Statewide ERP Project Update

Louisiana Transportation Conference
Transportation Innovation:
Solving Tomorrow’s Challenges

River Center – Meeting Room 2
February 10, 2009 – 3:15 PM
Agenda

• Overview of LaGOV
• Project Schedule
• Key Decisions
• Organizational Impacts
• LaGOV Efficiencies
• Success Factors
• Data Cleanup
• Information Sources
Overview of LaGOV

LaGov

ENTERPRISE RESOURCE PLANNING
Our mission is to successfully implement an enterprise administrative solution for the State of Louisiana to demonstrably improve administrative business performance and reporting.
Enterprise Resource Planning (ERP)
Comprehensive suite of integrated products providing end-to-end support for statewide and agency-specific administrative business processes:

This is a **Strategic Business Initiative** for Louisiana State Government using technology as a tool

The existing **SAP HR/Payroll System** will be integrated with the **SAP Financial System** and **AgileAssets**:

Providing a **fully integrated ERP Solution** to the State of Louisiana!
ERP is *not* about IT or software!

LaGov will empower agencies to perform everyday business activities more effectively and efficiently.

LaGov will provide Departments with additional functionality at the statewide level, eliminating the need for many existing internal administrative systems.

LaGov will provide DOTD with a state-of-the-art transportation asset management system.
Project Overview

LaGov will allow the State of Louisiana to …
- Streamline business processes
- Establish common data and practices
- Establish a single point of entry
- Establish a single source of data
- Establish end-to-end process integration
- Comply with federal financial standards

In relation to existing state systems, LaGov will …
- Capitalize on the State’s strategic investment
- Provide the foundation to achieve transparency and accountability
- Facilitate speed and accuracy in decision-making
- Replace aging, costly, ineffective systems
- Enable eBusiness extensions

Project Schedule

2009:
- **February**
  - Blueprint Phase Completion
- **February/March**
  - Realization Phase Begins
- **September**
  - Integration testing begins for Finance, Logistics

2010:
- **June 21**
  - Go-Live for all agencies except DOTD – Financials, Logistics (FY2011)
- **September 20**
  - Go-Live for all agencies – Budget Preparation (FY2012 budget prep)
- **October 4**
  - Go-Live for DOTD – Financials, Logistics, Linear Assets (FY2011)

User Training will begin 3-4 months prior to Go-Live dates.
Project Scope
SAP Integrated Business Components

**FINANCIAL MANAGEMENT**
- General Ledger & Budgetary Control
- Accounts Payable
- Accounts Receivable & Billing
- Revenue Accounting
- Cost Allocation
- CAFR
- Grants
- Projects
- Operating Budget
- Capital Budget
- Cash Management

**DOTD/LINEAR ASSETS (LA)**
- LA Management
- LA Maintenance
- FHWA Billing
- AASHTO Integration

**PROCUREMENT & LOGISTICS**
- Procurement
- Contract Management
- Warehouse Inventory
- Asset Management
- Materials Management
- Fleet Management
- Facilities Management

**HR/ PAYROLL INTEGRATION**
- Common Database
- Data Warehouse
- Business Intelligence
- Performance Management
DOTD Goals

- Replace legacy applications that are difficult to support and inefficient to operate
- Move to vendor supported and upgradeable software
- Data integration
- Enable integrated project management functionality
- Single project number for all phases of work
- Simplify work order process, including mobile devices for field data entry
- Improve, simplify, and streamline our Federal Billing process
- Enhance reporting and information analysis capability
- Complete linear asset management functionality
- Predictive modeling for maintenance activities
Application Status

- Systems to be replaced (30)
  - 30 DOTD systems to be replaced
    - 5 DOTD non-legacy systems to be replaced
    - 7 additional systems under analysis (may be replaced)
- Systems to remain (53)
  - 53 Total DOTD systems remain
    - 15 DOTD legacy systems remain
    - 10 AASHTOWare® systems remain
    - 28 Client / Server or Web based systems
# DOTD Application Status

## APPLICATIONS TO BE REPLACED

<table>
<thead>
<tr>
<th>Acronym</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>ADDS</td>
<td>AUTOMATED DATA DISBURSEMENT</td>
</tr>
<tr>
<td>AREC</td>
<td>ACCOUNTS RECEIVABLE</td>
</tr>
<tr>
<td>AUTH</td>
<td>AUTHORIZATION</td>
</tr>
<tr>
<td>BIDS</td>
<td>BIDS</td>
</tr>
<tr>
<td>CCMS</td>
<td>CONSULTANT COMPENSATION MGMT</td>
</tr>
<tr>
<td>DAJR</td>
<td>DAILY JOURNAL</td>
</tr>
<tr>
<td>ECTS</td>
<td>ENGINEERING CONTRACT TRACKING</td>
</tr>
<tr>
<td>ENCM</td>
<td>ENCUMBRANCE OF CAPITAL OUTLAY</td>
</tr>
<tr>
<td>ENVI</td>
<td>ENVIRONMENTAL IMPACT</td>
</tr>
<tr>
<td>EQMS</td>
<td>EQUIPMENT MANAGEMENT SYSTEM</td>
</tr>
<tr>
<td>EQNT</td>
<td>EQUIPMENT USAGE ENTRY SYSTEM</td>
</tr>
<tr>
<td>ESTI</td>
<td>CONSTRUCTION ESTIMATES</td>
</tr>
<tr>
<td>FAID</td>
<td>FEDERAL AID</td>
</tr>
<tr>
<td>FAST</td>
<td>FEDERAL AID SUBMISSION TRACKING</td>
</tr>
<tr>
<td>FASTA</td>
<td>FAST ARCHIVES</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Acronym</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>FMSP</td>
<td>FINANCIAL MANAGEMENT</td>
</tr>
<tr>
<td>GLED</td>
<td>GENERAL LEDGER</td>
</tr>
<tr>
<td>HCPC</td>
<td>COST OF PROPOSED CONTRACTS</td>
</tr>
<tr>
<td>LETS</td>
<td>LETTING LIST</td>
</tr>
<tr>
<td>MOPS</td>
<td>MAINTENANCE OPERATIONS</td>
</tr>
<tr>
<td>NAIL</td>
<td>NAME AND ADDRESS LABELS</td>
</tr>
<tr>
<td>PCRD</td>
<td>PROCUREMENT CARD</td>
</tr>
<tr>
<td>PCST</td>
<td>PROJECT COST</td>
</tr>
<tr>
<td>PIMS</td>
<td>PURCHASING AND INVENTORY</td>
</tr>
<tr>
<td>PMFS</td>
<td>PROJECT MANAGEMENT FINANCING</td>
</tr>
<tr>
<td>PPMS</td>
<td>PROGRAM AND PROJECT MGMT</td>
</tr>
<tr>
<td>SIGN</td>
<td>ADVERTISING SIGNS</td>
</tr>
<tr>
<td>STOOL</td>
<td>SMALL TOOLS</td>
</tr>
<tr>
<td>TCDD</td>
<td>TRAFFIC CONTROL DEVICES</td>
</tr>
<tr>
<td>TOPS</td>
<td>TRACKING OF PROJECT</td>
</tr>
</tbody>
</table>
DOTD Application Status

<table>
<thead>
<tr>
<th>Application Code</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>AARS</td>
<td>REAL ESTATE SYSTEM</td>
</tr>
<tr>
<td>ETRN</td>
<td>EDUCATION AND TRAINING</td>
</tr>
<tr>
<td>ETS</td>
<td>ENVIRONMENTAL TRACKING SYSTEM</td>
</tr>
<tr>
<td>STRM</td>
<td>STRUCTURES INVENTORY</td>
</tr>
<tr>
<td>TAHI</td>
<td>HIGHWAY INVENTORY</td>
</tr>
<tr>
<td>TAND</td>
<td>HIGHWAY NEEDS</td>
</tr>
<tr>
<td>URTS</td>
<td>UTILITY RELOCATION TRACKING SYSTEM</td>
</tr>
</tbody>
</table>
## DOTD Application Status

<table>
<thead>
<tr>
<th>Legacy Applications remaining after Go-Live</th>
</tr>
</thead>
<tbody>
<tr>
<td>COGO</td>
</tr>
<tr>
<td>FARS</td>
</tr>
<tr>
<td>HPMS</td>
</tr>
<tr>
<td>HYDR</td>
</tr>
<tr>
<td>INFO</td>
</tr>
<tr>
<td>PHON</td>
</tr>
<tr>
<td>PUWO</td>
</tr>
<tr>
<td>RSIS</td>
</tr>
<tr>
<td>RTNG</td>
</tr>
<tr>
<td>SUBS</td>
</tr>
<tr>
<td>SWFC</td>
</tr>
<tr>
<td>TATA</td>
</tr>
<tr>
<td>TATV</td>
</tr>
<tr>
<td>TWVC</td>
</tr>
<tr>
<td>WELL</td>
</tr>
</tbody>
</table>
Project Schedule
LaGov Business Blueprint Phase Update

- **Business Blueprint Phase**
  - 134 of 134 Sessions Completed !!!! (YEAH)
  - 22 of 22 Validation Sessions Completed
  - On Target for Approval by end of February
  - Implementation Timeline Finalized
  - Realization Ready to Begin
DOTD Go-Live Revised

- DOTD is replacing more systems than any other department (data cleanup)
- DOTD is the only agency converting from its own financial and procurement systems
- DOTD is the only department implementing Agile Assets
- DOTD must implement Federal Highway Administration billing, an extremely complex and important function
LaGOV Implementation Timeline


Dev Client 03/02/09

02/02 Development

02/02 Integration Testing

08/28 UAT / Training

02/26 Go-Live – 06/21/10

08/03 Development

Integration Test 06/18

UAT / Training 09/20/10

Support 12/31

Integration Test 08/28

UAT / Training 10/04/10

Support 12/31

Support 12/31

Support 12/31

Integration Test 05/28

UAT / Training 04/02

Support 12/31

Support 12/31

Phase 1 – Fincls / Logistics (Agencies)

Phase 2 – Fincls / Logistics / Linear (DOTD)

Phase 3 – Budget Preparation (BP/IP)
LaGOV Efficiencies
# Efficiencies - Budget

## Currently:
- Manual, redundant time consuming process for *agencies and budget office staff*
- Time consuming, manual process associated with budget adjustments and budget requests

## LaGov ERP:
- **Electronic Submission of Budget Requests**
  - Automates load of expenditure data
    - Pre-loads actual information and EOB data as a consistent starting point for Budget Preparation
- **Budget & Finance Integration**
  - Provides consistent recording and reporting of expenditures
  - Significant reduction in the amount of data entry and time required by agencies for budget requests and adjustments
  - Greater visibility into grants, projects and contracts as budget adjustments are made
Currently:
- Redundant data entry for tracking, depreciation, General Ledger reconciliation and CAFR reporting
- Inconsistent approaches to depreciation calculations among various agencies
- Inefficient disposition of transferred and retired assets

LaGov ERP:
- Automates creation of a capitalized asset at time of purchase
- Provides real-time integration of capitalized assets to financials
- Reduces timeframe for entering capitalized assets from 60 to 30 days at fiscal year end
# Efficiencies – Purchasing

<table>
<thead>
<tr>
<th>Currently:</th>
<th>LaGov ERP:</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Cumbersome and inefficient workflow and approval among agencies</td>
<td>• Improves the State’s ability to perform true spend analysis</td>
</tr>
<tr>
<td></td>
<td>• Standardizes workflow for approvals</td>
</tr>
<tr>
<td></td>
<td>• Provides the mechanism for vendors to respond to bids electronically</td>
</tr>
<tr>
<td></td>
<td>• Facilitates “punch out” to vendors</td>
</tr>
</tbody>
</table>
## Efficiencies – Contracts

<table>
<thead>
<tr>
<th>Currently:</th>
</tr>
</thead>
<tbody>
<tr>
<td>- Lack of detailed contract documentation</td>
</tr>
<tr>
<td>- Header information only in CFMS</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>LaGov ERP:</th>
</tr>
</thead>
<tbody>
<tr>
<td>- Provides ability to process <strong>complete service contract</strong> online</td>
</tr>
<tr>
<td>- Builds and creates complete RFP (online) within system</td>
</tr>
<tr>
<td>- Provides complete visibility of scope of services</td>
</tr>
<tr>
<td>- Efficient transition of data from RFP to contract</td>
</tr>
<tr>
<td>- Enhances contract transparency and accountability</td>
</tr>
</tbody>
</table>
Key Decisions
Cost Centers:
DOTD Proposed Numbering Scheme

Examples of how this *might* look in the new system:
(Dashes added for readability only)

276-2-1-02-001 = Eng & Ops, Operations (051), Dist Eng(449), Bridge City, Admin

273-1-2-13-001 = Administration, M&F(010), Information Technology(130), IT, Admin
Key Decisions

Projects

- Single Project Number (CS will not be part of key)
- Will use project phase structure (Colorado DOT uses same structure)
  - Feasibility
  - Environmental
  - R/W (Control Section)
  - Utilities
  - Design
  - Construction (Control Section)
- Will have WBS element for Federal Participating / Non-participating
### Functional Areas: State of Louisiana
#### Proposed Numbering Convention

- **(1) – (2)** Disaster
- **(3) – (4)** Parish
- **(5) – (9)** DOTD Function
  - or
  - Zero filled
- **(10) – (16)**

- Will always be used for financial reporting of disaster and damages
- *May* be used for Parish level reporting
  - But this level reporting can come from other sources
Key Decisions

Function Code

– In Linear Assets, expanding to 5 digits
– Functional Areas, Disaster / Emergency
– Other areas of DOTD, will be captured by other means

Data Conversion

– Only active records will be brought into SAP
– Integration makes data clean-up a key success factor
– Historical records will be archived or loaded as-is to the Business Intelligence (BI) module
Processes

– Budget
  • Distribute to the Section/District but control at the program
  • Funds availability check will be made prior to establishing purchase order or paying invoices

– Assets
  • Capitol asset management
  • Infrastructure will be valued by Control Section
  • Increased detail in accounting of transportation infrastructure
Key Decisions (cont’d)

Processes (cont’d)

– Vendor Self Service
  • Vendors / Contractors / Consultants will be encouraged to use electronic payments
  • Will have ability to review payment status and information on-line
Organizational Impacts
Organizational Impacts

• Evolving roles and responsibilities for project management, cleanup and closeout
  – Project Managers will be responsible for accuracy and approval of invoices for engineering contracts
  – Construction Managers will be responsible for accuracy and approval of invoices for construction contracts
  – Asset Manager role

• Closer working relationships between Budget, Purchase and Finance
<table>
<thead>
<tr>
<th>Key Decisions Pending</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Asset management settlement role</td>
</tr>
<tr>
<td>• Approve cost center numbering scheme</td>
</tr>
<tr>
<td>• Approve level of control at the Program Level</td>
</tr>
<tr>
<td>• Approve the use of functional area for disaster/damage only</td>
</tr>
<tr>
<td>• Approve discontinuing function code reporting for other than Maintenance activities</td>
</tr>
</tbody>
</table>
Success Factors
Success Factors

• Understand this is a business project with organization wide impacts
  - Most everyone’s work processes are being affected

• Understand that the project is not complete at “go-live”
  - It will be an iterative process, continuous improvement
  - Conduct continual review of your processes for possible improvements; even possible elimination

• Plan to address computer literacy issues before “go-live”
  - States that have implemented ERPs in DOTs have found that many employees are challenged to use the new system
  - Mobile solutions are part of the project
  - Statewide training will be available as part of the project

• Regular job responsibilities must still be met

• Implementation happens once, take advantage of the opportunity
Data Cleanup
Data Cleanup

- Data clean up is key to success
- Must be cleaned in the legacy system prior to conversion
- PIMS inventory data clean up
  - Purchasing Section now removing “Delete when balance equals zero” items
  - District lists of items to be reviewed will be distributed at breakout session (4 – 5 pm today)
  - Detailed instructions will be included
  - Submit review results to DOTD HQ by March 13, 2009
### Data Cleansing

**Inventory Records With No Description**

<table>
<thead>
<tr>
<th>Stock No</th>
<th>Dist</th>
<th>Wh</th>
<th>PAR</th>
<th>SP</th>
<th>Qty</th>
<th>Each $</th>
<th>Total $</th>
<th>In order</th>
<th>No. months since last Movement</th>
</tr>
</thead>
<tbody>
<tr>
<td>01-15-5003</td>
<td>02</td>
<td>01</td>
<td>92</td>
<td>01</td>
<td>0</td>
<td>$8.9200</td>
<td>$0.0000</td>
<td>47</td>
<td></td>
</tr>
<tr>
<td>01-15-5004</td>
<td>02</td>
<td>01</td>
<td>92</td>
<td>00</td>
<td>0</td>
<td>$9.5800</td>
<td>$0.0000</td>
<td>50</td>
<td></td>
</tr>
<tr>
<td>01-15-5005</td>
<td>02</td>
<td>01</td>
<td>92</td>
<td>01</td>
<td>0</td>
<td>$9.9700</td>
<td>$0.0000</td>
<td>46</td>
<td></td>
</tr>
<tr>
<td>01-15-5006</td>
<td>02</td>
<td>01</td>
<td>92</td>
<td>01</td>
<td>0</td>
<td>$10.0200</td>
<td>$0.0000</td>
<td>44</td>
<td></td>
</tr>
<tr>
<td>01-15-5007</td>
<td>02</td>
<td>01</td>
<td>92</td>
<td>01</td>
<td>0</td>
<td>$11.2000</td>
<td>$0.0000</td>
<td>47</td>
<td></td>
</tr>
<tr>
<td>18-21-2510</td>
<td>02</td>
<td>01</td>
<td>92</td>
<td>12</td>
<td>0</td>
<td>$2.0000</td>
<td>$0.0000</td>
<td>59</td>
<td></td>
</tr>
<tr>
<td>24-12-0800</td>
<td>02</td>
<td>01</td>
<td>92</td>
<td>14</td>
<td>2</td>
<td>$140.0000</td>
<td>$280.0000</td>
<td>66</td>
<td></td>
</tr>
<tr>
<td>24-69-1884</td>
<td>02</td>
<td>01</td>
<td>29</td>
<td>07</td>
<td>0</td>
<td>$24.7800</td>
<td>$0.0000</td>
<td>69</td>
<td></td>
</tr>
<tr>
<td>26-81-7189</td>
<td>02</td>
<td>01</td>
<td>92</td>
<td>09</td>
<td>0</td>
<td>$0.0000</td>
<td>$0.0000</td>
<td>0</td>
<td></td>
</tr>
<tr>
<td>30-27-0726</td>
<td>02</td>
<td>01</td>
<td>92</td>
<td>03</td>
<td>0</td>
<td>$0.4900</td>
<td>$0.0000</td>
<td>44</td>
<td></td>
</tr>
<tr>
<td>32-09-0115</td>
<td>02</td>
<td>01</td>
<td>92</td>
<td>09</td>
<td>0</td>
<td>$0.0000</td>
<td>$0.0000</td>
<td>0</td>
<td></td>
</tr>
<tr>
<td>32-09-0178</td>
<td>02</td>
<td>01</td>
<td>92</td>
<td>09</td>
<td>0</td>
<td>$0.6500</td>
<td>$0.0000</td>
<td>47</td>
<td></td>
</tr>
<tr>
<td>32-26-6770</td>
<td>02</td>
<td>01</td>
<td>92</td>
<td>09</td>
<td>0</td>
<td>$0.4300</td>
<td>$0.0000</td>
<td>47</td>
<td></td>
</tr>
<tr>
<td>32-26-6770</td>
<td>02</td>
<td>01</td>
<td>92</td>
<td>11</td>
<td>0</td>
<td>$0.4300</td>
<td>$0.0000</td>
<td>59</td>
<td></td>
</tr>
<tr>
<td>32-26-8850</td>
<td>02</td>
<td>01</td>
<td>92</td>
<td>09</td>
<td>0</td>
<td>$0.0800</td>
<td>$0.0000</td>
<td>50</td>
<td></td>
</tr>
<tr>
<td>32-26-9295</td>
<td>02</td>
<td>01</td>
<td>92</td>
<td>00</td>
<td>0</td>
<td>$0.1200</td>
<td>$0.0000</td>
<td>55</td>
<td></td>
</tr>
<tr>
<td>32-26-9300</td>
<td>02</td>
<td>01</td>
<td>92</td>
<td>09</td>
<td>0</td>
<td>$0.2200</td>
<td>$0.0000</td>
<td>47</td>
<td></td>
</tr>
<tr>
<td>32-26-9300</td>
<td>02</td>
<td>01</td>
<td>92</td>
<td>00</td>
<td>0</td>
<td>$0.2200</td>
<td>$0.0000</td>
<td>59</td>
<td></td>
</tr>
<tr>
<td>32-73-4050</td>
<td>02</td>
<td>01</td>
<td>92</td>
<td>09</td>
<td>-10</td>
<td>$6.3100</td>
<td>$63.0000</td>
<td>3</td>
<td></td>
</tr>
<tr>
<td>32-81-0620</td>
<td>02</td>
<td>01</td>
<td>92</td>
<td>09</td>
<td>0</td>
<td>$4.6500</td>
<td>$0.0000</td>
<td>45</td>
<td></td>
</tr>
<tr>
<td>32-81-0840</td>
<td>02</td>
<td>01</td>
<td>92</td>
<td>09</td>
<td>0</td>
<td>$4.8400</td>
<td>$0.0000</td>
<td>40</td>
<td></td>
</tr>
<tr>
<td>32-81-0840</td>
<td>02</td>
<td>01</td>
<td>92</td>
<td>11</td>
<td>0</td>
<td>$4.8400</td>
<td>$0.0000</td>
<td>16</td>
<td></td>
</tr>
<tr>
<td>32-81-1420</td>
<td>02</td>
<td>01</td>
<td>92</td>
<td>11</td>
<td>0</td>
<td>$5.2500</td>
<td>$0.0000</td>
<td>33</td>
<td></td>
</tr>
<tr>
<td>32-81-1480</td>
<td>02</td>
<td>01</td>
<td>92</td>
<td>11</td>
<td>0</td>
<td>$5.9500</td>
<td>$0.0000</td>
<td>16</td>
<td></td>
</tr>
<tr>
<td>32-81-1560</td>
<td>02</td>
<td>01</td>
<td>92</td>
<td>09</td>
<td>0</td>
<td>$4.6500</td>
<td>$0.0000</td>
<td>40</td>
<td></td>
</tr>
<tr>
<td>32-81-1560</td>
<td>02</td>
<td>01</td>
<td>92</td>
<td>11</td>
<td>0</td>
<td>$6.9500</td>
<td>$0.0000</td>
<td>21</td>
<td></td>
</tr>
</tbody>
</table>
Information Sources
DOTD ERP Steering Committee

(District Representation)

Tom Atkinson - Public Works
Jack Bales - FHWA
Margaret Breaux - District Business
Michael Bridges - M&F
Eric Burges - Project Finance
Dom Cali - ERP Project
Anita Chambers - Budget
Kirt Clement - M&F
Samuel Cooper - Training
Tony Ducote - Project Mgmt

Mark Lambert - Public Information
Vince Latino - HQ Maintenance
Monica Mealie - Financial Services
Mike Moss - District Maintenance
Carla Parent - Purchasing
Susan Pellegrin - Human Resources
Gerrie Penn - Change / Quality
Mike Schiro - Planning
Richard Savoie - Highways
Connie Standige - Operations
LaGOV Documentation

• Project materials are located on the DOTD ERP drive
  – \h00001ms016\erp\ERP

• Schedule and meeting minutes are located on the LaGov website
  – Includes attendance lists
Contact us for questions, comments or a copy of today’s presentation

DOTD ERP Project Office – DOTD East Wing – 2nd Floor

Dom Cali – DOTD ERP Project Director
225-242-4699
DomCali@dotd.la.gov

Lori Humm - Dye Mgmt (Project Lead) (Project Systems, Trns*port, Agile)
225-242-4695
LoriHumm@dotd.la.gov or LHumm@dyemanagement.com

Sal Faldetta - Dye Mgmt (Financial Systems)
225-242-4697
SalFaldetta@dotd.la.gov or SFaldetta@bellsouth.net

Marsha Duncan - Dye Mgmt (Budget, Planning)
225-242-4594
MarshaDuncan@dotd.la.gov or MDuncan@dyemanagement.com

Lisa Leonard – DOTD QCIP
225-242-4693
LisaLeonard@dotd.la.gov
Questions / Open Discussion

DomCali@dotd.la.gov
225-242-4699