with three cruise lines to provide tours at certain historic sites. OSP officials expect significant revenues from these contracts in the coming years.
- **A more cohesive marketing strategy, including developing a marketing plan and having dedicated marketing staff, could improve OSP's efforts to increase visitation and revenue.** While OSP does not have a formal marketing plan, it does have a marketing strategy on where to spend marketing funds. However, a more cohesive marketing strategy and dedicated resources could further highlight state parks and historic preservation sites and increase patronage and revenues.

Our findings and our recommendations are discussed in more detail in the sections below.

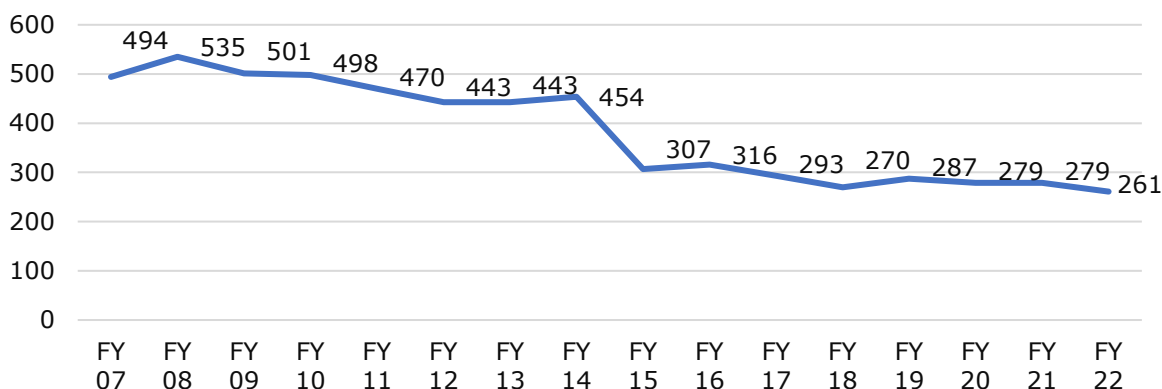
Low staffing levels present challenges for administering parks, which can ultimately affect visitation levels. In response to staffing cuts, OSP found alternative methods, such as cross-training park employees and temporarily loaning staff from one park to another, for operating parks with decreased manpower.

Staffing levels are important to providing optimal service across state parks. Frontline staff help answer visitors' questions, collect admission fees, register campers, clean the parks, including cabins and bathroom facilities, as well as mow

grass, maintain trails, and keep visitors safe. However, multiple factors have led to staffing shortages, which have greater impacts during peak times of the year and weekends. OSP has made requests to the legislature for additional funding and positions, but a majority of these requests have not been approved.

Low staffing levels present challenges for administering parks. From fiscal year 2007 to fiscal year 2022, the number of full-time parks staff decreased 47.2%, from 494 positions in fiscal year 2007 to 261 in fiscal year 2022.³ According to OSP officials, the steep decrease in staff in fiscal year 2015 was because the agency could no longer afford to employ seasonal workers who worked 40-hour weeks. Before that time, parks used these workers because visitation at parks fluctuated throughout the year. However, OSP could no longer afford these positions due to benefit requirements as a result of the Affordable Care Act. Exhibit 4 shows the decrease in full-time OSP staff from fiscal years 2007 through 2022.

Exhibit 4
Number of Full-Time OSP Staff
Fiscal Years 2007 through 2022



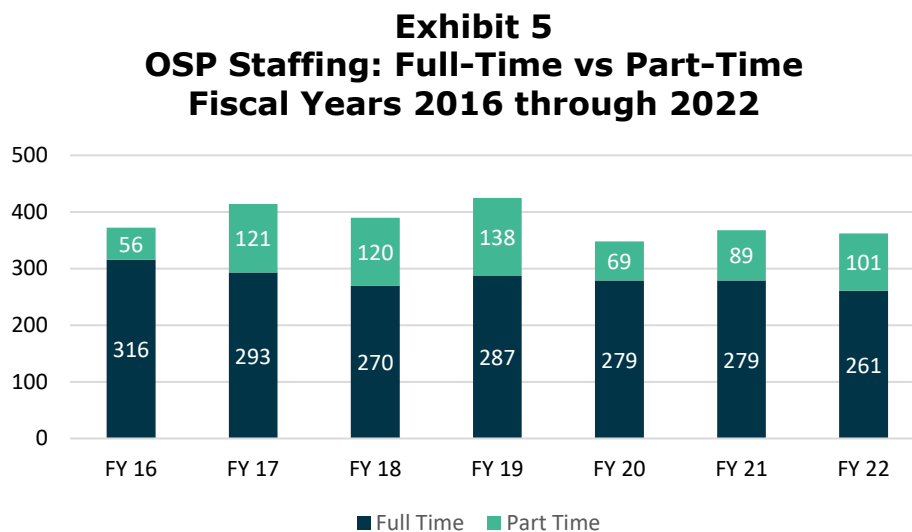
Source: Prepared by legislative auditor's staff using information provided by OSP.

In addition to low staffing levels, integral positions, such as park rangers and interpretive rangers, have been cut. Park rangers are POST-certified positions with the same duties as police officers and enforce OSP rules and policies at the parks. Park ranger positions have decreased 34.6%, from 26 positions in fiscal year 2016 to 17 positions in fiscal year 2022. Interpretive rangers guide the natural, cultural, and historical aspects of parks. These positions have decreased 15.4%, from 26 positions in fiscal year 2016 to 22 positions in fiscal year 2022. According to OSP, the legislature approved eight new positions and \$526,206 in additional funding for park rangers for fiscal year 2024.

³ During our audit scope, full-time parks staff decreased 17.4% from 316 in fiscal year 2016 to 261 in fiscal year 2022.

In response to staffing cuts, OSP found alternative methods, such as cross-training park employees and temporarily loaning staff from one park to another, for operating parks with decreased manpower. OSP has difficulty recruiting new employees post-COVID-19 due to a smaller pool of candidates and higher salary demands. It has attempted to alleviate the lack of staff by cross-training park employees and temporarily loaning staff from one park to another based on an immediate need. For example, an employee may lead a tour group at one park and then tend to the grounds at a different park the next day. Some parks have streamlined their services in order to free up staff to focus on other areas. Bogue Chitto State Park replaced many smaller trash receptacles with larger dumpsters. According to OSP, this saves the park around \$10,000 per year and decreases the hours needed for staff to empty trash cans.

According to OSP, it has also relied more on part-time staff and volunteer work due to staff shortages. Between fiscal years 2016 through 2022, part-time positions increased 80.4%, from 56 part-time positions in fiscal year 2016 to 101 in fiscal year 2022. Exhibit 5 shows the number of full-time and part-time staff during fiscal years 2016 through 2022.



Source: Prepared by legislative auditor's staff using information provided by OSP.

Matter for Legislative Consideration: The Legislature may wish to consider increasing funding for interpretive and park ranger positions for OSP to operate in a more efficient and effective manner, and to ensure the safety of park visitors.

Since 2010, OSP has received reduced general fund appropriations and has been required to spend funds from the Louisiana State Parks Improvement and Repair Dedicated Fund Account on operations. While the use of funds from this dedicated fund account helps OSP rely less on state general fund dollars, a lack of overall funding has contributed to a backlog of repair and improvement needs. OSP should better track expenditures from this dedicated fund account to show how much is being spent on operations rather than on needed repairs and improvements.

Maintaining current facilities and infrastructure, as well as building additional facilities, infrastructure, and amenities, are important for Louisiana's state parks and historic sites to sustain and attract new visitors. State law⁴ established the Louisiana State Parks Improvement and Repair Dedicated Fund Account ("729 Fund") for the purpose of financing improvements and repairs⁵ to state parks. State law also establishes how monies in the 729 Fund are to be allocated with half of the total Fund to be disbursed to individual parks based on the amount of fees and other self-generated funds generated by that park. The other half of the 729 Fund is to be allocated for use throughout the state park system on a priority need basis, as recommended by OSP's assistant secretary.⁶ However, the same state law also provides that any 729 Fund disbursements are subject to legislative appropriations.⁷ Since fiscal year 2010, the legislature has given OSP fewer state general fund dollars, so OSP has had to rely on 729 dollars to make up the difference.

Our August 2012 performance audit* on OSP also reported on repair and improvement funding issues. We found that while there were 110 maintenance and improvement projects funded in fiscal year 2009, by 2012 the number of funded projects had decreased to eight. Again, the number of projects had decreased because funds dedicated to maintenance and improvement projects had been used by the legislature to fund operational costs at state parks.

* See [Department of Culture, Recreation and Tourism, Office of State Parks](#) for this report.

⁴ Louisiana Revised Statute (R.S.) 56:1703

⁵ "Repairs and improvements" can include anything from general maintenance, such as painting or adding signage, to capital projects, such as adding hiking trails, boat launches, or reroofing facilities.

⁶ The priority basis for these allocations is as follows: (1) protection of life and property, (2) general repairs and improvements to existing facilities, (3) addition of new facilities, (4) acquisition of property to expand park areas, and (5) maintenance and operations. The "maintenance and operations" category was added by ACT 420 of the 2013 Regular Legislative Session.

⁷ Due to the language "subject to appropriation by the legislature" in R.S. 56:1703, OSP is required to follow legislative appropriation acts for direction on how to spend 729 funding. As a result, OSP cannot spend 50% of self-generated revenues of each park on that park's needs unless funds are appropriated funds for that purpose.

Since fiscal year 2010, a portion of 729 Funds have gone towards operational costs although it is the lowest priority category outlined in state law. Prior to fiscal year 2010, OSP used 729 Funds according to state law in terms of spending 50% of the self-generated revenues of each park on that park's improvements and repairs needs. However, OSP's annual state general funds have decreased by 12.9%, from \$19.4 million in fiscal year 2016 to \$16.9 million in fiscal year 2022. As OSP received fewer state general fund dollars, the agency began relying more on self-generated revenues in the 729 Fund, to fund operations. According to OSP, prior to 2010, staff would determine what repairs and improvements they could fund each year based on estimated revenues into the 729 Fund, but the agency now waits to see how much in 729 Funds it will receive through annual appropriations then subtracts operational costs to determine how much is left for repairs and improvements.

OSP does not clearly track the amount of 729 Funds used for operational costs, and repairs and improvements. Staff only separately track expenditures for Major Repairs,⁸ which they define as projects/repairs which require greater effort and/or knowledge toward any buildings, grounds, or systems.⁹ OSP includes other repairs and improvements in its operational costs because of the way it tracks expenditures. In reviewing financial reports for the 729 Fund, we identified expenditures that should be included as repairs and improvements, such as building maintenance costs and acquisitions of maintenance/construction equipment, but OSP instead includes these as operational costs. We also identified other expenditure categories that were vague and may include repair and improvement expenditures. Better tracking of 729 Funds expenditures would help identify the actual amounts spent on operations rather than on parks and historic sites' repair and improvement needs.

Because OSP must rely on 729 Funds for operations, it has fewer dedicated dollars for repairs and improvements. As of March 2023, OSP has a repair and improvements list totaling approximately \$14 million. However, OSP staff say this is only a list of projects that they can realistically complete based on current funding levels as the true amount needed for improvements to keep parks and historic sites operating at expected service levels is three times this amount (approximately \$42 million). In addition, included in the list are repair projects to aging facilities and infrastructure that OSP says actually need to be replaced, but the agency cannot afford replacement costs. For example, the Department of Transportation and Development condemned three bridges in Bayou Segnette state park. As a result, OSP was forced to close one entrance and re-route visitor traffic to another entrance. According to OSP, the cost to replace these bridges is more than \$1 million. Other examples that OSP staff provided are buildings that are not ADA compliant that should be addressed, but OSP does not have the funds.

⁸ The total amount of expenditures from the Major Repairs category from fiscal years 2010 through 2022 was \$4,184,432.

⁹ This category does not include 729 Funds sent directly to the Office of Facility Planning & Control (OFPC) to be used for parks and historic sites capital projects. The total amount of 729 Fund monies sent to OFPC for OSP capital projects from fiscal years 2010 through 2022 was \$13.5 million.

If Louisiana's state parks and historic sites want to sustain and attract new visitors, at a minimum, aging facilities and infrastructure must be addressed. As the Government Finance Officers Association (GFOA) notes, lacking investment in capital assets "makes it increasingly difficult to sustain the asset in a condition necessary to provide expected service levels. Ultimately deferring essential maintenance or asset replacement could reduce the organization's ability to provide services. In addition, as the physical condition of assets decline, deferring maintenance and/or replacement could increase long-term costs and liabilities." According to OSP, it is already dealing with this issue as several projects on its current improvements list were originally classified as repairs but now are considered in need of replacement.

Recommendation 1: OSP should clearly track the amount of 729 Fund expenditures used for operational costs, and parks and historic sites' repairs and improvements.

Summary of Management's Response: OSP agreed with this recommendation and stated that it has made changes to its existing tracking system to improve tracking of expenditures of 729 Funds. See Appendix A for OSP's full response.

OSP does not have a current master plan, which would provide OSP with a framework to set priorities and determine where to allocate resources. In addition, while OSP has implemented maintenance strategies that save time and money, it should implement a formal process to document repair and improvement decisions.

It is important to prioritize repair and improvement needs of parks in order to facilitate efficient allocation of limited resources. OSP tracks needed repairs and improvements and prioritizes these projects into three categories: health/safety, repair/renovate, and new. Other states also have processes to review needed repairs and improvements usually on some type of review schedule. For example, North Dakota has two-year review cycles for maintenance projects and a master plan for capital projects. Other states also have processes to prioritize goals set in their park system master or strategic plans. For example,

Exhibit 6
Fontainebleau State Park



Source:

www.louisiananorthshore.com/hotels/campgrounds-cabins/

Montana, per its strategic plan, created a park classification system to help guide resource allocation decisions.

Developing a master plan for Louisiana’s state parks would help OSP set priorities, link them to the selection of major improvement projects, and demonstrate park and historic site needs to the legislature and public.

According to OSP, limited funding and staffing resources have not allowed them to develop a recent plan. OSP’s last system-wide Master Plan was developed in 1997 and covered years 1997 through 2012.¹⁰ The purpose of the plan was to guide the acquisition, development, and management of the parks system and included an action plan to achieve stated objectives. A master or strategic plan lays out an organizational framework for improving park facilities and services to better serve the public with the overall purpose of developing a comprehensive vision for a park system. Developing a new plan would provide a formal vision and framework for Louisiana’s park system to guide current and future management of OSP when prioritizing resources. Other states have a master or strategic plan for their parks system. The Texas Parks and Wildlife Department has a five-year strategic plan that contains operational goals and action plans, as well as a statewide capital plan. South Carolina also has a plan that documents and prioritizes capital improvement and maintenance needs.

According to OSP officials, it is difficult to develop and implement a new master/strategic plan with its limited resources and other on-going issues, including dealing with the impact of the recent hurricanes, as the cost for developing a system-wide plan would be expensive. For example, the cost to develop a master plan for only one park, Poverty Point, is approximately \$400,000, which OSP is currently developing with federal funds. OSP officials also mentioned better funded states have dedicated staff for developing and executing master/strategic plans or contract out this function to consultants. OSP does not have adequate staff to devote to this function or funds to hire outside consultants.

While OSP has a process for determining which repair and improvement projects to fund, it should develop formal policies and procedures, including documenting why projects are chosen.

According to OSP, its prioritization process for repair and improvement projects has changed as available funding for such projects has decreased. When repair and improvements were funded more consistently, the process for selecting projects would consist of a facility planner, district manager and park manager annually going through the parks and compiling a list of projects needed at each park. A committee would

**Exhibit 7
Jimmie Davis State Park**



Source: <https://www.lastateparks.com/parks-preserves/jimmie-davis-state-park>

¹⁰ OSP also stated that certain parks had individual master plans from the same time period.

decide what projects to fund using a 729 Fund voting form. Safety needs were the first priority. As the backlog of projects has grown, the prioritization process has shifted. Currently, OSP's assistant secretary, director of operations and facilities, and two landscape architects select projects, with safety issues continuing to receive priority followed by repairs/renovations then new capital projects. They decide which projects to fund and send that list to the Lieutenant Governor for approval. OSP officials noted that their selection process must be flexible in order to consider hurricane-related needs as they arise.

OSP has not formalized its process for selection of projects, which could lead to the appearance of a lack of transparency. When asked why certain new projects were funded before other repair/renovation projects, OSP officials provided reasonable explanations but this information is not documented. Developing and adhering to policies and procedures to formalize OSP's prioritization and selection of repair needs and improvement projects would help increase transparency and ensure continuity of the processes in place. This includes the systematic review/reassessment of repair and improvement project needs, and documenting why funded projects are selected.

OSP also needs to improve its tracking of on-going and completed repairs and improvement projects. OSP does not maintain a total list of completed projects. OSP officials provided documentation that tracks payments made and money owed on individual projects going back to fiscal year 2019; however, it is not clear when some of these projects were finished and the list did not include ongoing and completed projects overseen by the Office of Facility Planning & Control (OFPC) on behalf of OSP. According to OSP, funds are transferred to the OFPC for major projects, where OFPC uses these funds to bid on projects, pay vendor invoices, and monitor the construction process. OSP could not provide a list of all OSP projects overseen by OFPC. Formal tracking of all repair and improvement projects would provide transparency and show OSP's progress in maintaining and improving parks and historic sites.

OSP formed traveling maintenance and repair teams that save time and money by completing smaller projects instead of contracting out for these projects. In fiscal year 2016, OSP formed teams composed of approximately 20 total staff split between a northern team and a southern team. These teams complete smaller jobs, such as A/C repair, sewage pumps, electrical issues, and some small roofing repairs but may also complete larger projects, such as rebuilding bridges or overlaying roads. Many of the repairs that were originally intended to be contracted out have been remedied by the travel teams. According to OSP, travel teams have completed 26 of these projects. OSP is in the process of implementing a system where the travel teams travel to a park and repair as much as they can in a one-month period before traveling to another park.

In fiscal year 2023, OSP began using 30 travel trailers to temporarily house travel team staff at parks when a project at that park is expected to have a longer completion time. OSP maintains a log of which travel team members are currently using trailers, and when the trailers are not in use each has a designated park

where they are housed. However, OSP does not have a process in place to track the location of loaned trailers during assigned projects. While this practice saves time and money by getting projects completed more efficiently, OSP should implement additional controls around the use of the travel trailers to ensure these travel trailers are not used outside of their intended purpose.

Recommendation 2: OSP should develop a master or strategic action plan to document parks and historic sites' needs, and to provide a framework to set priorities and help determine where to allocate resources.

Recommendation 3: OSP should formalize the process for selecting maintenance and capital outlay projects including documenting why projects are selected and tracking all completed projects.

Recommendation 4: OSP should implement additional controls over the use of travel trailers by traveling maintenance and repair teams to ensure trailers are not used outside of their intended purpose.

Summary of Management's Response: OSP agreed with these recommendations and stated that it will explore hiring an outside firm to develop a new master plan when additional funding becomes available. OSP also stated that it will develop and implement a policy to ensure travel trailers are used for intended purposes. See Appendix A for OSP's full response.

Despite lower visitation, OSP revenue¹¹ increased by 42.9% from fiscal years 2016 through 2022, largely due to short-term revenues, including COVID-19 relief funds. While the COVID-19 pandemic resulted in increased visitation, recent hurricanes have reduced the number of visitors as some parks were closed or damaged.

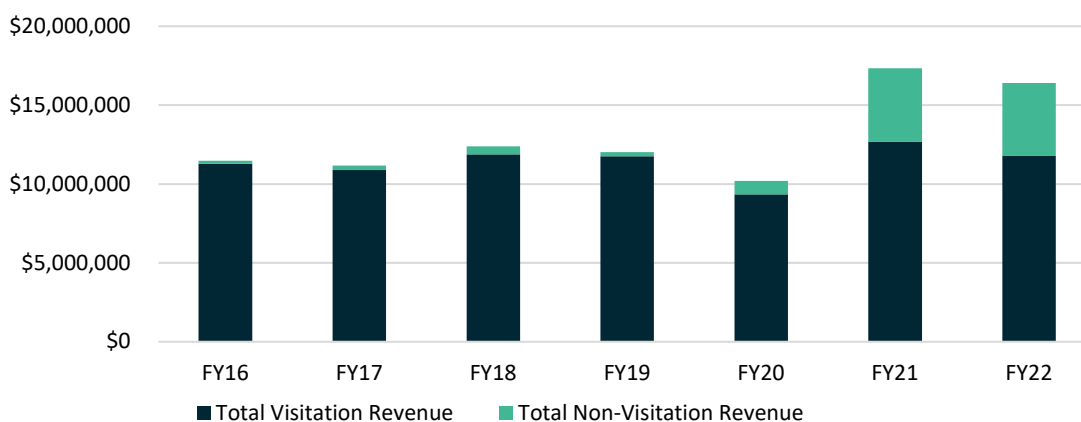
Besides state general fund monies, OSP relies on visitation and non-visitation revenue sources, with a majority of revenue coming from visitation sources. Examples of visitation revenue sources include admission fees, cabin rentals, and campsite rentals. Non-visitation revenue sources include federal funds, royalties from oil and gas, and timber sales. Both types of revenue are important, as they help OSP become less reliant on state general funds.

¹¹ This excludes any state general fund appropriations.

During fiscal years 2016 through 2022, non-visitation revenue increased by \$4.4 million, while visitation revenue increased by \$474,227.

Total revenue, excluding state general fund appropriations, increased by 42.6%, from \$11.5 million in fiscal year 2016 to \$16.4 million in fiscal year 2022. Overall, 87.5% of non-general fund dollars were from visitation services and amenities such as cabins, campsites, and day passes. The remaining 12.5% were non-visitation revenues including royalties from oil and gas and timber leases, revenue generating contracts, federal funding, etc. Visitation revenue increased 4.4%, from \$11.3 million in fiscal year 2016 to \$11.8 million in fiscal year 2022. Non-visitation revenues increased by 2,589.0%, from \$171,871 in fiscal year 2016 to \$4.6 million in fiscal year 2022. Exhibit 8 summarizes visitation and non-visitation revenue. Appendices C and D provide a breakdown of visitation and non-visitation revenues by revenue category.

Exhibit 8
OSP Total Visitation and Non-Visitation Revenue*
Fiscal Years 2016 through 2022



*Excludes state general fund appropriations.

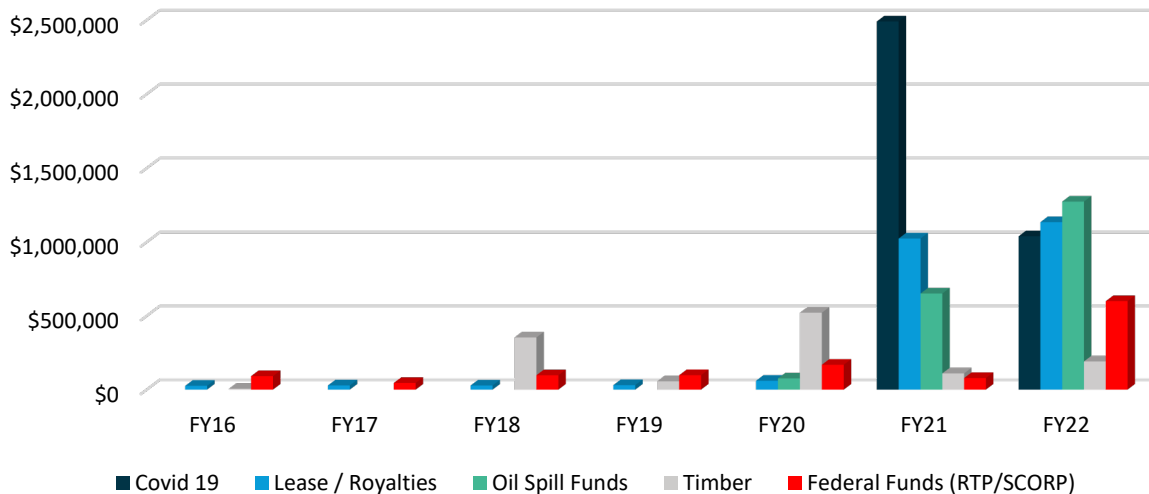
Source: Prepared by legislative auditor's staff using information provided by OSP.

The leading sources of non-visitation revenue were COVID-19 relief funds, followed by oil leases and royalties, oil spill funds, and timber sales; however, OSP does not foresee these revenue streams continuing at the current trend. COVID-19 funds made up \$3.5 million (38.0%) of the \$9.3 million non-visitation revenue in fiscal years 2021 and 2022. In addition, revenue from oil and gas leasing and royalties increased from \$25,768 in fiscal year 2016 to \$1.1 million in fiscal year 2022, but these revenue streams fluctuate and their current trend is not guaranteed.¹² Because non-recurring revenues were a large percentage of the non-visitation revenue, OSP needs to factor in the loss of these revenues as it plans for the future. Exhibit 9 shows the leading non-visitation

¹² Lease / Royalties may include gas well leases, royalties from oil and gas, cell tower leases and other mineral royalties.

revenue sources from fiscal year 2016 through fiscal year 2022. For a complete list of non-visitation revenues, see Appendix D.

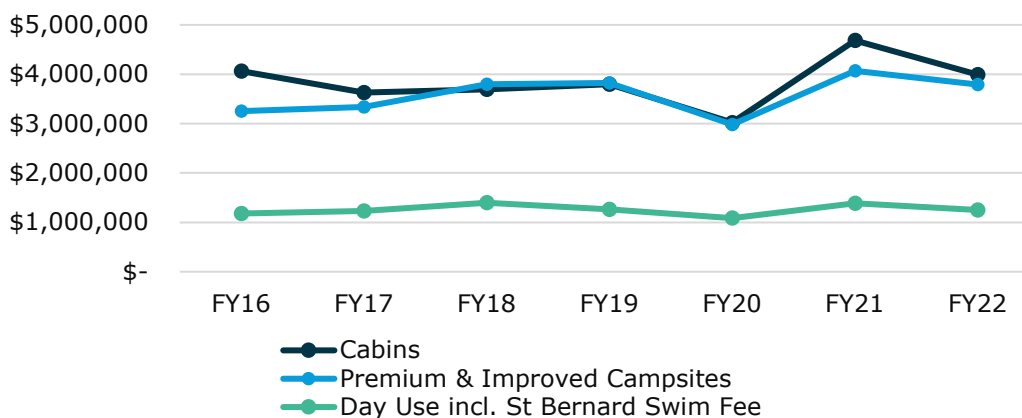
Exhibit 9
Leading Sources of Non-Visitation Revenue
Fiscal Years 2016 through 2022



Source: Prepared by legislative auditor's staff using information provided by OSP.

During fiscal years 2016 through 2022, \$60.7 million (76.3%) of \$79.6 million in visitation revenue were from cabins, premium RV campsites, and day use admissions. OSP has cabins at 18 state parks. Premium RV campsites may include sewage hookups for RVs and cost a higher fee than many of the other overnight RV camping options. Since sewage hookups are in high demand among RV patrons, OSP is adding individual sewage hookups at five additional state parks. Exhibit 10 shows the top three sources of visitation revenue. Appendix C shows a breakdown of visitation revenues by revenue category.

Exhibit 10
Leading Sources of Visitation Revenue
Fiscal Year 2016 through Fiscal Year 2022



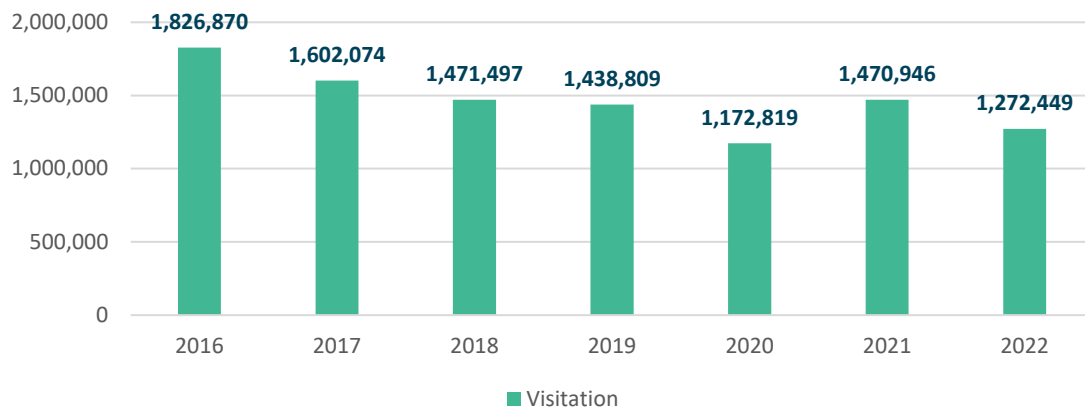
Source: Prepared by legislative auditor's staff using information provided by OSP

While state parks experienced an increase in visitation as a result of the pandemic, numbers have since declined to lower than pre-pandemic levels, with hurricanes affecting multiple sites resulting in at least a decrease of approximately 216,000 visitors and \$1.9 million in revenue.

Visitation at state park sites decreased 30.3% statewide, from 1.8 million in fiscal year 2016 to 1.3 million in fiscal year 2022. However, visitation increased 2.2% from fiscal year 2019¹³ to fiscal year 2021, likely as a result of the COVID-19 pandemic. The decrease in visitation numbers during fiscal year 2022 may be due to the impact of hurricanes that hit Louisiana in 2020 and 2021, which required closures of varying lengths at all state parks. For example, Sam Houston Jones State Park in southwest Louisiana was closed from August 25, 2020, to June 30, 2022, due to damage from Hurricane Laura, and its visitation revenue decreased by 88.1%, from \$410,840 in fiscal year 2020 to \$48,758 in fiscal year 2022. In addition, Grand Isle State Park remains closed from Hurricane Ida, and the cabins at Fontainebleau State Park are closed pending repairs from Hurricane Ida damage. Exhibit 11 shows visitation throughout the audit scope. Appendices E and F provide visitation revenues by individual park and historic site. Appendices G and H provide total visitation numbers by individual park and historic site.

¹³ Fiscal year 2019 was the last fiscal year unaffected by fluctuations in visitation trends. Visitation numbers in fiscal year 2020 were significantly below other years likely due to the impact of park and historic site closures in the spring/summer of 2020 due to the COVID-19 pandemic. All of Louisiana's state parks and historic sites were closed to visitors from March 24, 2020 through May 14, 2020 with three state parks, Chico State Park, Lake Bistineau State Park, Bayou Segnette State Park, remaining closed for a longer period in order to house COVID-19 positive patients.

Exhibit 11
State Park Visitation
Fiscal Years 2016 through 2022



Source: Prepared by legislative auditor's staff using information provided by OSP.

Recommendation 5: OSP should continue to expand consistent, non-visitation revenue streams in order to become less reliant on state general fund dollars with fluctuating visitation to parks and historic sites.

Summary of Management's Response: OSP agreed with this finding and stated it currently utilizes various funding sources and it continues to explore expanding these partnerships. For example, OSP is currently opening new gift shops and expanding existing gift shops. See Appendix A for OSP's full response.

In order to sustain parks and historic sites and meet the needs of visitors, OSP should evaluate fee adjustments and pricing strategies. Since fiscal year 2017, OSP increased various fees and implemented differential pricing, but further increases may be warranted.

OSP increased admissions fees for state parks in February 2017 from \$2 per person per day to \$3 for noncommercial vehicles, walk-in visitors, and visitors on bicycles and increased the fee for buses from \$60 to \$75 per bus. In addition, OSP increased fees for campsite rentals twice since fiscal year 2016, and increased rental fees for cabins and lodges in September 2022. However, OSP has not increased admission fees to most historic sites since 2010. Fees are critical to OSP's budget which has relied more heavily on fees and self-generated revenues in recent years. While OSP does not want to price out potential visitors, it may need to further evaluate increasing admission fees, fees for amenities, and rental prices in order to sustain current park facilities and provide optimal park services in order to

keep and attract new visitors. Exhibit 12 summarizes current fees for state parks and historic sites.

Exhibit 12 Fee Schedule for State Parks and Historic Sites As of May 1, 2023	
Fee Category	Entrance Fee
State Parks	
Admissions Fees*	\$3 / Day – Per Person
Admissions Fees (Visitors Arriving by Bus)	\$75 / Day – Per Bus
Premium Campsites	\$25-\$33**
Improved Campsites	\$20-\$28**
Unimproved Campsites	\$18
Backcountry Campsites	\$9
Standard Cabins	\$85-\$95**
Deluxe Cabins	\$150-\$175**
Standard Lodges	\$155-\$210**
Deluxe Lodges	\$175-\$225**
Historic Sites	
Daily Rates***	\$4 - Per Person
Rosedown Plantation House (Price varies by age)****	\$6-\$12 - Per Person
Rosedown Surrounding Gardens (Price varies by age)****	\$5-\$7 - Per Person
Audubon Plantation House (Price varies by age)****	\$5-\$10 - Per Person
Audubon Plantation Grounds (Ages 4 and Over)****	\$5 - Per Person
*Children 3 and under and seniors 62 and older receive free admission. **Prices vary by time of year and weekday/weekend. ***Children 12 and under, seniors 62 and older receive free admission. Locust Grove and Los Adaes do not have admissions fees. Audubon and Rosedown Plantation rates are set differently than the other state historic sites. ****Children 3 and Under receive free admission to the houses and surrounding grounds at Audubon and Rosedown Plantation. Source: Prepared by legislative auditor's staff using information provided by OSP.	

Further fee adjustments and pricing strategies may be necessary in order to sustain parks and historic sites and meet the needs of visitors. Our previous performance audit on OSP in 2012¹⁴ included recommendations on how OSP could determine whether or not increases to fees were necessary. For example, the report recommended that OSP analyze visitation and cost per visitor data to determine if certain parks would benefit from operational and fee changes. The report also recommended that OSP evaluate whether fees could be adjusted based on seasons. Since the 2012 report, OSP now ranks parks based on revenue generated as well as the cost and revenue per visitor. OSP also introduced differential pricing for rentals and amenities by adjusting fees based on seasons,

¹⁴ See, [Department of Culture, Recreation and Tourism, Office of State Parks](#) for the 2012 performance audit.

peak and non-peak times, and amenities associated with the premium campsites. Although OSP has made some fee increases in the past, it may want to further evaluate the need for fee increases for admission, amenities, and rentals.

While OSP currently uses differential pricing for rentals and amenities, using dynamic pricing to reflect changing market conditions may further encourage visitors during months with lower visitation and increase revenues for periods of higher demand, such as festival season.¹⁵ While state law allows for dynamic pricing,¹⁶ OSP has been hesitant to implement this strategy as a common practice.¹⁷ However, other states rely on dynamic pricing. For example, South Carolina assigns two employees to help manage its dynamic pricing system and ensure that rates are in line with a fair market value.

Recommendation 6: OSP may want to further evaluate the need for increases to admission and amenities fees, as well as rentals.

Recommendation 7: OSP should evaluate implementing further dynamic pricing strategies to encourage patronage and increase revenues.

Summary of Management's Response: OSP agreed with these recommendations and stated that it will evaluate strategies like fee increases and dynamic pricing to increase revenue while keeping the statutory mission of the agency and within the boundaries set forth by the state legislature. See Appendix A for OSP's full response.

¹⁵ Differential pricing relies on customer characteristics and buying behavior and can vary based on geographic locations or product variations. Examples of differential pricing include seasonal and group discounts. Dynamic pricing is more focused on market conditions.

¹⁶ LAC: 25 IX-503 (B) allows for additional surcharges based on demand.

¹⁷ OSP uses online promotional codes to encourage visitation in the off-seasons.

During fiscal years 2019 through 2022, OSP generated \$350,424 from revenue-generating agreements, including public-private partnerships to provide services that improve the visitor experience. OSP should continue to seek revenue-generating agreements as a way to increase visitation and revenue.

OSP uses revenue-generating agreements including cooperative endeavor agreements (CEAs), contracts, vendor agreements, memos of understanding (MOUs) along with public-private partnerships (PPPs) as a way to provide amenities that are not already provided by OSP. Services including recreational equipment rentals, horseback riding, guided tours, and particular types of lodging allow OSP to entice visitors with an expanded array of activities to enhance the parks experience. These agreements typically include OSP receiving a percentage of the vendor's sales. For example, OSP has an agreement with Tentrr to provide "glamping" lodging at eight state parks, and OSP receives 10% of Tentrr's sales. These agreements help OSP increase visitation and revenues. See Appendix I for a list of OSP's revenue generating agreements that provide services to park visitors.

Exhibit 13
Tentrr Site at Fontainebleau State Park



Source: <https://www.Tentrr.com>

OSP has written policies and procedures for contracting, soliciting, and terminating revenue generating agreements with prospective vendors. OSP utilizes documented internal policies and procedures for all revenue generating agreements. PPP agreements are reviewed by CRT general counsel to ensure that no state funds are used as a part of the agreement. Contract monitors are assigned to oversee vendor agreements. The volume of PPP requests required OSP to implement additional bandwidth¹⁸ for review and response. This allows vendors to access historical data and GIS information about individual parks to assist in determining if a site is suitable for the business's operations.

¹⁸ opportunitiesinLouisiana.com is the portal used for prospective vendors.

From fiscal year 2019 to fiscal year 2022, OSP generated \$350,424 through revenue-generating agreements, including \$296,800 for filming permits.

Of the \$350,424, \$53,624 (15.3%) is from 14 vendors that OSP contracted with to provide services to park visitors. OSP is currently pursuing additional revenue-generating agreements to provide zip lines, self-serve kayaks, and ropes courses. Beginning in fiscal year 2022, OSP signed agreements with three cruise lines to provide tours at certain historic sites such as Audubon and Rosedown plantations. OSP officials expect significant revenues from these contracts in the coming years. According to OSP, the cruise contracts have already resulted in approximately \$369,000 in total revenues from July 2022 through May 2023.

**Exhibit 14
Horseback Riding at
Bogue Chitto State Park**



Source:

<https://www.explorelouisiana.com/state-park/bogue-chitto-state-park>

Ten parks and historic sites have associations with friends' groups.

Currently, three state parks and seven historic sites have active, affiliated friends' groups. While not directly a revenue generating function, friends' groups provide functions including promoting tourism initiatives, maintaining facilities and grounds and managing gift shops. For example, Friends of Bogue Chitto State Park is allowed to organize fundraisers, solicit donations of services, property, monies, historical artifacts, and also apply for grants and other assistance that would benefit the state. Presence of friends' groups at state parks could help OSP by raising additional funds.

Recommendation 8: OSP should continue to explore and promote additional revenue-generating agreements as a way to improve the visitor's experience and help increase visitation and generate revenues.

Recommendation 9: OSP should continue to build relationships with friend's groups in order to promote parks and historic sites and gain more funding.

Summary of Management's Response: OSP agreed with these recommendations and stated that it is actively exploring new public-private partnerships for the purpose of enhancing the visitor experience and increasing revenue. See Appendix A for OSP's full response.

A more cohesive marketing strategy, including developing a marketing plan and having dedicated marketing staff, could improve OSP's efforts to increase visitation and revenue.

One of OSP's performance measures is to sustain annual visitation of at least two million visitors served by the state park system by the end of fiscal year 2025. As visitation increases, revenue should also increase. Marketing can be a key component to meeting this goal by drawing in visitors and revenues through making the public aware of what the park system has to offer.

OSP does not currently have full-time marketing staff or a formal marketing plan. The last OSP master plan, implemented in 1997 and utilized through 2012, contained the action goals "hire an in-house marketing specialist" and "develop a marketing strategy to increase public awareness of the Louisiana State Parks System." However, OSP does not currently have full-time marketing staff and does not have a document that outlines its marketing plan. OSP relies on a combination of two staff, including the public information director, whose job duties include communications and marketing, as well as staff at each park to generate marketing content. Each park has its own social media account, and there is a general state parks account. While the public information director is charged with overseeing all of OSP's social media accounts, park staff mostly manage individual park accounts. OSP uses the Office of Tourism's advertising contractors to market parks through television, radio, and social media. During COVID-19, the Office of Tourism highlighted state parks and amenities, such as Tentrr, as individuals were looking for outdoor activities during the pandemic. For example, a recent fall media campaign contained an RV component aimed at increasing overnight stays at state parks. Exhibit 15 shows an advertisement developed by the Office of Tourism during COVID-19.

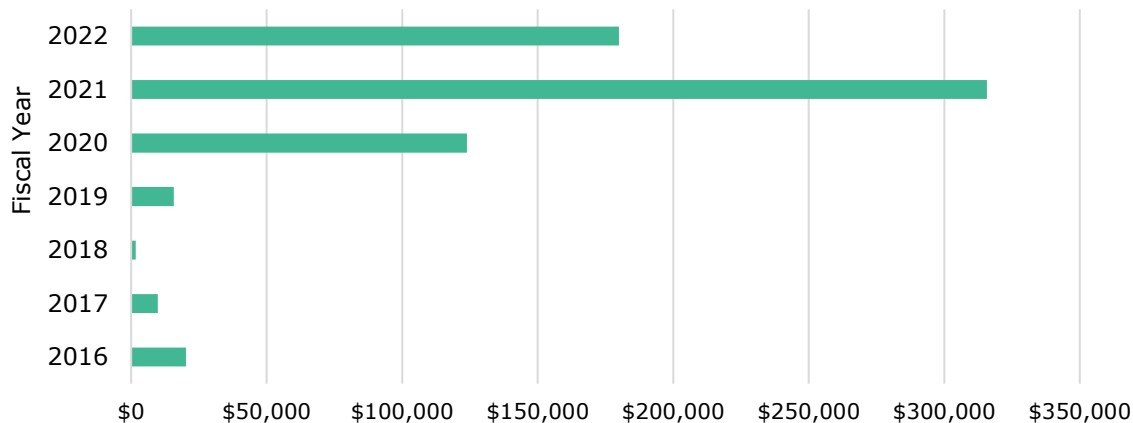
Exhibit 15
Office of Tourism Advertisement during COVID-19



Source: <https://www.explorelouisiana.com>

OSP's marketing expenditures for fiscal years 2016 through 2022 totaled \$667,002, with a significant increase beginning in fiscal year 2020. Exhibit 16 summarizes the OSP marketing expenditures for fiscal years 2016 through 2022.

Exhibit 16
OSP Marketing Expenditures
Fiscal Years 2016 through 2022



Source: Prepared by legislative auditor's staff using information provided by OSP

A more cohesive marketing strategy and dedicated resources could further highlight state parks and historic preservation sites. OSP has made a point of expanding cabins and improving campsites in an effort to drive visitation to its higher revenue amenities, and highlighting these improvements to the public can help drive patrons to the parks. As OSP's 1997 master plan stated, "While the Office of State Parks is within the same department as the Office of Tourism, the agencies have different agendas. The Office of State Parks should have a specialist who understands state parks, state commemorative areas, and state preservation areas to develop and maintain an in-house strategy for marketing facilities and resources." According to OSP staff, while it does not have a formal marketing plan, it does have a marketing strategy on where to spend marketing funds. Staff continuously review park visitation numbers to determine where to focus marketing.

Other states either devote resources or use specific methods to market their state park systems. While other states' park systems benefit significantly from private grants and taxes such as Arkansas,¹⁹ others without dedicated revenue streams have found ways to market their systems with the resources available. For example, South Carolina dedicates two full-time employees to marketing through its tourism department. The state monitors park attendance throughout the year to direct marketing to different parks, and is currently focused

¹⁹ Arkansas state parks are primarily funded by an 1/8 of 1 cent conservation sales tax that also funds Keep Arkansas Beautiful, the Division of Arkansas Heritage, and the Arkansas Game and Fish Commission.

on marketing to under-represented populations in an effort to attract new visitors and sustain attendance.

Recommendation 10: OSP should develop a strategic marketing plan and consider implementing elements from the previous master plan, such as hiring an in-house marketing specialist.

Summary of Management's Response: OSP agreed with this recommendation and stated it will pursue developing a strategic marketing plan but hiring an in-house marketing specialist will require additional funding and TO. See Appendix A for OSP's full response.

APPENDIX A: MANAGEMENT'S RESPONSE



BILLY NUNGESSER
LIEUTENANT GOVERNOR

State of Louisiana
OFFICE OF THE LIEUTENANT GOVERNOR
DEPARTMENT OF CULTURE, RECREATION & TOURISM
OFFICE OF STATE PARKS

BRANDON BURRIS
ASSISTANT SECRETARY

July 5, 2023

Michael J. "Mike" Waguespack, CPA
Louisiana Legislative Auditor
P.O. Box 94397
Baton Rouge, LA 70804-9397

Re: Audit Title: Office of State Parks
Audit Report Number: 40210035

Dear Mr. Waguespack:

Please accept this letter as our response to the LLA's audit report on the Office of State Parks (OSP). We concur with the findings and recommendations outlined in the report.

As indicated in the report, OSP has operated for several years with a lack of sufficient funding and staffing. More recently, OSP has faced several additional challenges, including extended closures to multiple parks due to damages caused by several hurricanes, while simultaneously providing quality services to an increased number of visitors looking for outdoor activities as a result of the COVID-19 pandemic. OSP has faced all of these challenges head on in order to provide quality outdoor experiences to the people of Louisiana. We appreciate the recommendations made by the LLA to further improve OSP's operations and will implement them where resources allow.

Finding 1: *Low staffing levels present challenges for administering parks, which can ultimately affect visitation levels. In response to staffing cuts, OSP found alternative methods, such as cross-training park employees and temporarily loaning staff from one park to another, for operating parks with decreased manpower.*

OSP concurs with this finding. If the state legislature allocates additional funding and TOs, it would allow OSP to sufficiently staff sites to further facilitate guest enjoyment and enhance visitation levels. OSP will continue to cross train and move staff to sites where needed most to maximize operations and continue to best serve the public.

Finding 2: *Since 2010, OSP has received reduced general fund appropriations and has been required to spend funds from the Louisiana State Parks Improvements and Repair Dedicated Fund Account on operations. While the use of funds from this dedicated fund account helps OSP rely less on state general fund dollars, a lack of overall funding has contributed to a backlog of*

repair and improvement needs. OSP should better track expenditures from this dedicated fund account to show how much is being spent on operations rather than on needed repairs and improvements.

Recommendation 1: *OSP should clearly track the amount of 729 Fund expenditures used for operational costs, and parks and historic sites' repairs and improvements.*

OSP concurs with the finding and recommendation. OSP has made changes to its existing tracking system to improve tracking of expenditures of 729 funds.

Finding 3: *OSP does not have a current master plan, which would provide OSP a framework to set priorities and determine where to allocate resources. In addition, while OSP has implemented maintenance strategies that save time and money, it should implement a formal process to document repair and improvement decisions.*

Recommendation 2: *OSP should develop a master or strategic action plan to document parks and historic sites' needs, and to provide a framework to set priorities and help determine where to allocate resources.*

Recommendation 3: *OSP should formalize the process for selecting maintenance and capital outlay projects including documenting why projects are selected and tracking all completed projects.*

Recommendation 4: *OSP should implement additional controls over the use of travel trailers by traveling maintenance and repair teams to ensure trailers are not used outside of their intended purpose.*

OSP concurs with the finding and recommendations. OSP will explore hiring an outside firm to develop a new master plan upon additional funding becoming available. Additionally, OSP has made changes to its existing maintenance and capital outlay project tracking system to include additional details based on the LLA's recommendations. OSP will develop and implement a policy to ensure travel trailers are used for their intended purpose.

Finding 4: *Despite lower visitation, OSP revenue increased by 42.9% from fiscal years 2016 through 2022 largely due to short-term revenues, including COVID-19 relief funds. While the COVID-19 pandemic resulted in increased visitation, recent hurricanes have reduced the number of visitors as some parks were closed or damaged.*

Recommendation 5: *OSP should continue to expand consistent, non-visitation revenue streams in order to become less reliant on state general fund dollars.*

OSP concurs with the finding and recommendation. OSP currently utilizes various funding sources, including public-private partnerships, and will continue to explore opportunities to expand these partnerships in order to increase non-visitation revenue. For example, OSP is currently expanding merchandising opportunities through the opening of new gift shops and expansion of existing gift shops.

Finding 5: *In order to sustain parks and historic sites and meet the needs of visitors, OSP should evaluate fee adjustments and pricing strategies. Since fiscal year 2017, OSP increased various fees and implemented differential pricing, but further increases may be warranted.*

Recommendation 6: *OSP may want to further evaluate the need for increases to admission and amenities fees, as well as rentals.*

Recommendation 7: *OSP should evaluate implementing further dynamic pricing strategies to encourage patronage and increase revenues.*

OSP concurs with the finding and recommendations. OSP will evaluate strategies like fee increases and dynamic pricing to increase revenue in keeping with the statutory mission of the agency and within the boundaries set forth by the state legislature.

Finding 6: *During fiscal years 2019 through 2022, OSP generated \$350,424 from revenue-generating agreements, including public-private partnerships to provide services that improve the visitor experience. OSP should continue to grow revenue-generating agreements as a way to increase visitation and revenue.*

Recommendation 8: *OSP should continue to explore and promote additional revenue-generating agreements as a way to improve the visitor's experience and help increase visitation and generate revenues.*

Recommendation 9: *OSP should continue to build relationships with friend's groups in order to promote parks and historic sites and gain more funding.*

OSP concurs with the finding and recommendations. OSP is actively exploring new public-private partnerships for the purpose of enhancing the visitor experience and increasing revenue. OSP is actively involved with friend's groups and will continue to expand relationships within communities surrounding sites.

Finding 7: *A more cohesive marketing strategy, including a marketing plan and dedicated marketing staff could improve OSP's efforts to increase visitation and revenue.*

Recommendation 10: *OSP should develop a strategic marketing plan and consider implementing elements from the previous master plan such as hiring an in-house marketing specialist.*

OSP concurs with the finding and recommendation. OSP will pursue developing a strategic marketing plan, however; hiring an in-house marketing specialist would require additional funding and TO.

We thank the LLA for its efforts to evaluate OSP and make recommendations to further strengthen its operations. Please let us know if we can be of further assistance.

Sincerely,



Brandon Burris
Assistant Secretary
Office of State Parks

APPENDIX B: SCOPE AND METHODOLOGY

This report provides the results of our performance audit of Louisiana Office of State Parks (OSP). We conducted this performance audit under the provisions of Title 24 of the Louisiana Revised Statutes of 1950, as amended. This audit covered fiscal years 2016 through 2022 but also includes information for prior fiscal years and fiscal year 2023. Our audit objective was:

To evaluate how the Office of State Parks manages Louisiana’s state parks and historic sites.

We conducted this performance audit in accordance with generally-accepted *Government Auditing Standards* issued by the Comptroller General of the United States. Those standards require that we plan and perform the audit to obtain sufficient, appropriate evidence to provide a reasonable basis for our findings and conclusions based on our audit objective. We believe the evidence obtained provides a reasonable basis for our findings and conclusions based on our audit objective.

We obtained an understanding of internal control that is significant to the audit objective and assessed the design and implementation of such internal control to the extent necessary to address our audit objective. We also obtained an understanding of legal provisions that are significant within the context of the audit objective, and we assessed the risk that illegal acts, including fraud, and violations of applicable contract, grant agreement, or other legal provisions could occur. Based on that risk assessment, we designed and performed procedures to provide reasonable assurance of detecting instances of noncompliance significant to those provisions.

To answer our objective, we performed the following audit steps:

- Reviewed Louisiana state laws regarding state parks, including but not limited to, operations funding and fee structures.
- Interviewed OSP management and staff to understand park operations, and visited two parks and two historic sites.
- Obtained and analyzed OSP staffing information from ISIS/HR for fiscal years 2007 through 2022.
- Analyzed the mechanisms and processes for funding operations and maintenance objectives throughout the parks system.
- Obtained and analyzed data on funded and unfunded repairs and improvements project requests at parks and historic sites.

- Obtained and analyzed visitation data for fiscal years 2016 through 2022.
- Obtained and analyzed visitation and non-visitation revenue data for fiscal years 2016 through 2022.
- Obtained and analyzed revenues into and expenditures from the Louisiana State Parks Improvement and Repair (729) Dedicated Fund Account.
- Obtained and reviewed documentation on OSP's revenue sharing agreements and information regarding friends' groups between fiscal year 2016 and fiscal year 2022.
- Conducted best practices research on parks operations and reviewed audits on park systems in other states.
- Contacted other states to gather information on their park system operations. We received responses from South Carolina, Arkansas, Georgia, and New Mexico.
- Provided OSP our results to review for accuracy and reasonableness.

APPENDIX C: VISITATION REVENUES BY REVENUE CATEGORY FISCAL YEARS 2016 – 2022

Row Labels	FY16	FY17	FY18	FY19	FY20	FY21	FY22	Grand Total
Cabins	\$4,062,856	\$3,628,160	\$3,696,291	\$3,799,562	\$3,023,156	\$4,683,690	\$3,994,683	\$26,888,398
Premium & Improved Campsites	\$3,250,876	\$3,339,967	\$3,797,582	\$3,827,035	\$2,982,837	\$4,068,980	\$3,792,140	\$25,059,417
Admissions Fees incl. St. Bernard Swimming Fee	\$1,180,816	\$1,228,297	\$1,396,773	\$1,262,463	\$1,085,374	\$1,386,147	\$1,249,426	\$8,789,296
Reserve America Fees	\$511,364	\$463,777	\$381,805	\$423,621	\$367,865	\$528,864	\$456,849	\$3,134,145
Group Camps	\$473,515	\$416,592	\$461,094	\$538,819	\$317,868	\$316,486	\$447,552	\$2,971,926
Lodges	\$407,283	\$403,712	\$419,486	\$415,004	\$271,974	\$330,995	\$374,138	\$2,622,592
Cancel & Transfer Fees	\$319,333	\$283,266	\$299,181	\$318,069	\$303,679	\$466,986	\$418,234	\$2,408,748
Museum Fees	\$287,887	\$334,651	\$347,859	\$369,886	\$241,991	\$251,455	\$334,168	\$2,167,897
Marina Slips & Unimproved Campsites	\$174,577	\$142,540	\$168,279	\$139,919	\$119,665	\$179,407	\$150,442	\$1,074,829
Gift Shop & Store	\$104,540	\$107,032	\$100,997	\$97,928	\$80,034	\$81,493	\$95,785	\$667,809
Satelite, Film Phot., Adj. Misc, etc	\$55,103	\$55,043	\$325,217	\$53,791	\$82,914	\$19,192	\$26,698	\$617,958
Meeting Rooms	\$83,156	\$92,461	\$89,501	\$97,478	\$63,755	\$85,013	\$76,496	\$587,860
Wave Pool S.G. Misc	\$117,767	\$121,450	\$135,664	\$145,327	\$47,980	\$0		\$568,188
Annual Permits	\$54,960	\$68,145	\$66,895	\$78,805	\$79,600	\$100,967	\$93,430	\$542,802
Boat, etc Rental Deposit	\$95,325	\$90,677	\$62,338	\$67,403	\$61,300	\$92,404	\$73,261	\$542,708
Pavilions	\$79,804	\$82,822	\$86,860	\$83,691	\$38,571	\$74,781	\$79,777	\$526,306
Promotional Gift Cards	-\$461	\$1,425	\$3,707	\$23,190	\$162,158	-\$14,063	-\$10,061	\$165,895

Row Labels	FY16	FY17	FY18	FY19	FY20	FY21	FY22	Grand Total
Reservation State & Parish Taxes	\$0	\$0	\$0	\$0	\$0	\$0	\$95,699	\$95,699
LOOP Royal/Log Outreach	\$24,635	\$22,075	\$24,439	\$0	\$0	\$0		\$71,149
Washer Dryer	\$10,045	\$7,133	\$7,005	\$6,253	\$6,212	\$0	\$8	\$36,656
Tentrr	\$0	\$0	\$0	\$0	\$0	\$30,528	\$4,972	\$35,500
T-Shirts	\$0	\$0	\$0	\$0	\$0	\$4,530	\$17,413	\$21,943
Concessionaire	\$6,417	\$0	\$0	\$0	\$0	\$0	\$125	\$6,542
Restitution	\$220	\$181	\$430	\$375	\$120	\$613	\$3,010	\$4,949
Total	\$11,300,018	\$10,889,406	\$11,871,403	\$11,748,619	\$9,337,053	\$12,688,468	\$11,774,245	\$79,609,212
Source: Prepared by legislative auditor's staff using information provided by OSP.								

APPENDIX D: NON-VISITATION REVENUES BY REVENUE CATEGORY FISCAL YEARS 2016 – 2022

Row Labels	FY16	FY17	FY18	FY19	FY20	FY21	FY22	Grand Total
COVID-19 Relief Funds	\$0	\$0	\$0	\$0	\$0	\$2,490,280	\$1,039,175	\$3,529,455
Leases / Royalties	\$25,768	\$28,528	\$27,860	\$30,507	\$60,231	\$1,023,877	\$1,134,616	\$2,331,387
Oil Spill Funds	\$0	\$0	\$0	\$0	\$76,088	\$651,213	\$1,274,049	\$2,001,350
Timber	\$6,696	\$0	\$353,491	\$56,551	\$521,245	\$109,944	\$190,920	\$1,238,847
Federal Funds (RTP/SCORP)	\$91,558	\$45,248	\$97,663	\$98,078	\$168,548	\$78,660	\$599,660	\$1,179,415
ORM/Storm Claim/FEMA	\$36,704	\$184,366	\$29,328	\$0	\$1,010	\$164,003	\$82,244	\$497,655
Filming	\$0	\$0	\$0	\$0	\$0	\$55,400	\$241,400	\$296,800
Hunting Tags	\$0	\$7,495	\$5,141	\$14,105	\$14,305	\$21,525	\$23,890	\$86,461
Other	\$2,886	\$15	\$30	\$60,270	\$924	\$14,164	\$6,394	\$84,683
Refunds/Reimbursements/Return of Appropriation	\$8,258	\$11,369	\$8,860	\$1,918	\$2,976	\$13,971	\$6,958	\$54,310
Revenue-Generating Agreements	\$0	\$0	\$0	\$1,675	\$5,291	\$24,329	\$22,330	\$53,625
Total	\$171,870	\$277,021	\$522,373	\$263,104	\$850,618	\$4,647,366	\$4,621,636	\$11,353,988
Source: Prepared by legislative auditor's staff using information provided by OSP.								

APPENDIX E: VISITATION REVENUES BY PARKS FISCAL YEARS 2016 – 2022

State Park	FY16	FY17	FY18	FY19	FY20	FY21	FY22	Grand Total
Fontainebleau	\$1,460,795	\$1,468,098	\$1,682,618	\$1,649,381	\$1,313,099	\$1,947,238	\$1,158,886	\$10,680,115
Chicot	\$986,592	\$917,580	\$1,026,851	\$1,010,287	\$693,300	\$983,413	\$1,040,242	\$6,658,265
Bayou Segnette	\$594,429	\$960,223	\$1,158,763	\$1,234,878	\$643,736	\$931,206	\$1,058,554	\$6,581,789
Poverty Point Reservoir	\$709,636	\$636,358	\$656,726	\$691,132	\$549,086	\$839,286	\$771,049	\$4,853,273
Jimmie Davis	\$701,644	\$778,952	\$831,081	\$535,789	\$319,704	\$498,159	\$846,399	\$4,511,728
Bogue Chitto	\$481,961	\$461,908	\$549,707	\$544,445	\$539,002	\$918,679	\$871,328	\$4,367,030
South Toledo Bend	\$646,893	\$676,797	\$639,826	\$613,408	\$558,696	\$738,849	\$380,374	\$4,254,843
Palmetto Island	\$490,368	\$549,558	\$585,288	\$567,021	\$494,651	\$661,802	\$653,229	\$4,001,917
Lake D'Arbonne	\$611,081	\$608,510	\$552,545	\$495,345	\$427,209	\$608,617	\$655,841	\$3,959,148
Lake Claiborne	\$409,208	\$469,378	\$473,988	\$443,205	\$435,739	\$631,832	\$584,718	\$3,448,068
North Toledo Bend	\$369,781	\$411,629	\$432,569	\$411,375	\$301,578	\$448,266	\$497,891	\$2,873,089
Fairview-Riverside	\$340,352	\$384,248	\$434,638	\$407,435	\$317,409	\$454,521	\$418,235	\$2,756,838
Sam Houston Jones	\$538,662	\$577,784	\$535,024	\$539,835	\$410,840	\$47,046	\$48,758	\$2,697,949
Tickfaw	\$399,180	\$96,934	\$200,345	\$339,583	\$326,204	\$530,283	\$337,554	\$2,230,083
Grand Isle	\$319,381	\$313,517	\$380,182	\$395,561	\$293,762	\$408,202	\$49,326	\$2,159,931
Lake Fausse Pointe	\$649,955	-\$8,587	\$40,171	\$299,230	\$295,037	\$369,584	\$476,320	\$2,121,710
Chemin-A-Haut	\$174,199	\$153,992	\$189,668	\$246,842	\$272,975	\$327,002	\$396,164	\$1,760,842
Cypremort Point	\$217,698	\$182,015	\$226,389	\$206,556	\$182,980	\$266,101	\$287,528	\$1,569,267
Lake Bistineau	\$142,899	\$116,072	\$134,783	\$230,399	\$107,536	\$275,699	\$327,775	\$1,335,163
St. Bernard	\$119,395	\$136,112	\$169,132	\$175,671	\$123,631	\$184,935	\$263,507	\$1,172,383
Lake Bruin	\$102,172	\$106,862	\$121,667	\$110,288	\$155,264	\$257,420	\$234,292	\$1,087,965
Hodges Gardens ²⁰	\$351,002	\$349,852	\$23,922	\$0	\$0	\$0	\$0	\$724,776
Bayou Seg. Wave Pool	\$90,435	\$121,450	\$135,664	\$145,327	\$55,226	\$5,610	\$0	\$553,712
Total	\$10,907,718	\$10,469,242	\$11,181,547	\$11,292,993	\$8,816,664	\$12,333,750	\$11,357,970	\$76,359,884
Source: Prepared by legislative auditor's staff using information provided by OSP.								

²⁰ Hodges Gardens State Park closed on October 1, 2017 and was transferred from the state to private holding in February of 2018.

APPENDIX F: VISITATION REVENUES BY HISTORIC SITE* FISCAL YEARS 2016 – 2022

Historic Site	FY16	FY17	FY18	FY19	FY20	FY21	FY22	Grand Total
Rosedown	\$209,777	\$223,799	\$240,136	\$268,908	\$188,699	\$142,743	\$193,152	\$1,467,214
Poverty Pt SHS	\$26,061	\$49,708	\$48,745	\$45,349	\$36,797	\$47,023	\$57,300	\$310,983
Audubon	\$41,360	\$35,182	\$33,139	\$38,462	\$28,547	\$34,235	\$69,277	\$280,202
Port Hudson	\$22,767	\$23,369	\$24,963	\$23,367	\$35,940	\$36,109	\$37,300	\$203,815
Fort St. Jean	\$15,223	\$19,121	\$19,065	\$18,850	\$14,014	\$9,276	\$12,245	\$107,794
Longfellow Evan	\$10,262	\$8,962	\$8,931	\$8,190	\$8,570	\$6,746	\$7,437	\$59,098
Fort Pike	\$12,012	\$11,850	\$7,875	\$7,050	\$7,550	\$6,936	\$2,000	\$55,273
Mansfield	\$7,047	\$10,797	\$8,514	\$8,166	\$6,696	\$5,334	\$6,036	\$52,590
Forts Randolph & Buhlow SHS	\$4,400	\$4,233	\$5,266	\$6,972	\$6,117	\$10,236	\$11,696	\$48,920
Centenary	\$418	\$256	\$378	\$66	\$30	\$12,026	\$370	\$13,544
Rebel	\$2,485	\$2,764	\$2,429	\$710	\$304	\$479	\$915	\$10,086
Fort Jesup	\$509	\$0	\$0	\$0	\$0	\$881	\$1,281	\$2,671
Total	\$352,321	\$390,041	\$399,441	\$426,090	\$333,264	\$312,024	\$399,009	\$2,612,190
* Plaquemine Lock, Locust Grove, Los Adaes, and Winter Quarters are not listed as they are either closed to the public or don't charge admission fees. Source: Prepared by legislative auditor's staff using information provided by OSP.								

APPENDIX G: TOTAL VISITATION BY PARK FISCAL YEARS 2016 – 2022

Park	2016	2017	2018	2019	2020	2021	2022	Total
Fontainebleau	235,717	218,710	223,938	215,760	179,405	269,117	213,599	1,556,246
Bayou Segnette	147,757	145,633	146,819	154,697	92,620	98,121	87,072	872,719
Jimmie Davis	116,355	129,534	140,157	95,092	72,012	100,380	108,275	761,805
Chicot	129,550	126,610	106,586	105,669	79,553	99,554	107,461	754,983
Poverty Point Reservoir	154,076	117,517	85,061	85,416	69,453	68,021	62,999	642,543
Bogue Chitto	86,860	78,534	77,393	76,218	77,056	123,908	110,224	630,193
Palmetto Island	86,448	81,397	78,738	71,139	63,995	80,183	73,897	535,797
Sam Houston Jones	112,725	94,938	80,878	89,174	82,096	16,333	790	476,934
Lake D'Arbonne	81,059	67,809	61,028	63,446	52,673	56,567	60,314	442,896
Grand Isle	75,945	68,282	71,859	72,412	54,064	68,489	16,804	427,855
Lake Claiborne	68,125	65,958	56,592	53,929	50,261	67,131	54,173	416,169
Fairview-Riverside	61,685	62,410	57,400	52,354	41,541	60,951	51,618	387,959
Tickfaw	68,579	29,571	39,236	54,314	52,196	76,004	36,759	356,659
South Toledo Bend	62,601	58,148	53,294	51,168	43,523	54,639	27,203	350,576
North Toledo Bend	54,400	43,780	35,830	34,814	27,143	35,496	40,712	272,175
St. Bernard	50,982	43,619	31,173	30,227	22,386	32,990	42,712	254,089
Cypremort Point	42,853	31,985	33,889	35,720	26,888	36,555	33,340	241,230
Lake Bistineau	27,739	23,068	27,092	30,122	22,908	42,040	47,215	220,184
Lake Bruin	32,547	29,888	30,106	25,380	21,295	36,635	41,545	217,396
Lake Fausse Pointe	59,676	12,981	6,396	20,163	22,502	25,339	28,377	175,434
Chemin-A-Haut	18,722	19,873	21,656	21,595	19,249	22,493	27,360	150,948
Hodges Gardens ²¹	52,469	51,829	6,376	-	-	-	-	110,674
Total	1,826,870	1,602,074	1,471,497	1,438,809	1,172,819	1,470,946	1,272,449	10,255,464

Source: Prepared by legislative auditor's staff using information provided by OSP.

²¹ Hodges Gardens State Park closed on October 1, 2017 and was transferred from the state to private holding in February 2018.

APPENDIX H: TOTAL VISITATION BY HISTORIC SITE* FISCAL YEARS 2016 – 2022

Historic Sites	2016	2017	2018	2019	2020	2021	2022	Total
Audubon	14,140	10,439	8,124	8,392	6,282	4,872	8,177	60,426
Centenary	3,232	2,319	1,322	555	259	42	38	7,767
Fort Jesup	711	0	0	0	0	1,266	1,385	3,362
Fort Pike	52	11	0	0	2	0	0	65
Fort St. John Baptiste	12,047	10,722	9,810	9,622	6,244	4,148	6,350	58,943
Forts Randolph and Buhlow	16,312	14,032	12,144	10,830	9,518	7,279	11,283	81,398
Longfellow-Evangeline	7,907	8,431	7,582	7,583	5,343	4,062	5,337	46,245
Mansfield	5,227	6,865	5,735	5,695	5,397	3,942	4,258	37,119
Port Hudson	17,708	13,861	13,361	15,248	7,798	15,041	16,413	99,430
Poverty Point	13,372	15,734	15,434	15,223	12,332	11,763	12,170	96,028
Rebel	2,864	2,106	1,251	0	2	210	200	6,633
Rosedown Plantation	30,732	29,010	28,292	31,533	18,418	17,028	18,484	173,497
Total	124,304	113,530	103,055	104,681	71,595	69,653	84,095	670,913
* Plaquemine Lock, Locust Grove, Los Adaes, and Winter Quarters are not listed as they are either closed to the public or visitation is not tracked. Source: Prepared by legislative auditor's staff using information provided by OSP.								

APPENDIX I: REVENUE GENERATING AGREEMENTS FISCAL YEARS 2016 – 2022

Vendor	Affiliated Park / Historic Site	Start Date	End Date	General Purpose
American Queen Steamboat Company	Rosedown Plantation State	8/1/2021	1/3/2023	Tours, Shoreside Services, & Activities
Bayou Adventure*	Fontainebleau	4/19/2019	4/19/2024	Rentals, Guided Tours, & Retail Sales
Bouge Chitto Horse Rentals, LLC	Bouge Chitto	7/15/2019	7/15/2024	Horse Rentals & Wagon Ride Operations
Canoe and Trail Adventures Inc.	Fontainebleau State Park	7/17/2021	7/17/2022	Paddlesport Tours & Rentals
Dirty Coast, LLC	Grand Isle, Bogue Chitto, Fontainebleau	3/16/2021	3/31/2023	Retail Sales of T-Shirts, Patches, & Hats
Hotel Lodge at Black Bear**	Restaurant at Black Bear Management	5/27/2020	5/27/2025	Hotel Management Services
Keltech, Inc.	All state parks except for Cypremort State Park	1/1/2020	12/31/2030	Coin-Operated Washers & Dryers
LA Tours & Rentals, LLC	Fairview-Riverside	11/1/2019	10/31/2022	Pontoon Boat Charters
Luckett Farms, LLC*	Rosedown Plantation	2/1/2018	6/30/2028	Maintaining Grounds & Farm Stand, Cultivating Crops and Bees

Vendor	Affiliated Park / Historic Site	Start Date	End Date	General Purpose
Tauck, Inc. (Audubon)	Audubon	8/18/2021	12/24/2021	Guided Tours
Tauck, Inc. (Rosedown Plantation)	Rosedown Plantation	9/10/2021	12/21/2021	Guided Tours
Viking Cruise Lines	Audubon, Poverty Point, Rosedown Plantation	9/1/2022	1/30/2024	Tours, Museum Admissions, & Painting Classes
Rocky Bottom Tubing, LLC*	Bouge Chitto State Park	5/23/2017	5/22/2022	Rentals & Shuttle Services
Tentrr, Inc	Fontainebleau, Lake Fausse Pointe, Sam Houston Jones, Chicot, Jimmie Davis, Lake Claiborne, Lake D'Arbonne, Grand Isle	10/1/2020	9/30/2025	Camping Facilities
Tubing in the Park, LLC	Bouge Chitto State Park	11/1/2019	10/31/2022	Rentals & Shuttle Services
*These vendor agreements are currently inactive. **Black Bear Golf Course is operated by CRT. Source: Prepared by legislative auditor's staff using information provided by OSP.				

Professional, Consulting and Personal Contracts

Department of Culture, Recreation and Tourism
Professional, personal, consulting contracts as of 12/31/2023

PO Number	Supplier Name	PO Total Value	PO Invoice Amount	PO Remaining Encumbrance	PO Name (Smart Number)	PO End Date	Serv Type
2000543244	PETER A MAYER ADVERTISING INC	3,550,000.00	3,107,247.74	442,752.26	LOT_Peter A Mayer FY 22-24	1/31/2024	CON
2000543245	MILES PARTNERSHIP LLLP	24,300,000.00	23,224,001.62	1,075,998.38	LOT_Miles Partnership FY21 - 24	1/31/2024	CON
2000656809	WIECHMANN TOURISM SERVICE GMBH	155,150.00	0.00	0.00	LOT_Weichmann_FY 22-23	6/30/2022	PER
2000662774	MILES PARTNERSHIP LLLP	11,925,000.00	9,188,116.33	2,736,883.67	LOT_Miles Partnership_Emergency FY 22-23	12/31/2023	CON
2000747730	LESIA WARREN	50,000.00	28,620.00	21,380.00	LOT_Lesia Warren_MEIF	6/30/2024	PRO
2000757330	INTERFACE TOURISM SPAIN SL	67,330.20	5,176.50	62,153.70	LOT_Interface Tourism Spain_FY 23-24	6/30/2024	CON
2000757791	B WORLD COMMUNICATION	243,450.04	42,816.68	200,633.36	LOT_B-World Communication_FY 23-24	6/30/2024	PER
2000757852	WIECHMANN TOURISM SERVICE GMBH	267,860.00	54,838.32	213,021.68	LOT_Weichmann_FY 23-24	6/30/2024	PER
2000760333	TRAVEL & TOURISM MARKETING LIMITED	443,533.20	106,464.40	337,068.80	LOT_TTM FY 23-24	6/30/2024	PER
2000764343	SARTHA GLOBAL MARKETING LLP	42,800.00	0.00	42,800.00	LOT_Sartha Global_FY 23-24	6/30/2024	CON
2000771872	ACCESS MARKETING	301,300.00	62,325.00	238,975.00	LOT_Access Marketing_FY 23-24	6/30/2024	PER
2000793726	HARGROVE INTERNATIONAL INC	27,500.00	0.00	27,500.00	LOT_Hargrove Intl_FY 23-24	12/31/2024	CON
2000797010	TOURISM ECONOMICS LLC	29,750.00	0.00	29,750.00	LOT_Tourism Economics_FY 23-24	6/30/2024	CON
2000801336	GATE 7 PTY LTD	75,500.00	0.00		LOT_Gate 7_FY 23-24	3/30/2024	PER
2000801365	FIRE STARTER BRANDS LLC	16,000.00	0.00	16,000.00	LOT_Fire Starter Brands_FY 23-25	9/30/2024	CON
2000802820	PETER A MAYER ADVERTISING INC	300,000.00	0.00		LOT_Peter A Mayer_emergency bridge	6/30/2024	CON
2000804188	MARKET DYNAMICS RESEARCH	45,000.00	0.00		LOT_MDRG_FY 23-24	2/28/2024	CON
2000767092	DAVID A DALIA	5,000.00	0.00	0.00	David Dalia FY24	6/30/2024	PRO
2000604568	BRANDT INFORMATION SERVICES LLC	2,387,167.00	416,321.50	386,067.50	State Parks Reservation System	5/31/2025	CON
2000619351	GREEN HILLS GROUP LLC	175,836.00	77,710.89	63,934.78	Green Hills Group, LLC	1/31/2025	CON

PO Number	Supplier Name	PO Total Value	PO Invoice Amount	PO Remaining Encumbrance	PO Name (Smart Number)	PO End Date	Serv Type
2000623545	MITRATECH HOLDINGS INC	23,950.00	23,949.08	0.00	Mitrtech Contract Management System	11/9/2024	PRO
2000648468	TIMELOOPER INC	72,000.00	71,600.00	400.00	TimeLooper Inc	8/1/2023	CON
2000671432	FOUNDATION FOR EXCELLENCE IN	52,000.00	45,500.00	6,500.00	FELPB French Language Video Series	6/30/2024	PRO
2000672309	CSRS DISASTER RECOVERY MGMT LLC	100,000.00	67,618.75	32,381.25	CSRS, LLC	6/30/2024	PRO
2000672310	MANCHAC CONSULTING GROUP INC	42,054.00	31,922.55	10,131.45	Manchac Consulting Group, Inc.	6/16/2024	CON
2000672312	UNIVERSITY OF NEW ORLEANS	59,354.00	14,838.50	44,515.50	UNO RTP	6/30/2024	AGY
2000682326	STATE OF UTAH-UTAH ST LIBRARY	26,520.00	0.00	0.00	State of Utah Library--Braille	6/30/2025	GOV
2000692286	TAYLOR, PORTER, BROOKS	60,000.00	31,312.90	3,362.50	Taylor Porter Brooks & Phillips	6/30/2025	PRO
2000727037	SHER GARNER CAHILL RICHTER	6,822.50	2,857.50	3,965.00	Sher, Garner et al FY23	12/31/2023	CON
2000758176	IT INSPIRED LLC	63,000.00	21,742.50	41,257.50	IT Inspired LLC	2/29/2024	CON
2000761461	TKO PRODUCTIONS OF NEW ORLEANS	14,000.04	14,000.00	0.04	TKO Productions of New Orleans, Inc.	9/1/2023	PER
2000770321	BAYOU ZEN MEDIA SVCS LLC	8,000.00	1,131.62	6,868.38	FY24 Translation Service	6/30/2024	PER
2000785417	FOUNDATION FOR EXCELLENCE IN	20,000.00	20,000.00	0.00	Ziggy Art Adventure Sponsorship	9/30/2024	AGY
2000789841	SUCCESS LABS INC	50,000.00	0.00	50,000.00	Success Labs 5 Year Strategic Plan	4/30/2024	CON
2000791534	KIDSMART	25,000.00	0.00		Kidsmart FY24 Website Modules	6/30/2024	PRO
2000805024	INTERFACE TOURISM ITALY SRL	38,316.00	0.00		LOT_Interface Tourism Italy_con_FY 23-24	6/30/2024	CON
2000805124	INTERFACE TOURISM ITALY SRL	61,670.00	0.00		LOT_Interface Tourism Italy_rep_FY 23-24	6/30/2024	PER

Department Operational Budget

Department of Culture, Recreation and Tourism
FY 23 and FY 24 Budget Comparison

	SECRETARY	STATE LIBRARY	STATE MUSEUM	STATE PARKS	CULTURAL DEVELOPMENT	TOURISM	DCRT
FY 23 12/1/22 EOB							
State General Fund	24,955,332	4,881,733	5,779,094	17,424,173	2,450,470	1,000,000	56,490,802
Interagency Transfers	6,546,217	821,436	1,440,474	224,122	2,519,280	43,216	11,594,745
Self-Generated	85,440	132,000	1,196,043	25,686,227	802,230	42,248,782	70,150,722
Stat Ded	289,551	0	0	0	0	10,165,128	10,454,679
Federal Funds	0	2,689,040	0	5,910,990	2,787,116	287,955	11,675,101
TOTAL MEANS OF FINANCING	31,876,540	8,524,209	8,415,611	49,245,512	8,559,096	53,745,081	160,366,049
AUTHORIZED POSITIONS:							
Classified	47	47	66	302	28	75	565
Unclassified	8	1	2	1	4	1	17
TOTAL AUTHORIZED POSITIONS	55	48	68	303	32	76	582
FY 24 12/1/23 EOB							
MEANS OF FINANCING:							
State General Fund	23,052,879	4,972,828	5,978,864	19,551,992	2,516,957	1,001,896	57,075,416
Interagency Transfers	2,644,166	821,436	1,440,474	224,122	2,551,590	43,216	7,725,004
Self-Generated	0	90,000	1,274,312	20,018,286	802,230	41,442,872	63,627,700
Stat Ded	919,551	0	0	0	0	9,500,000	10,419,551
Federal Funds	0	3,500,000	0	5,910,990	3,037,116	373,897	12,822,003
TOTAL MEANS OF FINANCING	26,616,596	9,384,264	8,693,650	45,705,390	8,907,893	52,361,881	151,669,674
AUTHORIZED POSITIONS:							
Classified	44	47	66	310	29	75	571
Unclassified	8	1	2	1	4	1	17
TOTAL AUTHORIZED POSITIONS	52	48	68	311	33	76	588
FY 24 change from FY 23							
MEANS OF FINANCING:							94.58%
State General Fund	(1,902,453)	91,095	199,770	2,127,819	66,487	1,896	584,614
Interagency Transfers	(3,902,051)	0	0	0	32,310	0	(3,869,741)
Self-Generated	(85,440)	(42,000)	78,269	(5,667,941)	0	(805,910)	(6,523,022)
Stat Ded	630,000	0	0	0	0	(665,128)	(35,128)
Federal Funds	0	810,960	0	0	250,000	85,942	1,146,902
TOTAL MEANS OF FINANCING	(5,259,944)	860,055	278,039	(3,540,122)	348,797	(1,383,200)	(8,696,375)
AUTHORIZED POSITIONS:							
Classified	(3)	0	0	8	1	0	6
Unclassified	0	0	0	0	0	0	0
TOTAL AUTHORIZED POSITIONS	(3)	0	0	8	1	0	6

Department Statutory Citations

Legal Authority

Pursuant to R.S. 49:193(B)(3), the Department of Culture, Recreation and Tourism shall provide:

All constitutional, statutory, or other authority under which said powers, functions, and duties of the statutory entity under evaluation are performed and carried out.

I. DCRT is in the Office of the Lieutenant Governor

In the Executive Reorganization Act, specifically R.S. 36:4(A)(3), the Legislature created the Department of Culture, Recreation and Tourism in the executive branch of state government. The DCRT is in the Office of the Lieutenant Governor. R.S. 36:201(A). The Legislature provides for the organization, powers, functions, and duties of the DCRT, generally, in R.S. 36:201-209.

II. DCRT offices

The Department of Culture, Recreation and Tourism is *composed of* the executive office of the secretary, the office of management and finance, the office of the state library, the office of the state museum, the office of state parks, the office of cultural development, the office of tourism, and such other offices as shall be created by law. R.S. 36:201(C)(1). The Legislature provides for the powers, functions, and duties for each of the DCRT offices, specifically, as follows:

- A. Executive office of the secretary and the office of management and finance (for planning and budget purposes, these two offices are treated as one administrative unit): R.S. 36:201 – 207; LAC Title 25: Part XI.

Includes the Keep Louisiana Beautiful Initiative: R.S. 49:1131-1143.

- B. Office of the state library: R.S. 25:1 - 16, 31 - 33, 121-124.1, 216, 451 - 455, 631 - 636; R.S. 36:201, 207, 208(B); R.S. 44:13; LAC Title 25, Part VII
- C. Office of the state museum: R.S. 25:341 - 353, 380.10 - 380.15, 380.141 - 380.146, 831 - 834, 841 - 846, 871 - 874; R.S. 36:201, 207, 208(C); LAC Title 25, Part III
- D. Office of state parks: R.S. 36:201, 207, 208(D); R.S. 56:1681 - 1706, 1801 - 1808; LAC Title 25, Part IX
- E. Office of cultural development: R.S. 36:201; R.S. 36:207; R.S. 36:208(E) and LAC Title 25, Part I.

Division of the arts and related/administered programs: R.S. 25:821 – 825 (Folklife), 891 – 900.1 (Division of the Arts, Percent for Art)

Division of historic preservation and related/administered programs: R.S. 25:781 – 785 (State Capitol Historic District); R.S. 25:901 - 902 (Louisiana National Register), 911 – 914 (Division of Historic Preservation), 47:297.6 and 6019 (Historic Rehabilitation Tax Credits, with the Department of Revenue), 47:305.57 (Cultural Districts)

Division of Archaeology R.S. 8:306 – 307 (Unmarked Human Burial Sites); 671 – 681 (Unmarked Human Burial Sites); 931 – 943 (Historic Cemetery Preservation); R.S. 36:201 – 202, 207, 208(E), 209; R.S. 41:1601 – 1615 (Archaeology)

Louisiana Music Trail (R.S. 56:1950.22 et seq., with Louisiana Music Trail Commission)

Louisiana French Language Services Program (R.S. 25:671 – 674, with CODOFIL)
Neighborhood Enhancement Program (R.S. 25:1270.1 – 1270.4, with the Louisiana Main Street Program)
Magnolia Street Program (R.S. 25:1271.1 – 1271.4, with the Louisiana Main Street Program)

- F. Office of tourism: R.S. 25:1000 – 1005.3, 1221 – 1226.5; 1251 – 1255; R.S. 36:201 – 202, 207, 208(F), 209; R.S. 48:271; R.S. 51:1251 – 1265, 1281 – 1287; R.S. 56:1948.1 – 1950.2; LAC Title 25, Part V

Major Events Initiative Program: R.S. 51:1260
Events Incentive Program: R.S. 51:1261
West Florida Republic map, historic markers, events, report: R.S. 25:706 - 710

III. Other DCRT agencies and functions

- A. R.S. 36:209 transfers additional agencies to the DCRT in accordance the provisions set forth below:

1. In accordance with R.S. 36:901 (advisory), except as otherwise provided:
 - a. Louisiana Archaeological Survey and Antiquities Commission: R.S. 41:1601 et seq.
 - b. State Parks and Recreation Commission: R.S. 56:1681 et seq.
 - c. Board of Directors of the Louisiana State Museum: R.S. 25:341 et seq.
 - d. Board of Commissioners of the State Library of Louisiana: R.S. 25:2 et seq.
 - e. Louisiana State Arts Council: R.S. 25:891 et seq.
 - f. Louisiana National Register Review Committee: R.S. 25:901 et seq.
 - g. Louisiana Folklife Commission: R.S. 25:821 et seq.
 - h. Louisiana Tourism Development Commission: R.S. 51:1251 et seq.; R.S. 48:271 (Historical Markers)
 - i. The Louisiana Civil Rights Museum Advisory Board: R.S. 25:841 et seq.
 - j. The Louisiana Music Trail Commission: R.S. 56:1950.23
2. In accordance with R.S. 36:801.1 (independent), except as otherwise provided:
 - a. Louisiana Naval War Memorial Commission: R.S. 25:1000 - 1003
 - b. Kenner Naval Museum Commission: R.S. 25:1005 - 1005.3
 - c. New Orleans City Park Improvement Association and its board of commissioners: Act No. 130 of the 1896 Regular Session of the Legislature; Act No. 104 of the 1934 Regular Session of the Legislature; Act No. 492 of the 1958 Regular Session of the Legislature; Act No. 405 of the 1962 Regular Session of the Legislature; Act No. 865 of the 1982 Regular Session of the Legislature; Act No. 569 of the 1989 Regular Session of the Legislature; Act No. 13 of the 1998 First Extraordinary Session of the Legislature; Act No. 395 of the 2006 Regular Session of the Legislature
 - d. Council for the Development of French in Louisiana: R.S. 25:651 et seq.
 - e. Board of Directors of the Dew Drop-America's Rock and Roll Museum: R.S. 25:380.41 - 380.45 (The Dew Drop-America's Rock and Roll Museum is established as a facility in the parish of Orleans, within the Department of Culture, Recreation and Tourism).
3. In accordance with R.S. 36:802 (policy), except as otherwise provided:
 - a. Louisiana Byways Commission: R.S. 56:1948.11 et seq.
 - b. Louisiana Seafood Promotion and Marketing Board: R.S. 56:578.1 et seq.
 - c. Atchafalaya Trace Commission: R.S. 25:1221 et seq.
4. In accordance with R.S. 36:803 (licensing):

- a. The State Board of Library Examiners: R.S. 25:222 and 223
- B. The following entities were legislatively abolished and their functions were transferred to the DCRT, as provided in R.S. 36:921:
 - 1. State Art, Historical and Cultural Preservation Agency: R.S. 25:801 - 812
 - 2. Toledo Bend Forest Scenic Drive Commission: R.S. 48:1401 et seq.
 - 3. Louisiana Art Commission: R.S. 25:301 - 306
 - 4. Louisiana Historical Preservation and Cultural Commission: R.S. 25:521 - 527
 - 5. Orleans Parish Landmarks Commission: R.S. 25:381 and 382

IV. Political Subdivisions that relate to functions of the DCRT

- A. Louisiana Tourism Promotion District (R.S. 51:1281 et seq.) is a political subdivision governed by a Board of Directors. The board transfers revenues collected by the district to the DCRT for the promotion of tourism, in accordance with the DCRT's tourism strategic plan. R.S. 51:1286.
- B. Delta Bike Trail (R.S. 25:1301 et seq.) is a political subdivision governed by a commission that is authorized to receive funding from the DOTD and the DCRT.

V. For consideration for repeal or amendment

- A. The Louisiana Quincentenary Commission was created in 1988, to provide for the commemoration of the 500th anniversary of the voyages of the discovery of Christopher Columbus in 1992. R.S. 25:1021 – 1027. The commission terminated on December 31, 1992.
- B. The Atchafalaya Heritage Tax Incentive Program's authority to receive applications for tax incentives ended January 1, 2014 and the incentive program was repealed in 2017. The Atchafalaya Trace Heritage Area Development Zone and Atchafalaya Trace Heritage Area Development Zone Review Board were created for the Atchafalaya Heritage Tax Incentive Program. Consider repealing references to the zone, board, and program. See R.S. 25:1226 – 1226.6 and Act 832 of the Regular Session of 2014 and Act 403 of the 2017 Regular Session.
- C. The tax credit program for rehabilitation of residential structures of historical significance sunset December 31, 2015. Consider repealing the enabling legislation for the program. R.S. 47:297.6
- D. The Byways Commission is inactive and its functions have been absorbed into the office of tourism. R.S. 56:1948.11 – 1948.13.
- E. The names of the facilities within the Louisiana State Museum system are outdated. R.S. 25:342, 25:831 – 834, 25:871 – 874.