

# **Strategic Plan FY 2012 – FY 2016**

## **Division of Administration**

### **Office of General Services - Louisiana Property Assistance Agency**

# **Louisiana Property Assistance Agency**

## **Vision**

The Louisiana Property Assistance Agency (LPAA) will provide sound property and fleet management program advice to the state agencies it regulates and exceptional customer service to its internal and external customers.

## **Mission**

The Louisiana Property Assistance Agency (LPAA) provides for the accountability of the state's moveable property using sound management practices; ensures that all state agencies comply with the State Property Control and Fleet Management Regulations; provides a savings and return on state and federal monies through redistribution and sale of surplus property; and tracks the utilization of the state's fleet of passenger vehicles.

## **Philosophy**

The Louisiana Property Assistance Agency (LPAA) strives to provide outstanding assistance to all state agencies to ensure they remain compliant with property and fleet management program rules and regulations. When necessary, LPAA will work with enforcement agencies to correct matters our advice fails to remedy. The agency also endeavors to make sound business decisions regarding the use and disposal of movable property assets which reassure the taxpayers that state government is a good steward of their tax dollars.

**GOAL: 1** To ensure accountability of the state's moveable property according to the guidelines set forth in property control and fleet management regulations (R.S. 39 Part XI, Sections 321-332 & Part XIII, Sections 360-364).

**Objective: 1:1** To ensure that at least 95% of the state's moveable property accounts remain compliant with the Louisiana Property Assistance Agency's rules and regulations through June 30, 2016.

**Strategy 1:1:1** Use annual property certifications to monitor compliance.

**Strategy 1:1:2** Offer property rules/regulations training and instruction in the use of LPAA's asset management software to those requesting it or to property managers of agencies with conditional approvals or disapproved certifications.

**Principal Clients:** State and local governmental agencies; Educational (approved, accredited, or licensed public or non-profit institutions); Eligible non-profit and tax-exempt organizations.

**External Factors:**

1. Difficulty retaining a full staff of qualified auditors.
2. Lack of concern regarding property control and fleet management responsibilities at agency upper management levels.
3. Condition and quantity of surplus property available to LPAA affects the agency's ability to generate operating revenue which, in turn, affects our ability to monitor compliance with agencies located all over the state or that are housed in remote locations.

**Duplication of Efforts:**

Title 39 of Louisiana's Revised Statutes makes the commissioner of administration responsible for overseeing property control and fleet management. LPAA oversees these functions for the commissioner. It is the only agency assigned responsibility for enforcing moveable property and fleet management rules and regulations.

**Goal #1 Objective #1 Performance Indicators**

<b>Objective</b>	<b>Input</b>	<b>Output</b>	<b>Efficiency</b>	<b>Outcome</b>
Percentage of agencies in compliance with property rules and regulations	Property Certifications Submitted	Approved Property Certifications	Percentage of Approved Property Certifications	Percentage of Approved Property Certifications

State Outcome Goals Link: Transparent, Accountable, and Effective Government

Children's Budget: Not Applicable

Human Resource Policies Beneficial to Women and Families Link: Leave for Maternity, FLMA Act, Sexual Harrassment in Workplace, Attendance/Leave/Workhours, Workplace Violence

Other Links (TANF, Tobacco Settlement, Workforce Development Commission, or Other): Not Applicable

**Action Plan** for Louisiana Property Assistance Agency

**Program:** Louisiana Property Assistance Agency

**GOAL 1** To ensure accountability of the state’s moveable property according to the guidelines set forth in property control and fleet management regulations (R.S. 39 Part XI, Sections 321-332 & Part XIII, Sections 360-364).

**Objective 1:1** To ensure that at least 95% of the state’s moveable property accounts remain compliant with the Louisiana Property Assistance Agency’s rules and regulations through June 30, 2016.

**Strategy 1:1:1** Use annual property certifications to monitor compliance.

Person Responsible for Strategy: Steve Bice    Timeframe: FY12 - FY 16    Cost \_\_\_\_\_

Action Plan Steps	Person(s) Responsible	Time Frame	Resources Needed
1. Review and approve, conditionally approve, or disapprove agency requests for property certification	Rick Janis	Each agency must certify its property with LPAA on an annual basis.	Audit staff
2. Record results in spreadsheet and provide summary to Assistant Director each quarter	Rebecca Kleinpeter	Quarterly	Audit staff, computer, spreadsheet program, and clerical employee

**Action Plan** for Louisiana Property Assistance Agency

**Program:** Louisiana Property Assistance Agency

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**Objective 1:1** To ensure that at least 95% of the state’s moveable property accounts remain compliant with the Louisiana Property Assistance Agency’s rules and regulations through June 30, 2016.

**Strategy 1:1:2** Offer property rules/regulations training and instruction in the use of LPAA’s asset management software to those requesting it or to property managers of agencies with conditional approvals or disapproved annual certifications.

Person Responsible for Strategy: Steve Bice    Timeframe: FY12 - FY 16    Cost\_\_\_\_\_

Action Plan Steps	Person(s) Responsible	Time Frame	Resources Needed
1. Offer property/fleet rules/regulations classes	Rick Janis/ Compliance Audit staff	Demand determines frequency	Computer, presentation software, transportation if classes held offsite, and training room facilities
2. Offer instruction in the use of LPAA’s asset management software (Protégé)	Compliance Audit staff	Demand determines frequency	Computer, presentation software, transportation if classes held offsite, and training room facilities

**TRACKING FORM** for Action Plan for Louisiana Property Assistance Agency

**Program:** Louisiana Property Assistance Agency

**GOAL 1:** To ensure accountability of the state’s moveable property according to the guidelines set forth in property control and fleet management regulations (R.S. 39 Part XI, Sections 321-332 & Part XIII, Sections 360-364).

**Objective 1:1** To ensure that at least 95% of the state’s moveable property accounts remain compliant with the Louisiana Property Assistance Agency’s rules and regulations through June 30, 2016.

**Strategy 1:1:1** Use annual property certifications to monitor compliance.

Person Responsible for Strategy: Steve Bice      Timeframe: FY12 - FY 16

Action Plan Steps	Status	Comments
1. Review and approve or deny agency requests for property certification		
2. Record results in spreadsheet and provide summary to Assistant Director each quarter		

STATUS Codes: **OS**- On Schedule    **AOS**-Ahead of Schedule    **DL**-Delayed    **CAN**-Cancelled    **PS**-In Planning Stage

**TRACKING FORM** for Action Plan for Louisiana Property Assistance Agency

**Program:** Louisiana Property Assistance Agency

**GOAL 1:** To ensure accountability of the state’s moveable property according to the guidelines set forth in property control and fleet management regulations (R.S. 39 Part XI, Sections 321-332 & Part XIII, Sections 360-364).

**Objective 1:1** To ensure that at least 95% of the state’s moveable property accounts remain compliant with the Louisiana Property Assistance Agency’s rules and regulations through June 30, 2016.

**Strategy 1:1:2** Offer property rules/regulations training and instruction in the use of LPAA’s asset management software to those requesting it or to property managers of agencies with conditional approvals or disapproved annual certifications.

Person Responsible for Strategy: Steve Bice      Timeframe: FY12 - FY 16

Action Plan Steps	Status	Comments
1. Offer classes teaching agency personnel property/fleet rules/regulations.		
2. Offer agency personnel instruction in the use of LPAA’s asset management software (Protégé)		

STATUS Codes: **OS-** On Schedule    **AOS-**Ahead of Schedule    **DL-**Delayed    **CAN-**Cancelled    **PS-**In Planning Stage



## **PERFORMANCE INDICATOR DOCUMENTATION**

### **Program: Louisiana Property Assistance Agency**

**Objective:** To ensure that at least 95% of the state's moveable property accounts remain compliant with the Louisiana Property Assistance Agency's rules and regulations through June 30, 2016.

### **Indicator:** Total Property Certifications

1. What is the type of the indicator? Input
2. What is the rationale for the indicator? Provides the information required to compute the actual percentage of agencies passing their annual certifications.
3. What is the source of the indicator? How reliable is the source? The source for this data is the documentation submitted by agency property managers seeking LPAA's certification of their property.
4. What is the frequency and timing of collection or reporting? Each agency must certify its property with LPAA on an annual basis. This indicator tracks the total number of the agencies attempting to certify during each quarter of a particular fiscal year.
5. How is the indicator calculated? Is this a standard calculation? The indicator is the sum total of all agencies seeking to certify their property during a given FY quarter.
6. Does the indicator contain jargon, acronyms, or unclear terms? If so, clarify or define them. N/A
7. Is the indicator an aggregate or disaggregate figure? Each quarter's result reflects only part of the total number of state agencies required to certify during any given FY.
8. Who is responsible for data collection, analysis, and quality? The secretary for the Compliance Audit section is responsible for collecting the data and inputting it into a spreadsheet.

9. Does the indicator have limitations or weaknesses if so, explain. Is the indicator a proxy or surrogate? Does the source of the data have a bias or agenda? This indicator is straightforward, does not have a bias, and does not have any caveat or disclaimers.
10. How will the indicator be used in management decision making and other agency processes? LPAA will monitor the total number of agencies required to certify to efficiently allocate workload among our compliance audit staff.

## **PERFORMANCE INDICATOR DOCUMENTATION**

**Program:** Louisiana Property Assistance Agency

**Objective:** To ensure that at least 95% of the state's moveable property accounts remain compliant with the Louisiana Property Assistance Agency's rules and regulations through June 30, 2016.

**Indicator:** Approved Property Certifications

1. What is the type of the indicator? Output
2. What is the rationale for the indicator? Provides part of the information required to compute the actual percentage of agencies passing their annual certifications.
3. What is the source of the indicator? How reliable is the source? The source for this data is the documentation submitted by agency property managers seeking LPAA's certification of their property.
4. What is the frequency and timing of collection or reporting? Each agency must certify its property with LPAA on an annual basis. This indicator reports the results for all of the agencies that passed their certification during the quarter being reported in LaPAS.
5. How is the indicator calculated? Is this a standard calculation? The indicator is the total number of agencies passing their certification during a given quarter
6. Does the indicator contain jargon, acronyms, or unclear terms? If so, clarify or define them. N/A
7. Is the indicator an aggregate or disaggregate figure? Each quarter's result reflects only those agencies that actually passed their certification during that quarter.
8. Who is responsible for data collection, analysis, and quality? Does the indicator have limitations or weaknesses if so, explain. Is the indicator a proxy or surrogate? The secretary for the Compliance Audit section is responsible for collecting the data and inputting it into a spreadsheet.

9. Does the source of the data have a bias or agenda? This indicator is straightforward, does not have a bias, and does not have any caveat or disclaimers.
10. How will the indicator be used in management decision making and other agency processes? LPAA's compliance audit staff monitors the agencies failing their property certifications and works with them to correct deficiencies.

## PERFORMANCE INDICATOR DOCUMENTATION

**Program:** Louisiana Property Assistance Agency

**Objective:** To ensure that at least 95% of the state's moveable property accounts remain compliant with the Louisiana Property Assistance Agency's rules and regulations through June 30, 2016.

**Indicator:** Percentage of agencies in compliance with property rules and regulations

1. What is the type of the indicator? Efficiency and Outcome; Key
2. What is the rationale for the indicator? LPAA attempts to ensure that at least 95% or more of all state agencies comply with property and fleet regulations. This indicator is reported to LaPAS.
3. What is the source of the indicator? How reliable is the source? The source for this data is the documentation submitted by agency property managers seeking LPAA's certification of their property.
4. What is the frequency and timing of collection or reporting? Each agency must certify its property with LPAA on an annual basis. This indicator reports the results as a percentage of all of the agencies passing their certification versus all that submitted certification documents during the quarter being reported to LaPAS.
5. How is the indicator calculated? Is this a standard calculation? (The number of agencies passing their certification / total number of agencies seeking certification) \* 100
6. Does the indicator contain jargon, acronyms, or unclear terms? If so, clarify or define them. N/A
7. Is the indicator an aggregate or disaggregate figure? Each quarter's result reflects only part of the total number of state agencies that certify during any given FY. The result reported in the LaPAS represents the percentage of agencies in compliance for each quarter of the FY.

8. Who is responsible for data collection, analysis, and quality? The secretary for the Compliance Audit section is responsible for collecting the data, computing the percentage, and reporting the results to the Assistant Director. The Assistant Director reports and approves the results in LaPAS.
9. Does the indicator have limitations or weaknesses if so, explain. Is the indicator a proxy or surrogate? Does the source of the data have a bias or agenda? This indicator is straightforward, does not have a bias, and does not have any caveat or disclaimers.
10. How will the indicator be used in management decision making and other agency processes? LPAA's management staff would prefer that state agencies willingly comply with property rules and regulations without us forcing them to do so. That is why we report % passing rather than % failing. However, we monitor the certification results to identify those agencies that failed, and we address the deficiencies with them to assist them in passing their next year's certification.

**GOAL: 2** To provide pickup services for surplus property that meet the needs of our customers while being timely and efficient (R.S. 39 Part XI, Sections 321-332 & Part XIII, Sections 360-364).

**Objective: 2:1** To pickup 95% of agencies' surplus property within 45 days of the date that they requested its pickup by June 30, 2016.

**Strategy 2:1:1** Utilize LPAA's asset management system, truck-drivers, fleet of over the road trucks, and warehouse staff to accomplish this goal.

**Principal Clients:** State and local governmental agencies; Educational (approved, accredited, or licensed public or non-profit institutions); Eligible non-profit and tax-exempt organizations.

**External Factors:**

1. Difficulty retaining a full staff of trained employees, particularly drivers and part-time laborers.
2. Condition of available surplus property affects LPAA's operating income.
3. Remote statewide locations for some customers make it costly to pickup their surplus.
4. Agencies moving from leased facilities into State-owned properties interrupt pickups of surplus property.
5. Insufficient quantity of warehouse storage/display space.
6. Property not available at the location specified in the transfer document.
7. Property manager's schedule changes and he is unavailable when we arrive to pickup property or there is an insufficient number of agency personnel at pick up sites to allow us to load quickly and move to the next stop.
8. Aging fleet of over-the-road trucks used to pickup surplus requiring more maintenance and they are beginning to experience more unplanned outages.

**Duplication of Efforts:**

Title 39 of Louisiana's Revised Statutes makes the commissioner of administration responsible for overseeing property control and surplus disposal. LPAA oversees these functions for the commissioner. It is the only agency assigned responsibility for enforcing moveable property rules and regulations.

**Goal #2 Objective #1 Performance Indicators**

<b>Objective</b>	<b>Input</b>	<b>Output</b>	<b>Efficiency</b>	<b>Outcome</b>
Percentage of Surplused Property Picked up within 45 Days	Number of Requested Pickups	Number of Requests Completed within 45 Days	Percentage of Requests Completed within 45 Days	Percentage of Requests Completed within 45 Days

State Outcome Goals Link: Transparent, Accountable, and Effective Government

Children's Budget: Not Applicable

Human Resource Policies Beneficial to Women and Families Link: Leave for Maternity, FLMA Act, Sexual Harrassment in Workplace, Attendance/Leave/Workhours, Workplace Violence

Other Links (TANF, Tobacco Settlement, Workforce Development Commission, or Other): Not Applicable



**Action Plan** for Louisiana Property Assistance Agency

**Program:** Louisiana Property Assistance Agency

**GOAL 2** To provide pickup services for surplus property that meets the needs of our customers while being timely and efficient (R.S. 39 Part XI, Sections 321-332 & Part XIII, Sections 360-364).

**Objective 2:1** To pickup 95% of agencies' surplus property within 45 days of the date that they requested its pickup by June 30, 2016.

**Strategy 2:1:1** Utilize LPAA's asset management system, truck-drivers, fleet of over the road trucks, and scheduling staff to accomplish this goal.

Person Responsible for Strategy: Steve Bice

Timeframe: FY12 - FY 16

Cost\_\_\_\_\_

Action Plan Steps	Person(s) Responsible	Time Frame	Resources Needed
1. Use scheduling staff to coordinate routes ensuring nearby locations picked up when routes allow and trucks return to LPAA fully loaded.	Floy Dean Delaune	Daily	Computer, access to Protégé, word processing, and spreadsheet software, scheduling staff
2. Coordinate truck drivers and warehouse labor with routes to ensure manpower resources available at times of peak production.	Floy Dean Delaune / Tod Howard	Daily	Laborers, temporary staff, and warehouse manager
3. Maintain trucks and trailers to reduce the occurrence of equipment failures; schedule preventative maintenance and service around routes.	Floy Dean Delaune	Equipment manufacturers' recommended schedule for maintenance	Access to authorized repair vendors
4. Provide ongoing training for truck drivers to assist them in operating a safe and well-	Rick Janis	Monthly or whenever unsafe actions or conditions are observed	Training materials, training room facility

maintained transportation fleet.			
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**TRACKING FORM** for Action Plan for Office of Louisiana Property Assistance Agency

**Program:** Louisiana Property Assistance Agency

**GOAL 2** To provide pickup services for surplus property that meets the needs of our customers while being timely and efficient (R.S. 39 Part XI, Sections 321-332 & Part XIII, Sections 360-364).

**Objective 2:1** To pickup 95% of agencies' surplus property within 45 days of the date that they requested its pickup by June 30, 2016.

**Strategy 2:1:1** Utilize LPAA's asset management system, truck-drivers, fleet of over the road trucks, and scheduling staff to accomplish this goal.

Person Responsible for Strategy: Steve Bice      Timeframe: FY12 - FY 16

Action Plan Steps	Status	Comments
1. Use scheduling staff to coordinate routes ensuring nearby locations picked up when routes allow and trucks return to LPAA fully loaded.		
2. Coordinate truck drivers and warehouse labor with routes to ensure manpower resources available at times of peak production.		
3. Maintain trucks and trailers to reduce the occurrence of equipment failures; schedule preventative maintenance and service around routes.		
4. Provide ongoing training for truck drivers to assist them in operating a safe and well-maintained transportation fleet.		

STATUS Codes: **OS**- On Schedule    **AOS**-Ahead of Schedule    **DL**-Delayed    **CAN**-Cancelled    **PS**-In Planning Stage

## PERFORMANCE INDICATOR DOCUMENTATION

**Program:** Louisiana Property Assistance Agency

**Objective:** Objective: To pickup 95% of agencies' surplus property within 45 days of the date that they requested its pickup by June 30, 2016.

**Indicator:** Total Number of Requests Picked Up During a Quarter

1. What is the type of the indicator? Input
2. What is the rationale for the indicator? This indicator provides part of the information required to compute the actual percentage of transfers picked up within 45 days.
3. What is the source of the indicator? How reliable is the source? The original source of the data comes from Protégé in the form of transfer requests asking for LPAA to pickup an agency's surplus property. The final data source for this indicator is the completed sheets brought in by our drivers.
4. What is the frequency and timing of collection or reporting? Daily collection of sheets from truck drivers; results reported on a quarterly basis.
5. How is the indicator calculated? Is this a standard calculation? This indicator documents the % of transfer requests picked up within 45 days for any given quarter occurring during the FY. Each transfer we pick up during a FY quarter is manually recorded in an Excel spreadsheet. The spreadsheet contains a formula that computes the days to complete each request, tallies the results, and then computes the % for each quarter.
6. Does the indicator contain jargon, acronyms, or unclear terms? If so, clarify or define them. When an agency requests permission to surplus a piece (or pieces) of property, the property manager uses our asset management system (Protégé) to request LPAA's permission to transfer the property from their inventory into ours. We call the resulting electronic document a transfer request.

7. Is the indicator an aggregate or disaggregate figure? Aggregate - Each quarter's result reflects only part of the total number of transfer requests created during any given FY.
8. Who is responsible for data collection, analysis, and quality? LPAA has a person that schedules pickup of transfers. Once our truck drivers pick up the property and return with the transfer sheet, the scheduler uses those sheets to enter the transfer number, the request date, and the pickup date into the Excel spreadsheet.
9. Does the indicator have limitations or weaknesses if so, explain. Is the indicator a proxy or surrogate? Does the source of the data have a bias or agenda? This indicator is straightforward, does not have a bias, and does not have any caveat or disclaimers.
10. How will the indicator be used in management decision making and other agency processes? The indicator provides part of the information we need to schedule property pickups that accomplish our goal of picking up property within 45 days. It also provides data related to workloads, volumes, etc. that management can use to determine logistical equipment needs.

## **PERFORMANCE INDICATOR DOCUMENTATION**

**Program:** Louisiana Property Assistance Agency

**Objective:** Objective: To pickup 95% of agencies' surplus property within 45 days of the date that they requested its pickup by June 30, 2016.

**Indicator:** Number of Requests Completed within 45 Days

1. What is the type of the indicator? Output
2. What is the rationale for the indicator? Provides part of the information required to compute the actual percentage of transfers picked up within 45 days.
3. What is the source of the indicator? How reliable is the source? The original source of the data comes from Protégé in the form of transfer requests asking for LPAA to pickup an agency's surplus property. The final data source for this indicator is the completed sheets brought in by our drivers.
4. What is the frequency and timing of collection or reporting? Each transfer we pick up during a FY quarter is manually recorded in an Excel spreadsheet.
5. How is the indicator calculated? Is this a standard calculation? The spreadsheet discussed above contains a formula that counts each request completed within 45 days and tallies the results.
6. Does the indicator contain jargon, acronyms, or unclear terms? If so, clarify or define them. When an agency requests permission to surplus a piece (or pieces) of property, the property manager uses our asset management system (Protégé) to request LPAA's permission to transfer the property from their inventory into ours. We call the resulting electronic document a transfer.
7. Is the indicator an aggregate or disaggregate figure? Aggregate- Each quarter's result reflects only part of the total number of transfer requests picked up within 45 days during any given FY.

8. Who is responsible for data collection, analysis, and quality? LPAA has a person that schedules pickup of transfers. Once our truck drivers pick up the property, the scheduler forwards a copy of those completed transfers to a clerical person. She then enters the transfer number, the request date, and the pickup date into an Excel spreadsheet.
9. Does the indicator have limitations or weaknesses if so, explain. Is the indicator a proxy or surrogate? Does the source of the data have a bias or agenda? This indicator is straightforward, does not have a bias, and does not have any caveat or disclaimers.
10. How will the indicator be used in management decision making and other agency processes? The indicator provides part of the information we need to monitor our goal of picking up property within 45 days. The number of transfers picked up provides the feedback management needs to determine our effectiveness.

## PERFORMANCE INDICATOR DOCUMENTATION

**Program:** Louisiana Property Assistance Agency

**Objective:** To pickup 95% of agencies' surplus property within 45 days of the date that they requested its pickup by June 30, 2016.

**Indicator:** Percentage of Surplused Property Picked up within 45 Days

1. What is the type of the indicator? Efficiency and Outcome; Key
2. What is the rationale for the indicator? Most agencies do not have the resources necessary to bring surplus property to our location. LPAA has staff and a fleet of over-the-road vehicles capable of providing this service. LPAA provides pick-ups as a service to agencies. LPAA's operating budget is self-generated. By picking up the property, LPAA has better control over the condition of equipment we are able to offer our customers. This helps improve our ability to operate in a cost-effective manner.
3. What is the source of the indicator? How reliable is the source? When an agency wishes to dispose of property, it uses LPAA's asset management system, Protégé, to create a transfer document. At the time the agency creates this document, it can request pick up by LPAA. This performance indicator measures how long it takes LPAA to pick up this property. The time elapsed between the transfer document's creation date and the actual pick up date determines the number of days it took to complete the physical transfer of property.
4. What is the frequency and timing of collection or reporting? This indicator is reported quarterly and reflects performance for those pick ups that occurred during the reporting quarter.
5. How is the indicator calculated? Is this a standard calculation?  $(\text{Number of transfers picked up during the quarter taking 45 days or less} / \text{total number of pick ups occurring during the quarter}) * 100$
6. Does the indicator contain jargon, acronyms, or unclear terms? If so, clarify or define them. When an agency requests permission to surplus a piece (or pieces) of property, the property manager uses our asset management



system (Protégé) to request LPAA's permission to transfer the property from their inventory into ours. We call the resulting electronic document a transfer.

7. Is the indicator an aggregate or disaggregate figure? Aggregate - It is a part of larger whole because each quarter's statistic reflects only part of the total number of transfers created during a FY.
8. Who is responsible for data collection, analysis, and quality? The person responsible for scheduling pickups enters the input and output indicator data into an Excel spreadsheet. A formula computes the percentage of property picked up within 45 days. The scheduler's supervisor reviews it for accuracy and then forwards the results to the Assistant Director. The Assistant Director then reports and approves each quarter's result in LaPAS.
9. Does the indicator have limitations or weaknesses if so, explain. Is the indicator a proxy or surrogate? Does the source of the data have a bias or agenda? Agencies create transfers before the property is available for LPAA to pick it up. When this occurs, the pick up may well exceed the 45-day goal through not fault of LPAA's scheduling staff or truck drivers. In addition, the tremendous amounts of surplus property created from agency moves into new buildings over the four years have prevented us from consistently meeting this goal. Further impacts occur because it is difficult to retain staff willing to perform this type of work.
10. How will the indicator be used in management decision making and other agency processes? Management will monitor the trend to determine if we are providing the level of service targeted. Management will also identify problems hindering our ability to accomplish this goal, and they will plan and implement corrective actions whenever the trend shows a decline in the percentage.

## **STRATEGIC PLANNING PROCESS**

This plan was developed using a/an:

- Review of the data reported to LaPAS for the last 5 years for both key performance indicators.
- Internal review of LPAA's net income statements for the last three years.
- SWOT Analysis