



State of Louisiana

**DEPARTMENT OF
CONSERVATION
AND ENERGY**

Strategic Plan FY 2026-2031

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EXECUTIVE SUMMARY

The Louisiana Department of Conservation and Energy (C&E), formerly known as the Department of Energy and Natural Resources (DENR), is entering a new era of unified leadership, guided by a bold strategic plan that aligns energy development, environmental stewardship, and economic responsibility under one cohesive vision. At the heart of this transformation is our commitment to delivering superior customer service, sound resource stewardship, and fair, efficient regulatory practices. This plan establishes a results-driven framework that advances C&E's mission while ensuring long-term sustainability and responsible use of the state's non-renewable natural resources. With a focus on balance and transparency, we are building a foundation of trust with our stakeholders, ensuring objectivity, consistency, and accountability at every level.

For consistency and clarity, the name "Department of Conservation and Energy (C&E)" is used throughout this document, as it reflects the Department's identity upon the effective date of Senate Bill 244, which was approved during the 2025 Regular Legislative Session and signed into law by Governor Landry on June 24, 2025. The strategies and priorities outlined herein are forward-looking and intentionally structured to support a seamless transition into future organizational updates.

To lead effectively in a rapidly evolving landscape, C&E is embracing operational innovation and adaptive management strategies. We are modernizing internal processes, investing in intuitive technology solutions, and redefining how we work to deliver faster, smarter, and more reliable service. These efforts will not only increase efficiency across permitting, enforcement, and resource management programs but also create a more responsive and resilient agency prepared to meet future challenges. By cultivating a culture of performance and clarity, we aim to empower our teams and ensure that every initiative is measured, evaluated, and continually improved for maximum impact.

As we chart this new path, our people remain our greatest asset. C&E is investing in workforce development through targeted training, succession planning, and leadership cultivation. By equipping our staff with the necessary tools, knowledge, and support to thrive, we are fostering an agile, mission-driven workforce that can confidently navigate complexity and drive innovation throughout C&E.

Fiscal responsibility remains a cornerstone of our strategic direction. C&E is committed to managing state resources with care by adopting data-informed budgeting, aligning investments with outcomes, and maximizing returns for the people of Louisiana. Through careful planning and expert guidance, we are optimizing the value of Louisiana's natural assets while safeguarding the environmental integrity of our communities. Our transparent approach to oversight and governance ensures that every dollar spent is purposeful, accountable, and positioned for sustainable success.

We are also strengthening our reliance on science and data to inform decisions and guide implementation. Leveraging modern and secure data systems, strengthening communication channels, improving access to essential technology, and enhancing cross-agency collaboration, C&E will proactively identify trends, mitigate risks, and adapt strategies to better serve the public and protect our shared resources.

Ultimately, this plan underscores C&E's profound commitment to collaboration and community. Through open engagement, proactive outreach, and meaningful partnerships with agencies, industry, and the public, we will co-create solutions that reflect the unique needs and aspirations of Louisiana's diverse stakeholders. Whether advancing coastal resilience, streamlining energy permitting, or enhancing land and water conservation, C&E will lead with clarity, unity, and vision, delivering results that matter today and for generations to come.

STRATEGIC PLANNING CONTEXT

TRANSITIONAL NOTE ON REORGANIZATION AND STRATEGIC PLANNING

Louisiana stands at a defining moment in the governance of its energy and natural resources. The transformation of the Department of Energy and Natural Resources into the Department of Conservation and Energy (“DCE” or “C&E”), effective October 1, 2025 as per Act 458 of the 2025 Regular Session, is not simply an act of renaming - it is the result of years of structural evolution and growing public expectations, necessitating in the Department’s most significant critical evaluation and reorganization since its creation in 1973.

The changes set forth in Act 458, signed by Governor Jeff Landry on June 24, 2025, are the product of an ambitious reform effort that began with Executive Order JML 24-13 and continued through extensive stakeholder engagement, a critical review of departmental functions, and planning. C&E’s new structure enables the Department to modernize natural resource governance, oversight, and strategic planning and continuously innovate at the pace of the dynamic and transformative industries that it regulates.

Due to the brief interval between Act 458’s signing and the strategic plan’s submission deadline of July 1, 2025, this document represents the department’s best effort to align strategic objectives with the new organizational structure. While reflecting key priorities set forth under Act 458, it remains an initial framework, subject to ongoing revision as the reorganization progresses. This strategic plan is thus a living document - intended as both a foundation and evolving guide, supporting continuous improvement and refinement of C&E’s operations under Act 458.¹

Throughout this strategic plan, you will find references to objectives and performance indicators that are not yet fully implemented. These elements reflect C&E’s evolving strategic direction and offer a forward-looking view of long-term priorities during this period of organizational transition. Given the limited timeframe between the passage of Act 458 and the statutory deadline for submission, C&E was unable to fully operationalize all components of the plan. As such, several objectives and indicators presented herein should be regarded as preliminary concepts or anticipated areas of focus, rather than finalized commitments. In the coming months, these components will be further refined through continued engagement with staff, leadership, and stakeholders to ensure alignment with C&E’s mission, statutory responsibilities, and operational needs. For current compliance and implementation purposes, the objectives and indicators in the appendix should be considered the official benchmarks in effect.

¹ In addition, a comprehensive report responding to Executive Order JML 24-13 will be submitted to Governor Landry, serving as a foundational reference and strategic guide.

PLANNING PROCESS OVERVIEW

To chart a bold, focused, and forward-thinking course for the next five years, C&E led a comprehensive and inclusive strategic planning process. This initiative reflects C&E's commitment to aligning its vision, operations, and services with the evolving needs of the state, its people, and its environment.

PHASE 1: BACKGROUND RESEARCH AND ENVIRONMENTAL SCAN

The process began with comprehensive desk research and a review of the agency's historical performance, organizational structure, and policy framework. A thorough assessment of existing and emerging legislation, along with relevant state and federal regulatory changes, to ensure the strategic plan is both responsive to today's context and adaptable to future shifts.

PHASE 2: LEADERSHIP ENGAGEMENT

Strategic planning meetings were held with C&E's executive and senior leadership teams, including the Secretary, Assistant Secretaries, and leadership team members, to define priorities, assess operational strengths and challenges, and align around shared long-term goals. These sessions laid the groundwork for identifying key strategic pillars and opportunities for reform.

Several key themes emerged from these discussions:

- **Communication:** Both internal and external communication are integral to C&E's success. One central area of concern was the need to strengthen communication from upper management to staff, ensuring that departmental goals and initiatives are clearly understood at all levels of the organization. Additionally, effective communication is essential for engaging key legislative stakeholders and advancing the C&E's priorities. These findings underscore the need for a clear, consistent, and accessible communication strategy that all C&E personnel can rely on.
- **Collaboration:** Strengthening collaboration across offices and with external partners was a recurring theme throughout the organization. Internally, there is a strong desire to build cross-functional relationships and clarify points of contact across departments. Externally, improving coordination with agencies such as the Department of Environmental Quality and the Department of Wildlife and Fisheries is viewed as essential to C&E's long-term success. Fostering a culture of collaboration and breaking down silos will be key to building a more unified and effective organization.
- **IT Infrastructure and Technology:** Conversations revealed an opportunity to modernize C&E's current IT infrastructure, particularly the SONRIS system's support for day-to-day operations. Strengthening and expanding the system's capabilities, through feasible upgrades aimed at enhancing user productivity and efficiency in data processing, will be critical to ensuring it continues to meet the evolving needs of C&E staff. Additionally, staff emphasized the importance of access to reliable, updated equipment, including monitors and keyboards, to ensure the delivery of high-quality work.

PHASE 3: STAFF PERSPECTIVES AND ENGAGEMENT

Recognizing that the most effective plans are informed by those closest to the work, C&E distributed an internal staff survey across all offices and job levels. The survey, analyzed by a third-party consulting firm, provided valuable insights into day-to-day operations, communication practices, areas for improvement, and staff priorities.

To further explore emerging themes and elevate qualitative insights, the team conducted 11 one-on-one interviews with a diverse cross-section of staff, including directors, assistant secretaries, and C&E leadership. These conversations surfaced nuanced insights and informed strategies to enhance agency culture, morale, and service delivery.

PHASE 4: CROSS-LEVEL INCLUSION

From the Secretary to frontline personnel, the planning process was intentionally inclusive of all levels of the C&E. From the Secretary of C&E to frontline workers, every voice was valued and mattered. This whole-agency approach ensured the strategic plan reflects a grounded understanding of both high-level strategy and operational realities.

Outcome

The result of this inclusive and rigorous process is a strategic plan that:

- Builds on C&E’s existing strengths and momentum
- Commits to modernization, transparency, and continuous improvement
- Aligns with current and anticipated legislative, regulatory, and economic conditions
- Amplifies the voices, insights, and aspirations of the entire workforce
- Establishes a clear and measurable path forward for accountability and impact over the next five years

STAKEHOLDER ENGAGEMENT SUMMARY

Since early 2024, C&E facilitated 19 town halls with the Department’s divisions and other units to inform its internal plan for the upcoming reorganization, guided by provisions in Senate Bill 244. These town halls engaged a cross-section of C&E personnel, spanning technical, regulatory, administrative, field, and policy divisions.

Town halls were held on the following dates:

- | | | |
|------------------|----------------------|---------------------|
| • April 18, 2024 | • August 5, 2024 | • October 22, 2024 |
| • April 25, 2024 | • August 19, 2024 | • November 6, 2024 |
| • May 15, 2024 | • August 22, 2024 | • December 4, 2024 |
| • May 19, 2024 | • September 4, 2024 | • December 11, 2024 |
| • May 29, 2024 | • September 25, 2024 | • December 16, 2024 |
| • May 29, 2024 | • September 30, 2024 | |
| • July 24, 2024 | • October 17, 2024 | |

ALIGNMENT WITH STATE AND FEDERAL PRIORITIES

C&E’s new priorities reflect a clear shift toward integrated, transparent, and results-driven governance, closely aligned with state laws, budget strategies, and federal policy objectives, while fostering trust, clarity, and sustainable solutions for the people of Louisiana.

Following Executive Order JML-24-13, C&E has adopted a strategic reorganization known as the Departmental Review for Innovative and Visionary Enhancement (DRIVE) initiative to enhance efficiency, accountability, and interagency coordination. By consolidating functions into specialized offices (Energy, Permitting & Compliance, Enforcement, State Resources), C&E ensures more precise alignment with state statutes and streamlined workflows. This structure enables C&E to better align with state fiscal and environmental objectives while meeting the accountability and adaptability benchmarks established in federal natural resource and energy policies.

A central focus of C&E's new direction is **transparency and public communication**. The establishment of a Natural Resources Commission with quarterly open meetings, stakeholder forums, and digital engagement platforms mirrors federal standards for transparent decision-making and public oversight. This expanded transparency supports Louisiana's broader policy objective of increasing public trust. It aligns with federal mandates that require community-informed environmental governance, while also improving continuous strategic alignment and interagency communication.

Closely linked to transparency is C&E's commitment to **sound financial stewardship**. The agency is embarking upon a five-year operational planning model, combined with advanced fiscal strategies, to direct resources toward high-impact projects, aligning both state budget mandates and federal guidelines on efficient fund allocation. This dovetails with Louisiana lawmakers' emphasis on modernizing permitting and ensuring regulatory efficiency while safeguarding taxpayer dollars.

The shift toward **outcome-based governance** reinforces C&E's alignment with result-oriented policies at the state and federal levels. By using measurable benchmarks, predictive analytics, and regular performance evaluations, the agency ensures alignment with Louisiana's policy priorities as well as federal expectations for data-driven decision-making.

C&E's strategic plan also emphasizes **strategic communication and collaboration** across agencies, mirroring federal interagency best practices. The newly proposed commission structure integrates multiple state entities, enabling unified oversight and stakeholder involvement in resource management, which helps resolve policy silos and deliver cohesive, statewide solutions.

Finally, C&E is driving toward **solution-focused balancing** by weighing environmental stewardship against economic and infrastructure imperatives. Through an empowered Conservation office supporting both permitting and restoration, alongside an Enforcement unit to ensure compliance, C&E positions itself to facilitate responsible energy and water resource use in line with Louisiana's economic vitality and federal environmental safeguards. This adaptable governance framework reflects a modernized approach that strikes a safe balance between industry interests, ecosystem protection, and financial accountability.

SUMMARY OF EVALUATIONS, SWOT ANALYSIS, AND RECENT AUDITS

From the outset, it was essential for the strategic plan to be both data-driven and informed by voices from across all levels of C&E. As part of its engagement efforts, an extensive research process was launched to understand the current state of C&E, its previous plan, and how C&E's future will look, considering what is to come. As part of an analysis of the internal environment, an employee survey was fielded from Monday, June 9, 2025, to Tuesday, June 17, 2025. The survey was fielded before the approval of Senate Bill 244 and included demographic questions surrounding the previous office structure (i.e., the Office of Conservation,

the Office of Mineral Resources, the Office of Coastal Management, the Louisiana Oil Spill Coordinator's Office, and the Office of Management and Finance).

In total, the survey received 207 responses from the 358 staff members who were invited to participate via email. With a response rate of 57.8%, a little over half of C&E employees participated in the survey.

Staff-level employees made up over half of the respondents, with 111 individuals (55%) completing the survey. Managers were the second most represented group, accounting for 33 responses (16.3%). Employees who have been employed for 10 years or more (70 responses, 35.5%) and those who have been employed for 2-3 years (62 responses, 31.5%) were the most well-represented across lengths of employment. By office, the Office of Conservation was most well-represented, with 95 responses (47.5%).

Respondents were asked about their familiarity with C&E's current mission statement. Of those who responded to this question, 103 (55.7%) reported being familiar with the statement, and 124 (67.4%) believed it still applied to C&E. This suggested a general alignment with the current mission and highlighted the value of incorporating elements of the existing statement into any future revisions. When asked what changes they would make to the mission statement, 18 respondents said they would not make any edits. However, four suggested updating the language to reflect C&E's growing emphasis on energy, while another four recommended reinforcing C&E's role in managing and preserving Louisiana's natural resources.

In response to questions about the vision statement, 74 respondents (42.1%) said the statement was moderately effective. When asked for suggestions to improve it, 16 respondents recommended making textual changes, nine felt the vision was too broad and needed to be more concise, and three suggested including language that reflects C&E's accomplishments and future priorities.

When asked about the current strategic plan, 53 respondents (41.4%) reported that their office had been moderately effective in achieving its goals. While 91 respondents (66.9%) were somewhat aware of the current plan, only 14 (10.3%) reported being fully aware of it, highlighting an opportunity to improve internal communication and engagement around strategic direction.

Open-ended questions focused on C&E's future priorities and what would best position C&E for success. Thirteen respondents emphasized the need to enhance internal processes and workforce development, particularly in light of evolving work arrangements and performance expectations. Eleven respondents called for improvements to the process flow to reduce inefficiencies. When asked which specific processes or functions could be improved, 18 respondents pointed to the need to update SONRIS and enhance access to technology tailored to job responsibilities. Twelve respondents noted a communication gap and expressed a desire for greater awareness of departmental updates and changes.

Fifty-eight respondents (43.9%) stated that they were satisfied with the level of communication they received regarding matters affecting their office. When asked about their understanding of their roles and responsibilities, the vast majority, 119 respondents (91.5%), reported having a clear understanding.

In the final open-ended question, eight respondents expressed a desire for more clarity around the upcoming department reorganization. At the same time, another eight emphasized the importance of strengthening employee engagement to help improve morale and retention.

Overall findings reflect a generally engaged workforce with a strong understanding of their roles and a broad alignment with C&E's existing mission and vision. However, respondents also highlight key opportunities to

strengthen internal communication, streamline processes, modernize technology, and enhance employee engagement, particularly in light of upcoming organizational changes.

In addition to a robust survey analysis, C&E also reviewed and annotated plans, reports, and other information to gain a deeper understanding of the current climate and C&E's direction. A document review was conducted to identify potential areas for improvement and ensure the strategic plan reflects relevant and informative data. The following materials were reviewed:

- DRIVE initiative
- C&E internal plans and reports
- Louisiana Oilfield Restoration Association (LORA) related reports
- Performance audits
- Financial reports
- Senate Bill 244
- Act 458 of 2025

The FY 2026-2031 revised strategic plan leverages information provided through the DRIVE initiative, the Natural Resources Steering Commission, and Act 458 of 2025 to push C&E toward a streamlined model, emphasizing adaptive management and technological integration, and aligning C&E with current and future state-level mandates. The revised organizational direction and philosophy reflect updates required under Act 458 of 2025.

The "Progress Report: State Efforts to Address Orphaned Oil and Gas Wells" revealed that while decreasing exemptions reduced the financial cost of plugging wells, these measures were insufficient to cover the entire cost of well plugging, demonstrating a need for stronger financial management. The report highlighted the potential for increased fiscal responsibility in alignment with the transferable credit program outlined in Senate Bill 244.

The "Louisiana Oilfield Restoration Association's (LORA) Efforts to Address Orphaned Oil and Gas Wells Performance Audit Report," issued on October 24, 2024, indicated the need for stronger fiscal management and operational improvements when addressing orphaned wells. Additional information from the "Single Audit Report for the Year Ended June 30, 2024," issued on March 31, 2025, revealed a need for tighter management of federal grant spending. Reports indicate an opportunity to accelerate permitting, in alignment with Act 458 of 2025, through improved processing and streamlined workflows, thereby enhancing accountability and budget performance. The revised plan will address these gaps by incorporating stronger performance management and data tracking mechanisms to enhance data-driven process improvement and accelerate the elimination of repeat audit findings, enabling C&E to promptly identify and rectify execution setbacks.

Reviewing the "DENR Financial Audit Procedural Report" issued on January 15, 2025, and the follow-up internal audit, Audit Control # 80240024, revealed that strengthening internal controls improved administrative bottlenecks and inefficiencies in the past (such as issues with the LaCarte program). Data also indicated an opportunity for improving transparency. In alignment with Senate Bill 244's recommendation for improving the permit process, this strategic plan includes measures to increase transparency through quarterly forums, stakeholder engagement, and public-facing dashboards. Data on program performance and budget allocations informed fiscal and performance management strategies.

To process all the data gathered, a SWOT analysis of C&E based on desk research, survey analysis, and interviews was conducted to assess the C&E's current landscape. Identified strengths include a skilled and knowledgeable workforce, a strong customer interaction and support mentality, increased efforts to enhance

communication, the overall responsiveness of the permitting process, strong industry relationships, and robust regulatory oversight. As well as strengths, weaknesses were also made apparent through the process, which included the recruitment and retention of talent, online systems (i.e., SONRIS), employee access to key technological resources, uncertainty surrounding the reorganization process, collaboration across offices, and the strength of current communication channels. From these weaknesses, we identified opportunities to expand in the future, including efforts to enhance interagency coordination, improve efficiency through reorganization, promote cross-office collaboration, streamline communication flow, upgrade IT infrastructure to improve efficiency, and capitalize on the momentum surrounding the reorganization. Lastly, this analysis considered both internal and external threats to C&E and created a list involving industry competition for talent, reduced flexibility in work arrangements, wage constraints in hiring, shifting federal regulations, extreme weather and climate events, and shifting energy markets.

COORDINATION AND AVOIDANCE OF DUPLICATION

To ensure efficiency and cohesion across program areas, C&E takes a deliberate approach to preventing duplication of efforts when multiple offices support the same goals or strategies. To ensure operational efficiency and avoid duplication of effort, C&E employs a coordinated planning and execution model that emphasizes cross-office collaboration, shared accountability, and centralized oversight. When multiple programs contribute to a single goal, objective, or strategy, C&E designates a lead office or program area to serve as the primary coordinator, supported by clearly defined roles for all participating entities.

Regular inter-office coordination meetings, performance reporting cycles, and project management tools are used to align efforts, share resources, and eliminate redundant activities. Strategic initiatives are reviewed through both the Office of the Secretary and the Office of Administration to ensure budget, personnel, and technology resources are used effectively. Moreover, programmatic overlaps are assessed through strategic planning and ongoing evaluation to streamline processes and optimize service delivery. This structure, supported by internal audits and executive oversight, ensures that shared goals are advanced collaboratively, without unnecessary duplication of time, cost, or effort.

ACKNOWLEDGEMENTS

We extend our deepest gratitude to Governor Jeff Landry for his visionary leadership and steadfast commitment to the responsible management and sustainable growth of Louisiana's natural resources. We also thank Secretary Tyler Gray for his leadership and strategic direction throughout this process.

The development of this strategic plan would not have been possible without the active engagement, thoughtful input, and unwavering support of C&E's leadership team, as well as the dedicated contributions of team members across C&E. We also acknowledge the valuable input and collaboration from other state agencies and departments, whose partnership and shared insights helped shape a more comprehensive and aligned path forward.

Finally, we are especially grateful to the many external stakeholders, including community leaders, industry representatives, nonprofit organizations, and engaged community members, whose perspectives and feedback ensured this plan reflects the priorities and values of the people we serve.

DEPARTMENT OF CONSERVATION AND ENERGY

MISSION

The Department of Conservation and Energy is committed to remaining a national model for how energy development, conservation, and natural resource management work together to deliver meaningful outcomes. Through responsible stewardship, data-driven regulation, and a commitment to transparency, balance, and practical solutions, we deliver consistent results that build a safer, stronger, and more resilient Louisiana.

VISION

The Department of Conservation and Energy envisions a prosperous and resilient Louisiana where natural and coastal resources are protected, restored, and responsibly developed to support healthy communities and a strong economy. By leading with transparency, innovation, and resource stewardship, C&E will set the standard for how energy and natural resource management can promote resilience, safeguard public health, and enhance quality of life in Louisiana and beyond.

PHILOSOPHY

The Department of Conservation and Energy is guided by a philosophy rooted in service, stewardship, and strategic foresight. We are committed to:

Delivering on C&E's mission by providing superior customer service, sound resource stewardship, and fair, efficient regulatory practices.

Engaging stakeholders with objectivity, consistency, and balance to build trust and transparency.

Embracing adaptive management to ensure that projects are resilient, effective, and responsive to change.

Maximizing the value of Louisiana's natural resources through expert knowledge, responsible use, and long-term planning, while balancing economic development and environmental protection through consistent data-driven regulation.

Taking a proactive, responsive, and sustainable approach to protecting the state's natural and coastal environments.

OVERVIEW OF PROGRAMS, OFFICES, AND SERVICES

The **Louisiana Department of Conservation and Energy (C&E)** is charged with protecting, conserving, and maximizing the use of Louisiana's abundant natural resources while ensuring public benefit, environmental stewardship, and economic growth. As part of its strategic realignment under the DRIVE Initiative, C&E integrates conservation, energy oversight, and operational modernization to better serve the people and future of Louisiana.

CURRENT OFFICE STRUCTURE

1. Office of the Secretary

- Serves as the executive management office
- Manages policy, administration, and operations

2. Office of Conservation

- Regulates the exploration and production of oil, gas, and geothermal resources
- Oversees injection wells and Class II disposal
- Ensures site remediation and safe plugging of orphaned wells
- Manages subsurface safety and well integrity programs
- Enforce statewide regulations to prevent resource waste and protect groundwater

3. Office of Mineral Resources (OMR)

- Administers leasing and management of state-owned lands and waters for oil, gas, and mineral development
- Conducts mineral lease sales and tracks royalties and revenue
- Supports economic returns while protecting state interests

4. Office of Coastal Management (OCM)

- Manages the Coastal Use Permit (CUP) process for development in coastal zones
- Supports sustainability and resilience planning for coastal ecosystems
- Coordinates with local, state, and federal agencies to reduce erosion and habitat loss

5. Office of Energy

- Leads energy policy planning and implementation for the state
- Administers energy efficiency programs and grants
- Oversees alternative energy initiatives and grid resilience efforts
- Works closely with industrial and municipal stakeholders to promote cost-effective, sustainable energy solutions

6. Office of Management and Finance

- Oversees the timely and cost-effective administration of departmental resources and operations to support program goals and maintain compliance

7. Louisiana Oil Spill Coordinator's Office

- Serves as the single point of contact for programs related to oil spills in Louisiana

UPDATED OFFICE STRUCTURE

1. Executive Office of the Secretary

Provides strategic leadership, ensures interagency coordination, and oversees the implementation of C&E's goals and objectives. This office also includes:

- **Office of Legal Services** – Provides general legal support for C&E as a whole
- **Office of the Natural Resources Commission** – Supports the work of the Commission, ensuring transparency, stakeholder engagement, and oversight of natural resource-related policy decisions
- **Louisiana Oil Spill Coordinator's Office** – Coordinates prevention, response, and restoration efforts related to oil spills, and ensures alignment with state and federal environmental protection mandates

2. Office of Permitting and Compliance

Streamlines and oversees all permitting and regulatory functions to ensure efficiency, consistency, and alignment with C&E's environmental and energy goals

3. Office of Enforcement

Oversees and manages processes related to regulatory registrations, reporting, and data tracking

4. Office of State Resources

Leads the stewardship of Louisiana's natural resources to ensure their responsible use and long-term benefit to the state

5. Office of Administration

Ensures the effective operation of C&E by aligning internal resources and systems to support C&E.

This office also includes:

- **Natural Resources Trust Authority (NRTA)** – Administers financial security programs, manages trust fund activities, and provides fiscal oversight of programs designed to ensure responsible natural resource development and site restoration

6. Office of Energy

Provides strategic leadership on energy policy and development to support Louisiana's long-term economic and environmental goals

PUBLIC SERVICES & RESOURCES

- Online access to permitting systems, lease applications, GIS mapping, and regulatory data
- Environmental complaint intake and resolution tracking
- Coastal project information and public notices
- Energy efficiency technical assistance for local governments and industries
- Educational resources and stakeholder engagement opportunities

AGENCY-WIDE STRATEGIC FRAMEWORK

STRATEGIC PRIORITIES

1. UNIFIED RESOURCE LEADERSHIP

Objective: We lead with a dual commitment to conservation and financial stewardship, managing energy and environmental priorities under one cohesive framework for maximum impact.

Strategy: Support unified leadership by aligning key resources, providing developmental tools, and communicating a clear, consistent public message.

2. TRANSPARENT OVERSIGHT AND STRATEGIC GOVERNANCE

Objective: We practice clear, accountable governance that supports adaptive planning while building trust through transparent communication and long-term vision.

Strategy: Promote transparency and accountability by strengthening governance structures, enhancing communication, and cultivating trust through consistent oversight.

3. OPERATIONAL INNOVATION AND MODERNIZATION

Objective: We redefine how C&E works by modernizing systems, embracing intuitive tools, and fostering a results-driven culture grounded in clarity and accountability.

Strategy: Propel both innovation and modernization across C&E by streamlining process flows, developing staff, and supplying internal resources for continuous growth and improvement.

4. FISCAL RESPONSIBILITY FOR RESILIENT OUTCOMES

Objective: We steward public funds with care by leveraging data-driven budgeting, responsible planning, and sustainable practices to maximize value and long-term returns for the state.

Strategy: Drive a dynamic impact through strategic financial stewardship, aligned planning, and collaborative resource management.

5. COLLABORATIVE SOLUTIONS AND COMMUNITY-CENTERED IMPACT

Objective: We prioritize collaboration with stakeholders, communities, and partner agencies to ensure our efforts reflect the varied needs and voices of Louisiana, while delivering practical outcomes that matter.

Strategy: Foster collaborative solutions by strengthening engagement across all levels of C&E, extending to external partners as well as other key stakeholders.

EXECUTIVE OFFICE OF THE SECRETARY

MISSION

The Executive Office of the Secretary is authorized pursuant to La. R.S. 36:354(A) (4), and provides leadership, guidance, and coordination to ensure consistency within C&E, as well as externally. The program serves to promote C&E, implement the Governor's and Legislature's directives, and functions as Louisiana's natural resources ambassador to the world. Its customers are the Governor, Legislature, oil and gas industry, alternative energy industries, coastal management stakeholders, employees of C&E and other state agencies and departments, other governmental entities, and the citizens of the state of Louisiana.

The Office is responsible for advancing C&E's unified mission of resource stewardship, regulatory excellence, and energy innovation. It ensures consistent alignment of internal priorities with statewide goals and facilitates interagency collaboration and public engagement. In its role as Louisiana's ambassador for natural resources and energy, the Office represents the state's interests at the national and international levels. It promotes transparency, strategic governance, and responsive communication to stakeholders across sectors, including the Governor's Office, the Legislature, the oil and gas industry, renewable and alternative energy sectors, environmental and conservation advocates, coastal and land management entities, and the general public.

The mission of the Office of Legal Services is to provide comprehensive legal support to the Department of Conservation and Energy by delivering expert guidance in regulatory compliance, enforcement proceedings, statutory interpretation, and legislative initiatives, ensuring C&E fulfills its mission to manage Louisiana's energy and natural resources responsibly and sustainably.

The Louisiana Oil Spill Coordinator's Office (LOSCO) leads coordination with state, federal, and industry partners to support oil spill prevention, response, and natural resource damage assessment efforts across Louisiana.

The Office of the Natural Resources Commission (ONRC) advances sustainable resource management through collaborative governance, strategic innovation, and proactive policy integration. As the chief advisory body to Natural Resources Commission (NRC) leadership, it ensures sound decision making aligned with Louisiana's long-term goals and harmonizes state directives with regional and national benchmarks to keep Louisiana competitive in a rapidly evolving global landscape.

GOAL

To provide visionary leadership, unified direction, and transparent governance that aligns C&E's operations, policies, and partnerships with Louisiana's long-term goals for energy resilience, environmental stewardship, regulatory efficiency, and public trust.

Strategy: Analyze internal and external processes, services, and operations to identify inefficiencies and drive performance improvements across C&E

Objectives:

- Provide strategic leadership, regulatory alignment, and oversee the mission execution of C&E

- Ensure C&E's decisions and actions are legally compliant, defensible, and aligned with state and federal laws by providing timely legal guidance and representation, enhancing regulatory frameworks, and supporting informed policy development

PERFORMANCE INDICATORS

- **Strategic Goals Achievement:** Annual percentage of departmental goals met within strategic plan timelines
- **Stakeholder Communication and Transparency:** Frequency and quality of communication with stakeholders, measured by stakeholder satisfaction surveys
- **Inter-Office Collaboration:** Annual number of joint initiatives successfully completed across departmental offices
- **Policy and Governance Effectiveness:** Percentage of policies and governance initiatives implemented without significant revisions or delays
- **Public Trust Index:** Annual score based on public perception and trust in departmental actions and transparency, derived from public surveys
- **Regulatory Review and Modernization Progress:** Percentage of regulations reviewed, updated, or repealed annually to align with current legal and environmental standards
- **Enforcement Action Defended:** Percent of enforcement actions challenged that are successfully defended annually
- **Interagency Legal Coordination Effectiveness:** Number of joint legal initiatives, task force collaborations, or formal agreements executed with state and federal partners annually
- **Litigation and Legal Advisory Outcomes:** Percentage of litigation cases resolved in favor of the C&E or settled without adverse findings, and number of major policy or regulatory decisions supported by legal guidance annually
- **Stakeholder Trust and Transparency:** Annual qualitative assessment of internal stakeholder perceptions regarding legal transparency, fairness, and responsiveness

OFFICE OF PERMITTING AND COMPLIANCE

MISSION

The Office of Permitting and Compliance shall oversee all portions of state law within the jurisdiction of the C&E that relates to the issuance of permits and compliance with legal and regulatory requirements as further detailed by order of the Secretary in accordance with R.S. 36:354.1.

GOAL

To manage and oversee C&E's permitting and compliance functions with clarity, consistency, and integrity, ensuring all regulatory activities remain aligned with state law, support ecological and economic stewardship, and reflect a balanced approach to environmental protection and industry development.

Strategy: Streamline permitting and compliance by accelerating processing times, increasing accuracy, reducing backlogs, and enhancing customer satisfaction through expert-driven decisions

Objectives:

- Ensure timely, science-based permitting and regulatory compliance that supports economic activity associated with oil and gas well activities
- Ensure that the loss of wetlands resulting from activities regulated by the program will be offset by actions that fully compensate for their loss (as stipulated by permit conditions) on an annual basis
- Ensure the safety of the public and the integrity of the environment, and ensure sound operation and maintenance of the pipelines and facilities in the State's transportation system
- Ensure timely, data-supported unitization resource management in the oil and gas industry

PERFORMANCE INDICATORS

- **Average Permit Processing Time:** Average number of days to issue permits from the date of application, with a targeted reduction percentage annually
- **Oil and Gas Well Permitting Efficiency:** Average number of days to issue oil and gas well permits from the date of application
- **Wetland Mitigation Compliance Rate:** Percentage of disturbed wetland habitat units that are mitigated by full compensation of loss
- **Wetland Permit Processing Time:** Average number of days to process wetland permits
- **Pipeline Order Timeliness:** Average number of days to issue Pipeline Orders from the effective date
- **Unitization Field Order Timeliness:** Average number of days to issue Unitization Field Orders
- **Compliance Accuracy Rate:** Percentage of permit holders in compliance following initial inspection
- **Backlog Reduction Rate:** Year-over-year percentage reduction in backlog of pending permit applications
- **Chief Technical Approval Rate:** Proportion of permits receiving approval or conditional approval by the Chief Engineer, Geologist, or Ecologist without significant revisions
- **Customer Satisfaction Rate:** Annual stakeholder survey score reflecting satisfaction with permitting and compliance processes

OFFICE OF ENFORCEMENT

MISSION

The mission of the Office of Enforcement is to be responsible for the inspection of the regulated community and the enforcement of laws and regulations within the jurisdiction of C&E, consistent with Act 458 of the 2025 Regular Legislative Session.

As the energy landscape shifts, the Office of Enforcement remains committed to adaptive regulation, data-informed oversight, and transparent engagement with operators, landowners, other governmental bodies, and the citizens of Louisiana.

GOAL

To ensure regulatory compliance and protect public and environmental interests through consistent inspections, timely enforcement actions, and transparent oversight of Louisiana's regulated energy and natural resource community.

Strategy: Strengthen accountability through continuous review, monitoring, and improvement of enforcement processes, inspections, and outcomes

Objective: Promote accountability through robust monitoring, inspections, and enforcement actions

PERFORMANCE INDICATORS

- **Inspection Coverage Rate:** Percentage of regulated entities inspected annually
- **Timeliness of Enforcement Actions:** Average number of days between inspection identification of noncompliance and issuance of enforcement action
- **Resolution of Violations Rate:** Percentage of violations resolved within the stipulated timeline after enforcement action initiation
- **Repeat Violation Rate:** Percentage of entities receiving repeat violations within two years of corrective action
- **Public Transparency Index:** Percentage of enforcement actions posted and accessible publicly within 30 days of final determination

OFFICE OF STATE RESOURCES

MISSION

To lease and/or explore for the development and production of minerals, oil, gas, or alternative energy sources on state-owned lands and water bottoms in an environmentally sound and safe manner. To prudently manage said resources by providing timely, accurate, and cost-effective mineral royalty collection and disbursement services. These functions are performed under the authority and direction of the State Mineral and Energy Board. The primary customers of this Office are the citizens of Louisiana, the oil and gas industry, mineral right holders, alternative energy producers, the Legislature, and the Division of Administration.

The Office of State Resources (OSR) is responsible for overseeing the leasing and development of minerals, oil, gas, and alternative energy resources located on state-owned lands and water bottoms. Under the authority of the State Mineral and Energy Board, the Office manages leasing processes, administers mineral rights, and ensures the timely, accurate, and cost-effective collection and disbursement of mineral royalties.

By supporting both traditional and emerging energy markets, OSR plays a critical role in Louisiana's long-term energy strategy. This work is carried out in accordance with the Louisiana Constitution (Article IX, Sections 3–6) and the statutory mandates of R.S. 36:351 and R.S. 30:121, et seq.

GOAL

To maximize the value of Louisiana's Natural Resources through responsible leasing, transparent royalty management, and strategic resource development that supports long-term economic returns for the state while promoting environmentally sound practices and energy diversification.

Strategy: Promote reliable resource management by advancing active stewardship, optimizing revenue, improving ecosystem health, and engaging stakeholders effectively

Objectives:

- Sustainably maximize the economic value of Louisiana's mineral and energy resources for the benefit of the state and local communities
- Improve and maintain compliance monitoring and enforcement procedures
- Improve operational efficiency and service delivery
- Maintain operational capacity to manage OSR's expanded functional scope
- Improve accessibility, transparency, and public accountability of OSR-managed assets and data

PERFORMANCE INDICATORS

- **Mineral and Energy Revenue Tracking:** Monthly and annual data illustrating new lease volumes and acreage; production volume; bonus, rent, and royalty collections; settlement and audit collections
- **Compliance and Audit Oversight:** Degree of completion of annual field audit schedule; data illustrating annual royalty exceptions, settlement collections, and audit collections; number of acreage conflicts and escrow cases actively negotiated by counsel from the AG's Office and DEC attorneys

- **Operational Efficiency in Governance Processes:** Timeline from proposal to execution for operating agreements; turnaround time for processing and executing Board resolutions following monthly meetings
- **Organizational Capacity and Readiness:** OSR organizational chart updates tracking new and existing T.O. vacancy metrics; time to fill each vacancy; number of cooperative endeavor agreements and joint operational initiatives with state or private institutions
- **Public Access and Transparency of State-Managed Assets:** Number of new or updated public guidelines and operating procedures for transactions overseen by the State Mineral and Energy Board (e.g., CO₂ sequestration procurement guidelines); frequency and accuracy of updates to the State Mineral and Energy Board website and public resource content
- **Acreage Managed:** Total acreage of state lands or water bodies assessed, restored, or actively monitored annually
- **Revenue Optimization from Resources:** Annual growth in revenues generated from leases, permits, and resource agreements
- **Resource Condition Index:** Annual score reflecting the condition and sustainability of managed lands and water bodies
- **Stakeholder Engagement Rate:** Percentage of stakeholders actively engaged through meetings, workshops, or consultations annually
- **Resource Stewardship Compliance Rate:** Percentage of resource users in compliance with established stewardship guidelines

OFFICE OF ADMINISTRATION

MISSION

The Office of Administration is responsible for accounting and budget control, procurement and contract management, data processing, management and program analysis, information technology and geographic information systems, strategic planning, and personnel management for C&E and all of its offices, including the Natural Resources Trust Authority.

The mission of the Natural Resources Trust Authority (NRTA) is to provide a secure, transparent, and accountable financial framework to manage environmental liabilities associated with natural resource development in Louisiana. Through risk-based financial assurance programs and strategic oversight, the NRTA protects public resources, promotes regulatory certainty, and ensures long-term industry responsibility.

GOAL

To ensure the effective and efficient operation of C&E by providing strategic administrative support, sound financial management, modernized systems, and well-aligned human resource practices that enable agency-wide performance, compliance, and long-term sustainability.

Strategy: Advance operational excellence through timely execution, modernized systems, transparent financial management, efficient grant administration, and a well-supported, skilled workforce

Objectives:

- Ensure effective financial stewardship through timely budget planning, accurate tracking, and alignment of fiscal resources with departmental priorities
- Strengthen human resource policies and practices to promote employee well-being, compliance, and workforce development, with support for women and families as required by Act 1078 of the 2003 Regular Legislative Session. To this end, C&E continues to promulgate and periodically revise, as necessary, the following policies, which are helpful to women and families:
 - Human Resources Policy No. 1, Work Hours/Schedules: Offers flexible work schedules and work hours so as to promote work/life balance;
 - Human Resources Policy No. 4, Family and Medical Leave Act (FMLA): Provides job-protected leave for up to 480 hours in a 12-month period due to an employee's own serious health condition or that of an eligible family member;
 - Human Resources Policy No. 7, Educational Leave - Reimbursement: Provides paid educational leave or tuition reimbursement for eligible employees enrolled in job-related courses at an accredited public institution;
 - Human Resources Policy No. 8, Leave: Provides guidelines for annual and sick leave use as well as other available leave types;
 - Human Resources Policy No. 10, Workplace Harassment and Discrimination: Prohibits workplace discrimination based on non-merited factors, including pregnancy and sex;
 - Human Resources Policy No. 10-A, Policy Prohibiting Sexual Harassment: Prohibits any behavior of a sexual nature that intimidates, demeans, disrespects, or embarrasses an employee in the workplace;

- Human Resources Policy No. 11, Violence Free Workplace: Provided that employees have a reasonable expectation and, indeed, a right to perform his/her duties in an atmosphere free of violence and threats of violence.
- Modernize administrative systems and processes by improving data management, enhancing technology infrastructure, and streamlining internal operations to support agency-wide performance.
- Maintain strong internal controls and oversight mechanisms to ensure compliance with regulatory, audit, and record retention requirements across all administrative functions.

PERFORMANCE INDICATORS

- **Budget Submission Timeliness:** Percent of financial reports and budget documents submitted on or before required deadlines
- **Policy Revision Frequency:** Number of administrative or HR policies reviewed and updated annually to reflect evolving workforce needs and legislative requirements
- **Audit Compliance Rate:** Number of audit findings or compliance issues identified annually
- **Time to Hire:** Average number of days to fill a vacant position from job posting to acceptance
- **Workforce Retention Rate:** Annual employee turnover rate across the department
- **Digital Process Adoption:** Number of administrative processes transitioned to digital platforms annually
- **Technology System Uptime:** Percentage of time core administrative systems are operational and available during business hours

OFFICE OF ENERGY

MISSION

The mission of the Office of Energy is to strategically enhance Louisiana's energy landscape by advancing reliable and resilient energy systems through thoughtful policy development, innovative technology integration, comprehensive energy planning, clear information dissemination, and meaningful stakeholder engagement.

GOAL

To guide the development of Louisiana's energy systems by modernizing infrastructure, enhancing data capabilities, managing energy-related grants, and partnering with academic and research institutions to support strategic energy planning.

Strategy: Strengthen Louisiana's energy future by expanding renewable and efficient energy solutions and fostering innovation through public-private partnerships

Objective: Drive Louisiana's energy future through innovation, strategic partnerships, and funding alignment

PERFORMANCE INDICATORS

- **Total Energy Grants Secured:** Annual total dollar amount of energy-related grants secured and administered
- **Public-Private Energy Partnerships:** Annual number of new public-private partnerships formed for energy development and innovation
- **Energy Outreach and Education Activities:** Annual number of outreach, engagement, and information-sharing activities conducted to promote energy conservation, renewable and nonrenewable energy, and energy resilience by education and informing Louisiana's communities, including the public, businesses, industry, and government
- **Energy Policy Research and Publications:** Annual number of energy-related policy papers, briefs, or reports produced and made publicly available to support evidence-based decision-making and inform stakeholders on key energy issues in Louisiana

PERFORMANCE MANAGEMENT

To ensure that C&E delivers on its mission, vision, and strategic priorities, a comprehensive performance management system will be implemented to track progress, assess impact, and drive continuous improvement. This system is designed to align agency-wide activities with the strategic goals outlined in this plan, creating a shared framework for accountability across every office and function.

Each strategic goal is supported by measurable objectives, key performance indicators (KPIs), and annual targets that provide clear metrics for success. These indicators will be used to monitor progress in areas such as regulatory efficiency, environmental outcomes, permitting timelines, revenue generation, stakeholder engagement, and technology modernization. Quarterly internal performance reviews will ensure that leadership and program managers stay informed about progress, identify barriers, and adjust strategies as needed to meet performance expectations.

To support this effort, C&E will rely on a combination of internal tracking tools, cross-agency data systems, and publicly available dashboards where applicable. A centralized performance and analytics team, housed under the Office of the Secretary, will lead coordination and provide technical support to ensure data integrity, evaluation capacity, and alignment with legislative mandates and federal reporting requirements.

In accordance with records retention laws, C&E ensures proper storage, access, and oversight of all strategic plan data. C&E maintains approved record retention schedules for each office, consistent with guidance from the Louisiana Secretary of State's Records Management section. Each office is responsible for preserving data and records in accordance with its assigned schedule and applicable laws. Compliance is monitored through periodic internal reviews conducted by office leadership, as well as agency-wide evaluations overseen by the Office of Administration. In addition, the department's Internal Auditor routinely reviews data management and recordkeeping practices to ensure proper retention, identify areas for improvement, and support transparency and accountability. These processes help ensure that all records related to this strategic plan are maintained in accordance with applicable retention requirements.

Key resources needed to sustain performance management include trained staff with expertise in data analytics and evaluation, updated technology platforms for data tracking and reporting, and dedicated time within leadership and operational meetings to review progress and make data-informed decisions. As part of our commitment to transparency and public trust, C&E will explore opportunities to make performance data more accessible to stakeholders and the citizens of Louisiana.

TIMELINE PROJECTIONS

The C&E will implement this strategic plan over a five-year period, with a phased approach that emphasizes alignment, execution, and continuous refinement. The first year (Year 1) will focus on establishing foundational structures, including confirming departmental priorities, aligning leadership and program teams, refining and restructuring internal processes, and building out data systems needed to support performance tracking. This phase will also include targeted communication with staff, stakeholders, and the public to reinforce C&E's vision and strategic direction.

In Years 2 and 3, C&E will concentrate on full-scale implementation of strategic initiatives across all offices. This includes executing specific action plans tied to permitting modernization, technology upgrades, environmental enforcement, coastal resiliency, carbon management, and interagency coordination. During this period, staff across divisions will be responsible for translating the strategic goals into department- and program-level tactics, supported by new tools, refined workflows, and performance feedback loops. Midway through this period, a formal evaluation will be conducted to assess progress toward key benchmarks and identify any necessary course corrections.

Years 4 and 5 will be focused on sustainability, innovation, and refinement. Building on lessons learned and data collected in earlier phases, C&E will revisit its core strategies to ensure ongoing alignment with state priorities, emerging federal regulations, industry trends, and environmental challenges. This phase may include reframing specific initiatives, expanding successful programs, sunseting outdated processes, and identifying new areas of opportunity for impact. Stakeholder engagement will remain a critical part of this process, ensuring C&E continues to respond to the needs and expectations of the communities it serves.

This five-year strategic timeline reflects our commitment to structured progress, adaptive leadership, and results-driven performance. Through regular monitoring, clear milestones, and ongoing communication, C&E will ensure that this plan is a living document that evolves alongside Louisiana's energy and environmental future.

FUTURE OPPORTUNITIES AND STRATEGIC EXPANSION

Over the next five years, the Department of Conservation and Energy (C&E) will lead a generational shift in Louisiana's approach to natural resource governance, environmental resilience, and energy planning. The department is poised to seize unprecedented opportunities driven by legislative and executive policy changes, technological innovations, and shifting market dynamics. To best manage this new landscape, C&E's role will expand far beyond its traditional regulatory role - to integration, innovation, and proactive problem-solving. C&E's reorganization will facilitate the efficient implementation of programs, including the recently acquired primacy (2024) for Class VI carbon sequestration wells. This reorganization will enable C&E to develop and maintain a robust permitting, compliance, and oversight framework that aligns with Louisiana's energy priorities. Furthermore, the establishment of a statewide water resource management program will unify oversight of surface and groundwater resources, protecting drinking water and underpinning economic and agricultural sustainability. C&E is also evaluating the assumption of Clean Water Act Section 404 permitting authority, aiming to streamline regulatory processes and enhance state autonomy in managing wetlands and critical ecosystems.


The department's traditional regulatory responsibilities will also broaden, including enhanced management of legacy oilfield contamination through Act 312, modernization of the SONRIS system for improved transparency, and establishment of the Natural Resources Trust Authority (NRTA) to provide comprehensive, risk-based financial oversight across industries. Additionally, C&E will assume management of energy-related rights-of-way and state waterbottom leases, which are essential to infrastructure development and public-private partnerships.

Importantly, C&E will strategically integrate energy and water resource management with Louisiana's broader economic development objectives. Reliable access to affordable energy and sustainable water resources is a critical components in securing transformative industrial projects, particularly in hydrogen, clean fuels, carbon capture, geothermal energy, lithium extraction from brine production, advanced manufacturing, data centers, and resilient agriculture. C&E will collaborate closely with Louisiana Economic Development (LED) and the Department of Environmental Quality (DEQ), while giving substantial consideration to local governments in permitting decisions to align infrastructure, environmental compliance, and resource planning, ultimately reducing project risk and accelerating timelines. This integration will be one of the department's most impactful contributions over the next five years, positioning Louisiana competitively on both national and global scales.

The Department of Conservation and Energy is not merely adapting to change; it is helping to lead it, driven by clear mandates from the Governor, the state legislature, Louisiana stakeholders, and the energy and natural resources industries central to our State's economy. As the pace of innovation accelerates and the scale of opportunity grows, the department is preparing to meet this new era with clarity of mission and purpose; however, it cannot do so without sustained investment in workforce development, systems modernization, and administrative infrastructure. Given its scope and significance, this shared mission will require robust support from and partnership with the Governor and Legislature, including targeted investments in personnel, funding, legal support, and operational flexibility. C&E will continue to prioritize transparency with respect to its strategic goals and looks forward to working collaboratively with the Governor, Legislature, and stakeholders to ensure it receives the tools and support necessary for long-term success.

APPENDIX A: STRATEGIC PLANNING CHECKLIST

STRATEGIC PLANNING CHECKLIST



- ✓ **Planning Process**
 - ✓ General description of process implementation included in plan process documentation
 - ✓ Consultant used
 - ✓ If so, identify: _____
 - ✓ Department/agency explanation of how duplication of program operations will be avoided included in plan process documentation
 - ✓ Incorporated statewide strategic initiatives
 - ✓ Incorporated organization internal workforce plans and information technology plans
- ✓ **Analysis Tools Used**
 - ✓ SWOT analysis
 - ✓ Cost/benefit analysis
 - ✓ Financial audit(s)
 - ✓ Performance audit(s)
 - ✓ Program evaluation(s)
 - _____ Benchmarking for best management practices
 - _____ Benchmarking for best measurement practices
 - ✓ Stakeholder or customer surveys
 - _____ Undersecretary management report (Act 160 Report) used
 - _____ Other analysis or evaluation tools used
 - _____ If so, identify: _____

Attach analysis projects, reports, studies, evaluations, and other analysis tools.
- ✓ **Stakeholders (Customers, Compliers, Expectation Groups, Others) identified**
 - ✓ Involved in planning process
 - ✓ Discussion of stakeholders included in plan process documentation
- ✓ **Authorization for goals**
 - ✓ Authorization exists
 - _____ Authorization needed
 - _____ Authorization included in plan process documentation
- ✓ **External Operating Environment**
 - ✓ Factors identified and assessed
 - ✓ Description of how external factors may affect plan included in plan process documentation
- ✓ **Formulation of Objectives**
 - ✓ Variables (target group; program & policy variables; and external variables) assessed
 - ✓ Objectives are SMART
- ✓ **Building Strategies**
 - ✓ Organizational capacity analyzed
 - ✓ Needed organizational structural or procedural changes identified
 - ✓ Resource needs identified
 - ✓ Strategies developed to implement needed changes or address resource needs
 - ✓ Action plans developed; timelines confirmed; and responsibilities assigned
- ✓ **Building in Accountability**
 - ✓ Balanced sets of performance indicators developed for each objective
 - ✓ Documentation Sheets completed for each performance indicator
 - ✓ Internal accountability process or system implemented to measure progress
 - ✓ Data preservation and maintenance plan developed and implemented
- ✓ **Fiscal Impact of Plan**
 - ✓ Impact on operating budget
 - _____ Impact on capital outlay budget
 - _____ Means of finance identified for budget change
 - ✓ Return on investment determined to be favorable

APPENDIX B: PROCESS DOCUMENTATION

STRATEGIC PLANNING KICK-OFF MEETING



Agenda

- 01 / Introductions
- 02 / Opening Remarks and Context Setting
- 03 / Process and Timeline Review
- 04 / Project Management and Coordination
- 05 / Data and Information Request
- 06 / Stakeholder Engagement
- 07 / Next Steps



Introductions

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LOUISIANA DENR STRATEGIC PLANNING SUPPORT

Project Team



David Carter
Managing Director



Nikki Godfrey, Ph.D.
Managing Director



Rachel Carroccio
Chief Human Resources Officer



Melanie Turner
Senior Consultant



James Trammell
Consultant



Cathryn Clay
Consultant



DENR Leadership

Opening Remarks & Context Setting

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LOUISIANA DENR STRATEGIC PLANNING SUPPORT

Strategic Plan

FY 2023-2024 to FY 2027 -28

Department of Energy and Natural Resources Vision, Mission, and Philosophy	
Department of Energy and Natural Resources Overall Goals	
By Office	
Mission	Goal <i>Program Activity, Objective, Strategy, Performance Indicator</i>
Appendices	
Strategic Planning Checklist	Strategic Planning Worksheet
Performance Indicator Documentation Sheet, per office	

Discussion

What constitutes success in an updated strategic plan for DENR?

What are your biggest areas of opportunity or concerns for the future of DENR?

What do you expect/anticipate we may hear from DENR employees and external stakeholders?



Process and Timeline Review

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LOUISIANA DENR STRATEGIC PLANNING SUPPORT

Key Elements of Successful Planning

Bottom up vs. top
down

Transparent and
ongoing
communication

Strong
governance to
guide the process

Establishing a
clear process, but
being open to
adaptation

Leverage existing
data + ID where
new data is
needed

Identify clear
priorities,
measurable goals,
and key strategies

Inventory and
celebrate quick
wins throughout

Build alignment
and support for
the final plan (slow
walk)

Open, inclusive, and continuous engagement – people support what they help create

Process Review

Step 1

KICKOFF AND DATA ANALYSIS

- Meet with DENR leadership team and establish core team
- Identify key dates throughout the coming months
- Review project plan and key action items within each step, including submission requirements
- Work with DENR leadership to complete a comprehensive data review

Step 2

INTERVIEWS AND ENGAGEMENT

Interviews (~12 -15)

- Internal team members, sister agency partners, and/or key stakeholders

Surveys

- DENR employees
- DENR external stakeholders (tentative)

Process Review

Step 3

LEADERSHIP RETREAT

- Review and discuss research findings
- Affirm/modify mission, vision, and values
- Review potential priorities, goals, and strategies identified through the research phase

Step 4

FIVE-YEAR PLAN DEVELOPMENT

- Draft the multi -year strategic plan representing the culminating priorities, goals, strategies, resource needs, and success metrics identified through the retreat
- Circulate the draft plan to the leadership team for review
- Finalize and submit a final five -year strategic plan for DENR's review and submission

Planning Timeline

	MAY	JUNE				JULY
STEP	WEEK 4	WEEK 1	WEEK 2	WEEK 3	WEEK 4	WEEK 1
1 / Kickoff and Data Analysis						
2 / Interviews and Engagement						
3 / Leadership Retreat						
4 / Five-Year Plan Development						

Strategic Planning Checklist



STRATEGIC PLANNING CHECKLIST	
<input type="checkbox"/>	Planning Process
<input type="checkbox"/>	General description of process implementation included in plan process documentation
<input type="checkbox"/>	Consultant used
<input type="checkbox"/>	If so, identify _____
<input type="checkbox"/>	Department/agency explanation of how duplication of program operations will be avoided
<input type="checkbox"/>	Included in plan process documentation
<input type="checkbox"/>	Incorporated statewide strategic initiatives
<input type="checkbox"/>	Incorporated organization internal workforce plans and information technology plans
<input type="checkbox"/>	Analysis Tools Used
<input type="checkbox"/>	SWOT analysis
<input type="checkbox"/>	Cost/benefit analysis
<input type="checkbox"/>	Financial audit(s)
<input type="checkbox"/>	Performance audit(s)
<input type="checkbox"/>	Program evaluation(s)
<input type="checkbox"/>	Benchmarking for best management practices
<input type="checkbox"/>	Benchmarking for best measurement practices
<input type="checkbox"/>	Stakeholder or customer surveys
<input type="checkbox"/>	Undersecretary management report (Act 160 Report) used
<input type="checkbox"/>	Other analysis or evaluation tools used
<input type="checkbox"/>	If so, identify _____
<input type="checkbox"/>	Attach analysis projects, reports, studies, evaluations, and other analysis tools.
<input type="checkbox"/>	Stakeholders (Customers, Compilers, Expectation Groups, Others) identified
<input type="checkbox"/>	Involved in planning process
<input type="checkbox"/>	Discussion of stakeholders included in plan process documentation
<input type="checkbox"/>	Authorization for goals
<input type="checkbox"/>	Authorization exists
<input type="checkbox"/>	Authorization needed
<input type="checkbox"/>	Authorization included in plan process documentation
<input type="checkbox"/>	External Operating Environment
<input type="checkbox"/>	Factors identified and assessed
<input type="checkbox"/>	Description of how external factors may affect plan included in plan process documentation
<input type="checkbox"/>	Formulation of Objectives
<input type="checkbox"/>	Variables (target group, program & policy variables, and external variables) assessed
<input type="checkbox"/>	Objectives are SMART
<input type="checkbox"/>	Building Strategies
<input type="checkbox"/>	Organizational capacity analyzed
<input type="checkbox"/>	Needed organizational structural or procedural changes identified
<input type="checkbox"/>	Resource needs identified
<input type="checkbox"/>	Strategies developed to implement needed changes or address resource needs
<input type="checkbox"/>	Action plans developed, timelines confirmed, and responsibilities assigned
<input type="checkbox"/>	Building in Accountability
<input type="checkbox"/>	Balanced sets of performance indicators developed for each objective
<input type="checkbox"/>	Documentation Sheets completed for each performance indicator
<input type="checkbox"/>	Internal accountability process or system implemented to measure progress
<input type="checkbox"/>	Data preservation and maintenance plan developed and implemented
<input type="checkbox"/>	Fiscal Impact of Plan
<input type="checkbox"/>	Impact on operating budget
<input type="checkbox"/>	Impact on capital outlay budget
<input type="checkbox"/>	Means of finance identified for budget change
<input type="checkbox"/>	Return on investment determined to be favorable

Strategic Plan Outline

FY 2026-2027 through FY 2030 -2031

<div>Executive Summary</div> <div><ul style="list-style-type: none">• Overview of the agency's mission, vision, and priorities• Summary of strategic planning process and engagement opportunities• Highlights of major goals and anticipated impact• Timeline and key performance metrics</div>	<div>Agency Overview</div> <div><ul style="list-style-type: none">• Mission, vision, and philosophy statements• Overview of core programs, offices, and services• Authorizing statutes and mandates</div>	<div>Strategic Planning Context</div> <div><ul style="list-style-type: none">• Planning process overview• Stakeholder engagement summary• Alignment with state and federal priorities• Summary of evaluations, SWOT analysis, and recent audits</div>	
<div>Agency-wide Strategic Framework</div> <div><ul style="list-style-type: none">• Strategic priorities<ul style="list-style-type: none">–Goals–Objectives–Performance indicators</div>	<div>Office-Level Goals and Actions</div> <div><ul style="list-style-type: none">• Office mission• Goal(s), program activities, and performance indicators</div>	<div>Performance Management</div> <div><ul style="list-style-type: none">• Description of how performance will be tracked and reported• Resource needs• Timeline projections</div>	<div>Appendices</div> <div><ul style="list-style-type: none">• Performance Indicator Documentation sheets• Strategic planning checklist (required by the state)• Legislative references</div>



Project Management & Coordination

Roles and Responsibilities

EMERGENT METHOD

- Manage the overarching strategic planning process
- Conduct primary and secondary research (interviews and surveys)
- Maintain the planning timeline
- Facilitate core team meetings
- Consolidate data, facilitate outreach, and synthesize input into priorities, goals, and strategies
- Draft the strategic plan
- Ensure compliance with submission guidelines

DENR LEADERSHIP & CORE TEAM

- Attend regular meetings to review research/progress and share feedback
- Support stakeholder engagement during strategic planning
- Share ideas, data, and other input to inform planning
- Ground-truth real-time findings, takeaways
- Participate in strategic planning retreat
- Review the strategic plan

Scheduling

Milestone	Date
Recurring leadership meetings	Bi-weekly
Interviews	June 9 – 17
Survey launches	June 9 – 17
Leadership Retreat	June 23 or June 25
Finalize strategic plan (review draft and incorporate edits)	Week of June 23
Submit final strategic plan	June 30



Data and Information Request

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LOUISIANA DENR STRATEGIC PLANNING SUPPORT

Data and Information Request

- Current DENR organizational charts, table of organization (TO), and agency budgets
- Recent audit results and significant findings (financial, performance, legislative, etc.)
- Supporting documentation related to DENR's current five -year strategic plan, including any progress tracking toward goals and related metrics
- Current DENR program and service metrics (outputs and outcomes, where available and appropriate)
- Recent surveys or data related to engagement with DENR's internal or external stakeholders
- Changes in program structure or mandated functions since the current five -year plan was developed
- Current priorities and key mandates guiding DENR activities and resource allocations
- Relevant findings from the Departmental Review for Innovation and Visionary Enhancement (DRIVE) process and Natural Resources Steering Committee (NRSC) recommendations to identify best practices or structural considerations that may inform the planning process
- Legislation, recently enacted policies, or laws that may influence the development of DENR's strategic plan, including anticipated implications for agency operations and strategic priorities



Stakeholder Engagement

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LOUISIANA DENR STRATEGIC PLANNING SUPPORT

Discussion

What do you hope to learn from stakeholders and employees through this process?

Are there stakeholders, partners, or employees whose input will be especially important?

Are there any sensitive topics we should approach with caution or avoid altogether?

DENR Employee Survey Overview

- **Demographics**
- **Understanding and Awareness**
How familiar are you with DENR's current mission, vision, and strategic goals?
- **Performance and Operations**
What aspects of DENR are working well? What challenges do you encounter in your role?
- **Service Delivery and Impact**
Where do you believe DENR has made the greatest impact in recent years? What services, programs, or initiatives could be improved or streamlined?
- **Organizational Culture and Values**
How would you describe DENR's workplace culture?
- **Looking Ahead**
What opportunities do you see for DENR in the next five years? What should DENR prioritize moving forward? Are there any programs or initiatives you believe DENR should start, stop, or expand?
- **Additional Feedback**

Proposed Survey Timeline

Milestone	Date
DENR leadership provides comments on draft survey instruments	Wednesday, June 4
EM provides final survey link and related communications	Friday, June 6
Survey launches	Monday, June 9
Survey reminders sent	Thursday, June 12
Survey closes	Tuesday, June 17
Survey results presented to DENR leadership and core team	Leadership Retreat (Week of June 23)



Next Steps

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LOUISIANA DENR STRATEGIC PLANNING SUPPORT



Next Steps

- Send data request documents to james.trammell@emergentmethod.com
- Review draft survey instruments
- Confirm stakeholder list
- Begin outreach and schedule interviews
- Send calendar invitations for upcoming meetings and the leadership retreat



200 LAUREL STREET, STE 200
BATON ROUGE, LOUISIANA 70801
225.372.5102
EMERGENTMETHOD.COM

Thank You



NIKKI GODFREY

NIKKI.GODFREY @EMERGENTMETHOD.COM

DAVID CARTER

DAVID.CARTER @EMERGENTMETHOD.COM

STRATEGIC PLANNING RETREAT

JUNE 26, 2025

Department of Energy and Natural Resources

STRATEGIC PLANNING RETREAT

EMERGENTMETHOD.COM

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Agenda

- 01 / Retreat Purpose
- 02 / Big Picture Alignment
- 03 / Research Takeaways
- 04 / SWOT Analysis
- 05 / Strategic Priority Setting
- 06 / Future Visioning
- 07 / Wrap Up

Ground Rules

Stay on task

Everyone in the group has something to contribute

Be a problem solver, not just a problem spotter

Listen, be respectful, and be inclusive

There are no wrong ideas – only different points of view

Think **BIG**

Framing the Day

What to Expect Today:

- Open, collaborative discussion focused on the future of DENR
- Honest input and perspectives from across the department
- A high -level review of draft goals, strategies, and themes
- Opportunity to shape the strategic direction and priorities
- Alignment on next steps for finalizing the plan
- A framework for accountability and implementation

What Not to Expect Today:

- Line-by-line editing of the strategic plan draft
- Final decisions on every initiative or action item
- Detailed operational planning or budgeting
- Immediate resolution of all issues raised
- A one -size -fits -all strategy for all offices

Retreat Purpose



Completed Activities



Strategic Plan Process Overview



Phase 1: Background Research and Environmental Scan

- Reviewed DENR's structure, performance, and policies
- Analyzed current and emerging legislation to ensure adaptability



Phase 2: Leadership Engagement

- Facilitated planning sessions with executive and senior leadership
- Identified priorities, challenges, and long-term goals



Phase 3: Staff Perspectives and Engagement

- Distributed agency-wide staff survey to gather operational insights
- Conducted 11 interviews with staff across roles to elevate key themes



Phase 4: Cross-Level Inclusion

- Ensured participation from frontline staff to executive leadership
- Grounded the plan in both strategic vision and operational realities

Anticipating Organizational Transition

At the time of authoring this strategic plan, **we recognize that pending legislation may impact certain aspects of the Department's structure, naming conventions, and organizational alignment**. For consistency and clarity, the name "Department of Energy and Natural Resources (DENR)" is used throughout this document, as it **reflects the department's current identity**. This plan has been developed with **full awareness of the anticipated legislative changes and is designed to remain relevant and actionable** once those changes are enacted. The strategies and priorities outlined herein are **forward-looking and intentionally structured to support a seamless transition** into any future organizational updates.

Department of Energy and Natural Resources

Current Mission and Vision Statements

MISSION:

The mission of the Department of Energy and Natural Resources is to ensure and promote the sustainable, productive, and responsible use of the State's natural resources so that they are available for the enjoyment and benefit of our citizens now and in the future.

VISION:

Louisiana's rich natural resources will be protected and managed prudently for the benefit of the people of the state of Louisiana. The Department of Energy and Natural Resources (DENR) will provide for coastal ecosystem sustainability and be recognized nationally and internationally for environmentally sensitive and progressive natural resource management. Louisiana will continue to become a more beautiful state and a safer place to live, work and play, and DENR will be known as "the agency that gets it done."

Department of Energy and Natural Resources

Draft Mission Statement

Louisiana will continue as a national model for how energy development, environmental protection, and conservation of natural resources work hand-in-hand, making our state safer, stronger, and more ~~sustainable~~ resilient. The Department of Energy and Natural Resources will be recognized for its delivery of ~~real~~ consistent results through modern, efficient, and ~~resilient~~ dynamic natural resource management ~~driven by~~ recognized for transparency, balance, and solutions.

Department of Energy and Natural Resources

Draft Vision Statements

Option 1

The Department of Energy and Natural Resources advances Louisiana's energy through transparent governance, innovative resource management, and fiscally responsible practices. We are committed to protecting natural resources, supporting economic opportunity, and driving operational excellence for the benefit of all Louisianans today and for generations to come.

Option 2

The Louisiana Department of Energy and Natural Resources envisions a future where the state's abundant natural resources are responsibly managed, sustainably developed, and protected for the benefit of all Louisianans. Through innovative leadership, environmental stewardship, and transparent governance, we will be a nationally recognized model for balancing energy advancement, coastal resilience, and economic growth. Our work fosters a more sustainable, beautiful, and secure Louisiana, where communities thrive and the environment is safeguarded for generations to come.

Department of Energy and Natural Resources

Philosophy

The Department of Natural Resources is guided by a philosophy rooted in service, stewardship, and strategic foresight. We are committed to:

- Delivering on DENR's mission by providing superior customer service, sound resource stewardship and fair, efficient regulatory practices.
- Engaging stakeholders with objectivity, consistency and balance to build trust and transparency.
- Embracing adaptive management to ensure that projects are resilient, effective and responsive to change.
- Maximizing the economic value of Louisiana's non-renewable natural resources through expert knowledge, responsible use and long-term planning.
- Taking a proactive, responsive and sustainable approach to protecting the state's natural and coastal environments.



Research Takeaways

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STRATEGIC PLANNING RETREAT

Survey Report

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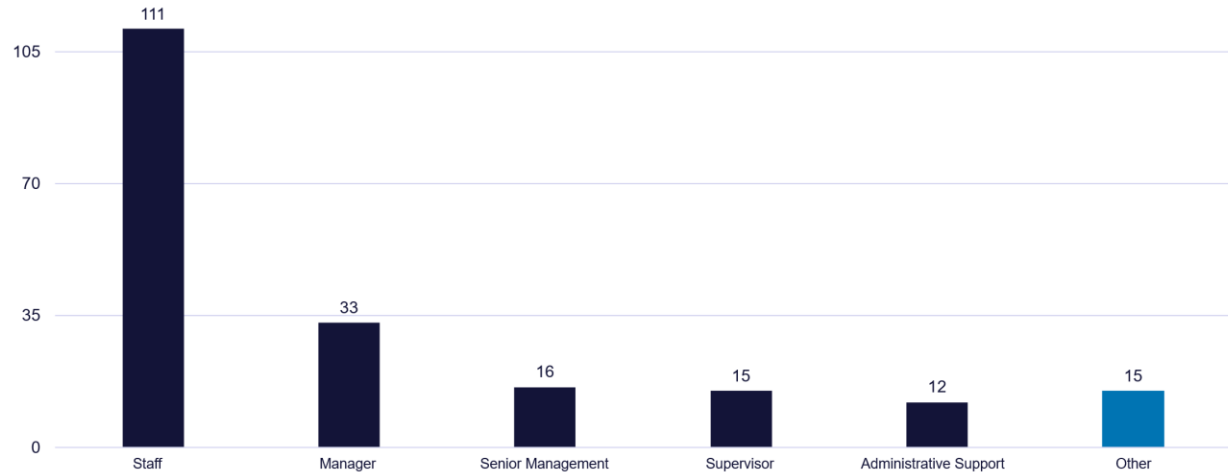
Total Responses

57.8%

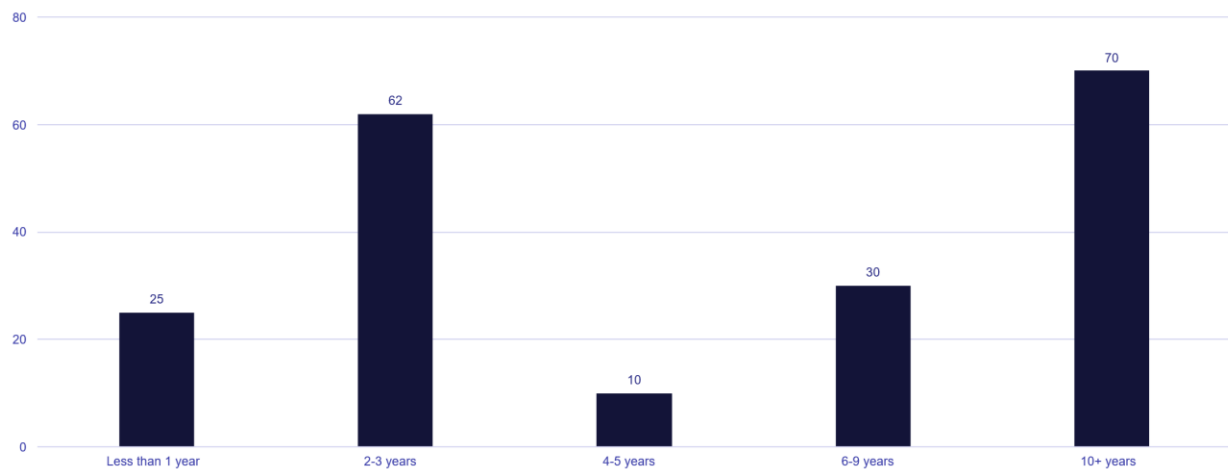
of total DENR employees

Milestone	Date
Survey Launched	June 9
Reminder Email	June 9, 12, 16, and 17
Survey Closed	June 17

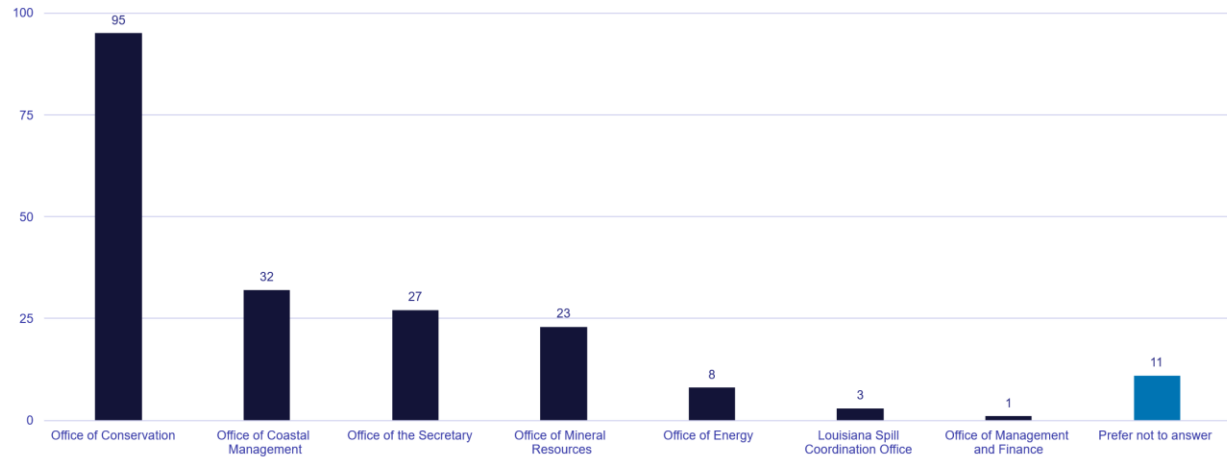
Role



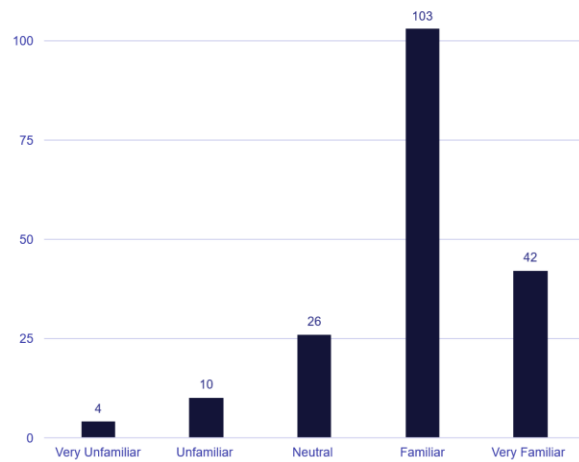
Length of Employment



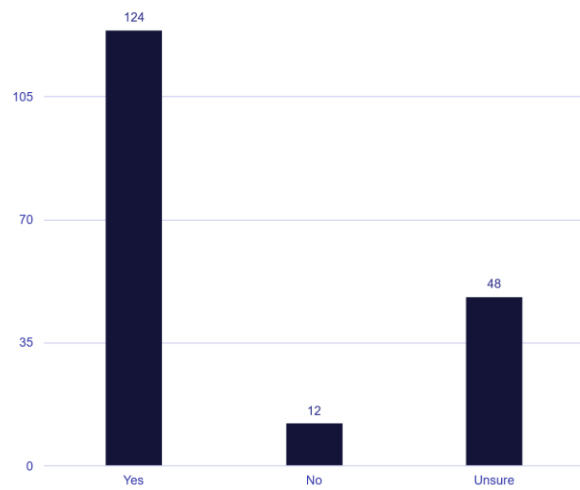
Office



Mission Familiarity



Mission Applicability



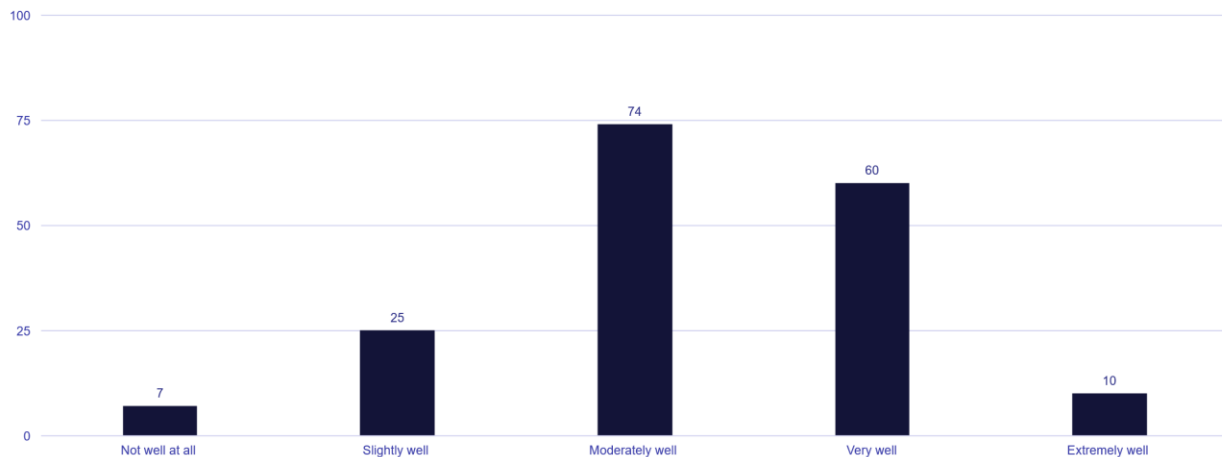
Mission Statement Feedback

Respondents would make no changes to the text (18 responses)

Update the language to reflect DENR's growing emphasis on energy (4 responses)

Reinforce DENR's role in managing and preserving the state's natural resources (4 responses)

Vision Statement Effectiveness



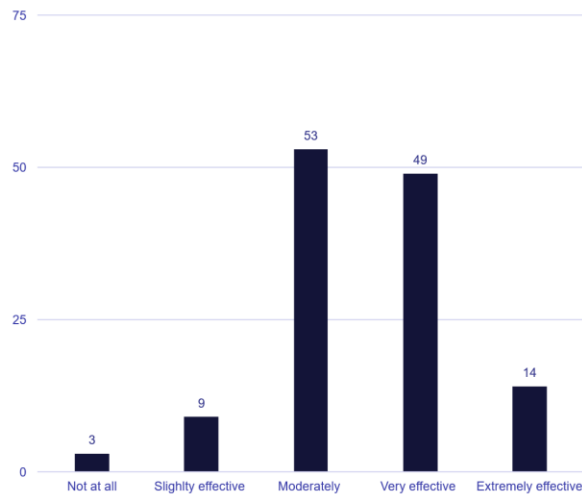
Vision Statement Feedback

Respondents reported
a need for an overall
update to the text
(16 responses)

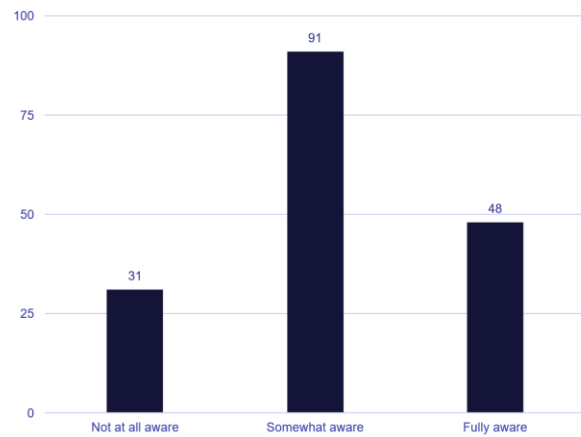
Update the language
to be more concise
and actionable
(9 responses)

Incorporate language
that reflects DENR's
future priorities and
accomplishments
(3 responses)

Strategic Plan Implementation



Strategic Plan Awareness



Goals and Opportunities for Improvement

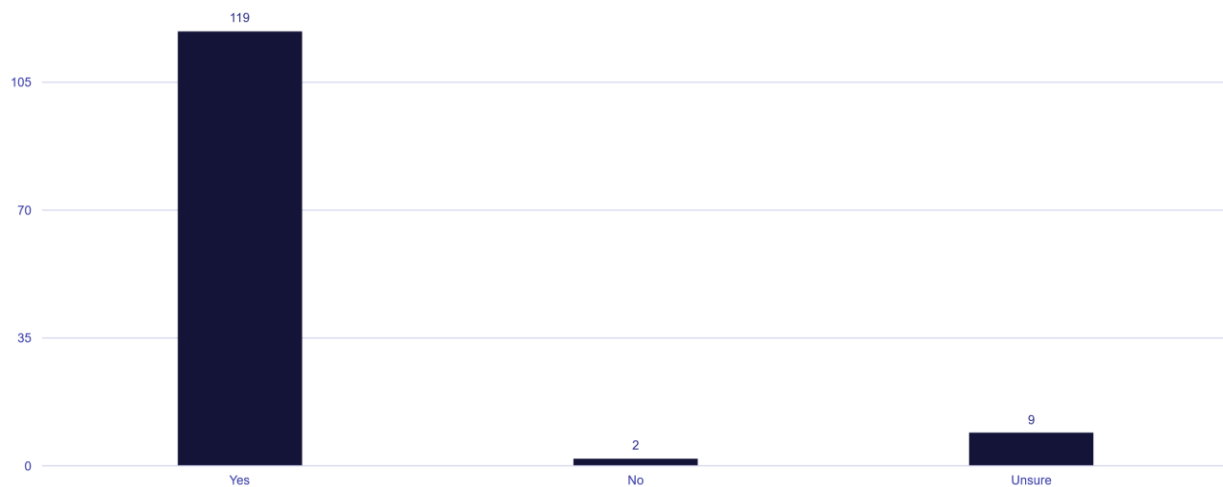
From your perspective, what is the **one goal or objective your office should focus on over the next five years?**

- Improve internal processes and workforce development due to evolving work arrangements and performance expectations (13 responses)
- Improve process flows to reduce inefficiencies (11 responses)

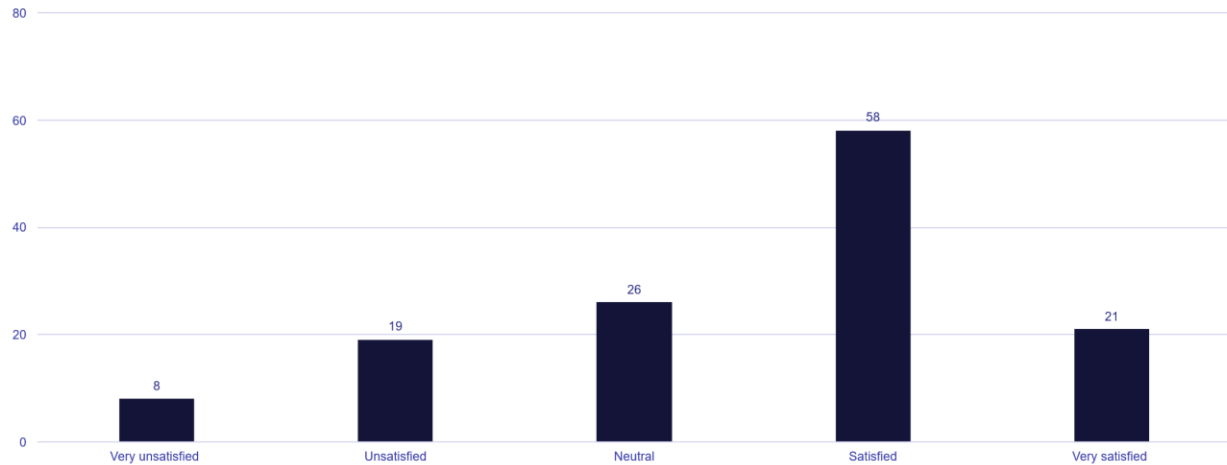
Is there a **specific process or function within either your office or DENR as a whole that you believe should be improved ?**

- Update SONRIS and enhance access to technology tailored to job responsibilities (18 responses)
- Improve communication and provide greater awareness of departmental updates and changes (12 responses)

Understanding of Role and Responsibilities



Satisfaction with Communication



Additional Feedback

Interest in further clarity around the reorganization (8 responses)

Strengthen employee engagement to improve morale and retention (8 responses)

Overarching Themes

**Strengthen
Communication
Channels**

**Promote Internal
and External
Collaboration**

**Modernize IT
Infrastructure**

**Provide Essential
Technological
Tools**

**Maintain
Transparency as
Appropriate**

Discussion

What gaps or limitations do you notice in the research?

What findings or insights stood out to you or were unexpected?



SWOT Analysis

SWOT analysis



Strengths



Weaknesses

**Talent Retention
and Recruitment**

**Online Systems
(i.e., SONRIS)**

**Access to Key
Technological
Resources**

**Uncertainty
Surrounding the
Reorganization
Process**

**Collaboration
Across Offices**

**Strength of Internal
Communication
Channels**

Opportunities

**Growing
Interagency
Coordination**

**Improved
Efficiency through
Reorganization**

**Enhancing Cross-
Office
Collaboration**

**Streamlining
Communication
Flow**

**Enhance IT
Infrastructure to
Improve Efficiency**

**Leverage
Momentum
Surrounding
Reorganization**

Threats

**Industry
Competition for
Talent**

**Reduced Flexibility
in Work
Arrangements**

**Wage Constraints
in Hiring**

**Shifting Federal
Regulations**

**Extreme Weather
and Climate Events**

**Shifting Energy
Markets**

Discussion

What findings or insights stood out to you or were unexpected?

How do these insights reinforce or challenge our current priorities?

In what ways do these insights influence your work or the direction of the plan?



Strategic Priority Setting

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STRATEGIC PLANNING RETREAT

Strategic Priority Setting



Priority Areas

**Unified Resource
Leadership**

**Transparent
Oversight and
Strategic
Governance**

**Operational
Innovation and
Modernization**

**Fiscal
Responsibility for
Sustainable
Outcomes**

**Collaborative
Solutions and
Community-
Centered Impact**

Strategy Discussion

**What tactics can
DENR put in
place to achieve
these goals?**

**How does your
office fit into
these
strategies?**

**What strategies
should DENR
prioritize in the
short and long -
term?**



Wrap Up

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STRATEGIC PLANNING RETREAT

Performance Indicators

Top five performance indicators that highlight the efforts to achieve the agency's vision, mission, and philosophy.



Department and Agency Name:

Department of Natural Resources – Office of the Secretary

Performance Indicator 1

(Please identify the objective associated with this performance indicator)

Lead with a dual commitment to conservation and financial stewardship, managing energy and environmental priorities under one cohesive framework for maximum impact.

Performance Indicator 2

(please identify the objective associated with this performance indicator)

Practice clear, accountable governance that supports adaptive planning while building trust through transparent communication and long-term vision.

Performance Indicator 3

(please identify the objective associated with this performance indicator)

Redefine how DENR works by modernizing systems, embracing intuitive tools, and fostering a results-driven culture grounded in clarity and accountability.

Performance Indicator 4

(please identify the objective associated with this performance indicator)

Steward public funds with care by leveraging data-driven budgeting, responsible planning, and sustainable practices to maximize value and long-term returns for the state.

Performance Indicator 5

(please identify the objective associated with this performance indicator)

Prioritize collaboration with stakeholders, communities, and partner agencies ensuring that our efforts reflect the varied needs and voices of Louisiana, while delivering practical outcomes that matter.



Upcoming Milestones

Milestone	Date
Share draft of strategic plan with DENR Leadership Team	June 27
Provide final edits and revising	June 30 by Noon
Submit revised five-year strategic plan	July 1

200 LAUREL STREET, STE 200
BATON ROUGE, LOUISIANA 70801

225.372.5102

EMERGENTMETHOD.COM

Thank You



NIKKI GODFREY, PH.D.

NIKKI.GODFREY @EMERGENTMETHOD.COM

APPENDIX C: PERFORMANCE INDICATORS

Louisiana Strategic Plan Update
FY 2026-2027 through FY 2030-2031
Top Five Performance Indicators

Department and Agency Name: Department of Conservation & Energy
Performance Indicator 1 <i>(Please identify the objective associated with this performance indicator)</i>
Objective: We lead with a dual commitment to conservation and financial stewardship, managing energy and environmental priorities under one cohesive framework for maximum impact. Performance Indicator: Percentage of major departmental initiatives that integrate both energy and environmental considerations within a unified project framework
Performance Indicator 2 <i>(please identify the objective associated with this performance indicator)</i>
Objective: We practice clear, accountable governance that supports adaptive planning while building trust through transparent communication and long-term vision. Performance Indicator: Number of governance-related reports, audits, or public communications issued annually that demonstrate transparency and accountability
Performance Indicator 3 <i>(please identify the objective associated with this performance indicator)</i>
Objective: We redefine how C&E works by modernizing systems, embracing intuitive tools, and fostering a results-driven culture grounded in clarity and accountability. Performance Indicator: Number of systems or core business processes modernized or automated each fiscal year
Performance Indicator 4 <i>(please identify the objective associated with this performance indicator)</i>
Objective: We steward public funds with care by leveraging data-driven budgeting, responsible planning, and sustainable practices to maximize value and long-term returns for the state. Performance Indicator: Budget-to-actual variance across major program areas, demonstrating alignment between planned and executed expenditures
Performance Indicator 5 <i>(please identify the objective associated with this performance indicator)</i>
Objective: We prioritize collaboration with stakeholders, communities, and partner agencies, ensuring that our efforts reflect the varied needs and voices of Louisiana while delivering practical outcomes that matter. Performance Indicator: Number of stakeholder engagement events, partnerships, or formal collaborations established annually to inform and implement department initiatives

PERFORMANCE INDICATOR DOCUMENTATION SHEET

Office: Office of Administration

Program: Executive

Activity: Business Support Services

Objective Name: Ensure the quality of department information from all divisions through the data integrity program which will ensure that all audits and reviews, including but not limited to risk management, P-Card (DOA), Louisiana Legislative Auditor, federal, internal, civil service, financial, operational, performance, regulatory & compliance, continue to meet or exceed administrative and regulatory requirements and eliminate repeat audit exceptions in all areas.

Indicator Name: Number of repeat audit exceptions

Indicator LaPAS Code: 6763

1. **Type and Level:** Outcome - Key
2. **Rationale:** The rationale for monitoring audit results is to ensure accuracy of data on department employees used in decision-making and for planning purposes, etc., and to determine the effectiveness of internal controls and employee knowledge of rules and regulations.
3. **Use:** For monitoring audit results to ensure accuracy of data on department employees used in decision-making and for planning purposes, etc., and to determine the effectiveness of internal controls and employee knowledge of rules and regulations.
4. **Clarity:** This indicator's name clearly identifies what is being measured.
5. **Validity, Reliability and Accuracy:** Data is extracted from the reports of the different audits and reviews. Discrepancies are reviewed and any required corrections are made. Audit exceptions are a product of the auditing agencies.
6. **Data Source, Collection and Reporting:** Data is extracted from the reports of the different audits and reviews.
7. **Calculation Methodology:** Simple count of repeat exceptions by the auditing agency.
8. **Scope:** This indicator is aggregated as it represents the agency's data integrity of all information maintained and aggregate of repeat exceptions.
9. **Caveats:** An assumption is made that all audit exceptions are valid. Audit exceptions are in fact an opinion and by definition it is possible and reasonable that a difference of opinion may occur with agency management.
10. **Responsible Person:** Ha Louis, Internal Auditor; Ha.Louis@la.gov; Phone: (225) 342-6768

PERFORMANCE INDICATOR DOCUMENTATION SHEET

Office: Office of Energy

Program: Executive

Activity: State Energy Program

Objective Name: To promote energy conservation, the use of renewable energy, and the use of cleaner alternative fuels by Louisiana's citizens including the public, business, industry, and government, by developing and sharing the information through outreach events.

Indicator Name: The number of workshops, vendor shows, schools, and community outreach events that Technology Assessment staff participated in.

Indicator LaPAS Code: 25873

1. **Type and Level:** General
2. **Rationale:** To effectively promote the responsible use of Louisiana's natural resources the Office of Energy needs to provide the information on energy efficiency opportunities and available renewable energy resources to Louisiana citizens so that they can make informed decisions with regard to their energy usage.
3. **Use:** The indicator will be used for internal management purposes only.
4. **Clarity:** The indicator is clearly defined.
5. **Validity, Reliability and Accuracy:** The indicator has not been audited by the Legislative Auditor. The Office of Energy will verify information through cross-referencing available information.
6. **Data Source, Collection and Reporting:** Data is collected by maintaining a record of all outreach opportunities in which the Office participates. This data will be cross-referenced with the data reported to the US DOE to ensure complete and consistent reporting.
7. **Calculation Methodology:** Data collection and verification.
8. **Scope:** The Office of Energy will facilitate or participate in workshops, seminars, vendor shows, schools and community outreach events.
9. **Caveats:** None
10. **Responsible Person:** Buddy Justice, Federal Energy Section Manager;
Buddy.Justice@la.gov; Phone: (225)342-4498

PERFORMANCE INDICATOR DOCUMENTATION SHEET

Office: Office of Energy

Program: Executive

Activity: State Energy Program

Objective Name: To provide a low interest loan program for targeted assistance to various market sectors to be served through the State Energy Program to promote energy conservation, the use of cleaner alternative fuels such as natural gas, propane, and electricity.

Indicator Name: Number of active energy efficiency, renewable energy, and alternative fuel loans activities.

Indicator LaPAS Code: 25874

1. **Type and Level:** Outcome/Key
2. **Rationale:** To effectively promote the responsible use of Louisiana's natural resources, The Office of Energy needs to provide low interest loans to encourage energy efficiency, the use of renewable energy, and the use of alternative fuels.
3. **Use:** The indicator will be used for internal management purposes only
4. **Clarity:** The indicator is clearly defined
5. **Validity, Reliability and Accuracy:** Data is collected through keeping a record of all currently managed loans. This data will be cross-referenced with the data reporting to the US DOE to ensure complete and consistent reporting.
6. **Data Source, Collection and Reporting:** Loans solicitations are conducted by the State Energy Program through formal notices in the major newspapers of Louisiana, the Department's web-site, and outreach events. The resulting Loans are serviced through a third part provider, in coordination with a banking institutions. The records of those loans are likewise kept in a database by the Office of Energy for both Federal and State reporting.
7. **Calculation Methodology:** Data collection and verification
8. **Scope:** The Office of Energy will report the number of loans managed.
9. **Caveats:** None
10. **Responsible Person:** Louis McArthur, Federal Energy Section Manager; Louis.mcarthur@la.gov; Phone: (225) 342-1298

PERFORMANCE INDICATOR DOCUMENTATION SHEET

Office: Office of Permitting and Compliance

Program: Executive

Objective: Demonstrate success in protecting the correlative rights of all parties involved in oil and gas exploration and production by ensuring that 90% of the Field Orders issued as a result of oil and gas hearings are issued within 30 days of the hearing date; annually through 2032.

Activity: Oil and Gas Administration

Indicator Name: Percentage of Field Orders issued within 30 days.

Indicator LaPAS Code: 6785

1. **Type and Level:** Efficiency – Key.
2. **Rationale:** LA R.S. 30:6 mandates that the Secretary shall issue an order within 30 days after the conclusion of a hearing and that any interested party may file a writ of mandamus to compel the Secretary to issue an order if he refuses or fails to do so. Interested parties could potentially have their mineral interests affected. Facilitates commerce.
3. **Use:** Determine if reallocation of personnel/resources or additional staffing is required. Also, determine if agency policies or regulations require revision.
4. **Clarity:** Field Orders refers specifically to those Orders prepared for the Secretary's signature, resulting from oil and gas hearings held before the Secretary.

Thirty days from hearing date is calculated as "the first day counted would be the day immediately following the date of the hearing, and in the event the thirtieth day falls on a weekend, or a state legal holiday, then the thirtieth day shall be considered the first business day immediately thereafter.

5. **Validity, Reliability, and Accuracy:** This Performance Indicator has been audited on several occasions by the Legislative Auditor's Office. A formal report of the results of the audits was not submitted to this agency; however, the program staff went through every step-by-step aspect, for this Performance Indicator with the Legislative Auditor's staff and they verbally expressed their approval of same.

The accuracy of the values reported for this Performance Indicator is audited each reporting period by the Department of Conservation and Energy Internal Auditor.

6. **Data Source, Collection, and Reporting:** Internal database (Microsoft Excel); collected daily and reported quarterly.
7. **Calculation Methodology:** Number of Field Orders issued within 30 days divided by the total number of Field Orders issued.

8. **Scope:** Aggregate.
9. **Caveats:** Complexity of the hearing dockets' geological, engineering, and/or legal review process, as well as other issues that may be controversial in nature to applicants and/or opponents, may lengthen the review process. Increases in oil and gas prices result in increased activity, and will increase number of oil and gas hearing dockets to be reviewed, with the same level of staffing. Additionally, applicants' delays in submitting requested information after the hearing may delay the issuance of an Order, thus placing the Secretary in jeopardy of a mandamus suit. Any reduced level of staffing may lengthen the time for completion of Orders.
10. **Responsible Person:** Heath Borden, Petroleum Scientist Manager; Heath.Borden@La.gov; Phone: (225)342-5520

PERFORMANCE INDICATOR DOCUMENTATION SHEET

Office: Office of Enforcement

Program: Executive

Objective: Ensure that 80% of Field Violation Compliance Orders are resolved by the specified date, and that 100% of all active wells are inspected pursuant to one of the risk-based schedules (annually, 3 years, or 5 years) to ensure compliance with regulations, annually through 2032.

Activity: Inspection

Indicator Name: Percentage of Field Violation Compliance Orders resolved by the specified date.

Indicator LaPAS Code: 10634

1. **Type and Level:** Efficiency – Key.
2. **Rationale:** Ensuring the Field Violation Compliance Orders are resolved by the specified date demonstrates the staff's efficiency and effectiveness in returning non-compliant operators to compliance; thereby reducing potential hazards associated with non-compliant operations.
3. **Use:** Determine if reallocation of personnel/resources or additional staffing is required. Also used to determine if agency policies or regulations require revisions.
4. **Clarity:** Resolved – doesn't necessarily mean the field violation was returned to compliance since it could also reflect the final resolution of designation as an orphaned well site.
5. **Validity, Reliability, and Accuracy:** This is a valid Performance Indicator because it reflects the program's adherence to the timely resolution of operators non-compliant with agency rules and regulations to minimize potential hazards to the public and environment. The values reported for this Performance Indicator are reliable because they are entered timely and maintained in the Department's database to insure consistent follow-up activity is conducted for all field violation compliance issues.

The accuracy of the values reported for this Performance Indicator is audited each reporting period by the Department of Conservation and Energy Internal Auditor.
6. **Data Source, Collection, and Reporting:** Internal database (SONRIS); collected daily and reported quarterly.
7. **Calculation Methodology:** Number of Field Compliance Violation Orders resolved by the specified date divided by the total number of Field Violation Compliance Orders due during the reporting period.
8. **Scope:** Aggregate.

9. **Caveats:** It should be noted that the final resolution of a Field Violation Compliance Order may require additional time from the date originally specified in the Compliance Order, due to various factors, such as: the inability of the agency to locate the Operator of Record; during periods of sustained increased oil and gas prices, the inability of operators to timely locate contractors available to perform the work, etc. When deemed necessary, the program will extend the original date specified in the Order to allow sufficient time for adequate resolution of the violation; therefore, the new specified resolution date would be the actual date submitted for Performance Indicator supporting documentation.

There is also a time lag between when an action that affects the data utilized occurs and when it is reflected in the database. Figures utilized are a snapshot of the database in time and may not be duplicated at any other time.

This Performance Indicator requires the ability to employ/retain adequate numbers of trained agents of Conservation and sufficient travel and equipment funds to accomplish projected inspection, enforcement and surveillance activities.

Adverse weather conditions (i.e., excessive rain, hurricanes, tropical storms, etc.) may impact the values reported for this Performance Indicator since these conditions may hamper the field agents' ability to engage in field travel and conduct field inspections, enforcement, and surveillance activities.

10. **Responsible Person:** Casandra Parker, Petroleum Scientist Manager 1, Casandra.Parker@la.gov; Phone: (225) 342-5513.

PERFORMANCE INDICATOR DOCUMENTATION SHEET

Office: Office of Enforcement

Program: Executive

Objective: Ensure that 80% of Field Violation Compliance Orders are resolved by the specified date, and that 100% of all active wells are inspected pursuant to one of the risk based schedules (annually, 3 years, or 5 years) to ensure compliance with regulations, annually through 2032.

Activity: Inspection

Indicator Name: Percentage of well sites inspected which are in violation of applicable rules .

Indicator LaPAS Code: 23109

1. **Type and Level:** Outcome – Key.
2. **Rationale:** Demonstrates the effectiveness of the agency in encouraging compliance with rules and regulation through wellsite inspection.
3. **Use:** Used to determine if reallocation of personnel/resources or additional staffing is required. Also used to determine the effectiveness agency policies or regulations and as an indicator of the regulated community's familiarity with these policies and regulations.
4. **Clarity:** An existing wellsite is defined as a well with an active permit to drill that was drilled or will be drilled for the purpose of oil and/or natural gas production which has not been plugged and abandoned according to OOC rules and regulations or classified by the agency as "unable to locate" following a diligent inspection effort by an agent. Each serial number is assumed to be one (1) well.
5. **Validity, Reliability, and Accuracy:** This is a valid Performance Indicator because it reflects the program's efforts to identify operations that are non-compliant with agency rules and regulations, thereby minimizing potential hazards to the public and the environment. The values reported for this performance indicator are reliable because they are maintained in the Department's database.
6. **Data Source, Collection, and Reporting:** Internal database (SONRIS); collected daily and reported quarterly.
7. **Calculation Methodology:** Over a specified period of time, the number of distinct wells inspected which are in violation of applicable rules divided by the number of distinct wells inspected.
8. **Scope:** Cumulative.
9. **Caveats:** Figures utilized are a snapshot of the database in time and may not be duplicated at any other time.

This Performance Indicator requires the ability to employ and retain adequate number of trained field agents along with sufficient travel and equipment funds to accomplish projected inspection, enforcement and surveillance activities.

Adverse weather conditions (i.e., excessive rain, hurricanes, tropical storms, etc.) may impact the values reported for this Performance Indicator since these conditions may hamper the field agents' ability to engage in field travel and conduct field inspections, enforcement, and surveillance activities.

This performance indicator is also dependent on several factors that are not within the control of the Office of Conservation, including, but not limited to, operator culture, operator finances and energy prices.

10. **Responsible Person:** Casandra Parker, Petroleum Scientist Manager 1, Casandra.Parker@la.gov; Phone: (225) 342-5513.

PERFORMANCE INDICATOR DOCUMENTATION SHEET

Office: Office of Enforcement

Program: Executive

Objective: Through the Oil and Gas Administration Activity, Ensure that 80% of Field Violation Compliance Orders are resolved by the specified date, and that 100% of all active wells are inspected pursuant to one of the risk-based schedules (annually, 3 years, or 5 years) to ensure compliance with agency regulations, annually through 2032

Activity: Inspection

Indicator Name: Percentage of existing wells inspected – one year risk-based cycle.

Indicator LaPAS Code: 26477

1. **Type and Level:** Outcome – Key.
2. **Rationale:** Ensures that a sufficient percentage of existing wells are inspected each year to meet the specified objective, thereby, reducing the associated potential hazards.
3. **Use:** Determine if reallocation of personnel/resources or additional staffing is required. Also used to determine if agency policies or regulations require revisions.
4. **Clarity:** An existing well is defined as a well that has been drilled for the purposes of oil and/or natural gas production or saltwater disposal which has not been plugged and abandoned according to agency rules and regulations or classified by the agency as "unable to locate" following a diligent inspection effort by a CES. See list below for specific well status codes that make up the existing wells.

Well Status Code	Well Status Code Description
08	INACTIVE INJECTION WELL (COMMERCIAL OR OTHER) ***
09	ACTIVE- INJECTION ***
10	ACTIVE - PRODUCING
11	ACTIVE PRODUCING/CYCLIC INJECT
13	OPERATOR CHANGE - NO MD10RA
16	MULTIPLE COMPLETED/PA-35 WELL
17	EDUCATIONAL/SERVICE COMPANY
18	TEMPORARILY ABANDONED WELL
19	INACTIVE WELL, NO RESP. PARTY
20	PA-35 TEMPORARY INACTIVE WELL TO BE OMITTED FROM PROD.REPORT

23	ACT 404 ORPHAN WELL-ENG
24	RVRTD L/O-RESIDENT CONSUMPTION
26	ACT 404 ORPHAN WELL-INJECTION AND MINING
27	ABANDONED SWD - NOT PLUGGED
31	SHUT-IN DRY HOLE -FUTURE UTILITY
32	SHUT-IN DRY HOLE - NO FUTURE UTILITY
33	SHUT-IN PRODUCTIVE -FUTURE UTILITY
34	SHUT-IN PRODUCTIVE -NO FUTURE UTILITY
35	PLUGGED BACK - NO PERFORATIONS - NO LUW
36	SHUT-IN WAITING ON PIPELINE
37	SHUT-IN WAITING ON MARKET
64	ACTIVE PRODUCING/ANNULAR SWD

***Only SWDs with the following 'Well Type Class Codes' will be included as an active well

3	ORPHANED INJECTION AND MINING
4	PRODUCING/CYCLIC INJECTION
5	PRODUCED SALT WATER
5-C	COMMUNITY SALT WATER DISPOSAL
6	ANNULAR SWD
9-C	ER - COMMUNITY
9-CO	ER -- INJECTION (CO2)
9-FF	ER -- FIRE FLOOD
9-IG	ER -- INJECTION (GAS)
9-IGW	ER -- INJECTION (GAS AND WATER)
9-IO	ER -- INJECTION (OTHER)
9-IW	ER -- INJECTION (WATER)
9-O	ER -- OBSERVATION

Multiple inspections of the same well are only counted once in the respective 1 risk-based cycles (1 year – Urgent & high priority orphan wells, 3 year – remaining orphan wells and wells located in the Atchafalaya Basin and the Coastal Zone area, and 5 year – remaining existing wells). Each serial number is assumed to be one (1) well.

The only report that count toward this PI as an inspection is Orphaned Oilfield Site Inspection Report (OOSIR).

5. **Validity, Reliability, and Accuracy:** This is a valid Performance Indicator because it reflects the program's efforts to identify operations that are non-compliant with agency rules and regulations, thereby, minimizing potential hazards to the public and environment. The values reported for this Performance Indicator are reliable because they are timely entered and

maintained in the department's database. The Performance Indicator will be audited by the Department of Conservation and Energy Internal Auditor for accuracy.

6. **Data Source, Collection, and Reporting:** Internal database (SONRIS); collected daily and reported quarterly.
7. **Calculation Methodology:** Cumulative number of distinct well inspections divided by the total number of existing wells in that inspection cycle to be inspected during that reporting period.

Inspection Interval	Risk-based Group	Total Wells in each category	Number of active wells inspected 1 st Year	Number of active wells inspected 2 nd Year	Number of active wells inspected 3 rd Year	Number of active wells inspected 4 th Year	Number of active wells inspected 5 th Year
Every Year	Urgent and High Priority Orphan Wells	469	469 ¹ (100%)	469 ¹ (100%)	469 ¹ (100%)	469 ¹ (100%)	469 ¹ (100%)

1 The annual inspection cycle starts over each year.

8. **Scope:** Aggregate and cumulative.
9. **Caveats:** Figures utilized are a snapshot of the database in time and may not be duplicated at any other time. Fluctuations in the number of existing wells will affect the percentage of existing wells inspected.

This Performance Indicator requires the ability to employ/retain adequate numbers of training agents of Conservation and sufficient travel and equipment funds to accomplish projected inspection, enforcement, and surveillance activities.

Adverse weather conditions (i.e., excessive rain, hurricanes, tropical storms, etc.) may impact the values reported for this Performance Indicator since these conditions may hamper the field agents' ability to engage in field travel and conduct field inspections, enforcement, and surveillance activities.

10. **Responsible Person:** Casandra Parker, Petroleum Scientist Manager 1;
Casandra.Parker@la.gov; Phone (225) 342-5513; Fax (225) 342-2584

PERFORMANCE INDICATOR DOCUMENTATION SHEET

Office: Office of Enforcement

Program: Executive

Objective: Through the Oil and Gas Administration Activity, Ensure that 80% of Field Violation Compliance Orders are resolved by the specified date, and that 100% of all active wells are inspected pursuant to one of the risk-based schedules (annually, 3 years, or 5 years) to ensure compliance with regulations, annually through 2032

Activity: Inspection

Indicator Name: Percentage of existing wells inspected – three year risk-based cycle.

Indicator LaPAS Code: 26478

1. **Type and Level:** Outcome – Key.
2. **Rationale:** Ensures that a sufficient percentage of existing wells are inspected each year to meet the specified objective, thereby, reducing the associated potential hazards.
3. **Use:** Determine if reallocation of personnel/resources or additional staffing is required. Also used to determine if agency policies or regulations require revisions.
4. **Clarity:** An existing well is defined as a well that has been drilled for the purposes of oil and/or natural gas production or saltwater disposal which has not been plugged and abandoned according to agency rules and regulations or classified by the agency as "unable to locate" following a diligent inspection effort by a CES. See list below for specific well status codes that make up the existing wells.

Well Status Code	Well Status Code Description
08	INACTIVE INJECTION WELL (COMMERCIAL OR OTHER) ***
09	ACTIVE- INJECTION ***
10	ACTIVE - PRODUCING
11	ACTIVE PRODUCING/CYCLIC INJECT
13	OPERATOR CHANGE - NO MD10RA
16	MULTIPLE COMPLETED/PA-35 WELL
17	EDUCATIONAL/SERVICE COMPANY
18	TEMPORARILY ABANDONED WELL
19	INACTIVE WELL, NO RESP. PARTY
20	PA-35 TEMPORARY INACTIVE WELL TO BE OMITTED FROM PROD.REPORT

23	ACT 404 ORPHAN WELL-ENG
24	RVRTD L/O-RESIDENT CONSUMPTION
26	ACT 404 ORPHAN WELL-INJECTION AND MINING
27	ABANDONED SWD - NOT PLUGGED
31	SHUT-IN DRY HOLE -FUTURE UTILITY
32	SHUT-IN DRY HOLE - NO FUTURE UTILITY
33	SHUT-IN PRODUCTIVE -FUTURE UTILITY
34	SHUT-IN PRODUCTIVE -NO FUTURE UTILITY
35	PLUGGED BACK - NO PERFORATIONS - NO LUW
36	SHUT-IN WAITING ON PIPELINE
37	SHUT-IN WAITING ON MARKET
64	ACTIVE PRODUCING/ANNULAR SWD

***Only SWDs with the following 'Well Type Class Codes' will be included as an active well

3	ORPHANED INJECTION AND MINING
4	PRODUCING/CYCLIC INJECTION
5	PRODUCED SALT WATER
5-C	COMMUNITY SALT WATER DISPOSAL
6	ANNULAR SWD
9-C	ER - COMMUNITY
9-CO	ER -- INJECTION (CO2)
9-FF	ER -- FIRE FLOOD
9-IG	ER -- INJECTION (GAS)
9-IGW	ER -- INJECTION (GAS AND WATER)
9-IO	ER -- INJECTION (OTHER)
9-IW	ER -- INJECTION (WATER)
9-O	ER -- OBSERVATION

Multiple inspections of the same well are only counted once in the respective 3 risk-based cycles (1 year – Urgent & high priority orphan wells, 3 year – remaining orphan wells and wells located in the Atchafalaya Basin and the Coastal Zone area, and 5 year – remaining existing wells). Each serial number is assumed to be one (1) well.

The only reports that count toward this PI as an inspection are the Lease Facility Inspection Report (LFIR) and Orphaned Oilfield Site Inspection Report (OOSIR).

5. **Validity, Reliability, and Accuracy:** This is a valid Performance Indicator because it reflects the program's efforts to identify operations that are non-compliant with agency rules and regulations, thereby, minimizing potential hazards to the public and environment. The values reported for this Performance Indicator are reliable because they are timely entered and

maintained in the department's database. The Performance Indicator will be audited by the Department of Conservation and Energy Internal Auditor for accuracy.

6. **Data Source, Collection, and Reporting:** Internal database (SONRIS); collected daily and reported quarterly.
7. **Calculation Methodology:** Cumulative number of distinct well inspections divided by the total number of existing wells in that inspection cycle to be inspected during that reporting period.

Inspection Interval	Risk-based Group	Total Wells in each category	Number of active wells inspected 1 st Year	Number of active wells inspected 2 nd Year	Number of active wells inspected 3 rd Year	Number of active wells inspected 4 th Year	Number of active wells inspected 5 th Year
Once in 3 Years	Active wells located in the Coastal Zone and Atchafalaya Basin	9,564	3,188 (33%)	3,188 (33%)	3,188 (33%)	3,188 ¹ (33%)	3,188 ¹ (33%)
Once in 3 Years	Remaining Orphaned Wells	3,134	1,045 (33%)	1,045 (33%)	1,045 (33%)	1,045 ¹ (33%)	1,045 ¹ (33%)
Total Per year			4,233	4,233	4,233	4,233	4,233
Percentage Inspected per year			100%	100%	100%	100%	100%

1. The 3 year inspection cycle starts over in the 4th year.

8. **Scope:** Aggregate and cumulative.
9. **Caveats:** Figures utilized are a snapshot of the database in time and may not be duplicated at any other time. Fluctuations in the number of existing wells will affect the percentage of existing wells inspected.

This Performance Indicator requires the ability to employ/retain adequate numbers of training agents of Conservation and sufficient travel and equipment funds to accomplish projected inspection, enforcement, and surveillance activities.

Adverse weather conditions (i.e., excessive rain, hurricanes, tropical storms, etc.) may impact the values reported for this Performance Indicator since these conditions may hamper the field agents' ability to engage in field travel and conduct field inspections, enforcement, and surveillance activities.

10. **Responsible Person:** Casandra Parker, Petroleum Scientist Manager 1;
Casandra.Parker@la.gov; Phone (225) 342-5513; Fax (225) 342-2584

PERFORMANCE INDICATOR DOCUMENTATION SHEET

Office: Office of Enforcement

Program: Executive

Objective: Through the Oil and Gas Administration Activity, Ensure that 80% of Field Violation Compliance Orders are resolved by the specified date, and that 100% of all active wells are inspected pursuant to one of the risk-based schedules (annually, 3 years, or 5 years) to ensure compliance with regulations, annually through 2032

Activity: Inspection

Indicator Name: Percentage of existing wells inspected – five year risk-based cycle.

Indicator LaPAS Code: 26479

1. **Type and Level:** Outcome – Key.
2. **Rationale:** Ensures that a sufficient percentage of existing wells are inspected each year to meet the specified objective, thereby, reducing the associated potential hazards.
3. **Use:** Determine if reallocation of personnel/resources or additional staffing is required. Also used to determine if agency policies or regulations require revisions.
4. **Clarity:** An existing well is defined as a well that has been drilled for the purposes of oil and/or natural gas production or saltwater disposal which has not been plugged and abandoned according to agency rules and regulations or classified by the agency as "unable to locate" following a diligent inspection effort by a CES. See list below for specific well status codes that make up the existing wells.

Well Status Code	Well Status Code Description
08	INACTIVE INJECTION WELL (COMMERCIAL OR OTHER) ***
09	ACTIVE- INJECTION ***
10	ACTIVE - PRODUCING
11	ACTIVE PRODUCING/CYCLIC INJECT
13	OPERATOR CHANGE - NO MD10RA
16	MULTIPLE COMPLETED/PA-35 WELL
17	EDUCATIONAL/SERVICE COMPANY
18	TEMPORARILY ABANDONED WELL
19	INACTIVE WELL, NO RESP. PARTY
20	PA-35 TEMPORARY INACTIVE WELL TO BE OMITTED FROM PROD.REPORT

23	ACT 404 ORPHAN WELL-ENG
24	RVRTD L/O-RESIDENT CONSUMPTION
26	ACT 404 ORPHAN WELL-INJECTION AND MINING
27	ABANDONED SWD - NOT PLUGGED
31	SHUT-IN DRY HOLE -FUTURE UTILITY
32	SHUT-IN DRY HOLE - NO FUTURE UTILITY
33	SHUT-IN PRODUCTIVE -FUTURE UTILITY
34	SHUT-IN PRODUCTIVE -NO FUTURE UTILITY
35	PLUGGED BACK - NO PERFORATIONS - NO LUW
36	SHUT-IN WAITING ON PIPELINE
37	SHUT-IN WAITING ON MARKET
64	ACTIVE PRODUCING/ANNULAR SWD

***Only SWDs with the following 'Well Type Class Codes' will be included as an active well

3	ORPHANED INJECTION AND MINING
4	PRODUCING/CYCLIC INJECTION
5	PRODUCED SALT WATER
5-C	COMMUNITY SALT WATER DISPOSAL
6	ANNULAR SWD
9-C	ER - COMMUNITY
9-CO	ER -- INJECTION (CO2)
9-FF	ER -- FIRE FLOOD
9-IG	ER -- INJECTION (GAS)
9-IGW	ER -- INJECTION (GAS AND WATER)
9-IO	ER -- INJECTION (OTHER)
9-IW	ER -- INJECTION (WATER)
9-O	ER -- OBSERVATION

Multiple inspections of the same well are only counted once in the respective 5 risk-based cycles (1 year – Urgent & high priority orphan wells, 3 year – remaining orphan wells and wells located in the Atchafalaya Basin and the Coastal Zone area, and 5 year – remaining existing wells). Each serial number is assumed to be one (1) well.

The only report that count toward this PI as an inspection are the Lease Facility Inspection Report (LFIR).

5. **Validity, Reliability, and Accuracy:** This is a valid Performance Indicator because it reflects the program's efforts to identify operations that are non-compliant with agency rules and regulations, thereby, minimizing potential hazards to the public and environment. The values reported for this Performance Indicator are reliable because they are timely entered and

maintained in the department's database. The Performance Indicator will be audited by the Department of Conservation and Energy Internal Auditor for accuracy.

6. **Data Source, Collection, and Reporting:** Internal database (SONRIS); collected daily and reported quarterly.
7. **Calculation Methodology:** Cumulative number of distinct well inspections divided by the total number of existing wells in that inspection cycle to be inspected during that reporting period.

Inspection Interval	Risk-based Group	Total Wells in each category	Number of active wells inspected 1 st Year	Number of active wells inspected 2 nd Year	Number of active wells inspected 3 rd Year	Number of active wells inspected 4 th Year	Number of active wells inspected 5 th Year
Once in 5 Years	Remaining Active Wells in the State	46,904	9,380 (20%)	9,380 (20%)	9,380 (20%)	9,380 (20%)	9,380 (20%)
Total Per year			9,380	9,380	9,380	9,380	9,380
Percentage Inspected per year			100%	100%	100%	100%	100%

8. **Scope:** Aggregate and cumulative.
9. **Caveats:** Figures utilized are a snapshot of the database in time and may not be duplicated at any other time. Fluctuations in the number of existing wells will affect the percentage of existing wells inspected.

This Performance Indicator requires the ability to employ/retain adequate numbers of training agents of Conservation and sufficient travel and equipment funds to accomplish projected inspection, enforcement, and surveillance activities.

Adverse weather conditions (i.e., excessive rain, hurricanes, tropical storms, etc.) may impact the values reported for this Performance Indicator since these conditions may hamper the field agents' ability to engage in field travel and conduct field inspections, enforcement, and surveillance activities.

10. **Responsible Person:** Casandra Parker, Petroleum Scientist Manager 1; casandra.parker@la.gov; Phone (225) 342-5513; Fax (225) 342-2584

PERFORMANCE INDICATOR DOCUMENTATION SHEET

Office: Office of Enforcement

Program: Executive

Objective: Ensure that 80% of Field Violation Compliance Orders are resolved by the specified date, and that 100% of all active wells are inspected pursuant to one of the risk-based schedules.

Indicator Name: Number of distinct wells inspected.

Indicator LaPAS Code: 22179

1. **Type and Level:** Input – General
2. **Rationale:** Ensures that a sufficient percentage of existing wells are inspected each year to meet the specified objective, thereby, deterring non-compliant operations and reducing the associated potential hazards.
3. **Use:** Determine if reallocation of personnel/resources or additional staffing is required. Also used to determine if agency policies or regulations require revisions.
4. **Clarity:** An existing well is defined as a well that was drilled for the purpose of oil and/or natural gas production or saltwater disposal which has not been plugged and abandoned according to agency rules and regulations or classified by the agency as "unable to locate" following a diligent inspection effort by a CES. See list below for specific well status codes that make up the existing wells.

Well Status Code	Well Status Code Description
08	INACTIVE INJECTION WELL (COMMERCIAL OR OTHER) ***
09	ACTIVE- INJECTION ***
10	ACTIVE - PRODUCING
11	ACTIVE PRODUCING/CYCLIC INJCT
13	OPERATOR CHANGE - NO MD10RA
16	MULTIPLE COMPLETED/PA-35 WELL
17	EDUCATIONAL/SERVICE COMPANY
18	TEMPORARILY ABANDONED WELL
19	INACTIVE WELL, NO RESP. PARTY
20	PA-35 TEMPORARY INACTIVE WELL TO BE OMITTED FROM PROD.REPORT
23	ACT 404 ORPHAN WELL-ENG

24	RVRTD L/O-RESIDENT CONSUMPTION
26	ACT 404 ORPHAN WELL-INJECTION AND MINING
27	ABANDONED SWD - NOT PLUGGED
31	SHUT-IN DRY HOLE -FUTURE UTILITY
32	SHUT-IN DRY HOLE - NO FUTURE UTILITY
33	SHUT-IN PRODUCTIVE -FUTURE UTILITY
34	SHUT-IN PRODUCTIVE -NO FUTURE UTILITY
35	PLUGGED BACK - NO PERFORATIONS - NO LUW
36	SHUT-IN WAITING ON PIPELINE
37	SHUT-IN WAITING ON MARKET
46	FORMATION STORAGE - GAS
49	OBSERVATION WELL-FORMATION GAS STORAGE
64	ACTIVE PRODUCING/ANNULAR SWD
82	CONVERSION TO OIL / GAS WELL

***Only SWDs with the following 'Well Type Class Codes' will be included as an active well

3	ORPHANED INJECTION AND MINING
4	PRODUCING/CYCLIC INJECTION
5	PRODUCED SALT WATER
5-C	COMMUNITY SALT WATER DISPOSAL
6	ANNULAR SWD
9-C	ER - COMMUNITY
9-CO	ER -- INJECTION (CO2)
9-FF	ER -- FIRE FLOOD
9-IG	ER -- INJECTION (GAS)
9-IGW	ER -- INJECTION (GAS AND WATER)
9-IO	ER -- INJECTION (OTHER)
9-IW	ER -- INJECTION (WATER)
9-O	ER -- OBSERVATION

Multiple inspections of the same well are only counted once in the one of the 3 risk-based cycles (1 year – Urgent and High Priority orphan wells, 3 year – remaining orphan wells and

wells located in the Atchafalaya Basin and the Coastal Zone area, and 5 year – remaining existing wells). Each serial number is assumed to be one (1) well.

The only reports that count toward the PI as an inspection are the Lease Facility Inspection Report (LFIR) and Orphaned Oilfield Site Inspection Report (OOSIR).

5. **Validity, Reliability, and Accuracy:** This is a valid Performance Indicator because it reflects the program's efforts to identify operations that are non-compliant with agency rules and regulations, thereby, minimizing potential hazards to the public and environment. The values reported for this Performance Indicator are reliable because they are timely entered and maintained in the department's database. The Legislative Auditor's performance audit entitled "Regulation of Oil and Gas Wells and Management of Orphaned Wells" dated May 28, 2014, it was suggested that Conservation consider developing a risk-based inspection process. In addition, the Performance Indicator will be audited by the Department of Conservation and Energy Internal Auditor for accuracy.
6. **Data Source, Collection, and Reporting:** Internal database (SONRIS); collected daily and reported quarterly.
7. **Calculation Methodology:** Count (Inspections as a result of risk based matrix) As a result of the varying inspection frequencies, related to the new target for the Performance Indicator, "percentage of active wells inspected", will be to inspect 100% of the percentage breakdown of existing wells in each risk-based group per year as denoted in the table below. For example, during the first year of the 5 year inspection cycle 100% of the following existing wells would be inspected:

-302 Urgent and High Priority Orphan Wells (distinct inspections); -939 Remaining Orphan Wells (distinct inspections); -3,642 Wells located in the Atchafalaya Basin and Coastal Zone (distinct inspections); -9,510 remaining active wells in the State (distinct inspections) existing wells.

Inspect-ion Interval	Risk-based Group	Total Wells in each category	Number of active wells inspected 1 st Year	Number of active wells inspected 2 nd Year	Number of active wells inspected 3 rd Year	Number of active wells inspected 4 th Year	Number of active wells inspected 5 th Year
Every Year	Urgent and High Priority Orphan Wells	302	302 ¹ (100%)	302 ¹ (100%)	302 ¹ (100%)	302 ¹ (100%)	302 ¹ (100%)
Once in 3 Years	Active wells located in the Coastal Zone and	10,928	3,642 (33%)	3,642 (33%)	3,642 (33%)	3,642 ² (33%)	3,642 ² (33%)

	Atchafalaya Basin						
Once in 3 Years	Remaining Orphaned Wells	2,818	939 (33%)	939 (33%)	939 (33%)	939 ² (33%)	939 ² (33%)
Once in 5 Years	Remaining Active Wells in the State	47,546	9510 (20%)	9510 (20%)	9510 (20%)	9510 (20%)	9510 (20%)
Total Per year			14,394	14,394	14,394	14,394	14,394
Percent age Inspected per year			100%	100%	100%	100%	100%

1. The annual inspection cycle starts over each year.

2. The 3 year inspection cycle starts over in the 4th year.

8. **Scope:** Count - cumulative.

9. **Caveats:** Figures utilized are a snapshot of the database in time and may not be duplicated at any other time. Fluctuations in the number of existing wells will affect the percentage of existing wells inspected.

This Performance Indicator requires the ability to employ/retain adequate numbers of training agents of Conservation and sufficient travel and equipment funds to accomplish projected inspection, enforcement, and surveillance activities.

Adverse weather conditions (i.e., excessive rain, hurricanes, tropical storms, etc.) may impact the values reported for this Performance Indicator since these conditions may hamper the field agents' ability to engage in field travel and conduct field inspections, enforcement, and surveillance activities.

10. **Responsible Person:** Casandra Parker, Petroleum Scientist Manager 1, casandra.parker@la.gov; Phone: (225) 342-5513.

PERFORMANCE INDICATOR DOCUMENTATION SHEET

Office: Office of the Secretary

Program: Executive

Objective: To perform the organized plugging, abandonment, and restoration of 160 orphan wells per year over a 5 year period, thus a total of 800 orphaned wells by June 30, 2032; to thereby protect the environment and render previously unusable oilfield sites suitable for redevelopment.

Activity: Oilfield Site Restoration

Indicator Name: Number of orphaned well sites restored during fiscal year.

Indicator LaPAS Code: 3401

1. **Type and Level:** Output – Key.
2. **Rationale:** Reflects the program's effectiveness in administering the Louisiana Oilfield Site Restoration Law (LSA R.S.30:80, et seq.); thus, preventing further environmental degradation by restoring orphaned well sites during the fiscal year, as well as efficiency in awarding competitive bid contracts to accomplish restoration activities using the program's limited available funds.
3. **Use:** Supports the determination of the priority order for orphaned well sites to be restored due to the potential for environmental or public safety, as well as the amount of funds required for future site restoration. May also determine if reallocation of personnel/ resources or additional staffing is required. This Performance Indicator could also be used to address the need for revision of agency policies or regulations, or statutory revisions.
4. **Clarity:** For purposes of the values reported for this Performance Indicator, the words Urgent and High priority orphaned well sites restored refers to sites wells which have been assigned top priority due to leaking wells, a hazard to navigation on water, location near general public and/or surface water, public concern, and etc. Priority score of 20 or greater qualifies the well site as urgent or high priority based on the Oilfield Site Restoration Commission approved rating criteria.

A well site may include more than one Well Serial Number if the well is completed as a dual or triple well (multiple well completions within a single wellbore).

The values reported for the Performance Indicator may include cost of pits and/or removal of equipment and facilities associate with a well site, and remediation of the well site.

5. **Validity, Reliability, and Accuracy:** This is a valid Performance Indicator because it reflects the program's effectiveness in administering the Louisiana Oilfield Site Restoration Law (LSA R.S.30:80, et seq.). This is a valid Performance Indicator because it reports the actual number of orphaned well sites restored by the Oilfield Site Restoration Program during the fiscal year. The values reported for this Performance Indicator are also verified by the

background data reported with the contracts awarded by the Department of Conservation and Energy to contractors to provide restoration activities for the orphaned well sites. This background data includes Form P&A submitted by the contractor and signed off as approved by the agents of Conservation. In addition, there are also daily contractor reports and daily CES reports to back up the Form P&A.

Additionally, the accuracy of the values reported for this Performance Indicator is audited each reporting period by the Department of Conservation and Energy Internal Auditor.

6. **Data Source, Collection, and Reporting:** On-line database (SONRIS); collected daily and reported quarterly.
7. **Calculation Methodology:** Cumulative counting.
8. **Scope:** Aggregate.
9. **Caveats:** The cost of restoration of the projected number of orphaned well sites can result in a lower than projected result due to the potential for huge restoration costs to restore some sites, limiting the funds available to restore additional sites.

Additionally, the projected year-end performance standard may vary substantially due to potential restoration activities initiated by other funding sources (i.e., EPA, Coast Guard). This program would be required to add the number of unanticipated restored orphaned well sites by these other funding sources for the year-end actual values since the program staff would be instrumental in managing these restoration projects.

This Performance Indicator requires the ability to employ/retain adequate numbers of Engineers and trained agents of Conservation, in addition to sufficient travel, equipment and restoration funds to accomplish projected restoration activities.

Adverse weather conditions (i.e., excessive rain, hurricanes, tropical storms, etc.) may impact the values reported for this Performance Indicator since these conditions may hamper the agents of Conservation's ability to engage in field travel and conduct field inspections necessary for restoration activities. Additionally, adverse weather conditions may delay restoration activities by contractors since they may not be able to access the restoration site or bring necessary heavy equipment on-site until ground conditions are favorable (i.e., extremely wet ground can't handle the excessive weight of some equipment, etc.).

As noted in item No. 4 above, for purposes of the values reported for this Performance Indicator, the words "orphaned well sites restored" refers only to those sites on which a well is located, as opposed to sites that have only pits or facilities that remain. This practice stems from the fact that only the well is permitted by the operator with the Office of Conservation. Pits and production facilities are allowed to be constructed by rule. These components of oilfield sites are generally associated by the agency to the nearest well. Generally, when a site restoration project is evaluated, all impoundments and structures tied to the well are included. Since the main objective of the program is to plug orphaned wells, sites which contain only pits and facilities are restored usually only when a contractor is working at plugging wells in the general vicinity. Since the Agency's database only captures a well serial number, the Oilfield Site Restoration Program could potentially restore more

sites than the actual reported values reflect. Conversely, a multiply completed wellbore having more than one unique serial number is counted as a well site restored for each such serial number.

10. **Responsible Person:** Roby Fulkerson, Petroleum Scientist Supervisor;
Roby.Fulkerson@La.gov; Phone: (225)342-6089

PERFORMANCE INDICATOR DOCUMENTATION SHEET

Office: Office of the Secretary

Program: Executive

Objective: To perform the organized plugging, abandonment, and restoration of 160 orphan wells per year over a 5 year period, thus a total of 800 orphaned wells by June 30, 2032; to thereby protect the environment and render previously unusable oilfield sites suitable for redevelopment.

Activity: Oilfield Site Restoration

Indicator Name: Unrestored orphaned well sites

Indicator LaPAS Code: 3403

1. **Type and Level:** Output – General.
2. **Rationale:** Quantifies the unrestored orphaned well sites that must be considered in evaluating future funding requirements for restoration activities, as required by the Agency's administration of the Louisiana Oilfield Site Restoration Law (LSA R.S. 30:80, et seq.); thus, preventing further environmental degradation by restoring orphaned well sites during the fiscal year. It also reflects an overall view of the potential problem sites that may result in further environmental degradation.
3. **Use:** To account for changes in orphaned well inventory besides those sites restored by the Oilfield Site Restoration Program. Also, determination of the priority order for orphaned sites to be restored, as well as the amount of funds required for future site restoration, as required by the Agency's administration of the Louisiana Oilfield Site Restoration Law (LSA R.S. 30:80, et seq.); thus, preventing further environmental degradation by restoring orphaned well sites during the fiscal year. May also determine if reallocation of personnel/resources or additional staffing is required. This Performance Indicator could also be used to address the need for revisions of Agency policies or regulations, or statutory revisions.
4. **Clarity:** For purposes of the values reported for this Performance Indicator, the words unrestored orphaned well sites refers only to those wells which have been assigned a unique serial number by the Agency, including multiply completed wells. The values reported for this Performance Indicator do not include pits or facilities, which may also be restored.
5. **Validity, Reliability, and Accuracy:** This is a valid Performance Indicator because it reflects the program's effectiveness in administering the Louisiana Oilfield Site Restoration Law (LSA R.S. 30:80, et seq.). This is a valid Performance Indicator because it reports the actual number of orphaned well sites restored by the agency Oilfield Site Restoration Program during the fiscal year. The values reported for this Performance Indicator are also verified by the background data reported with the contracts awarded by the Department of Conservation and Energy to contractors to provide restoration activities for the orphaned well sites.

The accuracy of the values reported for this Performance Indicator is audited each reporting period by the Department Conservations and Energy Internal Auditor.

6. **Data Source, Collection, and Reporting:** On-line database (SONRIS); collected daily and reported quarterly.
7. **Calculation Methodology:** Database Status 23 and Status 26 at the end of the reporting period. Database number adjusted manually, if necessary, for newly orphaned, orphaned restored and orphaned restored by other means.
8. **Scope:** Aggregate.
9. **Caveats:** There is a time lag between when an action that affects the data utilized occurs and when it is reflected in the database. Figures utilized are a snapshot of the database in time and may not be duplicated at any other time.

This Performance Indicator may also be impacted by the Oilfield Site Restoration Program's ability to employ/retain adequate numbers of Engineers and trained Agents of Conservations, in addition to adequate travel and equipment funds to accomplish restoration activities. Insufficient staffing and/or travel, equipment and restoration funds would result in an increase in the number of unrestored orphaned well sites.

Since this Performance Indicator quantifies the results of the other Performance Indicators for this Objective, any revisions to those Performance Indicators will impact the actual year-end value reported for this Performance Indicator. The cost of restoration of the projected number of orphaned well sites can result in a lower than projected result due to the potential for huge restoration costs to restore some sites, limiting the funds available to restore additional sites.

As noted in Question No. 4 above, for purposes of the values reported for this Performance Indicator, the words unrestored orphaned well sites refers only to those sites on which a well is located, as opposed to sites that have only pits or facilities which remain. This practice stems from the fact that only the well is permitted by the operator with the Office of Conservation. Pits and production facilities are allowed to be constructed by rule. These components of oilfield sites are generally associated by agency to the nearest well. Generally, when a site restoration project is evaluated, all impoundments and structures tied to the well are included. Since the Agency's database only captures a well serial number, the Oilfield Site Restoration Program could potentially restore more sites than the actual reported values reflect. Conversely, a multiply completed wellbore having more than one unique serial number is counted as a well site restored for each such serial number.

Adverse weather conditions (i.e., excessive rain, hurricanes, tropical storms, etc.) may impact the values reported for this Performance Indicator since these conditions may hamper the agents of Conservations ability to engage in field travel and conduct field inspections necessary for restoration activities. Additionally, adverse weather conditions may delay restoration activities by contractors since they may not be able to access the restoration site or bring necessary heavy equipment on-site until ground conditions are favorable (i.e., extremely wet ground can't handle the excessive weight of some equipment, etc.).

10. **Responsible Person:** Roby Fulkerson, Petroleum Scientist Supervisor;
Roby.Fulkerson@La.gov; Phone: (225)342-6089

PERFORMANCE INDICATOR DOCUMENTATION SHEET

Office: Office of the Secretary

Program: Executive

Objective: To perform the organized plugging, abandonment, and restoration of 160 orphan wells per year over a 5 year period, thus a total of 800 orphaned wells by June 30, 2032; to thereby protect the environment and render previously unusable oilfield sites suitable for redevelopment.

Activity: Oilfield Site Restoration

Indicator Name: Newly identified orphaned well sites during fiscal year.

Indicator LaPAS Code: 3402

1. **Type and Level:** Output – General.
2. **Rationale:** Reports the number of newly identified orphaned well sites discovered by the Office of Conservation that must be considered in evaluating future funding requirements for restoration activities, using the OSR Program's limited available funds, as required by the agency's administration of the Louisiana Oilfield Site Restoration Law (LSA R.S.30:80, et seq.); thus, preventing further environmental degradation by restoring orphaned well sites during the fiscal year.
3. **Use:** To account for changes in orphaned well inventory besides those sites restored by the Oilfield Site Restoration Program. Also, determination of the priority order for orphaned sites to be restored, as well as the amount of funds required for future site restoration, as required by the Agency's administration of the Louisiana Oilfield Site Restoration Law (LSA R.S. 30:80, et seq.); thus, preventing further environmental degradation by restoring orphaned well sites during the fiscal year. May also determine if reallocation of personnel/resources or additional staffing is required. This Performance Indicator could also be used to address the need for revisions of Agency policies or regulations, or statutory revisions.
4. **Clarity:** Newly identified orphaned well sites does not include wells that have been plugged and abandoned, but restoration of the surface facilities remains to be accomplished by the Oilfield Site Restoration Program.

For purposes of the values reported for this Performance Indicator, the words orphaned well sites refers only to those wells which have been assigned a unique serial number by the Agency, including multiply completed wells. The values reported for this Performance Indicator do not include pits or facilities, which may also be restored.

5. **Validity, Reliability, and Accuracy:** This is a valid Performance Indicator because it reflects the program's effectiveness in administering the Louisiana Oilfield Site Restoration Law (LSA R.S.30:80, et seq.). This is a valid Performance Indicator because it reports the actual number of orphaned well sites identified by the Oilfield Site Restoration Program during the fiscal year and provides an overview of the volume of additional orphaned well sites that must be restored using the limited OSR Program's funds.

The accuracy of the values reported for this Performance Indicator is audited each reporting period by the Department of Conservation and Energy Internal Auditor.

6. **Data Source, Collection, and Reporting:** On-line database (SONRIS); collected daily and reported quarterly.
7. **Calculation Methodology:** Cumulative counting.
8. **Scope:** Aggregate.
9. **Caveats:** The verification of many of the newly identified orphaned well sites is through notification from the Production Audit Section that the operators are delinquent in paying annual fees. Upon further investigation by field staff, many of these delinquent operators have actually abandoned their well sites, and one operator may actually own hundreds of well sites. The projected year-end performance standard can vary greatly due to the fact that the Production Audit Section sends annual fee invoices during the middle of the fiscal year; therefore, by the time the payment is determined delinquent and attempts to locate the operator are exhausted, it is usually the final quarter of the fiscal year, making it extremely difficult to project year-end targets.

As noted in item No. 4 above, for purposes of the values reported for this Performance Indicator, the words orphaned well sites refers only to those sites on which a well is located, as opposed to sites that have only pits or facilities which remain. This practice stems from the fact that only the well is permitted by the operator with agency. Pits and production facilities are allowed to be constructed by rule. These components of oilfield sites are generally associated by the agency to the nearest well. Generally, when a site restoration project is evaluated, all impoundments and structures tied to the well are included. Since the agency's database only captures a well serial number, the Oilfield Site Restoration Program could potentially restore more sites than the actual reported values reflect. Conversely, a multiply completed wellbore having more than one unique serial number is counted as a well site restored for each such serial number.

10. **Responsible Person:** Roby Fulkerson, Petroleum Scientist Supervisor;
Roby.Fulkerson@La.gov; Phone: (225)342-6089

PERFORMANCE INDICATOR DOCUMENTATION SHEET

Office: Office of Permitting and Compliance

Program: Executive

Objective: To ensure that 95% of permits for new oil and gas well drilling applications are issued within 30 days of receipt resulting in a permitting process that is efficiently and effectively conducted to serve the public and industry while protecting citizens' rights, safety, and the production and conservation of the state's non-renewable resources.

Activity: Oil and Gas Administration

Indicator Name: Percentage of Permits to Drill Oil and Gas Wells issued within 30 days.

Indicator LaPAS Code: 21106

1. **Type and Level:** Efficiency – Key.
2. **Rationale:** LSA R.S.30:28 requires a permit be obtained for the drilling of wells in search of minerals. Affected parties would potentially lose their mineral interests if a permit is not issued timely. Facilitates commerce.
3. **Use:** Determine if reallocation of personnel/resources or additional staffing is required. Also, determine if agency policies or regulations require revision.
4. **Clarity:** The 30-day period begins upon the receipt date of an Application to Drill. Additionally, an Application for Permit to Drill for Oil or Gas Well only refers to those applications received by the agency that are in full compliance with policies, rules, and regulations and are not subsequently withdrawn by the applicant.
5. **Validity, Reliability, and Accuracy:** This new Performance Indicator added to the Agency's Strategic Plan in compliance with Vision 2020, Action Plan 2004 (No. 26), namely the timely issuance of oil and gas drilling permits has been recognized as a valid priority by the Governor's Office; therefore, a related Objective and Key Performance Indicator has been added to the Agency's Strategic Plan. The values reported herein will provide valid data reflecting possible weaknesses/strengths in insuring the timely issuance of Permits to Drill for Oil and Gas Wells.

The accuracy of the values reported for this Performance Indicator will be audited each reporting period by the Department of Conservation and Energy Internal Auditor.

6. **Data Source, Collection, and Reporting:** On-line database (SONRIS); collected daily and reported quarterly.
7. **Calculation Methodology:** Number of Permits to Drill Oil and Gas Wells issued within 30 days divided by the total number of oil and gas well drilling permits issued during reporting period.

8. **Scope:** Aggregate.

9. **Caveats:** This Performance Indicator will require revisions in the Agency's current database to capture the receipt date of the application and sufficient resource allocation to update and maintain this data.

This Performance Indicator requires sufficient state budget allocations and the ability to employ/retain adequate numbers of Engineers and Mineral Production Analysts and to accomplish the projected activities.

Complexity of various geological, engineering, and/or legal factors relative to the area(s) impacted by the Application for a Permit to Drill an Oil or Gas Well may delay the issuance of a permit. May also be impacted by other issues that may be controversial in nature to applicants and/or opponents, and further lengthen the review process.

Sustained increases in oil and gas prices normally result in increased drilling, as evidenced by increased Applications to Drill Oil or Gas Wells, which must be reviewed with the same level of staffing.

Additionally, applicants' delays in submitting requested information after receipt of the initial application by the agency, may delay the issuance of a Permit to Drill.

10. **Responsible Person:** Andrew Roussell, Petroleum Scientist Manager;
Andrew.Roussell@la.gov; Phone: (225)342-5507.

PERFORMANCE INDICATOR DOCUMENTATION SHEET

Office: Office of Permitting and Compliance

Program: Executive

Objective: To ensure that 95% of permits for new oil and gas well drilling applications are issued within 30 days of receipt resulting in a permitting process that is efficiently and effectively conducted to serve the public and industry while protecting citizens' rights, safety, and the production and conservation of the state's non-renewable resources.

Activity: Oil and Gas Administration

Indicator Name: Percent of annual production fee revenue collected of the total amount invoiced.

Indicator LaPAS Code: 23107

1. **Type and Level:** Outcome – General.
2. **Rationale:** Demonstrates the effectiveness of the agency in providing an actual source of revenue from capable oil wells and capable gas wells.
3. **Use:** Used to fund Oil and Gas Regulatory activities.
4. **Clarity:** Yes
5. **Validity, Reliability, and Accuracy:** Yes. At present, this Performance Indicator has not been audited by the Legislative Auditor's Office, therefore, the reliability of the values reported for the Performance Indicator have not been evaluated. The accuracy of the values reported for the Performance Indicator will be audited each Fiscal Year by the Department of Conservation and Energy Internal Auditor.
6. **Data Source, Collection, and Reporting:** Annual production fees report.
7. **Calculation Methodology:** Cumulative percentage of the production fees collected within a fiscal year. Total invoiced amount is defined as the total amount of correct and/or revised invoices' amounts collected. Revised invoices result when status codes, condition codes and transporter codes changed on a well. This Performance Indicator will be reported in the fourth quarter only.
8. **Scope:** Aggregate.
9. **Caveats:** The Production Fee is an annual fee payable to the agency, in a form and schedule prescribed by the agency, by oil and gas operators on capable oil wells and capable gas wells based on a tiered system to establish parity on a dollar amount between the wells. The tiered system shall be established annually by rule on capable oil and capable gas production, including nonexempt wells reporting zero production during the annual base period, in an amount not to exceed the CAP. This Performance Indicator will be reported in the fourth quarter of each Fiscal Year ending June 30th.

10. **Responsible Person:** Stacie Massey, Mineral Production Manager, Production Audit;
Stacie.Massey@la.gov; Phone: (225) 342-5530

PERFORMANCE INDICATOR DOCUMENTATION SHEET

Office: Office of Permitting and Compliance

Program: Executive

Objective: Demonstrate success in ensuring adequate competitive gas supplies are available for public and industry use by ensuring 98% of Conservation Pipeline Orders issued as a result of pipeline applications and/or hearings are issued within 30 days from the effective date or from the hearing date, annually through 2032.

Activity: Pipeline

Indicator Name: Percentage of Pipeline Orders issued within 30 days from the effective date.

Indicator LaPAS Code: 6803

1. **Type and Level:** Efficiency – Key.
2. **Rationale:** It is required in Title 30 and a party could sue if the Agency doesn't meet these deadlines. Additionally, the Orders issued ensure adequate competitive gas supplies are available for use by the public and industry. Facilitates commerce. Affected parties would potentially suffer economic loss.
3. **Use:** Determine if reallocation of personnel, resources, and/or additional staffing and other resources (i.e., funds for travel, professional services, equipment, etc.) is required. Also, if applications are consistently in error, evaluate the need for additional educational or informational opportunities that would benefit the industry served.
4. **Clarity:** Pipeline Orders refers to those Orders issued for applications that require special hearings, or for applications processed administratively, such as Notices and Protests, Gas Supply Service Area (GSSA), or Gas Supply Acquisition Service Area (GSASA).

Thirty days from effective date is calculated "as the first day counted would be the day immediately following the date of the public hearing, or for a Notice and Protest, twelve (12) days from the date received, or for a GSSA and GSASA, twenty (20) days from the date received. In the event the thirtieth day falls on a weekend, or a state legal holiday, the thirtieth day shall be considered the first business day immediately thereafter."

5. **Validity, Reliability, and Accuracy:** The values reported for this Performance Indicator are audited quarterly by the Department's Internal Auditor. This Performance Indicator is in reporting the staff's efficiency in timely issuing Pipeline Orders and is in compliance with Vision 2020, Action Plan 2004 (No. 26), namely the timely issuance of permits related to pipeline activities. The values reported herein will provide valid data reflecting possible weaknesses/strengths in insuring the timely issuance of Conservation Orders relative to pipeline activities as referenced in item No. 4 above.
6. **Data Source, Collection, and Reporting:** Internal database (Microsoft Excel); collected continuously and reported quarterly.

7. **Calculation Methodology:** Number of Orders issued within 30 days of hearing date or effective date divided by total number of Orders issued.
8. **Scope:** Aggregate.
9. **Caveats:** None.
10. **Responsible Person:** Steven Giambrone, Director, Pipeline Division;
Steven.Giambrone@la.gov; Phone: (225)342-2989

PERFORMANCE INDICATOR DOCUMENTATION SHEET

Office: Office of Enforcement

Program: Executive

Objective: Ensure that the level of protection to the public and compliance in the pipeline transportation of crude oil, natural gas, and related products by ensuring that at least the Federal required number of inspections are performed on regulated pipeline facilities, annually through 2032.

Activity: Pipeline Inspection

Indicator Name: Percent of current units in compliance with regulations.

Indicator LaPAS Code: 24417

1. **Type and Level:** Output - Key
2. **Rationale:** In accordance with LSA R.S. 30:551, et seq., LSA R.S.30:701, et seq., and 49 CFR, Parts 191,192, 193, 195, and 199, this agency is statutorily mandated to administer a comprehensive regulatory and enforcement program relative to the State's regulated jurisdictional gas pipelines, liquefied natural gas facilities and hazardous liquids pipelines. Also used to discover where operators may need to direct attention to meet the Program's public safety requirements, and by ensuring their compliance, the result should reflect fewer violations and ultimately prevent accidents that may present potential hazards to the public.
3. **Use:** Determine if reallocation of personnel, resources, and/or additional staffing and other resources (i.e., funds for travel, professional services, equipment, etc.) is required. Increased violations may also reflect the necessity to increase program emphasis on educating industry on program public safety practices or determine if there is a need to revise program policies and regulations.
4. **Clarity:** Yes.
5. **Validity, Reliability, and Accuracy:** The values reported for this Performance Indicator are reliable and accurate as they are reported and audited annually by the State's federal oversight agency, the U.S. Department of Transportation/Office of Pipeline Safety (U.S. DOT). This is a valid Performance Indicator in that it compares the state of Louisiana's job performance with those of the other states under the jurisdiction of the U.S. DOT, and any discrepancies noted may result in penalties by the U.S. DOT by proportionally reducing the annual federal award granted to the State's program if it feels Louisiana's Pipeline Safety Program didn't adequately perform its mandated duties or if inaccuracies are noted during the annual review process.

Additionally, the accuracy of the values reported for the Performance Indicator is audited each reporting period by the Department of Conservation and Energy Internal Auditor.

6. **Data Source, Collection, and Reporting:** Internal database (Microsoft Excel); collected on an ongoing basis and reported quarterly.
7. **Calculation Methodology:** $\left[\frac{\text{The number of current units in compliance with regulations}}{\text{the total number of operator inspection units}} \right] \times 100$
8. **Scope:** Aggregate.
9. **Caveats:** Citations issued for non-compliance issues may span multiple quarters before all of the non-compliance issues are brought into compliance. Therefore, an operator inspection unit is counted as a unit with non-compliance issues until a re-inspection is performed verifying compliance, closing the citation, which may span multiple quarters.

This Performance Indicator requires sufficient federal and/or state budget allocations to employ/retain adequate numbers of trained agents of Conservation and sufficient travel, equipment, and professional services funds to accomplish inspection, enforcement, and surveillance activities.

Additionally, as new federal and/or state regulations are adopted, additional inspections may be required that will require additional staff, travel funds, and professional services funds to accomplish mandated inspection, enforcement, and surveillance activities. Since the correction of non-compliance issues is noted during re-inspections, the federal mandate to conduct additional inspections without sufficient resources will require that the program prioritize inspections by conducting “first inspections only, hereby, potentially reducing the values reported for this Performance Indicator to correct the non-compliance issues would be conducted only if sufficient time allows.”

10. **Responsible Person:** Steven Giambrone, Director, Pipeline Division;
Steven.Giambrone@la.gov; Phone: (225)342-2989

PERFORMANCE INDICATOR DOCUMENTATION SHEET

Office: Office of Enforcement

Program: Executive

Objective: Ensure the level of protection to the public and compliance in the pipeline transportation of crude oil, natural gas, and related products by that at least the Federal required number of inspections are performed on regulated pipeline facilities, annually through 2032.

Activity: Pipeline Inspections

Indicator Name: Number of inspections performed.

Indicator LaPAS Code: 6795

1. **Type and Level:** Output – Key.
2. **Rationale:** In accordance with LSA R.S.30:551, et seq., LSA R.S.30:701, et seq., and 49 CFR, Parts 191, 192, 193, 195, and 199, this Agency is statutorily mandated to administer a comprehensive regulatory and enforcement program relative to the State's regulated jurisdictional gas pipelines, liquefied natural gas facilities and hazardous liquids pipelines.
3. **Use:** Determine if reallocation of personnel, resources and/or additional staffing, and other resources (i.e. travel, professional services, equipment, etc.) are required. May also indicate necessity to increase program emphasis on operators' education and awareness of the Pipeline Program's public safety practices and requirements.
4. **Clarity:** Jurisdictional Pipeline as per LAC 43:XIII.101.A, LAC 43:XIII.6701.A and LAC 33:V.30103.A.
5. **Validity, Reliability, and Accuracy:** The values reported for this Performance Indicator are reliable and accurate as they are reported and audited annually by the State's federal oversight agency, the U.S. Department of Transportation/Office of Pipeline Safety (U.S. DOT). This is a valid Performance Indicator in that any discrepancies noted may result in penalties by the U.S. DOT by proportionally reducing the annual federal award granted to the State's program if it feels Louisiana's Pipeline Safety Program didn't adequately perform its mandated duties or if inaccuracies are noted during the annual review process.

Additionally, the accuracy of the values reported for this Performance Indicator are audited each reporting period by the Department of Conservation and Energy Internal Auditor.
6. **Data Source, Collection, and Reporting:** Internal databases (SONRIS & Microsoft Excel); collected on an ongoing basis and reported quarterly.
7. **Calculation Methodology:** Cumulative number of inspections.
8. **Scope:** Aggregate.

9. **Caveats:** This performance Indicator requires sufficient federal and/or state budget allocations to employ/retain adequate numbers of trained agents of Conservation and sufficient travel, equipment and professional services funds to accomplish inspection, enforcement, and surveillance activities.
10. **Responsible Person:** Steven Giambrone, Director, Pipeline Division;
Steven.Giambrone@la.gov; Phone: (225) 342-2989

PERFORMANCE INDICATOR DOCUMENTATION SHEET

Office: Office of Enforcement

Program: Executive

Objective: Ensure the protection of underground sources of drinking water, public health and environment from degradation by regulating subsurface injection of waste, other fluids and gases, and surface coal mining resulting in zero verified unauthorized releases from injection waste wells and zero off-site impacts from surface coal mining, annually through 2032.

Indicator Name: Number of inspections of permitted surface mines.

Indicator LaPAS Code: 25879

1. **Type and Level:** Efficiency – General
2. **Rationale:** To quantify onsite surveillance performed by agency personnel to ensure regulatory compliance/ environmental protection. Periodic inspections of surface mines allow the Agency to identify and correct violations before they endanger public health or the environment. Good field presence helps boost public confidence in the Agency.
3. **Use:** Resource allocation and workload adjustments to meet goals and objectives. May also be used in determining the need for operator training, amending, or writing regulations and/or policies.
4. **Clarity:** Yes.
5. **Validity, Reliability, and Accuracy:** The values reported for this Performance Indicator are reliable and accurate as they are reported and audited annually by the State's federal oversight agency, the Federal Office of Surface Mining (OSM). Any discrepancies noted in the audits may result in penalties by the OSM by proportionally reducing the annual federal award granted to the State's program if it feels Louisiana's program did not adequately perform its mandated duties.

The accuracy of the values reported for this Performance Indicator is audited by the Department of Conservation and Energy Internal Auditor.
6. **Data Source, Collection, and Reporting:** Internal log or database; inspections documented on reports prepared and filed by agents of Conservation; collected on an ongoing basis and reported quarterly.
7. **Calculation Methodology:** Simple count of total surface mine inspections.
8. **Scope:** Aggregate.
9. **Caveats:** This Performance Indicator requires sufficient federal and/or State budget allocations to employ/retain adequate numbers of trained agents of Conservation and

sufficient travel, equipment, and professional services funds to accomplish inspection, enforcement, and surveillance activities.

Additionally, as new federal and/or State regulations are adopted, additional inspections may be required that will require additional staff, travel funds, professional services funds to accomplish inspection, enforcement, and surveillance activities.

Adverse weather conditions (i.e. excessive rain, hurricanes, tropical storms, etc.) may impact the values reported for this Performance Indicator since these conditions may hamper the field agents' ability to engage in field travel and conduct field inspections, enforcement, and surveillance activities.

10. **Responsible Person:** Danielle Duhe, Petroleum Scientist Manager; danielle.duhe@la.gov; Phone: (225) 342-7231

PERFORMANCE INDICATOR DOCUMENTATION SHEET

Office: Office of Enforcement

Program: Executive

Objective: Ensure the protection of underground sources of drinking water, public health and environment from degradation by regulating subsurface injection of waste, other fluids and gases, and surface coal mining resulting in zero verified unauthorized releases from injection waste wells and zero off-site impacts from surface coal mining, annually through 2032.

Indicator Name: Number of inspections of injection/disposal wells.

Indicator LaPAS Code: 23110

1. **Type and Level:** Output – General.
2. **Rationale:** Quantifies onsite surveillance performed by agency personnel to ensure regulatory compliance/environmental protection. Periodic inspections and injection/disposal well tests allow the Agency to identify and correct violations before they endanger public safety or the environment. Good field presence also helps boost public confidence in the Agency.
3. **Use:** Resource allocation and workload adjustments to meet goals and objectives and to ensure that all regulated injection/disposal wells are inspected on a rotating basis.
4. **Clarity:** Yes.
5. **Validity, Reliability, and Accuracy:** The values reported for this Performance Indicator are reliable and accurate as they are reported and audited annually by the State's federal oversight agency, the U.S. Environmental Protection Agency (U.S. EPA). Any discrepancies noted in the audits may result in penalties by the U.S. EPA by proportionally reducing the annual federal award granted to the State's program if it feels Louisiana's program did not adequately perform its mandated duties.

Additionally, this Performance Indicator has been audited by the Legislative Auditor's Office, resulting in the Agency revising procedures to ensure the values reported for this Performance Indicator comply with the Legislative Auditor's recommendations to insure validity and reliability of the reported values.

The accuracy of the values reported for this Performance Indicator is audited by the Department of Conservation and Energy Internal Auditor.

6. **Data Source, Collection, and Reporting:** Internal log or database; onsite tests and inspections documented on reports prepared and filed by agents of Conservation; collected on an ongoing basis and reported quarterly.
7. **Calculation Methodology:** Count.

8. **Scope:** Aggregate.
9. **Caveats:** This indicator requires sufficient federal and/or State budget allocations to employ/retain adequate numbers of trained agents of Conservation; and sufficient travel, equipment, and professional services funds to accomplish inspection, enforcement, and surveillance activities.

Additionally, as new federal and/or State regulations are adopted, additional inspections may be required that will require additional staff, travel funds, and professional services funds to accomplish inspection, enforcement, and surveillance activities.

Adverse weather conditions (i.e., excessive rain, hurricanes, tropical storms, etc.) may impact the values reported for this Performance Indicator since these conditions may hamper the field agents' ability to engage in field travel and conduct field inspections, enforcement, and surveillance activities.

10. **Responsible Person:** Seth Henderson, Petroleum Scientist Manager 1;
seth.henderson@la.gov; Phone: (225) 342-2492

PERFORMANCE INDICATOR DOCUMENTATION SHEET

Office: Office of Enforcement

Program: Executive

Objective: Ensure the protection of underground sources of drinking water, public health and environment from degradation by regulating subsurface injection of waste, other fluids and gases, and surface coal mining resulting in zero verified unauthorized releases from injection waste wells and zero off-site impacts from surface coal mining, annually through 2032.

Indicator Name: Injection/disposal wells inspected as a percentage of total wells.

Indicator LaPAS Code: 10414

1. **Type and Level:** Efficiency – Key.
2. **Rationale:** Quantifies onsite surveillance performed by agency personnel to ensure regulatory compliance/environmental protection. Periodic inspections and injection/disposal well tests allow the Agency to identify and correct violations before they endanger public safety or the environment. Good field presence also helps boost public confidence in the Agency.
3. **Use:** Resource allocation and workload adjustments to meet goals and objectives and to ensure that all regulated injection/disposal wells are inspected on a rotating basis.
4. **Clarity:** Yes.
5. **Validity, Reliability, and Accuracy:** The values reported for this Performance Indicator are reliable and accurate as they are reported and audited annually by the State's federal oversight agency, the U.S. Environmental Protection Agency (U.S. EPA). Any discrepancies noted in the audits may result in penalties by the U.S. EPA by proportionally reducing the annual federal award granted to the State's program if it feels Louisiana's program did not adequately perform its mandated duties.

Additionally, this Performance Indicator has been audited by the Legislative Auditor's Office, resulting in the Agency revising procedures to ensure the values reported for this Performance Indicator comply with the Legislative Auditor's recommendations to insure validity and reliability of the reported values.

The accuracy of the values reported for this Performance Indicator is audited by the Department of Conservation and Energy Internal Auditor.

6. **Data Source, Collection, and Reporting:** Internal log or database; onsite tests and inspections documented on reports prepared and filed by CES; collected on an ongoing basis and reported quarterly.

7. **Calculation Methodology:** Cumulative number of distinct injection/disposal wells inspected by UIC field agents during the current fiscal year divided by number of wells in inventory at end of reporting period.
8. **Scope:** Aggregate.
9. **Caveats:** This indicator requires sufficient federal and/or State budget allocations to employ/retain adequate numbers of trained CES; and sufficient travel, equipment, and professional services funds to accomplish inspection, enforcement, and surveillance activities.

Additionally, as new federal and/or State regulations are adopted, additional inspections may be required that will require additional staff, travel funds, and professional services funds to accomplish inspection, enforcement, and surveillance activities.

Adverse weather conditions (i.e., excessive rain, hurricanes, tropical storms, etc.) may impact the values reported for this Performance Indicator since these conditions may hamper the field agents' ability to engage in field travel and conduct field inspections, enforcement, and surveillance activities.

10. **Responsible Person:** Seth Henderson, Petroleum Scientist Manager 1; seth.henderson@la.gov; Phone: (225) 342-2492

PERFORMANCE INDICATOR DOCUMENTATION SHEET

Office: Office of Permitting and Compliance

Program: Executive

Objective: Ensure the protection of public health, safety, welfare, the environment, and groundwater resources by managing and regulating groundwater resources resulting in zero new areas of ground water concern, annually through 2032.

Activity: Environmental

Indicator Name: Percentage of Water Well Withdrawal Notification Evaluation processed within 60 days of receipt.

Indicator LaPAS Code: 26483

1. **Type and Level:** Outcome – Key.
2. **Rationale:** Provides a means to quantify the overall effectiveness of the Ground Water Resources Program and statutory authority granted to the agency to manage the state's ground water aquifer systems for resource sustainability.
3. **Use:** To determine the need for resource allocation, workload adjustments, or policy, rule-making, or statutory amendments to meet goals and objectives for ground water resource sustainability.
4. **Clarity:** "Processed" means completion of initial water well withdrawal notification form review by division staff resulting in the first of either: a) issuance of a letter to the well owner at completion of the evaluation, b) written notification of deficiencies or questions/comments for clarification or c) issuance of an order of the commissioner requiring additional information, production limitations, spacing and/or metering requirements. "Receipt" means the date the water well notification form is stamped by agency staff processing incoming mail for routing internally.
5. **Validity, Reliability, and Accuracy:** The accuracy of the values reported for this Performance Indicator are expected to be audited by the Department of Conservation and Energy Internal Auditor.
6. **Data Source, Collection, and Reporting:** Internal log or database.
7. **Calculation Methodology:** The number of water well notifications received and processed within 60 days of receipt by the total number of notices of settlement received.
8. **Scope:** Aggregate.
9. **Caveats:** This Performance Indicator requires sufficient State budget allocations to employ/retain experienced and knowledgeable staff.

The Performance Indicator could be impacted by unexpected reduction in division staff which may prevent or delay in settlement processing within prescribed time limits.

Acts of God preventing timely completion of processing water well notifications.

10. **Responsible Person:** Gavin Broussard, Petroleum Scientist Administrator
gavin.broussard@la.gov; Phone: (225)342-7222

PERFORMANCE INDICATOR DOCUMENTATION SHEET

Office: Office of the Secretary

Program: Executive

Objective: Ensure protection of public health, safety, welfare, and the environment through the evaluation and remediation of E&P waste impacted sites resulting in 85% of Act 312 of 2006 lawsuit settlement notices submitted to the office being processed by the division and legal staff within 60 days of receipt, annually through 2032.

Activity: Environmental

Indicator Name: Percentage of ACT 312 of 2006 lawsuit notices of settlement received and processed by the division and legal.

Indicator LaPAS Code: 26484

1. **Type and Level:** Outcome – Key.
2. **Rationale:** To quantify and ensure timely review and agency response to reviewing courts of settlements received by the agency in accordance with La. R.S.30:29 to resolve any remaining legacy site public health or environmental issues.
3. **Use:** Resource allocation and workload adjustments to meet goals and objectives. Implementation of applicable regulatory actions for site evaluation and/or remediation. May also be used in determining the need for amending or writing regulations or policies.
4. **Clarity:** “Processed” means completion of initial settlement review by division and legal staff resulting in the first of either: a) issuance of a letter to the court approving or objecting to the settlement; or b) written notification of questions for clarification or requests for additional information to the settling party submitting the settlement to the agency. “Receipt” means the date the notice of settlement is stamped by agency staff processing incoming mail for routing internally.
5. **Validity, Reliability, and Accuracy:** The accuracy of the values reported for this Performance Indicator are expected to be audited by the Department of Conservation and Energy Internal Auditor. Additional confirmation could be accessed through public court records which will include court directive for action by the agency.
6. **Data Source, Collection, and Reporting:** Internal log or database, correspondence files, collected on an ongoing basis and reported quarterly.
7. **Calculation Methodology:** Internal log or database, correspondence files, collected on an ongoing basis and reported quarterly.
8. **Scope:** Aggregate.

9. **Caveats:** This Performance Indicator requires sufficient State budget allocations to employ/retain experienced and knowledgeable staff

The Performance Indicator could be impacted by legal challenges to the provisions of R.S.30:29 or other litigious circumstances which may prevent or delay in settlement processing within prescribed time limits.

Acts of God preventing timely completion of processing settlement notices.

10. **Responsible Person:** Gavin Broussard, Petroleum Scientist Administrator
gavin.broussard@la.gov; Phone: (225)342-7222

PERFORMANCE INDICATOR DOCUMENTATION SHEET

Office: Office of State Resources

Program: Executive

Objective: Monitor and diligently maintain productive mineral acreage on state-owned lands and water bottoms.

Activity: Lease Sales and Administration

Indicator Name: Percentage of productive state acreage to total acreage under contract.

Indicator LaPAS Code: 3424

1. **Type and Level:** Outcome - Key
2. **Rationale:** Provides a measure of industry participation in the Office of State Resources (OSR) program of leasing and granting operating agreements to optimize revenue to the State, as compared to the prior year.
3. **Use:** Performance Indicator is used to determine priorities and resources needed and allocations made within the agency.
4. **Clarity:** Prior year is defined as the year for which actual numbers are available which will generally be the prior year at the time the initial calculation is made.
5. **Validity, Reliability, and Accuracy:** Yes. The Legislative Auditor audits the data, which is used to derive this Key Indicator each year. The Department Internal Audit staff monitors this as well.
6. **Data Source, Collection, and Reporting:** The data is collected into a database monthly and is kept current. The data is reported annually.
7. **Calculation Methodology:** The total productive state-leased acreage under contract from the prior year as defined above is divided by the total state-leased acreage under contract to derive a percentage.
8. **Scope:** Aggregate.
9. **Caveats:** The performance indicator does not account for variability of input factors such as commodity price and other market factors impacting development and production activity.
10. **Responsible Person:** Jason Talbot, Petroleum Scientist Manager, Jason.Talbot@la.gov,
Phone: (225)342-4621

PERFORMANCE INDICATOR DOCUMENTATION SHEET

Office: Office of State Resources

Program: Executive

Objective: Monitor and diligently maintain productive mineral acreage on state-owned lands and water bottoms.

Activity: Lease Sales and Administration

Indicator Name: Productive state leased acreage.

Indicator LaPAS Code: 3426

1. **Type and Level:** General
2. **Rationale:** Verifies the amount of productive acreage which is an actual source of revenue to the State.
3. **Use:** Performance Indicator is used to determine priorities and resources needed and allocations made within the office.
4. **Clarity:** Yes.
5. **Validity, Reliability, and Accuracy:** Yes. The Legislative Auditor collects data on this every year and the Department Internal Audit staff monitors this, as well.
6. **Data Source, Collection, and Reporting:** OSR geologists identify state acreage drained by producing wells and enter the data collected into a database monthly. The database is maintained to reflect the most current data. The data is reported annually.
7. **Calculation Methodology:** Utilizing the prior month's balance and subtracting the acreage that was released and adding new productive acreage.
8. **Scope:** Aggregate.
9. **Caveats:** This Performance Indicator depends upon leased land, lease language, product prices, and investment capital available to industry for drilling.
10. **Responsible Person:** Jason Talbot, Petroleum Scientist Manager, Jason.Talbot@la.gov, Phone: (225)342-4621

PERFORMANCE INDICATOR DOCUMENTATION SHEET

Office: Office of State Resources

Program: Executive

Objective: Monitor and diligently maintain productive mineral acreage on state-owned lands and water bottoms.

Activity: Lease Sales and Administration

Indicator Name: State leased acreage under contract.

Indicator LaPAS Code: 3425

1. **Type and Level:** General
2. **Rationale:** Demonstrates the effectiveness of the Office of State Resources (OSR) in providing an actual source of revenue from productive state-owned lands and water bottoms as a potential revenue base for the State of Louisiana.
3. **Use:** Performance Indicator is used to determine priorities and resources needed and allocations made within the office.
4. **Clarity:** Yes.
5. **Validity, Reliability, and Accuracy:** Yes. The Legislative Auditor collects data on this every year and the Department Internal Audit staff monitors this, as well.
6. **Data Source, Collection, and Reporting:** The data is collected into a database on a monthly basis and maintained to reflect the most current data. The data is reported annually.
7. **Calculation Methodology:** Utilizing the prior month's balance and subtracting the acreage that was released and adding new acreage that was leased. Alternately, the current active leases' acreage total could be utilized.
8. **Scope:** Aggregate.
9. **Caveats:** This Performance Indicator is beyond the control of the agency and is based on industry activity.
10. **Responsible Person:** Greg Roberts, Director of Energy Lands, Greg.Roberts@la.gov, Phone: (225)342-1080

PERFORMANCE INDICATOR DOCUMENTATION SHEET

Office: Office of State Resources

Program: Executive

Objective: Monitor and diligently maintain productive mineral acreage on state-owned lands and water bottoms.

Activity: Lease Sales and Administration

Indicator Name: Total number of leases reviewed annually.

Indicator LaPAS Code: 25996

1. **Type and Level:** Outcome - Key
2. **Rationale:** Demonstrates the efficiency of the Office of State Resources (OSR) in reviewing leases to ensure that the maximum level of development is attained, which provides an actual source of revenue from productive state-owned lands and water bottoms as a potential revenue base for the State of Louisiana.
3. **Use:** Performance Indicator is used to determine priorities and resources needed and allocations made within the office.
4. **Clarity:** Yes.
5. **Validity, Reliability, and Accuracy:** Yes. The Legislative Auditor will collect data on this every year and the Department Internal Audit staff will monitor this, as well.
6. **Data Source, Collection, and Reporting:** The data is collected into a database on a monthly basis and maintained to reflect the most current data. The data is reported annually.
7. **Calculation Methodology:** Utilize the prior month's balance of leases reviewed and add the number of active leases that were reviewed during the current month.
8. **Scope:** Aggregate.
9. **Caveats:** None
10. **Responsible Person:** Jason Talbot, Petroleum Scientist Manager, Jason.Talbot@la.gov, Phone: (225)342-4621

PERFORMANCE INDICATOR DOCUMENTATION SHEET

Office: Office of State Resources

Program: Executive

Objective: Maintain a level of auditing royalties to ensure that audits are performed that will most likely provide a maximum return of collections to the State and that will also include cost-beneficial audits of smaller payors. The Office of State Resources (OSR) will examine its process to provide improvement of timeliness and accuracy of royalties due to the State. OSR will continue to improve its systems and processes for collecting royalties and disbursing the revenues to ensure that all revenue is paid on time.

Activity: Revenue Classification and Audit

Indicator Name: Percentage of royalties audited to total royalties paid.

Indicator LaPAS Code: 3428

1. **Type and Level:** Efficiency – Key.
2. **Rationale:** Ensures that, over a period of time, OSR is maximizing income due to the State from royalties, both in terms of ensuring accuracy of payment and in maximizing efficiency by ensuring the largest payors are audited in a timely manner.
3. **Use:** Performance Indicator is used to determine priorities and resources needed and allocations made within the office, as well as the allocation of staff auditors. The allocation of staff auditors is based on which companies are to be audited. There is a direct correlation between audit coverage decisions and the staffing levels needed.
4. **Clarity:** Yes.
5. **Validity, Reliability, and Accuracy:** Yes. The Legislative Auditor audits the process, summaries, and collection of numbers. The Department Internal Audit staff monitors this as well.
6. **Data Source, Collection, and Reporting:** The data is collected into an internal database monthly and is kept current. The data is reported annually.
7. **Calculation Methodology:** Audited payor companies' total royalty dollars paid for fiscal year is divided by total royalty dollars for all payors for the fiscal year.
8. **Scope:** Aggregate.
9. **Caveats:** The scope of the problem is not necessarily proportionate to the royalties paid. May fluctuate with staffing level, special projects associated with lawsuits, and bankruptcies.

10. **Responsible Person:** Taletha Shorter, Audit Director, Taletha.Shorter@la.gov, Phone: (225)342-3069; Jason Lind, Field Audit Manager, Jason.Lind@la.gov, Phone: (832)456-1535

PERFORMANCE INDICATOR DOCUMENTATION SHEET

Office: Office of State Resources

Program: Executive

Objective: Maintain a level of auditing royalties to ensure that audits are performed that will most likely provide a maximum return of collections to the State and that will also include cost-beneficial audits of smaller payors. The Office of State Resources (OSR) will examine its process to provide improvement of timeliness and accuracy of royalties due to the State. OSR will continue to improve its systems and processes for collecting royalties and disbursing the revenues to ensure all revenue is paid on time.

Activity: Revenue Classification and Audit

Indicator Name: Percentage of repeat audit findings.

Indicator LaPAS Code: 23114

1. **Type and Level:** General
2. **Rationale:** Ensures that over a period of time, payor companies learn from the auditing process and do not continue to make the same mistakes in paying royalties.
3. **Use:** Performance Indicator is used to determine priorities and resources needed and allocations made within the office, as well as the allocation of staff auditors. The allocation of staff auditors is based on which companies are to be audited. There is a direct correlation between audit coverage decisions and the staffing levels needed.
4. **Clarity:** Yes.
5. **Validity, Reliability, and Accuracy:** Yes. The Legislative Auditor audits the process, summaries, and collection of numbers. The Department Internal Audit staff monitors this as well.
6. **Data Source, Collection, and Reporting:** The data is collected into an internal database monthly and is kept current. The data is reported annually.
7. **Calculation Methodology:** Repeat audit findings reported during the fiscal year are divided by total audit findings for all payors for the fiscal year.
8. **Scope:** Aggregate.
9. **Caveats:** The scope of the problem is not necessarily proportionate to the royalties paid. May fluctuate with staffing level, special projects associated with lawsuits and bankruptcies.
10. **Responsible Person:** Taletha Shorter, Audit Director, Taletha.Shorter@la.gov, Phone: (225)342-3069; Jason Lind, Field Audit Manager, Jason.Lind@la.gov; Phone: (832)456-1535

PERFORMANCE INDICATOR DOCUMENTATION SHEET

Office: Office of State Resources

Program: Executive

Objective: Maintain a level of auditing royalties to ensure that audits are performed that will provide the maximum return of collections to the State and that will also include cost-beneficial audits of smaller payors. The Office of State Resources (OSR) will examine its process to provide improvement of timeliness and accuracy of royalties due to the State. OSR will continue to improve its systems and processes for collecting royalties and disbursing the revenues to ensure all revenue is paid on time.

Activity: Revenue Classification and Audit

Indicator Name: Percent of accurately completed and paid royalty reports desk audited within sixty (60) days.

Indicator LaPAS Code: 25968

1. **Type and Level:** Outcome Key
2. **Rationale:** Ensures that over a period of time, OSR is maximizing income due the State from royalties, both in terms of ensuring accuracy of payment and in maximizing efficiency by ensuring the largest payors are audited in a timely manner.
3. **Use:** Performance Indicator is used to determine priorities and resources needed and allocations made within the office, as well as the allocation of staff auditors. The allocation of staff auditors is based on which companies are to be audited. There is a direct correlation between audit coverage decisions and the staffing levels needed.
4. **Clarity:** Yes.
5. **Validity, Reliability, and Accuracy:** Yes. The Legislative Auditor audits the process, summaries, and collection of numbers. The Department Internal Audit staff monitors this as well.
6. **Data Source, Collection, and Reporting:** The data is collected into an internal database monthly and is kept current. The data is reported annually.
7. **Calculation Methodology:** Use last month's balances for reports received and audited and add current month's activity. Divide the number of audited reports by the number of reports received.
8. **Scope:** Aggregate.
9. **Caveats:** None

- 10. Responsible Person:** Taletha Shorter, Audit Director, Taletha.Shorter@la.gov, Phone: (225)342-3069; Andrea Holder, Audit Manager, Andrea.Holder@la.gov; Phone: (225)342-4568

PERFORMANCE INDICATOR DOCUMENTATION SHEET

Office: Office of State Resources

Program: Executive

Objective: Maintain a level of auditing royalties to ensure that audits are performed that will most likely provide a maximum return of collections to the State and that will also include cost-beneficial audits of smaller payors. The Office of State Resources (OSR) will examine its process to provide improvement of timeliness and accuracy of royalties due to the State. OSR will continue to improve its systems and processes for collecting royalties and disbursing the revenues to ensure all revenue is paid on time.

Activity: Revenue Classification and Audit

Indicator Name: State Audit Exceptions Billed (millions).

Indicator LaPAS Code: 3429

1. **Type and Level:** Efficiency – General.
2. **Rationale:** Ensures that, over a period of time, OSR is maximizing income due to the State from royalties, both in terms of ensuring accuracy of payment and in maximizing efficiency by ensuring the largest payors are audited in a timely manner.
3. **Use:** Performance Indicator is used to determine priorities and resources needed and allocations made within the office, as well as the allocation of staff auditors. The allocation of staff auditors is based on which companies are to be audited. There is a direct correlation between audit coverage decisions and the staffing levels needed.
4. **Clarity:** Yes.
5. **Validity, Reliability, and Accuracy:** Yes. The Legislative Auditor audits the process, summaries, and collection of numbers. The Department Internal Audit staff monitors this as well.
6. **Data Source, Collection, and Reporting:** The data is collected into an internal database monthly and is kept current. The data is reported annually.
7. **Calculation Methodology:** The total dollar amount of audit exceptions billed each month is added cumulatively throughout the fiscal year to calculate the year-to-date total.
8. **Scope:** Aggregate.
9. **Caveats:** The scope of the problem is not necessarily proportional to the amount of royalties paid. It may fluctuate based on staffing levels, special projects related to lawsuits, and bankruptcy proceedings

10. **Responsible Person:** Taletha Shorter, Audit Director, Taletha.Shorter@la.gov, Phone: (225)342-3069; Jason Lind, Field Audit Manager, Jason.Lind@la.gov, Phone: (832)456-1535

PERFORMANCE INDICATOR DOCUMENTATION SHEET

Office: Office of Permitting and Compliance

Program: Executive

Objective: Ensure that the loss of wetlands resulting from activities regulated by the program will be offset by actions that fully compensate for their loss (as stipulated by permit conditions) on an annual basis.

Indicator Name: Number of permit applications received.

Indicator LaPAS Code: 3435

1. **Type and Level:** General.
2. **Rationale:** This Performance Indicator provides OPC with information on the total amount of Coastal Use Permit applications received. This enables OPC to keep track of its workload.
3. **Use:** This Performance Indicator provides a way to allocate staff resources and determine priorities. It can indicate the health of the coastal economy during that period. There is usually a correlation between the number of applications and the health of the economy.
4. **Clarity:** N/A.
5. **Validity, Reliability, and Accuracy:** The Performance Indicator has been audited by the Legislative Auditor and found to be reliable in measuring what it was intended to measure.
6. **Data Source, Collection, and Reporting:** Each permit application is assigned a number when it is received. The data is entered into the OPC Permit Tracking System (PTS) database. The Performance Indicator report information is derived from the PTS. Collection is daily and reporting is quarterly.
7. **Calculation Methodology:** The Performance Indicator is calculated by using a computer program to extract the data and calculate the total.
8. **Scope:** Aggregate.
9. **Caveats:** This Performance Indicator is completely based upon outside factors reflecting the level of economic activity and the price of oil and gas. About 25% of all applications are for oil and gas.
10. **Responsible Person:** Kyle Balkum, Administrator, Coastal Management, Permits & Mitigation; Kyle.Balkum2@la.gov; Phone: (225)342-6470 or Christine Charrier, Manager, Permits Manager; Christine.Charrier@la.gov; Phone: (225)342-7953

PERFORMANCE INDICATOR DOCUMENTATION SHEET

Office: Office of Permitting and Compliance

Program: Executive

Objective: Ensure that the loss of wetlands resulting from activities regulated by the program will be offset by actions that fully compensate for their loss (as stipulated by permit conditions) on an annual basis.

Activity: Coastal Zone Management

Indicator Name: Percentage of disturbed wetland area mitigated by full compensation of habitat loss.

Indicator LaPAS Code: 3432

1. **Type and Level:** Outcome – Key.
2. **Rationale:** R.S. 49:214.41 of the State and local Coastal Resources Management Act requires that compensatory mitigation be required to replace or substitute for the ecological value of the wetlands lost as a result of each permitted activity. The Louisiana Coastal Wetlands Conservation Plan (LCWCP) which was created pursuant to the Federal Breaux Act provides that wetland values unavoidably lost to regulated activities will be replaced through mitigation. The existence of the LCWCP, and Louisiana's compliance with it, ensures that Louisiana's cost share for coastal restoration projects will be 15% instead of 25%.
3. **Use:** This Performance Indicator is used to evaluate the effectiveness of the program. It also is useful to document no net loss of wetlands as required to maintain the 85% to 15% match ratio for CWPPRA funding.
4. **Clarity:** Impacts and benefits to wetlands are measured in habitat units. Habitat value is a biologically-accepted term as defined by the Breaux Act. It is designed to provide a common denominator to indicate equivalency of habitat loss and gain. Acres of impacts are tracked and reported.
5. **Validity, Reliability, and Accuracy:** N/A
6. **Data Source, Collection, and Reporting:** The data from each Coastal Use Permit is entered into the OCM Permit Tracking System (PTS) database. The Performance Indicator report information is derived from the PTS. Collection is daily and reporting is quarterly.
7. **Calculation Methodology:** For all permits issued during the report period, the total number of habitat value units lost is added together and the total number of habitat value units gained by mitigation is added together. Then the total amount of mitigation is divided by the total amount of loss.
8. **Scope:** Aggregate.

9. **Caveats:** These are projections. Both the wetland loss due to the permitted activity and the mitigation that will be performed to offset that loss are projections based on what is proposed rather than actual observed field conditions. This Performance Indicator is intended to measure the regulatory process. Another caveat is that the data is presented in habitat value units rather than acres, so it is not an acre-to-acre comparison.
11. **Responsible Person:** Kyle Balkum, Administrator, Coastal Management, Permits & Mitigation; Kyle.Balkum2@la.gov; Phone: (225)342-6470 or Kelley Templet; Kelley.Templet@la.gov; Phone: (225)342-3124

PERFORMANCE INDICATOR DOCUMENTATION SHEET

Office: Office of Permitting and Compliance

Program: Executive

Objective: Ensure that the loss of wetlands resulting from activities regulated by the program will be offset by actions that fully compensate for their loss (as stipulated by permit conditions) on an annual basis.

Activity: Coastal Zone Management

Indicator Name: Permit processing time – days of review.

Indicator LaPAS Code: 23115

1. **Type and Level:** Efficiency – Supporting
2. **Rationale:** To maintain an average permit processing time of 32 days or less. Permit applicant types are divided into Oil and Gas, Other industry, Commercial, Individual, and Government Agencies.
3. **Use:** This Performance Indicator is used to evaluate the effectiveness of the program.
4. **Clarity:** The results show directly the effect of procedures and Staff effort on process times. Individual permit authorizations are not a good reporting indicator and short time lines would not be either, as individual projects vary. But over a few months' time, the indicators are valuable.
5. **Validity, Reliability, and Accuracy:** N/A
6. **Data Source, Collection, and Reporting:** The data from each Coastal Use Permit is entered into the Permit Tracking System (PTS) database, and critical dates are automatically stored by the system. The Performance Indicator report information is derived from the PTS. Collection is daily and reporting is quarterly.
7. **Calculation Methodology:** The system calculates the processing times using system dates established by actions on the permit application. These time periods include total time of processing, time of active processing, and time on hold for information.
8. **Scope:** Aggregate.
9. **Caveats:** Processing times vary depending on the type of authorization to be issued. The average time is for all types of authorizations.
10. **Responsible Person:** Kyle Balkum, Administrator, Permits & Mitigation, Kyle.Balkum2@la.gov; Phone: (225)342-6470 or Christine Charrier; Christine.Charrier@la.gov; Phone: (225)342-7953.

PERFORMANCE INDICATOR DOCUMENTATION SHEET

Office: Office of Permitting and Compliance

Program: Executive

Objective: Maintain a process to assure that 95% of all Fisherman's Gear claims are paid within 90 days of receipt.

Activity: Fisherman Gear

Indicator Name: Percentage of claims paid within 90 days

Indicator LaPAS Code: 3373

1. **Type and Level:** Efficiency – Key
2. **Rationale:** Demonstrates and measures the level of efficiency of the Fishermen's Gear process based on the goals and mission of the Department.
3. **Use:** Monitors the success of the level of customer services being delivered to its customers in accordance with the goals of the Department.
4. **Clarity:** Term defined: "Valid Fishermen's Gear claim" means that all the required documentation based on the guidelines of the program have been met and the claim has been investigated by the assigned in-house investigator. Process is claim paid or denied.
5. **Validity, Reliability, and Accuracy:** Audited by Internal Auditor and Legislative Auditor.
6. **Data Source, Collection, and Reporting:** Generated by SONRIS database.
7. **Calculation Methodology:** The number of valid Fishermen's Gear claims paid within 90 days divided by the total number of valid Fishermen's Gear claims received.
8. **Scope:** Aggregate.
9. **Caveats:** Scheduling investigation activity is not controllable, especially during shrimping season.
10. **Responsible Person:** Charles Reulet, Administrator, Interagency Affairs and Field Services , Charles.Reulet@la.gov Phone: (225)342-0861 or Robert Williamson Robert.Williamson@LA.GOV; Phone: (225)342-7946.

PERFORMANCE INDICATOR DOCUMENTATION SHEET

Office: Office of Permitting and Compliance

Program: Executive

Objective: Maintain a process to assure that 95% of all Fisherman's Gear claims are paid within 90 days of receipt.

Activity: Fisherman Gear

Indicator Name: Number of claims paid

Indicator LaPAS Code: 6766

1. **Type and Level:** Efficiency – General
2. **Rationale:** Demonstrates and measures the level of efficiency of the Fishermen's Gear process based on the goals and mission of the Department.
3. **Use:** Monitors the success of the level of customer services being delivered to its customers in accordance with the goals of the Department.
4. **Clarity:** Term defined: "Valid Fishermen's Gear claim" means that all the required documentation based on the guidelines of the program have been met and the claim has been investigated by the assigned in-house investigator. Process is claim paid or denied.
5. **Validity, Reliability, and Accuracy:** Audited by Internal Auditor and Legislative Auditor.
6. **Data Source, Collection, and Reporting:** Generated by SONRIS database.
7. **Calculation Methodology:** The number of valid Fishermen's Gear claims paid within 90 days divided by the total number of valid Fishermen's Gear claims received.
8. **Scope:** Aggregate.
9. **Caveats:** Scheduling investigation activity is not controllable, especially during shrimping season.
10. **Responsible Person:** Charles Reulet, Administrator, Interagency Affairs and Field Services , Charles.Reulet@la.gov Phone: (225)342-0861 or Robert Williamson Robert.Williamson@LA.GOV; Phone: (225)342-7946.

PERFORMANCE INDICATOR DOCUMENTATION SHEET

Office: Office of Permitting and Compliance

Program: Executive

Objective: Maintain a process to assure that 95% of all Fisherman's Gear claims are paid within 90 days of receipt.

Activity: Fisherman Gear

Indicator Name: Number of claims denied

Indicator LaPAS Code: 6765

1. **Type and Level:** Efficiency – General
2. **Rationale:** Demonstrates and measures the level of efficiency of the Fishermen's Gear process based on the goals and mission of the Department.
3. **Use:** Monitors the success of the level of customer services being delivered to its customers in accordance with the goals of the Department.
4. **Clarity:** Term defined: "Valid Fishermen's Gear claim" means that all the required documentation based on the guidelines of the program have been met and the claim has been investigated by the assigned in-house investigator. Process is claim paid or denied.
5. **Validity, Reliability, and Accuracy:** Audited by Internal Auditor and Legislative Auditor.
6. **Data Source, Collection, and Reporting:** Generated by SONRIS database.
7. **Calculation Methodology:** The number of valid Fishermen's Gear claims paid within 90 days divided by the total number of valid Fishermen's Gear claims received.
8. **Scope:** Aggregate.
9. **Caveats:** Scheduling investigation activity is not controllable, especially during shrimping season.
10. **Responsible Person:** Charles Reulet, Administrator, Interagency Affairs and Field Services, Charles.Reulet@la.gov Phone: (225)342-0861 or Robert Williamson Robert.Williamson@LA.GOV; Phone: (225)342-7946.

PERFORMANCE INDICATOR DOCUMENTATION SHEET

Office: Office of the Secretary

Program: Executive

Objective: Through the Louisiana Oil Spill Coordinator activity, to ensure effective coordination and representation of the state's interest in all matters related to oil spill response, prevention, and natural resource damage assessments (NRDA), annually.

Activity: Louisiana Oil Spill Coordinator

Indicator Name: Percentage of NRDA cases coordinated

Indicator LaPAS Code: 23526

1. **Type and Level:** Outcome – Key
2. **Rationale:** This indicator indicates the percentage of NRDA cases that were coordinated by LOSCO.
3. **Use:** This indicator will be used to ensure that all NRDA oil spills are coordinated by LOSCO.
4. **Clarity:** The indicator name clearly identifies what is being measured.
5. **Validity, Reliability, and Accuracy:** Audited by Internal Auditor and Legislative Auditor.
6. **Data Source, Collection, and Reporting:**
 - Source:** Manual internal log.
 - Collection:** On-demand.
 - Reporting:** Quarterly.
7. **Calculation Methodology:** The number of cases coordinated divided by the number of cases received.
8. **Scope:** Disaggregate.
9. **Caveats:** None.
10. **Responsible Person:** Manny Acosta, Executive Director; Manny.Acosta@LA.GOV; Phone: (225)925-6606

PERFORMANCE INDICATOR DOCUMENTATION SHEET

Office: Office of the Secretary

Program: Executive

Objective: Through the Louisiana Oil Spill Coordinator activity, to ensure effective coordination and representation of the state's interest in all matters related to oil spill response, prevention, and natural resource damage assessments (NRDA), annually.

Activity: Louisiana Oil Spill Coordinator

Indicator Name: Percentage of oil spill incident responses coordinated

Indicator LaPAS Code: 26337

1. **Type and Level:** Input – Key
2. **Rationale:** This indicator indicates the percentage of Oil Spill incident responses coordinated by LOSCO quarterly
3. **Use:** This indicator will be used to ensure that state trustee response to oil spill incidents is coordinated by LOSCO quarterly.
4. **Clarity:** The indicator name clearly identifies what is being measured.
5. **Validity, Reliability, and Accuracy:** Audited by Internal Auditor and Legislative Auditor.
6. **Data Source, Collection, and Reporting:**
 - Source:** Manual internal log.
 - Collection:** On-demand.
 - Reporting:** Quarterly.
7. **Calculation Methodology:** Simple calculation of the number of oil spill incidents coordinated by LOSCO divided by the number of oil spill incidents responded.
8. **Scope:** Aggregate.
9. **Caveats:** None.
10. **Responsible Person:** Manny Acosta, Executive Director; Manny.Acosta@LA.GOV; Phone: (225)925-6606

