GOVERNOR'S OFFICE OF ELDERLY AFFAIRS

STRATEGIC PLAN

FY 2008-2009 THROUGH FY 2012-2013

Mr. Godfrey White
Executive Director
412 North 4th Street
3rd Floor
Baton Rouge, Louisiana 70802
VISION: Louisiana will be a desirable and satisfying place to age.

MISSION: To serve as the focal point for the development, implementation, and administration of the public policy for the state of Louisiana, and address the needs of the state’s elderly citizens.

PHILOSOPHY: The Governor's Office of Elderly Affairs as the sole state agency as directed by the Governor and Legislature is committed to: Advocating for the needs and rights of all older Louisianans. Improving the quality of life of our older citizens by encouraging and providing the means to achieve active, healthy, independent lives. Building partnerships with communities, organizations, agencies, families, and individuals to ensure the availability and accessibility of a continuum of service for all older Louisianans. Promoting public awareness and education about the aging process, trends in the aging of current older population, and projections for future generations of older persons. Supporting intergenerational activities, which foster mutual understanding and support, shared values, and personal responsibility. Intervention in the exploitation and abuse of elderly Louisianans.

AGENCY GOAL: To serve as an effective visible advocate of the elderly by ensuring appropriate services are provided by the aging network in Louisiana.
ADMINISTRATION PROGRAM:

Authority
LSA R.S. 46:931
LSA R.S. 46:935
LSA R.S. 46:936

MISSION: To create a team who respects diversity and dignity of the elderly Louisianan by developing and promoting teamwork among the staff.

GOALS:

I. To oversee the management and provide training to the staff of Governor’s Office of Elderly Affairs and the aging network.

II. To serve as an effective and visible advocate for the elderly of the state of Louisiana and provide leadership, direction and coordination in the delivery of services to the elderly population in Louisiana.

OBJECTIVE: I.1: To maintain baseline of 200 training hours to the agency staff and agencies who provide service to the elderly annually ending on June 30 each year.

STRATEGY I. 1. 1 To increase the staff productivity of Governor’s Office of Elderly Affairs

STRATEGY I. 1. 2 Provide training in the computerization of the reporting and financial data

STRATEGY I. 1. 3 Provide training topics that are diverse and applicable that prepares staff, agents and volunteers with the necessary skills to provide timely services to the senior population

PERFORMANCE INDICATORS:

Input: Base line FY 2002-03, 200 hours of training made available to staff and service providers through conferences/training approved by Governor's Office of Elderly Affairs

Output: Number of employees in Governor's Office of Elderly Affairs /contractors who received training

Outcome: Increase in the number of diverse training programs provided to staff/contractors

Efficiency: Cost of training per employee/contractor

Quality: An evaluation tool will measure customer satisfaction at the end of each training session with 90% of the participants rating the training as satisfactory or better

OBJECTIVE: I. 2: Develop a workforce plan and system to prepare for the retirement of tenured employees by June 30, 2010

STRATEGY I 2. 1 Identify critical agency positions that are currently filled with employees who are eligible to retire within 5 years.

STRATEGY I 2. 1 Prepare to cross train employees within each department regarding duties and responsibilities of critical positions.

PERFORMANCE INDICATORS:

Input: Number of employees within 5 years of eligible retirement

Output: Number of employees willing to be crossed trained
Outcome: List of employees who have been crossed trained for other agency positions.

OBJECTIVE: II. 1: The Governor’s Office of Elderly Affairs will maintain a centralized database that will provide timely accurate reports by service and to the state and the Administration on Aging quarterly and annually respectively.

STRATEGY II. 1. 1 To provide the facilitation, coordination and collaboration on aging issues that cross department boundaries

STRATEGY II. 1. 2 Create excellence in program services and provide leadership in continual development of services to the older Louisianan

STRATEGY II 1. 3 Provide accurate and timely data to stakeholders and government officials.

PERFORMANCE INDICATORS:

Input: Utilization of subcommittees to determine which services are being provided and by whom
Output: Number of service providers in the aging network
Outcome: Determine enhancement and time needed to complete services
Efficiency: To reduce duplication of service across agencies
Elderly Protective Services Sub Program:

Authority
L.R.S. 14:403.2
42 U.S.C. 30581

MISSION: To protect citizens aged sixty (60) and above from abuse, neglect and or exploitation.

GOAL I:
To prevent, remedy, and investigate the reports of abuse, neglect and exploitation of vulnerable elderly.

OBJECTIVE I.1: To respond to reports of abuse, neglect and exploitation within the given priority levels; High Priority – 8 working hours, Medium Priority – 72 working hours, Low Priority – after all high and medium priorities have been investigated.

STRATEGY I. 1. 1 All EPS reports will be logged according to priority levels each day

STRATEGY I 1 .2 All priority levels and response times will be reported in the database on the EPS secured web

STRATEGY I. 1. 3 Review the EPS-10 Monthly Report monthly by the State Office

PERFORMANCE INDICATORS:

Inputs: Number of reports received
Output: Number of reports investigated
Outcome: Number of reports received by priority level
Quality: Random review of case records show that policy guidelines have been met

OBJECTIVE II.1 To investigate all accepted EPS reports of abuse, neglect and exploitation within the 45-day time frame.

STRATEGY I .2. 1 All EPS regional supervisors will verify the 45-day period on the EPS-5 Case Review Form

STRATEGY I 2. 2 Investigated decisions are made on all cases within a 45 calendar days.

PERFORMANCE INDICATORS

Input Number of reports accepted
Output Number of reports in compliance with the 45-day time frame
Number of reports that are noncompliant with the 45-day period
Outcome 80% of all reports accepted have been investigated within the 45 day time period
Quality Random review of case records reveals that policy guidelines are met.

FEDERAL OLDER AMERICANS ACT PROGRAM Title III B, C, D, & E, Title V, Title VII, and Nutrition Program

Authority
EXECUTIVE ORDER 80-16

MISSION: Leading Louisiana in serving older individuals.

GOAL I.
To provide for the delivery of supportive and nutritional services to at least 10% of older individuals to enable them to live dignified, independent, and productive lives in appropriate settings. (Using the most current census data)

OBJECTIVE I.1: To oversee the area agencies on aging to ensure they comply with GOEA policies and procedures by June 30, 2013.

STRATEGY I. 1. 1 Monitor area plans and/ or amendments at the end of each fiscal year

STRATEGY I. 1. 2 Quarterly, monitor the delivery of supportive and nutrition services under approved contracts with area agencies on aging

STRATEGY I. 1. 3 Quarterly, notify the area agency on aging’s governing board of any discrepancy noted during monitoring and the required corrective action

PERFORMANCE INDICATORS:
Input: Number of recipients receiving service from the Home and Community-Based program
Output: Number of units of service provided to eligible participants by service received
Outcome: Percentage of elderly population served
Efficiency: Total unduplicated count of persons served for registered services under the Older Americans Act

OBJECTIVE II.1: To require area agencies to target the state’s older individuals with the greatest economic or social need, with particular attention to low-income minority individuals, for services by June 30, 2005 and annually thereafter

STRATEGY I. 2. 1 Issue Technical Assistance Memorandum(s) to area agencies on aging regarding any changes in policy

STRATEGY I. 2. 2 Annually monitor the delivery of registered services to targeted population by the Older American Act 2000 Title III service providers

STRATEGY I. 2. 3 Provide technical assistance through trainings with staff and boards governing the agencies and any service providers

PERFORMANCE INDICATORS:
Input: Baseline of services currently provided by the area agency on aging

(Rev 6/07)
Output: Number of clients served for each service
Outcome: Unduplicated count of persons served by minority and rural status and poverty level
Efficiency: Percentage of low-income persons served as compared to the number of elderly persons by service area

Title V

Authority
42 U.S.C. 3056

GOAL I:
To serve the low-income elderly of Louisiana, age 55 and older, by providing meaningful part-time employment opportunities, enhance community involvement, and promote individual self-sufficiency.

OBJECTIVE I. 1: The Governor’s Office of Elderly Affairs will meet the United States Department of Labor Entered Employment goal of 24% of authorized slots by June 30, 2013.

STRATEGY I. 1. 1 Coordinate activities with One-Stop Career Centers by encouraging older individuals to seek the services offered by the centers

STRATEGY I. 1. 2 Increase the skills of program participants by offering at least one opportunity for occupational training by utilizing services available through Workforce Investment Act (WIA)

STRATEGY I. 1. 3 Secure consultants and other sources to provide training to contractors to enhance their unsubsidized placements

PERFORMANCE INDICATORS:

Inputs: Number of authorized positions in the Title V program
Outputs: Number of persons actually enrolled in Title V program annually
Outcome: Number of persons placed in unsubsidized employment
Efficiency Number of persons served compared to the authorized positions

Title VII Elder Rights Protection

Authority
LSA R.S. 40:2010.2
LTCO 42 U.S.C. 3021(c)
LTC 42 U.S.C. 3027 (a)(12)
ELDER RIGHTS 42 U.S.C. 3058j
LEGAL ASSISTANCE PROGRAM 42 U.S.C. 3027 (a)
LEGAL ASSISTANCE DEVELOPER 42 U.S.C. 3027 (a)(18)
STATE LTC OMBUDSMAN LSARS 40:2010.1 et seq

GOAL I: To promote the rights and well-being of residents of Louisiana's Long-Term Care facilities and empower residents, their families and communities to participate in the actions and decision-making that affect their daily lives.
OBJECTIVE I.1: To ensure client access to ombudsmen services in all Louisiana licensed nursing homes, visits will be made by certified Ombudsmen monthly.

   STRATEGY I.1.1 Require regular visitation of facilities by paid staff and volunteers
   STRATEGY I.1.2 Hold semi-annually certification training
   STRATEGY I.1.3 Provide and approve continuing educational training for persons who are certified

PERFORMANCE INDICATORS:

   Inputs: Number of nursing homes visited monthly
   Outcome Percentage, averaged quarterly, of nursing homes visited monthly

OBJECTIVE II.1: To resolve 85 percent (85%) of complaints reported to or initiated by long-term care ombudsmen by June 30, 2006, and annually thereafter.

   STRATEGY I.2.1 Arrange for legal advice and consultation for ombudsmen in interpreting the laws and regulations pertaining to residents’ rights and requirements for nursing facilities
   STRATEGY I.2.2 Provide technical assistance to ombudsmen as needed in resolving complaints
   STRATEGY I.2.3 Provide in-service to nursing facilities and conduct or participate in community education events

PERFORMANCE INDICATORS:

   Inputs: Number of complaints received
   Outputs: Number of certified ombudsmen
   Number of in-service hours
   Outcomes: Number of complaints resolved
   Quality: Random review of case records for effectiveness and compliance

PARISH COUNCILS ON AGING PROGRAM

   Authority
   LSA R.S. 46:1601 et seq

MISSION: To provide support services to the elderly population by parish council on aging.

GOAL I.

   To ensure that parish council on aging operates in compliance with state laws and the Office of Elderly Affairs Policy and Procedures.

OBJECTIVE I.1: To provide technical support to parish council on aging’s board and staff to ensure that each parish council on aging are governed in accordance with sound management principles by the end of each fiscal year.
STRATEGY I.1.1 To enforce policies governing the use of state funds appropriated to parish voluntary councils on aging in accordance with R.S. 46:1606

STRATEGY I.1.2 Provide contingency training to voluntary parish councils on aging board members regarding the parish council on aging statutory functions and responsibilities

STRATEGY I.1.3 Provide technical support by GOEA staff on a as needed or requested basis

PERFORMANCE INDICATORS:

Inputs: Annual review of 64 board rosters
Number of training sessions held

Outputs: Number of board and staff trained.

Outcomes: Increase in the number of requests for training

Quality: Participant evaluation were satisfaction or above

ACTION PROGRAM

MISSION: To provide volunteer opportunities for Louisiana’s older individuals.

GOAL I.

To dispense state matching funds, as appropriated by the State Legislature, for the federal grant provided to the Corporation for National & Community Service.

OBJECTIVE I.1: To provide assistance and coordination for twenty-four (24) subcontractors through the Corporation for National and Community Service by June 30, 2013.

STRATEGY I.1.1 Monitor the use of state funds awarded to local agencies annually

STRATEGY I.1.2 Provide technical assistance to the Corporation for National & Community Service regarding allowable use of state matching funds

PERFORMANCE INDICATORS:

Inputs: Number of older individuals currently enrolled in the volunteer programs

Outputs: Number of service hours provided to the community

Outcomes: Number of volunteer sites

Efficiency: Average amount paid to each volunteer for mileage and meals
SENIOR CENTER PROGRAM

Authority
LSA R.S. 46:932(14)
LSA R.S. 46:1608

MISSION: To provide facilities where older persons in each parish can receive supportive services and participate in activities that foster their independence, enhance their dignity, and encourage involvement in and with the community.

GOAL I.
To provide facilities, throughout the state, where older individuals can meet and receive a variety of services on a local level.

OBJECTIVE I.1: To assess state funded senior centers for compliance with Office of Elderly Affairs policy by June 30, 2013.

STRATEGY I.1.1 Issue a self-assessment instrument to senior centers

STRATEGY I.1.2 Evaluate the results of the senior centers self-assessment instrument

STRATEGY I.1.3 Issue a final report on states funded senior centers

PERFORMANCE INDICATORS:

Inputs: Baseline of the senior centers that operate in the state
Outputs: Number of contracts awarded annually for senior center operation
          Number of older individuals receiving services in state-funded senior centers
Outcomes: Services provided in senior centers throughout the state
Efficiency: Senior centers will deliver services in designated areas
APPENDIX
APPENDIX:

A brief statement on each program their principle clients and users and the specific service or benefit that they derive.

Administration Program:

The administration program is responsible for the overall operation of the agency and is financially responsible for the sub program, Elderly Protective Services (EPS). Stakeholders in the Administration Program include the agency staff, LEBA Board members, parish council on aging staff and board, area agency on aging staff and board, and service recipients and their families. Additional stakeholders include the Governor, Legislators and their constituents. Stakeholders benefit from informed and trained council on aging staff, which can provide comprehensive and appropriate services to clients in the most expedient manner.

The stakeholders of the EPS sub program are the elderly at risk, residents of medical facilities, nursing homes patients, and their families. Additional stakeholders for EPS are medical personnel, social workers, EPS staff, community leaders, clergy, law enforcement and government officials. EPS is responsible for investigating reports of abuse on citizens age 60 plus regarding allegations of abuse, neglect, and/or exploitation. This includes the 60 plus client who is suspected of self abuse. EPS receives reports of abuse from the public, investigates the allegations, and helps arrange for appropriate services for the client.

Federal Older American’ Act Program Title III B, C, D, & E Title V, Title VII, and Nutrition

The Administration on Aging (AOA) appropriates federal funds to the state for services to elderly citizens. These federal funds are distributed based on a formula approved by the Administration on Aging, and state funds are distributed as dictated by state law. Stakeholders for this program are the parish council on aging, area agency on aging, the elderly population, their families, friends, local governments and agency staff. The elderly population is identified by need and they may reside in a rural areas. They may have economic and/or social need, limited income, disabled; suffer from Alzheimer, or other related medical disorders. Additional stakeholders are attorneys who fulfill legal services, recipients of home delivered meals, congregate meal sites or recipients of services such as homemaker, chore, or transportation.

The National Family Caregiver Support Program (NFCSP) assists caregivers who are caring for persons over 60 years old or grandparents who have responsibility for children under the age of 18. The NFCSP provides educational services, support groups, personal care attendants, respite care, and some material aid items. NFCSP assist the caregiver to continue to care for their spouse, or relative so the elder may remain in the environment of their choice.

Recipients for most of the services must be over the age of 60; however, recipients of the Senior Employment Program only need to be over 55 years of age and show financial need. The senior employment program gives senior citizens the opportunity to receive training, to assist them to return to the workforce.

Elder Rights (ombudsman) stakeholders are nursing home residents and their families, concerned individuals in the community, nursing home staff, social workers, and ombudsman staff. The ombudsman program receives, investigates and acts on complaints from nursing home residents their families’, facility staff or anyone else on behalf of the resident.

Programs are evaluated by agency program monitors for effectiveness and if the services meet the consumer’s needs. Recipients of service also provide feedback to through public hearings. Services needs are addressed in communities from the stakeholders.

Parish Councils on Aging
The Governor’s Office of Elderly Affairs provides an allotment to parish councils on aging that supplements programs/services or administrative costs that other funding sources do not cover. Councils on aging are located in each parish and may provide contracted services through an area agency on aging. Some of the councils receive a local tax mileage or a designated sales tax as another source of revenue to assist with programs for the parish’s elderly population. Stakeholders for this program are recipients of service, families of the elderly who receive service, parish government, and employees of the council. The councils are responsible for being an advocate for the elderly in their parish. They are to network with service providers to ensure that the needs of the elderly are being met in the community.

**Action Program**

The Governor’s Office of Elderly Affairs receives appropriated funds from the Legislature to match the Federal funds for the Senior Service Corps. The Action Program monitors the services that delivered through the Senior Service Corps. This federal program recruits volunteers for five programs, three of which are oriented to the elderly and are available in Louisiana. They are the Retired Senior Volunteers Program (RSVP), Foster Grandparents Program, and Senior Companions Program. Stakeholders for this program are the elderly who participate in these programs, the agencies who receive assistance, and recipients of any service, families of the participants, and staff of Elderly Affairs.

We can trace the RSVP program to a pilot program in New York in 1965 to enlist older adults to use their talents and experience. In 1979, the Foster Grandparents Program was designed to give low-income elderly important social experiences while they helped children with special needs. The Senior Companion Program was authorized in 1973 and has elderly helping elderly by providing services to delay recipients from receiving long-term care. These programs benefit the volunteer as much as they help with needed services in the communities. These three programs met a need in our community to help citizens to remain active and healthy by volunteering. The RSVP program helps by assisting the individual by paying some of the transportation and meal cost that would prevent an individual from volunteering. The Senior Companion Program pays a small stipend, which is less than minimum wage. They usually work twenty hours per week and work with two to four clients. The Foster Grandparent Program also receives a small stipend, which is less than minimum wage. These volunteers offer emotional support to children who have been abused and neglected, mentor troubled teens, help young mothers care for premature infants, and children with physical disabilities.

**Senior Center Program**

The National Council on the Aging defines a senior center as:

> A community focal point on aging where older persons as individuals or in groups come together for services and activities that enhance their dignity, support their independence and encourage their involvement in and with the community.

In Louisiana, we have 139* senior center sites which offer not only services but a place where seniors came come and socialize. This helps to keep the senior healthy, informed, and active in the community. We are seeing more seniors live longer and the senior centers provide an excellent location for an exchange of ideas. This facility helps in providing activities to stimulate the elderly’s interest and promotes independence.

Stakeholders of the Senior Center Program are the elderly who participate in the programs, their families, and local governments, parish councils on aging, the community, state lawmakers, the governor and the staff of the Office of Elderly Affairs.
The number of senior centers has decreased by four (4) because of the Gulf 2005 Storms. As communities repopulate and the need for centers return the plan is to reopen the centers that are currently closed.
An identification of potential external factors that are beyond the control of the entity and that could significantly affect the achievement of its goals or objectives

Internal Assessment

The Governor’s Office of Elderly Affairs is an agency in the Executive Office that plans for various federal grants and state funding to regional and local contractors and ensures the accountability for those funds through contract management. This office also provides direct service to clients through elderly protective services, which has four regional offices and three contract offices. The eligibility for the programs with Elderly Affairs is for persons 60 and older except with the Title V Senior Employment Program where the age minimum age is 55. Targeted groups are the frail, low income, minority, rural, victims of abuse and those who demonstrate the greatest social or economic need.

External Assessment

Eligibility to the programs provided by the Governor’s Office of Elderly Affairs is age based. We must look at our present elderly population and their needs when we review projections of the population that will reach age 60 in the next ten years. Louisiana and other states have started to see a growth in our aging population and the strain it has had on providing more services to a diverse group of aging people. We must also look at longevity, income, and health of the aging population in assessing the services that we are currently providing through state providers. We must look at what services seniors need and request when we look at future services.

Displacement due to disaster have also caused a concern in meeting the need services, housing and other basic needs for these seniors.

**LOUISIANA: VISION 2020**

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**Workforce Commission**

The Office of Elderly Affairs Program B, Federal Older Americans Act Title V, Senior Employment Program, is a mandatory partner with the workforce development and provides employment and training for persons 55 and above which is part of the one-stop career center environment.
HUMAN RESOURCE POLICIES BENEFICIAL TO WOMEN AND FAMILIES

The Office of Elderly Affairs revised the Personnel Manual in September 2003 to provide employees the opportunity to choose a four-day workweek. The manual already supported flextime to allow all employees the flexibility to set a workday that was beneficial to their families.

Program A, Administrative, Objective 1 regarding training hours is linked to the four-day workweek or flex time which is the most appropriate for the staff to provide training to the aging network.

Program B, Title III, nutritional services is linked through the GOEA’s Policy Manuel that defines the services the state’s senior citizens can receive. Many of the recipients of these services are female.

Program B, Title V, job placement for persons 55 and older with limited economic resources. This objective is linked to the Human Resource Policy for Women as this program provides training and placement back into the workforce. The majority of the placements are women who had left the workforce and find themselves in need of employment to assist their families.
Demographics

The estimated Census 2006 data for Louisiana reports the population as 4,287,768, which is a decrease of 181,208 people from the Census 2000 figures. The loss of population did not decrease the estimate of the 60+ population which is estimated at 16.7% (714,192) of the estimated Census 2006. By the year 2010, the “baby boomers” will reach the 60 age group and this group is projected to increase dramatically.

The estimated Census 2006 shows the 85+ making up 1.6% of the state’s population. This age group continues to expand in many of our communities. The increase in the aging population has an impact on family support structure, health care, aging services and there is a need for additional funds to meet the demand for services.

Service Duplication

The Federal Older American’s Act mandates each state to designate a state agency to provide oversight of the federally funded programs for the elderly. Louisiana Act 1182 required the Governor’s Office of Elderly Affairs to establish a State Task Force to review all services provided to the elderly by profit, nonprofit and government agencies to determine if services are being duplicated. The Task Force reported their findings to the Legislative in March 1999. This report helped guide the agency in making plans on programs for Louisiana’s aging population.

Services are divided along programs that the Governor’s Office of Elderly Affairs administers along program lines. Each program has distinct duties and responsibilities that other agency programs do not duplicate. The Office of the Legislative Auditor published a report, Analysis of Program Authority and Performance Data, dated September 7, 1998, that addresses the subject of service duplication. The auditor’s overall findings regarding the Office of Elderly Affairs are found in Chapter 14 starting on page 165. In the Chapter Conclusions on page 165 paragraph three the auditor’s states “There are no apparent overlapping or duplicative programs or functions identified within the office.” No structural changes have taken place within the agency since this report was issued.
Background:

In 1956, Act 479 created the Louisiana Commission on the Aging with the approval of Governor Earl K. Long. The Governor appointed twelve members to the Commission who had an interest and knowledge of the problems of aging. “Their responsibility was to collect facts and statistics and make special duties concerning the employment, health, financial status, recreation, social adjustment, and other conditions affecting the welfare of the aging people of the state.” In 1965, Older Americans Act gave the Commission some initial funding to hire staff and make grants to localities for small aging programs. In 1969, federal amendments of the Older Americans Act expanded the state’s mandate making the state agency on aging responsible for planning, coordinating and evaluating programs for older people at the state level.

In the 1970's small state agencies were consolidated creating large departments. This consolidation placed the Commission under the Department of Health and Human Resources. The Commission now became known as Bureau of Aging Services (BOAS). In 1973, Comprehensive Services Amendments to the Older Americans Act called for the state agency on aging to strengthen services to the elderly. This amendment set three service delivery systems for older people, Administration on Aging at a Federal level, State Agency on Aging at the State level and Area Agencies on Aging at the sub-state level. The Governor divided the state into eight planning districts and BOAS called these eight districts “planning and service area.” In 1979, Act 206 created and established the Office of Elderly Affairs (GOEA) in the Office of the Governor.

In 1980, Governor David Treen signed Executive Order 80-16 authorizing GOEA to designate planning and service areas to coincide with the sixty-four parishes. This led to the state agency on aging designating all sixty-four (64) parishes as planning and service areas including the Council on Aging in their respective parish. The Councils on Aging challenged this action and settled out of court. This court settlement led to a compromise that resulted in two of the original Area Agencies on Aging keeping their designation as multi parish agencies and others opted to become single parish AAAs. Currently Louisiana has thirty-seven planning and service area providers that include thirty-three single parishes and four planning and service area that cover from six to ten parishes.

Many services, which we currently provide to the state’s senior citizens, are funded with Federal grants and matching state funds. Currently GOEA has five (5) programs and one (1) sub program that oversee services for citizens over the age of 60.