

AGENCY STRATEGIC PLAN

**FOR THE FISCAL YEARS
2009 – 2013**



EXECUTIVE DEPARTMENT

GOVERNOR'S OFFICE ON WOMEN'S POLICY

HON. KATHLEEN BABINEAUX BLANCO, GOVERNOR

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The Governor's Office on Women's Policy (OWP) was restructured by Act 668, 2003 Regular Session, of the Louisiana Legislature. The agency continues to transition from a service delivery agency to a policy development branch of the Governor's Office and focuses on conditions related to the status and welfare of women in Louisiana.

Since 1979, the Office has administered grants to public and private non-profit organizations through its *Family Violence Program*, funded by federal and state sources (\$6+ million in FY 2007-08). It will continue this function, maintaining partnerships with 20 community-based family violence programs statewide and the member-constituted Louisiana Coalition Against Domestic Violence (LCADV).

The legacy component of this organization requires professional expertise, institutional memory and working knowledge of quality assurance standards developed collaboratively over the years by family violence service providers and program managers. The agency strives for professional development encouraging staff to "skill up," to work closely as a team, and develop expertise in relationship and project management, research and policy development, marketing communication and securing new funds.

Organizational excellence is often threatened by new challenges and obstacles. The greatest challenge facing the Governor's Office on Women's Policy is balancing "the old" and "the new" in such a way that neither aspect of the organization succeeds at the expense of the other. The success in meeting this challenge increases as we implement our strategic plan and work diligently to achieve progress – goal by goal. The strategic plan provides a constant barometer of assessment for the attainment of specific quantifiable goals and objectives both internally and externally.

VISION –

THE GOVERNOR’S OFFICE ON WOMEN’S POLICY

Acts as an agent for change to create a higher quality of life in Louisiana by providing research-based leadership on issues, needs and concerns of women in areas of health and safety, economics and education.

MISSION –

The Governor’s Office on Women’s Policy (OWP) will execute its legislative mandate, respond timely to the external environment, and steward the Governor’s vision for a comprehensive approach to issues, needs and concerns of Louisiana’s women, children and families.

PHILOSOPHY –

The Governor’s Office on Women’s Policy embraces Louisiana’s diversity and understands its inherent dynamic of opposition – people’s lines of vision are different. The Office strives to fulfill the foundational philosophy of the quality assurance standards set forth by the family violence program which states the belief that “all women and children can be free of violence and empowered to self-sufficiency and independence.” OWP is committed to the elimination of violence against women in our society.

The Office will accomplish its mission in compliance with all federal and state rules, regulations, policies and procedures. It will steward wisely its resources, including issuance and administration of all contracts; and perform its responsibilities in such a way as to earn the respect and confidence of the Louisiana Legislature, state and federal agencies and departments, communities, and most important, the Louisiana taxpayer.

The Office will operate in an open and communicative atmosphere, sharing information and collaborating with others to develop solutions, and work toward well-integrated, fully coordinated and adequately funded programs, projects and initiatives that address problems, needs and concerns of Louisiana women.

GOALS --

The Governor's Office on Women's Policy's 3 primary goals, identified here as lines of business or program areas, are:

- *Research and develop policy;*
- *Identify and develop support of programs targeting issues, needs and concerns of women;*
- *Provide technical assistance and administrative support; administer contracts; and advance marketing communications to provide public information in three focus areas: education and training, health and safety, and economics and employment.*

GOAL 1 – RESEARCH & DEVELOP POLICY

OBJECTIVE

Establish and follow a research methodology that pushes progress and measures results – moving from concept to work product so as to support informed decision making and/or recommendation for action.

PERFORMANCE INDICATORS

- One work product developed and completed in 2008-2009; two in 2009-2010; two in 2010-2011; two in 2011-2012; and two in 2012-2013.

STRATEGIES

- Engage research methodology and activate work products in the *Family Violence Program* to support legislation enacted during the *2004 Regular Session*; and related imminent legislation.
- Provide public information about the Louisiana Department of Labor's pilot program for victims of domestic violence through electronic distribution, including trends and statistics from the state (ACT 421, 2007 Regular Session).
- Engage research methodology to create work products to support the Women's Policy & Research Commission (ACT 518, 2004 Regular Session).
- Complete baseline research on women's policy offices, commissions, agencies in other states; establish best practices.
- Partner with Women's Policy Institute, other state and national research and/or policy organizations for common purpose and mutual benefit.

GOAL 2

IDENTIFY AND DEVELOP SUPPORT OF PROGRAMS

OBJECTIVE

Manage relationships and projects within current organizational structure and environment in order to identify and develop support of programs addressing the concerns of women.

The following graphics illustrate core relationships of the Office. The first depicts an organizational chart for the Governor's Office on Women's Policy and highlights its defined connection with the Women's Policy & Research Commission; the second shows the membership structure of the Louisiana Women's Policy & Research Commission and includes the Office as providing administrative support and technical assistance.

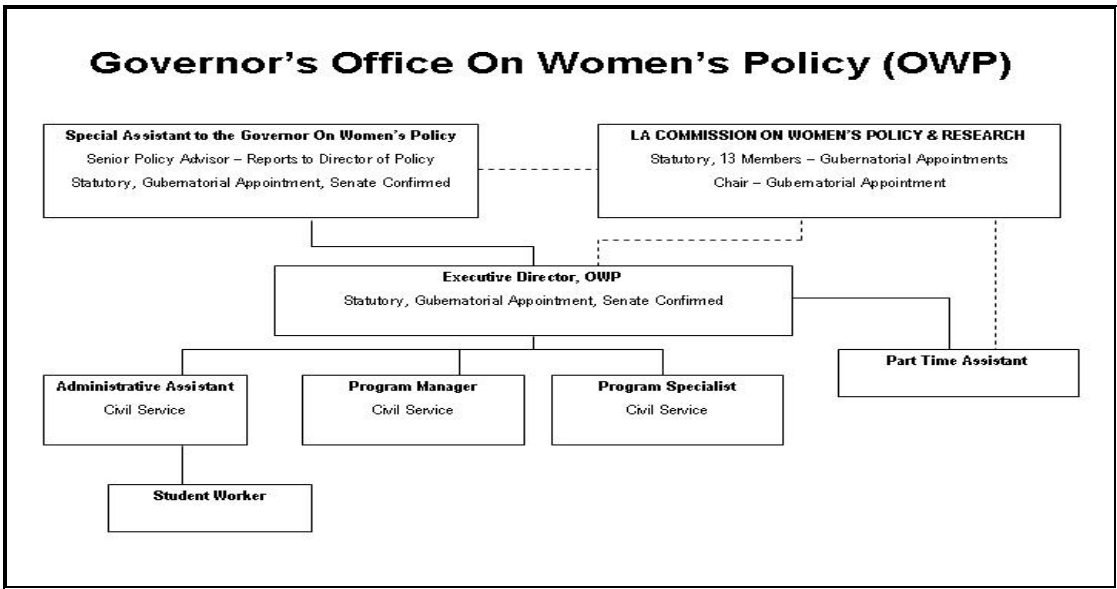


Figure 1 – Organizational Chart, Office on Women's Policy

LOUISIANA WOMEN'S POLICY & RESEARCH COMMISSION

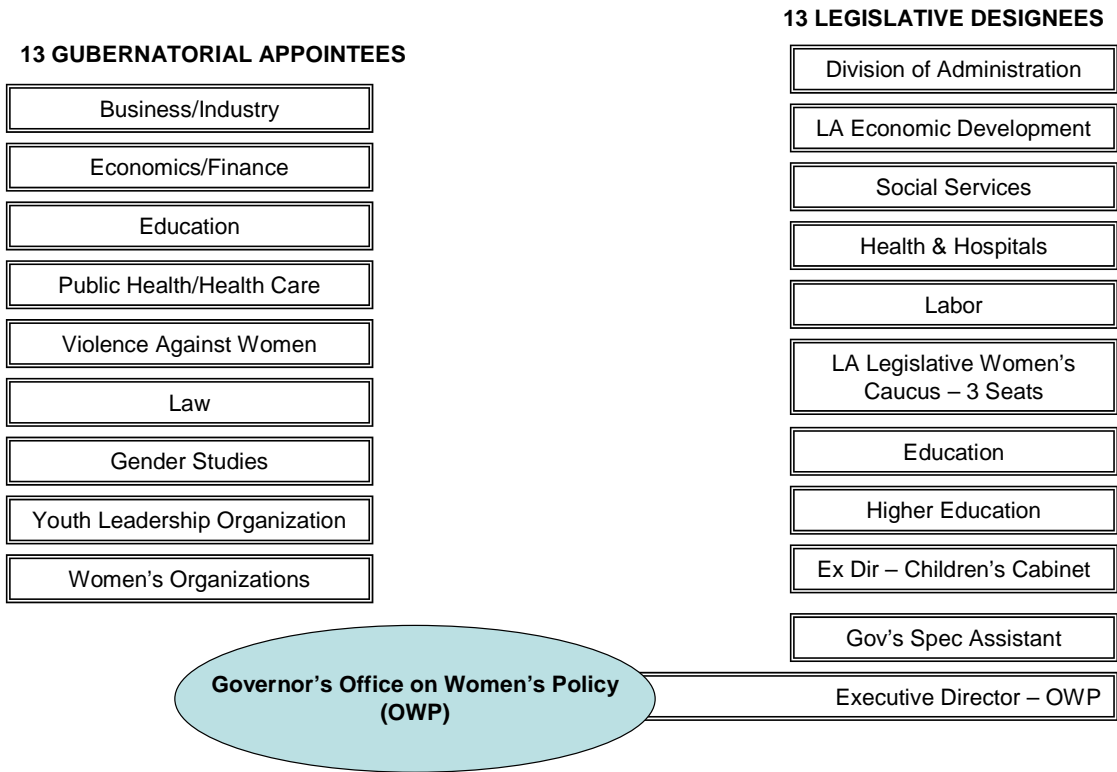


Figure 2 – Louisiana Women's Policy & Research Commission, State of Louisiana

PERFORMANCE INDICATORS

- *Research and identify one (1) new and emerging program addressing issues, needs and/or concerns of women in 2008-2009; two in 2009-2010; two in 2010-2011; two in 2011-2012; and two in 2012-2013.*
- *In collaboration with the Special Assistant to the Governor on Women and Children and the Louisiana Commission on Women's Policy & Research, prepare an Annual Report to the governor that identifies major concerns and analyzes trends that impact the health and prosperity of women in Louisiana.*
- *Using the previously launched interactive website, www.la-womenspolicy.com, provide 100% participation in web-based reporting through intranet technology.*

STRATEGIES

- Develop functional relationships with state departments to identify women's programs, particularly Social Services, Health & Hospitals, Labor, Economic Development, Corrections and the Attorney General.
- To gather input regarding and activities of interest and concern to women in all state departments represented on Louisiana Commission for Women's Policy & Research.
- To explore opportunities for partnerships with national organizations, such as the successful partnership between OWP and the National Organization on Adolescent Pregnancy, Parenting and Prevention, Inc. (NOAPPP), to emphasize best practices and skills-development opportunities and potential models of public education.
- Study, make recommendations, and promote constructive action on issues relating to women, including the impact of child care statewide, care-related education and other options, to emphasize best practices, development opportunities and related findings.
- With the Louisiana Commission on Women's Policy & Research, Louisiana Legislative Women's Caucus and Louisiana Women's Foundation, advance and continue the *Women's Leadership Initiative* – Louisiana's Women Leaders – spearheaded by Governor Blanco and Senator Landrieu, by developing support of regional leadership mentoring.

- Based on the evaluation and input of family violence community-based service providers, Louisiana Coalition Against Domestic Violence (LCADV), and others, implement the Governor’s Office on Women’s Policy *Family Violence Program’s* web-based automation of intranet technology, on-line reporting and other electronic applications. Reporting will take place on a password protected secure intranet site. The office will mandate that this portion of contracts management be transitioned into automated/electronic reporting. The following graphic illustrates.

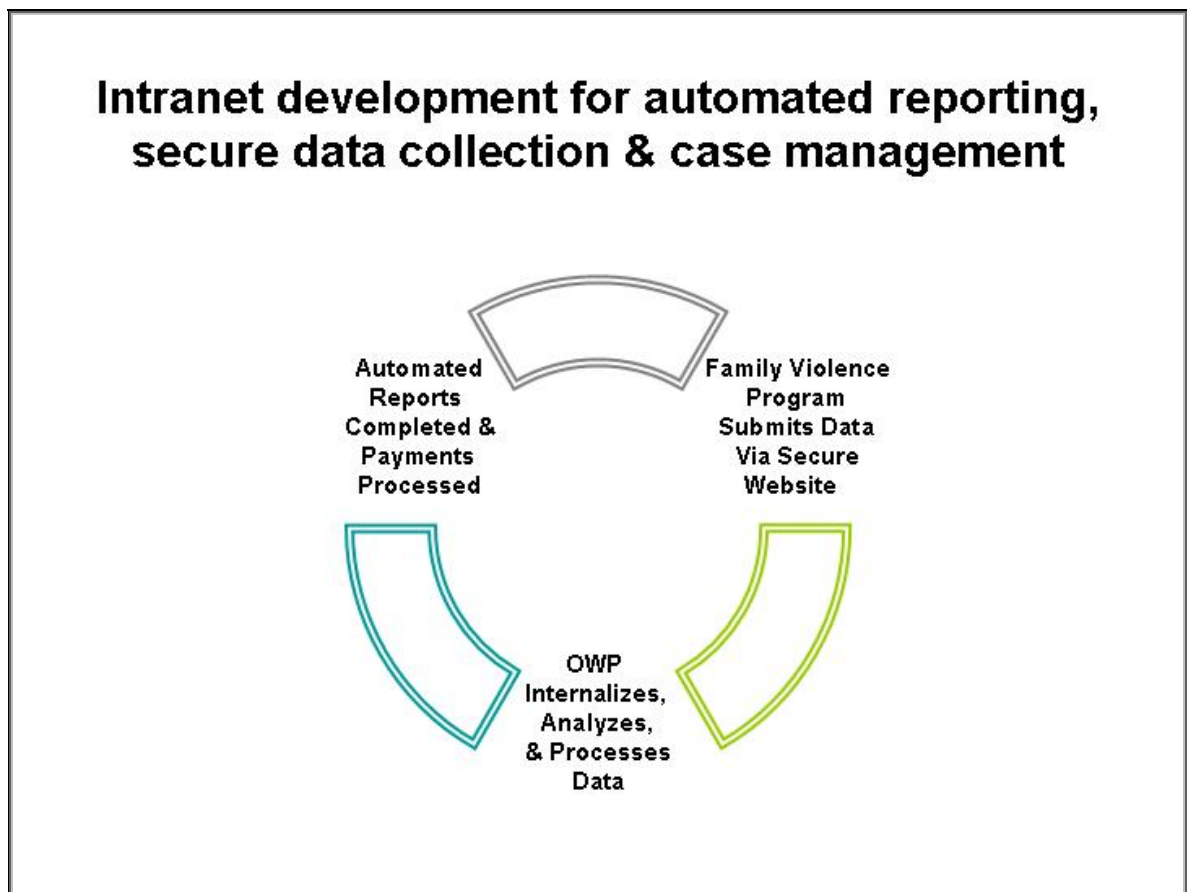


Figure 3 – Information flow of automated reporting via secure intranet site

GOAL 3

**PROVIDE TECHNICAL ASSISTANCE & ADMINISTRATIVE SUPPORT;
ADMINISTER CONTRACTS; DELIVER MARKETING COMMUNICATIONS IN 3
FOCUS AREAS – EDUCATION/TRAINING, HEALTH/SAFETY,
ECONOMICS/EMPLOYMENT.**

OBJECTIVES – PERFORMANCE INDICATORS

- Provide administrative support and technical assistance to the Louisiana Commission on Women’s Policy & Research, including:
 - Timely and accurate meeting notices, minutes, other documents as required by law.
 - Presentation of all work products, support for annual written report, participation in special initiatives and projects as requested.
 - The incorporation of the availability of video conferencing for meetings.
 - The execution of stated communications plan.
- Further research and work products on findings of Louisiana Women Leaders research as a foundation of policy development through the existing partnership with the Louisiana Commission on Women’s Policy & Research Commission, including:
- Provide technical assistance to community-based family violence service providers, including:
 - Development of work products in response to requests for proposals, contract awards and funds allocation;
 - Quality Assurance Standards
 - Delivery of professional development/technical training
 - Host Roundtable Conference for Director’s of family violence programs statewide.
- Administer all *Family Violence Program* contracts including the review, evaluation and award of federal and state funds.
- To produce and refine the Solicitations for Offers publication.
- Design and implement a themed marketing communications strategy that focuses on 3 key areas of education/training, health/safety and economics/employment and emphasizes outreach, partnering and community infrastructure development.
 - Revise and update interactive web site, www.la-womenspolicy.com.
 - To implement a regular and systematic distribution of information via news release through newly developed Louisiana’s Women Leaders - LWL news service.
 - Develop a comprehensive list of other state agencies, particularly Governor’s Office personnel, to receive updates via LWL news service.

- Develop a *Resource Directory/Talent Bank* that includes listing of all public, private and non-profit women’s organizations statewide; listing of Louisiana women qualified to serve in administrative positions or on boards and commissions.

STRATEGIES –

The overarching strategy for the term of this plan is *to continue platform support for development of a new organization.*

- Internally, this requires *professional developments* that include that include: teamwork, relationship and project management, research and policy development, marketing communication and securing new funds.
- The update and utilization of a *data base driven and highly interactive web site* to support the new organization.
- A *strategic marketing communications plan* is another strategy for successful implementation of themed marketing. This plan will include a broad statewide public information and community outreach mission as well as specific goals and objectives that are legislatively necessary for the overall success of the emerging organization. The plan will be developed in collaboration with the Governor’s Press Office to ensure consistency and continuity of message and message delivery.
- The *tangible progress of the work* of the Women’s Policy and Research Commission; the provision of incentives to commission members for their participation, including but not limited to per diem and reimbursement of costs associated with travel to meeting locations and related activities, upon approval of the legislature.
- Finally, the Governor’s Office on Women’s Policy must *identify and secure new sources of funding*. Currently the Office is viewed exclusively or predominantly as *The Family Violence Program*, and it is funded as such. This is the result of a strong legacy. Other program areas – research and policy development and administrative support to the Louisiana Commission on Women’s Policy & Research in particular, are necessary for further agency development. The office will request continuation in budget through state general dollars, including continuation of Temporary Assistance to Needy Families (TANF) dollars initially used as “gap” funding, to be fixed under general appropriation

due to its significance to the agency. OWP must secure new and/or additional resources in order for the Office to “stand tall” in all three of its program areas – objectives – in order to create a better quality of life for Louisiana’s women, children and families.

HISTORY OF WOMEN’S POLICY IN LOUISIANA & THE FAMILY VIOLENCE PROGRAM

The Governor’s Office on Women’s Policy’s (OWP) commitment to serving the needs of Louisiana women is rooted in 40 years of work. In 1964, the Commission on the Status of Women was established under Governor John McKeithen. Since then, this public agency has taken on many forms and names.

In 1974, activists began to push to improve the situation for Louisiana’s family violence victims – mostly women and children. For the first time many communities demanded public dialogue. They wanted better emergency protocol, improved law enforcement response and state funding for local programs.

The fight was hard, but the efforts bore fruit. In 1979, Act 746 of the Regular Session provided state general funds to support family violence programs. This legislation passed after an extended struggle and several attempts. Women’s groups that were divided on other issues united to move this policy through the legislative process. From the strong religious influence of the women in South Louisiana, the state’s first domestic violence shelter was founded.

The Bureau on the Status of Women operated for about 13 years before being renamed the Governor’s Office on Women’s Services in 1985, when it relocated to the Governor’s Office. In the 1980’s the Louisiana Coalition Against Domestic Violence (LCADV), a non-profit organization, was formed to support community-based domestic violence programs and advocate for policy and funding. LCADV also established a state-wide toll-free hotline directing victims to services closest to them.

In 2003, the agency was reorganized under Act 668 of the 2003 Regular Session, creating the Governor’s Office on Women’s Policy, while simultaneously establishing a Louisiana Women’s Policy & Research Commission and the Special Assistant to the Governor on Women’s Policy (See Figure 4). The Louisiana Women’s Foundation, a non-profit corporation, and the Louisiana Legislative Women’s Caucus are regarded as strategic partners of OWP.

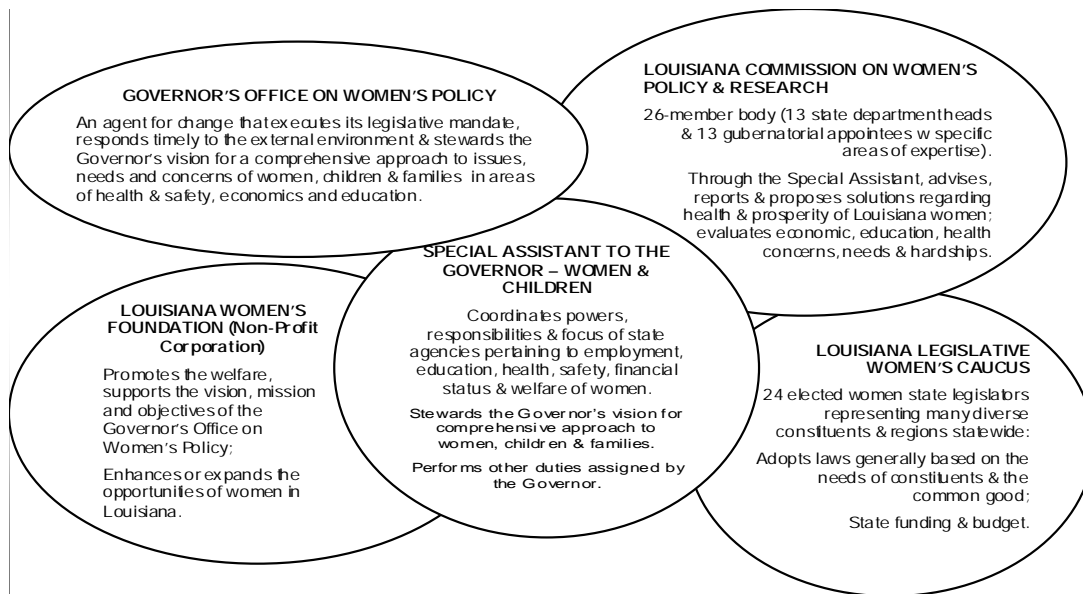


Figure 4 – Depiction in relation to integration of partnering entities

For nearly 30 years, the Governor's Office on Women's Policy – or predecessor agency – has administered grants to public and private non-profit organizations through its *Family Violence Program*. Through contracts with 20 community-based service providers in locations statewide services are provided to victims of family violence including children. These include emergency shelter, crisis intervention, advocacy, coordination of services, information and referral systems advocacy, community education and public awareness, emergency transportation, safety planning, crisis line, legal advocacy and children's services.

In 2004, Louisiana elected its first female governor, and the Office on Women's Policy sharpened its focus on the income gap for women, education and health issues affecting women. It also continued its commitment to ending family violence. Approximately 87 percent of OWP's budget provides funding to family violence programs statewide. Despite the state's economic changes from the hurricanes of 2005, and the reductions which resulted from them, the Office on Women's Policy has continued to strive for momentum. Funding for OWP currently comes from five main sources: the state's general fund, federal funds from the Department of Health and Human Services, marriage license fees, civil fees, and Temporary Aid to Needy Families (TANF).

From 2002 through June 30, 2004, TANF funds totaling \$10+ million were distributed to community service providers – either directly or through LCADV. Additional contracts secured family violence law enforcement training, community outreach workers, child art, and music therapists. In particular, rural communities benefited from a targeted outreach that had not been possible since most residential programs are located in metropolitan areas.

For the 2006-2007 and 2007-2008 fiscal years, OWP has received \$1.5 million dollars in TANF funds annually through an Interagency Agreement with the Department of Social Services to provide benefits similar to that of the previous funding allocations.

Overall, Louisiana is a long-time recognized leader in family violence initiatives, but the state must be very intent on addressing this desperate social issue. Lack of transportation and limited space in shelters create problems for victims seeking safety. The judicial and criminal justice systems sometimes demonstrate little or no understanding of the dynamics of family violence. The many partnerships of this agency, coupled with the help of many activists and leaders can catapult Louisiana into reaching the ultimate goal of ending family violence and ensuring its survivors safety, independence, and good quality of life.