



Report to the Commission on Streamlining Government

Office of the Lieutenant Governor
Department of Culture, Recreation & Tourism

September 2, 2009

SECTION ONE: AGENCY OVERVIEW

Identify your overarching reform goal(s) for the agency:

In the wake of major hurricanes and in light of Louisiana's current budget crisis, the need to transform and streamline government is evident. Under the leadership of Lt. Governor Mitch Landrieu, the Office of the Lt. Governor and the Department of Culture, Recreation and Tourism have undergone a multi-year transformation process to become a lean, integrated, and results-driven organization.

In November 2003, when Landrieu was elected lieutenant governor, he set off on a "listen and learn" tour to capture ideas about how best to use the organization to create jobs and improve quality of life for Louisiana citizens.

Out of that process came a new vision for the department, articulated in a document called *The Roadmap for Change* – to grow jobs through Louisiana's tourism and "cultural economy," including our food, music, film, the arts, architecture and other businesses that put culture and creativity at their core.

For the first time, this vision put economic development square in the center of the department's mission. To achieve the new vision, the department would have to be transformed, the lieutenant governor concluded. As his *Roadmap* put it, it would have to

become more “innovative,” setting the standard for lean and efficient government service.

In November 2004, Lt. Landrieu immediately began working to bring the organization into the 21st century—to create a more entrepreneurial, innovative, results-oriented and customer-focused organization. Landrieu launched a multi-year transformation process to reinvent the Office of the Lt. Governor/Department of Culture, Recreation and Tourism.

Landrieu and his leadership team pioneered an innovative budgeting process called Budgeting for Outcomes. This approach encourages competition and puts a premium on results, rather than the status quo. The organization is proud to serve as a model for a reform that is now being adopted statewide.

From the beginning, the organization has used the Budgeting for Outcomes model to cut smart, reorganize and invest in what works. Through the process, programs that did not produce results were cut, duplicative services were eliminated, operations were streamlined and programs that deliver results were enhanced. Thanks to the long-term commitment to results-focused budgeting, the organization is lean and entrepreneurial. In fact, for every \$1 dollar the state allocates to CRT, \$6 is returned to the state coffers.

In the last five years, Landrieu and his leadership team have transformed CRT into an engine of economic development and job creation. The team takes an integrated approach to growing jobs through tourism and the cultural economy, building on the great synergies between Tourism, Cultural Development, the State Museum, State Parks and the State Library.

Together, Louisiana’s tourism industry and cultural economy account for nearly 300,000 jobs or more than 14 percent of the state’s employment. The tourism industry alone generates over \$800 million in annual tax revenue. Both of these industries are on the upswing thanks to smart incentives and investments.

The organization has utilized the Budgeting for Outcomes model when called upon to make significant budget cuts since 2005. In order to do more with less, the organization has aggressively pursued public-private and public-public partnerships. To date, the organization has leveraged more than \$110 million in outside funding, providing additional value at no cost to the Louisiana tax payer.

Office of the Lieutenant Governor

The role of the Lieutenant Governor is:

1. to serve as Governor in the event of a vacancy in the Office of the Governor or the inability of the Governor to act as such, according to LA Constitution Article 4:14;
2. to serve as the Commissioner of the Department of Culture, Recreation and Tourism, responsible for the development, maintenance, and operation of library, park, recreation, museum and other cultural facilities; the statewide development

- and implementation of cultural, recreational and tourism programs; and planning for future leisure needs of the people, according to Revised Statute 36:201;
3. to oversee the Louisiana Serve Commission whose purpose is to encourage community service as a means of community and state problem solving; develop a long-term, comprehensive vision and plan for community service initiatives in the state; and act as the state's policymaking body for the Corporation for National and Community Service, according to Revised Statute 49:1111-1122;
 4. to oversee the Encore Louisiana Commission (formerly known as the LA Retirement Development Commission) whose purpose is to develop, promote and market Louisiana as a destination for residents and tourists fifty years old and above, according to Revised Statute 51:1317-1319;
 5. to serve as a member of the Juvenile Justice Implementation Commission, according to Revised Statute 46:2751; and
 6. to serve as a member of the State Bond Commission, according to Revised Statute 39:1401.

Department of Culture, Recreation & Tourism

The Department of Culture, Recreation and Tourism provides the highest quality of service and programs through the preservation, promotion and development of Louisiana's historical, cultural, educational, natural and recreational resources, thereby enhancing the quality of life for Louisiana's citizens and encouraging economic growth while re-imagining Louisiana as a great place to live, work and play.

Agencies under the purview of the Department of CRT are Office of the Secretary, Office of State Library, Office of State Museum, Office of State Parks, Office of Cultural Development, and the Office of Tourism.

The Office of the Lt. Governor/Department of Culture, Recreation and Tourism is focused on delivering six key results:

- 1) Build Louisiana's travel and tourism industry to create and retain jobs, as well as generate revenue for the state's tax base.
- 2) Diversify Louisiana's economy by leveraging culture to create and retain jobs, drive commercial investment and grow personal income.
- 3) Improve educational and workforce development opportunities through access to information, public programming and unique cultural assets.
- 4) Preserve Louisiana as a sportsman's paradise by protecting and expanding our natural, cultural and historic resources for public use and enjoyment.
- 5) Lead citizens out of poverty, by leveraging community service as a strategy to develop job skills, strengthen communities, and build a culture of citizenship and responsibility in Louisiana.

- 6) Deliver transparent, accountable, and cost efficient government services to our citizens while being innovative and customer driven.

Review and briefly outline the constitutional and statutory mandates for your agency:

OFFICE OF LT. GOVERNOR

- 1) Executive Branch (La. Const. Article 4§1-§6)
- 2) Executive Branch Organization – Dept. of Culture, Recreation & Tourism
 - Structure and Organization of the Executive Branch of State Government
 - Structure of the Executive Branch (R.S. 36:4)
 - CRT, creation, domicile, purpose, functions (R.S. 36:201)
 - Officers, offices of CRT, powers, duties, functions (R.S. 36:202-8)
 - Transfer of boards, commissions, agencies to CRT (R.S. 36:209)
 - Additional transfer provisions (R.S. 36:801.8 – 912)
 - Termination and Recreation of Statutory Entities (Sunset)
 - Sunset provision (R.S. 49:191)
- 3) Agency-specific statutory provisions – Louisiana Office of Lieutenant Governor
 - Louisiana Serve Commission (R.S. 49:1111-1122)
 - Louisiana Council on Social Status of Black Men and Boys (R.S. 49:1211-1213)
 - Louisiana Retirement Development Commission (R.S. 51:1317-1319)
- 4) Responsibilities and Appointments of the Lieutenant Governor
 - Louis Armstrong High School for the Arts (R.S. 17:1970.4)
 - State Board of Election Supervisors (R.S. 18:23)
 - Louisiana Commission of Civic Education (R.S. 24:972)
 - Appointments to Board of State Museum (R.S. 25:341)
 - Appointment of Professional Director of Louisiana State Museum (R.S. 25:343)
 - Louisiana Political Museum and Hall of Fame (R.S. 25:380.142)
 - Louisiana Civil Rights Museum Advisory Board (R.S. 25:845)
 - St. Bernard Parish Arts, Culture, and Entertainment District (R.S. 25:850.1)
 - Louisiana State Arts Council, Division of the Arts (R.S. 25:891)
 - Mississippi River Road Commission (R.S. 25:1253)
 - Hurricane Katrina Memorial Commission (R.S. 25:1302)
 - Louisiana State Building Authority (R.S. 38:2431)
 - State Bond and Building Commission (R.S. 39:452)
 - Interim Emergency Board (R.S. 39:461)
 - Capitol Construction and Improvement Commission (R.S. 39:465.1)
 - State Bond Commission (R.S. 39:1401)
 - Louisiana Military Family Assistance Board (R.S. 46:123)
 - Raising of DRCT Related Signs (R.S. 48:278)
 - Juvenile Justice Reform Act (R.S. 48:2751)

- State Board of Commerce and Industry (R.S. 51:923)
- Louisiana Tourism Development Commission (R.S. 51:1256)
- Louisiana Tourism Promotion District Act (R.S. 51:1284)
- Louisiana Tax Free Shopping Commission (R.S. 51:1304)
- Louisiana Nuclear and Space Authority Appointment (R.S. 51:1351)
- Cabinet Advisory Group on Economic Development (R.S. 51:2383)
- Louisiana Byways Commission (R.S. 56:1948.12)

OFFICE OF STATE LIBRARY

- Office of Life Long Learning (R.S. 17:3932)
- Distribution of Constitutional Studies and Notes (R.S. 24:206)
- Office of State Library (R.S. 25:1 – 17)
- Louisiana Public Library Resources Act (R.S. 25:31-33)
- Depositories for Public Documents (R.S. 25:121.1 – 124.1)
- Reports to State Library (R.S. 25:216)
- Board of Library Examiners (R.S. 25:222 and 223)
- State Advertisements (R.S. 43:111)
- Records Maintained by Libraries (R.S. 44:13)
- Drug Policy Board (R.S. 49:219.4)
- Review of Agency Rules (R.S. 49:968)
- Department of Economic Development and Board of Commerce and Industry (R.S. 51:932)
- Louisiana Tourism Development Commission (R.S. 51:1259)

OFFICE OF STATE MUSEUMS

- Louisiana Art Commission (R.S. 25:302)
- Louisiana State Museum (R.S. 25:341 – 346)
- Commercial and Residential Leases (R.S. 25:349 – 350)
- Lease of Old United States Mint (R.S. 25:351)
- Museums of Local Interest (R.S. 25:352)
- Louisiana Sports Hall of Fame (R.S. 25:353)
- Edward Douglass White Historic Site (R.S. 25:380.10 – 380.15)
- La. Political Museum and Hall of Fame (R.S. 25:380.141 – 380.146)
- La. Historical Preservation and Cultural Commission (R.S. 25:521 - 527)
NOTE – R.S. 36:209 H (10) abolishes Commission and transfers functions to CRT
- State Art, Historical, & Cultural Preservation Agency (R.S. 25:801 – 812)
NOTE – R.S. 36:209 H (1) abolishes Agency and transfers functions to CRT
- Louisiana Folklife Commission Members (R.S. 25:822)
- Louisiana Cypress Sawmill Museum (R.S. 25:831 – 834)
- Louisiana Civil Rights Museum (R.S. 25:841 – 846)
- Wedell-Williams Memorial Aviation Museum (R.S. 25: 871 – 874)
- Louisiana Native Crafts Program (R.S. 25:900)
- Louisiana Governor’s Mansion Commission (R.S. 25:1011 – 1016)
- Responsibilities of the Division of Archeology (R.S. 41:1604)
- Review of Agency Rules and Fees (R.S. 49:968 – excerpt)

- La. Tourism Development Commission to Cooperate with Office of State Museum (R.S. 51:1259)

OFFICE OF STATE PARKS

- Department of Ag & Forestry/forestry management (R.S. 3:2)
- Sex Offenders/posting at state parks (R.S. 14:91.2)
- La. Historical Preservation & Cultural Commission member (R.S. 25:521)
- La. Folklife Commission/member (R.S. 25:822)
- La. Native Crafts program (R.S. 25:900)
- Louisiana Environmental Education Act (R.S. 30:2508)
- Drug-free zones/includes state parks (R.S. 40:981.3)
- Archaeology, artifacts from state parks (R.S. 41:1604)
- State Advertising, OSP is allowed to (R.S. 43:111)
- Signage (R.S. 48:271)
- Review of agency rules, fees (R.S. 49:968 – excerpt)
- OT to cooperate with OSP (R.S. 51:1259)
- Poverty Point Reservoir (R.S. 56:410.10)
- State Parks and Recreation Commission (R.S. 56:1681)
- Office of State Parks (R.S. 56: 1682 – 1704)
- Federal Water Recreation Projects (R.S. 56:1741)
- Grand Isle Beach (R.S. 56:1751)
- Outdoor Recreation (R.S. 56:1801-1808)
- La. Byways Board of Commissioners/member (R.S. 56:1948.12)

OFFICE OF CULTURAL DEVELOPMENT

- Louisiana Unmarked Burial Sites Preservation Act (R.S. 8:671 – 681)
- Louisiana Historic Preservation and Cultural Commission (R.S. 25:521 – 527)
- State Capitol Historic District (R.S. 25:781 – 785)
- Art, Historical, and Cultural Preservation (R.S. 25:801 – 812)
- Louisiana Folklife Commission (R.S. 25:821 – 825)
- Louisiana State Arts Council; Division of the Arts (R.S. 25:891 – 900.1)
- Percent for Art (R.S. 25: 900.1)
- Louisiana National Register Review Committee (R.S. 25:901 – 902)
- Division of Historic Preservation (R.S. 25:911 – 913)
- Neighborhood Enhancement Program Act (R.S. 25:1270.1 – 1270.4)
- Magnolia Street Program (R.S. 25:1271.3)
- Archaeological Resources (R.S. 25:1601 – 1615)
- State Historic Preservation Officer (R.S. 39:330)
- State Advertisements (R.S. 43:111)
- American-Italian Renaissance Foundation (R.S. 47:463.79)
- Limited Exemption for Historic and Economic Development Districts (R.S. 47:4315)
- Council for the Development of French in Louisiana (CODOFIL) (R.S. 25:651)
§651. Council authorized; membership; powers
- National Historic Preservation Act, as amended (Public Law 89-665, October 15, 1966; 16 U.S.C. 470 et seq.). It establishes the State Historic Preservation Offices to administer: National Register of Historic Places, Certified Local

Governments, and Section 106

- Internal Revenue Code, Section 170(h), as amended [Public Law 96-541, 26 U.S.C.170(h)] Reduction of taxes for charitable contributions pertaining to historic properties
- Internal Revenue Code, Section 47. (Public Law 101-508, November 5, 1990; 26 U.S.C. 47 Tax Credit Program for income-producing properties listed on the National Register of Historic Places

OFFICE OF TOURISM

- OT references
 - Louisiana Commission on Cultural Resources La. R.S. 25:521
 - Naval War Memorial Commissions La. R.S. 25:1000 – 1005.3
 - Historical Markers, Signage for Tourist Attractions La. R.S. 48:271
 - Toledo Bend Forest Scenic Drive Commission La. R.S. 48:1403
 - Louisiana Visitor Travel and Hospitality Act La. R.S. 51:1251 – 1265
 - Louisiana Tourism Promotion District Act La. R.S. 51:1281 – 1287
 - Outdoor Recreation (cooperation) La. R.S. 56:1808
- Atchafalaya Trace Commission La. R.S. 25:1221-1226.6
- Mississippi River Road Commission La. R.S. 25:1251-1255
- Louisiana Byways La. R.S. 56:1948.1 – 1950.2
- Poverty Point Reservoir and Black Bear Funds La. R.S. 56: 1705-1706
- West Florida Republic Commission La. R.S. 36:209(AA) and R.S. 25:571-576; and SCR 140 Republic of West Florida Bicentennial Commission.

List mandates which impede attaining agency goal(s)

OFFICE OF CULTURAL DEVELOPMENT

- Juried Louisiana native crafts programs; purpose RS 25: 897
- Establishment under Louisiana State Arts Council; crafts panel; logo; use RS 25: 898
- Welcome center sites; authorization; sale of juried Louisiana native crafts; fees authorized for capital improvements RS 51: 1262
- Historic Marker legislation, R.S. 48:271
- Cemetery Register legislation, R.S. 25:914

SECTION TWO: EFFICIENCY AND BENCHMARKING

Identify under-performing programs that should be overhauled or eliminated.

Since 2004, the Office of the Lt. Governor/Department of Culture, Recreation and Tourism has used pioneering strategies to cut smart, reorganize and invest in what works. Through the process, programs that did not produce results were cut, duplicative services were eliminated, operations were streamlined and programs that deliver results were enhanced.

Committed to efficiency, effectiveness, and to making the smartest cuts possible, our organization has used its innovative approach and entrepreneurial focus to:

- develop reorganization plans, with strategies to maintain excellence
- develop layoff plans that reduce staffing and maintain effectiveness
- consolidate programs and services
- leverage our assets between Divisions and with public/private partnerships
- re-write over 100 position descriptions to address the roles of a new CRT workforce
- recreate organizational charts

Our organization has used smart reorganizational strategies to minimize impacts to the people we serve, but cuts have already begun to affect services, such as smaller and fewer arts and culture grants available, smaller and fewer tourism sponsorships available, fewer and older computers for free public internet use at local libraries, and higher costs for renting cabins and campsites at state parks. Our goal remains constant: to deliver the most important services to the taxpayers and to maintain excellence in that service provision.

Office of State Library

Over the past 5 years, the State Library has created total savings of \$400,000 annually to the state, and has managed an overall reduction in staffing of 26 percent. Under-performing programs that have been eliminated or consolidated:

- Consolidation of the interlibrary loan operations into one department. This represents a savings to the state of \$87,000 annually and provides an ability to cope with increased demand with no increase in staff.
- Elimination of the Serials Department. Functions were integrated into existing departments. This represents a savings to the state of \$87,000 annually and the reduction of 2 positions.
- Elimination of the Audio-Visual Department. Functions were consolidated into existing departments. This represents a savings to the state of \$176,000 annually and the reduction of 4 positions over several years.
- Adoption of a new, robust online interlibrary loan system. This represents a savings to the state of \$50,000 annually and allows for better functionality for all public libraries throughout the state.

Louisiana State Museum

The Louisiana State Museum is currently undergoing a reorganization that is creating a cost savings of \$400,000 annually by:

- eliminating the commissioned police force and replace it with a smaller security force;
- downsizing the janitorial and maintenance staff; and
- bolstering curatorial staff for greater return on investment.

Office of Cultural Development

The Office of Cultural Development (OCD) began reorganization for streamlining in FY09. In looking at duplicative services, 18 positions were eliminated, representing a savings to the state of \$1 million per year.

OCD operates, by legislative design, as four distinct and independent Divisions: Arts, Historic Preservation, Archaeology, and CODOFIL. To streamline and create synergy between Divisions and functions, OCD has been reorganized into affinity teams based on our service to constituents:

- Compliance/Review and Curation Team: This team is responsible for all issues in OCD which require federal review and permitting, such as Section 106 which is required when any project utilizes federal funding—DOTD, DNR, etc. **This team combines functions in the Division of Historic Preservation and the Division of Archaeology.**
- Constituent Services Team: This team is responsible for the program areas that directly affect our statewide constituents by delivering a tangible outcome such as grants, tax credits, National Register listings, Cultural Economy Initiative, Act 175 implementation, Main Street funding, etc. **This team combines functions of the Division of Historic Preservation and the Division of the Arts.**
- Education and Outreach: This team is responsible for the promotion of and outreach for the state's heritage programming. **This team combines efforts in all of the Divisions.**
- Financial and Business Services: **This team will take on all the financial functions of OCD. This team combines functions of all Divisions.**
- Administration: This lead will be lead by the Assistant Secretary. The Deputy Assistant Secretary will oversee the program functions and the Budget Manager will oversee the financial services and compliance of OCD.

Despite the recent agency-wide reorganization, there are places for continued streamlining:

- Cemetery Register legislation, R.S. 25:914. This is a program that was established through legislation and the duties are covered in other service areas.
- National Register Plaque Program. Contact information should be placed on the website for those who are interested in ordering plaques from private companies.
- Historic Marker legislation, R.S. 48:271. This legislation should be eliminated. Private citizens should be able to pay for and order markers to be placed on private property without state support.

Office of Tourism

A management review of the Office of Tourism was conducted during fall and winter 2008-2009. We reviewed programs, services, operations, structure, and expenditures.

The management review led to making improvements within the agency in the following areas: program management, evaluation, research, development, and planning. We always seek increased effectiveness and efficiency, as well as eliminating duplications of effort. We achieved these goals by changing functions within the agency.

We determined that our work to promote Louisiana tourism needed to be strengthened by creating a solid new structure for administrative management of our programs and services, including new systems for more rigorous evaluation of all our activities, as well as bolstering our research efforts. To this end, the reorganization:

- eliminated five positions by repurposing functions within the agency
- saves the Department approximately \$500,000 per year
- creates a leaner and more effective operation for tourism.

SECTION THREE: OUTSOURCING AND PRIVATIZATION

List programs, functions, or activities that can be privatized or outsourced.

When the Office of the Lt. Governor/Department of Culture, Recreation and Tourism can outsource or privatize programs and achieve a better or the same result at a lower cost, we do so.

Office of State Library

The State Library is able to outsource the following functions at a lower cost to the state:

- IT Troubleshooting and consulting for public libraries – this represents cost savings of \$169,650 per year.
- Cooperative cataloging – this represents cost savings of \$196,700 per year

Louisiana State Museum

Louisiana State Museum system covers 100 percent of the cost for its public programs with private and grant funding. State general funds are neither requested nor used for public programs, exhibits, and conservation of collections. On average, \$2 million in private funds are raised on behalf of the Louisiana State Museum annually to provide high-quality programs, such as:

- From Tramps to Kings: One Hundred Years of Zulu
- Pride of Place: Stories of Old South Baton Rouge
- 2009 summer teachers' institute, Living with Water
- Living with Hurricanes: Katrina and Beyond

Office of State Parks

Outsourcing the Reservation Center: Until recently, the Office of State Parks maintained a reservation center through which all facilities at the parks could be reserved up to 11 months in advance. Since August 2009, the agency has outsourced the service to a private contractor, Reserve America. This resulted in a saving of \$336,223 per year. It is important to note that in privatizing this service the reservation cost that was previously absorbed by the agency is now passed on to the customers. A service fee is added to each reservation in the following amounts: \$9 for a phone-in reservation, \$5 for a reservation made over the internet and \$3 for a walk-in reservation. Using estimated 2008 census data, the cost per Louisiana citizen for the agency to operate the reservation center was less than 8 cents. Our organization is closely monitoring this newly privatized function to determine its level of success. On the positive side, citizens can now access the reservation system 24 hours per day; this may result in increased reservations. However, early feedback indicates that the additional fees may be a deterrent for citizens, as our office has received many complaints about the increase.

Outsourcing the Management of Parks: Over the years the agency has explored the possibility of outsourcing the operation of lower performing sites to other governmental or private agencies. A number of historic sites were turned over to municipalities and the Sabine River Authority in the mid-1980's but it was soon recognized that these agencies did not have the fiscal means to adequately operate the sites. As soon as state funding was again available to operate the historic sites, they were returned to the Office of State Parks. Privatization of park operations is even more problematic. No state park or

historic site is fully self-sufficient, and therefore, they are unattractive to private investors as viable business opportunities.

Office of Cultural Development

The Office of Cultural Development currently outsources a number of its activities and functions including:

- Decentralized Arts Funding Program - The Department outsources grant distribution to nine local arts agencies/regional distribution agencies (RDA'S). This represents a savings of \$1.5 million per year because it does not have to fund staff and infrastructure at the local level.
- The Louisiana Native Crafts Program is a legislative mandate that has been outsourced to the Louisiana Crafts Guild who receives a special initiative grant to maintain this program.
- The Louisiana Touring Directory, an employment roster for Louisiana artists, is outsourced to the Louisiana Presenters Network and is funded through a special initiative grant of the Division of the Arts.
- Historic Preservation outsources basic training on the Main Street Four Point Approach and start-up training for new communities. Resource Team training for new communities is also outsourced. This is done through the National Main Street Center and is simplified through a sole source provider contract.
- The Historic American Building Survey (HABS) program and the Standing Structures survey are already outsourced through the use of federal grants to universities and individuals.

The following programs of the Office of Cultural Development could be outsourced:

- Percent for Art – There are a number of organizations around the state that have similar programs and could manage the statewide effort.
- Artist Services & Folk Services (grant program) – The programs could be outsourced to the Regional Arts Councils. Grant funding could be offered regionally to artists and folk artists along with technical services.
- Main Street design services for business owners could be privatized to commercial design firms and merchandisers.

Office of Tourism

The Office of Tourism engages several private agencies to implement its strategic efforts in advertising, marketing, public relations, and interactive media design and implementation.

SECTION FOUR: INFORMATION TECHNOLOGY INTEGRATION

List IT projects already underway designed to improve efficiency and effectiveness as well as potential projects.

Through the installation of upgrades, innovative software, and strategic outsourcing, the Office of the Secretary recognized a total savings of \$270,525.

Server and Storage Virtualization-(Reduction of energy and utility costs and IT maintenance costs)
Status: Complete

The Department virtualized servers and storage. We now host multiple virtual servers on a single large server that draws processing power and memory from dozens of physical machines. We virtualized dozens of our newer servers and storage devices and eliminated older servers that were out of maintenance after migrating them into virtual servers. We realized a net reduction of seven old servers that no longer need to be replaced with costly new servers. This allows us to continue to add multiple applications without purchasing additional servers.

Server and storage virtualization has cost savings in hardware acquisition, maintenance, and reduced power consumption.

It has helped the Department realize significant cost savings in hardware acquisition and maintenance. It has reduced power consumption, generated fewer BTU's that must be cooled by costly air conditioning, and lowered the server footprint in the data center. This allowed for freeing room for additional office space; reduction of the number of physical servers by 20 percent to 30 percent; retired old servers that were no longer covered under maintenance contract and had significant maintenance costs and most importantly reduced the potential of devastating data loss or corruption.

Remote Access Management Software for Wi-Fi (Reduction of travel costs and effective use of employees)
Status: Complete

The Department has completed a planned installation of Wi-Fi for public access to broadband internet at 20 parks and 12 Welcome Centers state-wide. As with any IS system, these must continue to be supported by IS personnel.

The Department purchased remote access, monitoring, and control software for remote management of this system. Staff is now able to remotely troubleshoot and reconfigure Wi-Fi equipment from our offices in Baton Rouge. This has and will continue to result in saving of gasoline and related travel expenses. It will also leave staff productively working at their desks in the Annex and not driving thousands of miles to maintain the Wi-Fi system.

Document management and workflow
Status: System installed, legacy scanning ongoing

Document search and retrieval with a manual filing system requires large areas devoted to filing cabinets that might otherwise be converted to office space.

CRT has introduced OnBase Workflow for purchasing that collects digital permissions quickly and without loss of documents. The request is initiated by an individual and then travels up through their supervisor to fiscal, ensuring funds are available, then to the Undersecretary for her review. Once the Undersecretary approves a purchase request, it is routed directly to the purchasing manager who initiates the purchase. The purchase request workflow cut the time from request to purchase from 5+ work days to 1 day. It is not unusual for a request to wind through the purchase approval process all the way to the purchasing managers desk in 15 to 30 minutes. OnBaseWorkflow dramatically increased the efficiency of the purchase request process. It also reduced the clerical work load of many supervisors and managers, freeing them to address more important business. Workflow will be expanded to other forms and request processes this year.

Data Center Relocation
Status: Fully planned and scheduled for mid-October

The impending data center move from the Capitol Annex to the Department of Public Safety's data center will address business continuity issues. The triggering factor was Hurricane Gustav, which devastated the power grid in downtown Baton Rouge and Capitol Park, leaving the Annex without power or HVAC for 6 days. The event shut down mission critical infrastructure and services that require Internet access including departmental email, blackberry service, websites, file access, VPN service and related remote access services, access to specialized SQL data repositories, and access to ISIS, ISIS/HR, and other statewide systems. This left the department effectively out of contact with employees and facilities statewide. The DPS facility has redundant power and data connections that are unavailable in the Annex. The rental cost at the DPS facility is not significantly more than the electrical costs we incur running and cooling the equipment at the Annex.

Office of State Library
Public Library Development (planned)

OSL has applied for two Broadband Technology Opportunities Program stimulus grants, amounting to a total of \$28,000,000 which, if awarded will allow the State Library to:

- Strengthen and secure public libraries' LAN/WAN infrastructures with standardized, proven industry-leading solutions so that increased bandwidth adoption is possible and deliverable to end-user PCs.
- Provide high-tech certified support and training for information technology personnel statewide in areas where such training has not been available or affordable.

- Establish an enterprise centralized data repository, helpdesk and remote and onsite support system for all public libraries.

Office of Cultural Development

Current IT Projects:

- Cultural Grants Online – electronic grant system scheduled to be in place for FY11
- Digital Grant Archiving – efficient record retention tool through digital archiving
- Virtual Review Panels – panel review now available via conference calls and video conferencing
- Virtual Panelist Portal – applicant review process now available to panelists via computer
- Virtual Artist Employment Roster – technology reduces cost of printing by allowing instant updating.
- Geographic Information System (GIS) -- Provides web access to cultural resource records for use with public and private construction projects.

Potential IT Projects:

- Virtual Teaching Artist Roster – provides online roster of teaching artists trained in state’s curriculum standards.
- Podcasts and videos for professional development – provides online availability of information to statewide constituents.
- Virtual grant guideline workshops – taping and archiving of grant workshops allows for virtual statewide attendance and reduction in staff travel costs.
- Accept applications online: National Register preliminary application, Section 106 applications, and State Tax Credit applications.
- Potential project with the Army Corps of Engineers to digitize archaeological survey records for current and future projects.

Office of Tourism

- The Office of Tourism is actively using OnBase purchase requests and approval software on a statewide basis. This is eliminating a time gap of moving paper for approvals and the expense of postage for this paperwork.
- An integrated database or spreadsheet software that would share information about contracts and grants would add to information sharing and efficiencies
- Developing a more user friendly consumer website (www.LouisianaTravel.com) for accomplishing the overall mission of the agency.

SECTION FIVE: ELIMINATION OF DUPLICATIVE AND UNNECESSARY SERVICES

List the activities of your department that fall outside of your constitutional and statutory mandates.

All programs and services of the Office of the Lieutenant Governor and the Department of Culture, Recreation & Tourism fall within its legal mandates.

Identify outdated activities that should no longer be part of the mission of your agency.

Office of Cultural Development

While there has been an agency-wide reorganization, there are areas for continued streamlining for the following programs:

- Cemetery Register legislation, R.S. 25:914. This is a program that was established through legislation and the duties are covered in other service areas.
- National Register Plaque Program. Contact information should be placed on the website for those who are interested in ordering plaques from private companies.
- Historic Marker legislation, R.S. 48:271. This legislation should be eliminated. Private citizens should be able to pay for and order markers to be placed on private property without state support.

Identify duplication or overlap with other state agencies, with the federal government, or with public or private stakeholder groups.

Office of State Library

There is some overlap with the libraries in the Department of Environmental Quality and Department of Economic Development, which are two specialized libraries for those departments. Although the materials in the collections and the staff expertise are different, the library functions are the same. We cooperate with both libraries now to the extent that we are listing DEQ's materials in our online catalog and we are storing DED's materials in our closed stack area and gradually integrating them into our collection.

There is minimal overlap with the State Archives. In general, the State Library manages and archives state publications, while the State Archives does the same with records. With respect to the Department of Education, school libraries and the State Library offer distinct programs; school libraries specifically support K-12 curricula, while the state library and its local library partners provide a complimentary system that serves all residents.

Office of State Museum

The OSM's current activities squarely fit within the letter of the statutory authority or fall within the activities expected of an institution having the characteristics of an American Association of Museums accredited museum.

On the question of duplication, the Department of Culture, Recreation and Tourism and the Secretary of State's office each have museum systems. The CRT Office of State Museums operates a high-performing, AAM-accredited, centralized system in which all branches share administrative, curatorial, maintenance, and security resources. The goal of the OSM is to be the preeminent resource on Louisiana's history and culture, leveraging its collection and presentation ability to provide the state with increased tourism and quality programming that ultimately returns more in economic impact than the actual dollars expended. The Secretary of State's system is a collection of independent entities operating under the Secretary of State umbrella, some with separate funding line items and sources.

Office of State Parks

The Office of State Parks currently operates 20 state parks located across the state. These sites provide state-of-the-art facilities including fully furnished cabins, recreational vehicle (RV) campsites with full hook-ups and recreational amenities ranging from playgrounds to swimming pools. Other state and federal government agencies provide some forms of camping facilities. However, these are developed for other user groups and purposes.

- The Sabine River Authority of Louisiana has seven sites along the shoreline of Toledo Bend Reservoir. These sites are primarily designed to offer visitors basic facilities to support their recreational use of Toledo Bend Reservoir.
- Louisiana Department of Wildlife and Fisheries has numerous recreational sites across the state. These sites are designed to accommodate hunters and fishermen with basic hardened pads for recreational vehicles and tent camping.
- The Louisiana Department of Agriculture and Forestry manages the Indian Creek Camping area in Rapides Parish.
- The U.S. Forest Service provides "Forest Camping" at Kistachie National Forest.

Office of Tourism

The Office of Tourism and the Department of Transportation and Development share DOTD property at 7 of 13 Welcome Center locations.

There are currently memoranda of understanding in place that delineate and define the areas of responsibility between CRT, DOTD and Department of Social Services, whose Blind Services section works with vending machine operators under the Federal

Randolph Sheppard Act. Each MOU is slightly different. DOTD has indicated a willingness to move towards a consolidated, blanket MOU for maintenance at these centers in the near future.

SECTION SIX: CIVIL SERVICE AND EMPLOYEE BENEFITS

List and identify any current initiatives or ideas related to employee benefits, hiring and promotion, and other employee regulations.

Payroll Recommendation

An online system for employee transfers would eliminate paperwork and expedite actions into the ISIS HR system. This new process would eliminate paper documentation needed to transfer from one agency to another and create a more efficient process.

Recruiting Recommendation

Although LA Careers' original purpose was to expedite the processing of applications, it has created a heavier work load on state agencies by diminishing minimum requirements for employment, thereby increasing the number of applications to be reviewed. Subsequent qualifying questions to applicants directly from agencies would effectively reduce the number of applicants for review. A need for flexibility from Civil Service in determining the qualifying experience would allow agencies to recruit and hire the best qualified for their positions.

In the future, it is proposed that LA Careers will be giving the hiring office and manager greater control over the hiring process.

Class and Pay System Recommendation

In the last few years, agency level Human Resources offices have been given delegated authority by the Department of Civil Service to review and allocate jobs within their departments. This was intended to allow for greater agency authority. However, the restrictions imposed by the limitations of the allocation criteria mandated by Civil Service make it difficult to actually effectively complete this task. It can take long periods of time and effort to propose and process reorganizations. Although we are required to follow the job specifications, this process has not proven to be particularly effective. More flexibility from Civil Service in these areas would allow the HR office authority to work with department management more timely and efficiently to get these functions accomplished.

Pay for Performance Recommendation

Proposed changes by the Department of Civil Service to the existing merit raise system should directly reflect employees' performance rating. This direct correlation to merit raise increases should promote better employee performance.

SECTION SEVEN: STUDIES AND OTHER RESOURCES

Please list:

- **Any studies (with brief description) your agency has conducted that may be of interest to the Commission**
- **Any national studies or studies in other states that might be of relevance**
- **National organizations that might be a source of potential best practices for Louisiana. If a website exists for the organization, please provide it.**

Agency-conducted studies:

Office of the Lt. Governor/ Office of the Secretary

- Reinventing the Department of Culture, Recreation & Tourism, by David Osborne, Public Strategies Group, January 2008. This study tracks and evaluates the transformation of the Department.
- Economic Impact Study for the Department of Culture, Recreation & Tourism, Louisiana Research Team (University Consortium)

Office of the State Library

- Library Services and Technology Act, 2003-2007 Evaluation, Submitted to the Institute of Museum & Library Services. The publication evaluates the use of LSTA funds by the State Library for statewide initiatives such as databases, interlibrary loans, summer reading programs, workshops, and the annual book festival.
- Public Libraries in Louisiana: Statistical Report 2008, State Library of Louisiana. This compilation chronicles information about libraries across Louisiana, including available funding, expenditures, populations served, performance measures, and more.

Office of State Museums

- Louisiana State Museum: An Assessment and Recommendation for the Future, 2005, by Robert MacDonald

Office of State Parks

- Louisiana State Parks Economic Impact Study, by the Louisiana Research Team (University Consortium)

Office of Cultural Development

- Louisiana: Where Culture Means Business, by Mt. Auburn Associates, August 2005 and updated February 2007. This study quantifies the significant role that culture plays in the state's economy. A major finding was that 144,000 people are employed in the state's cultural workforce.

Office of Tourism

- Economic Impact Studies on Louisiana Tourism by Louisiana State University and the University of New Orleans

- Perceptions of New Orleans/Louisiana - Tracking Study
Market Dynamics Research Group, Inc. This study gauges perceptions of New Orleans and Louisiana as the city and state rebuild from Hurricanes Katrina and Rita.
- Louisiana Tourism Satellite Account, Louisiana State University. This study tracks results during the second full year after Hurricanes Katrina and Rita, with a continuing measure of recovery in the Louisiana travel and tourism industry.
- Advertising Return on Investment Research, Market Dynamics Research Group, Inc. This research gauges perceptions of Louisiana as a leisure travel destination.
- Louisiana Tax-Free Shopping Year to Date Report, Louisiana Tax-Free Shopping Refund Center. This annual report details the number of tax-free shopping transactions by international visitors to Louisiana.
- Louisiana Tourism Forecast: 2008-2012, University of New Orleans, Louisiana State University. This study issues forecasts for Louisiana tourism based on local, state and national trends and factors.

National Studies:

Office of State Library

- Public Libraries and the Internet: Study, Findings and Results by John Carlo Bertot, Charles R. McClure, Carla B. Wright, Elise Jenson, and Susan Thomas, for the American Library Association and the Bill & Melinda Gates Foundation
- State Library Agencies, by the Institute of Museum & Library Services
- A Catalyst for Change: LSTA Grants to States Program Activities and the Transformation of Library Services to the Public, Institute for Museum & Library Services, June 2009.

Office of Cultural Development

- National Governors Association, Arts & the Economy: Using Arts and Culture to Stimulate Economic Development
- National Governors Association, The Impact of Arts Education on Workforce Preparation
- Historic Preservation and Affordable Housing: The Missed Connection, by Donovan Rypkema
- The Economics of Historic Preservation: A Community Leader's Guide, by Donovan Rypkema

Office of Tourism

- What Happens When You Stop Marketing? The Rise and Fall of Colorado Tourism, by Dr. Bill Siegel, Chairman & CEO of Longwoods International

Office of State Parks

- Conservation: An Investment that Pays: The Economic Benefits of Parks and Open Space, The Trust for Public Land, 2009

National Organizations

- American Library Association
- National Assembly of State Arts Agencies
- National Endowment for the Arts
- National Endowment for the Humanities
- Institute of Museum and Library Services
- US Travel Association
- National Association of State Park Directors
- American Association of Museums
- American Association for State and Local History
- National Trust for Historic Preservation
- National Main Street Center
- National Park Service

SECTION EIGHT: AGENCY BEST PRACTICES:

List and identify any current successful streamlining initiatives taking place (or have taken place) within your agency.

Historic Building Recovery Grant Program

To streamline the allocation of \$22.7 million in hurricane recovery funds for statewide home rebuilding (\$19M in grants, \$1.2M to Archeology/Section 106 review - only 5 percent to Administrative cost) a grant program was created, defined and advertised within 5 months of Congressional allocation (Aug 2006-Dec 2006).

Within 45 days of the application deadline:

- 1,884 applications were received
- All submittals were evaluated
- All eligible applications were reviewed by independent panelists

Within 45 days of the award notification, homeowners received their funds. Because we were not working with professional grant seekers, staff worked with applicants in their homes and walked them through the process in real time. As a result of this type of service, the rate of successful grant closings for this program is more than 95 percent.

The program has expanded and contracted in direct response to the changing needs of the program. The original staff had 3 Project Officers and a Director to administer 281 grant awards (94 grants per Project Officer). It increased to 6 Project Officers and a Director for 568 active grants during the second funding allocation (94 grants per Project Officer) and will be reduced to 1 Project Officer and a Director as the program wraps up in late 2009, early 2010.

Budgeting for Outcomes

Lt. Governor Landrieu and his leadership team pioneered an innovative budgeting process called Budgeting for Outcomes. This approach encourages competition and puts a premium on results, rather than the status quo. The organization is proud to serve as a model for a reform that is now being adopted statewide.

Our organization uses the Budgeting for Outcomes model to cut smart, reorganize and invest in what works. Through the process, programs that did not produce results were cut, duplicative services were eliminated, operations were streamlined and programs that deliver results were enhanced. Thanks to this long-term commitment to results-focused budgeting, the organization is lean and entrepreneurial. In fact, for every \$1 dollar the state allocates to CRT, \$6 is returned to the state tax base.

Budgeting for Outcomes helped our organization **eliminate** the following low performing and/or duplicative programs, resulting in a savings of nearly \$1 million annually:

- National History Day
- Statewide Museum Services
- Louisiana Mayors Institute on Design
- Design Louisiana
- Historic Preservation Heritage Education
- Artist Mini-Grant Program
- Creative Capital Retreats for Artists

The BFO model helped our organization **streamline** these programs and many others:

- State Library Audio-Visual Department
- Consolidated Interlibrary Loan Program
- Office of Cultural Development Operations and Service Provisions
- Office of Tourism Operations
- Office of State Museums Operations and Service Provisions

The BFO model helped our organization **invest** in these valuable programs, and others, which demonstrate a high return on investment:

- Louisiana Main Street Program (generating over 1,700 new small businesses)
- Tourism Marketing and Advertising (returning \$17 to the state for every \$1 spent)
- Statewide and Decentralized Arts Grants (returning \$6 to the state for every \$1 spent)
- State Aid to Public Libraries (providing internet access to citizens—5 million uses each year)
- The State Library negotiates on behalf of public libraries to purchase educational databases at a cost of \$1 million. If local libraries individually purchased these databases, it would cost \$10 million—the program provides a 10 to 1 cost savings to the taxpayers.
- State Parks and Historic Sites (serving 2.1 million visitors annually)
- Historic Preservation Tax Credits (leveraging \$2 billion in private investment)
- Louisiana Tourism (\$9.3 billion economic impact on Louisiana in 2008)
- The Louisiana Book Festival (attracting 21,000 visitors to the Capitol grounds to celebrate books and literacy, as well as provide a marketplace for Louisiana authors and their books)
- The Louisiana Outdoor Opportunity Program (leveraging state parks as outdoor classrooms for over 1,300 students)

Quick Wins

Our organization utilized the Quick Wins Process to train teams of frontline employees to redesign cumbersome work processes. Our teams learned the tools of process improvement—everything from statistical analysis to flow charts to fishbone diagrams. Each team accomplished the following:

- Improved bottom line results

- Reduced redundancies and wait times
- Eliminated unnecessary forms, steps and signatures
- Provided better customer service
- Created a less stressful work environment
- Freed up personnel resources to focus on more important efforts.

For example, our team from the Office of State Parks targeted the 60 days it took to reimburse local governments for building parks, tennis courts, and other recreational facilities with federal grants. They junked three of the eight forms required, cut the number of signatures required from three to one, trained staff to use the office's new software, shifted to electronic funds transfer for as many reimbursements as possible, and took 14 steps out of the process. It now takes 10 days to reimburse a local government—not 60. In addition, the Department saves \$37,300 annually due to this streamlined approach to reimbursements.

Our Tourism team targeted its materials distribution process to welcome centers and marketing events. Improvements to welcome center deliveries include: standard literature order forms, email literature ordering, quarterly deliveries to the centers, and the elimination of some management signatures. Improvements to marketing events deliveries include: standard semi-annual deliveries to foreign representatives, standardized marketing packets, and shared calendars for marketing and welcome center efforts. The result: welcome center deliveries went from 27 day deliveries to nearly instantaneous delivery; marketing events deliveries went from seven days down to two days. The estimated annual savings is \$43,200.

These are just two examples of how implementing Quick Wins streamlines processes and saves our organization dollars, while improving service to the public. It has the additional benefit of training front line staff to continue to use the methodology to streamline multiple processes in the future.

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