

**OFFICE OF FINANCIAL INSTITUTIONS**

**STRATEGIC PLAN**

**FY 2023-2024 THROUGH FY 2027-2028**

**Vision:** Louisiana's financial services industry, under the jurisdiction and diligent supervision of the Louisiana Office of Financial Institutions, will be a thriving, competitive, progressive provider of economic resources to businesses and individuals. The industry will comply with laws protecting the rights of the general public with whom they interact.

**Mission:** The Office of Financial Institutions licenses and supervises entities under its jurisdiction in order to enhance confidence in the financial services industry.

**Philosophy:** The Office of Financial Institutions strives to provide professional and fair supervision of the entities under its jurisdiction. It is also committed to developing a highly professional staff that effectively utilizes all available resources, makes sound decisions, and establishes appropriate regulatory guidelines.

**GOAL:**

- I. To provide effective, efficient, proactive supervision to all entities under the Office of Financial Institutions' jurisdiction.

## **ACTIVITY: DEPOSITORY**

**MISSION:** The Office of Financial Institutions' Depository activity charters and supervises state-chartered banks, trust companies, thrifts, holding companies, and credit unions in order to enhance confidence in the financial services industry and promote the state chartering system.

**OBJECTIVE I.1:** Through 2028, the Depository activity will proactively regulate state-chartered depository institutions by conducting periodic examinations in accordance with OFI policy guidelines, assigning a rating of 1 to 5 in accordance with federal interagency policy guidelines (Satisfactory = 1 or 2), and rendering a decision on complaints within 60 days.

**STATE GOAL:** The primary goal is Transparent, Accountable, and Effective Government, and the secondary goal is Hurricane Protection and Emergency Preparedness.

**STATEMENT OF AGENCY STRATEGIES FOR DEVELOPMENT AND IMPLEMENTATION OF HUMAN RESOURCE POLICIES THAT ARE HELPFUL AND BENEFICIAL TO WOMEN AND FAMILIES:** The Office of Financial Institutions' human resource policies that are helpful and beneficial to women and families include: Equal Employment Opportunity; Attendance and Leave (includes provisions for flex schedules and maternity leave); Family and Medical Leave; Sexual Harassment; and Violence in the Workplace.

**STRATEGY I.1.1:** Monitor and track the processing of examination reports.

**STRATEGY I.1.2:** Provide training and continuing education courses necessary for bank examiners to satisfy requirements for certification by the Conference of State Bank Supervisors.

**STRATEGY I.1.3:** Monitor and track complaint resolution.

### **PERFORMANCE INDICATORS:**

(K) = key indicator; (S) = supporting indicator; (G) = general performance information

Input:	(G) Number of examinations conducted- depository
Input:	(G) Number of independent examination reports received - depository
Input:	(G) Number of complaints for which a decision was rendered – depository
Input:	(G) Total number of depository institutions - depository
Input:	(G) Total assets of depository institutions – depository
Input:	(G) Number of complaints received - depository
Output:	(G) Number of examinations conducted within policy guidelines – depository
Output:	(G) Number of independent examination reports processed within 30 days depository
Output:	(G) Number of complaints for which a decision was rendered within 60 days - depository
Output:	(G) Total number of depository institutions with satisfactory exam ratings - depository
Output:	(G) Total assets of depository institutions with satisfactory exam ratings – depository
Efficiency:	(K) Percentage of examinations conducted within policy guidelines – depository
Efficiency:	(K) Percentage of independent examination reports processed within 30 days - depository
Efficiency:	(K) Percentage of complaints for which a decision was rendered within 60 days - depository

## **ACTIVITY: NON-DEPOSITORY**

**MISSION:** The Office of Financial Institutions' Non-depository activity licenses and supervises licensed lenders; consumer loan brokers; notification filers; residential mortgage lenders, brokers and originators; check cashers; pawnbrokers; repossession agents and agencies; bond for deed escrow agents; sale of check/money transmitters; and virtual currency business activities in order to enhance confidence in the financial services industry.

**OBJECTIVE I.2:** Through 2028, the Non-depository activity will supervise non-depository financial services providers by conducting 90% of examinations within policy guidelines, by rendering a decision on 85% of consumer complaints within 60 days, and by approving or denying 100% of complete applications within 60 days from the date the applications are deemed complete.

**STATE GOAL:** The primary goal is Transparent, Accountable, and Effective Government, and the secondary goal is Hurricane Protection and Emergency Preparedness.

**STATEMENT OF AGENCY STRATEGIES FOR DEVELOPMENT AND IMPLEMENTATION OF HUMAN RESOURCE POLICIES THAT ARE HELPFUL AND BENEFICIAL TO WOMEN AND FAMILIES:** The Office of Financial Institutions' human resource policies that are helpful and beneficial to women and families include: Equal Employment Opportunity; Attendance and Leave (includes provisions for flex schedules and maternity leave); Family and Medical Leave; Sexual Harassment; and Violence in the Workplace.

STRATEGY I.2.1: Monitor and track investigations of reports of unlicensed entities.

STRATEGY I.2.2: Monitor and track examinations of licensees in order to ensure that abusive practices and violations of consumer protection statutes are identified.

STRATEGY I.2.3: Monitor and track complaint resolution.

STRATEGY I.2.4: Monitor and track progress in approving and denying applications

### **PERFORMANCE INDICATORS:**

(K) = key indicator; (S) = supporting indicator; (G) = general performance information

Input:	(G) Number of examinations performed– non-depository
Input:	(G) Number of examinations performed with no violations or only minor violations – non-depository
Input:	(G) Number of violations cited in examinations – non-depository
Input:	(G) Number of complaints received – non-depository
Input:	(G) Number of complaints for which a decision was rendered – non-depository
Input:	(G) Number of registrations and license applications with a licensing decision rendered – non-depository
Input:	(G) Number of examinations scheduled to be conducted within policy guidelines – non-depository
Output:	(G) Number of complaints for which a decision was rendered within 60 days - non-depository
Output:	(G) Number of registrations and licenses approved or denied within 60 days of the date they were deemed complete – non-depository
Output:	(G) Number of active licenses and registrants – non-depository
Output	(G) Dollar amount of refunds/rebates as a result of examinations – non-depository
Output	(G) Dollar amount of refunds/rebates as a result of complaints – non-depository

- Output (G) Reported number of unlicensed entities – non-depository
- Output: (G) Number of scheduled examinations conducted within policy guidelines - non-depository
- Efficiency: (K) Percentage of complaints for which a decision was rendered within 60 days – non-depository
- Efficiency: (K) Percentage of registrations and licenses approved or denied within 60 days of the date they were deemed complete – non-depository
- Efficiency: (K) Percentage of examinations conducted within policy guidelines – non-depository

**ACTIVITY: SECURITIES**

**MISSION:** The Office of Financial Institutions' Securities activity registers and supervises issuers of securities, broker dealers, agents, investment advisers, and investment adviser representatives in order to enhance confidence in the financial services industry.

**OBJECTIVE I.3:** Through 2028, the Securities activity will supervise broker dealers and investment advisers located in the State of Louisiana by conducting 95% of examinations within policy guidelines; by rendering a decision on 90% of complaints within 60 days; by approving or denying 95% of all applications for licenses for broker dealers, investment advisers, and agents within 30 days from the date the application is deemed complete; and by approving or denying 95% of requests for authorization of securities offerings within statutory guidelines.

**STATE GOAL:** The primary goal is Transparent, Accountable, and Effective Government, and the secondary goal is Diversified Economic Growth.

**STATEMENT OF AGENCY STRATEGIES FOR DEVELOPMENT AND IMPLEMENTATION OF HUMAN RESOURCE POLICIES THAT ARE HELPFUL AND BENEFICIAL TO WOMEN AND FAMILIES:** The Office of Financial Institutions’ human resource policies that are helpful and beneficial to women and families include: Equal Employment Opportunity; Attendance and Leave (includes provisions for flex schedules and maternity leave); Family and Medical Leave; Sexual Harassment; and Violence in the Workplace.

**STRATEGY I.3.1:** Provide training and continuing education courses necessary for examiners to conduct compliance examinations.

**STRATEGY I.3.2:** Conduct or participate in investigations of complaints and initiate enforcement actions as warranted.

**STRATEGY I.3.3:** Monitor and track the processing of applications for licenses and requests for authorization of offerings.

**STRATEGY I.3.4:** Monitor and track examinations.

**PERFORMANCE INDICATORS:**

(K) = key indicator; (S) = supporting indicator; (G) = general performance information

- Input: (G) Number of examinations scheduled to be conducted within policy guidelines – broker dealers/investment advisers-securities
- Input: (G) Number of complaints received – securities
- Input: (G) Number of applications filed by broker dealers, investment advisers, and agents – securities
- Input: (G) Number of requests for authorizations of securities offerings received - securities

Output:	(G) Number of scheduled examinations conducted within policy guidelines – broker dealers/investment advisers-securities
Output:	(G) Number of complaints for which a decision was rendered within 60 days – securities
Output:	(G) Number of applications for broker dealers, investment advisers, and agents approved or denied within 30 days of the date they were deemed complete – securities
Output:	(G) Number of requests for authorization of securities offerings approved or denied within statutory guidelines - securities
Efficiency:	(K) Percentage of examinations conducted within policy guidelines – broker dealers/investment advisers-securities
Efficiency:	(K) Percentage of complaints for which a decision was rendered within 60 days – securities
Efficiency:	(K) Percentage of applications filed by broker dealers, investment advisers, and agents approved or denied within 30 days of the date they were deemed complete – securities
Efficiency:	(K) Percentage of requests for authorization of securities offerings approved or denied within statutory guidelines – securities
Input:	(G) Number of broker dealer and investment adviser firms-securities
Input:	(G) Number of broker dealer and investment adviser agents-securities
Input:	(G) Number of security offerings-securities

### **ACTIVITY: ADMINISTRATIVE**

**MISSION:** The Office of Financial Institutions' Administrative activity provides leadership, oversight, and support services to the Depository, Non-depository, and Securities activities in order to enhance confidence in the financial services industry.

**I.4.OBJECTIVE:** Through 2028, the Administrative activity will ensure that 100% of its annual cost of operations is covered by revenues collected by OFI from supervised entities and will ensure the achievement of 90% of the objectives of each activity (Depository, Non-depository, and Securities) within the Office of Financial Institutions.

**STATE GOAL:** The primary goal is Transparent, Accountable, and Effective Government, and the secondary goal is Hurricane Protection and Emergency Preparedness.

**STATEMENT OF AGENCY STRATEGIES FOR DEVELOPMENT AND IMPLEMENTATION OF HUMAN RESOURCE POLICIES THAT ARE HELPFUL AND BENEFICIAL TO WOMEN AND FAMILIES:** The Office of Financial Institutions' human resource policies that are helpful and beneficial to women and families include: Equal Employment Opportunity; Attendance and Leave (includes provisions for flex schedules and maternity leave); Family and Medical Leave; Sexual Harassment; and Violence in the Workplace.

**STRATEGY I.4.1:** Develop, update, and implement methods to monitor and project cost of operations.

**STRATEGY I.4.2:** Develop, update, and implement procedures and processes to ensure that adequate revenues are available to fund statutorily mandated activities.

### **PERFORMANCE INDICATORS:**

(K) = key indicator; (S) = supporting indicator; (G) = general performance information

Efficiency:	(K) Percentage of activity performance objectives achieved
Input:	(G) Total revenues collected
Output:	(G) Percentage of revenues expended
Output:	(G) Total cost of operations