

Louisiana Music Commission
Strategic Plan:
Goals, Objectives and Performance Indicators
FY 1998-99 to FY 2002-03



Louisiana Music Commission
P.O. BOX 19031
NEW ORLEANS, LA 70179-0031
Phone: 504-942-8154 Fax 504-942-7800
Email: lamusiccomm@comm.net
Website: www.comm.net/~lmc

(This document is available online.)

Rev.4 June 1998

**Louisiana Music Commission Strategic Plan:
Goals, Objectives and Performance Indicators 1998-2003**

In Memory of Dr. Thomas Comeaux
Feb. 15, 1952—Nov. 8, 1997

The untimely death of Dr. Thomas Comeaux created a vacancy on the Louisiana Music Commission. Though that vacancy was readily filled, the shock of his sudden departure lingers. Tommy was an inspiration to those his life touched. He was a great musician, a great pathologist, a great Louisianian and a great friend to all who knew him. As a commissioner, Tommy was generous with his time, sage with his advice and unwavering in his support of the LMC.

This document is submitted in loving memory of Dr. Thomas Comeaux,
with the hope that it sets forth a future for Louisiana music
that will shine as brightly as did his spirit.

Louisiana Music Commission Strategic Plan: Goals, Objectives and Performance Indicators 1998-2003

Document Overview Louisiana Music Commission

Statements of Purpose, Performance and Environment

Purpose

The Louisiana Music Commission (LMC) was created by Act 760 of the Legislature during the Regular Session of 1979. The LMC, according to La.R.S. 25:315-317, exists "to promote and develop popular commercial music and its related industries in Louisiana." This broad mandate allows the LMC to work on diverse issues such as live music, education, business infrastructure, broadcasting and production.

It is the responsibility of the LMC to develop a marketing plan for the promotion of Louisiana music resources, an education plan to preserve our musical legacies, a workforce development plan that serves the industry, to develop broadcasting and multimedia initiatives, and to implement general business initiatives to maximize the economic impact of the Louisiana music industry.

Performance

Since 1992, the LMC has generated a 15:1 ratio of economic results compared to budget, averaging more than \$1.5 million in economic activities per year while spending an average of only \$103,000 per year as of June 30, 1998. The LMC has assisted thousands of music professionals, been a catalyst for exposing a record number of musicians to the public via radio and television, facilitated historic developments and events, and has been a catalyst for reaching thousands of Louisiana schoolchildren with historical music programs.

Environment

This Strategic Plan contains information on projects that cover three principal areas: business assistance and programming; resource marketing; and educational initiatives including workforce development.

Louisiana's reputation as a major force in the world's music industry is well established. However, threats loom, such as a need to raise the level of professionalism in the area of publishing, aging stars, and the lack of well-established music education programs in primary schools. With the continued steady growth of the economic impact of music on the state's economy, we can justify taking bold steps to strengthen our role in the international marketplace.

Actions by the state, such as the continuing investment in the New Orleans Center for the Creative Arts, making more money available for teacher pay, and expanding support of the LMC, are keeping Louisiana moving towards a better future as a musical wellspring. However, state investment in music initiatives, music resource marketing and the LMC is far below that made in other less significant sectors of the state's economy--and reputation.

With the submission of this detailed plan, the LMC is encouraging state government to look harder at this naturally occurring, world renown, \$2.2 billion industry (as of 1996) state wide. To fulfill this plan will take a greater investment both in the infrastructure of the LMC (budgeted approximately \$300,000 in FY 98-99) and the greater music industry in Louisiana and the world.

Louisiana Music Commission Strategic Plan: Goals, Objectives and Performance Indicators 1998-2003

Vision

Louisiana's abundant cultural musical resources will be cherished, nurtured, developed and promoted so that music remains one of the state's most recognized assets.

Mission

The mission of the Louisiana Music Commission is to promote and develop Louisiana's popular, commercial music and related industries to produce the highest possible economic and cultural benefit for the People of Louisiana.

Philosophy

To attain the mission of the LMC by utilizing all available resources; to set standards of professionalism and cooperation with other state departments; and to be a fair and accurate point of reference for all seeking to interact with Louisiana's music industry.

Goals

- I. To maximize the economic impact of the Louisiana music industry.
- II. To preserve Louisiana's culturally diverse musical legacies.

Objectives

I.1. Increase the amount of airtime on radio and television devoted to Louisiana music by June 2000.

I.2. Increase the amount of music manufacturing, production, performance and publishing activities by June 2002.

I.3. Expand Louisiana Music Commission music industry reference resources via the internet and at the LMC offices by July 2003.

II.1. Increase awareness of the value and cultural contributions of music and of Louisiana music history in Louisiana primary and secondary school students by May 2002.

Louisiana Music Commission Strategic Plan: Goals, Objectives and Performance Indicators 1998-2003

Goal I: To maximize the economic impact of the Louisiana music industry.

Objective I.1: Increase the amount of airtime on radio and television devoted to Louisiana music by June 2000

STRATEGY I.1.1 Establish the Louisiana Music Network (LMN) cooperative by January 2000.

Action Steps: I.1.a. Conduct surveys of radio and media
I.1.b. Develop standards for participation in LMN
I.1.c. Marketing plan: outreach to radio and media
I.1.d. Monitor and report on artists promoted through LMN
I.1.e. Promote awareness of LMN successes to public and music industry

PERFORMANCE INDICATORS:

Input: Baseline resource allocation for program
Baseline number of cooperating radio stations
Baseline number of radio shows playing Louisiana artists
Output: Number of radio stations surveyed
Standards for participation in LMN developed
LMN marketing plan developed
Reports on artists and airplay
Number of stories distributed to LMN and LMC communication list
Outcome: Increase in number of radio stations playing Louisiana artists
Increase in number of Louisiana artists getting airplay
Increase in performances and record sales by LMN artists
Efficiency: Cost per station participating
Cost per artist assisted
Quality: Louisiana's reputation as an incubator of talent spreads throughout the international music industry.
Louisiana's music business grows in economic impact.

Principal Clients: Musicians, record labels, recording studios, radio stations, record stores,
(descending order) music venues, record distributors, attorneys, managers, promoters.

Louisiana Music Commission Strategic Plan: Goals, Objectives and Performance Indicators 1998-2003

Objective I.2: Increase the amount of music manufacturing, production, performance and publishing activities by June 2002.

STRATEGY I.2.1. Develop an integrated marketing plan to raise awareness of the diversity and depth of the Louisiana music industry by April 1999

- Action Steps:
- I.2.1a. Establish LMC committee to start development of plan
 - I.2.1b. Survey state wide media to determine willingness to support airing of Public Service Announcements (PSAs) promoting the impact and importance of Louisiana's music resources, including history, music in education, cultural music resources and music industry
 - I.2.1c. Consult with other departments such as CRT, Education and Labor for possible collaboration
 - I.2.1d. Develop presentation for state wide speaking campaign for Louisiana music resources
 - I.2.1e. Target part of marketing plan to the international music industry to promote Louisiana music industry resources, production capabilities, artists and creative environment

PERFORMANCE INDICATORS:

Input: Baseline resource allocation for program

Baseline Marketing Committee composition

Output: Presentation materials created

Number of media outlets interested in running PSAs

Number of PSA's created

Number of commercial messages formulated

Number of PSA placed in media

Outcome: Increase in number of music-related programs state wide

Improved public perceptions as to value of music in Louisiana

Increase in number of media stories covering music in Louisiana

Efficiency: Cost per speaking engagement

Cost per advertisement/PSA produced

Cost per advertisement/PSA placed

Cost per response to ads/PSAs

Quality: Louisiana's image as major music center grows.

Perception of international market of Louisiana as location for

production/recording, performance and fruitful creative environment grows.

Louisiana becomes a bigger player in the world music market.

Principal Clients: Musicians, recording and production facilities, music educators, promoters, music venues and events, hospitality industry.

Louisiana Music Commission Strategic Plan: Goals, Objectives and Performance Indicators 1998-2003

STRATEGY I.2.2 Survey Louisiana music industry to determine economic impact, workforce needs and post-secondary school programs relating to music industry and develop economic incentives and programs to address educational needs by April 2001.

Action Steps: I.2.2a. Conduct economic impact survey of Louisiana music industry.
I.2.2b. Conduct needs surveys of primary Louisiana music industry.
I.2.2c. Analyze post secondary school course offerings.
I.2.2c. Analyze data.
I.2.2d. Formulate plans.

PERFORMANCE INDICATORS:

Input: Baseline resource allocation
Baseline economic impact numbers established
Baseline school course offering established
Output: Number of media stories generated by economic impact updates
Number of incentives and courses developed
Outcome: Percentage of growth/shrinkage of state wide industry established biannually
Increase in number of courses offered in music industry
Efficiency: Cost per survey
Cost per course developed
Cost per incentive developed
Quality: Louisiana's artists, songwriters and businesses increase income and economic impact on state.

Principal clients: Music businesses, musicians, music industry support workers.

STRATEGY I.2.3: Develop and promote "Forgotten Stars" program to recoup the royalties of older songwriters and their heirs by June 2000.

Action Steps: I.2.3a. Determine pool of Louisiana songwriters' works prior to 1978.
I.2.3b. Analyze overall cost to determine royalty stream.
I.2.3c. Raise money to cover cost of clearing titles.
I.2.3d. Determine pool of qualified attorneys to represent songwriters.
I.2.3e. Promote program to songwriters and heirs.

PERFORMANCE INDICATORS:

Input: Baseline resource allocation for program
Baseline economic assessment of "Forgotten Stars" program potential impact
Output: Number of songwriters/heirs assisted
Amount of money returned to songwriters/heirs
Outcome: Increase in income for songwriters and heirs
Increase in-flow of money into state
Increase in business generated by properly managed song catalogs
Increase in the number of attorneys and accountants administering catalogs
Efficiency: Cost per songwriter assisted
Quality: Louisiana's reputation as a creative wellspring of songs and for nurturing professionalism and knowledge of the publishing industry causes expansion of number of local music publishers.

Louisiana Music Commission Strategic Plan: Goals, Objectives and Performance Indicators 1998-2003

STRATEGY I.2.4: Represent Louisiana at music industry conferences internationally and persuade such conferences to more frequently choose Louisiana as a site by August 2003.

- Action Steps:
- I.2.4a. Determine which conferences are to be attended
 - I.2.4b. Attend conferences
 - I.2.4c. Determine which conferences are to be solicited
 - I.2.4d. Solicit conferences
 - I.2.4e. Determine which in state conferences should be supported

PERFORMANCE INDICATORS:

Input: Baseline resource allocation for program

Baseline of conference attendance and support

Output: Number of conferences attended

Number of in-state conferences supported and established

Number of conferences solicited

Outcome: Increase in number of conferences attended

Increase in number of conferences held in Louisiana

Efficiency: Cost per conference attended

Cost per conference attracted/assisted

Quality: Louisiana's presence at international conferences is expanded resulting in a greater awareness of Louisiana's music industry and its role in the international music industry.

Louisiana hosts more international music conferences and gatherings and is perceived as a great choice as a site for such events.

Principal clients: Music businesses, musicians, labels, educators, music activists.

Louisiana Music Commission Strategic Plan: Goals, Objectives and Performance Indicators 1998-2003

Objective I.3: Expand Louisiana Music Commission music industry reference resources via the internet and at the LMC offices by July 2003.

STRATEGY I.3.1: Develop a database of primary Louisiana music industry resources including businesses, artists, archives, educational programs and related assets and current record releases by Louisiana artists and labels.

Action Steps: I.3.1a. Compile data for website
 I.3.1b. Compile listings of books and journals
 I.3.1c. Design searchable web pages
 I.3.1d. Expand LMC offices to accommodate basic library

PERFORMANCE INDICATORS:

Input: Baseline resource allocation for program
 Baseline database info on Louisiana music industry

Output: Number of visitors to website
 Number of visitors to LMC library
 Number of record releases listed

Outcome: Increase in number of website visitors
 Increase in number of LMC library visitors

Efficiency: Cost per website visitor
 Cost per LMC library visitor
 Cost per record release listed

Quality: Louisiana Music Commission becomes a more useful promotional and reference resource to Louisiana's music industry.
 Louisiana Music Commission website becomes a useful tool for international music market to access valuable information on Louisiana music industry resources.

Principal clients: Musicians, music businesses, labels, international media, educators.

**Louisiana Music Commission Strategic Plan:
Goals, Objectives and Performance Indicators 1998-2003**

Goal II: To preserve Louisiana's culturally diverse musical legacies.

Objective II.1: Increase awareness of the value and cultural contributions of music and of Louisiana music history in Louisiana primary and secondary school students by May 2002.

STRATEGY II.1.1: To have a full time music teacher employed by every primary, middle and secondary school in Louisiana by September 2001.

Action Steps: II.1.1a. Convince decision makers of value of music in schools
 II.1.1b. Coordinate efforts with Department of Education to determine
 number of music teachers currently in system
 II.1.1c. Promote effort

PERFORMANCE INDICATORS:

Input: Baseline resource allocation
 Baseline of elementary and middle schools
 Baseline of music instructors

Output: Number of schools
 Number of music instructors

Outcome: Number of music instructors hired
 Number of schools with instructors
 Number of students enrolled in music programs/courses
 Number of graduating students accepted by university music programs
 Overall test scores rise

Efficiency: Cost per instructor
 Cost per schools
 Cost per student

Quality: Louisiana raises overall academic test scores because of impact of music
 programs.
 Louisiana raises the quality of experience in elementary and middle schools
 because of availability and diversity of music instruction.
 Louisiana gains reputation for pool of highly qualified graduates from
 secondary schools.

Principal Clients: Students, schools, teachers, music instrument retailers, sheet music retailers.

Louisiana Music Commission Strategic Plan: Goals, Objectives and Performance Indicators 1998-2003

STRATEGY II.1.2: Develop a preliminary education plan to educate middle school/junior high students about the cultural contributions of Louisiana musical history by May 2000.

Action Steps: II.1.2a. Complete a Louisiana music history booklet
II.1.2b. Compile music to accompany booklet
II.1.2c. Clear publishing rights to music and duplicate CDs
II.1.2d. Promote programming to Louisiana school system
II.1.2e. Distribute booklet and music to schools in cooperation with La. Dept. of Education

PERFORMANCE INDICATORS:

Input: Baseline resource allocation
Output: Number of books/CDs completed
Outcome: Number of books/CDs distributed
Number of schools supplied
Number of students reached
Efficiency: Cost per book
Cost per CD
Quality: Louisiana primary school students learn basic history of Louisiana music and cultural factors that contributed to the diversity of styles of music in the state.

Principal clients: Students, schools.