



# **Louisiana Department of Veterans Affairs LDVA Administration – 130**

**Strategic Plan  
FY2026-2027 through FY2030-2031**

## **LOUISIANA DEPARTMENT OF VETERANS AFFAIRS**

**VISION:** To rank in the top ten in the nation in providing the most efficient, cost effective and quality care and services to Louisiana veterans and their dependents through benefits, veterans homes and cemeteries.

**MISSION:** The mission of the Louisiana Department of Veterans Affairs is to provide comprehensive care and quality service to Louisiana's veterans and their families, with regard to healthcare, education, disability benefits, long-term care and burial honors.

**PHILOSOPY:** The Louisiana Department of Veterans Affairs is to use informed decision-making, proactive policy making, and innovative actions in dealing with issues related to the continued services to Louisiana veterans and their dependents.

### **GOALS:**

- I. The Department of Veterans Affairs will assure the continued quality services to Louisiana veterans and their dependents.
- II. The Department of Veterans Affairs will continue to provide the most efficient, cost effective services by maximizing federal and self-generated funding.
- III. The Department of Veterans Affairs will continue to plan necessary remodeling and updated construction at Louisiana's state-run veterans homes and cemeteries to effectively serve the veteran population of the State.

## **LDVA ADMINISTRATIVE PROGRAM**

**MISSION:** The mission of the LDVA Administrative Program is to provide comprehensive care and quality service to Louisiana's veterans and their families, with regard to healthcare, education, disability benefits, longterm care and burial honors.

### **GOALS:**

- I. The Administrative Program will provide the service programs of the Department with continued educational training necessary to carry out the efficient operation of their offices.
- II. The Administrative Program will continue to implement its Customer Service Program to deliver effective, efficient and responsive customer service.
- III. The Administrative Program will continue to facilitate the proposed planning for necessary updates and construction remodeling of veterans homes and state cemeteries.

**OBJECTIVE I.1:** Identify available continuing educational programs offered by the State and other beneficial specialized training programs to better serve the veterans of the State of Louisiana.

**STRATEGY I.1.1** Provide continuing education by assembling, analyzing, distributing and publicizing current information pertaining to laws, rules, regulations and procedures relating to veterans benefits.

**STRATEGY I.1.2** Require employees to attend applicable Comprehensive Public Training Programs, seminars and continuing education programs, providing related funding for training when

**Input:** Number of employees attending training

**Output:** Properly trained workforce to provide assistance and support to all departmental programs

**Outcome:** Enhanced service to customers and support agencies as a result of highly trained workforce

**Efficiency:** Maximized service and benefits

**Quality:** Properly trained Administrative employees provide departmental programs with the support they need to provide professional service and quality care to the veterans and their dependents residing in this State appropriate.

#### **PERFORMANCE INDICATORS:**

**OBJECTIVE II.1:** To achieve higher levels of citizen satisfaction by delivering quality, timely and responsive services.

**STRATEGY II.1.1** Continue to implement and track the statewide employee Customer Service Program that identifies customer expectations and assists department employees with the goal of maximizing customer service.

**STRATEGY II.1.2** Require employees to attend customer service training programs, seminars and continuing education programs, providing related funding for training when appropriate.

#### **PERFORMANCE INDICATORS:**

**Input:** Number of comment cards received

**Output:** Number of comment cards placed in homes, benefits offices and cemeteries

Outcome: Properly trained workforce to provide customer satisfaction, quality, and responsive service

Efficiency: Percentage of comment cards received back through service offices

Quality: Percentage of customers who rated our services satisfactory

OBJECTIVE III.1: To provide the services needed for the population of veterans in the State of Louisiana.

STRATEGY III.1.1 Submit State Capitol Outlay funding requests to obtain federal matching funds.

STRATEGY III.1.2 Gain regional support (Legislators, Community Leaders and Service Organizations.)

#### **PERFORMANCE INDICATORS:**

Input: Obtain State and federal matching funds for future veterans homes

Output: Facilities will maximize federal and self-generated funds

Outcome: Increase in facilities for Louisiana veteran population in need of these services

Efficiency: Increased services to the veterans of the State of Louisiana

Quality: Louisiana's rank among states in number of veterans' homes and cemeteries per population of veterans

#### **APPENDIX**

##### **1. Principal Customers:**

The principle customers served by the Louisiana Department of Veterans Affairs Administrative Program are the veterans and their dependents residing in the state, and the programs that fall under the Administrative Programs jurisdiction.

2. Principal Beneficiary:

The principal beneficiaries of services provided by the Administrative Program are Louisiana veterans and their dependents who are serviced by programs that fall under the jurisdiction of the Department.

3. External Factors:

The achievement of stated goals and objectives is partially dependent upon the provision of adequate funding from State General Funds.

4. Statutory Authorization:

Act 98 ss.3 of 1944 Legislature  
Act 164 ss.1 of 1946 Legislature  
Section 62 of 1948 Legislature  
La R.S. 29:251-516  
La R.S. 36:781-787  
La R.S. 46:121-123

5. Development:

The Louisiana Department of Veterans Affairs Administrative Program has utilized the Strategic Planning process to identify needs and establish organizational priorities and goals. This process involved employees at various organizational levels, as well as the customers served.

6. Objective Beneficiaries:

Objective I.1:	Employees and customers
Objective II.1:	Customers
Objective III.1:	Customers

## PERFORMANCE INDICATOR MATRIX

**Program:**

Administrative

**Date:**

July 1, 2025

**GOAL:**

Continuing Education Programs

	INPUT	OUTPUT	OUTCOME	EFFICIENCY	QUALITY
Objective 1:  Develop in-service and utilize existing training programs.	Promote employee participation.	Properly trained workforce.	Enhanced customer service.	Maximized service and benefits.	Professional service and quality health care.
Objective 2:					
Objective 3:					

## PERFORMANCE INDICATOR MATRIX

**Program:**

Administrative

**Date:**

July 1, 2025

**GOAL:**

Enhance Customer Service

	INPUT	OUTPUT	OUTCOME	EFFICIENCY	QUALITY
Objective 1:  Achieve higher level of citizen satisfaction.	Comment cards and intake calls received.	Comment cards placed in homes, benefits offices, and cemeteries.	Customer service and satisfaction.	Percentage of satisfied customers.	Quality service.
Objective 2:					
Objective 3:					

## PERFORMANCE INDICATOR MATRIX

**Program:**

Administrative

**Date:**

July 1, 2025

**GOAL:**

Increase In Services for Veterans Population

	INPUT	OUTPUT	OUTCOME	EFFICIENCY	QUALITY
Objective 1:  Provide services needed for population of Louisiana veterans.	Obtain State and federal matching funds.	Maximized federal and self-generated funds.	Maximized services to veterans of Louisiana.	Increased services to Louisiana veterans.	Increase in veterans homes and cemeteries per population of veterans.
Objective 2:					
Objective 3:					



## **PERFORMANCE INDICATOR DOCUMENTATION**

**Program:** Administrative

**Objective:**

Through management activities, to ensure that all of the operational objectives of the Louisiana Department of Veterans Affairs are achieved

**Indicator:** Percentage of department operational objectives achieved

1. Indicator Type: Input  
Level Reported: Key performance information
2. Rationale: Analyze programs to ensure that objectives and activities are achieved
3. Source of Indicator: Departmental reports
4. Frequency/Timing of Collection: On-going Reporting: Not Applicable
5. Calculation Methodology: Not applicable
6. Definitions of Unclear Terms: Not applicable
7. Indicator Aggregate or Disaggregate Figure: Not applicable
8. Responsible for Data Collection, Analysis, and Quality: Jerome Buller, Deputy Secretary, (225) 219-5001.
9. Limitations or Weaknesses: None

## **PERFORMANCE INDICATOR DOCUMENTATION**

**Program:** Administrative

**Objective:**

Continuing Education Programs

**Indicator:** Number of Employees Participating

1. Indicator Type: Input  
Level Reported: General performance information
2. Rationale: Identify the total number of employees participating in in-service and specialized training through CPTP and other programs for internal management purposes
3. Source of Indicator: Human Resource Division/Administration internal log
4. Frequency/Timing of Collection: On-going Reporting: Not Applicable
5. Calculation Methodology: Total employees divided by number completing training
6. Definitions of Unclear Terms: Not applicable
7. Indicator Aggregate or Disaggregate Figure: Not applicable
8. Responsible for Data Collection, Analysis, and Quality: Dustin Guy, Chief of Staff, (225) 219-5014
9. Limitations or Weaknesses of Indicator: None

## PERFORMANCE INDICATOR DOCUMENTATION

**Program:** Administrative

**Objective:**  
Customer Service Program

**Indicator:** Number of Comment Cards Received

1. Indicator Type: Input  
Level Reported: General performance information
2. Rationale: Measures the percentage of satisfactory service provided by agency users
3. Source of Indicator: Administrative Program/Customer Service Representative Database
4. Frequency/Timing of Collection: On-going  
Reporting: Quarterly Reports, annual updates
5. Calculation Methodology: Total questionnaires received, divided by the number of satisfactory responses
6. Definitions of Unclear Terms: Not applicable
7. Indicator Aggregate or Disaggregate Figure: Not applicable
8. Responsible for Data Collection, Analysis, and Quality: Earnest Buckner Jr., Deputy Assistant Secretary, (225)-219-5008/Welma Jackson, Capital Area Regional Manager/Customer Service Representative, (225) 219-5595
9. Limitations or Weaknesses of Indicator: None

## **PERFORMANCE INDICATOR DOCUMENTATION**

**Program:** Administrative

**Objective:** Operation and Maintenance of Louisiana Veterans Homes and State Cemeteries

**Indicator:** Number of Louisiana Veterans Homes and State Cemeteries per Veteran Population

1. Indicator Type: Input  
Level Reported: General performance information
2. Rationale: Proper ratio of facilities for population of veterans in State of Louisiana
3. Source of Indicator: Administrative Program/Fiscal Office
4. Frequency/Timing of Collection: On-going Reporting: Not Applicable
5. Calculation Methodology: Total veterans homes and cemeteries
6. Definitions of Unclear Terms: Not applicable
7. Indicator Aggregate or Disaggregate Figure: Not applicable
8. Responsible for Data Collection, Analysis, and Quality: Jerome Buller, Deputy Secretary, (225) 219-5001
9. Limitations or Weaknesses: None

## FORMAT FOR TRACKING ACTION PLANS

**PROGRAM:** Administrative

**DATE:** July 1, 2025

**I GOAL:** Continuing Education Programs

**I.1 OBJECTIVE:** Identify available programs offered by the State and other beneficial training programs.

**I.1.1 STRATEGY:** Promote employee participation in various job related enhanced educational programs.

Action Plan Steps	Status	Comments
1. Require employees to attend CPTP training programs, seminars and continuing education programs when appropriate.	AOS	
2.		
3.		
4.		
5.		

**STATUS CODES:** **OS** – On Schedule   **AOS** – Ahead of Schedule   **DL** – Delayed   **CA** – Cancelled   **PS** – In the Planning Stages

## FORMAT FOR TRACKING ACTION PLANS

**PROGRAM:** Administrative

**DATE:** July 1, 2025

**I GOAL:** Enhance Customer Service

**I.1 OBJECTIVE:** To achieve higher levels of customer satisfaction.

**I.1.1 STRATEGY:** Continue to implement the Customer Service Program

Action Plan Steps	Status	Comments
1. Require employees to attend customer service training programs, seminars and training.	OS	
2. Continue Customer Service Surveys through comment cards in Veterans Homes, Benefits Offices, Cemeteries, and Intake calls at Headquarters office.	OS	
3.		
4.		
5.		

**STATUS CODES:** **OS** – On Schedule   **AOS** – Ahead of Schedule   **DL** – Delayed   **CA** – Cancelled   **PS** – In the Planning Stages

## FORMAT FOR TRACKING ACTION PLANS

**PROGRAM:** Administrative

**DATE:** July 1, 2025

**I GOAL:** Operation and Maintenance of Veterans Homes and State Cemeteries

**I.1 OBJECTIVE:** Provide services needed for the population of veterans in the State of Louisiana.

**I.1.1 STRATEGY:** Obtain state and federal matching funds.

Action Plan Steps	Status	Comments
1. Submit State Capitol Outlay funding requests.	OS	HB 2
2. Gain regional support (Legislators, Community leaders and Veterans Service Organizations).	OS	
3.		
4.		
5.		

**STATUS CODES:** **OS** – On Schedule   **AOS** – Ahead of Schedule   **DL** – Delayed   **CA** – Cancelled   **PS** – In the Planning Stages

# STRATEGY ANALYSIS CHECKLIST

Goal I

## \_\_\_\_\_ **Analysis**

\_\_\_\_\_ Cost/benefit analysis conducted

\_\_\_T\_\_\_ Other analysis used

\_\_\_\_\_ Impact on other strategies considered

## \_\_\_\_\_ **Authorization**

\_\_\_T\_\_\_ Authorization exists

\_\_\_\_\_ Authorization needed

## \_\_\_\_\_ **Organization Capacity**

\_\_\_\_\_ Needed structural or procedural changes identified

\_\_\_T\_\_\_ Resource needs identified

## \_\_\_\_\_ **Time Frame**

\_\_\_T\_\_\_ Already ongoing

\_\_\_\_\_ New, startup date estimated

\_\_\_\_\_ Lifetime of strategy identified

## \_\_\_\_\_ **Fiscal Impact**

\_\_\_\_\_ Impact on operating budget

\_\_\_\_\_ Impact on operating budget

\_\_\_T\_\_\_ Means of finance identified



# STRATEGY ANALYSIS CHECKLIST

## Goal II

### \_\_\_\_\_ Analysis

- \_\_\_\_\_ Cost/benefit analysis conducted
- \_\_\_T\_\_\_ Other analysis used
- \_\_\_\_\_ Impact on other strategies considered

### \_\_\_\_\_ Authorization

- \_\_\_T\_\_\_ Authorization exists
- \_\_\_\_\_ Authorization needed

### \_\_\_\_\_ Organization Capacity

- \_\_\_\_\_ Needed structural or procedural changes identified
- \_\_\_T\_\_\_ Resource needs identified

### \_\_\_\_\_ Time Frame

- \_\_\_T\_\_\_ Already ongoing
- \_\_\_\_\_ New, startup date estimated
- \_\_\_\_\_ Lifetime of strategy identified

### \_\_\_\_\_ Fiscal Impact

- \_\_\_\_\_ Impact on operating budget
- \_\_\_\_\_ Impact on operating budget
- \_\_\_T\_\_\_ Means of finance identified

# STRATEGY ANALYSIS CHECKLIST

## Goal III

### \_\_\_\_\_ **Analysis**

- \_\_\_\_\_ Cost/benefit analysis conducted
- \_\_\_\_\_ ☐ Other analysis used
- \_\_\_\_\_ Impact on other strategies considered

### \_\_\_\_\_ **Authorization**

- \_\_\_\_\_ ☐ Authorization exists
- \_\_\_\_\_ Authorization needed

### \_\_\_\_\_ **Organization Capacity**

- \_\_\_\_\_ Needed structural or procedural changes identified
- \_\_\_\_\_ ☐ Resource needs identified

### \_\_\_\_\_ **Time Frame**

- \_\_\_\_\_ ☐ Already ongoing
- \_\_\_\_\_ New, startup date estimated
- \_\_\_\_\_ Lifetime of strategy identified

### \_\_\_\_\_ **Fiscal Impact**

- \_\_\_\_\_ Impact on operating budget
- \_\_\_\_\_ Impact on operating budget
- \_\_\_\_\_ ☐ Means of finance identified

## **LDVA APPEALS PROGRAM**

**MISSION:** The mission of the LDVA Appeals Program is to provide comprehensive care and quality service to Louisiana's veterans and their families, with regard to healthcare, education, disability benefits, long-term care and burial honors, and in particular in this program advocating for veterans in the appeals of federal VA regarding compensation, pension and other VA benefits.

### **GOALS:**

- I. The Appeals Program will assure the continued quality claims decision review services to Louisiana Veterans and their dependents.

**OBJECTIVE I.1:** To reach and maintain a 70% approval rating and to review a minimum of 5,000 claims decisions per year.

**STRATEGY I.1.1** Promote participation in various job-related, enhanced educational programs.

**STRATEGY I.1.2** Work with USDVA to maintain the necessary hardware and software programs to allow program access to federal VA and LDVA's claims management systems and other necessary applications.

**STRATEGY I.1.3** Maintain minimum staffing and continue to accomplish its mission.

### **PERFORMANCE INDICATORS:**

**Input:** Percentage of claims approved

**Output:** Number of claims decisions reviewed

**Outcome:** Enhanced services provided to veterans and their dependents

**Efficiency:** Maximized service and benefits

**Quality:** Maintain minimum cost per claim processed

## APPENDIX

### 1. Principal Customers:

The principle customers served by the Louisiana Department of Veterans Affairs Appeals Program are Louisiana veterans and their dependents residing in the State.

### 2. Principal Beneficiary:

The principal beneficiaries of services provided by the Appeals Program are Louisiana veterans and their dependents.

### 3. External Factors:

The achievement of stated goals and objectives is partially dependent upon the provision of adequate funding from State General Funds.

### 4. Statutory Authorization:

Act 98 ss.3 of 1944 Legislature  
Act 164 ss.1 of 1946 Legislature  
Section 62 of 1948 Legislature  
La R.S. 29:251-516  
La R.S. 36:781-787  
La R.S. 46:121-123  
And relevant applicable federal CFRs.

### 5. Development:

The Louisiana Department of Veterans Affairs Appeals Program has utilized the Strategic Planning process to identify needs and establish organizational priorities and goals. This process involved employees at various organizational levels, as well as the customers served.

### 6. Objective Beneficiaries:

Objective I.1: Veterans and other eligible persons

## PERFORMANCE INDICATOR MATRIX

**Program:**

Appeals

**Date:**

July 1, 2025

**GOAL:**

Continued Quality Services

	INPUT	OUTPUT	OUTCOME	EFFICIENCY	QUALITY
Objective 1:  Maintain 70% approval rating and to process a minimum of 5,000 claims per year.	Percentage of claims approved.	Number of claims decisions reviewed.	Enhanced customer service.	Maximized service and benefits.	Maintain minimum cost per claim decision reviewed.
Objective 2:					
Objective 3:					

## PERFORMANCE INDICATOR DOCUMENTATION

**Program:** Appeals

**Objective:** Maintain a 70% approval rating and to review a minimum of 5,000 claims decisions per year

**Indicator:** Percentage of claims approved

1. Indicator Type: Input  
Level Reported: Key performance information
2. Rationale: Identify the total number of claims processed and approved
3. Source of Indicator: Claims activity report
4. Frequency/Timing of Collection: On-going Reporting: Not Applicable
5. Calculation Methodology: Total claims approved divided by total claims decisions reviewed
6. Definitions of Unclear Terms: Not applicable
7. Indicator Aggregate or Disaggregate Figure: Not applicable
8. Responsible for Data Collection, Analysis, and Quality: Jason Lafon, Appeals Office Regional Manager, 504-619-4338.
9. Limitations or Weaknesses of Indicator: None

## FORMAT FOR TRACKING ACTION PLANS

**PROGRAM:** Appeals

**DATE:** July 1, 2025

**I GOAL:** Continued Quality Service

**I.1 OBJECTIVE:** To reach and maintain a 70% approval rating and to review a minimum of 5,000 claims decisions per year

**I.1.1 STRATEGY:** Percentage of claims approved

Action Plan Steps	Status	Comments
1. Maintain number of claims decisions reviewed and approved.	AOS	
2.		
3.		
4.		
5.		

**STATUS CODES:** OS – On Schedule   AOS – Ahead of Schedule   DL – Delayed   CA – Cancelled   PS – In the Planning Stages

# STRATEGY ANALYSIS CHECKLIST

Goal I

## \_\_\_\_\_ **Analysis**

- \_\_\_\_\_ Cost/benefit analysis conducted
- \_\_\_T\_\_\_ Other analysis used
- \_\_\_\_\_ Impact on other strategies considered

## \_\_\_\_\_ **Authorization**

- \_\_\_T\_\_\_ Authorization exists
- \_\_\_\_\_ Authorization needed

## \_\_\_\_\_ **Organization Capacity**

- \_\_\_\_\_ Needed structural or procedural changes identified
- \_\_\_T\_\_\_ Resource needs identified

## \_\_\_\_\_ **Time Frame**

- \_\_\_T\_\_\_ Already ongoing
- \_\_\_\_\_ New, startup date estimated
- \_\_\_\_\_ Lifetime of strategy identified

## \_\_\_\_\_ **Fiscal Impact**

- \_\_\_\_\_ Impact on operating budget
- \_\_\_\_\_ Impact on operating budget
- \_\_\_T\_\_\_ Means of finance identified



## **LDVA CONTACT ASSISTANCE PROGRAM**

**MISSION:** The mission of the LDVA Contact Assistance Program is to provide comprehensive care and quality service to Louisiana's veterans and their families, with regard to healthcare, education, disability benefits, long-term care and burial honors, and in particular in this program connecting veterans and their families to all state and federal benefits the veteran has earned through his/her military service.

### **GOALS:**

- I. The Contact Assistance Program will assure the continued quality services to Louisiana Veterans and their dependents.

**OBJECTIVE I.1:** To process 92,000 claims annually and locate approximately 152,000 veterans or dependents to determine their eligibility for veteran's benefits.

**STRATEGY I.1.1** Promote participation in various job related enhanced educational programs.

**STRATEGY I.1.2** Maintain the necessary hardware and software programs to allow program access to federal VA and LDVA's claims management systems and other necessary applications

**STRATEGY I.1.3** Maintain minimum staffing required to accomplish its mission.

### **PERFORMANCE INDICATORS:**

**Input:** Total number of claims processed

**Output:** Number of contacts made

**Outcome:** Enhanced services provided to veterans and their dependents

**Efficiency:** Maximized service and benefits

**Quality:** Maintain minimum cost per veteran assisted

## APPENDIX

### 1. Principal Customers:

The principle customers served by the Louisiana Department of Veterans Affairs Contact Assistance Program are Louisiana veterans and their dependents residing in the State.

### 2. Principal Beneficiary:

The principal beneficiaries of services provided by the Contact Assistance Program are Louisiana veterans and their dependents.

### 3. External Factors:

The achievement of stated goals and objectives is partially dependent upon the provision of adequate funding from State General Funds and Self-Generated Funds.

### 4. Statutory Authorization:

Act 98 ss.3 of 1944 Legislature  
Act 164 ss.1 of 1946 Legislature  
Section 62 of 1948 Legislature  
La R.S. 29:251-516  
La R.S. 36:781-787  
La R.S. 46:121-123  
And relevant applicable federal CFRs.

### 5. Development:

The Louisiana Department of Veterans Affairs Contact Assistance Program has utilized the Strategic Planning process to identify needs and establish organizational priorities and goals. This process involved employees at various organizational levels, as well as the customers served.

### 6. Objective Beneficiaries:

Objective I.1: Veterans and other eligible persons

## PERFORMANCE INDICATOR MATRIX

**Program:**

Contact Assistance

**Date:**

July 1, 2025

**GOAL:**

Continued Quality Service

	INPUT	OUTPUT	OUTCOME	EFFICIENCY	QUALITY
Objective 1: Processes claims and locate veterans or dependents to determine their eligibility for veterans' benefits.	Total number of claims processed.	Number of contacts made.	Enhanced customer service.	Maximized service and benefits.	Maintain minimum cost per veteran assisted.
Objective 2:					
Objective 3:					

## PERFORMANCE INDICATOR DOCUMENTATION

**Program:** Contact Assistance

**Objective:** Process 92,000 claims annually and locate approximately 152,000 veterans or dependents to determine their eligibility for veterans' benefits.

**Indicator:** Total number of claims processed

1. Indicator Type: Input  
Level Reported: Key performance information
2. Rationale: Identify the total number of claims processed
3. Source of Indicator: Contact Assistance activity report
4. Frequency/Timing of Collection: On-going Reporting: Not Applicable
5. Calculation Methodology: Total number of claims processed divided by number of contacts made
6. Definitions of Unclear Terms: Not applicable
7. Indicator Aggregate or Disaggregate Figure: Not applicable
8. Responsible for Data Collection, Analysis, and Quality: Earnest Buckner, Jr., Deputy Assistant Secretary, (225) 219-5008.
9. Limitations or Weaknesses of Indicator: None

## FORMAT FOR TRACKING ACTION PLANS

**PROGRAM:** Contact Assistance

**DATE:** July 1, 2025

**I GOAL:** Continued Quality Service

**I.1 OBJECTIVE:** To process 92,000 claims annually and locate approximately 152,000 veterans or dependents to determine their eligibility for veterans benefits

**I.1.1 STRATEGY:** Percentage of claims processed

Action Plan Steps	Status	Comments
1. Maintain number of claims processed and contacts made.	AOS	
2.		
3.		
4.		
5.		

**STATUS CODES:** OS – On Schedule AOS – Ahead of Schedule DL – Delayed CA – Cancelled PS – In the Planning Stages

# STRATEGY ANALYSIS CHECKLIST

Goal I

## \_\_\_\_\_ **Analysis**

- \_\_\_\_\_ Cost/benefit analysis conducted
- \_\_\_T\_\_\_ Other analysis used
- \_\_\_\_\_ Impact on other strategies considered

## \_\_\_\_\_ **Authorization**

- \_\_\_T\_\_\_ Authorization exists
- \_\_\_\_\_ Authorization needed

## \_\_\_\_\_ **Organization Capacity**

- \_\_\_\_\_ Needed structural or procedural changes identified
- \_\_\_T\_\_\_ Resource needs identified

## \_\_\_\_\_ **Time Frame**

- \_\_\_T\_\_\_ Already ongoing
- \_\_\_\_\_ New, startup date estimated
- \_\_\_\_\_ Lifetime of strategy identified

## \_\_\_\_\_ **Fiscal Impact**

- \_\_\_\_\_ Impact on operating budget
- \_\_\_\_\_ Impact on operating budget
- \_\_\_T\_\_\_ Means of finance identified

## **LDVA STATE APPROVAL AGENCY/VETERANS EDUCATION TRAINING**

**MISSION:** The mission of the State Approval Agency/Veterans Education Training is to provide comprehensive care and quality service to Louisiana's veterans and their families, with regard to healthcare, education, disability benefits, long-term care and burial honors, and in particular in this program to conduct inspection/approval, supervision and provide technical assistance to those programs of education pursued by veterans and other eligible persons receiving educational benefits under Title 38, U. S. Code and Title 10, U.S. Code Chapter 1606.

### **GOALS:**

- I. Ensure programs of education and job training are available and approved for veterans and other eligible persons.

**OBJECTIVE I.1:** Achieve 100% compliance with federal U.S. Department of Veterans Affairs Performance Cooperative Agreement.

**STRATEGY I.1.1** Perform school approvals of programs of education so that veterans and other eligible persons may receive a professional or vocational objective.

**STRATEGY I.1.2** Conduct Technical Assistance visits to active programs of education to ensure that approved institutions are maintaining the approval criteria.

**STRATEGY I.1.3** Perform Compliance Surveys.

### **PERFORMANCE INDICATORS:**

- |             |  |
|-------------|--|
| Input:      | Number of program approvals, compliance surveys, and technical assistance support provided     |
| Output:     | Education and job training benefits made available to veterans and other eligible persons.     |
| Outcome:    | Enhanced service to customers as a result of available and approved educational institutions.  |
| Efficiency: | Maximized service and benefits   |
| Quality:    | Participation of veterans and other eligible persons in educational and job training programs. |

## APPENDIX

### 1. Principal Customers:

The principle customers served by the State Approval Agency/Veterans Education Training are the veterans and other eligible persons residing in the State.

### 2. Principal Beneficiary:

The principal beneficiaries of services provided by the State Approval Agency/Veterans Education Training are Louisiana veterans and other eligible persons.

### 3. External Factors:

The achievement of stated goals and objectives is partially dependent upon the provision of adequate federal funding.

### 4. Statutory Authorization:

Act 98 ss.3 of 1944 Legislature  
Act 164 ss.1 of 1946 Legislature  
Section 62 of 1948 Legislature  
Title 38, U. S. Code  
Title 10, U.S. Code Chapter 1606.  
38 CFR 21:4150, and other relevant applicable federal CFRs.  
La R.S. 29:251-516  
La R.S. 36:781-787  
La R.S. 46:121-123

### 5. Development:

The Louisiana Department of Veterans Affairs/State Approval Agency/Veterans Education Training has utilized the Strategic Planning process to identify needs and establish organizational priorities and goals. This process involved employees at various organizational levels, as well as the customers served.

### 6. Objective Beneficiaries:

Objective I.1: Veterans and other eligible persons



## PERFORMANCE INDICATOR MATRIX

**Program:**

State Approval Agency/Veterans Education Training

**Date:**

July 1, 2025

**GOAL:**

Education and Job Training Availability and Approval

	INPUT	OUTPUT	OUTCOME	EFFICIENCY	QUALITY
Objective 1:  Achieve compliance with U.S. Dept. of Veterans Affairs performance goals set forth in the state's cooperative agreement with the USDVA	Program approval, inspections, compliance surveys and technical assistance.	Cooperative Agreement requirements achieved.	Educational benefits for veterans.	Maximized service and benefits.	Schools maintain and meet requirements of Title 38 USC and related 38 CFR sections while providing training.
Objective 2:					
Objective 3:					

## PERFORMANCE INDICATOR DOCUMENTATION

**Program:** State Approval Agency/Veterans Education Training

**Objective:** Achieve 100% compliance with U.S. Dept. of Veterans Affairs Performance Cooperative Agreement

**Indicator:** Percentage of Cooperative Agreement requirements achieved

1. Indicator Type: Input  
Level Reported: General performance information
2. Rationale: Identify the total number of educational program approvals, visits, and assistance.
3. Source of Indicator: VACO /Administration internal log.
4. Frequency/Timing of Collection: On-going Reporting: Not Applicable
5. Calculation Methodology: Total educational programs divided by number approved.
6. Definitions of Unclear Terms: Not applicable
7. Indicator Aggregate or Disaggregate Figure: Not applicable
8. Responsible for Data Collection, Analysis, and Quality: Cleophus Wallace, Deputy Assistant Secretary, State Approving Agency, LDVA, (225) 219-5012.
9. Limitations or Weaknesses of Indicator: None

## FORMAT FOR TRACKING ACTION PLANS

**PROGRAM:** State Approval Agency/Veterans Education Training

**DATE:** July 1, 2025

**I GOAL:** Education and Job Training Availability and Approval

**I.1 OBJECTIVE:** Achieve 100% compliance with U.S. Dept. of Veterans Affairs Performance Cooperative Agreement.

**I.1.1 STRATEGY:** Program approvals, inspections and technical assistance.

Action Plan Steps	Status	Comments
1. Ensure schools maintain and meet requirements of Title 38 U.S.C. while providing training for veterans and other eligible persons.	OS	
2.		
3.		
4.		
5.		

**STATUS CODES:** **OS** – On Schedule   **AOS** – Ahead of Schedule   **DL** – Delayed   **CA** – Cancelled   **PS** – In the Planning Stages

# STRATEGY ANALYSIS CHECKLIST

Goal I

## Analysis

☐ Cost/benefit analysis conducted

☐ Other analysis used

☐ Impact on other strategies considered

## Authorization

☐ Authorization exists

☐ Authorization needed

## Organization Capacity

☐ Needed structural or procedural changes identified

☐ Resource needs identified

## Time Frame

☐ Already ongoing

☐ New, startup date estimated

☐ Lifetime of strategy identified

## Fiscal Impact

☐ Impact on operating budget

☐ Impact on operating budget

☐ Means of finance identified

## **LDVA CEMETERY PROGRAM**

**MISSION:** The mission of the LDVA Cemetery Program is to provide comprehensive care and quality service to Louisiana's veterans and their families, with regard to healthcare, education, disability benefits, long-term care and burial honors, and in particular in this program to construct and operate veterans' cemeteries in Louisiana, employing such personnel as are necessary for the proper management of the cemeteries. (Title of the properties shall be taken in the name of the State.)

### **GOALS:**

I. To provide burial services to eligible Louisiana veterans and their dependents.

**OBJECTIVE I.1:** Achieve compliance with the National Veterans Cemeteries and Memorials program requirements as provided in 38 U.S.C Chapter 24 (National Cemeteries and Memorials) and related 38 CFR §38.620 and 621.

**STRATEGY I.1.1** To aid all residents of the State of Louisiana who served in the military forces of the United States, along with their dependents, to receive any and all benefits to which they may be entitled to under the laws of the United States or States thereof.

**STRATEGY I.1.2** To comply with the United States Department of Veterans Affairs in the construction, completion, and maintenance, and operation of these cemeteries in the State of Louisiana.

### **PERFORMANCE INDICATORS:**

**Input:** Achieve compliance with 38 U.S.C. Chapter 24.

**Output:** Veterans cemeteries provided to veterans and other eligible persons.

**Outcome:** Burial services to customers as a result of construction of veteran's cemeteries.

**Efficiency:** Maximized service and benefits

**Quality:** Participation of veterans and other eligible persons.

## APPENDIX

### 1. Principal Customers:

The principle customers served by the Louisiana Department of Veterans Affairs Cemetery Program are the veterans and their dependents residing in the State.

### 2. Principal Beneficiary:

The principal beneficiaries of services provided by the Cemetery Program are Louisiana veterans and their dependents.

### 3. External Factors:

The achievement of stated goals and objectives is partially dependent upon the provision of adequate funding from State General Funds, Federal Funds and Self-generated Revenues.

### 4. Statutory Authorization:

Act 98 ss.3 of 1944 Legislature  
Act 164 ss.1 of 1946 Legislature  
Section 62 of 1948 Legislature  
La R.S. 29:251-516  
La R.S. 36:781-787  
La R.S. 46:121-123  
38 U.S.C. Chapter 24  
38 CFR §38.620 and 621

### 5. Development:

The Louisiana Department of Veterans Affairs Cemetery Program has utilized the Strategic Planning process to identify needs and establish organizational priorities and goals. This process involved employees at various organizational levels and the veterans served, as well as their dependents.

### 6. Objective Beneficiaries:

Objective I.1: Veterans and other eligible persons

PERFORMANCE INDICATOR MATRIX					
Program: <div>Cemetery Program</div>				Date: <div>July 1, 2025</div>	
GOAL: <div>To provide burial services to eligible veterans and their dependents.</div>					
	INPUT	OUTPUT	OUTCOME	EFFICIENCY	QUALITY
Objective 1:  Achieve compliance with U.S. Dept. of Veterans Affairs as provided in 38 U.S.C Chapter 24 and the related 38 CFR §38.620 and 621					
Objective 2:					
Objective 3:					

## PERFORMANCE INDICATOR DOCUMENTATION

**Program:** Cemetery Program

**Objective:** Achieve 100% compliance with the U.S. Dept. of Veterans Affairs as provided in 38 U.S.C Chapter 24 and the related 38 CFR §38.620 and 621.

**Indicator:** Achieve compliance with 38 U.S.C. Chapter 24.

1. Indicator Type: Input  
Level Reported: Key performance information
2. Rationale: Maintain compliance with the U.S. Dept. of Veterans Affairs
3. Source of Indicator: VA Deputy Director/Administration
4. Frequency/Timing of Collection: On-going Reporting: Not Applicable
5. Calculation Methodology: Number of compliant sections divided by total cemetery sections
6. Definitions of Unclear Terms: Not applicable
7. Indicator Aggregate or Disaggregate Figure: Not applicable
8. Responsible for Data Collection, Analysis, and Quality: Ted Krumm, Director of Louisiana Veterans Cemeteries, (225) 219-5000.
9. Limitations or Weaknesses of Indicator: None



## FORMAT FOR TRACKING ACTION PLANS

**PROGRAM:** Cemetery Program

**DATE:** July 1, 2022

**I GOAL:** To provide burial services to eligible veterans and their dependents.

**I.1 OBJECTIVE:** Achieved compliance with the National Veterans Cemetery Cemeteries and Memorials program requirements as provided in 38 U.S.C Chapter 24 (National Cemeteries and Memorials) and related 38 CFR §38.620 and 621.

**I.1.1 STRATEGY:** To aid all residents of the State of Louisiana who served in the military forces of the United States, along with their dependents, to receive any and all benefits to which they may be entitled to under the laws of the United States or States thereof.

**I.1.2 STRATEGY:** To comply with the United States Department of Veterans Affairs in the construction, completion, operation and maintenance of these cemeteries in the State of Louisiana.

Action Plan Steps	Status	Comments
1. Maintain compliance with the National Veterans Cemeteries and Memorials program requirements.	OS	
2.		
3.		
4.		
5.		

**STATUS CODES:** **OS** – On Schedule   **AOS** – Ahead of Schedule   **DL** – Delayed   **CA** – Cancelled   **PS** – In the Planning Stages

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## **Time Frame**

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☐ Lifetime of strategy identified

## **Fiscal Impact**

☐ Impact on operating budget

☐ Impact on operating budget

☐ Means of finance identified